The Los Angeles County
HOMELESS INITIATIVE
REAL HELP. LASTING CHANGE.

# CITY HOMELESSNESS PLANS

AUGUST 2018

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## Introduction

Homelessness is an extraordinarily complex problem which necessitates active, sustained collaboration amongst the County, cities and other public agencies, and a wide array of community partners. Since the inception of the Los Angeles County Homeless Initiative in August 2015, cities have played a critical role.

On June 13, 2017, the Board of Supervisors approved funding for cities in the Los Angeles Continuum of Care to develop city homelessness plans, and thereby enhance their ability to contribute to the County's regional effort to prevent and combat homelessness. The Board invested over $2 million in these homelessness planning grants, plus $500,000 for regional coordination services by Councils of Governments. The grantee cities engaged a broad array of public and community partners in proactive and thoughtful homelessness planning efforts in 2018, with support from the County, United Way- Home for Good, Los Angeles Homeless Services Authority, and the Corporation of Supportive Housing.

Enclosed are 40 cities' Homelessness Plans. Within these plans, there is a wide range of goals that aim to prevent and combat homelessness and align with key Homeless Initiative strategies. The common themes include:

- Acknowledgement of homelessness as a complex societal challenge that requires cities' involvement;
- Need and desire to strengthen partnerships and coordination at the local and regional levels based on increased knowledge of homelessness and relevant systems, as well as activation and sustained collaboration amongst the County, cities and other public agencies, and a wide array of community partners; and
- Realignment of existing city resources, investing in new city resources and securing new funding to enhance and expand housing, services and coordination.

Implementation of these Cities' Homelessness Plans will be key to the continued broadening and deepening of the unprecedented movement to prevent and combat homelessness across Los Angeles County.

# 2018 City Homelessness Plans

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# CITY PLAN TO PREVENT AND COMBAT HOMELESSNESS TEMPLATE

## Planning Context

As Measure H resources are deployed to combat and prevent homelessness throughout Los Angeles County, each City in the County can broaden the collective impact and accelerate change by undertaking a locally specific City Plan to Combat Homelessness. This Plan template is intended to assist your City in undertaking a comprehensive assessment of homelessness in your local jurisdiction, assessing the resources currently available to address the challenge, identifying opportunities for City and County collaboration and marshalling a plan to collaborate in the implementation of identified strategies.

## 1. City and Plan Information

| Name of City | Period of Time Covered by Plan | Date of Plan Adoption |
|---|---|---|
| City of Alhambra | 2018-2021 | June 25, 2018 |

## 2. Why is the City working to develop and implement a homelessness plan?

According to the Los Angeles Homeless Services Authority (LAHSA), the City of Alhambra experienced an increase in its homeless population from 2016 to 2017. In 2017, LAHSA identified 89 people experiencing homelessness in the City—an increase from 39 percent in 2016. In 2017, most of the homeless individuals identified lived out on the street, makeshift shelters, and cars. Approximately 16 percent of the sheltered population were staying in transitional housing

The City is committed to working with the local community, neighboring cities, public agencies, and regional bodies to develop strategies that will equitably distribute homeless housing and services across the San Gabriel Valley according to need. Specifically, the Plan aims to achieve the following overarching goals to address homelessness:

- Reduce the impact of homelessness within the City
- Align City resources with County investments
- Improve quality of life for all residents

## 3. Describe your City's planning process

The City coordinated a series of stakeholder input meetings and interdepartmental interviews over the course of six months with the assistance of LeSar Development Consultants (LDC). The input sessions educated stakeholders about best practices in addressing homelessness, current city efforts to prevent and combat homelessness, and solicited feedback about the challenges and opportunities related to addressing homelessness in the City. The meetings engaged a broad network of stakeholders from public, private, and non-profit sectors, including city departments directly serving or impacted by homelessness, service providers, residents, and community and business leaders.

- Input Session #1: City's Homeless Outreach Mental Evaluation (HOME) Team
    - Attendees: City Manager, Alhambra Police Department, Los Angeles Department of Mental Health, Union Station Homeless Services, Alhambra Unified School District, Family Promise of San Gabriel Valley

- Input Session #2: Chamber of Commerce
    - Attendees: Members of the Alhambra Chamber of Commerce and local businesses

- Input Session #3: Faith-Based Organizations
    - Attendees: Members of the local faith-based organizations

- Input Session #4: Community Meeting
  - Attendees: Members from the local community

- City Departmental Interviews
  - Attendees: City Manager's Office, City Community Service Department - Josyln Adult Senior Center, City Development Services – Housing Division

## 4. What are the goals of the City's plan and related actions? Review the example below, then respond to the prompts for your own City goals. Add sections for additional goals if needed.

**GOAL #1**

1. **Goal**
   Continue to explore innovative housing solutions
   - B3: Expand Rapid Rehousing
   - F4: Development of Second Dwelling Unit Pilot Program
   - F5: Incentive Zoning/Value Capture Strategies

2. **Supporting Action(s)**

   a) Create a rapid rehousing program with local homeless preference
      i. Define target number of rapid rehousing units using local data from the Coordinated Entry System (CES)
      ii. Identify funding sources to meet city contribution required for accessing the Measure H rapid re-housing funds
      iii. Partner with the County to provide case management and supportive services as part of the rapid rehousing program
      iv. Facilitate landlord engagement to promote program participation

   b) Enhance the Accessory Dwelling Units (ADU) Program
      i. Explore incentives to encourage property owners to build an ADU and rent to low and extremely low-income individuals and families to prevent homelessness
      ii. Expedite the review and approval of permits for building ADUs
      iii. Offer incentives to guarantee long-term affordability
      iv. Continue the amnesty program to bring existing ADUs and converted garages into compliance
      v. Partner with local congregations to distribute the informational materials to its members to increase interest in developing ADUs

   c) Strengthen policies that facilitate development of affordable and supportive housing
      i. Incentivize zoning policies, including density bonus
      ii. Encourage development agreements to include a certain percentage of housing units be affordable
      iii. Encourage and promote mixed-use development that includes residential uses

   d) Continue to explore funding options to build more supportive and affordable housing, as well as, seek partnerships and build relationships with non-profit affordable housing developers

3. **Associated policy change(s)**
   Revisions to existing policies may be required.

4. **Goal Measurement**
    - Define target number of units and identify funding sources, location of CES access point
    - Number of individuals and families supported under the rapid rehousing program
    - Number of landlords participating in the rapid rehousing program
    - Number of permit applications for ADUs
    - Number of ADUs built
    - Obtained funding sources

5. **Goal ownership**
   City of Alhambra – City Manager's Office, Union Station Homeless Services, City Housing Division

6. **Leveraged City Resources**
   City to contribute $500/month for up to 9 months of the rental subsidy for each family/individual, which is approximately 50% of the actual rent subsidy cost. The County will fund the remainder of the rental subsidy and the full cost of the support services.

7. **Timeline**
   Year 1; ongoing

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**GOAL #2**

1. **Goal**
   Coordinate with regional partners on homelessness plan implementation
    - E6: Expand Countywide Outreach System
    - E7: Strengthen the Coordinated Entry System

2. **Supporting Action(s)**

    a) Participate in regional coordination activities with the San Gabriel Valley Council of Governments and neighboring cities (E6: Expand Countywide Outreach System; E7: Strengthen the Coordinated Entry System)
        i. Share information, best practices, and resources
        ii. Engage in partnership with neighboring cities

3. **Associated policy change(s)**
   No associated policy changes

4. **Goal Measurement**
    - Shared information
    - Coordination of shared activities

5. **Goal ownership**
   HOME team

6. **Leveraged City Resources**
   City staff time

7. **Timeline**
   Year 1; ongoing

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**Goal #3**

1. **Goal**
   Promote access to workforce development and employment
   - C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families

2. **Supporting Action(s)**

   a) Encourage the Chamber of Commerce and local businesses to participate in the CalWORKS program

3. **Associated policy change(s)**
   No associated policy changes

4. **Goal Measurement**
   Annual increase in the number of local businesses employing homeless and formerly homeless people through the CalWORKS program (administered by the County of Los Angeles)

5. **Goal ownership**
   City Manager's Office – Community Development: Economic Development

6. **Leveraged City Resources**
   City staff time

7. **Timeline**
   Year 1-3

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**GOAL #4**

1. **Goal**
   Provide community education and resources
   - B4: Facilitate Utilization of Federal Housing Subsidies
   - D5: Support for Homeless Case Managers

2. **Supporting Action(s)**

   a) Finalize the development of the resource guide for homeless services and facilities
      i. Continue to build off of the current HOME Team's list of homeless resources and services
      ii. Work with community partners, faith-based organizations, and service providers to gather information for the comprehensive resources guide with a list of services and facilities related to combatting and preventing homelessness
      iii. Establish ongoing updates to the resource guide
      iv. Distribute the resources guide and make it available at public sites
      v. Post a printable version to be accessible online for local community members, organizations, and businesses to print and distribute

   b) Conduct workshops to residents and businesses about homelessness in the community
      i. Overview of the HOME Team homeless outreach efforts

ii. Gain an understanding on enforceable and unenforceable activities related to public space and businesses
iii. How to report an individual experiencing homelessness
iv. How to provide appropriate referrals to homeless individuals
v. Educate community members about the resources and services featured in the resource guide

c) Expand engagement with landlords to participate in landlord incentive programs (B4: Facilitate Utilization of Federal Housing Subsidies)
   i. Continue to work Union Station Homeless Services to host landlord engagement workshops to inform the community on the following programs:
   ii. Homeless Incentive Program (HIP) - Housing Authority of the County of Los Angeles
   iii. Flexible Housing Subsidy Pool/Housing for Health - LA County Department of Health Services and Brilliant Corners
   iv. Rapid Re-Housing - Union Station Homeless Services
   v. Encourage local faith-based organizations to attend and/or host landlord engagement workshops
   vi. Identify partnerships with neighboring cities and the County to host a Landlord Outreach Event for the Homeless Incentive Program

d) Collaborate with the United Way's Everyone In campaign to end homelessness
   i. Participate in upcoming community events in collaboration with the City of Pasadena and other cities
   ii. Identify local success stories to be included in the United Way's campaign
   iii. Adopt consistent messaging on homelessness

**3. Associated policy change(s)**
No associated policy changes

**4. Goal Measurement**
- Completion of resource guide
- Number of attendees at the workshop
- Number of emails and calls of information to the HOME Team by the community
- Number of landlords participating in the programs
- Participation in the upcoming community event
- Featured story in the United Way campaign

**5. Goal ownership**
HOME Team, Union Station Homeless Services

**6. Leveraged City Resources**
City staff time

**7. Timeline**
Year 1; ongoing

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**GOAL #5**

1. **Goal**
   Continue current homelessness engagement activities
   - E4: First Responders Training
   - E6: Expand Countywide Outreach System
   - E7: Strengthen the Coordinated Entry System

2. **Supporting Action(s)**

   a) Ensure First Responders in Alhambra participate in the County's First Responders Training and the Law Enforcement Homeless Outreach Services Team (HOST) Program
      i. Attend the County's First Responders Training as a prerequisite to participate in the Law Enforcement Homeless Outreach Services Team (HOST) Program
      ii. Execute the Memorandum of Agreement (MOA) between the County of Los Angeles and other agencies in connection with the County Homeless Initiative
      iii. Develop and implement a protocol to submit documentation and invoices (e.g., number of hours of outreach conducted, number of homeless individuals contacted, types of services provided, etc.) of homeless outreach activities eligible for reimbursement, including making referrals to housing, rehabilitative services, and support

   b) Continue to participate in the LAHSA Greater Los Angeles Homeless Count
      i. Encourage community members to volunteer for the annual Greater Los Angeles Homeless Count to increase engagement between leaders, residents, and stakeholders, as well as to ensure an accurate count of homeless individuals

3. **Associated policy change(s)**
   Update the Police Department protocol to facilitate the recommendations from the First Responders training, if necessary

4. **Goal Measurement**
   - Number of first responders trained
   - MOA executed with the LA County and other agencies
   - Number of homeless individuals entered in the Coordinated Entry System and referred to services
   - Number of volunteers for the homeless count

5. **Goal ownership**
   HOME team

6. **Leveraged City Resources**
   City staff time

7. **Timeline**
   Years 1; ongoing

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## 5. Identify City employees or other staff who will lead implementation of the plan.

### Table 1: Primary Contact for Plan Implementation

| Name & Position | Address & Email | Phone | % of Time |
|---|---|---|---|
| Brad McKinney<br>Assistant City Manager | 211 S. First St.<br>Alhambra, CA 91801<br>bmckinney@cityofalhambra.org | 626-570-5011 | 50% |
| Sgt. Joe Mallette<br>HOME Team | 211 S. First St.<br>Alhambra, CA 91801<br>jmallette@alhambrapd.org | 626-570-1502 | 50% |

## 6. Describe the City's participation or plans to participate in any new or ongoing collaborative efforts, within the City and/or with other cities and/or in the Service Planning Area.

The City is planning to participate on cohort calls with the San Gabriel Valley Council of Governments in an effort to address homelessness issues throughout the region.

## 7. Review specific County Homeless Initiative Strategies from the table below and consider how the City could collaborate and align planning efforts to achieve mutual goals.

For each of the County Homeless Initiative Strategies listed in the table below, identify whether the City plans to participate in the Strategy's implementation and/or if the City is currently participating in the Strategy's implementation. If the City is already participating in the implementation of any of the Strategies, please attach an explanation.

- The City is already in compliance with SB2.

### Table 2: City Planning Activities tied to County Homeless Initiative Strategies

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☐ | ☐ | A1. Homeless Prevention for families |
| | ☐ | ☐ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | ☐ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☐ | ☐ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☐ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☐ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☐ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☒ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☐ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |

| | | | |
|---|---|---|---|
| | ☐ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☐ | ☐ | C7. Subsidize Employment for Homeless Adults |
| | **Plan to participate** | **Currently participating** | **County Homeless Initiative Strategies** |
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☐ | ☐ | D5. Support for Homeless Case Managers |
| | ☐ | ☐ | D6. Criminal Record Clearing Project |
| | ☐ | ☐ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☒ | ☐ | E4. First Responders Training |
| | ☐ | ☐ | E5. Decriminalization Policy |
| | ☒ | ☐ | E6. Expand Countywide Outreach System |
| | ☒ | ☐ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☐ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☐ | ☐ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☐ | ☐ | E14. Enhance Services for Transition Age Youth |
| **F – Increase Affordable/ Homeless Housing** | ☐ | ☒ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |
| | ☒ | ☐ | F4. Development of Second Dwelling Units Program |
| | ☒ | ☐ | F5. Incentive Zoning/Value Capture Strategies |
| | ☐ | ☐ | F6. Using Public Land for Homeless Housing |
| | ☐ | ☐ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☐ | ☐ | F7. Housing Innovation Fund (One-time) |

Adopted August 7, 2018

# City of Arcadia Plan to Prevent and Combat Homelessness

(AUGUST 2018)

Prepared in collaboration with:

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# City of Arcadia Plan to Prevent and Combat Homelessness

Recognizing the impact of homelessness on individuals and communities countywide, in 2017 voters approved Measure H to fund services to prevent and combat homelessness. The County Board of Supervisors approved the allocation of funds in June 2017 and also allocated funds for cities to develop local homelessness plans. In October 2017, the City of Arcadia was awarded a $30,000 planning grant to develop a City plan to prevent and combat homelessness. The City entered into an agreement with the San Gabriel Valley Council of Governments (SGVCOG) and LeSar Development Consultants to assist with the development of homelessness plan for Arcadia's strategies for addressing homelessness in the local community, as well as on a regional level. On January 31, 2018, staff from the City of Arcadia Department of Recreation and Community Services Department attended a kickoff meeting facilitated by LeSar Development Consultants for all the San Gabriel Valley cities partnering with the SGVCOG in the planning process.

In March 2018, LeSar Development Consultants along with the Recreation and Community Services Department conducted a series of interviews to solicit feedback from community stakeholders regarding homelessness in Arcadia, as well as ways to improve the quality of life for homeless and the business community. Key activities of the plan process included in-person interviews with key stakeholders, including two City Council Members and the City Manager, as well as staff from the Recreation and Community Services Department, the Police Department and its Homeless Education and Liaison Program, the Library and Museum Services Department, and the Chamber of Commerce and Downtown Arcadia Improvement Association.

During stakeholder interviews, participants were asked to provide feedback on the challenges associated with homelessness and input on possible strategies. Additional interviews and information was gathered from the Fire Department, Public Works Services Department, Development Services Department, Arcadia Mental Health Center, Arcadia Methodist Hospital, Foothill Unity Center, Arcadia Unified School District, and the Assistance League of Arcadia.

These stakeholder interviews focused on Arcadia's role in align with the following Measure H strategies:

- **B3: Partner with Cities to Expand Rapid Re-Housing**
  Rapid re-housing programs target people experiencing homelessness or those imminently at risk of homelessness who have low to moderate barriers to maintaining permanent housing. These programs connect homeless families and individuals to permanent housing through the provision of time-limited financial assistance, targeted supportive services, and case management. Department of Health Services(DHS) and Los Angeles Homeless Services Authority(LAHSA) are partnering with cities to expand the availability of rapid re-housing.

- **E4: First Responders Training**
  First Responders Training will focus on instructing field personnel on methods for engaging homeless individuals on the street and those in encampments. First responders will learn how to refer individuals and families to services and shelter options, understand homeless persons have the right to be in public parks and public facilities; and have access a list of questions in order to better assist homeless individuals.

- **E6: Countywide Outreach System**
  This strategy serves to coordinate the Countywide Outreach System by ensuring E6 outreach teams, generalist, and multidisciplinary teams as well as existing community-based organization teams are deployed in a coordinated strategic and effective manner. To accomplish the coordination, LAHSA has hired a countywide outreach coordinator who works with newly hired regional/SPA coordinators houses at the CES lead agency within each SPA. In addition, a web-based 2-1-1 communication platform is currently being developed as a tool to report homeless individuals on the street and in encampments. Reports submitted via the platform will be automatically routed to the Countywide Coordinator and the appropriate SPA coordinator so the team can be send to the location. The Countywide network of outreach teams will engage and connect, or reconnect, homeless individuals to interim and/or permanent housing and supportive services.

- **E7: Strengthen the Coordinated Entry System**
  CES is a no wrong door, countywide system that engages and connects homeless families and individuals to the optimal resources for their housing needs.

- **E8: Enhance the Emergency Shelter System**
  Refer homeless families and individuals to the shelter or to the pick-up points for free transportation to the shelters. E8 strategy will also include information on homeless services on city websites.

City staff and the consultant team also worked together to analyze the challenges and opportunities identified during the interviews and gather additional data, which informed the development of the goals and actions set forth in the plan. Weekly check-ins with the consultant team kept development of goals and actions on track. The planning process also included calls and meetings with the County, the San Gabriel Valley Council of Governments, and with other cities in the San Gabriel Valley to identify opportunities for regional collaboration.

**Data on Individuals and Families Experiencing Homelessness**

Homelessness ranks among Los Angeles County's most pressing—and most intractable—social challenges, in large part the result of high housing prices, stagnant wages, and cuts to social services that did not rebound following the economic crisis. While the number of people experiencing homelessness in Los Angeles County decreased from 55,048 in 2017 to 53,195 in 2018—a drop of 3%, more people fell into homelessness for the first time and the number of people experiencing homelessness in the San Gabriel Valley grew by 5% to 4,292 individuals.[1]

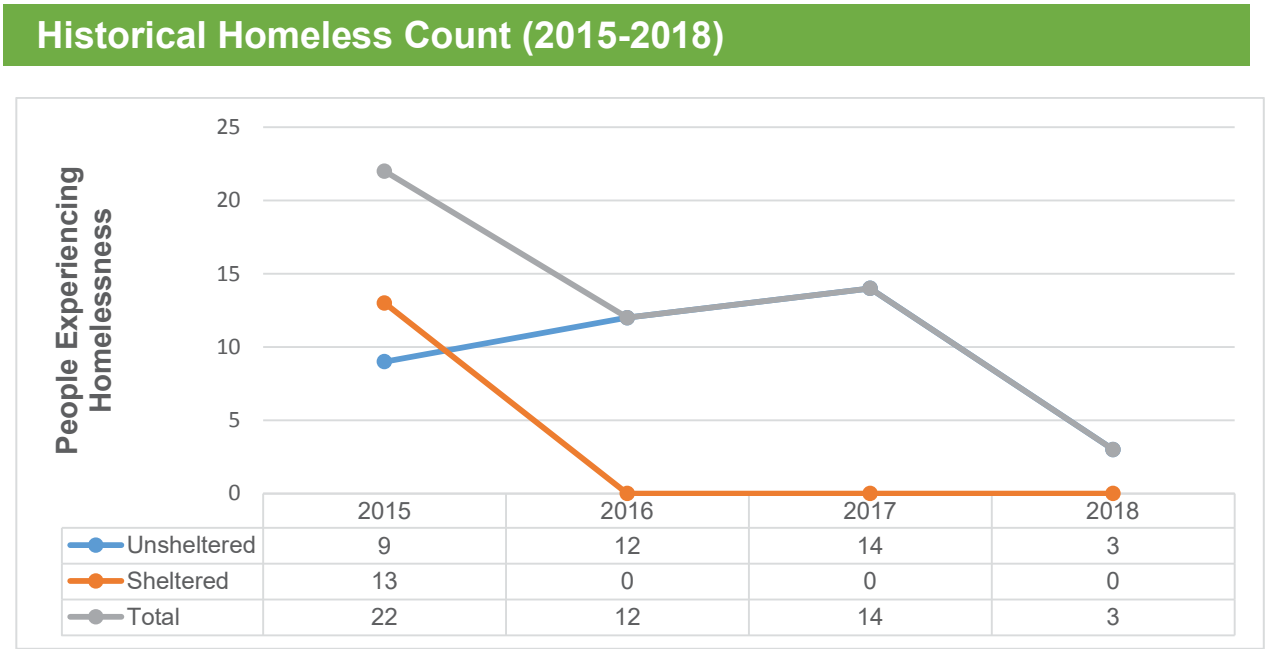
***Point-In-Time Count***

Unlike many cities in the San Gabriel Valley, the City of Arcadia has seen an overall decline in the number of people identified as homeless during the annual Greater Los Angeles Homeless Count.[2] In 2015, Arcadia had 22 people experiencing homelessness, including nine who were unsheltered and 13 who were sheltered in transitional housing.[3] In 2016, the total population of people experiencing homelessness had dropped to 12 people; however, all of them were unsheltered.[4] While homelessness increased slightly to a total of

[1] Los Angeles Homeless Services Authority. (2018). Greater Los Angeles Homeless Count Presentation.
[2] The annual Greater Los Angeles Homeless Count (annual Point-In-Time Count) was conducted by the Los Angeles Homeless Services Authority on January 23-25, 2018.
[3] Los Angeles Homeless Services Authority. (2015). Homeless Count by City/Community.
[4] Los Angeles Homeless Services Authority. (2016). Homeless Count by City/Community.

14 unsheltered individuals in 2017,[5] the 2018 Point-In-Time (PIT) Count showed that only three people were experiencing homelessness in Arcadia (see Figure 1).[6] All three of these individuals were unsheltered, with two living in RVs/campers and one living on the street.[7]

**Figure 1: Homelessness in the City of Arcadia**




***Field Outreach***

While the annual PIT Count identified only a small number of individuals experiencing homelessness within the community, subsequent research and field outreach suggests a higher number of individuals within the community are experiencing homelessness on a daily basis.[8] As part of the field outreach effort, LeSar Development Consultants visited five sites within the community that City staff had identified as locations where individuals experiencing homelessness congregate, and identified seven individuals experiencing homelessness and five makeshift shelters and tents.[9] Four of the seven people, two makeshift structures, and one tent were identified in the Peck Road Park. The other two makeshift structures were located on the horse trail adjacent to the Arcadia Golf Course and a former American Legion site. Two people were identified at Albertson's and one was identified pushing a shopping cart along Huntington Drive.

Of the individuals identified during field outreach, two adult males—one in his forties and another age 62 or older—agreed to be interviewed. One of the men indicated that he had been homeless for six months; the other said he had been homeless on and off for 20 years. These individuals both identified as being from the San Gabriel Valley and indicated that they chose to live in Arcadia to be close to family and because they feel safe in the community. These

[5] Los Angeles Homeless Services Authority. (2017). Homeless Count by City/Community.
[6] Los Angeles Homeless Services Authority. (2018). Homeless County by City/Community.
[7] Ibid.
[8] The annual Greater Los Angeles Homeless Count (formally the annual Point-In-Time Count) was conducted by the Los Angeles Homeless Services Authority in collaboration with local jurisdictions and volunteers January 23, 2018, and does not reflect fluctuations in the number of people experiencing homelessness over the course of the year.
[9] LeSar Development Consultants conducted field outreach at seven sites to interview individuals experiencing homelessness within Arcadia on March 27, 2018. These sites include an Albertson's grocery store, the Arcadia Golf Course, a former American Legion post, the Arcadia Library, and the business district along Huntington Drive, as well as Arcadia Park and Peck Road Park, which are managed by the County.

comments underscore 2018 PIT Count findings, which show that 65% of people experiencing homelessness have been in Los Angeles County for 20 years or more, with only 10% living in the area for a year or less.[10]
Both attributed their homelessness to the high cost of housing, lack of employment that pays a living wage, the difficulty saving adequate funds to cover a security deposit, and limited services and supports available within the community. One explicitly stated that he chose not to stay in shelters because of drugs, bedbugs, and other unhealthy conditions.[11] The interviewees also indicated that better access to quality affordable housing and services, as well as short-term solutions such as showers and restrooms, were all needed to effectively address homelessness. These comments reflect general public health and safety concerns associated with the regional rise in unsheltered homelessness.

**Coordinated Entry System Data**

In addition to data gathered from people experiencing homelessness through field outreach, City-level data from the regional Coordinated Entry System (CES) provides an enhanced view of those experiencing homelessness and their challenges as well as needs using responses to the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) assessment and other indicators of a person's overall health and wellbeing.[12] Specifically, the VI-SPDAT assessment produces an acuity score, which can help identify an appropriate housing intervention for someone experiencing homelessness. In Los Angeles County, individuals experiencing homelessness who fall into the low-acuity scoring range of the assessment (0-3) should be able to find housing on their own, those in the mid-acuity scoring range (4-11) are best served by Rapid Re-Housing programs, and high-acuity individuals (12+) generally need supportive housing.[13]

Other useful indicators in the data set include information about a person's housing history, legal background, physical and mental health, history of substance use, and general demographic information such as age and race. All of these elements are self-reported by the individuals as part of the VI-SPDAT assessment. For the purposes of this Homelessness Plan, all data have been de-identified to protect confidentiality.

Between July 2016 and November 2017 in Arcadia, 32 individuals were assessed. Of these, 81% are in the mid-acuity range, compared to 11% in the high-acuity range and 7% in the low- acuity range.

Among Arcadia's homeless population who completed the VI-SPDAT, 41% are ages 56 and older—the second highest percentage of older individuals who are homeless among cities participating in the San Gabriel Valley homelessness planning process.[14] Of the remaining age groups, 31% are ages 41-55, 25% are ages 25-40, and 3% are ages 18-24. Among these individuals, 78% identify as white and 13% as black or African American. For the remaining 9%, data was not collected or individuals declined to state their race. Two-thirds (66%) identified as male, 28% identified as female, and for 6% data were not collected.

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[10] Los Angeles Homeless Services Authority. (2018). 2018 Homeless count shows first decrease in four years.
[11] Results of LeSar Development Consultants field outreach, March 27, 2018.
[12] The Coordinated Entry System (CES) is a regional database that streamlines housing placement and service provision and prioritizes those who are most vulnerable. This Homeless Plan incorporates data from the adult singles database.
[13] Los Angeles Homeless Services Authority. (ND). Draft CES Prioritization Policies.
[14] The City of Duarte has the highest percentage (50%) of individuals ages 56 and older experiencing homelessness among cities participating in the San Gabriel Valley planning process. Other cities include Alhambra, Azusa, Baldwin Park, Claremont, Covina, El Monte, Glendora, Irwindale, La Puente, La Verne, Pomona, San Dimas, South El Monte, South Pasadena, and West Covina.

Other important vulnerability indicators are length of time a person has spent homeless, any existing chronic health conditions, diagnosed mental health issues, and people who have spent one or more nights in a holding cell, jail, or prison within six months of their VI-SPDAT assessment. Of the people experiencing homelessness in Arcadia from July 2016 through November 2017:

- 37% reported being homeless less than a year, 50% said 1-2 years, and 9% said 2 years or more.
- 34% reported chronic health issues related to the liver, kidneys, stomach, lungs, or heart.
- 19% reported a mental health issue, and only 3% reported substance use disorder.
- In the 6 months prior to assessment, 41% had taken an ambulance to the hospital, 69% had received health care at an emergency department/room, and 47% had received in-patient care at least one time.
- 22% had spent at least one night in a holding cell, jail, or prison within six months of their assessment, with 3% being incarcerated five or more times.

**School District Data**

Data gathered through the PIT Count and field outreach can also be supplemented with data from the Los Angeles County Office of Education. These data indicate that, during the 2016-2017 academic year, 25 Arcadia Unified School District students were considered homeless under the McKinney-Vento Act.[15, 16] The McKinney-Vento Homeless Assistance Act provides guidance to state education agencies and school districts on how to ensure that policies related to the identification, enrollment, attendance, and success of students experiencing homelessness serve those students' "best interest." Like HUD, the McKinney-Vento Act counts as homeless those students who are living in emergency or transitional shelters, vehicles or public or private spaces not designed for sleeping. McKinney-Vento, however, also counts as homeless those children and youth who are living in motels, hotels, trailer parks, or camping grounds; abandoned buildings or substandard housing; bus or train stations; or in shared housing due to economic hardship. It also includes children abandoned in hospitals and unaccompanied minors and children and youth.

***Service Planning Area 3 Data***

Arcadia currently has one of the smallest populations of people experiencing homelessness within Service Planning Area 3 (SPA 3); however, housing instability and homelessness often results in individuals being forced to move out of their preferred communities. Therefore, the data in the preceding sections of the report should be looked at holistically in conjunction with the following snapshot of SPA 3 demographics to better understand regional trends within the homeless population, which has increased 5% from 4,094 in 2017 to 4,292 in 2018:[17]

- 76% (3,262) were unsheltered and living outside while 24% (1,030) were in some form of temporary shelter accommodations – accounting for 8% of Los Angeles' homeless population
- 87% were single adults, 13% were families, and none were unaccompanied youth and young adults

[15] Los Angeles County Office of Education. (2017). Aggregated LA County Homeless Student Count.
[16] Federal Register. (2016). McKinney-Vento Education for Homeless Children and Youths Program.
[17] Los Angeles Homeless Services Authority. (2018). 2018 Greater Los Angeles Homeless Count Service Planning Area 3 – San Gabriel Data Summary. The data does not cover Pasadena with the exception of the percentages of sheltered and unsheltered individuals.

