

QUARTERLY REPORT

Reducing Homelessness



APRIL 1 - JUNE 30, 2022

During the fourth quarter of FY 2021-22, the City of Carlsbad achieved several important milestones towards its goal of reducing homelessness, which are detailed in this report.

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



Transitioned to permanent housing

12



Shelter placements



Unduplicated contacts



Hotel voucher
NIGHTS

Police calls for service









2,701



Encampment
CLEANUPS

Data by Quarter

The table below shows how data compares between each quarter, along with year-to-date data. Staff adjusted some of the Q1 and Q2 data to reflect additional information received since presenting the reports. The same individual may have received more than one service and are reflected under each service category that applies to them (for example, the same individual may have received both a hotel voucher and later placed into permanent housing).

	Q1	Q2	Q3	Q4	YTD
 Transitioned to permanent housing	23	15	12	12	62
 Unduplicated contacts*	253	269	309	324	749
 Police calls for service**	1,542	2,169	2,585	2,701	7,455
 Shelter placements	28	29	39	14	110
 Encampment cleanups	10	7	16	17	50
 People provided hotel vouchers	N/A	5	17	15	37
 Hotel voucher nights	N/A	8	41	46	95
 Shopping carts collected	N/A	37	48	17	102

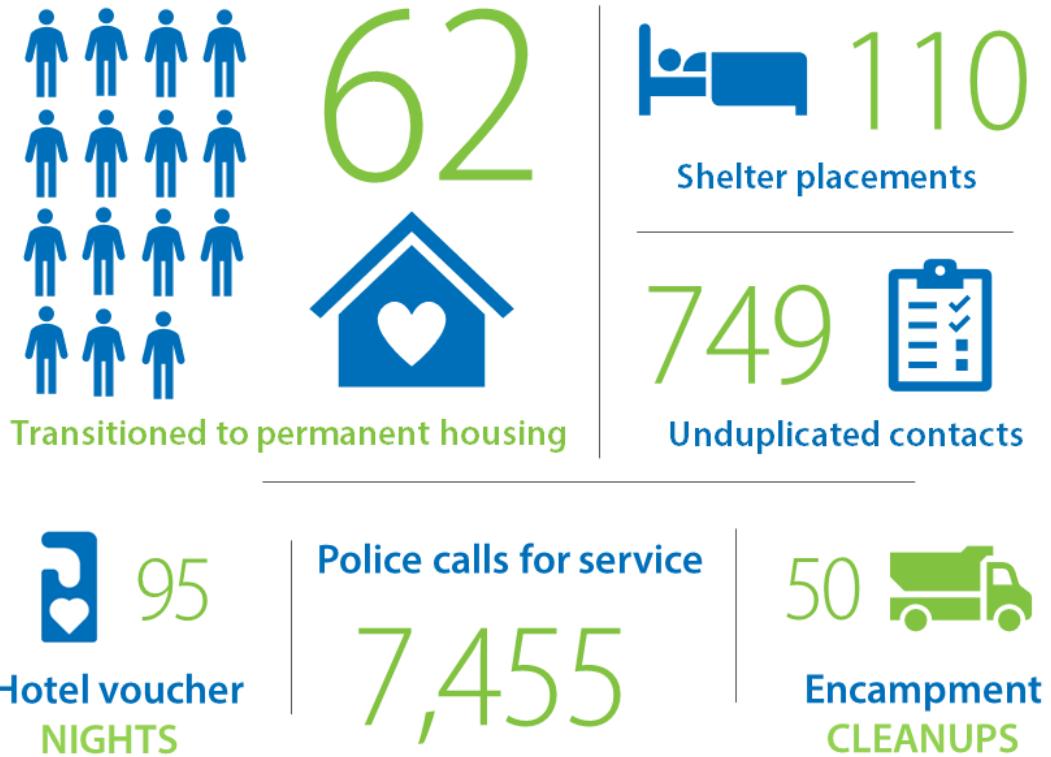
*163 new individuals were contacted during Q4 that were not during Q1 through Q3. The year-to-date total removes duplicate contacts.

**Carlsbad Police went into the field for 2,701 calls for service in Q4, of which 1,359 calls were in response to a specific request or complaint and 1,342 were proactive department-initiated calls for service to help carry out city goals and enforce city codes.

