HOMELESSNESS ACTION PLAN

DRAFT
FEBRUARY 2023

City of Carlsbad

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Executive summary

Homelessness is an issue affecting nearly every community throughout the United States. The Carlsbad City Council has identified addressing homelessness as a top priority. As a result, the City of Carlsbad has dedicated the resources to be a regional leader in planning, coordinating and implementing strategies to address homelessness. While coordinating and leading homelessness efforts within Carlsbad, the city also recognizes that efforts to end homelessness require the collaboration of solution-focused partners including the local Continuum of Care, County of San Diego, other North County cities, local nonprofits and faith-based organizations. The city leverages these partnerships and seeks to strategically deploy resources to address any gaps within the existing homeless service system.

Geographically Carlsbad is in the North County Region of San Diego County. North County represents the largest sub-region in San Diego with a diverse geography. Carlsbad is located directly along the coastline, making it part of the North Coastal area. The North Coastal area contains some of the most expensive housing in the county located within the cities of Carlsbad, Solana Beach, Del Mar, Encinitas and Oceanside. Additionally, the 2022 annual Point in Time Count identified that about 16%, or at least 1,442 people, of the San Diego region's homeless population on any given night is in North County.

The City of Carlsbad originally developed a Homeless Response Plan in 2017. This plan was designed to "serve as a foundation to develop a more comprehensive, longer term strategic plan to continue to shape the city's efforts to address the impacts of homelessness on the residents, the larger community and the city itself." In carrying out the original plan, the city made significant progress on the originally outlined objectives and expanded the plan to include a City Council adopted goal and a work plan in 2021. The city has since established and staffed a Homeless & Housing Services Department and has made consistent progress in implementing programs and projects aimed at addressing and reducing homelessness. The city is no longer just responding to the prevalence of homelessness, it is taking proactive action to reduce the impacts of homelessness on the community. As a result, the title of the plan has been changed from the Homeless Response Plan to the Homelessness Action Plan. This title better reflects the city's efforts in taking direct action to address the issue of homelessness.

The City of Carlsbad has a number of policies and plans already in place that touch issues related to homelessness (like the Housing Element of the General Plan and a Consolidated Plan that establishes priorities for federal funding). Each plan establishes priorities and programs toward its specific objectives. The updated Homelessness Action Plan is intended to consolidate the city's policy statements regarding homelessness. The Homelessness Action Plan does not replace those policy documents but synthesizes them into one cohesive guiding plan. The Homelessness Action Plan will be the city's foundational document of homelessness strategies and actions. All future plans or policy documents with homelessness components will strategically align with this plan.
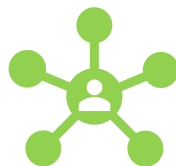
Homelessness is a complex issue that requires the resources, expertise and cooperation of many different entities. The city's efforts will be concentrated within three key areas it can influence. These areas comprise "what" the city will focus on.

KEY AREAS OF FOCUS

Shelter and housing

Outreach and access to services

Public safety

The plan also identifies key strategies which are "how" the city will make impacts within the main areas of focus. The four strategies are:

Strategy #1
Develop and maintain the city's capacity to prevent and reduce homelessness and its impacts on the community.

Strategy #2
Coordinate, collaborate and support local efforts and organizations working to address homelessness in Carlsbad.

Strategy #3
Retain, protect and increase the supply of housing and other affordable living options in Carlsbad.

Strategy #4
Be active in external policy issues to influence strategies and impacts to the city and region.

This Homelessness Action Plan has been developed to update the homelessness goal (approved by the City Council on Oct. 11, 2022), areas of focus, strategies and measurable objectives/benchmarks related to homelessness. It is intended to provide consistent focus on key strategies and initiatives to build the momentum needed to achieve results. However, the city operates in a dynamic environment and must consider unanticipated needs, changing community priorities and emergencies, all of which could require a different direction or allocation of resources. As such, the city will update its plan periodically, to respond to changing conditions. City staff anticipate this plan incorporates needs and actions for approximately five years.

City Council homelessness goal

Enhance the quality of life for everyone in Carlsbad by adopting and implementing an updated Homeless Response Plan that addresses the complex needs of individuals experiencing or at risk of experiencing homelessness in a compassionate and effective manner and reduces the impacts of homelessness on the community.

Plan purpose

The Homelessness Action Plan establishes and consolidates key strategies and initiatives in response to the city's goal related to homelessness. The City of Carlsbad has a number of policies and plans already in place that touch issues related to homelessness. Each plan establishes priorities and programs toward their specific objectives. This Homelessness Action Plan is intended to consolidate the city's policy statements regarding homelessness. The Homelessness Action Plan does not replace those policy documents but attempts to synthesize them into one cohesive guiding plan. The Homelessness Action Plan will be the city's foundational document of homelessness strategies and actions. All future plans or policy documents with homelessness components will strategically align with this plan.

The plan identifies the city's role in coordinating the homelessness efforts for the city as well as the measurements the city will use to track progress towards reaching the City Council's homelessness goal. Like the city's Strategic Plan, the Homelessness Action Plan is intended to:

Focus
Narrow the strategies for resources to be focused, increasing results.

Momentum
Provide clear and consistent policy direction to city staff, enabling the momentum needed to achieve major goals important to Carlsbad

Alignment
Create better alignment between City Council policy direction and the operational realities of day-to-day city operations.

Connection
Connect city efforts to the fulfillment of the City Council's goal.

Accountability
Identify key indicators of success.

Plan structure

The long-term plan includes high-level policy direction and strategies. Existing services that assist with achieving the overall goal are identified, if necessary, toward continued service commitment. Specific resource needs will be presented each year and included in the city's annual budget. Identifying all services in one consolidated funding plan allows city staff to more easily identify gaps, duplication or alternate funding resources. Staff will conduct a comprehensive evaluation of future service needs as part of an annual report to the City Council.

Homelessness Action Plan

Strategies — Initiatives

| 2023-24 Annual resource needs & budget | 2024-25 Annual resource needs & budget | 2025-26 Annual resource needs & budget | 2026-27 Annual resource needs & budget | 2027-28 Annual resource needs & budget |

Strategies — Key strategies for how the city will make impacts within the main areas of focus.

Initiatives — Initiatives that support each strategy.

Background

In 2017 the City of Carlsbad created its first Homeless Response Plan to address the growing prevalence of individuals experiencing homelessness. Residents and other community members, including business owners, asked the city to address this challenging issue and associated impacts. Based on input from a working group consisting of staff from Police, Fire, Library, Parks & Recreation, Public Works and the City Attorney's Office, the City of Carlsbad created its first plan. Since then, the city has taken a number of proactive steps in addressing homelessness and its impact on the community.

2017
Homeless Response Plan adopted.

Homeless Outreach Team created within Police Department.

2019
City hires first Homeless Program Manager.

2020
MAY
City contracts with Interfaith Community services to provide licensed clinicians to conduct street-based homeless outreach and case management.

City contracts with Community Resource Center to provide case management and housing stability resources for individuals experiencing or at-risk of homelessness.

SEPTEMBER
North County Homeless Working Group is founded by Carlsbad's Homeless Program Manager. The group includes representation from all eight North County cities, the Regional Task Force on Homelessness and the County of San Diego.

2021

MARCH

City Council establishes Fiscal Year 2021-22 goal to "Reduce the homeless unsheltered population, among those who want help, by 50% within five years, with quarterly reports until we decrease the unsheltered population or five years." Directs staff to develop a work plan.

MAY

City Council adopts the final work plan and work plan objective costs. Part of the work plan establishes the city's Housing & Homeless Services Department to oversee implementation of the Homeless Response Plan.

JULY

City hires first Director of Housing & Homeless Services.