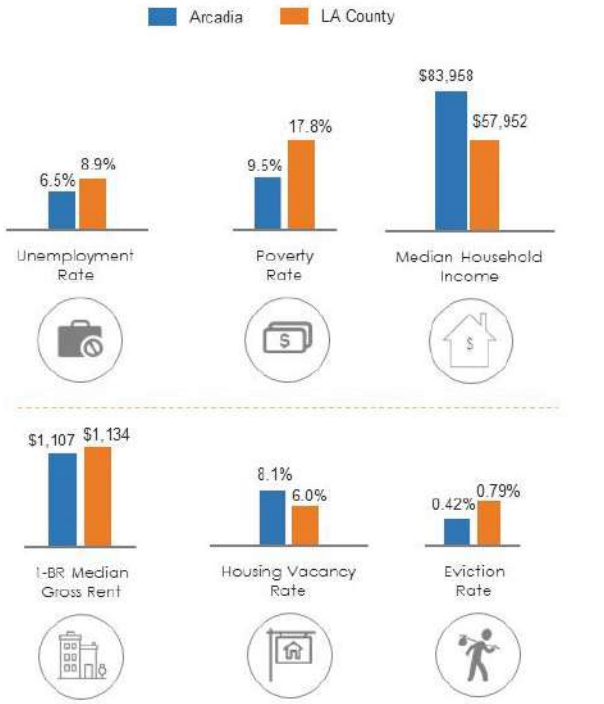
- 35% were female, 63% male, 2% transgender, and .3% gender non-conforming
- 53% were Hispanic/Latino, 25% were white, 17% were African American, 1% were Asian, 1% were Native Hawaiian/Pacific Islander, .3% were American Indian/Alaska Native, and 2% identified as multi-racial.
- 11% were ages 62 and older, 13% between the ages of 55-61, 65% between the ages of 25-54, 4% between the ages of 18-24, and 8% were under the age of 18
- 7% were United States Veterans, with 4% of the total population identified as chronically homeless Veterans

The following data show vulnerability indicators reported by individuals experiencing homelessness in SPA 3:[18]

- 35% were considered chronically homeless, an increase of 5% over 2017. Chronic homelessness refers to lengthy or repeated histories of homelessness along with a long-term disability such as a mental or physical health problem or a substance use disorder
- 33% had a mental illness, 21% had a substance use disorder, and 1% had HIV/AIDS
- 23% had a physical or developmental disability
- 37% have experienced domestic/intimate partner violence in their lifetime, and 11% of the total population reported being homeless due to fleeing domestic partner violence

Finally, City-level data on economic and housing trends serve as reliable indicators of residents who may be at risk of falling into homelessness. As Figure 2 illustrates, Arcadia's median household income is higher than the average across Los Angeles County, and its unemployment, poverty, and eviction rates are lower than the average.[19, 20] These data suggest that a lower proportion of residents may be at risk of homelessness.

**Figure 2: Selected Demographic Statistics**




Sources: U.S. Census Bureau (2012-2016 American Community Survey 5-Year Estimates), evictionlab.org

[18] Ibid.
[19] U.S. Census Bureau. 2012-2016 American Community Survey 5-Year Estimates
[20] Eviction Lab.

**Current Efforts to Address Homelessness**

Recognizing the benefits of regional coordination in addressing homelessness, the City of Arcadia opted to engage in the planning process to ensure that individuals experiencing homelessness within the community and across the San Gabriel Valley have access to housing and services consistent with the Los Angeles County Homelessness Initiative strategies. Prior to the initiation of the planning process, City staff relied primarily on 2-1-1, Union Station, and Volunteers of America to serve people experiencing homelessness. During the stakeholder interviews, they expressed interest in learning how to better connect these residents to the Coordinated Entry System (CES) with the goal of helping them move from homelessness to housing. Arcadia also regularly participates as an opt-in city in the annual PIT Count conducted annually each January.

**City Departments**

Within Arcadia, the following departments were identified as having a role in preventing and combating homelessness, including the mitigation of the impact of homelessness on the community:

- The Recreation and Community Services Department serves as the designated project lead for coordinating the City's response to homelessness, and has created resource and referral information for individuals experiencing homelessness as needed. The Department also coordinates the City's participation in the annual PIT Count.
- The Police Department operates a six-person Homeless Education and Liaison Program (HELP) team. The HELP team responds to calls for service from business owners and residents, conducts outreach, and also connects people experiencing homelessness with resources. Approximately once a quarter, the HELP team responds to calls from the Library. The Police Department added, since the Gold Line opened, calls for service related to homelessness have increased from 473 to 954 a year, a 101% increase. The Police Department expressed interest in participating in future PIT Counts.
- The Fire Department responds to calls, and can provide paramedic and ambulance services. They also hand out kits with necessities to people experiencing homelessness.
- The Library and Museum Services Department provides resource and referral information and an inclusive place for people to rest, use the computers, charge cell phones, and use the public restrooms. Recognizing the limited availability of services within the community, library staff received training from Ryan Dowd, a national expert that trains various city departments, libraries, and schools on how to work with chronically homeless individuals.
- The Public Works Services Department works with the County to clean up encampments in response to calls, many of which may be related to County-owned land.
- The Development Services Department has code services respond to requests for commercial and industrial debris removal.

Table 1 outlines the City's estimated annual expenses associated with addressing homelessness, which includes both mitigation costs associated with encampments and funding dedicated to serving individuals and families experiencing homelessness and those facing housing instability. Currently, 60 percent of Arcadia's funding associated with addressing homelessness is allocated to mitigation.

**Table 1: Estimated Annual Expenses Related to Homelessness**

| Department | Estimated Annual Costs Associated with Homeless Services | Service Description |
|---|---|---|
| Recreation and Community Services Department | $27,500 | Coordinates the City's response to homelessness with other City departments, the County, and the community; maintains a list of available resources; and provides services, as needed. Also coordinates the annual PIT Count. |
| Police Department Homeless Education and Liaison Program (HELP) Team | $20,000 | Responds to calls for service and engages in proactive outreach to homeless individuals. |
| Fire Department | $30,725 | Responds to calls for service and provides paramedic and ambulance services, as needed. |
| Library and Museum Services Department | $1,900 | Provides information about housing and services to patrons experiencing homelessness. Costs associated with staff training and biohazard clean-up. |
| Public Works Services Department | $1,800 | Removes property and debris from encampments, as needed. |
| Development Services Department | $2,900 | Code services officers respond to commercial and industrial debris removal. |
| **Estimated Annual Total** | **$84,825** | |

**Community Development Block Grant Funds**

For more than 40 years, Arcadia has received funds through the U.S. Department of Housing and Urban Development Community Development Block Grant (CDBG) program, which is administered through the Community Development Commission (CDC) of Los Angeles County. According to the Annual Action Plan covering the period starting on July 1, 2018, and ending on June 30, 2019, Arcadia will receive an allocation of $337,839 in Community Development Block Grant (CDBG) funds to support a variety of program and services:[21, 22]

- $235,836 to provide grants to 13 low-income homeowners for necessary home improvements
- $24,640 to provide a lunch program to 350 seniors Monday through Friday at the Arcadia Community Center
- $20,507 to provide information on government benefits and other services seniors

**Community Partners**

In addition to the services and resources listed in Table 1, the City and its local partners are currently engaged in the following services to prevent and combat homelessness:

- The Arcadia Chamber of Commerce and Downtown Arcadia Improvement Association (DAIA) have been speaking with businesses about the impact of homelessness. The Chamber recently partnered with the Police Department to educate the business community about homelessness, as well as where to refer individuals seeking services and support. The Chamber currently responds to two to three calls a month from business owners, and also tries to connect walk-ins with resources.
- The Downtown Arcadia Improvement Association (DAIA) represents the interests of local business owners. DAIA expressed interest in educating the business community about homelessness and where to refer individuals seeking services and support.
- The Arcadia Unified School District (AUSD) serves the educational needs of the majority of youth in Arcadia. The district works to connect students and families experiencing or at risk of homelessness with housing and services.
- The Arcadia Mental Health Center, operated by the Los Angeles County Department of Mental Health Services, provides outpatient mental health services to clients, which include a growing number of people experiencing homelessness. The Center serves as a (CES) assessment site and works to secure housing vouchers and placements for clients through Full Service Partnerships, a program for adults ages 25-69 with severe mental illness.
- Arcadia Methodist Hospital serves Arcadia and the surrounding area, including approximately 40 Emergency Room patients experiencing homelessness per month.[23] The hospital provides patients experiencing homelessness with prescriptions, clothing, taxi vouchers, and referrals to local resources and services, as needed.
- The Assistance League of Arcadia distributes backpacks, school uniforms and clothing, and other necessities to children in grades K-8 in the San Gabriel Valley who are identified by their school district as “in need,” which includes children who are experiencing or at risk of homelessness.

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[21] Community Development Commission of Los Angeles. (2018). 2018-2023 Consolidated Plan/2018-2019 One Year Action Plan: Appendix I – CDBG Allocations.

[22] Community Development Commission of Los Angeles (2018). 2018-2019 Action Plan Proposed Projects.

[23] Information provided by T. Kaplan, Manager of Social Work Care Coordination, Methodist Hospital of Southern California.

- Foothill Unity Center, located in Monrovia, provides food, case management, transportation, motel vouchers, referrals, and health services for people who are homeless or at risk of homelessness. They also serve as a CES assessment site.

**Regional Partners**
On a regional level, the City also coordinates with surrounding cities, the San Gabriel Valley Council of Governments, and various County Departments on relevant issues, as needed. City staff also refer individuals experiencing homelessness to the following SPA 3 CES leads to complete the VI-SPDAT and match them with the appropriate housing and services:

- Union Station Homeless Services, which is contracted to serve adults in the Western region of the SPA, as well as families throughout the SPA.
- Hathaway-Sycamores Child and Family Services, which serves youth ages 16-24.
- Volunteers of America, which is contracted to serve adults in the Eastern region of the SPA.

In addition, the United Way of Greater Los Angeles recently launched the Everyone In campaign, which aims to educate and engage nonprofit organizations, businesses, and labor and community leaders in advocating for solutions to bolster homeless services and increase the supply of supportive housing.[24]

# Goals and Supporting Actions

While the population experiencing homelessness is modest in comparison to many other cities, the vulnerability of those who are homeless has prompted the City of Arcadia to create a five-year plan homelessness plan to guide the efforts to prevent and combat homelessness.

The following goals and actions to address homelessness in Arcadia were derived from input received from stakeholder interviews, as well as identification of best practices and opportunities.

**Goal #1**: Educate City Staff, Key Stakeholders, and the Community about Homelessness

**Goal #2:** Strengthen Local Capacity to Support Countywide Outreach

**Goal #3:** Connect People Experiencing Homelessness to the Coordinated Entry System

**Goal #4:** Explore the Creation of Temporary and Permanent Housing Resources

**Goal #5**: Coordinate with Regional Partners on Homelessness Plan Implementation

The Department of Recreation and Community Services is responsible for overseeing the goals and actions, and updating or adding new goals and actions over time. The plan will be reviewed continually and the necessary changes will be made to ensure that the City's goals and actions reflect best practices in serving the needs of people experiencing homelessness.

[24] Everyone In LA. (NA). About Us.

# Goal 1: Educate City Staff, Key Stakeholders, and the Community About Homelessness

**Homeless Initiative Strategy Link(s):** E6, E7

## Action 1a

**Establish a local team comprised of key stakeholders within Arcadia to educate individuals regarding the homeless plan and ensure a coordinated response to homelessness (E7).**

- Identify and invite team members (e.g., Recreation and Community Services, Police, Fire, Library and Museum Services, and Public Works Services Department, Arcadia Downtown Business Improvement Association, Arcadia Chamber of Commerce, Arcadia Unified School District, Arcadia Methodist Hospital), and other organizations in Arcadia.
- Schedule and hold meetings to discuss plan progress and coordinate ongoing staff and community education.
- Pursue County Homeless Initiative plan implementation funding for FY 2018 to support coordination efforts either individually or with neighboring cities.

| | |
|---|---|
| **Measurement:** | Team established within six months |
| **Ownership:** | Recreation and Community Services Department |
| **Leveraged City Resources:** | Staff time for participating City departments to organize, facilitate, and attend meetings |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | Six months, ongoing |

## Action 1b

### Establish and implement a community education process.

- Develop a community toolkit that provides general information on local and regional resources for homeless. Share it with all City departments and create an online resource area where stakeholders can access the information.
- Organize community meetings for stakeholders to share information and answer questions. Ensure members of the business and faith-based communities, service providers, and residents are informed about best practices to address homelessness.
- Participate in the Everyone In campaign when possible.

| | |
|---|---|
| **Measurement:** | Toolkit developed and made available online, one community meeting in Year One |
| **Ownership:** | Recreation and Community Services Department |
| **Leveraged City Resources:** | City staff time, website and social media, and facilities for meetings |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | One year, ongoing |

## Action 1c

### Enhance City staff understanding of Arcadia's homeless population (E6).

- Work with the SPA 3 CES leads (e.g., Union Station Homeless Services, Hathaway-Sycamores) to gather the City's data and develop a list of individuals. If feasible, go through the LAHSA onboarding process to get access to system data on single adult and youth clients.
- Determine how people are becoming homeless in Arcadia by gathering data from other existing databases (e.g., CalWORKS, City and School District databases).
- Conduct ongoing reviews of data to understand trends in homeless population demographics (e.g., chronic homelessness, students and families, seniors, survivors of domestic violence).
- Involve City staff and Police Department HELP program in annual PIT Count.

| | |
|---|---|
| **Measurement:** | Regularly updated summary of who is experiencing or at risk of homelessness in Arcadia |
| **Ownership:** | Recreation and Community Services Department |
| **Leveraged City Resources:** | Staff time to gather and analyze data, participate in PIT Count, work with organizations to assist in providing resources |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | Annual, ongoing |

# Goal 2: Strengthen Local Capacity to Support Countywide Outreach

**Homeless Initiative Strategy Link(s):** E6,E4,E7

## Action 2a

**Train frontline City staff to refer homeless and at-risk individuals and families to the crisis response system (E6).**

- Identify frontline staff who have the most interaction with people experiencing or at risk of homelessness.
- Develop and implement process to ensure City staff are educated and trained on how to connect people with prevention services via 2-1-1 and possibly learn how to use the County Web-based portal to submit outreach requests.
- Start with City staff and explore expanding to other community stakeholders as needed.

| | |
|---|---|
| **Measurement:** | Frontline staff identified, process developed, first training conducted within Year One<br><br>Expansion to stakeholders in Year Two, as needed<br><br>Number of individuals who are homeless or at-risk referred to outreach teams and services annually |
| **Ownership:** | Recreation and Community Services Department |
| **Leveraged City Resources:** | Staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | One year, ongoing |

## Action 2b

**Review and align Police Department HELP team outreach protocols with County protocols (E4, E6, E7).**

- Participate in the Los Angeles County Sheriff's Department Crises Intervention Training (First Responders Training) to ensure local outreach policies and protocols align with best practice and Homeless Initiative strategies.[25]
- Assess how current HELP program aligns with First Responders training and CES, and adapt the program as needed to focus on pathways to housing.
- Continue working with outreach partners, including the Department of Mental Health and West San Gabriel Valley Mental Evaluation Team, to regularly report locations of encampments and connect people to services.
- Explore potential to access AB 109 funding by partnering with the County.

| | |
|---|---|
| **Measurement:** | Completed training within one year, number of individuals trained<br><br>Revisions to policies and protocols developed and implemented within Year One |
| **Ownership:** | Arcadia Police Department and Recreation and Community Services Department |
| **Leveraged City Resources:** | Staff time to develop and implement protocol |
| **Associated Policy Changes:** | Develop policies and processes parallel to those of Los Angeles County to enhance coordination and reflect best practice |
| **Timeline:** | One year, ongoing |

[25] Police Chief Magazine. (ND). Changing Law Enforcement Culture One Deputy at a Time with LASD-CIT: Is that Crisis Intervention Training or Changing Inherent Thinking? Or Both?

# Goal 3: Connect People Experiencing Homelessness to the Coordinated Entry System

**Homeless Initiative Strategy Link(s):** E6, E7

## Action 3a

**Ensure that all individuals experiencing or at risk of homelessness are entered in CES (E7).**

- Coordinate with Union Station and Hathaway-Sycamores to ensure that each individual referred completes the VI-SPDAT.
- Consider formal participation in CES, which includes signing a participation agreement and providing City staff with training on the VI-SPDAT and HMIS.
- Assign staff to participate in regional (and potentially sub regional) case conferencing to ensure that clients with high levels of need are prioritized for housing.

| | |
|---|---|
| **Measurement:** | Participation decisions made by end of Year One |
| **Ownership:** | Recreation and Community Services Department |
| **Leveraged City Resources:** | Staff time to participate in training, attend case conferencing, and conduct follow-up with CES leads on referrals |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | Years One-Two |

## Action 3b

**Work with community partners to increase the number of CES access points in the community (E6, E7).**

- Increase the number of CES access points in the City if funding is available.

| | |
|---|---|
| **Measurement:** | Partners identified by end of Year One. Funding decisions made before end of Year Two. |
| **Ownership:** | Recreation and Community Services Department |
| **Leveraged City Resources:** | Staff time to develop partnerships and analyze the feasibility of funding services providers to serve as CES access points. |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | Years One-Two |

# Goal 4: Explore the Creation of Temporary and Permanent Housing Resources

**Homeless Initiative Strategy Link(s):** B3, E6, E8

## Action 4a

**Consider developing a Rapid Re-Housing program to reduce homelessness among unsheltered residents who score in the mid-acuity range on the VI-SPDAT if funding is available (B3, E6).**

- Refer individuals and families experiencing homelessness to CES to access the Rapid Re-Housing program.
- Work with LAHSA and the Department of Health Services to explore the feasibility of providing a City-funded rental subsidy to designate Rapid Re-Housing Units for local preference. Cities that contribute $500 per month per individual/family for up to nine months are eligible for matching funds equal to the remainder of the rental subsidy, plus all supportive services. After nine months, the County covers all costs.
- Partner with LAHSA housing locators to recruit landlords/property owners interested in participating in the Rapid Re-Housing program.

| | |
|---|---|
| **Measurement:** | Explore partnership by end of Year Two; funding decisions made by end of Year Three |
| **Ownership:** | Recreation and Community Services Department |
| **Leveraged City Resources:** | $500 per month per homeless family/individual for up to nine months ($4,500); seek grants to cover costs |
| **Associated Policy Changes:** | Policy and associated protocol outlining eligibility for Rapid Re-Housing placement based on VI-SPDAT scores and County program guidelines |
| **Timeline:** | Years Two to Three |

## Action 4b

**Explore opportunities to partner with a service provider in a neighboring city with a shelter to fund the placement of Arcadia's homeless population in dedicated shelter beds (E8).**

- Identify neighboring cities that have or are developing shelters.
- Identify funding sources for shelter beds.
- Develop an MOU and associated protocols to fund and place Arcadia residents experiencing homelessness in dedicated shelter beds, as needed.

| | |
|---|---|
| **Measurement:** | Funding decisions possible by end of Year Two, if applicable grants are available. |
| **Ownership:** | Recreation and Community Services Department |
| **Leveraged City Resources:** | City staff time to pursue funding sources, partnerships |
| **Associated Policy Changes:** | Memorandum of Understanding with shelter provider |
| **Timeline:** | Years Two to Three |

# Goal 5: Coordinate with Regional Partners

**Homeless Initiative Strategy Link(s):** E6, E7

## Action 5a

**Participate in homeless plan coordination services with the San Gabriel Valley Council of Governments (E7).**

- Collaborate with other cities in the San Gabriel Valley Council of Governments to share ideas, protocols, and outreach efforts.
- Collaborate with neighboring cities and regional partners to explore opportunities to share resources for homeless individuals.

| | |
|---|---|
| **Measurement:** | Attendance at meetings, city participation in services |
| **Ownership:** | Recreation and Community Services Department |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | Year one, ongoing |

## Action 5b

**Coordinate with LAHSA and the County Homeless initiative team on regional efforts to enhance outreach and strengthen the CES (E6, E7).**

- Coordinate with the Los Angeles Homeless Services Authority, CES leads (e.g., Union Station Homeless Services for adults and families, Hathaway-Sycamores Child and Family Services for youth), and County departments/agencies (e.g., Department of Mental Health, Department of Education, Los Angeles County Metropolitan Transportation Agency).

| | |
|---|---|
| **Measurement:** | Ongoing participation in County Homeless Initiative collaboration opportunities, as identified |
| **Ownership:** | Department of Recreation and Community Services |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | Year One, ongoing |

# Appendix A: City Planning Activities Tied to County Homeless Initiative Strategies

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☐ | ☐ | A1. Homeless Prevention for families |
| | ☐ | ☐ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | ☐ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☐ | ☐ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☐ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☐ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☐ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☐ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☐ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| | ☐ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☐ | ☐ | C7. Subsidize Employment for Homeless Adults |
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☐ | ☐ | D5. Support for Homeless Case Managers |
| | ☐ | ☐ | D6. Criminal Record Clearing Project |
| | ☐ | ☐ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☒ | ☐ | E4. First Responders Training |
| | ☐ | ☐ | E5. Decriminalization Policy |
| | ☒ | ☒ | E6. Expand Countywide Outreach System |
| | ☒ | ☒ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☒ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☐ | ☐ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☐ | ☐ | E14. Enhance Services for Transition Age Youth |
| **F – Increase Affordable/ Homeless Housing** | ☐ | ☐ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |
| | ☐ | ☐ | F4. Development of Second Dwelling Units Program |
| | ☐ | ☐ | F5. Incentive Zoning/Value Capture Strategies |
| | ☐ | ☐ | F6. Using Public Land for Homeless Housing |
| | ☐ | ☐ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☐ | ☐ | F7. Housing Innovation Fund (One-time) |

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# City of Artesia
# Five-Year Plan to Address Homelessness

## Planning Context

The City of Artesia has a population of approximately 16,874, according to the 2016 US Census Bureau estimate. The City is located in County Service Planning Area 7, which is a subdivision of Los Angeles County used for managing homeless and mental health services, and the Fourth County Supervisorial District, represented by Supervisor Janice Hahn.

The January, 2017 Greater Los Angeles Homeless Count[1] identified 16 unsheltered homeless individuals living in Artesia. This number is consistent with official count results from previous years; nine individuals identified in 2016, and nine individuals identified in 2015. While this point-in-time annual snapshot provides valuable benchmark data for Los Angeles County cities, it does not quantify the true number of homeless individuals who pass through our community on a more regular basis. These numbers do not account for the increase in Artesia's homeless population due to neighboring Orange County's February, 2018 displacement of over 700 homeless people from the San Gabriel River bed, which has a direct route to Artesia. Also missed in these annual counts are the so-called "hidden homeless" – those individuals who are staying with friends or family on a very temporary basis, house-sitting, or staying in motels without a permanent residence. Despite the moderate fluctuation and lower population numbers of homeless individuals in comparison to other cities, due to Artesia's small geographic footprint and high population density, homelessness in Artesia remains highly visible and a key issue among local stakeholders. Furthermore, Supervisorial District 4 as a whole has experienced a 27% increase in homelessness since 2015, according to the Los Angeles Homeless Services Authority (LAHSA).

As a member of the Gateway Cities Council of Governments (Gateway COG), the City has committed to a list of preliminary steps toward addressing regional homeless issues including:

- Collaboration with other Gateway cities in deployment of dedicated outreach teams from PATH (People Assisting The Homeless) and Kingdom Causes.
- Collaboration with the Gateway COG on policy initiatives to identify additional resources for our region;

[1] The Greater Los Angeles Homeless Count is conducted annually across LA County in an effort to gather pertinent data on our region's homeless populations. This data is then trended over time and assists government agencies in determining appropriate local policies, strategies and distribution of resources (https://www.theycountwillyou.org/). The County anticipates releasing January 2018 City/Community homeless count data in July 2018.

- Participation in Gateway COG Homeless Services Task Force meetings to learn about County and regional homelessness programs, services, policy updates, and opportunities; and
- Building relationships with PATH, Kingdom Causes, Jovenes, and The Whole Child, the lead agencies for the Service Planning Area 7 Coordinated Entry Systems (CES), to access services and support for people who are homeless or are at risk of homelessness in Artesia. PATH is the lead agency for homeless individuals; Jovenes is the lead agency for homeless youth; and The Whole Child is the lead agency for homeless families.

In March, 2017 the voters of Los Angeles County approved Measure H, which raised the county sales tax to generate $355 million annually over a 10 year period to provide funding for homeless services across the County. At the same time, the voters of the City of Los Angeles approved a $1.2 billion bond to fund the production of permanent supportive housing for people who have experienced homelessness.

The County of Los Angeles allocated Measure H funding for cities to create their own plans to address homelessness in their respective communities. In November, 2017, the City of Artesia applied for and was awarded a County grant of Measure H funding to develop a five-year plan to address homelessness locally. Of the 88 cities in Los Angeles County, 48 are engaged in similar planning processes. Toward these efforts, Artesia engaged residents, community organizations, businesses, county agencies and other stakeholders in a discussion about what the City's homelessness plan should include. Over a three-month period from March through May 2018, Artesia held four stakeholder meetings attended by a total of 55 people, and conducted phone surveys with organizations such as the Rotary Club, Manos Unidas at AJ Padelford Park and faith-based organizations, which gave community stakeholders the opportunity to identify problems and solutions relating to homelessness in Artesia. Among the participants at those meetings were representatives from various City departments including Administration, Code Enforcement, Finance, Planning and Zoning, and Parks and Recreation, members of the faith community, Artesia Chamber of Commerce and Rotary, local business owners, homeless service providers and community organizations, in addition to interested members of the public. Many participants felt that the City lacked a standard response to homelessness and creating a process or expectation would be a beneficial step. While the City's current Housing Element mentions resources and the issue of homelessness, it does not set out clear steps or expectations for how to address them.

**Rationale for City of Artesia's Homelessness Plan**

The passage of Measure H, which created significant new resources to address homelessness in Los Angeles County, provides an opportunity for the City of Artesia to align its current efforts and resources with those of the County and other organizations, including local agencies such as the Gateway Council of Governments (Gateway COG) and neighboring cities. Furthermore, as homelessness is a regional issue, it is critical that the City of Artesia take a regional approach to addressing its impacts. This will require educating the community on the City's vision for curbing homelessness, clearly defining roles and priorities among governmental and community-based partner agencies, and employing a coordinated strategy for outreach and engagement of the homeless population with the ultimate goal of connecting individuals with the proper resources.

The demographics of the City of Artesia's homeless population appear to be consistent with those of other cities in the Gateway, and the City's total homeless population is among the lowest in the region on a per-capita basis. During the community outreach meetings Artesia's homeless population was described as diverse with a variety of needs.

- **Chronically homeless individuals** often have a disabling condition, and have been homeless for a year or more, or have had at least four episodes of homelessness in the past three years. These individuals are typically well known to the Sheriff's patrol officers, businesses, and the faith community, and are often the source of calls received by the Sheriff's Department. They typically have co-occurring substance abuse and mental illness, and most have been unable to take advantage of services when they are offered. Several individuals are long-time, well-known local residents; others are more recent arrivals in Artesia.
- **Recently or situationally homeless people** have lost their housing during the past year for reasons such as losing a job, medical bills, marital breakdown, or a property owner's decision to go out of the rental business. Most people in this category are local residents who want to stay in the area for school, job, or community accessibility, and some live in their vehicles. They may be able to benefit from emergency rental assistance or other programs available through Kingdom Causes or PATH. These individuals may be known to the school district if their children are enrolled in local schools, and may also be known to faith groups that offer laundry and meals to people who are homeless.
- **Transients** often find their way to Artesia; some of these people may be willing to return to their home outside of Los Angeles County or out of state if resources are available.
- **People at imminent risk of homelessness**, including families, often use services such as laundry, meals, and food pantries offered by the faith community. Intervention with these people prior to homelessness will help prevent additional people from becoming homeless in the community.

The Lakewood Sheriff's Substation that serves Artesia has officers with specialized training in response to mentally ill and homeless people and provides first response to calls about incidents involving homeless people in the City. The Sheriff's Outreach Pastor who works with patrol officers and outreach workers from Kingdom Causes and PATH provides linkages to services provided by local faith organizations. Sheriff's deputies communicate with City staff members in Parks and Recreation and Code Enforcement departments who regularly deal with homeless individuals as part of their duties. Outreach workers from Kingdom Causes, PATH, and LAHSA respond to homeless service calls within 72 hours.

Although there are relatively few homeless people in the City of Artesia, solutions may be found that allow those who are homeless in the City to stabilize in permanent housing, and the City can work with neighboring cities, the Gateway COG, and the ABC School District to prevent City residents from becoming homeless.

In building upon these efforts to provide a more comprehensive, collaborative regional approach and ensure alignment with the County's Homeless Strategies, the City of Artesia Plan to Address Homelessness will:

- Offer effective and compassionate interventions to people who are homeless in Artesia, with the goal of engaging them in services leading to more permanent, supportive resources.
- Reconfirm that the City's priority is the safety and wellbeing of its residents, businesses, and visitors.
- Establish structures and relationships that will equip Artesia to educate, inform and engage stakeholders on local homelessness issues.
- Explore opportunities for mitigating/reducing the impact of homelessness on City residents, employees, and businesses in key areas over the next five years.
- Create a framework for collaboration with neighboring cities to meet the growing needs for supportive housing and shelters in the SPA 7 region.

The City of Artesia elected to participate in the Measure H planning process because it sees homelessness as a regional problem, and wants to be part of regional solutions. As a City with a small homeless population, local efforts will focus primarily on public safety, community education, prevention of homelessness among City residents, and regional planning.

**City of Artesia Homelessness Plan Goals and Supporting Actions**

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***Goal #1: To ensure public safety by supporting Sheriff's Department, County Fire Department, and City staff in responding appropriately, safely, and effectively to the presence of persons who are experiencing homelessness in Artesia.***

**Short term supporting actions:**

1a. Develop protocols for City staff members, Library staff members, and contractors so they can respond safely and effectively to people who are homeless.
1b. Review security at the Library, and work with other cities to obtain additional resources from the County, including social workers within County libraries.