Year in Review

The fourth quarter marked the one-year milestone since the work plan was established. The graphic below provides a snapshot of some of the year-to-date data.

YEAR IN REVIEW



FY 2021/22 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, Q2, Q3 and Q4 have been completed within the identified timeline and budget with the exception of the last four objectives listed under the enhancement of clinical services at La Posada Emergency Shelter.* Those are on track for completion in October 2022.

	<i>Progress on track</i>	<i>Work Plan Timeline</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 RFP for contract services	<input checked="" type="checkbox"/>				
Design program and informational materials	<input checked="" type="checkbox"/>				
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"/>				
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 Humane Society	<input checked="" type="checkbox"/>				

Work plan progress continued

Community Resource Center services	<i>Progress on track</i>	Q1	Q2	Q3	Q4
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"/>				

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 the new positions	<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"/>				

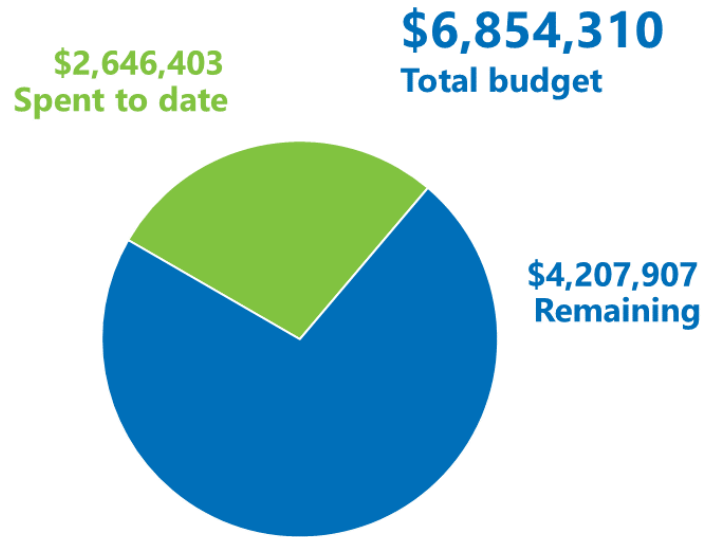
Project Homekey funds	<i>Progress on track</i>	Q1	Q2	Q3	Q4
Develop a list of potential projects that are eligible for Project Homekey funding and develop a specific proposal for the City Council's consideration and direction.	<input checked="" type="checkbox"/>				
Pursue a Homekey funding application, if directed by the City Council	<input checked="" type="checkbox"/>				

