

QUARTERLY REPORT

Reducing Homelessness



JULY 1 - SEPT. 30, 2021

This report details the progress the City of Carlsbad has made during the first quarter of FY 2021-22 toward achieving its goal of reducing homelessness.

City Council goal

Reduce the homeless unsheltered population, among those who want help, by 50% within five years. Provide quarterly reports for five years or until this goal is met, whichever comes first.

SUMMARY



16



Transitioned to permanent housing



Shelter placements



Unduplicated contacts



Police Calls for Service

1,542



FY 2021/23 Work Plan Progress

Work plan tasks were identified to be accomplished over various stages during the fiscal year. All work plan tasks that were identified to be complete for Q1 have been completed within the identified timeline and budget. *

		<i>Work Plan Timeline</i>			
	<i>Progress on track</i>	Q1	Q2	Q3	Q4
Employment and benefits specialist					
Develop scope of work and budget for consultant services for a two-year contract	<input checked="" type="checkbox"/>				
Issue request for proposals for contract services					
Design program and informational materials					
Additional homeless outreach officers and social workers					
Promote an additional sergeant to the Homeless Outreach Team	<input checked="" type="checkbox"/>				
Recruit for two new Homeless Outreach Team officers	<input checked="" type="checkbox"/>				
Create roles, responsibility and deployment model for enhanced Homeless Outreach Team	<input checked="" type="checkbox"/>				
Develop and provide necessary training for new Homeless Outreach Team members	<input checked="" type="checkbox"/>				
Identify metrics for data collection	<input checked="" type="checkbox"/>				
Partner with social workers from the County of San Diego's contracts with the North County Homeless Pilot Program and PATH	<input checked="" type="checkbox"/>				
Enhancing clinical services at La Posada Emergency Shelter					
Develop scope of work for expanded consultant services to include two licensed clinicians and additional training for staff	<input checked="" type="checkbox"/>				
Research and analyze best practice emergency shelter programs	<input checked="" type="checkbox"/>				
Design new program rules, expectations and outcomes	<input checked="" type="checkbox"/>				
Develop a training schedule, courses, programs, and completion timeline	<input checked="" type="checkbox"/>				
Re-evaluate the program practices, as necessary	<input checked="" type="checkbox"/>				
Limited-term stay Emergency Hotel Voucher Pilot Program					
Identify and partner with hotel/motel vendors	<input checked="" type="checkbox"/>				
Develop pilot program rules, policies and expectations	<input checked="" type="checkbox"/>				
Train Homeless Outreach Team Officers and social workers	<input checked="" type="checkbox"/>				
Prepare public informational materials	<input checked="" type="checkbox"/>				
Create a new program manager position	<input checked="" type="checkbox"/>				
Develop and implement a tracking system to assess program efficacy	<input checked="" type="checkbox"/>				
Provide a report to the City Council (after first six months and following the 12-month program) to determine if the program should be continued and/or modified	<input checked="" type="checkbox"/>				
Develop and implement a contract with the San Diego Humane Society	<input checked="" type="checkbox"/>				
Community Resource Center services					
Contract with the Community Resource Center	<input checked="" type="checkbox"/>				
Develop scope of work for services	<input checked="" type="checkbox"/>				
Two-year contract with three, one-year extensions	<input checked="" type="checkbox"/>				
Revise policies and procedures based on lessons learned from year one	<input checked="" type="checkbox"/>				