**Long term supporting actions:**

1c. Develop an in-service training program for City staff members to learn protocols and referral sources, and provide the training to all City staff members during new employee orientation, and annually.
1d. Increase coordination and outreach activities between City of Artesia, Sheriff's Department, City of North Artesia, and homeless service agencies (Kingdom Causes, PATH).

**Policy changes:**

- Establish protocols and schedule of collaboration between City, Library, and County staff.
- Establish protocols and training standards.
- Identify appropriate staff members or positions.
- Establish protocols and schedule of collaboration with Sheriff's Department, City of Artesia, and homeless service agencies.

**Goal measurement:**

- By Fall, 2018 hold meetings with neighboring cities to determine additional resources for County libraries and hold preliminary meeting with Supervisor's staff.
- By May 1, 2019, protocols for City staff members, Library staff members, and contractors will be created and disseminated to staff who interact with people experiencing or at risk of homelessness.
- By September, 2019 activities will begin to strengthen collaborative outreach efforts between City, Sheriff's Department, City of Artesia, and homeless service agencies (Kingdom Causes and PATH).
- By February 1, 2020, the first in-service training for existing and new City staff members will take place, and annually thereafter.
- By May 1, 2020, a preliminary evaluation of these activities will be included in the annual report on plan implementation, prepared by the City Manager's office.

**Goal ownership:**

- City Manager's Office

**Timeline:**

- Submit request to Board of Supervisors in Fall 2018.
- Establish staff working group on protocols and trainings in Fall 2018.
- Establish working group for coordinated outreach activities in Winter 2018.

**Leveraged City Resources:**

- City staff time (City Management Analyst)

**Timeline:**

- Include update in annual report to Council.

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***Goal #2: To help businesses and residents in responding appropriately, safely, and effectively to persons who are experiencing homelessness in Artesia.***

**Short term supporting actions:**

2a. Establish a Homeless Task Force composed of residents, service providers, community and faith organizations, City staff, and first responders.

2b. Through previously established parent group meetings, provide opportunities for parents and caregivers to address safety concerns with homeless service providers and the Sheriff's Department.

**Long term supporting actions:**

2c. With the assistance of the Gateway COG Homeless Initiative Committee, develop an Artesia-specific resource card to be distributed to businesses and residents, with simple instructions and contact information for various populations, including when and how to call police, referrals for homeless people seeking services, and where to make donations. Review the resource card quarterly, and update as needed. Distribute the card widely through community groups, schools, business organizations, and faith communities.

2d. Facilitate public donations toward regional homeless services through installations such as a "homeless services donation meter" (or via other methods) where individuals can make donations to service providers as an alternative to giving cash to panhandlers.

**Policy changes:**

- Seek Measure H funding for staffing, production of resource card, donation meter, and community education efforts.

**Goal Measurement:**

- By Winter, 2019 hold at least one parent meeting with homeless service providers and Sheriff representatives.
- By January, 2019 establish task force.
- By April, 2019 With the assistance of the Gateway Coalition to End Homelessness, develop an Artesia-specific resource card to be distributed to businesses and residents, with simple instructions and contact information for various populations, including when and how to call police, referrals for homeless people seeking services, and where to make donations. Review the resource card quarterly, and update as needed. Distribute the card widely through community groups, business organizations, and faith communities.
- Update resource card at least once a year.
- By May, 2019 establish methods for public donations.

**Goal Ownership:**

- City Manager's Office

**Leveraged City Resources:**

- City staff time (City Management Analyst)

**Timeline:**

- Beginning in Fall, 2018.
- Reports monthly to Council on homeless initiatives.

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***Goal #3: To share responsibility for addressing homelessness with neighboring cities, in order to expand permanent solutions to homelessness.***

**Short term supporting actions:**

3a. Strengthen the role of the Gateway Cities' Council of Governments Homeless Task Force to build regional services, including expanded mental health assistance, coordinated law enforcement, identification of shelter resources, and solutions to housing affordability.
3b. Establish a working group with adjacent cities to collaborate on immediate actions, including the possibility of reserving a bed in an existing shelter for use by individuals who have been engaged by Sheriffs, outreach workers and the police departments of partnering cities.

**Long term supporting actions:**

3c. With partnering cities, seek Measure H funding for cost of dedicated shelter bed.
3d. Work with the Southeast Los Angeles County Workforce Development Board (SELACO WDB)

to create and promote job opportunities for persons at risk of homelessness or experiencing homelessness.
3e. Co-locate SELACO WDB at City offices and/or the Library.

**Policy changes:**

- With partnering cities, secure funding for cost of dedicated shelter bed.
- Allocate office space for co-located SELACO WDB staff.

**Goal measurement:**

- Establish working group by December, 2018.
- As it become available, apply for dedicated shelter beds funding.
- Meet with SELACO WDB and homeless service providers to begin establishing job program by March, 2019.
- Co-locate SELACO WDB at City offices and/or library by April, 2019.

**Goal Ownership:**

- City Manager's Office

**Leveraged City Resources:**

- Staff time (City Management Analyst)

**Timeline:**

- Ongoing beginning in Fall, 2018.
- Report to Council annually.

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***Goal #4: To support City staff, Sheriff and Fire Departments, in responding effectively and compassionately to homeless residents.***

**Short term supporting actions:**
4a. With staff input, create and disseminate protocols and resource guides for all staff who interact with people experiencing or at risk of homelessness.

**Long term supporting actions:**
Encourage Gateway COG to facilitate regional cross-trainings with service providers, so that first responders and City staff can develop individual relationships with service providers in order to facilitate effective referrals.
4c. Establish regular hours for Kingdom Causes and PATH outreach workers at a specific location, so that individuals who are homeless can be directed to that location when they request services.

**Policy Changes:**

- Establish protocols.
- Identify appropriate staff members or positions.

**Goal Measurement:**

- By December, 2018 a fixed location and hours for outreach workers will be established.

- By May 1, 2019, staff protocols and resource guide will be created and disseminated to all City staff and first responders who interact with people experiencing or at risk of homelessness.
- By May 1, 2020, a preliminary evaluation of these activities will be included in the annual report on plan implementation, prepared by the City Manager's office.

**Goal Ownership:**

- City Manager's Office

**Leveraged City Resources:**

- Staff time (City Management Analyst)

**Timeline:**

- Meet with Gateway COG representatives by Fall 2018.
- Beginning in Summer, 2018 monitor County funding opportunities to secure resources for guide and trainings.
- The guide will be updated at least once each year.
- Establish staff working group on protocols in Fall 2018.
- Include evaluation in annual report to Council.

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***Goal #5: To support community members, businesses, and faith groups to effectively help individuals experiencing homelessness in Artesia.***

**Short term supporting actions:**

5a. With the assistance of Kingdom Causes and PATH, and other local resource organizations, develop an Artesia-specific resource card with simple instructions and contact information for various populations. Produce the card in multiple languages. Review the resource card quarterly, and update as needed. Distribute the card widely through community groups, business organizations, and faith communities.

5b. Provide online resources and regular articles in city newsletter to help our community feel prepared and up-to-date on the current challenges.

**Long term supporting actions:**

5c. Increase the effectiveness of faith community groups in supporting individuals they serve in their homeless ministries by strengthening ties with homeless services providers. This can be accomplished by sponsoring an annual cross-training event for outreach workers, faith groups and other interested community members. The event will be designed to foster relationships between front-line outreach workers and faith groups interacting directly with the homeless community, so that services can be initiated quickly, personally, and effectively.

5d. Work with the business community to develop approaches to job creation, volunteer service, and other interactions between residents and members of community who are homeless.

**Policy Changes:**

- Seek Measure H funding for production of resource card, community education efforts, and networking and cross-training events.

- Allocate funding for staffing, production of resource card, community education efforts, and twice annual networking and cross-training events.
- Identify appropriate staff members or positions.

**Goal Measurement:**

- By April 1, 2019, an Artesia-specific resource card will be printed and ready for distribution to community groups, business organizations, and faith communities with the same material posted on the City website.
- The card will be updated at least once each year.
- By May 1, 2019, a preliminary business community plan should be in place to begin the process of fostering job creation and volunteer service to address homelessness in Artesia.
- By June 1, 2019, the City will hold its first cross-training with City staff, community groups, faith communities, and outreach workers from community-based organizations. This event will be held annually thereafter in 2020, 2021, and 2022.

**Goal Ownership:**

- City Manager's Office

**Leveraged City Resources:**

- Staff time (City Management Analyst)

**Timeline:**

- Beginning in Fall 2018.
- Annual progress report submitted to City Council each July.

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***Goal #6: To ensure that all people who are homeless in Artesia are assessed by a mental health clinician to determine whether they meet the criteria for emergency treatment.***

**Short term supporting action:**

6a. Request the Board of Supervisors to increase the availability of a mental health clinician.

**Policy changes:**

- None

**Goal Measurement:**

- Hold preliminary meetings with Supervisor's staff in Fall 2018.

**Goal Ownership:**

- City Manager's Office

**Leveraged City Resources:**

- Staff time (City Management Analyst)

**Timeline:**

- Beginning in Fall 2018.
- Annual progress report submitted to City Council each July.

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***Goal #7: To provide crisis housing options for persons who are homeless in Artesia.***

**Short term supporting action:**
7a. Explore reaching out to owners of underutilized motels to engage them in the motel voucher program.

**Long term supporting action:**
7b. In collaboration with efforts of the Gateway COG and homeless service agencies, support landlord outreach/education regarding opportunities for housing individuals at-risk of or currently homelessness via the Homeless Incentive Program (HIP).

**Policy changes:**

- None

**Goal Measurement:**

- Hold meeting with motel owners in Fall 2018.
- Hold education event for Artesia and neighboring city landlords by April, 2019 (landlord event will occur annually).

**Goal Ownership:**

- City Manager's Office

**Leveraged City Resources:**

- Staff time (City Management Analyst)

**Timeline:**

- Beginning in Fall 2018.
- Annual progress report submitted to City Council each July.

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***Goal #8: To prevent homelessness among Artesia residents.***

**Short term supporting action:**
8a. With Gateway COG and homeless service providers gather contact information for healthcare providers, faith organizations and school representatives who come in contact with individuals and families at risk of or experiencing homelessness.

**Long term supporting action:**
8b. Distribute resource card to healthcare providers, faith organizations and school representatives.

**Policy changes:**

- None

**Goal Measurement:**

- Gather contact information for healthcare providers, faith organizations and school representatives by January 2019.
- By April, 2019 distribute resource card to healthcare providers, faith organizations and school representatives.
- Update resource card at least once a year.
- Distribute resource card annually.

**Goal Ownership:**

- City Manager's Office

**Leveraged City Resources:**

- Staff time (City Management Analyst)

**Timeline:**

- Beginning in Summer, 2018 monitor County funding opportunities to secure resources for resource card distribution.
- Annual progress report submitted to City Council each July.

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***Goal #9: To improve City response to homelessness by leveraging funds that are currently spent on this effort to obtain additional resources to address homelessness in Artesia***

**Short term supporting actions:**
9a. Identify and track City resources that are used to address homelessness, such as Sheriff, Public Works, and City Attorney.

**Long term supporting action:**
9b. Apply for Measure H funds to supplement City funds for crisis housing and other interventions.

**Policy changes:**

- Direct staff to develop a system for identifying City resources dedicated to solving homelessness.

**Goal Measurement:**

- By April 1, 2019, City will be able to create a report tracking City resources expended to address homelessness.
- During the 2018-2019 fiscal year, the City will apply for any funding from Measure H that provides resources needed by the City.

**Goal Ownership:**

- City Manager's Office

**Leveraged City Resources:**

- Staff time (City Management Analyst)

**Timeline:**

- Begin tracking City resources in July 2018.

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***Goal #10: To support the availability of housing opportunities in Artesia for populations at risk of homelessness.***

**Short term supporting actions:**
10a. Review the conformance of current City policies to State housing mandates, and adopt any required changes.

**Long term supporting action:**
10b. Working with Gateway COG and contiguous cities identify the housing needs for local residents, and collaborate to identify innovative approaches, resources, and locations.
10c. With neighboring cities apply for Measure H funds to support housing.
10d. In collaboration with efforts of the Gateway COG and homeless service agencies, support landlord outreach/education regarding opportunities to keep at-risk individuals and families housed as well as securing housing for the homeless via the Homeless Incentive Program (HIP).

**Policy changes:**

- In collaboration with neighboring cities, apply for funding to address regional housing needs.
- As required, update City ordinances and plans to conform to state mandates.

**Goal Measurement:**

- As funding is available, produce plan for regional housing.
- Within state mandated timelines, conform to state mandates.
- Hold regional education event for Gateway city landlords by April, 2019.

**Goal Ownership:**

- City Manager's Office

**Leveraged City Resources:**

- Staff time (City Management Analyst)

**Timeline:**

- Include update in annual report to Council

## Glossary of Terms

**ACT Teams (Assertive Community Team) --** A client-centered, recovery-oriented mental health service delivery model that has received substantial empirical support for facilitating community living, psychosocial rehabilitation, and recovery for persons who have the most serious mental illnesses, have severe symptoms and impairments, and have not benefited from traditional out-patient programs.

**Acuity Scale –** A scale used by case managers to assess numbers, and severity of issues, for their clients. Alternatively, the scale can be used by management for balancing the time commitment and caseload of an organization overall.

**At-Risk of Homelessness –** People who are not homeless, but whose current economic and/or housing situation is precarious or does not meet public health and safety standards.

**Affordable Housing –** Housing for which the occupant(s) is/are paying no more than 30 percent of his or her income for gross housing costs, including utilities.

**Bridge Housing –** A housing intervention that provides an interim residence to participants while they work with housing navigators to become document ready and matched with appropriate permanent housing.

**Community Development Corporation (CDC) –** A developer who is building affordable housing.

**Community Development Block Grants (CDBG) –** An annual appropriation allocated between states and local jurisdictions that are distributed to ensure decent affordable housing, provide services to the most vulnerable members of a community, and to create jobs through the expansion and retention of businesses.

**Case Management –** A collaborative and client centered approach to service provision for persons experiencing homelessness. In this approach, a case worker assesses the needs of the client (and potentially their families) and when appropriate, arranges coordinates and advocates for delivery and access to a range of programs and services to address the individual's needs.

**Chronically Homeless –** An individual or family that is homeless and resides in a place not meant for human habitation, a safe haven, or in an emergency shelter, and has been homeless and residing in such a place for at least one year or on at least four separate occasions in the last three years. The head of household must have a diagnosable substance use disorder, serious mental illness, developmental disability, post-traumatic stress disorder, brain injury, or chronic physical illness or disability.

**Co-location –** Refers to the practice of housing services in a single location to improve service access and communication/collaboration between service providers.

**Coordinated Entry System (CES) –** A process through which the most vulnerable homeless residents of Los Angeles County are matched with the available and appropriate housing resources.

**Continuum of Care (CoC) –** Term that serves dual purposes in the arena of homeless service delivery. As a service delivery system, a Continuum of Care is an integrated system of care that guides and tracks homeless individuals and families through a comprehensive array of housing & services designed to prevent and end homelessness. As a jurisdictional body, a Continuum of Care is a regional or local planning body that coordinates housing and services funding for homeless families and individuals. The Los Angeles Homeless Services Authority (LAHSA) serves as the CoC for the City and most of the County of Los Angeles. Through its Continuum of Care program the Department of Housing and Urban Development allocates homeless assistance grants to CoCs.

**Councils of governments (COGs) –** Regional governing and/or coordinating bodies that work together on issues of mutual interest to their constituents.

**Diversion/Prevention** – Service programs that divert persons who are at imminent risk of losing their housing from entering the homeless system.

**Emergency Shelters (Non-Disaster Related) –** Temporary shelter and services designed to facilitate homeless individuals and families' transition from the streets to appropriate housing.

**Everyone In –** United Way's campaign focused on ending homelessness across Los Angeles County by providing critical services to those who need it most and helping transition people experiencing long-term homelessness with short-term and permanent housing solutions.

**Greater Los Angeles Homeless Count -** The Greater Los Angeles Homeless Count gives a snapshot (or a Point-In-Time Count) of homelessness in Los Angeles. It shows us the amount of people experiencing homelessness, the demographics, the distribution across the County, and where they are staying.

**Harm Reduction –** Similar to Housing First, the Harm Reduction philosophy prioritizes housing stability among persons who have experienced homelessness and who may be facing disabilities.

**Home For Good –** United Way's Action Plan to end chronic and veteran homelessness in L.A. County by 2016. The plan was launched in December 2010 by the Business Leader's Task Force on Homelessness, a partnership of United Way of Greater Los Angeles and the Los Angeles Area Chamber of Commerce.

**Homeless** – (a) People who are living in a place not meant for human habitation, in emergency or transitional housing, or are exiting an institution where they temporarily resided. (b) People who are losing their primary nighttime residence, which may include a hotel or a doubled-up situation, within 14 days and lack resources or support to remain in housing. (c) Families with children, or unaccompanied youth, who are unstably housed and likely to continue in that state, defined as no lease or ownership interest in a housing unit in the last 50 days, have had

two or more moves in the last 60 days, and who are likely to continue to be unstably housed. (d) People who are fleeing domestic violence, have no other residence, and lack resources to obtain permanent housing.

**Homeless Outreach Mobile Engagement (HOME) –** DMH's HOME provides countywide field-based outreach and engagement services to homeless persons and the mentally ill who live in encampments or other locations where outreach is not provided in a concentrated manner.

**Homeless Management Information System (HMIS)** – Is a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. Each Continuum of Care is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards.

**Housing First** – An approach that offers permanent housing as quickly as possible for people experiencing homelessness, particularly for people with long histories of homelessness and co-occurring health challenges, while providing the supportive services people need to keep their housing and avoid returning to homelessness. Income, sobriety and/or participation in treatment or other services are voluntary and are not required as a condition for housing.

**Housing Opportunities for Persons with AIDS (HOPWA)** – provides housing assistance and related supportive services.

**Housing and Urban Development (HUD)** – The United States Department of Housing and Urban Development.

**Integrated Case Management Teams (ICM)** – "refers to a team approach taken to co-ordinate various services for a specific child and/or families through a cohesive and sensible plan. The team should include all service providers who have a role in implementing the plan, and whenever possible, the child or youth's family"

**Joint Powers Authority (JPA)** – An entity that is established when two or more public agencies by agreement jointly exercise any power common to the contracting agencies.

**Los Angeles Homeless Services Authority (LAHSA) Commission** – The governing body for LAHSA. It is politically appointed, ten-member board with five members selected by the County Board of Supervisors and five members chosen by the Mayor and City Council of Los Angeles. The Commission has the authority to make budgetary, funding, planning, and program policies. For more information visit https://www.lahsa.org/

**Measure H** – The approval of Measure H by L.A County voters will authorize the County to impose a one-quarter percent (0.25%) tax that will generate $355 million annually for services and programs to prevent and combat homelessness. The tax applies to all the cities within the County of Los Angeles and will be in effect for 10 years.

**Measure HHH** – Assures $1.2 billion over 10 years for construction projects to provide "safe, clean, affordable housing for the homeless and for those in danger of becoming homeless."

**Mental Health First Aid –** An 8-hour course that teaches how to help someone who is developing a mental health problem or experiencing a mental health crisis.

**MET Mental Health Evaluation Team –** Often composed of mental health clinicians, outreach workers, and law enforcement representatives they offer
mental health assessment, treatment and care to people experiencing homelessness.

**Motivational Interviewing –** An evidence based practice in working with clients that has proven to be successful. In this approach, the service provider allows the client to direct the change rather than telling the client what they need to do. This approach is about having a conversation about change.

**No Wrong Door –** A philosophy that helps structure a response to homelessness. Any government agency regularly interacting with the general public is a means of connecting homeless individuals with homeless service providers capable of providing basic care, shelter, and housing. Any interaction between homeless individuals and City employees is an opportunity for meaningful engagement that ultimately results in a homeless person connecting with a care provider or case manager.

**Permanent Supportive Housing (PSH) –** A housing intervention with indefinite rental assistance and supportive services to assist homeless persons with a disability achieve housing stability.

**Point-in-Time (PIT) Count –** A count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). Each count is planned, coordinated, and carried out locally.

**Rapid Re-Housing (RRH) –** A housing intervention that connects homeless individuals and families (from emergency shelters or the streets) to permanent housing through the provision of time-limited financial assistance and targeted supportive services.

**Recovery** – A process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential.

**Safe Parking Program** – A program that provides a safe parking environment and supportive services for transitional homeless individuals living in their vehicles for overnight stays. Onsight service providers work with participants to help develop a plan with a final emphasis on permanent housing, employment and training.

**Service Planning Area (SPA)** – A specific geographic region within Los Angeles County. These distinct regions allow the Los Angeles County Department of Public Health to develop and provide more relevant public health and clinical services targeted to the specific health needs of the residents in these different areas.

**Sheltered Homeless –** A homeless person that resides in an emergency shelter, including temporary emergency shelters only open during severe weather; or in transitional housing for homeless individuals who originally came from the streets or emergency shelters.

**Supportive Services –** The supportive services provided in supportive housing are what distinguish supportive housing from other types of affordable housing. To the extent possible, the supportive services available in a supportive housing project should be customized with the needs of the tenants in mind. Supportive housing support services are intended to help ensure housing stability and to maximize each tenant's ability to live independently.

**Transitional Age Youth (TAY) –** Young people between the ages of sixteen and twenty-four who are in transition from state custody or foster care and are at-risk of homelessness. Once they turn 18 they can no longer receive assistance from the systems of care that previously provided for many of their needs.

**Transitional Housing (TH) –** A housing intervention that provides homeless individuals and families with the interim stability and support to successfully move into and maintain permanent housing.

**Unsheltered Homeless –** A homeless person that resides in a place not meant for human habitation, such as cars, parks, sidewalks, abandoned buildings, or on the street.

**The Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT)** – A pre-screening tool for communities that can be conducted to quickly determine whether a client has high, moderate, or low acuity.

## Table 2: City Planning Activities tied to County Homeless Initiative Strategies

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☒ | ☒ | A1. Homeless Prevention for families |
| | ☒ | ☒ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | ☐ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☒ | ☐ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☒ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☐ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☐ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☐ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☐ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| | ☐ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☐ | ☐ | C7. Subsidize Employment for Homeless Adults |
| | **Plan to participate** | **Currently participating** | **County Homeless Initiative Strategies** |
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☒ | ☒ | D5. Support for Homeless Case Managers |
| | ☐ | ☐ | D6. Criminal Record Clearing Project |
| | ☐ | ☐ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☒ | ☐ | E4. First Responders Training |
| | ☐ | ☐ | E5. Decriminalization Policy |
| | ☒ | ☒ | E6. Expand Countywide Outreach System |
| | ☒ | ☐ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☒ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☒ | ☐ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☒ | ☐ | E14. Enhance Services for Transition Age Youth |
| **F – Increase Affordable/ Homeless Housing** | ☒ | ☒ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |
| | ☐ | ☐ | F4. Development of Second Dwelling Units Program |

| | | | |
|---|---|---|---|
| | ☐ | ☐ | F5. Incentive Zoning/Value Capture Strategies |
| | ☐ | ☐ | F6. Using Public Land for Homeless Housing |
| | ☒ | ☒ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☐ | ☐ | F7. Housing Innovation Fund (One-time) |

Attachment 1

# City of Azusa Plan to Prevent and Combat Homelessness

(July 2018)

Prepared by:

LESAR DEVELOPMENT CONSULTANTS

In collaboration with:

SGVCOG

The Los Angeles County HOMELESS INITIATIVE REAL HELP. LASTING CHANGE.

# About the City of Azusa Plan to Prevent and Combat Homelessness

The Azusa City Council accepted the County of Los Angeles City Planning Grant to develop a City plan to prevent and combat homelessness. The City was awarded the grant in October 2017, and in December 2017 approved an agreement with LeSar Development Consultants (LDC) to assist with plan creation.

On March 5, 2018, LDC along with the City of Azusa Department of Information Technology and Library Services provided City Council with an overview of the Measure Homeless Initiative and City Homelessness Plan development, including the plan's purpose and the process for conducting research and gathering public input from City staff, the business community, residents, and faith-based organizations and nonprofit services providers. The process included two stakeholder meetings, regular calls with City staff, and meetings and calls with the Azusa Unified School District, Azusa Pacific University, the Housing Authority of the County of Los Angeles, and the County Office of Education. These meetings and interviews focused on ways to improve the quality of life for both sheltered and unsheltered residents and the business community and to solicit feedback and develop strategies to respond to the growing homelessness crisis. LDC facilitated the meetings, conducted research, and incorporated the findings into the goals and strategies that best respond to the priorities and needs that align with County of Los Angeles Homeless Initiative adopted by the Board of Supervisors and funded through Measure H. The City of Azusa Plan to Prevent and Combat Homelessness was presented to the City Council on June 4, 2018, and was adopted by all Councilmembers including:

- Mayor Joseph Romero Rocha
- Mayor Pro Tem Robert Gonzales
- Council Member Angel A. Carrillo
- Council Member Edward J. Alvarez
- Council Member Uriel E. Macias

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# Background and Purpose of Homeless Plan

The number of people experiencing homelessness in Los Angeles County continues to grow despite significant investments, renewing concerns about housing affordability, wage stagnation, and access to social services. In 2016-2017, the number of people experiencing homelessness in Los Angeles County increased by 23.3% from nearly 47,000 to just over 55,000.[1] With public awareness of homelessness at an all-time high, voters also approved Measure H to fund services to prevent and combat homelessness for the next 10 years. Funding allocations were approved by the Los Angeles County Board of Supervisors in June 2017, which also provided funding for cities such as Azusa to develop local homelessness plans.

While data limitations make it difficult to understand who is experiencing homelessness in Azusa, Service Planning Area (SPA) 3—a geographic region that includes Azusa and 30 other cities in the San Gabriel Valley—saw an overall 35% increase in the number of residents experiencing homelessness from 2,612 in 2016 to 3,519 in 2017.[2,3] The following demographics provide a snapshot of who was experiencing homelessness within SPA 3 in 2017:[4]

- 66% (2,340) were unsheltered and living outside while 33% (1,179) were in some form of temporary shelter accommodations.
- 77% were single adults, 19% were families, and 4% were youth and young adults.
- 72% were male, 28% were female, .4% were transgender, and .2% did not identify with a gender.
- 51% were Hispanic/Latino, 23% were white, 19% were black/African American, 5% were American Indian, 2% were Asian, and 1% identified as multi-racial or other.
- 60% were between the ages of 25-54, 17% between the ages of 55-61, 11% under age 18, 6% between the ages of 18-24, and 5% age 62 or older.
- 6% were United States Veterans.

The following data show vulnerability indicators reported by individuals experiencing homelessness in SPA 3:

- 30% were considered chronically homeless, meaning that they have lengthy or repeated histories of homelessness along with a long-term disability such as mental illness, substance use disorder, or a physical health problem.
- 28% had a mental illness, 16% had a substance use disorder, and 2% had HIV/AIDS.
- 27% had experienced domestic/intimate partner violence in their lifetime.

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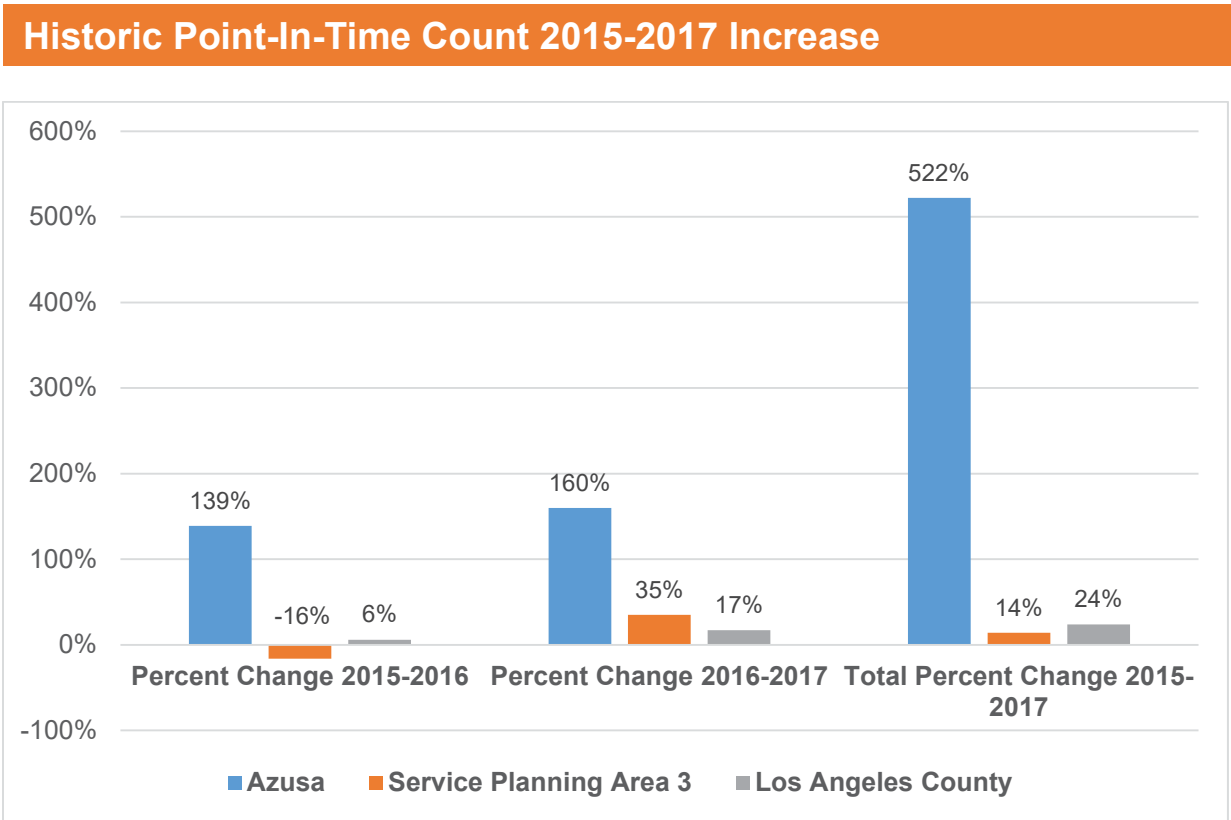
[1] Los Angeles Homeless Services Authority. (May 17, 2018). 2017 Greater Los Angeles Homeless Count Data Summary: Total Point-In-Time County by Geographic Areas.
[2] Los Angeles Homeless Services Authority. (May 17, 2018). 2017 Greater Los Angeles Homeless Count Data Summary: Service Planning Area 3.
[3] These data do not include the individuals counted as part of the Pasadena Continuum of Care. When included in the count, the total number of individuals experiencing homelessness in SPA 3 increases to 4,094 as noted in the 2017 Greater Los Angeles Homeless Count Data Summary: Total Point-In-Time County by Geographic Areas.
[4] Los Angeles Homeless Services Authority. (May 17, 2018). 2017 Greater Los Angeles Homeless Count Data Summary: Service Planning Area 3.