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

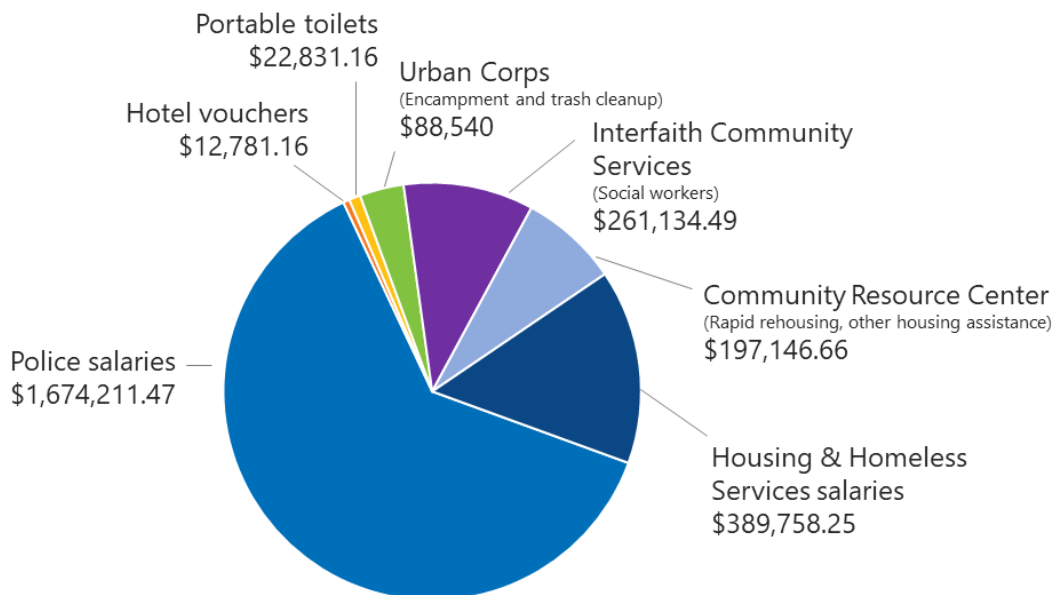
Expenditures

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



Carlsbad's Homeless Population



91%

Lived in San Diego County prior to becoming homeless

72% Male



28% Female



87% White

13% Black



8%

Veterans

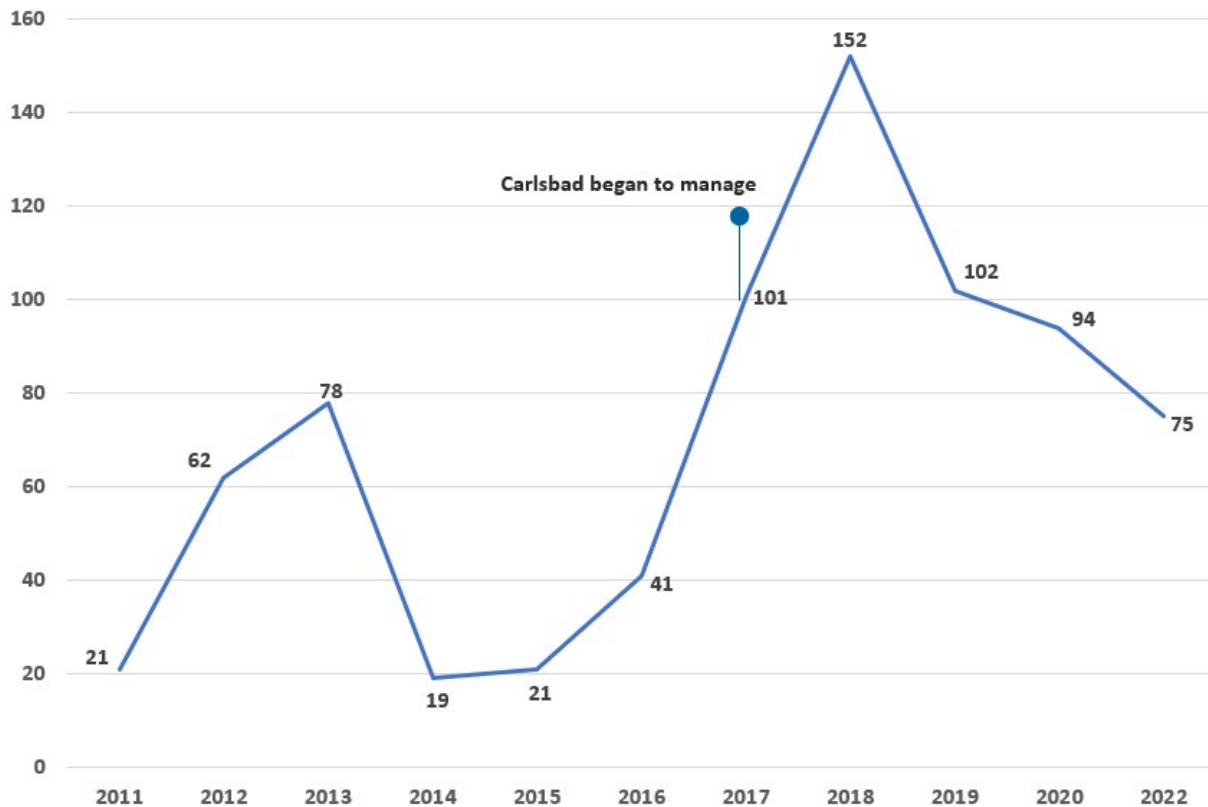


100% Adult
55% 44+



38% Disability

Point in Time Unsheltered data



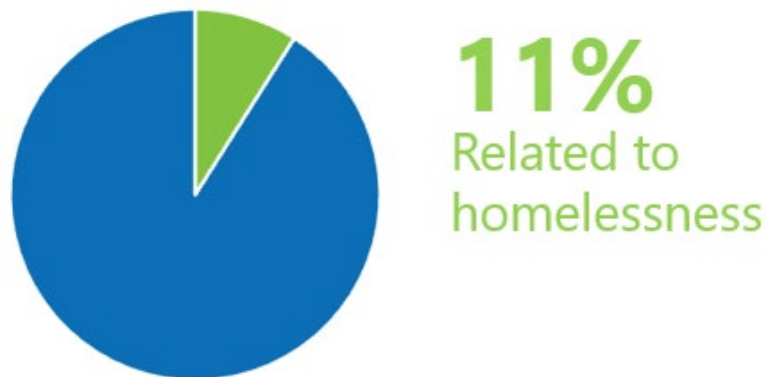
**The Point in Time Count did not take place in 2021 due to COVID-19 precautions. The City of Carlsbad took over the Point in Time Count from an outside organization starting in 2017.*

Public Safety

Homeless-related calls for service

Carlsbad Police went into the field for 2,585 calls for service, which made up 10% of all activity between Jan. 1 to Mar. 31, 2022. Of those, 929 calls were in response to a specific request or complaint and 1,656 were proactive department-initiated calls for service to help carry out city goals and enforce city codes. Changes to the city's municipal code went into effect during November, therefore officers have been more proactive to educate and enforce restrictions such as camping in public, trespassing, and drinking in public parks.