Work plan progress continued

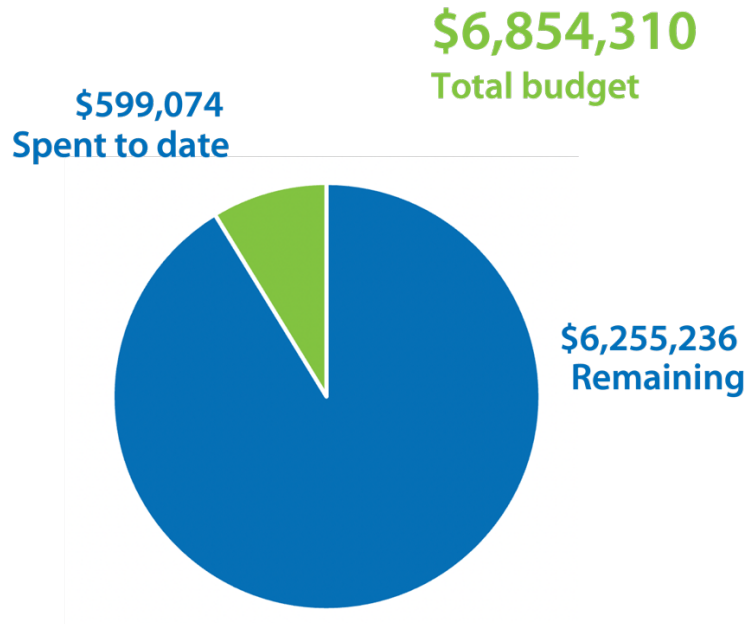
Create a new Housing & Homeless Services Department	<i>Progress on track</i>	Q1	Q2	Q3	Q4	
Create new positions (Director, Housing Services Manager and Management Analyst)	<input checked="" type="checkbox"/>					
Develop budget and purchase resources	<input checked="" type="checkbox"/>					
Advertise, recruit, hire for new positions	<input checked="" type="checkbox"/>					
Prepare public informational materials	<input checked="" type="checkbox"/>					
La Posada de Guadalupe Facility Expansion		Q1	Q2	Q3	Q4	
Work with Catholic Charities to pursue opportunities to expand the number of shelter beds within the existing facility	<input checked="" type="checkbox"/>					
Work with Catholic Charities to pursue opportunities to expand the existing facility to accommodate women and families	<input checked="" type="checkbox"/>					
Project Homekey funds		<i>Progress on track</i>	Q1	Q2	Q3	Q4
Develop a list of potential projects eligible for Project Homekey funding and develop a specific proposal for the City Council's consideration and direction.	<input checked="" type="checkbox"/>					
Pursue a Project Homekey funding application, if so directed by the City Council	<input checked="" type="checkbox"/>					

** Some tasks have changed or been eliminated based on City Council direction.*

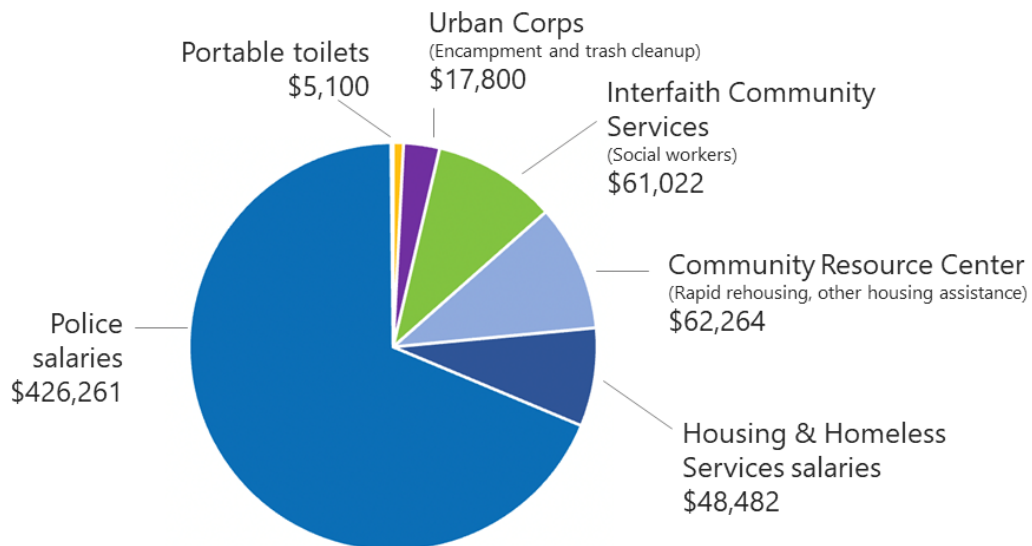
Expenditures

The City Council approved \$6.8 million in general funds and one-time reserve funds to support the homeless goal during fiscal year 2021-22. A significant portion of the budget, \$3.2 million, was initially allocated for an emergency shelter hotel voucher pilot program. Based on initial research and feedback, the City Council decided to pursue a different model, which is expected to require fewer resources.