SEPTEMBER

City Council adopts a quality of life ordinance package and approves an updated work plan, which includes a short-term motel voucher program.

DECEMBER

Housing & Homeless Services Department presents first quarterly report to the City Council.

2022

MARCH

City Council directs staff to update the city homelessness goal and the Homeless Response Plan.

JULY

City contracts with Community Resource Center to provide an Employment & Benefits Specialist, with Catholic Charities to provide clinician services at the La Posada de Guadalupe shelter, and with OrgCode Consulting to provide training and technical assistance to Catholic Charities for their work at the La Posada de Guadalupe shelter.

OCTOBER

City Council approves the updated city homelessness goal as part of the Five-Year Strategic Plan.

Scope of the local issue

The San Diego region has consistently ranked among the top regions in the nation with the highest numbers of people experiencing homelessness. According to the 2022 Point in Time Count there were a minimum of 8,427 people experiencing homelessness on a single night in February 2022, with almost half living unsheltered. The region did not conduct an unsheltered Point in Time Count in 2021 due to the COVID-19 pandemic. The count has found that about 16% (or at least 1,442 people) of the San Diego region's homeless population on any given night is in North County with cities such as Carlsbad, Escondido, Oceanside, Vista, Encinitas and unincorporated areas such as Fallbrook experiencing large populations of unsheltered homelessness.

The 2022 Point in Time Count identified 43 sheltered and 75 unsheltered for a total of 118 individuals experiencing homelessness in Carlsbad. This represents a 20% decrease from the 2020 count. The North Coastal area had a total of 745 individuals experiencing homelessness, which represented a 20% increase. Additional demographic data from the Point in Time Count is included in Appendix A.

Point in Time Count data	2020	2022	Change
Carlsbad sheltered	54	43	-20%
Carlsbad unsheltered	94	75	-20%
Carlsbad total	**148**	**118**	**-20%**
North County Coastal total	621	745	+20%

While the Point in Time Count represents a one-night snapshot, the Carlsbad homeless quarterly report data has identified that, over a 12-month period, 749 unduplicated individuals experiencing homelessness were encountered by homeless services programs funded by the city.

The 2022 Housing Inventory Count shows limited shelter and housing options within North County to meet the needs of the North County homeless population. There are only 167 shelter beds in North County. Of these, 26 beds are only available in the winter through a church shelter network. This leaves only 141 year-round beds for 1,442 people experiencing homelessness in North County, with 50 of these beds restricted to single males.

Since 2015 there has not been a significant increase in the number of permanent homeless dedicated interventions in North County. The total number of emergency shelter beds (except for a spike from 2021-2022 due to temporary COVID-19-related motel vouchers) rapid re-housing and permanent supportive housing has remained relatively flat, while the North County has seen a significant decline in transitional housing beds.

North County Homeless Housing Inventory Count
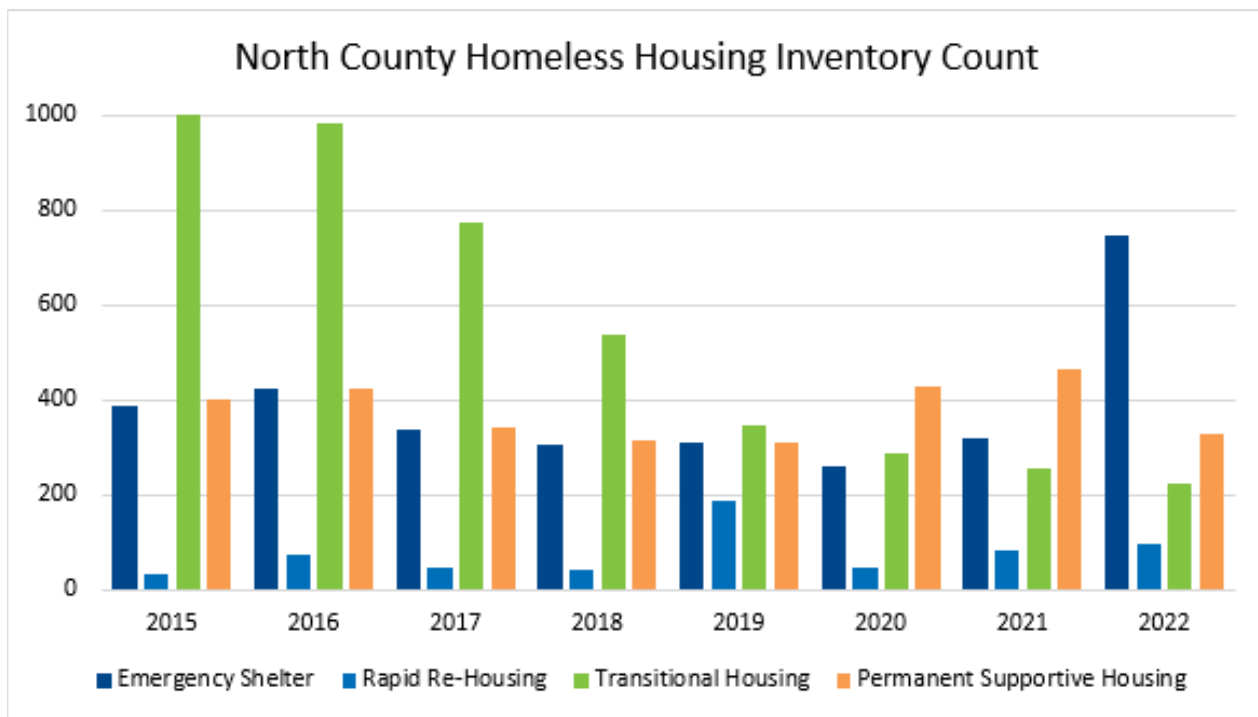
While the transitional housing resources have decreased throughout the region in recent years, the North County region has not seen any significant increase in other resources (such as emergency shelter, rapid re-housing, permanent supportive housing), likely contributing to the increase in visible street homelessness throughout the region.

Part of a shared framework

Addressing the homelessness issue requires regional cooperation and contributions from a variety of stakeholders, including homeless services providers, faith-based organizations, law enforcement, healthcare partners, the education sector, philanthropy, business partners, cities and the County of San Diego. Many cities and stakeholders across the region have been working to develop solutions to the growing number of people experiencing homelessness in our communities. As a result, different entities throughout the county have developed homelessness plans, policies and standards in recent years. The City of Carlsbad has taken these documents and the shared framework of addressing homelessness into consideration in the development of this Homelessness Action Plan.

Regional response plans

The Regional Task Force on Homelessness is a countywide regional body designated by the U.S. Department of Housing and Urban Development to be the San Diego Continuum of Care. The Continuum of Care is tasked with bringing together stakeholders with a common goal to end homelessness and develop and implement strategies and funding plans to achieve this goal. The regional plans identify core principles that guide actions and decision making in the region. While not a direct requirement for the City of Carlsbad to mirror the Continuum of Care, these principles and policies impact homelessness collaboration, partnerships and funding allocations throughout the region. City staff contribute regularly in regional conversations to represent local needs and collaborate for greater impact.