PERCENTAGE OF CALLS FOR HOMELESS-RELATED SERVICES



HOMELESS-RELATED STATISTICS BY CATEGORY

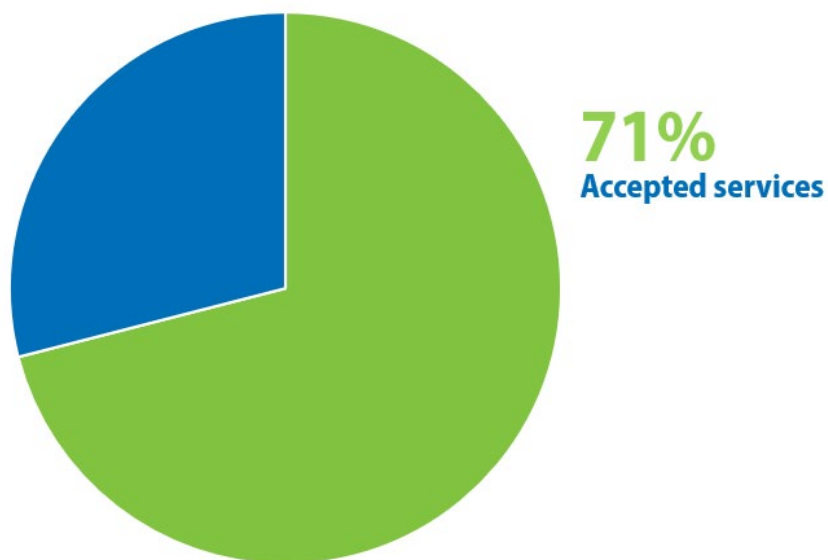


**These are the statistics related to the homeless population compared to the general population in Carlsbad. Mental health holds refer to when a homeless individual experiencing a mental health crisis is hospitalized for 72-hour psychiatric care when they are evaluated to be a danger to themselves or others.*
















Percentage of all calls for services		Q1	Q2	Q3	Q4
	Homeless-related calls for services	9%	13%	10%	11%
	Homeless-related arrests	17%	18%	16%	8%
	Homeless-related citations	4%	16%	18%	19%
	Homeless-related mental health holds	20%	3%	9%	13%

SERVICES

This quarter 71% of people accepted some form of clinical intervention. This includes case management, assessment, care coordination, crisis intervention, program information, diversion and treatment planning.



The Homeless Outreach Team officers and contract social workers provide a lot of other services in addition to clinical services.