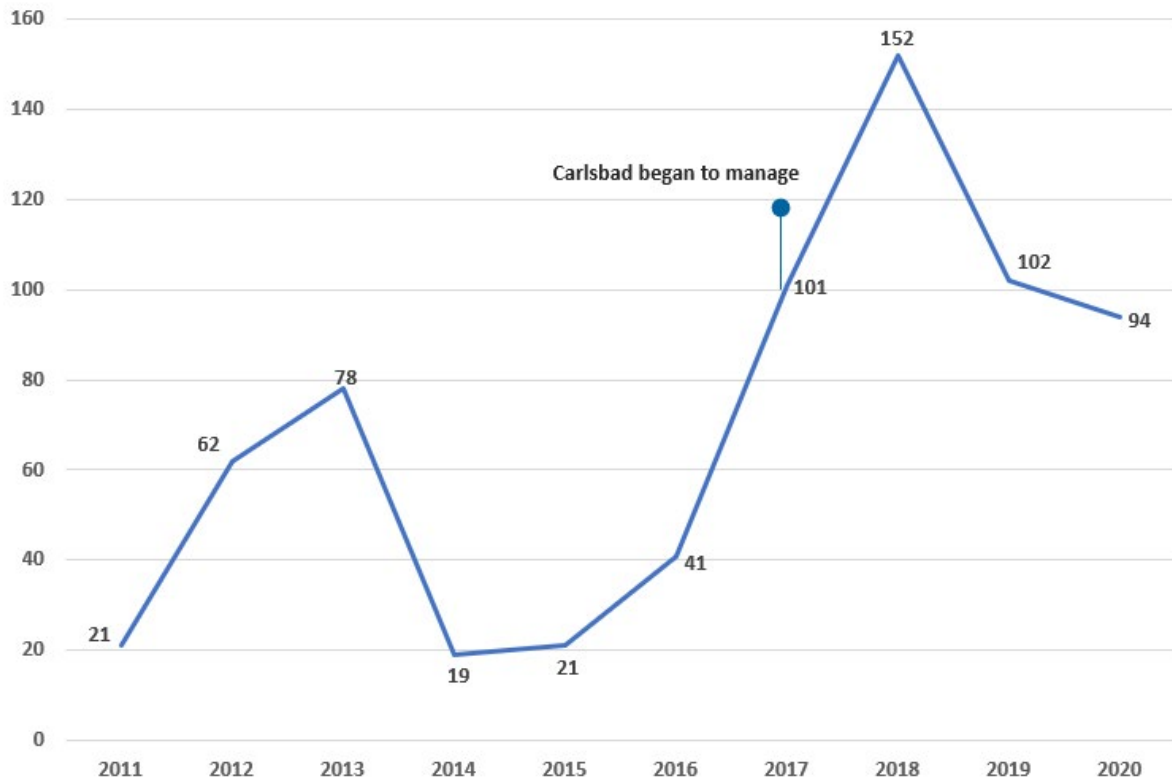
TOTAL BUDGET EXPENDITURES TO DATE



SPENDING BY CATEGORY



Point in Time Count data



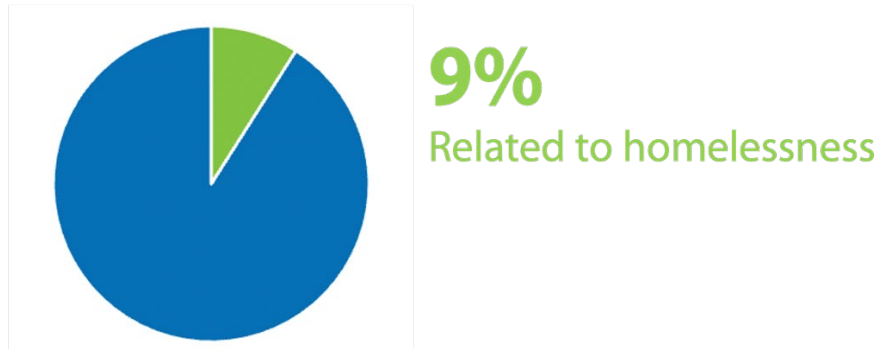
**The Point in Time Count did not take place in 2021 due to COVID-19 precautions. The City of Carlsbad took over the Point in Time Count from an outside organization starting in 2017.*

Public Safety

Homelessness-related calls for service

Carlsbad Police received 1,542 homelessness-related calls for service, which made up 9% of all calls for service received between July 1 to Sept. 30, 2021.

