

# QUARTERLY REPORT Reducing Homelessness



JAN. 1 - MARCH 31, 2022

During the third 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



39

Shelter placements

309



Unduplicated contacts



41

Hotel voucher  
NIGHTS

Police calls for service

2,585









16



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		50
 Unduplicated contacts*	253	269	309		586
 Police calls for service**	1,542	2,169	2,585		6,296
 Shelter placements	28	29	39		96
 Encampment cleanups	10	7	16		33
 People provided hotel vouchers	N/A	5	17		22
 Hotel voucher nights	N/A	8	41		49
 Shopping carts collected	N/A	37	48		85

\*153 new individuals were contacted during Q3 that were not during Q1 or Q2. The year-to-date total removes duplicate contacts.

\*\*Carlsbad Police went into the field for 2,585 calls for service in Q3, of which 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.

## FY 2021/23 Work Plan Progress

Work plan tasks were identified to be accomplished over various stages during the fiscal year. All work plan tasks that were identified to be complete for Q1, Q2 and Q3 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 Q4.

<b>Employment and benefits specialist</b>	<i>Progress on track</i>	<i>Work Plan Timeline</i>			
		Q1	Q2	Q3	Q4
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"/>				

<b>Additional homeless outreach officers and social workers</b>	<i>Progress on track</i>	Q1	Q2	Q3	Q4
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"/>				

<b>Enhancing clinical services at La Posada Emergency Shelter</b>	<i>Progress on track</i>	Q1	Q2	Q3	Q4
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"/>				

<b>Limited-term Stay Emergency Hotel Voucher Pilot Program</b>	<i>Progress on track</i>	Q1	Q2	Q3	Q4
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

<b>Community Resource Center services</b>	<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"/>				

<b>Create a new Housing &amp; Homeless Services Department</b>	<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"/>				

<b>La Posada de Guadalupe Facility Expansion</b>		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"/>				

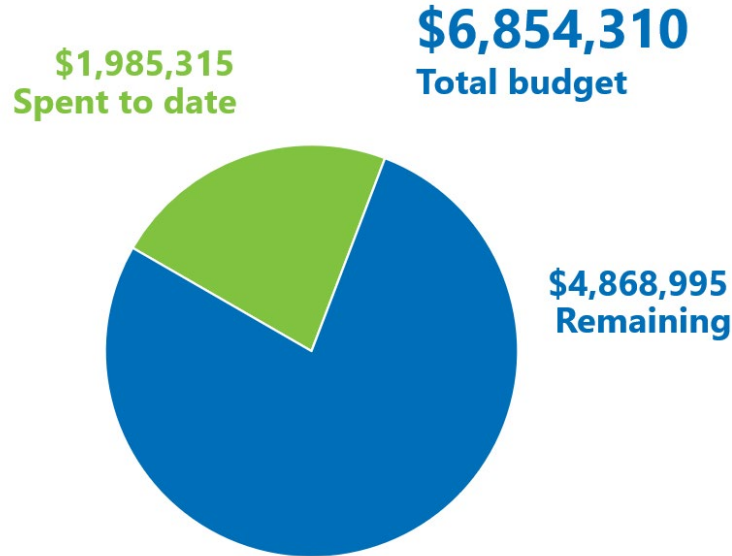
<b>Project Homekey funds</b>	<i>Progress on track</i>	Q1	Q2	Q3	Q4
Develop a list of potential projects that are eligible for Project Homekey funding and develop a specific proposal for the City Council's consideration and direction.	<input checked="" type="checkbox"/>				
Pursue a Homekey funding application,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