Locally, the City of Azusa's homeless population has increased in the last few years. Specifically, the annual Point in Time (PIT) conducted each January showed an increase from 23 people in 2015 to 55 people in 2016 to 143 people in 2017—a rise of 160% (see Figure 1).[5] The 2017 count also reflects an overall increase of 522% over 2015, which was the year before Azusa opted in to the annual Point-In-Time Count. That year, only six of the City's 10 Census tracts were counted. This increase in homelessness is nearly double that experienced by neighboring cities in Service Planning Area 3.

**Figure 1: People Experiencing Homelessness by Geography 2015-2017**

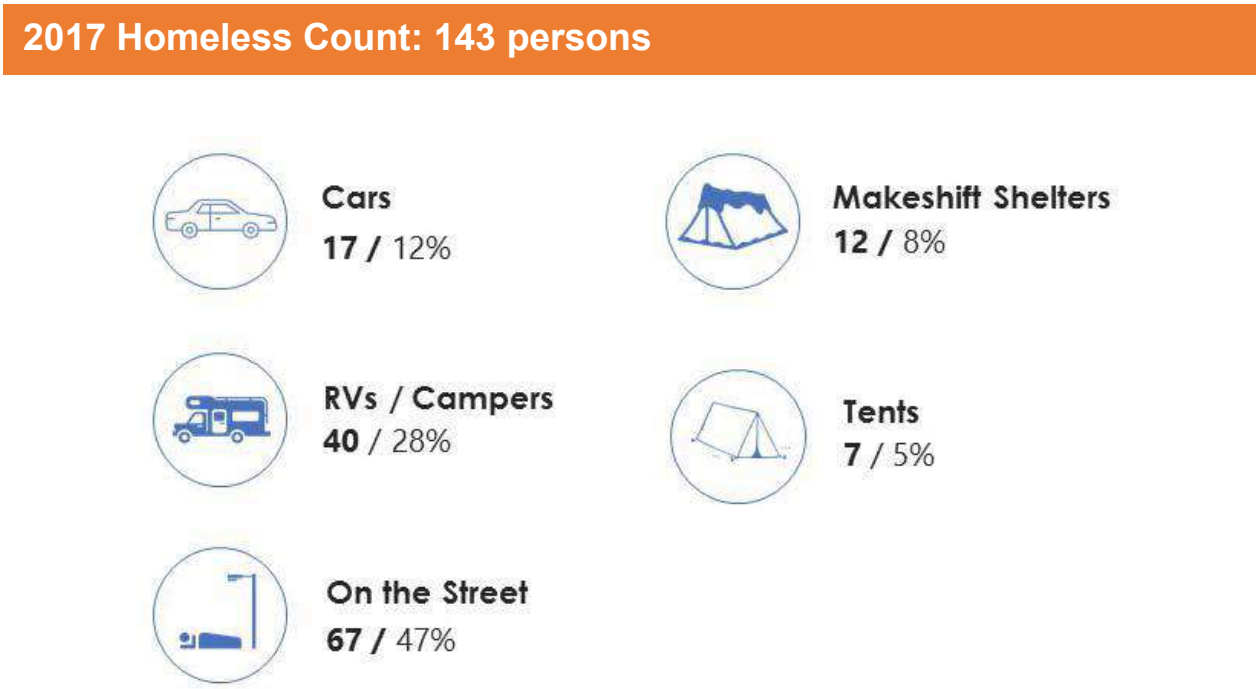



*Source: Los Angeles Homeless Services Authority*

Figure 2 shows that all individuals experiencing homelessness in Azusa were unsheltered with 47% living on the street, 28% living in RVs, 12% living in cars, 8% living in makeshift shelters, and 5% living in tents (see Figure 2). These data, however, do not include unsheltered individuals who live in unincorporated census designated places and come into Azusa for food and other necessities. These tracts include parts of the San Gabriel River bed, County parks, schools and transit corridors, and the Angeles National Forest, among others.

[5] Los Angeles Homeless Services Authority – Homeless Count – Count by City/Community

**Figure 2: Unsheltered Individuals Experiencing Homelessness**




*Source: Los Angeles Homeless Services Authority*

In addition to the Homeless Count data and regional demographics, City-level data from the regional Coordinated Entry System (CES) provides an enhanced view of those experiencing homelessness and their challenges and needs using responses to the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) assessment and other of a person's overall health and wellbeing.[6] Useful indicators in the data set include information about a person's housing history, legal background, physical and mental health, history of substance use, and general demographic information such as age and race. All of these elements are self-reported by the individuals as part of the VI-SPDAT assessment. For the purposes of this Homelessness Plan, all data have been de-identified to protect confidentiality.

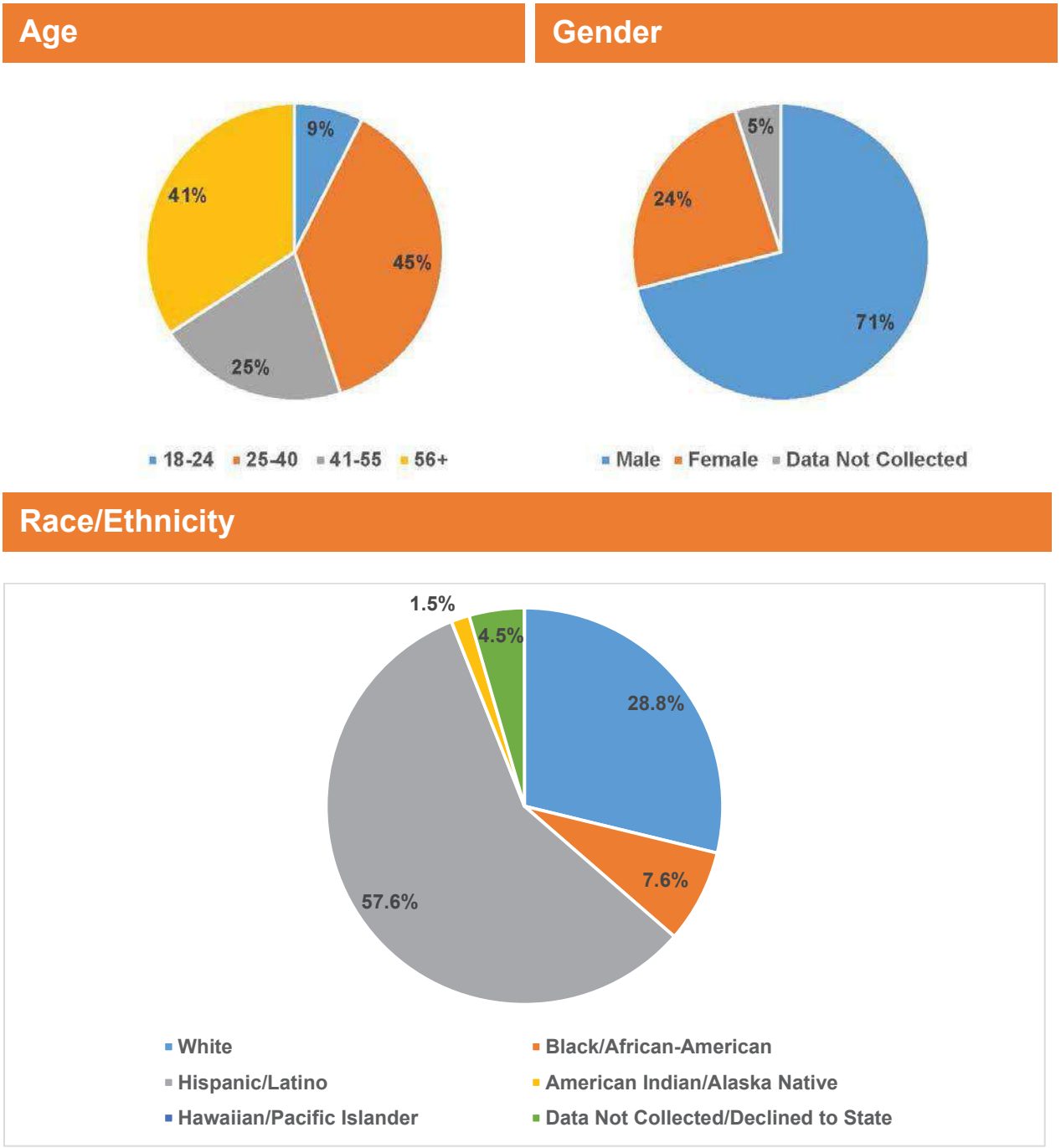
Between July 2016 and November 2017, 66 individuals who identify as living in Azusa completed the VI-SPDAT. Figure 3 shows that 45% are ages 25-40, 24% ages 41-55, 21% ages 56 and older, and 9% ages 18-24. Seventy-one percent identified as male, and 24% identified as female. Nearly three-fifths (57.6%) identified as Hispanic/Latino, 28.8% as white, 7.6% as black or African-American, and 1.5% as American Indian/Alaska native. For the remaining 4.5%, data was not collected, or individuals declined to state their race.[7] Of those individuals who identified as Hispanic/Latino, 31 also identified as white, one as black or African-American, one as American Indian/Alaska native, and one as native Hawaiian/Pacific Islander.

[6] The Coordinated Entry System (CES) is a regional database that streamlines housing placement and service provision and prioritizes those who are most vulnerable. This Homeless Plan incorporates data from the adult singles database.

[7] Union Station Homeless Services. (2017). Los Angeles County SPA 3 CES Assessment Data.

Important vulnerability indicators include the length of time a person has spent homeless, any existing chronic health conditions, diagnosed mental health issues, and people who have spent one or more nights in a holding cell, jail, or prison within six months of their VI-SPDAT assessment. Repeat ambulance rides, emergency room visits, and in-patient hospitalization also indicate vulnerability, and drive up the cost of care for people who are homeless.

**Figure 3: Age, Gender, and Race/Ethnicity of Individuals with Completed VI-SPDAT Assessments**



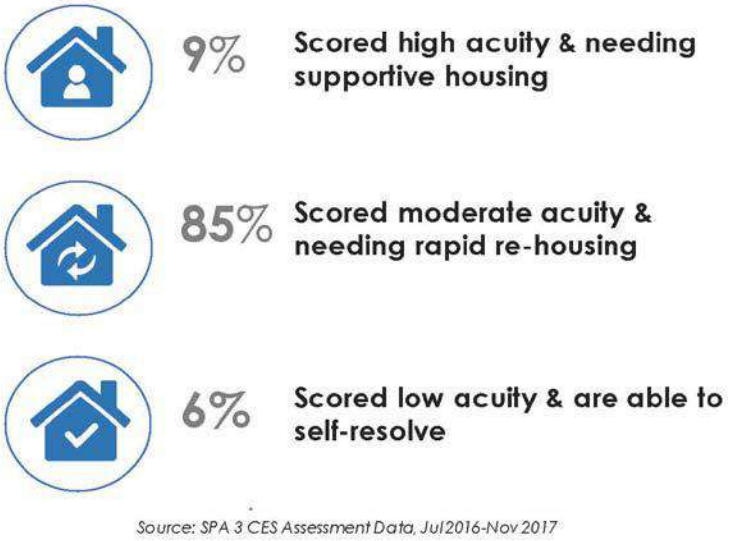
As shown in Figure 4, of the people experiencing homelessness in Azusa:[8]

- 48% reported being homeless less than a year, and 48% reported two years or more. Reducing the length of time people experience homelessness increases their likelihood of success returning to housing.
- 30% reported a mental health issue, 17% reported a substance use disorder, and 35% reported chronic health issues related to the liver, kidneys, stomach, lungs, or heart.
- 30% had taken an ambulance, 53% had received health care at an emergency department/room, and 25% had been hospitalized for at least one night in the last six months.

**Figure 4: Vulnerability Indicators of Individuals with Completed VI-SPDAT Assessments**

The information gathered during the VI-SPDAT assessment also produces an acuity score, which can help identify an appropriate housing intervention for someone experiencing homelessness. Of the individuals experiencing homelessness in Azusa, CES data shows that 6% scored in the low-acuity range (0-3) and should be able to find housing on their own, and 9% scored in the high-acuity range (12+) and would generally need supportive housing (see Figure 5). The majority, however, are in the mid-acuity range (4-11) and would best be served by rapid rehousing programs.

**Figure 5: Recommended Housing Interventions Based on VI-SPDAT Assessments**



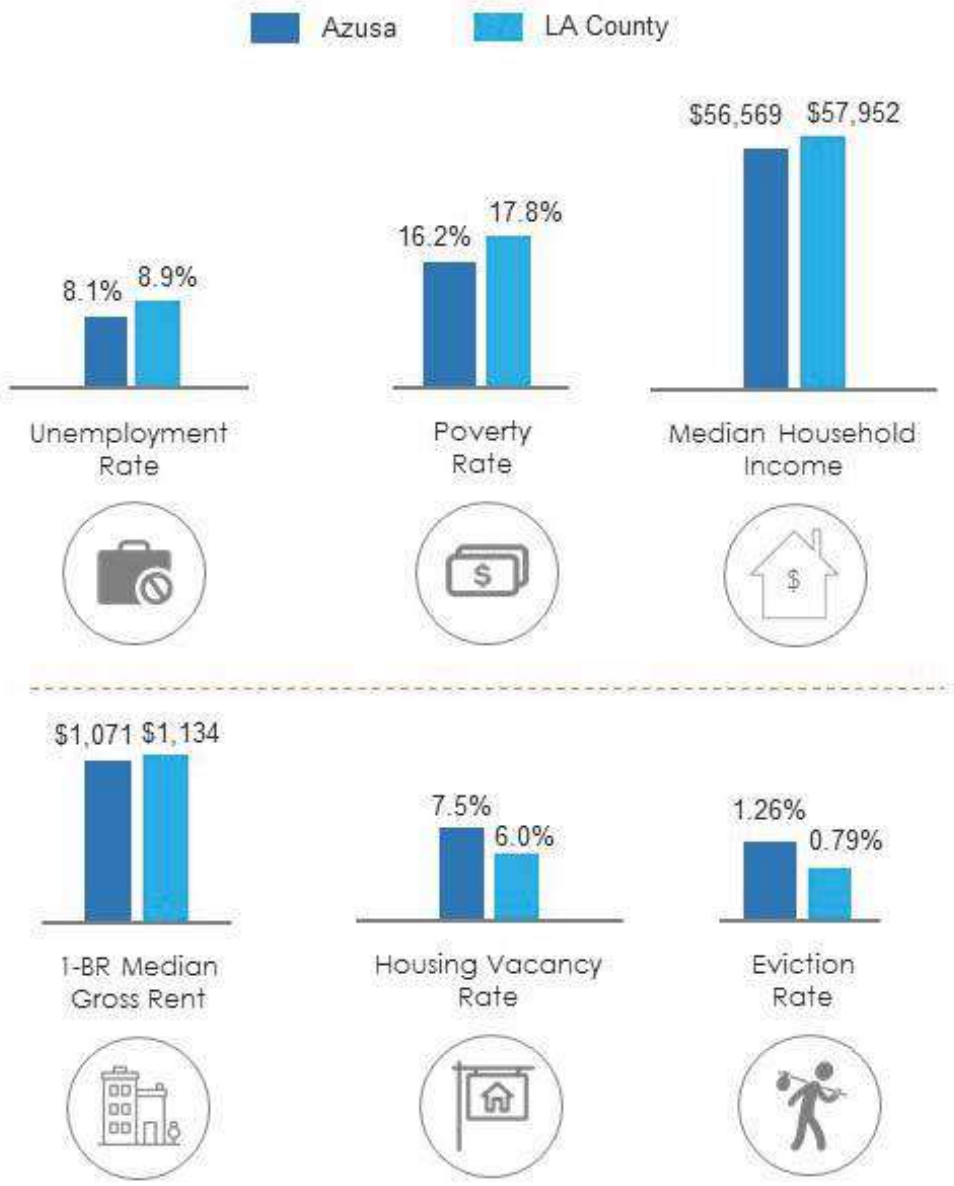

[8] Ibid.

In addition, neither the PIT data nor the CES data include a significant number of children who are considered homeless or at-risk of homelessness under the McKinney-Vento Act, which defines which students are categorized as homeless by the U.S. Department of Education. These children and their families are sharing housing due to the loss of housing or economic hardship or living in substandard housing, hotels, motels, trailer parks, or campgrounds due to the lack of alternatives. Data provided by the Los Angeles County Department of Education indicates that 694 students in the Azusa Unified School District were homeless during the 2016-2017 school year, the most recent year for which data are available.[9] However, the Azusa Unified School District estimates the number of students experiencing homelessness at closer to 1,000 students based on information gathered by the local education liaison.

Finally, local data on economic and housing trends serve as relevant indicators of residents who may be at risk of falling into homelessness. As Figure 6 illustrates, Azusa currently has a lower median income than other cities in Los Angeles County, as well as a lower unemployment rate, poverty rate, and median gross rent. The housing vacancy rate and eviction rate, however, are somewhat higher than the County average. Evictions typically occur when tenants cannot or do not pay their rent or when they cause a disturbance, and can place individuals and families at greater risk of homelessness. Evictions disproportionately affect individuals and families who spend more than half their income on housing, including low-income women, survivors of domestic violence, and families with children.[10]

[9] Estimates provided by the Azusa Unified School District and Los Angeles County Department of Education indicate that the population of students experiencing homelessness ranges from 700-1,000 students.
[10] Eviction Lab. (NA). Why Eviction Matters.

**Figure 6: Selected Demographic Statistics**




*Sources: U.S. Census Bureau (2012-2016 American Community Survey 5-Year Estimates), evictionlab.org*

## Current Efforts to Address Homelessness

The City of Azusa had already taken significant steps toward establishing a coordinated response to homelessness in alignment with the Los Angeles County Homeless Initiative prior to engaging in this homelessness planning process. Specifically, the City has adopted a policy to decriminalize homelessness, respect the rights of homeless individuals, and direct individuals to services.

The Azusa Library established the Neighborhood Connections program, which provides residents with information about employment, housing, health care, education, citizenship, family and senior services, and access to food. Based in the library, the program operates 27 hours per week and is supported by a community resource specialist, part-time social workers, and master's level social work interns who maintain a community resource guide and make referrals and provide follow up with clients, to local resources, including to the homeless Coordinated Entry System. Currently, Azusa does not have a full-time dedicated outreach worker, and library staff have expressed interest in strengthening their partnership with the local CES providers to fill gaps in local capacity to effectively connect the homeless population to housing and services. Because there are no dedicated outreach workers within the Within Azusa, the Department of Library Services has been designated as the project lead for coordinating the City's response to homelessness.

The Azusa Police Department operates an in-house Homeless Assistance Liaison Officer (HALO) program, and a regional HALO program in collaboration with their counterparts in Covina, Glendora, and West Covina. Both the in-house team and the regional team work with a representative from the Los Angeles County Department of Mental Health. HALO officers also respond to calls for service from residents and local businesses and work on long term quality of life solutions. At the regional level, the Police Department has hosted homeless outreach training for law enforcement agencies throughout the San Gabriel Valley as part of the Homeless Outreach Services Teams program, which is aligned with Measure H strategies and provided to all Los Angeles County law enforcement agencies with funding provided to the Los Angeles County Chiefs' Association from the Los Angeles County Board of Supervisors. The Police Department also hosted a Law Enforcement Working Group meeting with Los Angeles County Metro to address opportunities to collaborate on addressing homelessness associated with the Gold Line rail system.

Table 1 outlines the City's current and annual funding and activities dedicated to individuals and families experiencing homelessness and those facing housing instability. Azusa does not have any existing dedicated housing inventory for shelter or affordable/supportive housing.

**Table 1: Annual Funding and Activities Related to Homelessness**

| Department | 2017-2018 Homelessness Activities Expenses | Funding Source | Description |
|---|---|---|---|
| **Economic and Community Development** | $119,148 | | Personnel and transportation to respond to homelessness, and the storage of the personal property of people experiencing homelessness. |
| **Library** | $5,713 | | Coordination of the homelessness plan development and implementation, and the provision of resources and referrals through the Neighborhood Connections program |
| **Public Safety (Police)** | $100,791 | | Operation of the Homeless Assistance Liaison Officers team, which conducts outreach, and responds to calls for service for enforcement as part of collateral duty |
| **Public Works** | $24,798 | | Responds to calls, conducts inspections of encampments, and performs clean-ups as needed. |
| **Recreation and Family Services** | $78,890 | | Personnel responding to the needs of individuals and families experiencing homelessness |
| **Total** | **$329,330** | | |

In addition to the activities and resources listed in Table 1, the City and its partners are currently engaged in the following activities to prevent and end homelessness:

- The Azusa Unified School District works with its student population to make referrals to services for families experiencing homelessness or at risk of becoming homeless.
- Azusa Pacific University operates a CARE team that handles all student care issues, including for students at-risk of homelessness or who are experiencing food inequity.
- The Azusa Chamber of Commerce convenes local businesses on topics of interest, including the recent discussion of homelessness.
- Azusa along with the cities of Glendora, Covina, and West Covina participates in the East San Gabriel Valley Health Neighborhood, and hosts monthly meetings in partnership with the County Departments of Mental and Public Health. Health Neighborhoods are communities working to improve access to care and community health outcomes through greater local coordination.

- Azusa also participates in the San Gabriel Valley Consortium on Homelessness, which fosters partnerships, provides community education, and advocates for affordable housing and services.
- The City works with the Los Angeles County Sheriff's Department, Department of Mental Health, and Homeless Services Authority, as well as the Army Corps of Engineers, the Cities of Duarte and Irwindale, and private business to address homelessness in the Santa Fe Dam area.
- Azusa participates in the quarterly Mental Health Roundtable meetings convened by Congresswoman Grace Napolitano as a way for cities and service providers to share best practices and network.

At the regional level, the City coordinates with surrounding cities and the San Gabriel Valley Council of Governments, and as noted above refers individuals to the SPA 3 Coordinated Entry System, which is supported by Union Station Homeless Services and Hathaway Sycamore Child and Family Services and funded through the Los Angeles Homelessness Services Authority.

This homeless plan will guide Azusa's efforts to address the needs of residents who are homeless and at risk of homelessness, as well as the needs of sheltered residents and the business community. Specifically, the plan will outline both planned and potential approaches to addressing homelessness with a focus on expanding existing programs, enhancing coordination of outreach and engagement activities, and exploring opportunities to increase the number of low- and moderate-income housing units. All of the proposed approaches will be dependent on funding and available resources. The City will also work with neighboring cities and the San Gabriel Valley Council of Governments to coordinate its contribution to addressing homelessness and establish and strengthen partnerships to maximize the plan's impact.

## Homeless Plan Process

The City of Azusa homelessness planning process included several community meetings and ongoing conversations between City staff and existing and potential partners throughout the five-month planning process. The City was assisted in the planning process by LeSar Development Consultants, a consulting firm retained through a Home for Good Funders Collaborative planning grant.

As part of the process, City staff organized three input sessions to gather feedback on the challenges and opportunities related to addressing homelessness, share information about existing efforts to prevent and combat homelessness within the city, and educate key stakeholders about best practices to prevent and end homelessness. These three meetings engaged the following stakeholders:

- Azusa City Council
  - Presentation on the County Homelessness Initiative, Measure H, and City Homelessness Plan Development
  - March 4, 2018

- Business Community Input Session
  - Attendees included business owners and individuals involved in higher education
  - March 19, 2018

- Community Input Session
  - Attendees included faith-based organizations, community service providers, City staff, and the general public.
  - March 22, 2018

The input gathered through these stakeholder sessions was combined with an analysis of constraints and opportunities to generate the goals and actions outlined in the plan. Weekly check-in calls enabled the consultant team and City staff to share information about constraints, opportunities, and priorities to inform the development of the goals and actions outlined in this plan.

## Goals and Supporting Actions

The goals and actions outlined in the subsequent sections of this plan were developed in response to the input provided by City Council, City staff, faith-based organizations, service providers, the business community and residents, and aligned with best practices and available opportunities. Each goal and action step meets the requirements of the Los Angeles County grant template, and provides information to access available resources, identify opportunities for City and County collaboration, and present a plan to implement the identified strategies. Each goal includes the following information:

**Goal Statement:** List a goal identified during the planning process, and whether it is tied to a County Homeless Initiative Strategy? For a list of strategies refer to Appendix E, which identifies all the strategies by letter and number, for example, A-5).

**Supporting Action:** Identify a specific action(s) designed to support achievement of the City's goal. Each goal may have multiple contributing actions.

**Associated Policy Changes:**
Describe specific policy or administrative changes for each identified strategy, where applicable. Identify how the policy change(s) will directly impact the City's ability to achieve the desired goal and describe the intended process and stakeholders/partners needed to enact the policy change.

**Goal Measurement:** What metrics will be used to track progress? What are the data sources? When will measurement occur?

**Goal Ownership:** Who is responsible for directing implementation, management, and measurement of the goal and its related actions?

**Leveraged City Resources:** What City resources will be deployed or leveraged in support of the goal?

**Timeline:** Provide a general timeline for achieving this goal.

Through the homelessness planning process, the City identified five goals for its homelessness plan:

**Goal #1:** Better Understand and Educate City Staff and the Community About Homelessness and Its Impact

**Goal #2:** Increase Outreach and Engagement Activities Linked to the Crisis Response System

**Goal #3:** Identify Funding Opportunities and Strategies to Implement the Plan

**Goal #4**: Explore the Feasibility of Increasing Affordable Housing

**Goal #5**: Participate in Regional Coordination on Homelessness Plan Implementation

The Department of Library Services is responsible for overseeing the goals and strategies, reporting on progress, and updating or adding new goals and strategies over time. At minimum, the plan will be reviewed on an annual basis.

# Goal 1: Better Understand Homelessness and Educate City Staff and the Community About Its Impact

**Homeless Initiative Strategy Link(s):** E7

## Action 1a

**Continue to meet with citywide team comprised of City staff to explore various aspects of addressing homelessness and provide community awareness of homelessness and impacts.**

- Pursue County Homeless Initiative plan implementation funding for FY 18-19 to hire a coordinator (E7).
- Develop and obtain approval for a coordinator position, if funded.

| | |
|---|---|
| **Measurement:** | Hold two meetings FY 18-19 |
| **Ownership:** | Neighborhood Connections in collaboration with Community Development (Community Improvement, Economic Development, Planning), the Police Department, Public Works, and Recreation and Family Services. |
| **Leveraged City Resources:** | City staff time If funded 0.5 or 1.0 FTE staff member hired as homelessness coordinator for implementing city plan |
| **Associated Policy Changes:** | No required policy changes. |
| **Timeline** | 3-6 months, ongoing |

## Action 1b

**Outreach to Chamber and Business community via existing community events and Chamber meetings.**

| | |
|---|---|
| **Measurement:** | Provide a table and outreach materials at 2 events FY 18-19, attend 2 chamber meetings |
| **Ownership:** | Library Services/Neighborhood Connections/Economic Development |
| **Leveraged City Resources:** | City Staff time, If funded 0.5 or 1.0 FTE staff member hired as homelessness coordinator for implementing city plan |
| **Associated Policy Changes:** | No required policy changes. |
| **Timeline** | 6 months-1 year, ongoing |

## Goal 2: Increase Outreach and Engagement Activities that Link to the Crisis Response System

**Homeless Initiative Strategy Link(s):** A1, A5, E6, E7

### Action 2a

**Expand the City's Neighborhood Connections program to link homeless and at-risk individuals and families to the crisis response system (A1, A5, E6, E7).**

| | |
|---|---|
| **Measurement:** | Develop training curricula; staff trainings completed quarterly/biannually; number of homeless or at-risk individuals referred to services |
| **Ownership:** | Library Services/Neighborhood Connections Program |
| **Leveraged City Resources:** | City staff time to coordinate with CES and attend trainings |
| **Associated Policy Changes:** | No required policy changes. |
| **Timeline** | Year 1, ongoing |

### Action 2b

**Explore opportunities to co-locate outreach workers from Union Station Homeless Services and/or social services agencies for vulnerable populations (E7).**

| | |
|---|---|
| **Measurement:** | Have on-site case worker 2 days per month |
| **Ownership:** | Family Services |
| **Leveraged City Resources:** | City staff time; physical space to house worker |
| **Associated Policy Changes:** | MOU with agency |
| **Timeline** | Immediately |

## Goal 3: Identify Funding Opportunities and Strategies to implement City Plan

**Homeless Initiative Strategy Link(s):** None

### Action 3a

**Explore County funding and in-kind resources to support City plan coordination and implementation**

- Strengthen the Coordinated Entry System (E7) – $1 million set aside to support implementation of City homelessness plans from January-June 2019

| | |
|---|---|
| **Measurement:** | Grant award for .5 FTE to support plan |
| **Ownership:** | City Wide |
| **Leveraged City Resources:** | City staff time to research and write grants |
| **Associated Policy Changes:** | No required policy changes |
| **Timeline** | Year 1, ongoing |

## Goal 4: Explore the Feasibility of Increasing Affordable Housing

**Homeless Initiative Strategy Link(s):** B3, F7

### Action 4a

**Explore opportunities to connect individuals and families seeking housing to CES or community resource specialist for affordable housing (B3).**

| | |
|---|---|
| **Measurement:** | Number of individuals referred to CES or affordable housing agencies for resources |
| **Ownership:** | Neighborhood Connections; Police Department; Union Station Homeless Services, CES |
| **Leveraged City Resources:** | City staff time for referrals |
| **Associated Policy Changes:** | No required policy changes. |
| **Timeline** | Referrals begin immediately as part of Neighborhood Connections or HALO referrals |

### Action 4b

**The City will explore how to utilize parcels of land and available funds to develop affordable housing within the City (F7).**

| | |
|---|---|
| **Measurement:** | Annual progress report on the City's plan for how to use its assets |
| **Ownership:** | Community Development; Community Development Commission/Housing Authority of the County of Los Angeles |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No required policy changes |
| **Timeline** | Year 2-3 |

## Goal 5: Participate in Regional Coordination on Homelessness Plan Implementation

**Homeless Initiative Strategy Link(s):** E7

### Action 5a

**Participate in regional coordination activities with the San Gabriel Valley Council of Governments and partnering cities (E7).**

| | |
|---|---|
| **Measurement:** | Regional attendance at meetings, participating in activities related to regional coordination of homelessness plan implementation |
| **Ownership:** | Citywide Team, as appropriate |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No required policy changes. |
| **Timeline** | Year 1, ongoing |

### Action 5b

**Coordinate implementation activities with LAHSA and the County Homeless initiative team.**

| | |
|---|---|
| **Measurement:** | Ongoing participation in County Homeless Initiative collaboration opportunities, as identified |
| **Ownership:** | Citywide Team, as appropriate |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No required policy changes. |
| **Timeline** | Year 1, ongoing |

## Action 5c

**Coordinate with the Los Angeles County Metropolitan Transportation Authority to increase outreach along transit corridors and reduce the impact of homelessness on residential communities.**

| | |
|---|---|
| **Measurement:** | MTA to provide number of contacts with homeless individuals; number and percentage of individuals connected to housing and services; number of individuals who retain housing after 24 months; change to Gold Line schedule |
| **Ownership:** | City Manager, Police Department |
| **Leveraged City Resources:** | MTA, City staff time |
| **Associated Policy Changes:** | No required policy changes. |
| **Timeline** | 6 months, coordinated outreach efforts; Year 1-2, exploration of Metro sites; Years 1-3, change to Gold Line schedule |

# Appendix A: Stakeholder Input Sessions: Summary of Identified Challenges

**City Staff**

- City staff and the police department are frustrated that churches from outside the city come to feed the homeless, drawing people who are homeless to the city, while simultaneously being reluctant to feed the homeless on their own property or in their own city.