Regional Community Action Plan to Prevent and End Homelessness in San Diego

The Regional Task Force on Homelessness has developed a Regional Community Action Plan to Prevent and End Homelessness in San Diego that is intended to align stakeholders around a shared vision, common principles, clear goals and priorities and core strategies that will move the region forward. This regional plan informs and guides regional policy, funding and action, identifies shared measures to evaluate performance and identifies where additional infrastructure is needed to implement plan goals. The plan was released in October 2022.
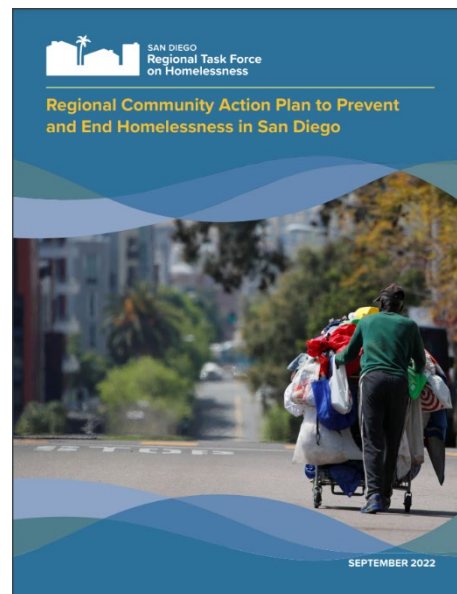
Coordinated Community Plan to End Youth Homelessness

In 2018, the San Diego Continuum of Care was awarded the largest HUD Youth Homelessness Demonstration Program grant in the country. This two-year funding spurred the creation of the region's Coordinated Community Plan to End Youth Homelessness which identified the goal of ending youth homelessness by 2024.

San Diego Continuum of Care Board Action Plan: Addressing Homelessness Among Black San Diegans

The Action Plan: Addressing Homelessness Among Black San Diegans, released in September 2022, was developed by the Ad Hoc Committee on Addressing Homelessness Among Black San Diegans. It provides detailed recommendations to reduce and eliminate disparities in the homeless services system.

Continuum of Care policy guidelines on unsheltered homelessness

In January 2020 the San Diego Continuum of Care Advisory Board adopted a set of Policy Guidelines for Regional Response for Addressing Unsheltered Homelessness and Encampments Throughout San Diego County that outline policy expectations to meet the needs of people experiencing unsheltered homelessness based on national best practices. The policy includes ending activities that criminalize homelessness, promoting the use of non-law enforcement personnel to engage people on the street and taking a clearance with support framework for encampments that requires coordination across all partners for successful resolution. The Regional Task Force on Homelessness developed the policy in consultation with community partners and HUD technical assistance staff.

Building on the unsheltered policy, the Regional Task Force on Homelessness identified best-practices for the provision of street outreach services. In the Fall of 2020, the Continuum of Care Advisory Board adopted an enhanced set of Street Outreach Standards that outline service expectations for street outreach workers across the region. The standards focus on ensuring a housing focused, trauma-informed and relationship-based engagement. Many public funders, including the City of Carlsbad and the County of San Diego, include the standards in their contract requirements for providing street outreach services.

Standards, learning collaborative and training

The San Diego Continuum of Care sets standards for the provision of homeless services. The Community Standards outline minimum expectations for providing quality housing and services and are based on proven best practices. The Continuum of Care also supports the system with adhering to and practicing the standards. Additionally, in the last few years, the Regional Task Force on Homelessness has taken a lead role with creating focused learning collaboratives and contracting with national experts to provide training in diversion, street outreach and rapid re-housing.

North County Homeless Action Plan

In 2020 a group of North County mayors* and other key stakeholders adopted a North County Homeless Action Plan that identified the following goals:

1. Reduce unsheltered street homelessness 50% by January 2022

2. Increase short-term housing options needed for people experiencing homelessness today

3. Increase long-term housing options to end homelessness for people experiencing homelessness or who are in shelter today

Includes the cities of: Carlsbad, Del Mar, Encinitas, Escondido, Oceanside, San Marcos, Solana Beach and Vista

Local response plans

Within the county, a number of cities have developed action plans to identify local efforts to address homelessness. Other local cities including Encinitas, Escondido, Vista, Oceanside, La Mesa and San Diego have also developed community action plans in the last four years. The common themes for municipal responses address increasing temporary and permanent housing, reducing impacts on the community, collaborating with community providers to coordinate services and leveraging resources.

Plan	Year	Goals
City of Encinitas Homeless Action Plan	2021	• Increase the capacity of the city and the community to end homelessness in Encinitas through the development of a collaborative community driven approach. • Decrease the number of individuals experiencing homelessness through demand-driven, person-based homeless response and supportive housing services system. • Increase the availability of temporary and permanent housing.
City of Escondido Strategy for Addressing Homelessness and Transiency	2021	• To eliminate the negative impact of homelessness and transiency on our community.

Plan	Year	Goals
City of La Mesa Homeless Action Plan	2021	• Enhance the city's public communication and coordination related to the homeless. • Improve the city's ability to prevent homelessness, provide direct outreach to the homeless population, address public safety, and respond to nonemergency calls for service. • Expand the city's ability to connect homeless residents to transitional and permanent housing opportunities • Identify viable one-time and ongoing grant funding opportunities.
City of Vista Strategic Plan to Address Homelessness	2020	• Prevent homelessness • Improve quality of life • Reduce homelessness
City of San Diego Community Action Plan on Homelessness	2019	• Decrease unsheltered homelessness by 50%. • Finish the job of ending veteran homelessness. • Prevent and end youth homelessness as outlined in the San Diego County Coordinated Community Plan to End Youth Homelessness.
City of Oceanside Comprehensive Homeless Strategy	2019	• Oceanside's Comprehensive Homeless Strategy serves as a report on the current status of homelessness in the city, its impact on efforts underway, and provides a framework for integrated and coordinated approaches to help the homeless situation. The city cannot respond to this county and statewide crisis on its own. Many homeless individuals suffer from substance abuse and/or mental health issues which far exceed a city's ability to respond. Clearly, the County of San Diego which is tasked with "community health" responsibilities, needs to take on an even greater role in Oceanside and North County to make meaningful progress. The state, county, city and the nonprofit community need to work in concert to make meaningful progress.

City of Carlsbad policies and plans

In addition to the regional framework of addressing homelessness, there are a number of city policies and plans already in place which identify actions or resources impacting homelessness. These policies and plans are threaded into this Homelessness Action Plan. The strategies in this plan are intended to include and complement existing plans. Instead of repeating policy statements or actions from each of these plans, city staff will implement companion policies and programs identified in the plans included below:

COMPANION PLANS

City of Carlsbad Strategic Plan

Age Friendly Carlsbad 5-Year Plan

Carlsbad Housing Agency Annual Plan

Water Quality Improvement Plan

Community Development Block Grant Consolidated Plan

Housing Element of the General Plan

Jurisdictional Runoff Management Plan

Sustainable Materials Management Plan

Permanent Local Housing Allocation Plan

Community input

In the development of this Homelessness Action Plan city staff have made significant efforts to receive feedback from many sources. This feedback was used to identify shared themes which helped shape the direction of strategies, initiatives and actions.

Feedback from residents

The City of Carlsbad Communication & Engagement Department worked with Dialogue Partners, a firm specializing in public participation and community engagement, to design and implement a public involvement strategy to engage City of Carlsbad community members and gather their input. Feedback opportunities included four virtual community meetings (one for each council district) and an online engagement survey which was open from May 27 to June 13, 2021. A total of 218 people participated in the virtual meetings and 427 people completed the online engagement survey.

What we heard

There was consensus that homelessness had increased over the last five years. People were concerned about the impacts to the community such as encampments, abandoned trash, people outwardly disturbing the peace of the public and individuals sleeping in public spaces such as parks during hours when children are trying to use the park. There was a concern about criminal activity and general perception of safety. There seemed to be a common theme that homelessness is a complex issue, and that Carlsbad was not responsible nor in a position to reduce homelessness on its own. There also seemed to be consensus that the city should take a stance and act now to do what it can to reduce homelessness and the impacts to the community. There was a wide array of opinions, however, about how to approach reducing homelessness.