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

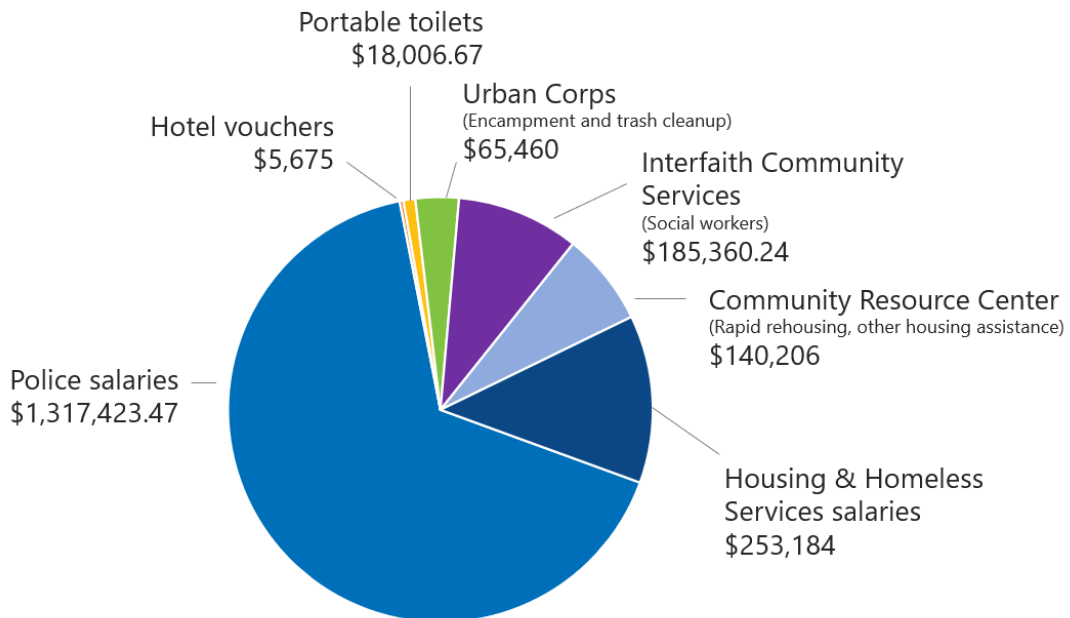
## Expenditures

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

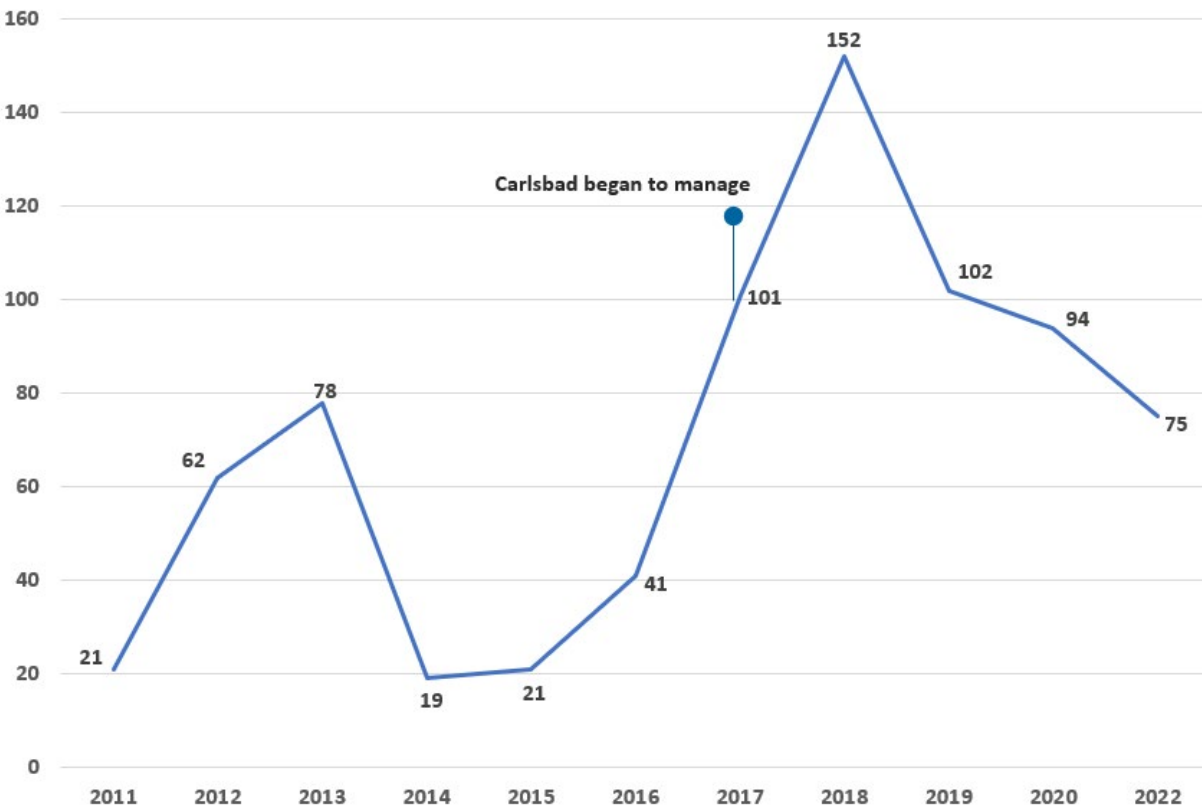


**100% Adult**  
**55% 44+**



**38% Disability**

### Point in Time Unsheltered data



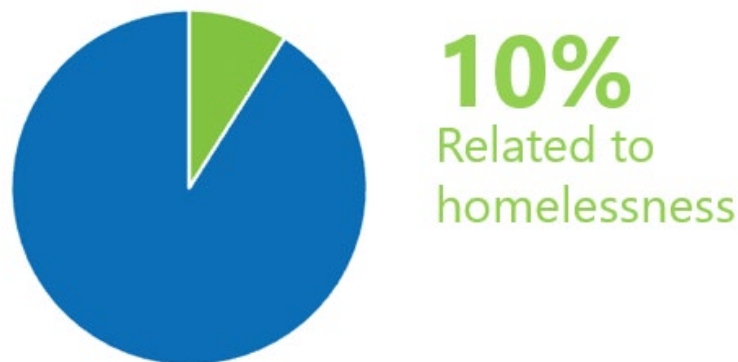
*\*The Point in Time Count did not take place in 2021 due to COVID-19 precautions. The City of Carlsbad took over the Point in Time Count from an outside organization starting in 2017.*

## 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

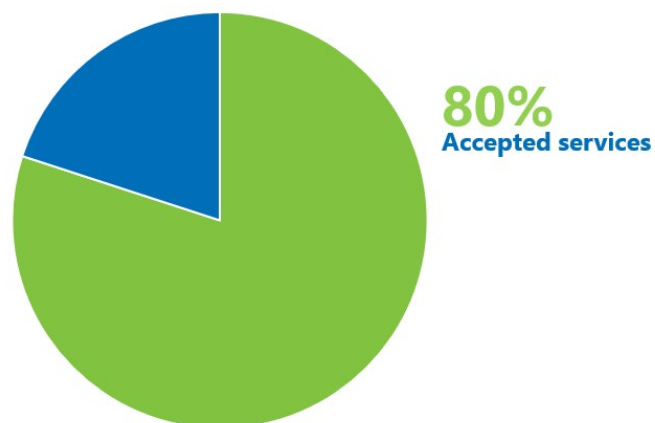


*\*These are the statistics related to the homeless population compared to the general population in Carlsbad. Mental health holds refer to when a homeless individual experiencing a mental health crisis is hospitalized for 72-hour psychiatric care when they are evaluated to be a danger to themselves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

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
















## SERVICES

This quarter 80% 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
 Information only	328	394
 Emergency shelter referral	53	63
 Mail delivery	32	15
 Transportation to services	31	17
 Police transportation	24	58
 Substance abuse treatment	17	21
 ID assistance	15	18
 Permanent or bridge housing referral	13	21
 Benefits access (medical insurance, CalFresh program, VA benefits, etc.)	12	18
 Other (appointment coordination, blankets, etc.)	12	96
 Food assistance	11	6
 Hospital transport	9	12
 Referrals to mental & physical health care	8	17
 Personal needs assistance (clothing, phone, prescriptions, etc.)	5	25
 Reunification travel assistance	5	15
TOTAL	575	796

## 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 March 2022 households were issued for a total of 49 nights in a hotel and a total expenditure of \$5,675. Of the 22 households assisted, 17 were able to move on to other shelter or housing. The city will utilize the new Hotel Voucher Pilot Program over the next 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 Jan. 1 to March 31, 2022, to help keep the community informed and engaged about the city's efforts to reduce homelessness.



3 community group presentations



3 community newsletter updates

Members of the Homeless Outreach Team and Housing & Homeless Services Department jointly provided informational presentations to residents of Grand Madison condominiums, Faith Community Church and a group of community members.