**Business Community**

- More people are sleeping outside businesses, on campuses, and in vacant lots and residential yards since the Gold Line came in, and owners and residents are afraid to confront people. Many of the people are urinating, leaving syringes from drug use, and setting fires—all which pose health and safety risks.
- Mental health issues and addiction impact the individual and the safety of the area they're in.
- Business owners have few places to direct people for resources and services, and many people who are homeless live behind local businesses because of the lack of shelter options.
- We need to balance the needs of homeless individuals who sleep on church property and the needs of the church and campus tenants.
- People are confused about what the City is doing to address homelessness.

**Nonprofits, Faith-based Organizations, and Residents**

- Residents are concerned about the level of crime and health issues due to the number of people who are homeless living in streets and parks, and one resident said they did not want public land to be allocated to homeless housing
- The high cost of housing, lack of low-income housing, and limited access to mental health services has a negative impact on public health, crime rates, and environment
- The Gold Line is bringing people who were pushed out of Los Angeles into Azusa. As rents rise in Azusa, homelessness is increasing.
- Focus on overcoming misconceptions that tend to criminalize the homeless population
- The City makes it difficult for churches to obtain licenses for events to help the homeless.

# Appendix B: Stakeholder Input Sessions: Summary of Identified Strategies

**Business**

- Businesses can provide services, like the barber shop that gives free haircuts and beard trims.
- Foothill Community Church, which hands out free meals and has a clothes and toiletries closet for people who need a change of clothes.
- Increase awareness of the services the City provides and centralize help in a single location like the library.
- Print a card with a list of resources and make it available at the Gold Line metro stop and in public places. (Already in progress.)
- Provide additional training for the police department as well as additional social workers assigned to the police or shared with County MET team. Create a hotline to contact HALO instead of calling 911[11] or add an option on the Police Department phone tree specific to issues related to homelessness. Have an emergency response team to intervene if a problem starts to escalate.
- Reach out to Pomona for best practices on shelter and locker services in a four-city area.
- Integrate churches into the solution. Family Promise of San Gabriel Valley engages 15-20 churches, some with facilities on site.
- Prepare a toolkit and provide training for churches and businesses on how to handle interactions with people who are homeless and connect them to services.
- Help people obtain ID and Social Security cards so they can attain employment.
- Partner with neighboring cities.
- Find city owned or city acquired land to place a temporary shelter (large tent structure) with showers, lockers.
- Provide people with rehabilitation, education, and life skills so they can be reintegrated into the community.
- Hold regular, formalized meetings with partners (e.g. AUSD, City, Churches).

[11] The Police Department reports that a regular call for service will suffice most of the time, with chronic issues forwarded to HALO, which does not operate around the clock.

**Nonprofits, Faith-based Organizations, and Residents**

- Hire a case manager the community can reach to report homeless individuals and encampments, and who can do outreach and provide people experiencing homelessness with information/resources.
- Further engage APU MSW program in providing services to the homeless.
- Update City and Police Department website with available resources.
- Provide subsidized rent with case management (PATH, Brilliant Corners).
- Reduce non-profit event permit costs for events that target homelessness.
- Publicize available resources where homeless individuals are located, and in public spaces, businesses, schools, etc.
- Seek input from people experiencing homelessness, and gather data to understand the demographics of the homeless population, including the hidden homeless.
- Establish safe parking programs in designated areas such as Lario Park for people who have RVs and campers. Consider collaborating with faith-based organizations or safeparkingla.org to facilitate the program.
- Faith based organizations should connect with city to do unified outreach, and meet for monthly meetings to gauge the progress of programs.
- Improve the city's approach to urban planning, especially housing and public transportation, including updating housing/building codes to allow for tiny homes/ ADUs and transforming motels into bridge housing and supportive housing.
- Engage with Office of Assembly Member Blanca Rubio on how to address homelessness.

# Appendix C: List of Participating Partners that Provided Input to Plan

The City of Azusa thanks the many residents and organizations who provided input into this plan. Participating organizations are as follows:

Allstate Insurance
Azusa Chamber of Commerce
Azusa Unified School District
Azusa Pacific University
Citrus College Board of Trustees
Comfort Climate Control
El Barber LLC
Foothill Community Church
Heritage Clinic
Keller Williams
Los Angeles County Board of Supervisors.
Los Angeles County Department of Education
Los Angeles County Department of Public Works
Marie Callender's
Proforma
Rex Martin Silk Screen
San Gabriel Valley Economic Partnership
Union Station Homeless Services
Universal Property Management
Wells Fargo

For a complete list of individuals and organization that participated in the planning process, please contact Ann Graf, Director of Information Technology and Library Services, at agraf@ci.azusa.ca.us.

## Appendix D: City Planning Activities Tied to County Homeless Initiative Strategies

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☒ | ☐ | A1. Homeless Prevention for families |
| | ☒ | ☐ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | ☐ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☐ | ☐ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☐ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☐ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☐ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☐ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☐ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| | ☐ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☐ | ☐ | C7. Subsidize Employment for Homeless Adults |
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☐ | ☐ | D5. Support for Homeless Case Managers |
| | ☐ | ☐ | D6. Criminal Record Clearing Project |
| | ☐ | ☐ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☐ | ☐ | E4. First Responders Training |
| | ☐ | ☐ | E5. Decriminalization Policy |
| | ☒ | ☒ | E6. Expand Countywide Outreach System |
| | ☒ | ☒ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☐ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☐ | ☐ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☐ | ☐ | E14. Enhance Services for Transition Age Youth |
| **F – Increase Affordable/ Homeless Housing** | ☐ | ☐ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |
| | ☐ | ☐ | F4. Development of Second Dwelling Units |

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| | | | Program |
| | ☐ | ☐ | F5. Incentive Zoning/Value Capture Strategies |
| | ☐ | ☐ | F6. Using Public Land for Homeless Housing |
| | ☒ | ☐ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☐ | ☐ | F7. Housing Innovation Fund (One-time) |

# Appendix E: County Funding and In-Kind Resources

The following section provides an overview of County funding and in-kind resources the City of Azusa may want to consider now and in the future to supports its Plan.

| A1/A5. Homeless Prevention Program for Families and Individuals | |
|---|---|
| **Focus Area** | **Prevent Homelessness** |
| **Lead Department** | LAHSA |
| **Description:** | Helps to prevent families and individuals from becoming homeless by helping with them rental/housing subsidies, case management services, employment services, and legal services. |
| **Applicability:** | Azusa will continue to refer families and individuals at risk of losing housing to the Coordinated Entry System, and could allow Family Solution Center intake personnel to operate out of a City facility in conjunction with its existing Neighborhood Connections program |
| **Available Funds/In-Kind Resources** | A1. FY 2018-2019: $6 million<br>A5. FY 2018-2019: $11 million |
| **Required Leverage:** | Office space for intake personnel |
| **Eligibility:** | Co-location determinations are made based on the number of residents experiencing or at-risk for homelessness. |

| B3. Expand Rapid Re-Housing | |
|---|---|
| **Focus Area** | **Subsidize Housing** |
| **Lead Department** | LAHSA/DHS |
| **Description:** | Provides families and individuals who are experiencing homelessness and have low-to-moderate housing barriers with quick access to housing coupled with supports, including time-limited financial assistance, case management, housing identification/navigation assistance, and support services. |
| **Applicability:** | Azusa has a high number of students in the school district whose families are homeless. Providing funding for Rapid Re-Housing would allow these families to stabilize and reduce long-term homelessness.<br><br>Azusa will continue to identify and refer homeless individuals and families who are candidates for Rapid Re-Housing through the Neighborhood Connections program. Cities can also dedicate funding to subsidize Rapid Re-Housing for residents of the community. For cities that contribute $500/month per family or individual for 9 months, the County will cover the remainder of the rental subsidy and support services. After 9 months, the County will cover the full rental subsidy |

| B3. Expand Rapid Re-Housing | |
|---|---|
| | and all support services. |
| **Available Funds/In-Kind Resources** | FY 2018-2019: $73 million allocated as follows:<br>• $53.7 million to LAHSA<br>• $19.2 million to DHS |
| **Required Leverage:** | $500/month per family or individual for the first 9 months of the housing placement |
| **Eligibility:** | All cities |

| E4. First Responders Training | |
|---|---|
| **Focus Area** | **Create a Coordinated System** |
| **Lead Department** | Los Angeles County Sheriff |
| **Description:** | Prepares First Responders (e.g., law enforcement, fire departments, paramedics) to understand homelessness and offer a universal response to homelessness throughout Los Angeles County during outreach efforts. |
| **Applicability:** | The Azusa Police Department could align its procedures and protocols with the County by implementing the First Responders Training. |
| **Available Funds/In-Kind Resources** | Access to training |
| **Required Leverage:** | Police Department staff time for training and, if applicable, policy revisions |
| **Eligibility:** | Cities with law enforcement agencies |

| E6. Countywide Outreach System | |
|---|---|
| **Focus Area** | **Create a Coordinated Entry System** |
| **Lead Department** | LAHSA/DHS/DMH |
| **Description:** | Establish a countywide network to support outreach, engagement, and housing and services for individuals and families experiencing homelessness. In 2018-2019, increased funding will support one LAHSA outreach team and one multi-disciplinary team in each SPA, as well as 40 additional outreach workers to cover parks, libraries, beaches, and Metro and Public Works locations. |
| **Applicability:** | Both the Azusa Neighborhood Connections program and Police Department will continue to make requests for outreach services, using the web-based platform when available. |
| **Available Funds/In-Kind Resources** | FY 2018-2019: $30 million allocated as follows:<br>• $8 million to LAHSA<br>• $22 million to DHS/DMH |
| **Required Leverage:** | City and Police Department staff time |
| **Eligibility:** | All cities |

| E7. Strengthen the Coordinated Entry System | |
|---|---|
| **Focus Area** | **Create a Coordinated Entry System** |
| **Lead Department** | LAHSA/CEO |
| **Description:** | Assess the needs of individuals and families experiencing homelessness and connect them to housing and services. In 2018-2019, the Board of Supervisors has allocated $500,000 for service coordination by Councils of Government and $1 million to support Cities implementation of their homelessness plans for the first six months of 2019. Additional funding may become available following recommendations from the CEO to the Board of Supervisors in August 2018. |
| **Applicability:** | The City of Azusa already refers individuals and families to regional CES providers serving the San Gabriel Valley region through its Neighborhood Connections. Azusa should explore funding to fund a local coordinator and expand its Neighborhood Connections program. |
| **Available Funds/In-Kind Resources** | FY 2018-2019: $70 million allocated as follows:<br>• $35.5 million to LAHSA<br>• $1.5 million to CEO |
| **Required Leverage:** | City staff time |
| **Eligibility:** | All cities |

| F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals | |
|---|---|
| **Focus Area** | **Affordable/Homeless Housing** |
| **Lead Department** | CDC |
| **Description:** | Funds are intended to increase the supply of affordable housing through Notices of Funding Availability. |
| **Applicability:** | Azusa is already exploring opportunities to develop available land. |
| **Available Funds/In-Kind Resources** | FY 2018-2019: $15 million |
| **Required Leverage:** | City support for developing housing on city land within its jurisdiction; partnerships with local housing developers |
| **Eligibility:** | All cities |

# CITY OF BALDWIN PARK PLAN TO PREVENT AND COMBAT HOMELESSNESS

## 1. City and Plan Information

| Name of City | Period of Time Covered by Plan | Date of Plan Adoption |
|---|---|---|
| Baldwin Park | July 1, 2018 – June 30, 2023 | June 20, 2018 |

## 2. Why is the City working to develop and implement a homelessness plan?

Cities throughout Los Angeles County are feeling the impact of homelessness as more people struggle to cover the cost of food, clothing, childcare, and healthcare in a high-cost housing market. While the number of people experiencing homelessness in Los Angeles County decreased from 55,048 in 2017 to 53,195 in 2018—a drop of 3%, more people fell into homelessness for the first time and the number of people experiencing homelessness in the San Gabriel Valley grew by 5% to 4,292 individuals.[1]

To address the impact of homelessness on individuals and communities countywide, in 2017 voters approved Measure H to fund services to prevent and combat homelessness. In June 2017, funding allocations were approved by the Los Angeles County Board of Supervisors, which also provided funding for cities such as Baldwin Park to develop local homelessness plans.

The City of Baldwin Park has seen an increase in its total homeless population from 97 in 2015 to 290 in 2018. At the 2018 Point in Time (PIT) count, all individuals experiencing homelessness within Baldwin Park were unsheltered. This increase in unsheltered homelessness is similar to the increase in homelessness experienced by neighboring cities in Service Planning Area (SPA) 3, other cities across Los Angeles County, and the West Coast.

Due to data limitations, it is difficult to determine the demographics of people experiencing homelessness within the City limits at the current time; however, demographic data is available at the SPA level from the 2018 PIT Count which includes surrounding cities. The following data provides a snapshot of who was experiencing homelessness in SPA 3 in 2018:[2]

- 76% (3,262) were unsheltered and living outside while 24% (1,030) were in some form of temporary shelter accommodations—accounting for 8% of Los Angeles' homeless population
- 87% were single adults, 13% were families, and none were unaccompanied youth and young adults
- 35% were female, 63% were male, 2% were transgender, and .3% were gender non-conforming
- 53% were Hispanic/Latino, 25% were white, 17% were African American, 1% were Asian, 1% were Native Hawaiian/Pacific Islander, .3% were American Indian/Alaska Native, and 2% identified as multi-racial.
- 65% were ages 25-54, 13% were ages of 55-61, 11% were ages 62 and older, 4% were ages 18-24, and 8% were under the age of 18
- 7% were United States Veterans, with 4% of the total population identified as chronically homeless Veterans

[1] Los Angeles Homeless Services Authority. (2018). Greater Los Angeles Homeless Count Presentation.
[2] Los Angeles Homeless Services Authority. (2018). 2018 Greater Los Angeles Homeless Count Service Planning Area 3 – San Gabriel Data Summary. The data does not cover Pasadena with the exception of the percentages of sheltered and unsheltered individuals.

The following data show vulnerability indicators reported by individuals experiencing homelessness in SPA 3:

- 35% were considered chronically homeless, an increase of 5% over 2017. Chronic homelessness refers to lengthy or repeated histories of homelessness along with a long-term disability such as mental illness, substance use disorder, or a physical health problem
- 33% had a mental illness, 21% had a substance use disorder, and 1% had HIV/AIDS
- 23% had a physical or developmental disability
- 37% had experienced domestic/intimate partner violence in their lifetime, and 11% of the total population reported that their homeless was due to fleeing domestic partner violence

Within Baldwin Park, Point in-Time Count data shows that all of the people experiencing homelessness within the City are unsheltered with 37% living on the street, 21% in makeshift shelters, 17% in tents, 12% in RVs or campers, 8% in cars, and 6% in vans.

In addition to the Homeless Count data and regional demographics, City-level data from the regional Coordinated Entry System (CES) provides an enhanced view of those experiencing homelessness and their challenges as well as needs using responses to the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) assessment and other indicators of a person's overall health and wellbeing.[3] Useful indicators in the data set include information about a person's housing history, legal background, physical and mental health, history of substance use, and general demographic information such as age and race. All of these elements are self-reported by the individuals as part of the VI-SPDAT assessment. For the purposes of this Homelessness Plan, all data have been de-identified to protect confidentiality.

Among Baldwin Park's homeless population who completed the VI-SPDAT, 43% were ages 41-55. Of the remaining age groups, 29% were ages 25-40, 21% were ages 56 and older, and 7% were ages 18-24. Among these individuals, 66% identify as white, 9% as black or African American, 7% as American Indian or Alaska Native, 7% as Native Hawaiian or Pacific Islander, and 3% as multiple races. For the remaining 8%, data was not collected or individuals declined to state their race. Sixty-two percent identified as male, and 38% identified as female.

Other important vulnerability indicators are length of time a person has spent homeless, any existing chronic health conditions, diagnosed mental health issues, and spending one or more nights in a holding cell, jail, or prison within six months of their VI-SPDAT assessment. Repeat ambulance rides, emergency room visits, and in-patient hospitalization also indicate vulnerability, and drive up the cost of care for people who are homeless.

Of the people experiencing homelessness in Baldwin Park:

- 21% reported being homeless less than a year, 31% said 1-2 years, and 43% said 2 years or more.
- 32% reported chronic health issues related to the liver, kidneys, stomach, lungs, or heart.
- 21% reported a mental health issue, and only 5% reported substance use disorder.
- In the last six months, at least 34% have taken an ambulance to the hospital, 55% have received health care at an emergency department/room, and 38% have received in-patient care at least once.

[3] The Coordinated Entry System (CES) is a regional database that streamlines housing placement and service provision and prioritizes those who are most vulnerable. This Homeless Plan incorporates data from the adult singles database.

- 38% had spent at least one night in a holding cell, jail, or prison within six months of their assessment.

The information gathered during the VI-SPDAT assessment produces an acuity score, which can help identify an appropriate housing intervention for someone experiencing homelessness. In Los Angeles County, individuals experiencing homelessness who fall into the low-acuity scoring range of the assessment (0-3) should be able to find housing on their own, those in the mid-acuity scoring range (4-11) are best served by Rapid Re-Housing programs, and high-acuity individuals (12+) generally need supportive housing.[4] Between July 2016 and November 2017 in Baldwin Park, 32 individuals were assessed. Of this group, 75% are in the mid-acuity range, compared to 18% in the high-acuity range and 7% in the low- acuity range.

Finally, City-level on economic and housing trends serve as strong indicators of residents who may be at risk of falling into homelessness. Baldwin Park's median household income of $53,651 is lower than the average across Los Angeles County,[5] as are its median gross rent, unemployment rate, and poverty rate. Baldwin Park also has a slightly lower vacancy rate than the County, which indicates that individuals may have a more difficult time securing housing. In addition, the 1.05% eviction rate in Baldwin Park is higher than county's .79% rate, which indicates that people are having trouble maintaining housing and may need additional support.

Recognizing the needs of its residents, the City of Baldwin Park committed to developing a plan to guide its effort to reduce homelessness and its impact on the community. This plan will enable the City to achieve the following goals:

1. Strengthen interdepartmental coordination and accountability.
2. Improve the alignment, coordination, and the quality of homeless service delivery and follow-up to clients consistent with national, state, and local best practices.
3. Educate staff and community through ongoing outreach and engagement efforts
4. Leverage existing resources and develop innovative approaches and opportunities to augment existing programs.
5. Strengthening partnerships at the local and regional level through effective alignment by establishing formal agreements to ensure accountability.

## 3. Describe your City's planning process

Baldwin Park conducted a series of input sessions with stakeholders, as well as interdepartmental meetings over the course of six months with the assistance of LeSar Development Consultants, a consulting firm retained through a Home for Good Funders collaborative planning grant. These input sessions educated stakeholders about homelessness and current City efforts to provide housing and services to residents experiencing or at risk of homelessness, and participants provided feedback about challenges and opportunities to address homelessness within the city. The meetings engaged a broad array of community stakeholders, including the staff of City departments directly serving or impacted by homelessness, City Council members, and representatives from the Baldwin Park Unified School District and the Baldwin Park City Library, as well as faith-based organizations, business owners, and residents.

- Community Input Session #1, March 6, 2018

[4] Los Angeles Homeless Services Authority. (ND). Draft CES Prioritization Policies.
[5] U.S. Census Bureau. (ND). 2012-2016 American Community Survey 5-Year Estimate.

  - Attendees included City Council members and City staff and representatives of the Baldwin Park Unified School District and the local business community.

- Community Input Session #2, March 20, 2018
  - Attendees included City Council members and City staff, representatives from community- and faith-based organizations, local business, and residents

- Lived Experience Interviews, April 4, 2018
  - City staff, representatives from the Los Angeles Homeless Services Authority outreach team, and volunteers conducted interviews with individuals experiencing homelessness at various community locations

- Presentation to City Council, April 4, 2018
  - Report on findings from the community input sessions and interviews

- Presentation to City Council, May 16, 2018
  - Report on proposed goals and action steps outlined in the plan

- Community 360 Review, May 30, 2018
  - Community stakeholders provided feedback on the proposed goals and action steps outlined in the plan

The goals and actions outlined in the subsequent sections of this plan were developed in response to the input provided by City Council, City staff, faith-based organizations, service providers, the business community and residents, and aligned with best practices and available opportunities.

In addition, City staff worked with the consultant to examine its current practices and priorities to inform decision making in several key areas of plan development and implementation. Key areas the City and consultant explored were related to the following issues and opportunities:

- Conduct an Analysis of the Costs Associated with Addressing Homelessness
- Create a Public Document Outlining the Process for Responding to Homeless Inquiries and Making Appropriate Referrals
- Provide Research and Recommendations on Homelessness Prevention Strategies
- Develop Strategies to Address Impact of Homelessness on Parks, Trails, and Riverbeds
- Provide Research and Recommendations on How to Expand Existing or New Rapid Re-Housing Resources
- Provide Research and Recommendations on How to Create Employment Strategies for People Experiencing Homelessness
- Create a Tool to Measure Plan Outcomes
- Provide Information About Legislation and Funding Opportunities that Impact Plan Strategies
- Develop a High-Level Funding Plan Based on Strategies

## 4. What are the goals of the City's plan and related actions? Review the example below, then respond to the prompts for your own City goals. Add sections for additional goals if needed.

| Goal 1: Coordinate Local Efforts to Respond to Homelessness |
|---|
| **Action 1a: Continue to build the team of City staff with a role in developing a coordinated response to homelessness, and align with regional efforts (E7).**<br>• Explore opportunities to secure or allocate funds to hire a coordinator of homeless services (or regional support staff), exploring opportunities to use Measure H homelessness planning implementation funding, if available.<br>• Formalize the Citywide Action Team assigned to support the homelessness plan and hold quarterly meetings to discuss plan progress, participate in training, and coordinate efforts with City staff and local stakeholders (e.g., schools, service providers, faith-based organizations, business).<br>• Develop an easy-to-use information resource on the different City services available to address homelessness and distribute it through City departments, schools, and other community forums. Include information on how citizens can support local efforts.<br>• Participate in regional coordination activities with the San Gabriel Valley Council of Governments and partnering cities.<br>• Evaluate and determine City staff participation in other regional partnerships (e.g., Los Angeles County Housing Authorities Homeless Issues Roundtable).<br>• Continue to engage the Everyone In campaign in promoting awareness of solutions to homelessness by hosting pop-up events, distributing materials, and signing the Everyone In campaign resolution |
| **Action 1b: Collaborate with local partners to gather data on special populations to better understand and address their needs.**<br>• Partner with the school district, senior centers and assisted living facilities, disability rights organizations and housing providers to gather available data on "hidden" homeless, and with police to identify unsheltered residents with chronic substance use disorders and mental health conditions. Also partner with organizations serving undocumented immigrants and survivors of domestic violence.<br>• Recruit City staff and volunteers to participate in the annual Los Angeles Homeless Services Authority Point-in-Time Count. |
| **Action 1c: Establish an advisory group comprised of nonprofits, service providers, faith-based organizations, business owners, school district staff, and residents to assist City staff with plan implementation.**<br>• The Advisory Group could help to engage new partners, coordinate community education and outreach efforts, and provide ongoing feedback on community needs and plan progress.<br>• Work with City staff to explore the potential for participating organizations to serve as CES access points.<br>• Work with City staff to explore the potential for organizations to serve as safe parking, meal distribution, and mobile laundry/bathroom sites (Goal 3: Actions 3b-3d).<br>• Explore opportunities to adapt and use the Promotora model to connect individuals and families experiencing or at risk of homelessness with housing and services.[6] |
| **Action 1d: Enhance Police Department response to homelessness through participation in First Responder Training offered through the Los Angeles County Sheriff's Department and coordination with the County Department of Mental Health Homeless Outreach teams (D4, E4).** |

[6] The Promotora model, used in public health, engages community members in receiving specialized training so that they can educate other members of their community about issues and available services.

| **Goal 1: Coordinate Local Efforts to Respond to Homelessness** | | | | |
|---|---|---|---|---|
| • Make referrals to outreach services using the LAHSA web-based portal.<br>• Explore opportunities to enhance the Police Department tracking system to identify which individuals have been assessed and added to CES.<br>• Explore opportunities to partner with the County Homeless Outreach Services Teams to access funding. | | | | |
| **Action 1e: Expand local capacity to connect people experiencing or at-risk of homelessness to the crisis response system (E6).**<br>• Create and distribute resource and referral list to individuals and households experiencing or at-risk of homelessness, as well as partners and service providers who have frequent contact with the homeless. Include information about different City departments that serve people experiencing homelessness.<br>• Identify and train City staff and community partners to connect homeless and at-risk populations to outreach teams using the LAHSA web-based portal. | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 1a: Formalize the homelessness team via City Council mandate<br><br>1b, 1c, 1e, 1f: No policy changes required<br><br>1d: Update Police Department protocols to align with recommendations from the First Responders training, if necessary | 1a: Coordinator (city or regional) hired; Completion of regularly scheduled meetings and trainings<br><br>1b: Completed summary analysis of homeless data<br><br>1c: Written governance documents; established committee with regular meeting schedule. Hold 1-2 meetings in Year 1<br><br>1d: Number of first responders trained; updated training and response protocol<br><br>1e: Number of staff and providers trained on web-based portal<br><br>1f: Completed toolkit and 1 meeting in Year 1; quarterly City Council update | 1a: City Council<br><br>1b, 1e: Citywide Action Team<br><br>1c: Recreation and Community Services<br><br>1d: Police Department<br><br>1f: Advisory Group | 1a: Explore funding for FTE to manage homelessness planning activities citywide; City staff time<br><br>1b, 1d, 1f: City staff time<br><br>1c, 1e: Staff time and facilities | 1a: Year 1 (cannot be done prior to fiscal board recommendations)<br><br>1b: 6-9 months, annually<br><br>1c, 1d, 1e: 6-9 months, ongoing<br><br>1f: Year 1, ongoing |

| Goal 2: Help Prevent Individuals and Families from Becoming Homeless | | | | |
|---|---|---|---|---|
| **Action 2a: Work with service providers and relevant agencies to identify and provide outreach and referrals to individuals at-risk of homelessness (e.g., families of public school students, seniors, individuals with disabilities).**<br>• Explore participation in monthly case conferencing meetings.<br>• Provide referrals to CES leads Union Station Homeless Services and Hathaway-Sycamores. | | | | |
| **Action 2b: Explore establishing a Homeless Prevention Program for individuals and families (A1, A5).**<br>• Evaluate opportunities to co-locate Family Solutions Center intake personnel at a city site.<br>• Review use of current funding and the potential for reallocation of a percentage of funding to prevention services.<br>• Explore partnering with the County and Family Solutions Center on service integration. | | | | |
| **Action 2c: Examine policies across City departments and update them as needed to promote housing and school stability whenever possible.**<br>• Work with the Housing Rights Center to ensure that vulnerable populations (e.g., seniors, low-income households, minorities, domestic violence survivors) have access to culturally competent information and resources about their rights as tenants.<br>• Continue to foster collaboration between the school district education liaison and City staff to ensure that families of students who are experiencing housing instability are aware of and able to access services through local schools or the Muse Center. | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 2a: Policy on information sharing between City and partners<br><br>2b: No associated policy change<br><br>2c: Policy based on findings from review process, as needed | 2a: Number of individuals referred to/received services<br><br>2b: Established program; number of families receiving prevention services; increase in employment and income among participating families; number and percentage of participants who avoid eviction and remain stably housed for 24 months following assistance<br><br>2c: Identification of relevant policies; completed policy review | 2a: Citywide Action Team/Recreation and Community Services<br><br>2b: Housing Authority/Recreation and Community Services<br><br>2c: City Manager; Baldwin Park Unified School District | 2a: City staff time; facilities for case conferencing meetings<br><br>2b, 2c: City staff time | 2a: 3-6 months, ongoing<br><br>2b: 6 months – 1 year<br><br>2c: Year 1, ongoing |