Services accepted	Q2	Q3	Q4
 Information only	328	394	306
 Emergency shelter referral	53	63	46
 Mail delivery	32	15	19
 Transportation to services	31	17	21
 Police transportation	24	58	38
 Substance abuse treatment	17	21	1
 ID assistance	15	18	13
 Permanent or bridge housing referral	13	21	6
 Benefits access (medical insurance, CalFresh program, VA benefits, etc.)	12	18	10
 Other (appointment coordination, blankets, etc.)	12	96	204
 Food assistance	11	6	8
 Hospital transport	9	12	5
 Referrals to mental & physical health care	8	17	2
 Personal needs assistance (clothing, phone, prescriptions, etc.)	5	25	5
 Reunification travel assistance	5	15	1
TOTAL	575	796	685

Quality of life

In late September the City Council approved amendments to the city's municipal code to address public safety and quality-of-life concerns related to homelessness and public spaces. These new laws became effective Nov. 11, 2021. Changes addressed camping on public, private and open space property; obstruction of property, trespassing and disorderly conduct; and expanded the areas where open containers of alcohol are prohibited.

As a part of establishing the amendments to the municipal code, the City Council approved a one-night Hotel Voucher Pilot Program to be able to enforce the no camping laws. Those who do participate will be connected to services the following morning through the Homeless Outreach Team. For those who do not want to participate in the emergency Hotel Voucher Pilot Program, the city will be able to enforce the no camping laws. The program was up and running in early November. From then through June 2022 households were issued for a total of 95 nights in a hotel and a total expenditure of \$12,781.16. Of the 37 households assisted, 27 were able to move on to other shelter or housing. The city will continue to utilize the Hotel Voucher Pilot Program over the initial 12 months and report progress through quarterly updates to the City Council so adjustments can be made as needed.

The City Council amendments provide police officers with adequate enforcement tools to ensure public safety and a decent quality of life for all people in Carlsbad. Police officers will continue to use their discretion to issue warnings, citations and misdemeanor arrests. City staff will track data to gauge how the team balances the need to build rapport with the homeless community while holding them accountable and enforcing city laws.



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 April 1 to June 30, 2022, to help keep the community informed and engaged about the city's efforts to reduce homelessness.



2 community focus groups



6 community newsletter updates

Members of the Homeless Outreach Team and Housing & Homeless Services Department jointly hosted two focus groups to gather feedback from residents who have experienced homelessness to help update the city's Homeless Response Plan.

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 collectively.

Services to help individuals experiencing homelessness:

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.

Rocket John portable restrooms and handwashing stations

The Rocket John contract provided four portable restrooms and handwashing stations and routine cleaning and maintenance in the downtown Village. The city first added these public bathrooms back in 2017 to combat the Hepatitis A Crisis in the homeless community. With 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. One has been removed based on community concern, so three portable restrooms are currently being provided.

Community Resource Center

The city continues to partner with the Community Resource Center to operate the rapid rehousing contract. The contract provides case management, security deposit support, rental assistance, landlord advocacy and financial education. CRC enrolled 16 new clients to their program in Q4 and placed five households into permanent housing. They have also received a contract from the city to hire an employment and benefits specialist. This contract has been executed and they are in the process of filling the position.

Interfaith Community Services

Interfaith Community Services is the current outreach and case management contractor for the City of Carlsbad's Homeless Outreach Team. ICS provides two licensed or master's level clinicians and one part-time licensed program manager. They provide coverage throughout the week offering outreach and case management in the field to individuals experiencing homelessness in Carlsbad. The clinicians engage, assess, plan and refer individuals to resources like housing, medical care, public benefits, mental health, substance use treatment and basic needs. During Q4, Interfaith Community Services and the Homeless Outreach Team engaged with 260 unduplicated clients experiencing homelessness.

North County Social Workers

During the fiscal year the County of San Diego's North County Social Worker Pilot Program and a new County contract to provide behavioral health outreach through People Assisting the Homeless (PATH) began operating in Carlsbad. Both of these programs have two additional social workers providing outreach to people experiencing homelessness in the community. City staff work closely with these programs and

facilitate a monthly case conferencing meeting to ensure all outreach efforts are effectively administered and coordinated, so that the most complex cases are prioritized and served.

Urban Corps

The City contracts with Urban Corps of San Diego 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 they are responsible for responding and triaging any incoming cleanup requests based on health and safety for homelessness on city property. The contractor has the capacity to request additional staff for large encampment cleanups or major city events.

