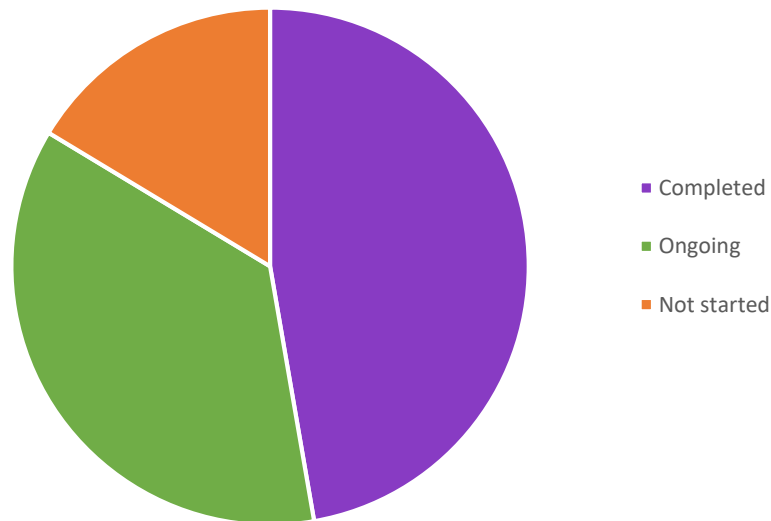


Homeless Response Plan Implementation Update (12/20)



Strategy #1: Prevent, reduce and manage homelessness in Carlsbad

Actions	Status
Continue to evaluate existing city services and programs that serve homeless residents.	■ This is an ongoing activity.
Compile homeless and/or transient related data from departments (transient camps cleaned up, number of homeless-related emergency calls) to set a benchmark to track success of plan efforts.	<ul style="list-style-type: none"> ■ The Police Department tracks all homeless-related emergency calls by month and year. ■ The department tracks the numbers of messages received on the Homeless Outreach Team Service Request App. ■ The Homeless Outreach Team tracks and creates monthly reports on the number of camps tags, camp clean ups, and other outcomes. ■ Interfaith Community Services documents its client contacts and notes in two electronic health records called Efforts to Outcome and the Homeless Management Information System. ■ They provide monthly, quarter and annual statistics on the number of unduplicated contacts of individuals they have served who are experiencing homelessness or at-risk of homeless, the number of contacts made, types of services and resources provided, participant demographics, and the number of people being placed in emergency shelter and permanent housing. ■ The city's Housing Navigator is tracking the number of phone contacts she receives each month for individuals who are at-risk, searching for housing, or experiencing homelessness. She has an

active caseload of people with whom she provides regular housing case management sessions.

- The Homeless Program Manager is in the process of finalizing an agreement with the Regional Task Force on the Homeless for the City of Carlsbad to be a “Participating Agency” in the Homeless Management Information System. This will allow the city to accurately track and document individuals and families who are homeless or at-risk homelessness in the City of Carlsbad and understand the size, characteristics, demographics, and needs of the homeless population. It will provide one homeless database for all service providers (city staff, Homeless Outreach Team Officers, Homeless Program Manager, and contractors) working with the homeless population in the City of Carlsbad.

Develop homeless encampment enforcement plan in coordination with the city’s crime suppression team and HOT, other city departments and select service providers.

- The City of Carlsbad is following the recommendation guidelines set forth by the CDC on COVID and homeless encampment cleanups. <https://www.cdc.gov/coronavirus/2019-ncov/community/homeless-shelters/faqs.html>
- The Police Department renewed its contract with Urban Corps for litter and trash abatement related to homelessness in September 2020.
- Prior to the pandemic, the Homeless Outreach Team would facilitate weekly encampment cleanups with Public Works and Urban Corps.
- The team continues to request services by Urban Corps on areas where there is excessive trash, but there is not an active encampment.

Strategy #2: Support and build capacity within the city and community to address homelessness

Hire a Homeless Response Manager to allow for dedicated support to the team and implementation of the city’s homeless response

- Completed 12/9/19.

Contract with one or more local service provider(s) for social workers to work with homeless residents and city staff to develop individualized action plans for homeless residents.