| Goal 3: Connect Case Management and Local Services to the Coordinated Entry System | | | | |
|---|---|---|---|---|
| **Action 3a: Establish the Teri G. Muse Center as the central location for the coordination of resources and services for individuals experiencing or at-risk of homelessness.**<br>• Receive training on conducting the VI-SPDAT and/or contract with a service provider to more quickly connect individuals to CES. Explore opportunities to serve as a CES access point.<br>• Explore opportunities for City staff and partners to participate in regional case conferencing meetings. | | | | |
| **Action 3b: Explore partnerships to provide for daily meals and community engagement for individuals experiencing homelessness.**<br>• Establish criteria based on best practices.<br>• Identify and evaluate potential sites and partners (e.g., senior center, service providers, faith-based organizations) to provide meals and/or a local food bank distribution program.<br>• Partner with service provider with capacity to conduct VI-SPDAT/connect individuals to CES. | | | | |
| **Action 3c: Explore partnerships to host safe overnight parking for individuals experiencing homelessness who live in RVs, vans, or cars and connect them with outreach workers.**<br>• Establish criteria based on best practices.<br>• Identify and evaluate potential public and privately-owned locations (e.g., Walmart) and services providers (e.g., Safe Parking LA)<br>• Partner with service provider with capacity to conduct VI-SPDAT/connect individuals to CES<br>• With the County, explore the idea of using Measure H to fund services at the site(s). | | | | |
| **Action 3d: Explore partnerships to provide mobile shower, laundry facilities, and storage.**<br>• Establish criteria based on best practices.<br>• Identify and evaluate potential sites, including City-owned land, and partners.<br>• Partner with service provider with capacity to conduct VI-SPDAT/connect individuals to CES | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 3a, 3b: No policy changes required<br><br>3c, 3d: Zoning ordinance | 3a: Training received or contractor hired<br><br>3b, 3c, 3d: Partners identified | 3a: Citywide Action Team/ Recreation and Community Services<br><br>3b, 3c, 3d: Recreation and Community Services | 3a: City staff time<br><br>3b: City staff time; facility or space for meal distribution<br><br>3c, 3d: Staff time, funding for security | 3a: 3-6 months<br><br>3b: 6-12 months<br><br>3c, 3d: 6-9 months |

| Goal 4: Expand Access to Workforce Development Programs to Increase Employment |
|---|
| **Action 4a: Partner with Los Angeles County to employ CalWORKS participants in city jobs (C1).**<br>• Conduct an evaluation of job opportunities within the City.<br>• Work with Goodwill Industries and America's Job Center to train and prepare participants in the Baldwin Park Adult and Community Education program for City jobs. |
| **Action 4b: Collaborate with the Baldwin Park Business Association, SCORE (a nonprofit that matches small businesses with mentors), and local business owners to create employment opportunities and one-on-one mentorships for individuals who are homeless or at risk of homelessness (C1, C2).**<br>• Explore the creation of job training programs for local business sectors with Goodwill Industries and local unions. |

| Goal 4: Expand Access to Workforce Development Programs to Increase Employment | | | | |
|---|---|---|---|---|
| • Explore the creation of a business tax credit program to incentivize hiring current or formerly homeless individuals.<br>• Explore the adoption of a social enterprise ordinance that gives preference to bidders who hire current or formerly homeless individuals.<br>• Hold an annual job fair to include agencies that provide training and mentorship to individuals who are homeless, coordinating with the County of Los Angeles to offer opportunities whenever possible. | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 4a, 4b: No policy changes required | 4a: Evaluation of local job opportunities<br><br>4b: Number of local businesses employing people who are currently/formerly homeless | 4a: Human Resources; Economic Development<br><br>4b: Economic Development | 4a: City staff time; wages for hired employees<br><br>4b: City staff time | 4a: 1 year<br><br>4b: 9 months-1 year |

| Goal 5: Explore Opportunities to Increase the Number of Units of Affordable/Supportive Housing |
|---|
| **Action 5a: Explore opportunities to encourage landlords to rent to current or formerly homeless individuals by providing training, support, and incentives (B3).**<br>• Make available and distribute information to landlords to participate in the following programs:<br>  o Homeless Incentive Program (HIP)<br>  ▪ Housing Authority of the County of Los Angeles<br>  o Flexible Housing Subsidy Pool/Housing for Health<br>  ▪ LA County Department of Health Services and Brilliant Corners<br>  o Rapid Re-Housing<br>  ▪ Union Station Homeless Services<br>• Hold an annual/semi-annual landlord engagement workshop to educate landlords about the incentive programs. Ensure that the information is culturally competent to promote maximum participation from non-English speaking populations. |
| **Action 5b: Explore partnering with the County to provide Rapid Re-Housing to more households (B3).**<br>• Consider setting a target number of individuals/families to serve based on CES data.<br>• Evaluate current expenditures on homelessness and the potential to reallocate a portion of City funds to designate RRH units for local preference.<br>• Depending on outcome of decision, establish program and allocate funding. The County will match the funds the City provides for the first 9 months with the remainder of the rental subsidy and support services. After 9 months, the County covers the full cost.<br>• Work with LAHSA to designate Rapid Re-Housing units for local preference.<br>• Work with the County and Union Station to ensure that individuals are identified, entered in CES, and “match ready.”<br>• Partner Rapid Re-Housing with City workforce development strategies. |
| **Action 5c: Explore opportunities to identify vacant or underutilized public land for affordable/supportive housing (F6).**<br>• Develop a list of property potentially suitable for housing development, including City, County, and CalTrans property.<br>• Hold meetings with affordable housing developers and service providers to discuss site feasibility. |

| Goal 5: Explore Opportunities to Increase the Number of Units of Affordable/Supportive Housing | | | | |
|---|---|---|---|---|
| • Explore Housing Initiative funding in partnership with development team. | | | | |
| **Action 5d: Evaluate how to utilize parcels of land and available funds resulting from the dissolution of the Redevelopment Agency for affordable/supportive housing (F7).** | | | | |
| **Action 5e: Consider aligning accessory dwelling unit ordinance with goals of preventing and combating homelessness to provide incentives or fee waivers for those used for homeless housing (F4).**<br>• Engage both the Housing Authority and planning department in drafting and reviewing the ordinance to maximize its potential to increase housing available to people experiencing or at risk of homelessness.<br>• Educate homeowners about Accessory Dwelling Units/granny flats in culturally competent terms to ensure that diverse populations understand what is and its role in providing affordable housing. | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 5a: No policy changes required<br><br>5b: City Council approval to partner; policy to direct funds to Rapid Re-Housing<br><br>5c, 5d: To be determined<br><br>5e: Zoning ordinance | 5a: Landlord engagement model developed; number of participating landlords<br><br>5b: Number of individuals/families placed into housing<br><br>5c: Identify and vet sites for feasibility Years 1-2; decision to pursue development Year 3<br><br>5d: Completed evaluation and summary of the City's plan for how to use assets<br><br>5e: Drafted ADU ordinance Year 1; ordinance passed by City Council Years 1-2 | 5a: Housing Authority; Housing Rights Center<br><br>5b: Housing Authority<br><br>5c, 5e: Planning Division, Housing Authority<br><br>5d: Community Development; Housing Authority | 5a: Funding for engagement programs<br><br>5b: $500/month per individual/family for the first 9 months<br><br>5c: City land; City staff time for site identification and community outreach<br><br>5d, 5e: City staff time | 5a: Year 1, ongoing<br><br>5b, 5e: Years 1-2<br><br>5c: Year 1-3<br><br>5d: Years 2-3 |

## 5. Identify City employees or other staff who will lead implementation of the plan.

**Table 1: Primary Contact for Plan Implementation**

| Name & Position | Address & Email | Phone | % of Time |
|---|---|---|---|
| Manny Carrillo<br>Director, Recreation and Community Services | 4100 Baldwin Park Ave, Baldwin Park, Ca 91706<br>MCarrillo@baldwinpark.com | (626) 813-5245, Ext. 314 | 20% |

| | | | |
|---|---|---|---|
| Yuriko Ruizesparza Program Supervisor, Recreation and Community Services | 4100 Baldwin Park Ave, Baldwin Park, Ca 91706 Yruizesparza@baldwinpark.com | (626) 813-5245 Ext. 268 | 15% |
| Armando Nava Program Coordinator, Recreation and Community Services | 4100 Baldwin Park Ave, Baldwin Park, Ca 91706 ANava@baldwinpark.com | (626) 813-5245, Ext. 330 | 10% |
| Raymond Findley Sergeant Police Department | 4100 Baldwin Park Ave, Baldwin Park, Ca 91706 Rfindley@baldwinpark.com | (626) 960-4011 | 10% |
| Sam Gutierrez, Director, Public Works | 4100 Baldwin Park Ave, Baldwin Park, Ca 91706 SGutierrez@baldwinpark.com | (626) 813-5255, Ext. 460 | 10% |
| Andre Dupret, Interim Director, Community Development | 4100 Baldwin Park Ave, Baldwin Park, Ca 91706 ADupret@baldwinpark.com | (626) 813-5253, Ext. 477 | 15% |
| Suzie Ruelas, Director, Housing Authority Manager | 4100 Baldwin Park Ave, Baldwin Park, Ca 91706 SRuelas@baldwinpark.com | (626) 869-7500, Ext. 496 | 10% |
| Shannon Yauchzee Chief Executive Officer | 4100 Baldwin Park Ave, Baldwin Park, Ca 91706 syauchzee@badwinpark.com | 626-813-5204 | 10% |

## 6. Describe the City's participation or plans to participate in any new or ongoing collaborative efforts, within the City and/or with other cities and/or in the Service Planning Area.

Even prior to the release of the homelessness planning grants, the City of Baldwin Park took a proactive approach to supporting the County Homeless Initiative. On February 17, 2018, City Council unanimously adopted a resolution supporting Measure H. City Councilmember Cruz Baca participates in the San Gabriel Valley Council of Governments Advisory Board, and several staff participated in the 1st Annual Homeless Initiative Conference.

Within Baldwin Park, the Department of Recreation and Community Services has been designated as the project lead for coordinating the City's response to homelessness, and brought together a multi-disciplinary team of individuals that work to address homelessness to participate in the plan's development and implementation. The team includes staff from the Teri G. Muse Family Service Center, which serves as the City's frontline homeless service provider. Other City partners are engaged in the following activities:

- The Baldwin Park Police Department responds to calls for service from business owners and residents, conducts outreach, and provides referrals to individuals experiencing homelessness.

- The Baldwin Park Department of Public Works oversees the clean-up of encampments and makes referrals. Public Works often works in conjunction with CalTrans and County Public Works to manage adjacent jurisdictions.
- The Housing Authority administers the City's housing programs and services, including the Section 8 Housing Voucher Program, Housing Choice Voucher Program, senior housing, and public housing units.
- The Economic Development Division serves as a liaison between business, adult education, and workforce development organizations.
- The Planning Division oversees land use entitlements and environmental reviews.

The City of Baldwin Park dedicates $388,000 annually to addressing homelessness, which includes support for individuals and families experiencing homelessness and those facing housing instability as follows:

- $119,102 for the Public Works Department to respond to calls, conduct inspections of encampments and perform clean-ups as needed. These costs do not include logistics and coordination with other Departments, internal meetings, purchase and installation of No Trespassing signage, or repairs due to vandalism among other things.
- $93,275 for the Department of Recreation and Community Services to coordinate plan development and implementation, and respond to walk-ins and calls for homeless services at the Teri G. Muse Family Center.
- $88,669 for the Police Department to respond to calls for service and provide response to people experiencing homelessness
- $41,250 for the Housing Authority to respond to an estimated 2,288 calls, emails, or counter visits annually.
- $18,750 for staff time for the Community Development Department to respond to homelessness.
- $13,300 for the Economic Development Division to contract with the East San Gabriel Valley Coalition for the Homeless.
- $13,550 for the Planning Division to respond to inquiries regarding land use entitlements for shelters and housing, plus the creation of an accessory dwelling unit ordinance.

**FY 2018-2019 Annual Action Plan**

According to the City's Annual Action Plan covering the period starting on July 1, 2018, and ending on June 30, 2019, Baldwin Park will receive $999,611 in Community Development Block Grant (CDBG) funding, as well as $21,000 in unallocated carryover, totaling approximately $1.02 million.[7] CDBG funds must be used for eligible housing and community development activities that benefit low- and moderate-income residents. In 2018-2019, CDBG funds will support a variety of program and services, including:

- $10,000 to the Church of the Redeemer Food Bank, which serves an estimated 2,200 people annually
- $10,000 for East San Gabriel Valley Coalition for the Homeless to provide transitional housing, emergency assistance, and a winter shelter for approximately 200 individuals in the San Gabriel Valley annually.
- $25,000 to Domestic Violence Advocate and $4,750 to Santa Anita Family Service Center to provide shelter and support services to survivors of domestic violence.

[7] City of Baldwin Park. (2018). City of Baldwin Park FY2018-2019 Annual Action Plan.

- $2,150 for St. John's Church Social Services, which serves approximately 10 people annually

The City also will receive $322,031 in HOME Investment Partnership (HOME) funds, which will be added to $903,595 in unallocated prior year funds and $20,000 in program income for a total of $1.2 million in funding for HOME activities. HOME funds will support the Community Housing Development Organization and Affordable Housing Development.[8]

Specific plan goals to address housing and homelessness during the 2018-2019 program year include:[9]

- Providing Section 8 housing services to 500 households
- Funding transitional housing and outreach, case management, and referral services to 200 people
- Assisting 10 youth through employment programs
- Providing individuals with special needs, including survivors of domestic violence, with case management services and meal programs

In addition to the activities and resources listed above, the City and its partners are currently engaged in the following activities to prevent and end homelessness:

- In 2016-2017, the Baldwin Park Unified School District had the sixth largest population of students experiencing homelessness in Los Angeles County, with 2,737 students who are homeless or at risk of homelessness.[10]
- Kaiser Permanente provides grant funding to support the creation of safe and healthy communities, access to high-quality care, and the delivery of technical assistance and health services in partnership with community-based organizations based on a Community Health Needs Assessment.[11]

This five-year homeless plan sets the course for the city to further address the needs of its homeless residents and those who are at risk of homelessness, as well as to participate in regional solutions. Specifically, the plan will coordinate and increase the capacity of existing programs and services, increase and better coordinate outreach and engagement activities, educate and build community support for homelessness best practices, and pursue resources that align with the goals set forth in the plan, including increasing the number of shelter beds and affordable housing units within the city. Additionally, Baldwin Park will work with neighboring cities and regional bodies such as the San Gabriel Valley Council of Governments, Los Angeles Homeless Services Authority, and CES leads to develop strategies that will more equitably distribute homeless housing and services across the San Gabriel Valley according to need. These efforts include strengthening existing and forging new partnerships to efficiently deploy resources and maximize impact for those at risk of or experiencing homelessness.

[8] Ibid.
[9] Ibid.
[10] Los Angeles County Office of Education. (2017). Aggregated Los Angeles County Homeless Student Count 2016-2017.
[11] Kaiser Permanente. (NA). Baldwin Park Grants.

## 7. Review specific County Homeless Initiative Strategies from the table below and consider how the City could collaborate and align planning efforts to achieve mutual goals.

### Table 2: City Planning Activities tied to County Homeless Initiative Strategies

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☒ | ☐ | A1. Homeless Prevention for families |
| | ☒ | ☐ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | ☐ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☐ | ☐ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☐ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☐ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☐ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☒ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☒ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| | ☐ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☐ | ☐ | C7. Subsidize Employment for Homeless Adults |
| | **Plan to participate** | **Currently participating** | **County Homeless Initiative Strategies** |
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☐ | ☐ | D5. Support for Homeless Case Managers |
| | ☐ | ☐ | D6. Criminal Record Clearing Project |
| | ☐ | ☐ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☒ | ☐ | E4. First Responders Training |
| | ☐ | ☐ | E5. Decriminalization Policy |
| | ☒ | ☒ | E6. Expand Countywide Outreach System |
| | ☒ | ☒ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☐ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☐ | ☐ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☐ | ☐ | E14. Enhance Services for Transition Age Youth |
| **F – Increase Affordable/** | ☐ | ☐ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |

| | | | |
|---|---|---|---|
| **Homeless Housing** | ☒ | ☐ | F4. Development of Second Dwelling Units Program |
| | ☐ | ☐ | F5. Incentive Zoning/Value Capture Strategies |
| | ☒ | ☐ | F6. Using Public Land for Homeless Housing |
| | ☒ | ☐ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☐ | ☐ | F7. Housing Innovation Fund (One-time) |

# BALDWIN PARK PLAN TO PREVENT AND COMBAT HOMELESSNESS
# PARTNERSHIP REPORT

*Please use this template to complete your Partnership Report, as required for the City Homelessness Planning Grant. Upon completion, please send the Report to your City's Homeless Initiative Team Lead.*

**Partner Engagement Plan**

| Name of Partner Organization/Entity | Brief Description of Partner's Role in the Community | Planned Engagement | Expected Contributions of Partner |
|---|---|---|---|
| Department of Recreation and Community Services | The Teri G. Muse Family Service Center serves as the frontline agency for homeless services in the City, case management, program development, outreach, resource coordination, and fund development | Input session, see dates below | Coordination of the homelessness plan development and implementation with a focus on strengthening interdepartmental best practices, and responds to walk-in calls for homeless services at the Teri G. Muse Center |
| Police Department | Serve as first responders to calls for service from business owners and residents, conducts outreach, and provides referrals to individuals experiencing homelessness | Input session, see dates below | Serve in advisory role/resource throughout plan development and implementation related to community education and engagement, outreach and referrals for individuals experiencing homelessness, and responding to calls for enforcement |
| Department of Public Works | Conducts weekly inspections of encampments, responds to calls, and performs clean-ups of encampments and debris as needed | Input session, see dates below | Serve in advisory role/resource throughout plan development and implementation related to outreach and referrals, and mitigating impact of encampments |
| Housing Authority (Community Development Department) | Administers the City's housing programs and services, including the Section 8 Housing Voucher Program, Housing Choice Voucher Program, senior housing, and public housing units | Input session, see dates below | Serve in advisory role/resource throughout plan development and implementation related to housing programs |
| Economic Development Division (Economic Development) | Acts as a liaison between businesses that have hiring needs and resources such as the Baldwin Park Unified School District Adult | Input session, see dates below | Serve in advisory role/resource during plan development on employment programs and relationships with business, adult education, and workforce development organizations |

| | | | |
|---|---|---|---|
| | School and contracted America's Job Center of California (AJCC) organizations. | | |
| Planning Division (Community Development Department) | Provides direction and review for land use entitlements and environmental compliance review | Input session- see dates below | Serve in advisory role/resource on land use for shelters and housing, including development |
| Baldwin Park Unified School District | Serves the majority of school age children in the City, including 2,700 students who are homeless or at risk of homelessness | Input session- see dates below | Serve in advisory role/resource on the needs and school system services available to children and families, as well as on strengthening interagency coordination |
| Kaiser Permanente – Baldwin Park | Provides grant funding to support local health outreach and education programs | Input session- see dates below | Serve in advisory role on community health during plan development and implementation |
| East San Gabriel Valley Coalition for the Homeless | Receives CDBG funding to provides transitional housing, emergency assistance, and winter shelter for Baldwin Park and neighboring cities in San Gabriel Valley | Input session, see dates below | Serve as a resource/ advisor on the demographics and needs of people experiencing homelessness, as well as available resources |
| Church of the Redeemer Food Bank | Receives CDBG funding to provide food for an estimated 2,200 individuals annually | Input session, see dates below | Serve as a resource/ advisor on the demographics and needs of people experiencing homelessness, as well as available resources |
| Domestic Violence Advocate | Receives CDBG funding to provide shelter and support services for survivors of domestic violence | Input session, see dates below | Serve as a resource/ advisor on the demographics and needs of people experiencing homelessness, as well as available resources |
| Santa Anita Family Service Center | Receives CDBG funding to provide shelter and support services for survivors of domestic violence | Input session, see dates below | Serve as a resource/ advisor on the demographics and needs of people experiencing homelessness, as well as available resources |
| St. John the Baptist Social Services | Receives CDBG funding to provide support services to families | Input session, see dates below | Serve as a resource/ advisor on the demographics and needs of people experiencing homelessness, as well as available resources |
| LAHSA SPA 3 | Serves as the lead agency in the Los Angeles Continuum of Care with oversight of the Coordinated Entry System (CES), funding and | Input session- see dates below | Serve as a resource/advisor on d |

| | | | |
|---|---|---|---|
| | administration of programs, the Homeless Management Information System, the Point-In-Time Count, and Outreach. | | |
| Union Station Homeless Services | Serves as the CES Lead Agency for Individuals and Families | Input session- see dates below | Serve as a resource/ advisor on the Coordinated Entry System for adults and families, best practices, and local programs and services |
| Hathaway-Sycamore Children and Family Services | Serves as the CES Lead Agency for Youth | Input session- see dates below | Serve as a resource/ advisor on the Coordinated Entry System for youth, best practices, and local programs and services |
| United Way of Greater Los Angeles | Convenes cross-sector leadership approaches to alleviating poverty by addressing housing, education, and financial stability | Input session- see dates below | Serve as a resource/advisor on the Everyone In campaign, funding available from the Home for Good Funders collaborative, and standards of excellence |
| San Gabriel Valley Council of Governments | Convenes cities to address regional issues, including a Homelessness Committee to provide regional coordination in addressing homelessness in San Gabriel Valley | Input session- see dates below | Provide regional coordination of the homelessness planning process, including meetings, cohort calls on homelessness strategies, and technical assistance trainings |

**Summary List of Planned Engagements**

| **Type of engagement** | **Planned participants** | **Planned date(s)** (If dates have not been set, please specify month and week, i.e. Week of January 15). |
|---|---|---|
| Community Input Session | City Council members, City staff, and representatives of the Baldwin Park Unified School District and local business community | March 6, 2018 |
| Community Input Session | City Council members, City staff, representatives of community and faith-based organizations, local business, and residents | March 20, 2018 |
| Lived Experience Interviews | City staff, representatives of the LAHSA outreach team, and volunteers conducted interviews with individuals experiencing homelessness at various community locations | April 4, 2018 |
| City Council Presentation | City staff and consultant report on findings from community input sessions and interviews | April 4, 2018 |
| City Council Presentation | City staff and consultant report on proposed goals and action steps | May 16, 2018 |
| Community 360 Review of Proposed Goals and Action Steps | Community stakeholders | May 30, 2018 |

# CITY OF BURBANK PLAN TO PREVENT AND COMBAT HOMELESSNESS TEMPLATE

## 1. City and Plan Information

| Name of City | Period of Time Covered by Plan | Date of Plan Adoption |
|---|---|---|
| Burbank | 2018-2021 | The Plan was adopted in December of 2017 |

## 2. Why is the City working to develop and implement a homelessness plan?

Homelessness is an extremely complex social dilemma that impacts the quality of life in our community, both for those experiencing homelessness and non-homeless residents. Much public dialogue and perception about homelessness relates to visible cases, which includes people living in or near parks, taking up space with their belongings in libraries and recreation centers, blocking sidewalks in business districts, or living out of cars in residential areas. To date, the City of Burbank ("City") has responded to these complex situations with enforcement, as necessary, along with direct outreach to homeless individuals. The City is aware, however, that these efforts alone will not resolve the on-going, systemic causes of homelessness.

The topic of homelessness and its challenges can be quite polarizing; however, the growing needs of people experiencing homelessness, challenges with traditional-service models, and public response to the growing number has caused us to rethink how Burbank can address homelessness. This has given Burbank an opportunity to find effective solutions through an organized approach to reduce homelessness.

Burbank subscribes to the following values in its plan to address homelessness:

- The City must take a holistic, humane approach in dealing with homelessness.
- Varying homeless circumstances require a variety of answers. There is no easy solution.
- On a consistent basis, the Burbank Street Outreach team will visit and offer services to homeless individuals encountered in parks, public spaces, and on the streets.
- If an illegal act is committed, enforcement will occur.

According to the 2017 Homeless Count for the greater Los Angeles area and the San Fernando Valley region the number of people experiencing homelessness has increased, and Burbank's homelessness population follows that trend. According to the annual point-in-time homeless count conducted in Los Angeles County, the City's total homeless population for 2017 is 229, an increase of 37% from 2016. Of those 229, 188 are unsheltered. Police calls related to homelessness numbered 1,188 from July-October 2016. Preliminary numbers for the 2018 Los Angeles County Homeless Count suggest a small (3%) decrease in overall homelessness.

## 3. Describe your City's planning process

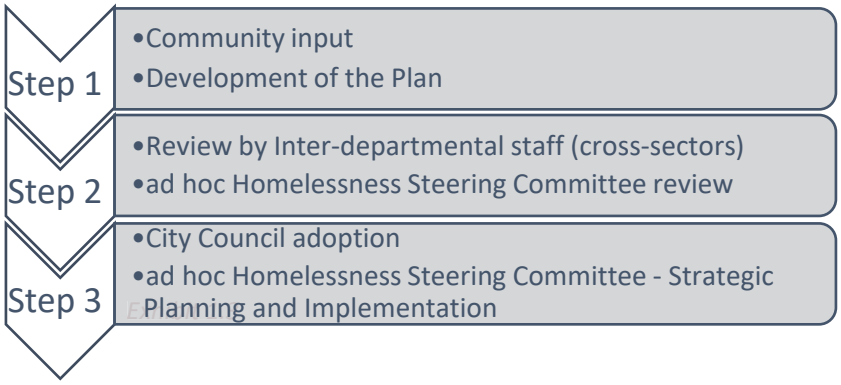
The process involved:

- Public input from community partners, residents, and businesses;
- Forming a Homelessness Steering Committee;
- Developing an assessment of needs, priorities, and strategies; and
- Developing a comprehensive action plan with milestones and implementation strategies.

The City held a total of four community meetings with service providers, City residents, and businesses. These were held during the months of May-August 2017 and had a combined attendance of 174 participants.

The meetings were advertised on the City's website, social media, emailing nonprofits, Burbank libraries, homeless service organizations, community centers, and faith-based groups.

**Homelessness Plan Process**




**4. What are the goals of the City's plan and related actions? Review the example below, then respond to the prompts for your own City goals. Add sections for additional goals if needed.**

**GOAL #1**

1. **Goal**
   Develop Storage Facilities and Transportation. The development of Storage Facilities and Transportation is aligned with the County of Los Angeles Homeless Initiative Strategy(ies): E8. Enhance the Emergency Shelter System, E7 Strengthen the Coordinated Entry System, D5. Support for Homeless Case Managers). The Homeless Initiative Strategies can be viewed at http://homeless.lacounty.gov/

2. **Supporting Action(s)**
   **1.a.** Determine storage capacity size based on need of those experiencing homelessness.
   **1.b.** Identify potential City-owned and private sites for storage facility.
   **1.c.** Determine type of storage – shipping containers, small bins, etc. and size of storage each person will receive.
   **1.d.** Determine the operation/program model including hours of operations, rules of conduct, how people access the facility, requirements for storing belongings including length of time, and who will be targeted to use the facility and process to engage individuals. In addition, determine the services that may be provided as part of the Storage Facility such as outreach, CES Access Point, and referrals to other community-based services.
   **1.e.** Based on operation/program model explore funding options, including City, County, state, federal, etc. for long-term sustainability. Determine if Measure H funds could be used to support site operations or enhanced services at the site.
   **1.f.** Determine transportation needs, based on site selection. This includes determining how people will physically move their property to the storage facility.
   **1.g.** Develop RFP for onboarding an experienced operator for the removal, transportation, and storage of items.
   **1.h.** Develop an ordinance and procedures for the removal and storage of unattended property on City property.
   **1.i.** Promote the City's policy/ordinance on the removal and disposal of unattended property with individuals experiencing homelessness and service providers.

3. **Associated policy change(s)**
   Ordinance and procedures for the removal and storage of unattended property on City property
   Program operating procedures and rules of the site

4. **Goal Measurement**

| Action(s) | Associated Measurements | Data source | Start Date | Completion timeline |
|---|---|---|---|---|
| 1.a. | Projection of storage needs for City | City staff | 1-Jul-18 | 3 months |
| 1.b., 1.c., 1.d., 1.e. | Identified site, operation/program model, and funding | City staff | 1-Jul-18 | 6 months |
| 1.e. | Submit an unsolicited Funding Proposal to the County of Los Angeles for a Storage Facility & Transportation Program | City staff | 1-Jul-18 | 30-Jun-19 |
| 1.f. | Transportation plan for participants coming and going from facility with property | City staff | 1-Jul-18 | 6 months |
| 1.g. | Completed RFP for program | City staff | 1-Jul-18 | 3 months |
| 1.h. | Completed ordinance and procedures for removal/storage of property | City staff | 1-Jul-18 | Estimated 12 to 18 months |
| 1.i. | Launch messaging on above policy | City staff | 1-Jul-18 | Estimated 12 to 18 months |

5. **Goal ownership**
   The Community Development Department will research potential sites and complete a feasibility study to make a determination, as well as defining a scope of work for an experienced service provider to operate the storage facility and handle transportation to and from the facility.

   A private, community-based service provider will manage the storage facility and be responsible for tracking program utilization.

6. **Leveraged City Resources**
   Potential use of Community Development Block Grant (CDBG) or other City funds for development and operation of storage facilities and transportation.

7. **Timeline**
   (See table above) The timeline is based on a voluntary storage facility program. The development of an ordinance and procedures for involuntary removal of unattended and abandoned property in public spaces is estimated to take 12 to 18 months.

## GOAL #2 Enhancing the Quality of Life, Mental Health, and Healthcare Awareness

1. **Goal**
   Enhancing the Quality of Life, Mental Health, and Healthcare Awareness. The development of these supportive service programs is aligned with the County of Los Angeles Homeless Initiative Strategy(ies): E3. Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness, E6. Countywide Outreach System, E12. Enhanced Data Sharing and Tracking, E16. Affordable Care Act Opportunities). The Homeless Initiative Strategies can be viewed at http://homeless.lacounty.gov/

2. **Supporting Action(s)**
   **2.a.** Expand City's participation with Multidisciplinary Street Outreach Engagement Teams.
   **2.b.** Establish relationships with area hospitals to improve coordination of hospital discharge planning and connections to homeless services, understand challenges faced by hospitals with addressing homelessness, and potential opportunities to partner with hospitals on solutions.
   **2.c.** Establish relationships with community-based health centers including Federally Qualified Health Centers (FQHC) in the region that provide primary care, dental care, and psychiatric services.
   **2.d.** Connect people experiencing homelessness to Medi-Cal, Social Security, Disability benefits, Affordable Care Act.
   **2.e.** Become educated on the forthcoming Health Homes Program and how the model will roll out in LA County in July 2019 and ways that the City can coordinate with the program.
   **2.f.** Integrate physical health, mental health, and substance use disorder services at Homeless Connect Day Events.
   **2.g.** Promote the Whole Person Care Initiative Pilot Program.
   **2.h.** Develop new partnerships for recuperative care facility beds.

3. **Associated policy change(s)**
   Potential data sharing policy with City, healthcare providers, and County programs.