Feedback from people with lived experience

The City of Carlsbad Housing & Homeless Services and Communication & Engagement departments held two focus groups to solicit input from people with lived experience. In order to develop a plan that responds to identified needs, it is important to acknowledge that people closest to the problem are often closest to the solution.

What we heard

The feedback groups shed light on many aspects of the homeless response with key takeaways around programs that are missing and populations that aren't being adequately served. There were many gaps highlighted around people with disabilities not being able to access needed services. Accommodations are not always accessible, sought or upheld for the unhoused population. In addition, there are barriers and inequitable access for people exiting the prison system, women and for people of color.

A number of new programs were proposed including a storage locker system for people's possessions so they can go to work or access services and have a safe place to store personal items, a day labor clean-up program that is connected to a motel voucher, increased options for permanent housing like shared housing and roommate matching or storage sheds to live in temporarily.

Feedback from service providers

The City of Carlsbad Housing & Homeless Services staff held a focus group with local service providers to solicit their input on strengths, weaknesses and gaps related to homeless services within the city.

What we heard

There are many unavailable and underfunded resources that are necessary for people trying to exit homelessness. The service providers identified these items as immediate needs: Motel vouchers, bus passes, gas cards, money for car repairs, adequate access to showers and laundry, storage and mail service. The shelter needs articulated included: Safe parking where cars can be left through the day and oversized vehicles are permitted, shelter for women and families and non-congregate shelter. The additional barriers to accessing housing identified were: Affordable rental rooms or units, lack of credit or rental history, lack of income to afford rent, units not allowing pets and lack of assets or proof of ability to pay rent.

Systemwide the service providers identified these as the top concerns: Lack of continuity of care through the system of providers, lack of mental health support to stabilize in housing and lack of detox, rehab and crisis stabilization beds.

The service providers identified these as their priorities for reducing homelessness: Development of single room occupancy units, incentives for landlords willing to rent to people experiencing homelessness, long term support for those entering housing, long term assisted living options for vulnerable and extremely low-income seniors, affordable long term RV parking and available affordable housing options.

Feedback from city staff

The City of Carlsbad Housing & Homeless Services staff held a series of three meetings with internal departments including the City Attorney's Office, Communication & Engagement, Community Development, Fire, Housing & Homeless Services, Legislative Affairs, Library & Cultural Arts, Parks & Recreation, Police and Public Works.

What we heard

There was consensus that homelessness is a complex issue and concern over how much impact a city can have. There seemed to be concern about how to help individuals with mental health or substance abuse issues, as most city employees are not trained on how to work with that population. Staff encouraged more training on homelessness topics, resources awareness and how to interact with people experiencing homelessness. The Library and Fire departments identified specific initiatives to better serve individuals experiencing homelessness. The internal city staff team helped identify their department's role for clearer delineation and understanding. These roles are included in Appendix B and will deliver a more coordinated approach across city departments.

Previous City Council guidance

Since the original Homeless Response Plan was created in 2017, the City Council has provided input on priorities for responding to the growing issue of homelessness. As a result, the following priorities have been incorporated into the plan:

- ▶ Fully fund staff and implement the city's homelessness plan
- ▶ Create specific and measurable targets and timelines for reducing homelessness
- ▶ Prevent and end homelessness among youth and veterans
- ▶ Increase social services/social workers through partnership with the County of San Diego
- ▶ Work with entities within our city (and region) to increase transitions to permanent supportive housing
- ▶ Advocate for legislative changes needed to effectively address homelessness
- ▶ Prevent homelessness by supporting those at risk of becoming homeless/losing their housing
- ▶ Work through a regional group to develop a regional action plan that includes integrated services within/among cities
- ▶ Develop an encampment cleanup policy to minimize visible encampments
- ▶ Focus on trauma informed care
- ▶ Focus on aggressive individuals to address their needs (substance abuse, mental health, other)
- ▶ Explore expansion of the La Posada de Guadalupe Shelter
- ▶ Complete financial analysis to identify opportunities for quickest results
- ▶ Identify city and regional goals
- ▶ Emphasize affordable housing

Current inventory of resources in Carlsbad

Homelessness impacts all aspects of a community, so it truly takes a collaborative effort to solve it.

SUPPORTING CITY DEPARTMENTS

- City Attorney's Office
- City Manager's Office
- Communication & Engagement
- Community Development
- Fire
- Library & Cultural Arts
- Parks & Recreation
- Police
- Public Works

LEVERAGED OR LOCAL RESOURCES

- City General Fund
- Community Development Block Grant
- Housing Choice Voucher
- Housing Trust Fund
- Permanent Local Housing Allocation

Regional collaboration

The city maintains formal partnerships with many organizations as well as coordinates and collaborates with many regional stakeholders in the community to reduce homelessness. This is not an exhaustive list, as there are many volunteers, groups and organizations supporting efforts to reduce homelessness.

Generally, the City of Carlsbad does not directly provide social services. There are social services that benefit the city which the City of Carlsbad contributes funding to support or contracts with non-profit organizations to provide. There are also services provided within the city by social service agencies, nonprofit organizations and religious organizations which are not funded by the city. It is important that the city understands what resources are available to better identify duplication or gaps in services.

The following resources are not funded by the city but are important parts of the service continuum for people experiencing homelessness. These resources are extremely limited and not sufficient to meet the community need. As a result, the city will advocate for their expansion throughout the region as appropriate.

Health services

Basic needs support (food, hygiene, clothing)

Substance abuse treatment

Benefits

Mental health services

The chart below identifies services financially supported by the City of Carlsbad. Consolidating these services in the work program allows city staff to more easily identify gaps, duplication or alternate funding resources. The annual work plan will continue to identify existing services to best determine the most appropriate funding source.

Program	Organization	City resources *(most recent Fiscal Year 2021-22)*	Source of city resources
Outreach			
Homeless outreach & case management	Interfaith Community Services	$315,000	General Fund
Shelter			
La Posada de Guadalupe	Catholic Charities Diocese of San Diego	$194,000*	Community Development Block Grant, General Fund
Bridge to housing shelter network	Alliance for Regional Solutions	$25,000	Housing Trust Fund

Program	Organization	City resources (most recent Fiscal Year 2021-22)	Source of city resources
Shelter			
Women's Resource Center Domestic Violence Shelter	WRC (formerly Women's Resource Center)	$10,000	CDBG
Limited-term motel voucher program	City of Carlsbad	$100,000*	General Fund
Access & employment			
Employment & Benefits Specialist	Community Resource Center	$140,000*	General Fund
Carlsbad Hiring Center	Interfaith Community Services	$204,217	General Fund
Pet shelter			
Pet shelter program	San Diego Humane Society	$29,825*	General Fund
Housing assistance			
Housing navigation	City of Carlsbad	$72,000	Housing Trust Fund, General Fund
Emergency rental & utility assistance	Interfaith Community Services	$25,000	CDBG
Emergency rental & utility assistance	Community Resource Center	$20,000	CDBG
Rapid rehousing	Community Resource Center	$350,000*	General Fund
Rental assistance	Brother Benno's	$10,073	CDBG
City service infrastructure			
Homeless Outreach Team	City of Carlsbad Police Department	$1,929,790	General Fund
Homeless services	City of Carlsbad Housing & Homeless Services	$714,317	General Fund
Encampment and abandoned trash clean up	Urban Corps	$100,000	General Fund
Portable restrooms	Rocket Johns	$25,000	General Fund
TOTAL CITY RESOURCES		**$4,264,222**	

*Items funded in previous years, but not on an ongoing basis. The City Council would need to approve funding during the fiscal year 2023-24 budget and subsequent years for these activities to continue.