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 has completed the Homelessness Prevention and Intervention contract with Community Resource Center that was funded for one term by the state. This contract provided rapid rehousing dollars to reduce homelessness by providing security deposit support, rental assistance, landlord advocacy, case management and financial literacy. In Q3, Community Resource Center screened and enrolled 12 new clients into their rapid rehousing program and continued providing services for an additional 27 clients who were already enrolled.

### 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 seven-day coverage offering outreach and case management in the field to individuals experiencing homelessness in the City of Carlsbad. The clinicians engage, assess, plan and refer individuals to resources like housing, medical care, public benefits, mental health, substance use treatment and basic needs. During Q3, Interfaith Community Services and the Homeless Outreach Team engaged with 261 unduplicated clients experiencing homelessness.

## North County Social Worker

Both the County of San Diego's North County Social Worker Pilot Program and the new County Behavioral Health contract are now operating their programs in the City of Carlsbad, with two individuals providing outreach in the community. Both outreach programs have been working closely with the city's HOT, Housing Navigator, and outside contractors to ensure outreach efforts are being effectively administered and coordinated to ensure the most vulnerable individuals are being 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 Joseph

Male, age: 60

Years homeless: 3

Permanently housed: February 2022

Joseph had a life-changing medical incident that left him unable to walk and without most of the mobility in his legs and arms. His career was in construction, and he found himself no longer able to work in his field. He was fortunate to receive an Emergency Housing Voucher from a neighboring housing authority but continued to face barriers in locating an apartment. He was staying in Carlsbad at the time and got connected with the HOT social workers and the Housing Navigator. Together with the help of Community Resource Center, they transferred his voucher to Carlsbad and helped him locate a unit in town. He is now safely home and has in-home care to assist with his daily needs. He is doing physical therapy and hopes to one day regain the ability to walk.