4. **Goal Measurement**

| Action(s) | Associated Measurements | Data source | Start Date | Completion timeline |
|---|---|---|---|---|
| 2.a. | Assign City staff to engage with the County of Los Angeles Multi-Disciplinary teams, e.g. through standing case conferencing meetings | City staff | 1-Jul-18 | Ongoing |
| 2.a., 2.b., 2.c. | Submit an unsolicited Funding Proposal to the County of Los Angeles for a licensed Social Worker Clinician to support the Burbank Street Outreach Team | City staff | 1-Jul-18 | 30-Jun-19 |

| | | | | |
|---|---|---|---|---|
| 2.a., 2.b., 2.c. | Submit an unsolicited Funding Proposal to the County of Los Angeles to enhance the Outreach and Homeless Engagement Process | City staff | 1-Jul-18 | 30-Jun-19 |
| 2.b., 2.c. | Convene a multidisciplinary working group of representatives from jails, emergency departments, homeless services, community-based health centers, and others and hold regular planning meetings | Meetings held, attendance records, any proposed policy and practice recommendation s resulting from the work group. | 1-Jul-18 | Ongoing |
| 2.b., 2.c. | Engage stakeholders through working group or other outreach | Health Partners | 1-Jul-18 | Ongoing |
| 2.d. | Increased number of clients connected to Medi-Cal, Social Security, Affordable Care Act, Disability benefits, other. | Health Partners: Referrals made. Enrollments completed. | 1-Jul-18 | Ongoing |
| 2.e. | Staff educated on forthcoming County Health Homes Program | Staff trainings, identified plan for the City to coordinate with the County | 1-Jul-18 | Ongoing |
| 2.f. | Increased number of clients receiving health services at Homeless Connect Day Events | Event Sponsor: Event attendance, client lists | 1-Jul-18 | Ongoing |
| 2.g. | Completed communication plan for promotion of Whole Person Care Initiative pilot program | Health Partners and the County of Los Angeles Department of Mental Health; Executing MOUs and Grant Awards | TBD | Ongoing |
| 2.h. | Convene meetings with recuperative care providers and outline partnership terms | MOUs with facility, clients referred | TBD | Ongoing |

5. **Goal ownership**
   Community Development Department along with Health Partners will be the primary goal owners, along with Los Angeles County Department of Public Social Services, Social Security Administration, and/or Affordable Care Act programs. The Department will also build upon the City's existing relationships with Homeless Service Providers operating in Burbank or serving the Burbank area.

6. **Leveraged City Resources**
   City staff time; use of City facilities for meetings, etc.; use of City funds for Homeless Connect Day Events.

7. **Timeline**
   On an ongoing basis, City staff will work with Health Partners to convene meetings on coordination of Medi-Cal, Social Security, Education, and Mental Health services and collection of data to improve and/or expand health services to the homeless.

## GOAL #3: Building Temporary Housing

1. **Goal**
   Building Temporary Housing. The development of temporary housing units/beds is aligned with the County of Los Angeles Homeless Initiative Strategy(ies): E8. Enhance the Emergency Shelter System. The Homeless Initiative Strategies can be viewed at http://homeless.lacounty.gov/

2. **Supporting Action(s)**
   **3.a.** Support the winter shelters.
   **3.b.** Develop Interim Housing for Individuals and Families.
   i. Determine shelter size and capacity based on community need – e.g. number beds, households served, onsite services.
   ii. Identify potential shelter sites that may include both public and private property.
   iii. Determine sustainable funding – City, County, State, Federal.
   iv. Develop RFP for shelter operator.
   **3.c.** Develop program/operation policies and procedures that can potentially support LAHSA's Scope of Required Services for Crisis and Bridge Housing Funding Threshold Requirements.
   **3.d.** While awaiting shelter development create a motel voucher program for homeless individuals and families awaiting permanent housing unit.
   i. Recruit motels and hotels to accept vouchers.
   ii. Develop a system for prioritizing homeless individuals to receive motel vouchers.

3. **Associated policy change(s)**
   No associated policy changes.

4. **Goal Measurement**

| Action(s) | Associated Measurements | Data source | Start Date | Completion timeline |
|---|---|---|---|---|
| 3.a. | Emergency Shelter partnerships with Hope of the Valley, Cities of Glendale and Los Angeles, and Ascencia on crisis housing beds. | Homeless Count, shelter bed shortage, unsheltered homeless in Burbank | November – March | Ongoing |
| 3.b.i. | Determine needed shelter capacity | Completed plan | TBD | 1 year |
| 3.b.ii. | Identify potential shelter sites | Sites identified | 1-Jul-18 | Ongoing |
| 3.b.iii. | Determine funding needs and potential funding sources | Funding secured | 1-Jul-18 | 1 year |
| 3.b.iv. | Develop RFP for shelter operator | RFP released | TBD | 1 year |
| 3.c. | Policies and procedures align with funding requirements | Policies and procedures matched against funding requirements | TBD | 1 year |
| 3.d.i. | Increased number of motels accepting vouchers | Motels; homeless count, unsheltered homeless for Burbank | 1-Jul-18 | 6 months |
| 3.d.ii. | Special populations receive priority for vouchers (e.g. families with minor children) | Client logs | 1-Jul-18 | 6 months |

5. **Goal ownership**
   Community Development Department

6. **Leveraged City Resources**
   Potentially CDBG, other City funds; staff time.

7. **Timeline**
   Within 1-3 months: convene a listening session with hotel/motel owners to understand their concerns with accepting vouchers.
   Within 1-3 months: launch an education campaign targeting hotel/motel owners highlighting the role of partners like BPD.

   The development of crisis housing will be contingent on new contract opportunities with a shelter operator, site control, and sustainable funding. In the meantime, the City will continue to support the emergency shelter program through financial support to the programs.

## GOAL #4: Create Affordable and Supportive Housing

1. **Goal**
   Create Affordable and Supportive Housing. The development of affordable supportive housing is aligned with the County of Los Angeles Homeless Initiative Strategy(ies): F3. Support Inclusionary Zoning for Affordable Housing Rental Units, F5. Incentive Zoning/Value Capture Strategies. The Homeless Initiative Strategies can be viewed at http://homeless.lacounty.gov/

2. **Supporting Action(s)**
   **4.a.** Develop landlord incentive programs and increase marketability of housing vouchers.
   **4.b.** Establish a universal "homeless preference" for use by private developers, owners, and operators of affordable housing.
   **4.c.** Re-evaluate current zoning and land use restrictions to allow more flexibility.
   **4.d.** Identify potential sites and funding for Affordable and/or Supportive Housing Development.
   **4.e.** Provide a multi-dwelling residential rehabilitation program and restrict 25% of the units for at-risk homeless.
   **4.f.** Apply for subsidized tenant or project based affordable housing vouchers.
   **4.g.** Develop new permanent affordable housing for special needs populations.
   **4.h.** Motel conversion into affordable housing units.
   **4.i.** Support newly adopted City Accessory Dwelling Unit (ADU) Ordinance and determine the possibility of providing incentives for the use of ADU's for homeless households.

3. **Associated policy change(s)**
   Updated land use policies
   Updated conversion policies
   Updated zoning regulations

4. **Goal Measurement**

| Action(s) | Associated Measurements | Data source | Start Date | Completion timeline |
|---|---|---|---|---|
| 4.a. | Increased number of landlords accepting formerly homeless tenants | Housing Authority | 1-Jul-18 | 3 years |
| 4.b., 4.c., 4.d., 4.e., 4.f., 4.g., 4.h., | Increased number of affordable and supportive housing units developed | Housing inventory | TBD | Within 3 years from start date |
| 4.a. | Develop landlord incentive program | Incentive program in place, landlords engaged | 1-Jul-18 | Ongoing |
| 4.b. | Establish homeless preference for private affordable housing | Affordable housing owners, developers, operators | TBD | Within 3 years from start date |
| 4.c. | Zoning and land use restrictions are more flexible | Updated zoning and land use restrictions | TBD | Within 3 years from start date |

| | | | | |
|---|---|---|---|---|
| 4.d. | Identify public and private sites for affordable and supportive housing development | Sites identified and evaluated | 1-Jul-18 | Ongoing |
| 4.e. | Multi-dwelling residential rehab program with 25% of units restricted for households at-risk of homelessness | Program exists, at-risk households referred and housed | TBD | Within 3 years from start date |
| 4.f. | Increased number of subsidized tenant or project-based vouchers | Number of vouchers | Ongoing | Ongoing |
| 4.g. | Increased number of permanent affordable housing units for special needs populations | Number of units | TBD | Within 3 years from start date |
| 4.h. | Motels converted to affordable housing units | Motels converted | TBD | Within 3 years from start date |
| 4.i. | Incentives for providing ADUs for homeless households | Number of formerly homeless households residing in ADUs | TBD | Within 3 years from start date |

5. **Goal ownership**
   Community Development Department

6. **Leveraged City Resources**
   Possible funding sources could include: CDBG; Measure H; No Place Like Home Program; Low-Income Housing Tax Credit; and/or Los Angeles Homeless Services Authority.

7. **Timeline**
   Within 1-3 months: convene a listening session with landlords to understand their concerns.
   Within 1-3 months: launch an education campaign targeting landlords.
   3-6 months: develop and launch new landlord incentives based on feedback from sessions.

   The timeline for the development of affordable supportive housing, ADUs, Motel Conversions, will be predicated on updates to Land use and zoning restrictions. In addition, funding will be a major determining factor. The City is interested in exploring these activities, but it may require more time than 3 years to complete.

**GOAL #5**

1. **Goal**
   Continuing Outreach, Coordinated Care System, and Community Awareness. The development of outreach and community awareness is aligned with the County of Los Angeles Homeless Initiative Strategy(ies): E4. First Responders Training, E7. Strengthen the Coordinated Entry System. The Homeless Initiative Strategies can be viewed at http://homeless.lacounty.gov/

2. **Supporting Action(s)**
   **5.a.** First responders training on the Coordinated Entry System.
   **5.b.** Coordinate quarterly homeless connect day events.

**5.c.** Assist people experiencing homelessness with access to vital records.
**5.d.** Promote criminal record clearing clinics and expungements.
**5.e.** Educated city staff including city council members on best practices to address homeless including the Housing First approach and evidenced-based practices such as supportive housing.
**5.f.** Promote homeless education in the community and the benefits of best practices including the development of supportive housing.

3. **Associated policy change(s)**
No associated policy changes

4. **Goal Measurement**

| Action(s) | Associated Measurements | Data source | Start Date | Completion timeline |
|---|---|---|---|---|
| 5.a. | More first responders and others trained on CES | Trainings, attendance | 1-Jan-19 | 3 months |
| 5.b. | Increase number of people attending quarterly homeless connect day events | Event attendance | 1-Jul-18 | 12 months |
| 5.c. | More people experiencing homelessness have access to vital records | Number of people with access | 1-Jan-19 | Ongoing |
| 5.d. | More people attend criminal record clearing clinics and have records expunged | Clinic attendance, records expunged | TBD | Ongoing |
| 5.e. | More City staff educated on homelessness evidence-based practices | Staff surveys, trainings attended | 1-Jan-19 | 12 months |
| 5.f. | Enhanced community awareness of issues related to homelessness and support for solutions | Community surveys, listening sessions, | 1-Jan-19 | 6 months |

5. **Goal ownership**
Community Development Department

6. **Leveraged City Resources**
Possible funding sources could include: CDBG; Measure H; LA County Homeless Prevention Initiative; and/or Department of Social Services Funding Advocacy Programs.

7. **Timeline**
Within 1-3 months: hold at least one training for first responders and others on CES.
Within 1-3 months: gather stories from people with lived experience, including some individuals interested in participating in in-person presentations, videos, photos, etc.
Within 6 months: roll out community awareness campaign.

**GOAL #6**

1. **Goal**
   Increasing Homeless Prevention and Rapid Re-Housing. The development of prevention and Rapid Re-Housing is aligned with the County of Los Angeles Homeless Initiative Strategy(ies): A1. Homeless Prevention Program for Families, Discharge Planning Guidelines, Discharges from Foster care and Juvenile Probation, B3. Partner with Cities to Expand Rapid Re-housing, E9. Discharge Data Tracking System, D1-6. Provide case Management Services. The Homeless Initiative Strategies can be viewed at http://homeless.lacounty.gov/

2. **Supporting Action(s)**
   **6.a.** Prevention supporting actions:
   i. Prevent evictions by providing short-term rental assistance for person(s) on a fixed income.
   ii. Provide a long-term rental subsidy program for individuals on a path to gainful employment.
   iii. Expand the residential utility assistance and security deposit programs.
   iv. Provide an array of homeless prevention services for homeless families.
   v. Coordinate with local school districts to identify families who are at risk of becoming homeless and ensure they are connected to appropriate Homeless Prevention resources via CES.
   vi. Improve discharge planning from jails, healthcare system, etc. to prevent homelessness among people exiting institutions.

   **6.b.** Rapid Re-housing supporting actions:
   i. Expand Rapid Re-Housing by identifying city funds to partner with the County on HI strategy B3.
   ii. Determine the role of the City in providing jobs or job training to individuals and families in RRH programs.

   **6.c.** Improve coordination among housing providers, case management, employment services, legal services, etc. to better target and tailor plans for families and individuals best-suited to temporary/short-term interventions such as Prevention and Rapid Re-Housing.

3. **Associated policy change(s)**
   No associated policy changes

4. **Goal Measurement**

| Action(s) | Associated Measurements | Data source | Start Date | Completion timeline |
|---|---|---|---|---|
| 6.a.i., 6.a.iii. | Prevent evictions through short-term rental assistance, utility assistance, etc. | Number of evictions, number of households receiving rental assistance or utility assistance | 1-Jul-18 | Within 3 years from start date |
| 6.a.ii. | Long-term rental subsidy for individuals on path to gainful employment. | Number of households receiving subsidy | TBD | Within 3 years from start date |
| 6.a.vi | Fewer people exit jails, hospitals, etc. to homelessness because of | Jail/hospital/etc. exit plans, HMIS, PIT count | TBD | 3 years |

| | | | | |
|---|---|---|---|---|
| | improved discharge planning. | | | |
| 6.a.v. | Fewer youth and families with school-aged children become homeless. | Families identified, partnership between school district and CES | 1-Jan-19 | Within 3 years from start date |
| 6.b.i. | Identify funds to expand rapid re-housing. | Funds secured | 1-Jul-18 | 1 year |
| 6.b.ii. | Increased number of individuals and families in RRH programs placed in jobs or job training. | Training attendance, employment records, pay checks | 1-Jul-18 | Within 3 years from start date |
| 6.d. | More families and individuals achieve housing stability through homelessness prevention and rapid re-housing efforts. | Client logs, HMIS, PIT count | 1-Jul-18 | Within 3 years from start date |

5. **Goal ownership**
   Community Development Department

6. **Leveraged City Resources**
   Possible funding sources could include: CDBG; Housing Support Program and Family Stabilization Program; Family Unification Program; and/or Emergency Assistance to Prevent Eviction for CalWORKs Welfare-to-Work.

7. **Timeline**
   Within 6 months: research successful Homelessness Prevention and Rapid Re-housing Program models and implement Rapid Re-Housing for Burbank.
   Within 6-9 months: convene working group of institutions such as jails, hospitals, etc. to discuss ways to improve discharge planning so that no one exits to homelessness.
   Within 6 months: convene working group of housing providers, case management, employment services, legal services, etc. to discuss strategies to improve prevention and rapid re-housing services to individuals and families.

   The City is interested in convening working group of housing providers, case management, employment services, legal services, etc. However, in order to move forward with these activities, the City will first need to identify areas where services may be lacking and determine how new (or additional) services can be provided to Burbank homeless.

**GOAL #7**

1. **Goal**
   Enforcing Public Health and Safety, and Ordinances. The development of ordinances are aligned with the County of Los Angeles Homeless Initiative Strategy(ies): E5. Decriminalization Policy, E7. Strengthen the Coordinated Entry System. The Homeless Initiative Strategies can be viewed at http://homeless.lacounty.gov/.

2. **Supporting Action(s)**
   **7.a.** Review existing City ordinances to identify possible areas for improved enforcement.

**7.b.** Study and identify new laws that may assist in reducing unlawful criminal activity, including related services that must be made available to potentially alleviate certain related activities.
**7.c.** Review current public health and safety ordinances to ensure that they specifically target illegal or dangerous activities and not simply criminalize the status of being homeless.
**7.d.** Inventory available resources that can be offered to those in need in order to help enforce public health and safety ordinances (e.g. if storage is available for belongings left in public spaces).
**7.e.** Work with Business Community and Chamber of Commerce to educate members about their rights as business owners/operators when addressing homelessness.

3. **Associated policy change(s)**
Potential changes/updates to public health and safety ordinances, pending review.

4. **Goal Measurement**

| Action(s) | Associated Measurements | Data source | Start Date | Completion timeline |
|---|---|---|---|---|
| 7.a., 7.c., 7.e., 7.h. | Decrease public health and safety code violations | Complaint calls recorded | 1-Jan-19 | Within 3 years from start date |
| 7.a., 7.b., 7.c. | City laws and ordinances reviewed and updated as needed | Laws and ordinances | TBD | Within 6 months from start date |
| 7.d., 7.b., 7.f., 7.g., 7.h. | Increase resources available to those who may be violating public health/safety ordinances as a result of homelessness status (e.g. providing storage facilities (see goal #1)). | Service inventory, complaint calls recorded | 1-Jul-18 | Within 3 years from start date |
| 7.e. | Increased awareness among business community about their rights when addressing homelessness | Trainings held, educational materials distributed, surveys of business owners/operators | 1-Jan-19 | Within 1 year from start date |

5. **Goal ownership**
Community Development Department

6. **Leveraged City Resources**
Possible funding sources could include: CDBG; Measure H; Medi-Cal; and General Fund.

7. **Timeline**
The City is interested in exploring the enforcement of public health and safety and ordinances. However, in order to move forward with enforcement efforts and implementation of new ordinances, the City will first need to identify areas where services may be lacking and determine how new (or additional) services can be provided. Once services are made available, some new ordinances that may be considered include removal of unattended items in public or private property. This may require more than 36 months to develop.

Within 12 months: Create service inventory and cross-reference it with public health and safety ordinances to identify areas where services can be provided in response to code violations (such as providing storage facilities, banning camping, etc.).

1-3 years: Make relevant code updates and review outcomes/effectiveness.

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**5. Identify City employees or other staff who will lead implementation of the plan.**

**Table 1: Primary Contact for Plan Implementation**

| Name & Position | Address & Email | Phone | % of Time |
|---|---|---|---|
| Marcos Gonzalez | 150 N. Third Street<br>Burbank, CA 91510-6459<br>mgonzalez@burbankca.gov | (818) 238-5212 | 50% |

**6. Describe the City's participation or plans to participate in any new or ongoing collaborative efforts, within the City and/or with other cities and/or in the Service Planning Area.**

The following list includes a portion of the City's efforts to collaborate with partners locally, as well as regionally:

- The City maintains an online directory of food banks and homeless services, as well as internet-based resources for volunteers, landlords, and service providers.
- The Housing Authority of the City of Burbank operates a landlord incentive program offering holding fees, move-in assistance, and damage protection for landlords willing to rent units to individuals and families experiencing homelessness.
- Recurring monthly meetings by the Landlord Tenant Commission (established by the City Council in 1980). The Commission works to prevent homelessness by minimizing evictions and unjust rent increases through conflict mediation between tenants and landlords.
- The expansion of affordable housing in the Burbank community for low-and moderate-income households including special needs populations such as the disabled, large families, single parent households, seniors, victims of domestic violence, homeless families, and homeless veterans.
- A Continuum of Care Grant award of 20 Permanent Supportive Housing Vouchers dedicated to chronically homeless persons. The Burbank Housing Authority will administer the vouchers and coordinate the delivery of supportive services through local non-profit entities.
- Yearly participation in the Regional Winter Shelter Program (December 1 – March 1) by providing one-time financial contributions up to $20,000, providing accessibility to transportation for those wanting to use the shelter, and community outreach.
- An Interagency Agreement with the Housing Authority of the County of Los Angeles for a Veterans Affairs Supportive Housing Program.
- A multi-partner agreement between, the City of Burbank, Ascencia and the United Way of Greater Los Angeles to employ a full-time Homeless Services Liaison to coordinate and direct services to homeless residents and field community concerns regarding homelessness in Burbank.
- A year-round Burbank Street Outreach Program through Ascencia.

- A partnership with Family Service Agency of Burbank for clinical counseling to homeless families with children, youth/ young adults, as well as assistance to victims of domestic violence.
- An ongoing partnership with Family Promise of the Verdugos aimed at providing temporary shelter and supportive services to families that are "situationally" homeless. Family Promise of the Verdugos mobilizes community resources to assist participants with employment and housing.
- Personal development opportunities to the homeless and those at risk of homelessness through the Burbank Workforce Center and Burbank Community Based Development Organizations.
- Fair Housing Counseling services to aid in the prevention of homelessness. Housing counseling services include investigating allegations and complaints regarding unfair housing practices, counseling and referrals to other agencies.
- An ongoing partnership with Burbank Temporary Aid Center providing services for low-income individuals and families including those who are homeless such as food, showers, job training, job creation, laundry facilities, and case management.
- Library staff working closely with BTAC, Ascencia and Family Services Agency to refer people in need of services. Because many people experiencing homelessness spend extended time in libraries, staff may have the opportunity to build relationships that help people resistant to services ultimately accept help.
- Burbank police officers have received formal training in commonly encountered mental illnesses. Complimenting the patrol function is the Department Mental Health Evaluation Team (MHET). MHET is a co-response model comprised of a psychiatric social worker, who is paired with a sworn police officer. The MHET is deployed four days a week, and frequently responds to patrol requests to deal with mentally ill subjects, many of whom are homeless. Burbank police officers routinely attempt to connect homeless individuals with appropriate community services such as counseling, food, medical treatment, etc.

7. **Review specific County Homeless Initiative Strategies from the table below and consider how the City could collaborate and align planning efforts to achieve mutual goals.**
For each of the County Homeless Initiative Strategies listed in the table below, identify whether the City plans to participate in the Strategy's implementation and/or if the City is currently participating in the Strategy's implementation. If the City is already participating in the implementation of any of the Strategies, please attach an explanation.

**Table 2: City Planning Activities tied to County Homeless Initiative Strategies**

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☒ | ☐ | A1. Homeless Prevention for families |
| | ☒ | ☐ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | ☐ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☐ | ☒ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☒ | ☐ | B6. Family Reunification Housing Subsidies |

| | | | |
|---|---|---|---|
| | ☒ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☐ | ☒ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☒ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☒ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| | ☒ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☐ | ☒ | C7. Subsidize Employment for Homeless Adults |
| | **Plan to participate** | **Currently participating** | **County Homeless Initiative Strategies** |
| **D – Provide Case Management & Services** | ☒ | ☐ | D2. Jail In-Reach |
| | ☐ | ☒ | D5. Support for Homeless Case Managers |
| | ☒ | ☐ | D6. Criminal Record Clearing Project |
| | ☒ | ☐ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☒ | ☐ | E4. First Responders Training |
| | ☒ | ☐ | E5. Decriminalization Policy |
| | ☒ | ☐ | E6. Expand Countywide Outreach System |
| | ☒ | ☐ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☒ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☐ | ☒ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☐ | ☒ | E14. Enhance Services for Transition Age Youth |
| **F – Increase Affordable/ Homeless Housing** | ☒ | ☐ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |
| | ☒ | ☐ | F4. Development of Second Dwelling Units Program |
| | ☒ | ☐ | F5. Incentive Zoning/Value Capture Strategies |
| | ☒ | ☐ | F6. Using Public Land for Homeless Housing |
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# City of Carson
# Plan to Prevent and Combat Homelessness

July 2018

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# INTRODUCTION

Through a contract with the CEO's Office of Los Angeles County, the City of Carson conducted a planning process to develop a multi-year plan ("Plan") to prevent and end homelessness in the City. To facilitate and guide this process, the City hired Shelter Partnership, a local nonprofit agency specializing in technical assistance related to homelessness and affordable housing. The resulting plan was shaped and informed by a series of four planning sessions – held in May, June and July, 2018 – with representatives from the business, faith, and nonprofit sectors as well as the Sheriff's Department and other impacted City Departments. See Appendix A for the participant roster. Prior to these meetings, Shelter Partnership conducted extensive background research and in-depth interviews with a broad cross section of stakeholders (both local and regional) to provide context to, and lay the groundwork for, the planning process. A copy of Shelter Partnership's "Preliminary Assessment of Issues, Barriers & Opportunities" Report can be found in Appendix B. The strategies and associated action steps outlined in the Plan are responsive to the findings and recommendations unearthed during the research and planning phases.

**Framework, Timeline, Format & Organization of Plan**:

During the first planning session, the Steering Committee established a set of principles to orient and guide the planning process. The principles, which are presented in Appendix C, served as a framework and foundation for the planning process.

The Plan assumes an implementation timeline beginning January 1, 2019. This timeline will allow the City to undertake key activities during the remainder of 2018, including, but not limited to: 1) sharing the plan with Carson residents and businesses; 2) determining the need for additional consulting services from Shelter Partnership or another homelessness consultant; and 3) applying for relevant funding opportunities to support plan implementation (e.g., Measure H, SB2 and other State opportunities, both actual and proposed).

The Plan groups strategies according to common themes (management and coordination, permanent housing, homelessness prevention, etc.). To further differentiate and prioritize strategies, the Plan uses the following classification system, assigning a priority level to each strategy:

**IMMEDIATE**
**MEDIUM**
**LONGER-TERM**

Each priority level is tied to the expected implementation timeline. "Immediate" strategies refer to those that are most time sensitive and will be implemented first, estimated to occur during the first two quarters of 2019. "Medium" refers to those that will be implemented during the first 6-12 months. "Longer-term" refers to those strategies that will be implemented 12-18 months after January 1, 2019.

Each strategy has a set of corresponding action steps as well as a designated implementation timeframe and "custodian." Custodian refers to the lead entity responsible for strategy ownership and implementation. To measure the City's progress in accomplishing specific strategies, each strategy includes metrics for performance evaluation.

**Other Notes on Plan:**

The Plan does not have distinct strategies specific to mental health, substance abuse, domestic violence or other issues germane to homelessness. While preparing the Plan, the Steering Committee remained cognizant of the importance of these issues and, furthermore, of the existing county systems of care that are designed to address them. The goal and intention of the Plan is to address current gaps in services rather than duplicating, or replicating, existing services and systems; for example, by improving linkages (access) for persons experiencing homelessness to county services through increased outreach and navigation services identified herein.

The Plan includes a section of strategies focused on student homelessness, specifically among college students at Cal State Dominguez Hills. While the university was represented by a faculty member on the planning body, the compressed planning process did not allow City staff ample time to engage and plan with all relevant representatives from the CSUDH campus administration. Furthermore, the university itself is currently in the process of developing its own set of strategies and action steps to address housing insecurity among its student population. For that reason, these recommended strategies are only preliminary in nature, and are not necessarily comprehensive. They are included in this Plan, however, in order to recognize the growing problem of student homelessness. During initial implementation of the Plan, the City intends to align its efforts with the administrative and academic leadership of the university and solidify and finalize strategies, with corresponding action steps, where mutual involvement makes sense.

Additionally, the Plan includes a section of recommendations developed by Shelter Partnership. Generally, the recommendations could support one or more strategies (i.e., serve as supporting actions for implementation purposes) but are not specific to any one strategy per se. However, they are presented in Appendix D, rather than integrated into the Plan itself, because the Steering Committee did not have an opportunity to consider and decide on the recommendations.

**Reassessment and Recalibration:**

The Plan contained herein is meant to be a working document rather than a finished product. The City's response to homelessness and the plan guiding that response will evolve over time as conditions change, funding opportunities present themselves, and partnerships emerge and/or mature. As such, the City intends to revisit and update this Plan within 18 months of its adoption by the City Council.

## A. MANAGEMENT & COORDINATION STRATEGIES

**1) Establish new position and/or responsibility of "Homeless Services Coordinator" under the City Manager's Office, given the need to coordinate services and activities across all Departments and with external stakeholders (e.g., South Bay Council of Governments, LA County, non-profit organizations, etc.).**

Priority Level:
**IMMEDIATE**

Description:
Position responsibilities will include, but not be limited to, the following:

- oversee implementation of the Homelessness Plan
- coordinate efforts across City departments, Sheriff's Department, Metro, other County agencies, and other relevant community stakeholders (nonprofit service providers, faith communities, businesses)
- contribute to staff training efforts as well as community education initiatives
- identify potential funding opportunities through LAHSA, County, etc.
- manage PATH contract and more closely coordinate with PATH and other regional providers
- facilitate meetings of the existing Carson homeless work group (staff)
- coordinate with relevant regional stakeholders (South Bay COG, South Bay Coalition to End Homelessness)

Note: Due to the City's fiscal situation, the position will be by contract and possibly at least partly grant-funded, similar to what the City does for comparable roles and responsibilities.

Action Steps:
i) Determine to what extent the City has any remaining affordable housing funds from RDA dissolution that were allowed to be earmarked for programs combating homelessness (up to $180,000 of dissolved redevelopment funds remain and are permitted for this purpose under state regulations).
ii) Request funding from LA County (e.g., Measure H City Implementation grant) to fund the position for the first 12 months, in the form of a match to any remaining development funds. Following the initial term, the City will identify alternative funding to sustain the position (e.g., SB2 allocation from State of CA).
iii) Develop scope of work and job description for position.
iv) Recruit for, hire and train contractor.

Timeframe:
Position to be hired during the first 3-6 months.

Custodian:
The City Manager's Office.

Strategy Measurement:

This strategy will be accomplished once the City contracts with a Homeless Services Coordinator.

**2) Establish a Plan Implementation Committee to oversee and manage implementation of Carson's Plan to End and Prevent Homelessness. The Committee will be chaired by the Assistant City Manager with assistance from the Homeless Services Coordinator and include broad participation from public, private and faith-based representatives.**

This committee will replace the current Carson Homeless Steering Committee, which meets the first and third Tuesdays of the month. However, the membership will be broader and will involve representatives with decision-making authority, which the Steering Committee currently lacks.

Priority Level:
**IMMEDIATE**

Action Steps:
1) Identify desired membership of the Implementation Committee (8-14 members) from the public, non-profit, faith and business community.
2) Invite participants to inaugural meeting.

Timeframe:
3-6 months

Custodian:
The City Manager's Office/Homeless Services Coordinator.

Strategy Measurement:
This strategy will be accomplished once the City establishes an operational Implementation Committee that results in improved coordination and management of services in Carson.

**3) Establish regional case conferencing modeled after what currently exists in other neighboring or South Bay cities (e.g., Redondo Beach, Long Beach).**

Priority Level:
**MEDIUM**

Purpose:
The rationale behind this strategy is to:

- create a body and process for effective case planning, information and resource sharing and problem solving; the Carson Homeless Steering Committee is not designed, nor equipped, for this purpose
- engage and work with other affected entities that are not part of the Carson Steering Committee but should be involved in services coordination (e.g., City of Torrance,

Harbor-UCLA, other law enforcement agencies that border Sheriff's Dept. jurisdiction including LAPD, etc.)