TOTAL

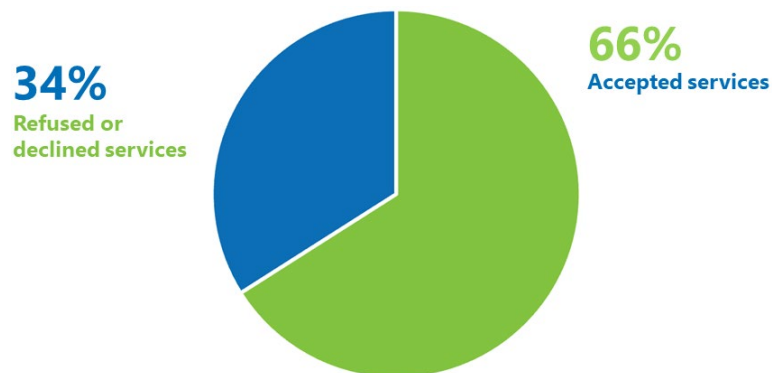


HOMELESSNESS-RELATED STATISTICS BY CATEGORY*



* These statistics show the percentages of homelessness-related citations, arrests or mental health holds compared to those of the general population.

OFFERS OF HELP



Quality of life

In late September the City Council introduced an ordinance that amended the city's municipal code to address quality of life issues related to homelessness. This ordinance became effective Nov. 11, 2021. Changes include:

- Amending the city's existing camping laws to prohibit camping on public, private and open space property
- Requiring that a person be offered and refuse temporary shelter prior to being cited for camping on public property
- Amending the city's existing camping laws to prohibit storing or leaving personal property unattended in public areas during certain times of the day
- Adding a new law that prohibits fires and cooking on public property unless in authorized areas.
- Clarifying and adding to the city's existing prohibition on solicitation to people in vehicles, including regulating aggressive solicitation
- Expanding and adding city laws that prohibit obstruction of property, trespassing and disorderly conduct
- Adding Holiday Park and Pine Avenue Community Park to the list of areas where open containers of alcohol are prohibited (with some exceptions)

All the above offenses are chargeable as a misdemeanor, although police officers will continue to use their discretion to issue warnings and citations, including infraction level citations, instead of making misdemeanor arrests.



Public Outreach

The city recognizes homelessness is a top concern of the community and understands the importance of outreach and engagement. Below is an overview of some of the outreach efforts implemented from July 1 to Sept. 30, 2021, to help keep the community informed and engaged about the city's efforts to reduce homelessness.



Three community group presentations



Six virtual office hours
(small group community meetings)
37 participants*



Nine community newsletter updates



22,000+ reached via social media

**Some community members attended more than one small group meeting.*

Members of the Homeless Outreach Team and Housing & Homeless Services Department have jointly provided information presentations at several meetings with the downtown Carlsbad Village Association, Chamber of Commerce and Housing Commission. Additionally, staff facilitated six small group community meetings held virtually where community members had a chance to ask questions, share their concerns and brainstorm ideas.

Staff also responded to hundreds of phone calls and emails from individuals experiencing homelessness, business owners, social service providers and members of the public.

Regional Partnerships

The City of Carlsbad believes in addressing homelessness with compassion and fairness. Here is a current list of services created to help those experiencing homelessness as well as improve the quality of life of the community for everyone.

San Diego Humane Society

The purpose of the San Diego Humane Society Contract is to provide individuals experiencing homelessness with a safe place to temporarily board their animal when they are not able to bring them to treatment facilities or services. Staff have found this has been a primary barrier preventing people from accessing services. The contract will provide short-term emergency boarding and emergency medical care for approximately 25 animals of persons experiencing homelessness – free of charge – so the individual could access care and resources. This contract was approved on Sept. 28, 2021. No animals have been placed in the program to-date.

Rocket John portable restrooms and handwashing stations

The Rocket John contract provides four portable restrooms and handwashing stations and routine cleaning and maintenance in the Village. The city first added these public bathrooms in 2017 to combat the Hepatitis A crisis in the homeless community. In response to COVID-19, the city has added more restrooms and handwashing stations to promote health, sanitation and 24/7 access to clean water to individuals living unsheltered.