How the City of Carlsbad can help (Key areas of focus)

The causes of individual homelessness are complex. While not a new problem, recent conditions have increased the homelessness crisis. The high costs of housing and inflation, compared to a lack of increases in wages and public assistance may contribute to more people with vulnerabilities and barriers falling into homelessness.

Based on feedback gathered from the multiple stakeholder groups, data evaluation, review of best practices and lessons learned from the existing work plan implementation, city staff have identified key areas of impact the city can focus on to achieve the City Council's goal over the next 5 years. The City of Carlsbad is limited in many responses to root causes of homelessness. While the city does not have the role of assisting with many issues such as education, healthcare or income assistance, the following are areas of impact where the City of Carlsbad can contribute. These are also the focus of the strategies and initiatives identified in this plan.

Shelter and housing

High home prices, high rental costs and low vacancy rates have fueled a local housing crisis. San Diego currently ranks as the 5th most expensive rental market in the country. Additionally, research shows that communities where people spend more than 32% of their income on rent can expect a more rapid increase in homelessness. In Carlsbad, 48% of households spend more than 30% of their income on rent with 24% spending more than 50% of their income on rent. Due to the realities of housing affordability and unsheltered homelessness in the region, there is overwhelming consensus that more shelter and housing options are needed in North County.

CITY OPTIONS

Increase and diversify immediate shelter/housing availability

There are not enough options for women or families with children and individuals with significant mental health or substance abuse issues. There is a limited supply of permanent supportive housing and affordable housing in the region given the need. Many properties have long waiting lists. Even affordable rents at the low-income level are over $1,400 per month for a 1-bedroom unit. Expanding housing types and programs can be used as tools to increase access to housing.

### Increase housing focused low-barrier shelter

There is not enough year-round shelter to meet the need of the unsheltered population. Shelter can play an important role in the process of moving people experiencing homelessness off the streets and into housing. The city is working with Catholic Charities Diocese of San Diego to potentially expand the La Posada de Guadalupe shelter to serve more people, including women and families.

Implement zoning and land use programs identified in the Housing Element

To meet the housing demand for the region, the State requires regions to plan for new housing units, known as the Regional Housing Needs Assessment. The most recent Regional Housing Needs Assessment prepared by the San Diego Association of Governments identifies 171,658 new housing units are needed over the next 9 years (2021-2029) to meet the need. For the City of Carlsbad this is a total of 3,873 units, with 784 being low-income, and 1,311 being very low-income units. There are several zoning and land use programs in the Housing Element that can expand shelter and housing availability for people in need.
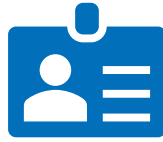
Reduce barriers to shelter and housing

For people trying to secure housing there are many barriers based on income, identification, security deposits, criminal history and limited recent rental history. Landlord engagement strategies can be used to access the existing housing stock more effectively for people exiting homelessness. Shallow subsidies, landlord incentives, security deposit assistance and rent guarantees can be used as tools to increase access to housing.

Outreach and access to services

The City of Carlsbad does not directly provide social services as a core service. The city contracts for social workers to provide outreach and case management services to support people in moving out of homelessness. The city also contracts for rapid re-housing services, employment and benefit services and clinician services at the La Posada Shelter.

CITY OPTIONS

Housing focused street outreach/case management

Although the County of San Diego and the city have increased the number of non-law enforcement staff providing outreach and case management, there is still a need for more. This is critical to engaging the unsheltered population effectively and moving them into housing. In December 2021, the County of San Diego launched a North County Pilot Project to provide eight social workers throughout the region to conduct outreach and provide case management to people experiencing homelessness. Carlsbad has one full time social worker within the city as a result of this program.

Employment and benefits services

The city funds a contract for an Employment and Benefits Specialist to assist individuals experiencing homelessness with connecting to entitlement benefits and paid employment to increase their income. It can be challenging for people experiencing homelessness to gain paid employment, access Supplemental Security Income/Social Security Disability Insurance and/or access other benefits which they are entitled to receive. However, an increase in income can improve housing options and provide more pathways to exit homelessness. The Employment and Benefits Specialist is connected with employers and trained in the Security Income/Social Security Disability Insurance Outreach, Access and Recovery (SOAR) model, which is a nationally recognized best practice to streamline access to benefits for people experiencing homelessness.

Increase diversion services

Diversion includes a service package where staff connect with a household early in their current homeless situation, engage in a strength-based conversation to understand their housing needs and identify potential housing options. Diversion differs from prevention in that diversion serves households already experiencing homelessness. Effective diversion services can help to reduce homelessness by diverting people away from the homeless service system.

Equity and access

Local feedback from people with lived experience of homelessness as well as regional data analysis by the San Diego Continuum of Care has identified potential equity issues in both rates of homelessness for minorities and the availability and quality of services. As a result, the City of Carlsbad will ensure it implements the Homelessness Action Plan through an equity lens and adjusts when needed to increase or improve equity and access.

Public safety

The City of Carlsbad has a duty to protect the public safety of all residents, housed or unhoused. The city provides a balanced approach to addressing the complex needs of individuals experiencing homelessness in a compassionate and effective manner while addressing the impacts on the community of people living unsheltered. The 2017 Homeless Response Plan identified the need to look at existing ordinances that impact the community and the city's response to homeless-related issues. In 2021, the City Council modified and added to the city's existing quality of life ordinances to regulate conduct such as camping on public and private property, fires and cooking on public property, storage of personal property in public places, aggressive solicitation, trespassing, obstruction of property, disorderly conduct and possessing or consuming open containers of alcohol in public places.

CITY OPTIONS

Law enforcement without criminalizing homelessness

While being homeless itself is not a crime, people experiencing homelessness at times engage in unlawful behavior which requires the response of law enforcement. The Carlsbad Police Department staffs a Homeless Outreach Team that aims to balance the needs of everyone who resides in Carlsbad. This includes providing outreach to individuals experiencing homelessness that need housing, shelter, protection and service referrals. HOT provides compassionate enforcement to make sure that unlawful behavior is addressed. Most people experiencing homelessness have experienced some form of trauma in their lives. A history of trauma impacts a person's behavior and response to services and supports. Trauma informed care is a critical component in compassionate enforcement.

Access to basic health and safety needs

Living unsheltered can contribute to poor health and premature death. Many people experiencing homelessness use the emergency room in the place of preventive or general medical care. The Carlsbad Fire Department is frequently called upon to provide immediate medical assistance to individuals experiencing homelessness or to transport for additional medical treatment. A street medicine component can reduce the burden on emergency services and improve the health of the unsheltered population, increasing long-term housing outcomes. Additionally, coordination with the hospital system can be increased to reduce exits from the hospital system to homelessness and connect people exiting hospitals to case management services.

Encampment and abandoned litter clean up

The City of Carlsbad does not allow overnight camping in public spaces when appropriate alternatives are available and follows regional standards for encampment engagement and clearing. The city contracts for routine and special cleanup efforts of abandoned litter to maintain a clean and safe city. These services will be continued and monitored to ensure ongoing effectiveness.

Key strategies and initiatives

Over the next five years the City of Carlsbad will focus on the following key strategies toward reducing homelessness and its impacts on the community. Each strategy has initiatives and new or continuing actions that will be addressed through annual work plans.

Strategy #1

Develop and maintain the city's capacity to prevent and reduce homelessness and its impacts on the community.

Strategy #2

Coordinate, collaborate and support local efforts and organizations working to address homelessness in Carlsbad.

Strategy #3

Retain, protect and increase the supply of housing and other affordable living options in Carlsbad.

Strategy #4

Be active in external policy issues to influence strategies and impacts to the city and region.

Strategy #1

Develop and maintain the city's capacity to prevent and reduce homelessness and its impacts on the community.