- The City has contracted with Interfaith Community Services for 2.5 licensed clinicians. The city renewed the agreement in May 2020 for one year with the option to extend for two additional one-year periods.
- The City also contracted with Community Resource Center to provide case management and housing stability resources for individuals experiencing homelessness or at-risk of homelessness. The contract was executed in May 2020 for a one year with the option to extend for one additional year.

Conduct a community analysis of existing homeless programs and services provided by the city, faith-based and community organization and service providers to identify gaps and opportunities. Implement efforts to address gaps.

- In progress. Many homeless services have been modified or suspended due the pandemic.
- The Homeless Program Manager is in regular communication with nonprofits, faith-based providers, county behavioral health services providers and other North County cities.
- The Homeless Program Manager is in the progress of creating an asset map of the current resources for the various homeless sub-

	<p>populations in the community to understand where gaps in homeless services currently exist.</p> <ul style="list-style-type: none"> ■ In September 2020, the Homeless Program Manager founded a North County Homeless Working Group and facilitates monthly meeting. The working group includes representation from all eight North County cities and includes city staff ranging from Housing Program Managers, Homeless Program Managers, Assistant City Managers, and City Managers.
<p>Develop a city protocol to assist staff to serve homeless residents at city facilities or in the community.</p>	<ul style="list-style-type: none"> ■ In progress. The Homeless Program Manager and Homeless Outreach Team Sergeant work closely with city departments such as Library & Cultural Arts, Parks & Recreation, Public Works and the City Attorney’s Office. ■ They have provided Zoom trainings on best practices and have helped problem-solve issues they are experiencing within their departments. ■ The Homeless Program Manager plans to reinstate the Homeless Response Team with representation from various city departments to further enhance collaboration and coordination.
<p>Engage the Housing Commission to serve as an advisory group for homeless services, programs and/or issues.</p>	<ul style="list-style-type: none"> ■ The Homeless Program Manager consulted and helped update the Housing Element with Housing Services. She presented the information to the Housing Commission on Dec. 3, 2020. ■ She is scheduled to present on the Homeless Response Program in January 2021 and hopes to seek additional guidance on the Flexible Housing Subsidy Pool.
<p>Evaluate existing city ordinances: Noise, property maintenance, open container, camping, parking, land use/zoning (e.g. churches – soup kitchens) that impact the community and city response to homeless-related issues</p>	<ul style="list-style-type: none"> ■ The Homeless Program Manager and the Homeless Outreach Team have worked with the City Attorney’s Office on issues related to encampments and overnight parking ordinances. ■ The Homeless Program Manager has helped the Church of the Advent, the primary emergency food distribution program, file and apply for its ■ appropriate Health Order Permit through the County. ■ Due to the governor’s emergency order, many of the city ordinances have been suspended.

Strategy #3: Encourage collaboration within the city, community partnerships and residents

Action	Status
Coordinate with services providers (e.g. mental health, recovery and housing) to support rapid rehousing and successful connection to needed services.	<ul style="list-style-type: none"> ■ The Homeless Program Manager actively collaborates with County’s Behavioral Health Services who oversees many of the mental health and substance use contracts in the North County Coastal Region. ■ As a Licensed Clinical Social Worker, she has maintained her network of professional relationships in the field.
Develop partnerships with service providers, faith-based and community organizations, residents and businesses to collaborate on homeless related issues and needs.	<ul style="list-style-type: none"> ■ The Homeless Program Manager has a strong working partnerships with service providers La Posada, Community Resource Center, and North Coast Hospice ■ She engages regularly with several faith-based organizations including Church of the Advent, Community Christ Church, Mission Church, and St. Patrick’s Catholic Church. ■ The Homeless Program Manager and Homeless Outreach Sergeant actively respond and communicate with residents. They have presented at several HOA meetings, schools, the Carlsbad Kiwanis Club, attended Girl Scout functions, held “virtual coffee dates” with residents, and have listened to issues related to homelessness. ■ The Homeless Program Manager hosted 45 volunteers at the Point-in-Time Count event in January 2020. These included community members, city employees, police officers, local nonprofits staff and city leadership. This was the first year that city staff opened the volunteer registration to the community for public participation. This decision was well-received, and the city received praised from many community members. ■ As a next step, the Homeless Program Manager is building her partnership with the business community. Prior to the start of pandemic, the team facilitated several trainings with business owners on issues pertaining to homelessness, but many of the trainings were suspended.
Develop educational materials for residents and businesses on how to address or report homeless related concerns (e.g. homeless resident going through trash in a dumpster on private property-how to resolve?)	<ul style="list-style-type: none"> ■ Future activity.
Develop working relationship with local DMV and Social Security Administrative offices to eliminate barriers to housing or connections to support services.	<ul style="list-style-type: none"> ■ The Homeless Outreach Team has developed relationships with the DMV and Social Security Administration. ■ The Homeless Program Manager oversaw the SSI/SSDI Outreach and Access Recovery Program and has worked closely with many of the local social security field offices.
Host a one-day resource fair that provides access to local services and programs, while allowing for a coordinated effort to have	<ul style="list-style-type: none"> ■ Future activity.