Community Resource Center

The city currently has a contract in place with the Community Resource Center with one-time funding from the state. This contract provides rapid rehousing funding to reduce homelessness by providing permanent housing. From July 1, 2020, to present, the program has screened 79 households at-risk or experiencing homelessness in Carlsbad and served 53 households. The center's staff have helped 22 households experiencing homelessness move into permanent housing and prevented 17 households from failing into the homeless system with deposit support, rental assistance, landlord advocacy, case management and financial literacy training. The Community Resource Center has helped 14 individuals get bridged to a higher level of care. Last quarter, the center screened and enrolled 36 new clients into its rapid rehousing program. Its staff placed seven people into permanent housing and referred eight people to higher-level resources for long-term supports. Staff will be bringing back a new, two-year \$350,000 per year contract in January 2022 for the City Council's consideration.

Interfaith Community Services

Interfaith Community Services is the current outreach and case management contractor for the City of Carlsbad's Homeless Outreach Team. It provides two licensed or master's level clinicians and one part-time licensed program manager. They provide seven-day coverage offering outreach and case management in the field to individuals experiencing homelessness in the City of Carlsbad. The clinicians engage, assess, plan and refer individuals to resources such as housing, medical care, public benefits, mental health and substance use treatment and places they can obtain basic needs. In the calendar year 2020, they engaged with 507 unduplicated individuals and provided 3,839 services. They referred and placed 133 individuals into emergency shelter and 12 individuals into permanent housing. Staff issued a contract amendment and extension on July 1, 2021, for one year. Last quarter, Interfaith Community Services and the Homeless Outreach Team engaged with 256 unduplicated clients at-risk and experiencing homelessness. They bridged

19 people to emergency shelter and nine individuals to permanent housing. Additionally, they referred 32 people experiencing homelessness to programs for mental health, substance use and health.

North County social worker

The new North County Social Worker Pilot Program has one dedicated full-time social worker providing outreach in the City of Carlsbad. The county has been working very closely with the city on integrating this program into existing resources. The city has facilitated several meetings inviting key stakeholders and service providers to ensure continuity of care and clarity of roles, and to discuss resource management.

Urban Corps

A new contract was issued with Urban Corps of San Diego in September 2021 for trash abatement, litter and encampment cleanup related to persons experiencing homelessness. Urban Corps works very closely with Public Works and the Homeless Outreach Team and it is responsible for responding to and triaging any incoming cleanup requests related to homelessness on city. The contractor has the capacity to request additional staff for large encampment clean-ups or major city events. This year, Urban Corps will be collecting and tracking data on encampment size, volume of litter, trash type and other useful information. Staff will include this information in future updates.

Additional collaborations

The city collaborates with many stakeholders in the community to reduce homelessness. Homelessness impacts all aspects of a community, so it takes a concerted effort to try to end it.



Success stories

Each quarter, staff will include one or more success stories of real people who were connected to community services as a result of the city's homeless response efforts. These are two of their stories, which the subjects have given the city permission to share.

Bryce

Male, age: 50

Years homeless: 13

Permanently housed: September 2021

Bryce grew up in Carlsbad, graduating from Carlsbad High School. When he injured himself on the job and became unable to work, he collected unemployment, but eventually his benefits expired, and he lost his home. He was able to stay with friends and family for a while, then stayed in motels. His money eventually ran out. While living on the street, he sustained physical injuries that further limited his ability to work. Bryce also developed a substance use disorder that caused him to be in and out of jail.

What worked

- **Officers on the Homeless Outreach Team** worked with Bryce, off and on, for four years.
- Because he **trusted** our team, Bryce was eventually willing to accept help signing up for **disability benefits**, providing a small but steady income.
- City staff monitored Bryce's position on the city's **Section 8 rental assistance** program waiting list.
- When a rental voucher became available, the city's **Housing Navigator** helped Bryce obtain critical documents, find apartments and fill out rental applications.
- Through the city's contract with the **Community Resource Center**, Bryce got help with his security deposit, first and last month's rent, and furniture.
- He is now living in his first apartment in thirteen years.
- Bryce continues to meet regularly with his **Community Resource Center case manager** for long-term housing stabilization and support as he adapts to his new life.

Judy

Female, age: 63

Years homeless: 5

Placed in long-term care: August 2021

Judy is well known to Carlsbad residents who frequent the Village, as well as business owners in the area. With severe, undiagnosed mental illness, Judy was chronically homeless.