Initiative 1.1	Develop and maintain internal homeless services infrastructure.
Initiative 1.2	Develop and maintain programs to support people finding a home and prevent households from entering homelessness.
Initiative 1.3	Coordinate homelessness response between city departments to maximize effectiveness and efficiency.
Initiative 1.4	Transparently share data to improve decision-making and communication.

Strategy #1*

Develop and maintain the city's capacity to prevent and reduce homelessness and its impacts on the community.

New initiatives are highlighted in green.

Initiative 1.1
Develop and maintain internal homeless services infrastructure.

a.	Maintain staff dedicated to homeless services and homeless outreach.
b.	Maintain abandoned trash and encampment clean-up efforts, ensuring coordination and compliance with regional guidance.
c.	Identify one-time and ongoing funding sources.
d.	Continue to evaluate and monitor city services and programs to ensure we identify gaps and meet the needs of the community.

Initiative 1.2
Develop and maintain programs to support people finding a home and prevent households from entering homelessness.

a.	Increase the available case management for people experiencing homelessness and streamline internal referrals to case management.
b.	Maintain rapid rehousing options to improve wait time to more permanent housing.
c.	Increase and support prevention and diversion efforts to decrease the inflow of people into homelessness.
d.	Develop and maintain robust and impactful outreach to persistently identify, engage and assess both the immediate needs and long-term housing needs of unsheltered people experiencing homelessness.
e.	Identify opportunities to add peer support components to programs and multi-disciplinary teams.
f.	Improve coordination and access to employment and benefits for people experiencing homelessness.
g.	Develop a plan to address the increasing number of people and families living in vehicles.

h.   Maintain a limited-stay motel voucher program as a resource to bridge housing.

i.   Design a Carlsbad City Library program to assist residents at the La Posada de Guadalupe homeless shelter with education and literacy opportunities.

j.   Investigate barriers to people accessing shelter or permanent housing and create programs as appropriate to alleviate found barriers.

Initiative 1.3
Coordinate homelessness response between city departments to maximize effectiveness and efficiency.

a.   Streamline processes for city departments to coordinate homelessness response in a more effective manner.

b.   Develop and provide training on homelessness topics, resources and interactions for internal departments that are in contact with people experiencing homelessness.

c.   Develop a proactive HOT route and schedule to monitor sensitive public areas such as water inlets and ensure they are not being impacted by encampments.

d.   Update HIPAA documentation and procedures to allow emergency services to access more appropriate crisis response options.

Initiative 1.4
Transparently share data to improve decision-making and communication.

a.   Survey residents, people experiencing homelessness and service providers to better understand and measure qualitative community experiences.

b.   Compile and publish key data that provides a comprehensive understanding of homelessness in Carlsbad.

c.   Provide updates to the community on progress within the Homeless Response Plan and City Council goal.

d.   Coordinate with the Regional Task Force on Homelessness to better inform planning efforts and maximize volunteer support for the annual Point in Time Count within Carlsbad.

e.   Remain in the Homeless Management Information System (HMIS) Trust Network and utilize HMIS data to inform decisions.

f.   Continue to educate the community on the city's efforts related to homelessness and streamline communication pathways for reporting concerns.

Initiative 1.4
Transparently share data to improve decision-making and communication.

g.   Identify unified and consistent city messaging and responses regarding homelessness

Initiative 1.5
Coordinate the city's funding sources to ensure optimization and maximize effectiveness.

a.	Update CDBG policies and procedures to allow funding allocations in alignment with the Homelessness Action Plan.
b.	Develop a Permanent Local Housing Allocation funding strategy in alignment with the Homelessness Action Plan and eligible uses.
c.	Provide updates to the community on progress within the Homeless Response Plan and City Council goal.
d.	Coordinate with the Regional Task Force on Homelessness to better inform planning efforts and maximize volunteer support for the annual Point in Time Count within Carlsbad.
e.	Continue to educate the community on the city's efforts related to homelessness and streamline communication pathways for reporting concerns.

Strategy #2

Coordinate, collaborate, support and build capacity within local efforts and organizations working to address homelessness in Carlsbad.

Initiative 2.1   Coordinate the efforts of the organizations working with people experiencing homelessness in the City of Carlsbad.

Initiative 2.2   Develop partnerships within the city to support people at risk of and experiencing homelessness.

Strategy #2*
Coordinate, collaborate, support and build capacity within local efforts and organizations working to address homelessness in Carlsbad.

New initiatives are highlighted in green.

Initiative 2.1
Coordinate the efforts of the organizations working with people experiencing homelessness in the City of Carlsbad.

a.	Conduct monthly case conferencing meetings that include prioritized case evaluation and trainings on resources and best practices.
b.	Maintain a comprehensive privacy protected By Name List containing real-time data about all people experiencing homelessness in the City of Carlsbad.
c.	Develop a multi-disciplinary team model and process to coordinate the work and roles of different community organizations serving the same clients.
d.	Leverage existing city owned and community spaces to connect with and provide services to people experiencing homelessness.
e.	Evaluate the development of a regional street medicine program in the city or North Coastal area.

Initiative 2.2
Develop partnerships within the city to support people at risk of and experiencing homelessness.

a.	Develop partnerships with faith-based and community groups to collaborate on homelessness efforts to reduce duplication and mitigate community impacts.
b.	Coordinate with community-based organizations to develop a fund that allows for community contributions towards homelessness services.
c.	Partner with outside agencies around victim advocacy to prevent and divert survivors of domestic violence from becoming homeless.
d.	Continue to enhance housing-focused services at La Posada through added staff capacity, technical assistance and training.
e.	Provide support to Catholic Charities with expansion efforts at La Posada.

Initiative 2.2
Develop partnerships within the city to support people at risk of and experiencing homelessness.

f.	Support Catholic Charities to increase the CUP allowed bed count within the existing La Posada buildings.
g.	Develop a plan to coordinate with local hospitals, jails and other interim placements to connect individuals exiting without permanent housing to support and to prevent people from exiting to the streets whenever possible.
h.	Expand access to non-emergency healthcare through more accessible care, including at La Posada, and by creating more connections to referral pathways.

Strategy #3

Retain, protect and increase the supply of housing and other affordable living options in Carlsbad.

Initiative 3.1	Retain existing affordable housing units and increase the housing options available to people experiencing homelessness.
Initiative 3.2	Identify and implement both short- and long-term innovative solutions.

Strategy #3*
Retain, protect and increase the supply of housing and other affordable living options in Carlsbad.

New initiatives are highlighted in green.

Initiative 3.1
Retain existing affordable housing units and increase the housing options available to people experiencing homelessness.

a.	Explore options for homelessness preferences in future affordable housing developments.
b.	Evaluate alternate shelter and housing options to address high rent rates and limited housing inventory: Tiny homes, motel or apartment conversion, Single Room Occupancy units, shared housing and adding shelters for women and families.
c.	Secure supportive services for homeless dedicated Housing Choice Vouchers.
d.	Maintain and monitor a list of affordability restriction time periods for affordable housing within the city and take steps to extend affordability for any properties approaching the end of the restriction period.
e.	Explore how any city owned properties can be used for low income or supportive housing before they are designated for other uses as may be appropriate.
f.	Identify opportunities to prioritize beds in mental and behavioral health facilities as may be appropriate and necessary.

Initiative 3.2
Identify and implement both short- and long-term innovative solutions.

a.	Develop, implement, and maintain a landlord engagement program and active partnership with local independent living facilities, sober living homes and other housing options.
b.	Identify innovative projects which are eligible to be funded through the Permanent Local Housing Allocation.
c.	Explore projects that would be eligible for available funding sources.

Strategy #4

Be active in external policy issues to influence strategies and impacts to the city and region.