attendees assessed by a local service provider or case management team.

Work with faith-based organizations to coordinate community outreach and service plan to reduce duplication of efforts and crime-related issues (e.g. providing meals, clothes, bus passes)	<ul style="list-style-type: none">■ During the start of the pandemic, the Homeless Program Manager worked and met with all of the local faith-based organizations in Carlsbad who were serving the unsheltered homeless community and helped coordinate resources at one central site location.
Work with service groups and faith-based organizations to provide home items for newly housed homeless.	<ul style="list-style-type: none">■ Future activity.
Develop a plan with Tri-City Medical Center to address the cycling of Carlsbad homeless in and out of the center, which has a negative impact on homeless residents' care and drains city emergency resources.	<ul style="list-style-type: none">■ Future activity.■ Senate Bill: 1152 was signed into law in September 2018, requiring hospitals to create appropriate and written discharge plan for their homeless community.■ The Homeless Outreach Clinical Staff works very closely with the local hospital social workers to coordinate safe discharge planning for clients into skilled nursing facilities, recuperative care facilities, substance use treatment facilities, and emergency shelters.
Leverage existing Memorandums of Understanding (MOUs) or community partnerships to connect homeless residents to appropriate community services or programs	<ul style="list-style-type: none">■ A new contract was established with the Community Resources Center in May 2020 with HCD to provide housing assistance to 40 individuals, households, or families who are homeless or at-risk of becoming homeless in the City of Carlsbad.■ The goal of this program is to find appropriate long-term housing or stabilize their existing housing placements with rental assistance, mediation, advocacy, case management and address any other barriers that impact their housing stability.■ The City of Carlsbad allocated \$400,000 from their Housing Fund Trust in FY 2020-21 for a Flexible Housing Subsidy Pool to help individuals experiencing homelessness pay their deposit, application fees, utility assistance, landlord incentives, flex funds for unexpected costs, and ongoing tenancy support to ensure their success.■ This program was built into the Housing Element. The goal is to find a sustainable funding source to provide a deep subsidy rental assistance to individuals experiencing homelessness until they are able to be bridged to more permanent housing resources such as affordable housing, Section 8, or senior housing programs.■ The Homeless Program Manager is the process of creating an MOU with the Regional Task Force on the Homeless for this program.

Strategy #4: Retain, protect and increase the supply of housing in Carlsbad

Action	Status
Work with existing housing developments to consider voluntarily set-aside units for the homeless. Possibly provide incentive to pay person's rent for a period of time or pay the deposit.	<ul style="list-style-type: none"> ■ Future activity.
Inclusionary housing policy: 10% set-aside units to serve homeless residents for new developments	<ul style="list-style-type: none"> ■ Future activity for City Council consideration.
Evaluate alternate housing options to address high rent rates and limited housing inventory: Tiny homes, motel or apartment conversion, shared housing and shelters for women and families	<ul style="list-style-type: none"> ■ Housing Services and the Police Department submitted an application to HUD on 12/1/20 for 40 mainstream permanent housing vouchers. ■ The goal of these vouchers is to target those individuals who exited back to the streets from the at-risk hotel in the City of Carlsbad. ■ The city would also use the vouchers for households who also at-risk of entering homelessness due to effects of the COVID-19 pandemic.
Request authorization from City Council to pursue the purchase of existing housing units to rehouse homeless families, veterans and/or seniors as a priority.	<ul style="list-style-type: none"> ■ Individuals who are homeless have prioritization on the city's Section 8 housing waitlist.