#### What worked

- **Homeless Outreach Team** worked with Joseph, helped provide hygiene items and collaborated with the **Housing Navigator** to problem solve helping him locate housing.
- The **Housing Navigator** helped him move his Emergency Housing Voucher to the Carlsbad Housing Authority from a neighboring jurisdiction. She helped Joseph reduce barriers to being accepted at an apartment and found him apartments to apply for.
- Through the city's Rapid Re-housing contract with the **Community Resource Center**, Joseph got help with his security deposit and case management to move inside and stabilize.
- Joseph is now housed and is adjusting to his new life.

## The Smith Family

### Extended Family of 7 with children ages 4-12

Years homeless: 1

Placed in shelter: March 2022

The Smith family which consists of grandmother, mother and father, four children ages 12, 8, 8 and 4 and six dogs were living in their minivan in San Diego for approximately one year. They were traveling north to Temecula where they were hoping to find a more affordable cost of living when their minivan became inoperable in Carlsbad. They found themselves living in the minivan at a local park as they had no other available resources or housing options.

Our officers first met the family in early March during routine patrols at the park. They learned the 12-year-old was autistic and the father was a military veteran. The father was working in San Diego and the mother was working in Vista. They relied on public transportation and friends for rides to and from work. The grandmother watched the children while the parents worked. Child Protective Services were involved, but there was no actionable offense. Based on the living circumstances, the Homeless Outreach Team, along with clinicians from Interfaith, were introduced to the family to see if they could further assist with more comprehensive resources.

The family was offered access to a family shelter but declined as they did not want to have to part with their dogs. They were also reluctant to accept services due to past resources that had been ineffective. HOT utilized the emergency voucher program and placed the family in a hotel for six days while Interfaith clinicians continued to explore alternate housing options.

Interfaith clinicians were able to help the family obtain documents needed for section 8 housing for veterans. The family willingly parted ways with several of their animals, retaining one, which was a service dog for the son with autism. They entered into a short-term family shelter in Escondido where they will be housed until June. In early May, the family was assigned a case manager and are looking to move into permanent affordable housing.

#### What worked

- The **Limited Stay Motel Voucher Pilot Program** provided immediate shelter to a family of seven.
- Our **Homeless Outreach Team** and the Interfaith Clinicians remained committed to the family and leveraged resources dedicated to veterans.
- **Persistent service offering** resulted in a solution that fit the needs of the entire family.

## 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

It continues to be a challenge to coordinate resources when multiple services providers, organizations and programs are involved. 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 Q3, city staff facilitated 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 will continue to look at better ways to refine the city's data collection to allow for more real-time information. City staff is working to develop better metrics to measure progress towards the City Council's goal.

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

### Limited housing resources

There is a limited number of emergency shelter and permanent supportive housing resources in North County and San Diego. Shelters in North County including La Posada continued to have impacts limiting intake due to COVID outbreaks and limited staffing due to exposure.

### 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.



## Upcoming work

City staff have several new programs on the horizon:

- The city has enrolled as a “participating agency” in the Homeless Management Information System which allows staff to see real-time, unduplicated data of individuals experiencing homelessness in Carlsbad. This system helps staff bridge households experiencing homelessness to regional housing projects and monitor the data of the city-funded contractors.
- The Housing & Homeless Services Department is in the process of recruiting for a new Housing Navigator.
- The Housing & Homeless Services Department will be implementing a grant agreement with Catholic Charities Diocese of San Diego, to help La Posada de Guadalupe better serve shelter clients with additional clinical staff.
- The Housing & Homeless Services Department will be finalizing a professional services agreement with a third-party consultant to provide training and technical assistance to Catholic Charities, to assist them with operating La Posada de Guadalupe as a housing-focused shelter.
- The Housing & Homeless Services Department will work with the District Attorney’s Office and the County of San Diego’s Office of Homeless Solutions to host a mobile Homeless Court and Resource Fair.
- Housing & Homeless Services Department staff will participate in the new Public Regional Outcomes Standards Board of the San Diego Taxpayers Educational Foundation’s Micro and Macro Homelessness Measurements Standards Working Groups.
- The Housing & Homeless Services Department will request city council approval to contract for an Employment & Benefits Specialist position. This position will help connect people to employment opportunities and eligible benefits.