Initiative 4.1   Maintain an active role in external activities to expand local and regional solutions to homelessness.

Strategy #4
Be active in external policy issues to influence strategies and impacts to the city and region.

Initiative 4.1
Maintain an active role in external activities to expand local and regional solutions to homelessness.

a.	Remain up to date on legislation affecting homelessness, housing laws, policies, strategies and/or funding.
b.	Identify opportunities to influence and support legislation that aligns with Carlsbad's homelessness strategies, efforts and plans.
c.	Participate in regional efforts and initiatives regarding homelessness.
d.	Pursue collaborative approaches, when feasible, that contribute to capacity and/or resources in the region.

Data/tracking progress

As the Homelessness Action Plan is implemented the city will use multiple measurements to evaluate effectiveness, monitor progress and inform decision making. Homelessness is a fluid issue and requires a variety of data indicators to tell the story of homelessness in our community. As a result, the city will continue to report on a variety of data points to inform the City Council and the public about the progress the city is making toward its homelessness goal. City staff anticipates formally reporting out progress semi-annually. Data will be obtained from the following sources:

Point in Time Count

The annual Point in Time Count is one data source to gauge the year-over-year trends and approximate the number of people experiencing homelessness in Carlsbad. Each year, the count is conducted over a four-hour period in the early morning to collect data on homelessness in the region. While it does not give the complete picture on how many people experience homelessness in Carlsbad throughout the year, it does provide a snapshot of the minimum number of homeless persons there are in Carlsbad on a given night. It is one of the tools used nationally to assess progress each year toward the goal of reducing homelessness and is often used for funding decisions.

Homeless Management Information System

The Homeless Management Information System records client-level information on the characteristics and service needs of people experiencing homelessness. It allows for all service providers to share information and accurately track the total number of unduplicated clients who are being served in the City of Carlsbad. The system provides real-time data that show the inflow versus outflow of individuals experiencing homelessness in Carlsbad and can be used to track the outcomes of individuals in the homeless system of care. All city-funded homeless service providers are required to enter data into the Homeless Management Information System and provide the city with monthly data reports.

Housing Inventory Count

The Housing Inventory Count is an annual HUD required inventory of the beds, units and programs designated to serve people experiencing homelessness. The Housing Inventory Count tallies the number of beds and units available on the night designated for the count by program type, and include beds dedicated to serve persons who are homeless as well as persons in Permanent Supportive Housing.

By-Name List

A By-Name List is a comprehensive list of every person in a community experiencing homelessness, updated in real time. By maintaining a By-Name List, communities are able to track the ever-changing size and composition of their homeless population.

Carlsbad Help App

The Carlsbad Help App is an internally developed reporting tool which allows the city track interactions with people experiencing homelessness and send referrals between departments.

Measurable objectives/benchmarks

The following measurable objectives/benchmarks will be used to track program progress. A description of each measurement is included in Appendix C.

Number of people experiencing homelessness
- The inflow and outflow of people accessing homeless service programs
- The number of unduplicated people experiencing homelessness encountered
- The Point in Time Count numbers

Assistance provided to people experiencing homelessness
- The number of people experiencing homelessness that obtained housing
- The number of placements in shelter or other temporary programs
- Newly homeless/returns to homelessness

Availability of affordable housing and shelter
- Shelter capacity
- New affordable units available for extremely low income
- New supportive housing available for people with severe service needs

Impacts of homelessness on the community
- Calls for service
- Abandoned trash and encampments
- Community opinion survey of residents

APPENDICES

A. POINT IN TIME COUNT DATA
B. COORDINATION WITH CITY DEPARTMENTS
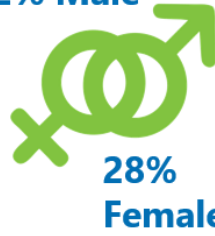C. BENCHMARK EXPLANATIONS AND DEFINITIONS

POINT IN TIME COUNT DATA

Carlsbad's Homeless Population*

91%
Lived in San Diego County prior to becoming homeless
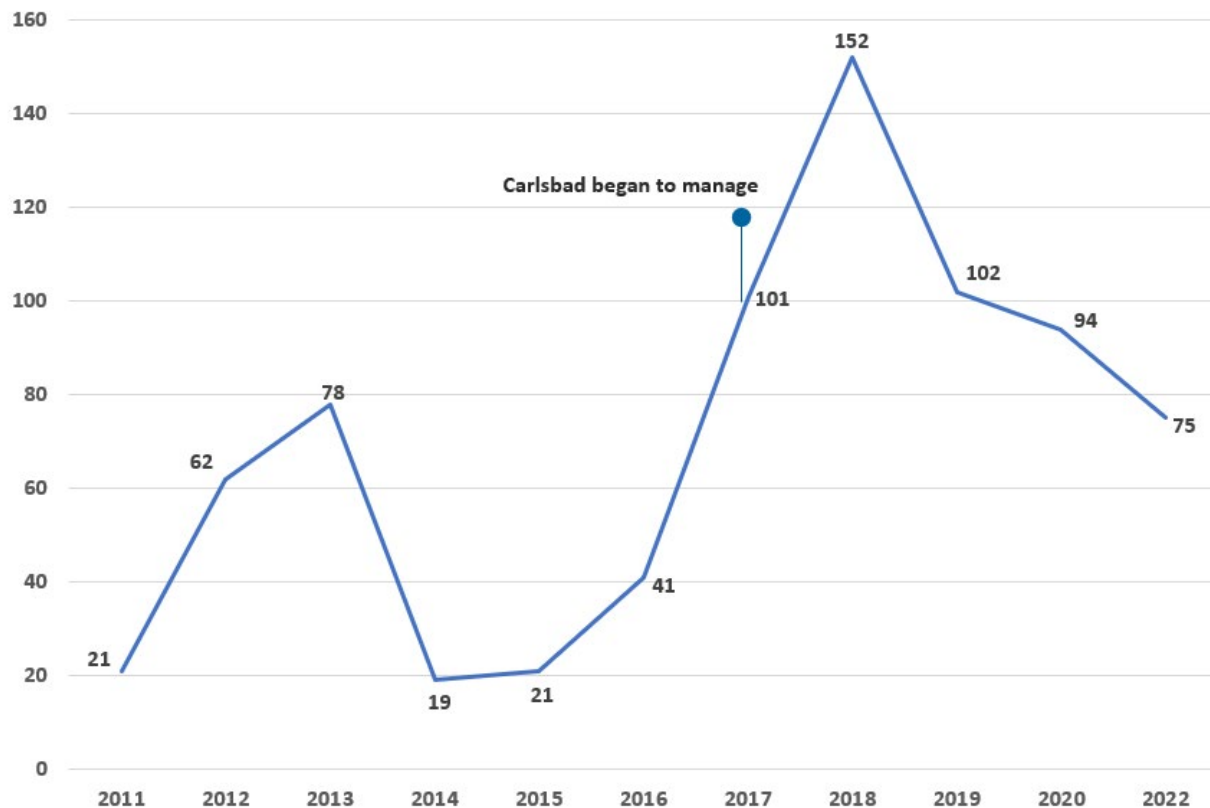
72% Male

28% Female

87% White
13% Black

8%
Veterans

100% Adult
55% 44+

38% Disability

*Data is from the 2022 Point in Time Count.

Point in Time Count unsheltered data

Carlsbad began to manage

Year	Value
2011	21
2012	62
2013	78
2014	19
2015	21
2016	41
2017	101
2018	152
2019	102
2020	94
2022	75

*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.