Additional collaborations

The city collaborates with many stakeholders in the community to reduce homelessness. Homelessness impacts all aspects of a community, so it truly takes a village to solve 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 their stories, which they have given the city permission to share. Their names have been changed to protect their confidentiality.

Meet William

Male, age: 60

Years homeless: 32 years, 10 months

Permanently housed: April 2022

William lived outside and in his car for decades after a tragic incident left him partially blind and with only disability income to live on. He was connected to the Homeless Outreach Team, Community Resource Center, City of Carlsbad Housing Navigation and People Assisting the Homeless when he received an Emergency Housing Voucher through the County of San Diego. After months of trying to locate a unit in Oceanside to be close to his school, he found a place in Carlsbad where he moved to in April. He's building a community there and continuing his studies at a local college.

What worked

- **Homeless Outreach Team** worked with William, checking in with him and connecting him to local resources. They provided a motel voucher immediately prior to his move-in to help him stabilize and gather his paperwork to make the transition to housing.
- The **Housing Navigator** helped him move his Emergency Housing Voucher back to the County of San Diego and then to Carlsbad Housing Agency to subsidize his rent. Together they looked for units and finally found one locally in a senior complex.
- Through the city's Rapid Re-housing contract with the **Community Resource Center**, William got help with his first month's rent, security deposit and stabilization support along with some household items to help him settle in his new home.

William is adjusting to his new life and grateful to be inside.

The Silva Family

Single mother with children ages 1-11

Years homeless: 1

Placed in motel program: May 2022

Patrol officers first encountered Daniella and her four children, ages 11, 3, 2, 1 at the beginning May 2022. Daniella spoke little English, had no money and was fleeing from a very violent home environment. They arrived from up North and routinely moved around living out of her vehicle. The patrol officers referred the family to the Homeless Outreach Team and Interfaith Clinicians. They started to help the family by providing them three nights housing with the emergency hotel voucher program. They also provided gift cards for gas, food, and clothing as they had almost nothing. Interfaith Clinicians worked with the Crisis House who stepped in and provided housing with a motel voucher program in a neighboring city. The Crisis House also provides case management and bridges families into housing. The family is working with the Crisis House to establish a safe and permanent solution.

What worked

- The **Limited Stay Motel Voucher Pilot Program** provided immediate shelter to a family of five.
- **Flexible Funding** allowed the family to receive gas, food, and clothing gift cards to meet their basic needs.
- Our **Homeless Outreach Team** and the Interfaith Clinicians remained committed to the family and leveraged resources dedicated to domestic violence.

Overcoming challenges

Staff have experienced some 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

Carlsbad is fortunate to have multiple service providers now operating programs within the city. As the city and county continue to add more programs, it will be critical for all agencies to continue to meet regularly to ensure outreach efforts are being effectively administered and coordinated to ensure the most vulnerable individuals are being prioritized and served. During Q4, city staff continued to facilitate case conferencing with the service providers in the City of Carlsbad who are working with those experiencing homelessness. This is a recurring monthly meeting that includes training, case conferencing and resource coordination.

Data collection

Staff continue to look at additional ways to refine the city's data collection to allow for more real-time information. All agencies providing homeless services in Carlsbad have now agreed to share data with the City of Carlsbad. Access to this additional data will allow for future reporting on the monthly inflow and outflow of all programs serving individuals experiencing homelessness in Carlsbad. With this additional data, city staff will continue to work to develop better metrics to measure progress towards the City Council's goal.

Limited housing resources

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

Staff vacancies

There has 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. However, we remain on track with implementing the work plan.

Upcoming work

City staff have several projects on the horizon:

- Staff will propose an updated work program, as part of the City Council five-year strategic plan currently being developed, and an updated Homeless Response Plan . City staff will return to the City Council with a new work program after City Council direction is received on both the Strategic Plan and the Homeless Response Plan Update.
- Community Resource Center is expected to launch the Employment and Benefit Specialist program in the first quarter of FY 2022-23.
- Catholic Charities will be adding 2 new clinicians at the La Posada de Guadalupe Homeless Shelter and staff will be receiving training and technical assistance from OrgCode Consulting Inc.