One way she coped with her mental health while living on the streets was to self-medicate with illegal substances, soon developing a substance use disorder. She was known to scream at passersby, harass people eating at restaurants, steal from businesses and defecate in public. The Homeless Outreach Team frequently received complaints about Judy's behavior. In 2021 officers responded to 109 calls for service from residents and Village businesses related to Judy.

Recognizing signs of mental illness, Homeless Outreach Team officers transported Judy 11 times to psychiatric care facilities so she could be assessed and transitioned into the high level of care she likely required. Each time, however, she was quickly released, often the same day she arrived. Many long-term inpatient programs have significant backlogs due to the COVID-19 pandemic.

Working with the city's Psychiatric Emergency Response Team, the Homeless Outreach Team was able to refer Judy to a mental health program specializing in serious mental illness. However, her needs exceeded the services provided, and she once again returned to the streets and her erratic behavior. The situation with Judy's behavior eventually caused several businesses to reach out to the city, calling for a restraining order.

City staff continued to brainstorm potential options, reaching out to a social worker who had previously been part of the city's Homeless Outreach Team. This clinician now works for an inpatient mental health facility for older adults. Because the HOT officers had established a long history with Judy, they were able to provide the necessary background information to qualify Judy for long-term placement into the facility. Judy has been admitted and is finally getting the care she needs to treat her illness and is awaiting conservatorship. Her story demonstrates the institutional barriers and challenges facing those who need mental health treatment.

What worked

- With a **dedicated team** sensitive to Judy's situation and the effect it was having on our community, **persistence** eventually paid off.
- Because the Homeless Outreach Team officers and social workers had developed a **long history** with Judy, they were able to be **effective advocates**, eventually getting her the help she so desperately needed.
- **Relationships** with health care facilities and other providers played an important role in Judy with the services she needed.

In 2021 officers responded to 109 calls for service from residents and Village businesses related to Judy and transported her 11 times to psychiatric care facilities before ultimately placing her in a long-term facility where she could get the help she needed.

Overcoming challenges

Staff have experienced several challenges around the implementation of the City Council's goal to reduce the homeless unsheltered population, among those who want help, by 50% within five years. Some of these include:

Multiple service providers

It has been a challenge to coordinate resources when multiple services providers are involved. As the city and county continue to add more programs, it will be critical for all agencies to meet regularly to ensure outreach efforts are being effectively administered and coordinated to ensure the most vulnerable individuals are being prioritized and served.

Data collection

Staff will continue to look at better ways to refine the city's data collection to allow for more real-time information. This is the city's first quarterly report and staff are working to develop better metrics to measure progress towards the City Council's goal. Staff hope to get feedback from the City Council to refine future reports.

There are challenges identifying and measuring service-resistant clients. Different outreach programs have different philosophies. It may be hard to track who is working with whom and how many times people have been engaged over a six-month period unless all of the providers are sharing and inputting data in the Homeless Management Information System.

Limited housing resources

There is a limited number of emergency shelter and permanent supportive housing resources in San Diego County.

Staff vacancies

There have been transitions and position vacancies on the Housing & Homeless Services Department, Homeless Outreach Team and social worker team. These vacancies have caused an increase in workload on the team. New programs have been slower to implement due to these limitations.

Upcoming work

City staff have several new programs on the horizon:

- The Police Department and Housing & Homeless Services Department have designed a new single night hotel voucher program and referral process. Training was provided, and the program launched in early November.
- The city is enrolling as a participating agency in the Homeless Management Information System, which will allow staff to see real-time, unduplicated data of individuals experiencing homelessness in Carlsbad. This system will help staff help bridge households experiencing homelessness to resources such as the Windsor Pointe housing project being built to serve low-income individuals and families and people who are homeless or nearly homeless with mental illness, as well as other regional housing projects, and monitor the data of the city-funded contractors.
- The Housing & Homeless Services Department is in the process of recruiting and interviewing for several positions.
- The city will be hosting and organizing the 2022 Point-in-Time Count on Jan. 27, 2022. Volunteer registration will begin in November. More information will be shared by the Housing & Homeless Services Department.
- A new rapid rehousing contract will be signed with the Community Resource Center.
- City staff has updated the initiatives and objectives outlined in the 2021 homeless goal work plan originally approved by the City Council on April 27, 2021, based on the latest direction received from the City Council on Sept. 28, 2021. An updated work plan is being presented to the City Council to document the City Council's September direction.