COORDINATION WITH CITY DEPARTMENTS

The city's Housing & Homeless Services Department will lead the implementation of the Homelessness Action Plan. Part of the success of this plan depends on all city departments understanding their roles in the strategic direction in support of the goal. The following table identifies additional city department roles related to homelessness in our community:

Department	Role
All departments	Communicate regularly with relevant departments to share information and collaborate on homelessness. Maintain alignment within the city on actions and messaging regarding homelessness.
Library & Cultural Arts	Provide community spaces for education, meetings, outreach and similar community involvement. Collect data and share information and insights about the homeless population using library services, such as counting attendance at programs specifically designed for the homeless population and tracking numbers of resources and referrals. Develop programming, share external opportunities and community partnerships that benefit individuals experiencing homelessness. Connect individuals experiencing or at risk of homelessness with helpful resources.
Parks & Recreation	Provide community spaces for education, meetings, outreach and similar community involvement. Coordinate with city departments to leverage funding and programs for people experiencing homelessness. Identify strategies for operational areas being impacted by homelessness to better serve all patrons.
Public Works	Promote public safety and environmental sustainability by maintaining public spaces. Oversee coordination of abandoned trash cleanup and disposal of hazardous materials. Coordinate reporting of efforts to the San Diego Water Board through the Water Quality Improvement Plan Annual Reports.
Fire	Provide emergency medical services to homeless residents. Assist with connecting residents experiencing homelessness to local services and programs. Coordinate with the Police Department, local hospitals, non-profit services, MCRT and PERT clinicians to stay apprised of resources and provide comprehensive care.
Police	Provide a balance of compassionate outreach and enforcement through the Homeless Outreach Team. Provide resources to the homeless community seven days a week while also addressing the general community's complaints and concerns related to quality of life issues and illegal conduct.
City Attorney	Provide legal guidance, advice and insight around homeless related issues. Conduct legal review of homeless related contracts, grants, plans and programs. Assist with drafting and reviewing new policies and ordinances to address and limit, where necessary, homeless impacts on the community. Advise the Homeless Outreach Team and prosecute criminal offenses or pursue other enforcement as appropriate.

Housing & Homeless Services	Develop planning documents and take lead on coordination of the Homelessness Action Plan. Provide administrative oversight, including contracting and compliance, of Housing & Homeless Services funded programs. Regularly coordinate with community service providers and local health and government agencies. Pursue funding opportunities, as appropriate, to support the city in addressing homelessness. Assist other departments with preparing, evaluating, implementing and reporting out on data, policies and programs related to homelessness, such as those in the Housing Element. Oversee and maintain programs which assist with addressing homelessness such as the Community Development Block Grant, Housing Choice Voucher and Affordable Resale programs.
Intergovernmental Affairs	Monitor legislation, recommend bill sponsorship opportunities and work with City Council Legislative Subcommittee for potential advocacy positions based on the city's Legislative Platform. Monitor grant opportunities that can support and further the city's Homelessness Action Plan.
Communication & Engagement	Facilitate two-way communication between the city and the community about city programs and services dedicated to reducing homelessness in Carlsbad. Support the Housing & Homeless Services Department in carrying out public involvement programs to gather community input when appropriate. Coordinate with department staff to develop timely, accurate and easy to understand information about the city's homeless response efforts for distribution through the city's communication channels to increase community awareness and government transparency.
Community Development	Coordinate on land use issues related to housing and homeless services identified in the Homelessness Action Plan and Housing Element. Work with related departments to implement and report out housing goals, programs, grants, data and accomplishments.

BENCHMARK EXPLANATIONS AND DEFINITIONS

City staff will track a number of data points to provide a comprehensive picture of the need, city efforts and impacts related to homelessness. The following is a description of each measurement. City staff will return to the City Council on a semi-annual basis to report on the below metrics.

Number of people experiencing homelessness

- The inflow and outflow of people accessing homeless service programs: Each month the city will use the Homeless Management Information System to determine the number of new people who have been added to the By-Name List by enrolling in a homeless service program (inflow) and the number of people who have exited the By-Name List by exiting a homeless service program (outflow) within the city. These numbers can demonstrate if homelessness is increasing or decreasing over time, monitor where people are coming from or leaving to, and can help to identify the rate of returns to homelessness.
- The number of unduplicated people experiencing homelessness encountered: Every quarter the city will use Homeless Management Information System data to determine the number of unduplicated clients served by all city-funded homeless services programs. This demonstrates how many people homeless services programs engage with each quarter and over the course of a year. This is a cumulative data point and does not reflect how many people experiencing homelessness are in Carlsbad at one time.
- The Point in Time Count Numbers: Each year the city will collaborate with the Regional Task Force on Homelessness to oversee the Point in Time Count within the city. The Point in Time Count number provides an idea of general trends year-over-year and provides an indication of the minimum number of people experiencing homelessness on a given night.

Assistance provided to people experiencing homelessness

- The number of people experiencing homelessness that obtained housing: Homeless Management Information System data will be used to track the number of people who exit homeless service programs to housing destinations. This metric will identify how many people are permanently exiting homelessness each month.
- The number of placements in shelter or other temporary programs: Homeless Management Information System data will be used to track the number of people who enter shelter or other temporary programs. This metric will identify how many people are moving from being unsheltered to sheltered each month.
- Newly homeless/Returns to homelessness: Homeless Management Information System data will be used to determine the number of people who are newly homeless or were previously homeless and exited to a permanent housing destination and have returned to homelessness and accessed homeless services. This metric may provide insight into how many people are homeless for the first time as well as the effectiveness of homeless service programs and how services may need to be strengthened or adjusted.

Availability of affordable housing and shelter

- Shelter capacity: The city will use the Housing Inventory Count and Homeless Management Information System data to track the shelter capacity available to people experiencing homelessness in Carlsbad. An increase in shelter capacity could indicate that more shelter beds have been developed or there has been a decreased need for shelter. Shelter capacity can be an important component to the homeless service system because it provides a stable sheltered place for people experiencing homelessness to stay and work with service providers to identify permanent housing.

- New affordable units available for extremely low-income persons: The city will track the number of units available for extremely low-income persons. An increase in units for extremely low-income persons provides more opportunities for people living in poverty to maintain housing or exit homelessness.

- New supportive housing available for people with severe service needs: The city will use the Housing Inventory Count and Homeless Management Information System data to track the number of supportive housing units available to people experiencing homelessness with severe service needs in Carlsbad. An increase in supportive housing capacity could indicate that more housing units have been developed or there has been a decreased need for supportive housing. Supportive housing is critical to ending homelessness for the people with the most severe service needs in the community.

Impacts of homelessness on the community

- Calls for service: Each quarter the city will use the city-designed Help App to determine the proactive and police dispatched called for service related to homelessness. Calls for service do not necessarily indicate need or progress. The Police Department tracks reactive calls based on complaints as well as proactive calls initiated by officers. A decrease in reactive calls could indicate there are fewer complaints being received. Proactive calls indicate the efforts to conduct outreach and enforcement. A fluctuation in proactive calls could mean there is a change in need or effort. For example, if there are fewer individuals experiencing homelessness there could be fewer proactive activities based on need, but it could also mean that there is less proactive activity based on resources. Calls for service will be tracked for informational purposes and city staff will provide a qualitative description along with likely reasons for the fluctuation in calls for service.

- Abandoned trash and encampments: Each quarter the city will compile data received from the city contractor related to homelessness encampment and abandoned trash cleanups. The city contracts for consistent days of cleanup per month. If the number of days or encampments cleaned up decreases, it could mean that there is a decreased need. A decrease in this measurement would likely be positive.

- Community survey of residents on the impacts: Each year the city will conduct a survey of residents which provides an opportunity for the community to provide feedback on their personal experience regarding the impacts of homelessness. This data helps the city to understand residents' perception, concerns and track progress with reducing community impact over time.