Action Steps:
i) Engage Harbor Interfaith Services, PATH, South Bay Coalition to End Homelessness and other relevant stakeholders to determine and plan the best model for the case conference and identify desired participants, including facilitator/co-facilitator of the meetings
ii) Invite participants and begin conducting regular case conferences

Timeframe:
6-12 months

Custodian:
TBD

Strategy Measurement:
This strategy will be accomplished once the City establishes recurrent regional case conferencing meetings.

**4) Establish a "by-name" list – managed by Carson Homeless Services Coordinator in conjunction with Service Planning Area 8 ("SPA 8") Lead Coordinated Entry System ("CES") agency Harbor Interfaith Services, Sheriff's Dept, etc. – of homeless persons (also to include outreach/navigator personnel assigned to client).**

Priority Level:
**LONGER-TERM**
NOTE: The development and use of a by-name list is predicated upon the contracting of the Carson Homeless Services Coordinator and increased outreach capacity in Carson (i.e., through full-time contracted outreach).

Action Steps:
TBD

Timeframe:
TBD

Custodian:
TBD

Strategy Measurement:
This strategy will be accomplished once the City establishes and actively utilizes a "by-name" list to coordinate and improve services delivery.

**5) Establish a business leaders task force to identify and implement private-sector-based solutions to homelessness, including, but not limited to:**

- **workforce development strategies**
- **fundraising campaign**
- **donation drives for Laundry Love**
- **business-to-business outreach and education**

Priority Level:
**MEDIUM**

Action Steps:
1) Identify potential participants for task force, including identifying a business leader(s) willing to facilitate the initial meeting.
2) Invite participants to planning meeting to gauge interest and plan collectively.
   Potential Participants: Chamber of Commerce; South Bay WIB/Carson Career Center; Clear Channel (owner of billboards from which electricity is being illegally siphoned); BNSF (has its own police force patrolling tracks); the LA County Sanitation District (whose facility is adjacent to the railroad tracks); Andeavor; Phillips 66; Brea Canyon Oil Company and E&B Petroleum; Watson Land Company; Prologis; small businesses impacted by homelessness; others as appropriate
3) Next steps predicated upon outcome of initial planning meeting

Timeframe:
6-12 months

Custodian:
City's Economic Development Commission supported by the Assistant City Manager.

Strategy Measurement
The success of this strategy will be measured by the following metrics:

- Establishment of task force
- Number of outreach activities
- Number of businesses engaging in efforts to combat homelessness
- Amount of financial and/or in-kind contributions made by businesses

## B. OUTREACH & ENGAGEMENT STRATEGIES

**1) Contract for a full-time outreach position dedicated to Carson. This contract would replace the existing PATH contract, which due to its modest funding only provides limited weekly outreach.**

Rationale: This strategy goes hand in hand with the shelter strategies in this Plan. Increased outreach without a corresponding increase in shelter options will not be effective nor efficient.

Priority Level:
**IMMEDIATE**
Action Steps:
i) Identify potential funding sources

Some possibilities: Remaining local redevelopment money to combat homelessness; CDBG Public Services monies; SB2 allocation from the state; Emergency Homeless Aid Block Grant proposed by Governor Brown; U.S. Government's Americorps Vista Program (Corporation for National & Community Service)

ii) Define scope of work for position.

Some Considerations:
How best to issue a more focused RFP to solicit prospective service providers?
Can non-profit staff do regular outreach ride-alongs with Sheriff or are there liability barriers? Does it make sense, and is it viable, for deputies and nonprofit staff to do joint outreach using an unmarked police vehicle?
What hours of the day and days of the week are needed for outreach?
How much outreach time should be devoted to vehicular outreach vs street/encampment outreach?
How should new outreach be coordinated with existing Measure H and CES funded outreach in SPA 8?

iii) Issue an RFP to procure the services. Distribute to PATH, Harbor Interfaith Services, Mental Health America and other qualified providers.

Timeframe:
3-6 months

Custodian:
City Manager's Office

Strategy Measurement
The success of this strategy will be measured by the following metrics:

- Increased in contracted outreach hours from part time to full time
- Increase in number of outreach contacts to homeless persons
- Increase in number of homeless persons connected to services, including shelter and permanent housing

**2) Enhance services and amenities at the Salvation Army's Stillman Sawyer Family Service Center - located just outside Carson (820 Lomita Blvd, Harbor City) – in order to utilize the site as an Access/Drop-in Center, with on-site showers, mail service, and homeless navigation/case management services.**

The Stillman Sawyer Center currently serves a sizable number of low-income Carson residents, including seniors who are at risk of homelessness, and offers some services for homeless persons. The Center is located in an area which has a significant concentration of homelessness. The expanded scope of services at the Center would be available to anyone who is homeless or at risk in Carson and help to better link homeless and at-risk persons to available services.

Priority Level:
**IMMEDIATE**
Purpose:
To improve services engagement and access and to serve as a staging ground and conduit to regional Coordinated Entry Services (CES). The Sheriff's Department, Carson Community Center and other relevant entities would be able to refer homeless and at-risk residents to the Drop-in Center for assistance.

Action Steps:
i) Conduct a site survey to determine the need for physical alterations and/or enhancements as well as the feasibility of different services and amenities on site.
ii) Quantify related costs for desired site changes, services, staffing and amenities: e.g., mobile showers and restrooms; staffing for navigation and case management services; expanding current mail services; etc.
iii) Identify necessary funding for site alternations/enhancements and for the Center's operations. The City has available CDBG Public Facilities monies that can support the Center. Salvation Army may be able to use disaster monies for certain project costs (e.g., mobile showers), as it is doing elsewhere currently for similar projects. The County may be able to support some operational costs.
iv) Develop site operational standards and rules.
v) Contract with the Salvation Army and other providers as needed (e.g., mobile showers).

*If the Stillman Sawyer Center is not appropriate for storage, then the City will explore alternative options. For example, is there a local church that could provide this service, as currently occurs in some other communities (e.g., City of Anaheim, Anaheim Community Church)?

Timeframe:
3-6 months

Custodian:
City Manager's Office

Strategy Measurement
The success of this strategy will be measured by the following metrics:
- Increase in services available to homeless/at-risk residents through the community center
- Increase in the number of persons using center services on a weekly, monthly, and yearly basis
- Increase in number of homeless persons connected to services, including shelter and permanent housing

**3) Establish storage options to safeguard the belongings of homeless persons so that they can more easily participate in services.**

Purpose:
Fear of leaving their belongings behind is a current barrier to services engagement among many homeless persons. The Stillman Sawyer Family Center does not have the capacity to have on-site storage; as a result, a different location(s) is needed for this purpose.

Priority Level:
**IMMEDIATE**

Action Steps:
i) Study and tour examples of storage models from other communities to learn best practices in program design and execution.
ii) Conduct a survey to identify suitable sites for storage, taking into consideration public, private, and faith-based options. For example, is there a local church that could provide this service, as currently occurs in some other communities (e.g., City of Anaheim, Anaheim Community Church)?
iii) Quantify related costs for desired services (i.e., physical costs, staffing costs, etc.).
iv) Identify necessary funding source(s).
v) Develop site operational standards and rules.
vi) Contract with site operators as needed.

Timeframe:
3-6 months

Custodian:
City Manager's Office

Strategy Measurement
The success of this strategy will be measured by the following metrics:
- Establishment of at least one site for storage
- Increase in homeless persons engaging in services as a result of storage access and availability.

## C. SHELTER & SAFE PARKING STRATEGIES

**1) Establish a pilot motel voucher program so that homeless outreach workers can offer an immediate, safe shelter option to homeless individuals, youth, seniors and families, while efforts are made to connect them to ongoing services via the Coordinated Entry System.**

Priority Level:
**IMMEDIATE**

Rationale: One of the primary barriers to engaging homeless persons in Carson is the lack of immediate shelter options. Most individuals feel connected to Carson and do not want to be sent to shelters far away, including downtown Los Angeles. Furthermore, linking homeless persons to the Coordinated Entry System for access to Measure H and other resources is time consuming and can be a source of frustration and disincentive to service engagement for persons who are continually worried about their daily survival.

Action Steps:
i) Identify potential funding sources for vouchers.
ii) Identify motels, or hotels, willing to participate in program.
iii) Meet with Sheriff's Dept, homeless service providers and other relevant stakeholders to design a program (i.e., eligibility and program rules) and plan linkages to CES services.
iv) Finalize protocols and plans with motel/hotel partners and service partners.

Timeframe:
3-6 months

Custodian:
City Manager's Office

Strategy Measurement:
The success of the pilot program will be measured by:

- Number of motel vouchers made available and number of persons served
- Number of participants who exit motels to safe, alternative housing options, including longer term shelter and permanent housing

**2) Study options for placing some RVs, currently occupied by homeless persons living in their vehicles on the streets, in safer locations outside of public rights of way.**

Priority Level:
**IMMEDIATE**
Purpose:
Due to proposed Ordinance No. 18-1808 "Restricting The Parking Of Oversized Vehicles On Carson Streets," RV parking in Carson may become significantly constrained if the Ordinance is adopted, resulting in homeless RV dwellers no longer being allowed to park on streets citywide. The City has a disproportionately large population of vehicular homelessness relative to the size of its homeless population.

Action Steps:
i) Conduct a site inventory to determine potential, suitable locations for the program.
ii) Determine whether there are any local permit or zoning restrictions prohibiting RV parking on identified site(s). If so, make changes to allow for RV occupants.
iii) Determine costs for program including any incentives that may be needed for land/site owners.
iv) Determine how to prioritize and select homeless RV dwellers for participation.

v) Increase outreach to homeless RV dwellers in conjunction with the Sheriff's Department.
vi) Determine possible program funding sources.

Timeframe:
3-6 months

Custodian:
City Manager's Office

**3) Establish a safe parking pilot program (approx. 10 vehicles) for cars and trucks on private land (given that the City does not own parking lots) or public land controlled by a county or state agency (e.g., CalTrans, Metro).**

NOTE: Government Code 26227 allows the County to make property not needed for County purposes available to nonprofit organizations that provide programs and services necessary to meet the social needs of the County and its residents, upon terms and conditions determined by the Board of Supervisors.

Priority Level:
**IMMEDIATE**
Action Steps:
i) Outreach to potential land owners (e.g., faith communities) to identify interested partners and sites (church/temple/mosque parking lots; vacant lots in industrial zones; etc.). Work with County Supervisor Mark Ridley-Thomas' Office to identify any suitable county-owned (or state-owned) land/facilities).
ii) Conduct research on existing safe parking models, such as those in Santa Barbara, San Diego Seattle, Mountainview, and LA (West LA VA, South LA), to determine how best to design the program (size, hours of operations, services, rules, security, target population(s), eligibility, etc.). Reference County's safe parking report for guidance: http://spa6homeless.org/images/PDFs/4-2-2018_LA_Supervisors_on_Safe_Parking.pdf
iii) Consult with Safe Parking LA, a local non-profit organization, that can provide guidance on program design and implementation (cost, program templates, etc.).
iv) Establish pilot costs and identify funding source(s).
v) Conduct surveys of prospective sites to ascertain their viability.
vi) Identify and contract with operators and service providers for selected site.

Timeframe:
3-6 months

Custodian:
City Manager's Office

Strategy Measurement:
Success of a safe parking pilot program will be measured using the following metrics:

- Number of safe parking spaces established in Carson

- Number of people enrolled in the safe parking program
- Number of safe parking participants exiting to permanent housing

**4) Study the feasibility of other shelter options including:**

- **Paying for dedicated/reserved beds at (underutilized) board and care homes**
- **Converting a nuisance motel to shelter**
- **Leasing a foreclosed single-family home**

Action Steps:
i) Conduct an analysis of non-residential zones that would be appropriate to site a by-right shelter and list the sites in the new Housing Element being prepared as part of the General Plan Update.

Use the following guide to ensure that sites selected are consistent with SB2 (2007), including being appropriate and reasonable for shelter use: http://homeless.lacounty.gov/wp-content/uploads/2017/11/Public-Counsel-SB-2-Best-Practices-Guide-FINAL.pdf
Other useful resources: http://www.21elements.com/Emergency-Transitional-and-Supportive-Housing/View-category.html

ii) Evaluate current usage and vacancies in all licensed facilities in Carson, particularly board and care homes, to ascertain whether there are opportunities to expand beyond the current partnerships Harbor-UCLA has established with a few board and care homes. Link to licensed residential facilities in City: [link to be inserted in later draft]

Priority Level:
**MEDIUM**
Timeframe:
6-12 months

Custodian:
TBD

Strategy Measurement:
TBD

## D. STUDENT HOMELESSNESS

**1) Establish a safe parking program for homeless CSUDH students on campus.**

Priority Level:
**TBD**

Action Steps:
TBD

Timeframe:
TBD

Custodian:
TBD

Note: If on-site safe parking is not viable, then alternative strategy could involve an off-site program hosted by a faith community.

**2) Establish a motel voucher program for homeless students at a local hotel/motel, to be administered by a nonprofit group (e.g., ASI, Associated Students) which, unlike CSUDH itself, would have fewer bureaucratic hurdles.**

Priority Level:
**TBD**

Action Steps:
TBD

Timeframe:
TBD

Custodian:
TBD

**3) Pilot an "Adopt-A-Student" Program via faith and/or business partners (e.g., corporations with CSUDH alumni as owners or leaders) – modeled to some extent off of Project Catch in Boise, Idaho (http://www.catchprogram.org/).**

Description:
Community sponsors provide partial rent subsidies (deductible potentially if through the Carson Community Foundation or another nonprofit vehicle) to enable homeless students to access and afford permanent housing. The time-limited rent subsidies would enable students to benefit from the stability of housing and avoid having to continuing choosing between school costs and rent. CSUDH Master's in Social Work Program could provide social work students, under supervision, to provide counseling, support, and service linkages to participating students.

Priority Level:
**TBD**

Action Steps:
TBD

Timeframe:
TBD

Custodian:
TBD

## E. WORKFORCE DEVELOPMENT STRATEGIES

**1) Create greater awareness of, and stronger linkages, between the workforce development system and the homelessness services system.**

Priority Level:
**LONGER-TERM**
Action Steps
i) The South Bay WIB, operator of the Carson Career Center AJCC, provides increased outreach and education about its various programs benefitting homeless and low-income populations, including subsidized training and work experience, supportive services and other resources prioritized for Carson residents. Outreach and education should be targeted to the Sheriff's Department Carson Station personnel, nonprofit service providers and other relevant stakeholders who interface with homeless persons.
ii) Assess whether there is a need to increase the number of days a homeless services provider co-locates at the Carson Career Center beyond PATH's soon-to-begin schedule (approx. 1 day/week).
iii) If there is a need for more frequent co-location, the South Bay WIB should further engage PATH and/or other prospective partners who are already providing outreach services in Carson (e.g., Harbor Interfaith Services, Mental Health America) and can provide leveraged shelter and housing resources.

Timeframe:
12-18 months

Custodian:
South Bay WIB

Strategy Measurement:
The success of this strategy will be measured by the increase in outreach and education provided by the South Bay WIB to relevant stakeholders. Additional metrics will be added if determined necessary (e.g., increase in co-location hours/days).

**2) Explore the establishment of a Business Improvement District (BID) along Carson Street and the development of training and employment opportunities (e.g., street and sidewalk cleaning) for homeless persons, modeled after similar initiatives in other cities (e.g., City of LA and its BID partnership with the nonprofit agency Chrysalis).**

Priority Level:
**LONGER-TERM**
i) Study the creation of a BID along Carson Street for inclusion in the General Plan Update. Engage the Chamber of Commerce in this process.
ii) If a BID is viable, work with the South Bay WIB/Carson Career Center to structure workforce development opportunities/partnerships and, wherever possible, leverage the WIB's resources to subsidize training and work experience opportunities (e.g., Bridge to Work for foster youth and Transitional Subsidized Employment for welfare recipients, including set-asides for homeless participants).

Timeframe:
12-18 months

Custodian:
City Manager's Office

Strategy Measurement:
TBD, contingent upon the creation of a BID, but could include the number of homeless/formerly homeless persons trained and number employed.

## F. PERMANENT HOUSING ACCESS STRATEGIES

**1) Establish a Carson-funded rapid re-housing pilot program, leveraging match resources available through Measure H.**

Priority Level:
**IMMEDIATE**
Action Steps:
i) Convene a planning group with Harbor Interfaith Services, Salvation Army, PATH, etc. to design the pilot program
ii) Identify and pursue funding for program, including, but not limited to, HOME TBRA funding through the State of CA, SB2 and/or Homeless Emergency Aid Block monies proposed by Governor Brown in the new budget.
iii) Once funding is secured, seek Measure H rapid re-housing match funding (Strategy B3) from County
iv) Issue an RFP to select a provider to operate the pilot program, focusing on current SPA 8 CES rapid re-housing contractors since participants will have to go through CES in order to benefit from the match resources (both financial assistance and supportive services).

> Note: Need to determine whether it is necessary to contract with a service provider for this purpose or whether referrals can simply be made to existing CES providers.

v) Begin program implementation.

Timeframe:
3-6 months

Custodian:
City Manager's Office

Strategy Measurement:
The success of the rapid re-housing pilot will be measured by:

- Successful procurement of a local funding source for rapid re-housing
- Successful receipt of matching funds from the County/Measure H
- Number of landlords participating in the pilot
- Number of homeless participants moving into permanent housing
- Housing retention of participants (6 months; 1 year)

**2) Engage and build partnerships with local and regional landlords, including via the South Bay Association of Realtors.**

Priority Level:
**IMMEDIATE**

Action Steps:
i) Convene a planning meeting – along with other South Bay cities and South Bay COG – with the South Bay Association of Realtors to present and explore collaboration possibilities. Possibilities include working with the Association to identify:

- homeowners interested in participating in an Accessory Dwelling Unit (ADU) pilot program
- homeowners in need of, or interested in, shared housing arrangements (e.g., to boost their monthly income)
- multi-family housing owners interested in renting to homeless households and partnering with CES/homeless service providers

ii) Conduct regional landlord outreach efforts in conjunction with neighboring cities and County Supervisor(s), modeled in many ways after what LA County is doing through "House LA" and the Homeless Incentive Program (HIP)

- Align with community leaders who are natural allies in this effort; for example, Councilmember Davis-Holmes is a landlord who already rents to formerly homeless households, including Veterans, through HACoLA's Section 8 program

Timeframe:
3-6 months

Custodian:
City Manager's Office

Strategy Measurement:
Because the exact collaboration possibilities and deliverables are yet to be determined, it is premature to craft metrics at this time.

**3) Identify affordable housing projects serving Veterans that can apply for project-based VASH vouchers through the Community Development Commission/Housing Authority, County of Los Angeles (CDC/HA).**

Priority Level:
**IMMEDIATE**
Action Steps:
i) Identify all potentially eligible projects and alert the developer/owner of the opportunity.
ii) Determine whether the City needs to amend its agreements (e.g., DDA) and plans (Tenant Selection and Marketing Plans) with the developer/owner.
iii) Work with and support any interested developer/owner to identify an appropriate service provider for the project.
iv) Support developer(s)/owner(s) in submitting a competitive application to CDC.

Timeframe:
3-6 months

Custodian:
Community Development Department

Strategy Measurement:
The success of this strategy will be measured by the number of projects that apply for, receive, and utilize project-based VASH vouchers.

**4) Identify affordable housing operators who are willing to voluntarily implement a Homeless Preference, or Limited Homeless Preference, for their turnover units. This includes owners/ operators of housing developments previously supported by CRA and now supported by the Carson Housing Authority as well as any other affordable multi-family housing in the City.**

Note: Committed units need to be paired with a rental subsidy and services to ensure the units are affordable to homeless persons (individual, family or youth) and appropriate supportive services are in place to ensure stable tenancies.

Priority Level:
**IMMEDIATE**

Action Steps:
i) convene property owners/operators to explain Homeless Preference/Limited Homeless Preference, answer questions and concerns, and gauge interest

> NOTE: Carson may use part of its anticipated Homeless Plan Implementation Grant from the County to hire a consultant to help with the design and implementation of this strategy

ii) discuss with the County allocating either project-based subsidies (VASH PBVs or other PBVs via HACoLA, depending on project population) or project-based subsidies (or tenant-based if only option) via Measure H Strategy D7
iii) convene second workshop with interested owners to provide TA on how to implement Limited Preference using toolkit prepared by HUD:

Implementing Homeless Preference Toolkit (2015)
https://www.hudexchange.info/resources/documents/Opening-Doors-Through-Multifamily-Housing-Toolkit-for-Implementing-a-Homeless-Preference.pdf?utm_source=HUD+Exchange+Mailing+List&utm_campaign=87fe9c9690-Homeless+and+Move+On+RFI+Correction+2%2F12%2F18&utm_medium=email&utm_term=0_f32b935a5f-87fe9c9690-19452149

HUD's Notice allowing for homeless preferences in multi-family properties (2013):
https://www.hud.gov/sites/documents/13-21HSGN.PDF?utm_source=HUD+Exchange+Mailing+List&utm_campaign=87fe9c9690-Homeless+and+Move+On+RFI+Correction+2%2F12%2F18&utm_medium=email&utm_term=0_f32b935a5f-87fe9c9690-19452149

iv) work one-on-one with interested owners to provide additional technical assistance, such as re: amending Tenant Selection and Marketing Plans; establish service provider partnerships for owners who prefer to give preference to homeless applicants referred by a specific homeless services agency; etc.

Timeframe:
3-6 months

Custodian:
City Manager's Office

Strategy Measurement:
The success of this strategy will be measured by the number of affordable housing operators that implement a homeless preference.

**5) Develop a shared housing pilot program using existing housing stock.**

Priority Level:
**IMMEDIATE**
Action Steps:
i) Immediately: Identify available housing stock for this purpose, focused on single-family property owners who may not live in their properties but would be willing to master lease them to a third party for a shared housing program.
ii) Engage providers with proven experienced operating shared housing programs to provide input on how to design the pilot program. This includes, but is not necessarily limited to, the Self-Help and Recovery Exchange (SHARE!).

iii) Implement the program.
iv) Longer-term steps to identify alternative properties options for shared housing:

- Explore purchasing and/or leasing foreclosed homes, including using forthcoming new resources from the State of CA (e.g., Carson's direct allocation of SB 2 Building Jobs & Homes Act funds; acquisition of foreclosed properties will be an eligible activity).
- Among the 300-400 foreclosures occurring per year, research key trends and questions such as which institutional lenders control the properties, whether lenders can receive CRA credit through the below-market sale or leasing of REOs, and where properties are located within the City.

Timeframe:
3-6 months

Custodian:
TBD

Strategy Measurement:
The success of the shared housing strategy will be measured by:

- Number of landlords participating in shared housing program
- Number of homeless households enrolled in/placed in shared housing
- Housing retention of shared housing participants (6 months; 1 year)

## G. PERMANENT HOUSING & PERMANENT SUPPORTIVE HOUSING PRODUCTION STRATEGIES

**1) Explore avenues to address the impact of new commercial and market-rate residential development on community demand for affordable housing.**

Priority Level:
**IMMEDIATE**
Rationale: Carson's interim developer impact fees are intended to address the impact of commercial and residential development on the City's infrastructure such as roads, parks, etc. As currently constructed, however, the interim policy will not address the need for affordable housing – at varying income levels – created by additional low-wage workers and other demands resulting from new development.

With the dissolution of redevelopment agencies in 2012, the City lost a critical set of resources and tools to address community needs surrounding affordable housing, including being able to offer subsidies to developers in exchange for affordable units. The City must now explore and identify new strategies to fund and stimulate affordable housing development that will be viable in the marketplace. Such strategies include new revenue sources, regulatory requirements and/or alternative incentives to offer developers in exchange for affordable units. The strategy is urgent because the City is currently updating its General Plan and so has an opportunity to align efforts.

Action Steps:

i) Decide on potential policy options to be studied. Options include, but are not necessarily limited to, inclusionary zoning pursuant to Assembly Bill 1505, housing impact/linkage fees, and community benefits agreements (public benefits bonus) that designate affordable housing as a public benefit in exchange for incentives or bonuses to developers (e.g., expedited permitting process; relaxed parking requirements; increased density and Floor Area Ratio, etc.).
ii) Commission a neutral third-party to:

- study different policy and revenue options (i.e., nexus study; financial feasibility study) in consultation with developers and other relevant stakeholders in order to determine which options are most economically feasible and whether any inducements or incentives are necessary to ensure feasibility
- provide case examples from other cities in CA (e.g., San Diego, Oakland, Sacramento, and the City of LA have housing impact fee policies; San Jose and other cities have inclusionary housing ordinances; Berkeley, Santa Monica and Palo Alto have public benefits bonus ordinances as does the City of LA through its Transit Oriented Communities Affordable Housing Incentive Program)
- evaluate the potential benefits and leverage possibilities of using new revenue sources to combat homelessness and promote affordable housing; for example, one of the eligible uses for forthcoming SB 2 monies from the State of CA is for matches for local housing trust funds
- present recommendations regarding design and structure (e.g., geographic targeting, fee schedules, phasing in and out of incentives, phasing in fee schedules; mandatory versus voluntary requirements; etc.).

iii) Seek public input on options.
iv) Finalize policy action(s) (e.g., establishment of necessary ordinances).

Timeframe:
3-6 months

Custodian:
City Manager's Office

Strategy Measurement:
The success of this strategy will be measured by the creation of a white paper resulting from the study. Success will also be measured by the subsequent steps taken by the City to implement one or more of the recommended policy and revenue options.

**2) Use remaining redevelopment funds to promote the development of a mixed population affordable housing project, including dedicated supportive housing units for homeless seniors, families or another homeless subgroup.**

Priority Level:
**MEDIUM**

Action steps:

i) Sign the Supportive Housing MOU with LA County in order to leverage County Measure H funding for services for the project. This funding commitment from the County will then enable the developer to leverage additional capital funding for the project.

NOTE: The LA County Board of Supervisors motion authorizing the MOUs and a template MOU can be accessed here: http://file.lacounty.gov/SDSInter/bos/supdocs/116267.pdf

ii) Amend current City zoning code (ordinance No. 12-1484) to improve compliance with California SB2 (2007); specifically, modify the definition of Supportive Housing to eliminate the defined length of stay of 6 months in order to make supportive housing comparable to all other residential uses of the same type in the same zone.
iii) Identify desired site(s) for affordable housing project(s) – new development or rehab – updating the list previously created for the 2014-21 Housing Element (per p. 89 and p. 96).
iv) Release a Request for Expression of Interest (or RFQ) to developers.
v) Meet with developers to discuss specifics and align local efforts with the timing of related capital NOFAs (e.g., Community Development Comission NOFA Rounds 24-A and B; No Place Like Home via State of CA; etc.)
v) Determine other potential funding that Carson can dedicate to housing development; for example, a portion of the SB2 allocation from the State of CA,
vi) Remaining steps TBD.

Timeframe:
6-12 months (ongoing for actual project development)

Custodian:
City Manager's Office

Strategy Measurement:
The success of the mixed-population housing project strategy will be measured by:

- Amendment of zoning code to align the definition of supportive housing with SB2
- Number of affordable and special needs/homeless units created

**3) Create a pilot program for homeowners to create accessory dwelling units ADUs to be leased to homeless persons, who would be pre-screened by service provider(s) and further screened by individual owners to ascertain eligibility and fit. Homeless participants – seniors, Veterans, adults, youth, etc. – would be paired with supportive services to promote stable tenancies.**

Rationale: The majority of Carson's housing stock consists of single-family homes, most of which have backyards and/or convertible structures (i.e., garages). Further, there is not much remaining developable land in Carson for new affordable multi-family housing. ADUs cost a fraction of what it costs to develop an affordable housing unit and ADUs can be built much quicker: http://ternercenter.berkeley.edu/uploads/ADU_Update_Brief_December_2017_.pdf Additionally, ADUs are a seamless way to re-integrate formerly homeless persons into the Carson community.

Priority Level:
**LONGER-TERM**
Action Steps:
i) Consult with the LA County Department of Regional Planning to understand how it designed its ADU pilot program: http://planning.lacounty.gov/secondunitpilot Also consult with La Mas, which is piloting an ADU initiative in the City of LA using Section 8 vouchers and other homeowner incentives: https://www.mas.la/affordable-adus/
ii) Explore whether GrowthPoint Structures, based in Carson, would participate in the pilot offering recycled shipping containers at reduced cost (example of this model in use elsewhere: https://boxouse.com/)
iii) Review the City's current fees, building codes, and other requirements to ascertain whether there are any unnecessary barriers to homeowners building ADUs. Such constraints could be relaxed or removed altogether.
iv) Conduct focus groups with homeowners to explain how the program would work, share findings from action step 2, gauge their interest, and identify their concerns and needs.
v) Determine incentives that Carson, in conjunction with LA County/LAHSA/Coordinated Entry System/HACoLA, can offer to homeowners who are willing to rent ADUs to homeless persons. Some possibilities include, but are not limited to:

- Waiving or deferring permit fees (i.e, water and sewer connection fees)
- Reducing or waiving development fees
- Commitment of services and rental subsidies on an ongoing basis
- Access to low-interest construction loans
- Discounted architectural and project management services
- Access to existing ADU designs that can be easily adapted to save money (e.g., those available from the County's ADU design competition)

Another possibility would be to partner with Habitat for Humanity to reduce construction costs, as is happening in other communities across the country: e.g., Denver: https://www.planetizen.com/news/2017/12/96066-granny-flats-affordable-housing-west-denver
vi) Explore the use of City's CDBG funds to incentivize homeowner participation, which would enable Carson to demonstrate to HUD how the City is being proactive in combating homelessness. Engage community lenders like Genesis LA, since conventional lenders typically don't provide ADU loans and not all homeowners may want to, or be able to, finance projects using equity in their homes.

Timeframe:
12-18 months

Custodian:
City Manager's Office

Strategy Measurement:
The success of an ADU pilot will be measured by the:

- Number of ADUs leased to formerly homeless tenants
- Housing retention of formerly homeless tenants (6 and 12 months)

**4) Explore other revenue generation strategies to support the expansion of affordable housing.**

Priority Level:
**LONGER-TERM**
Action Steps:
i) Identify potential revenue options to be studied. Engage with other cities in LA County, and beyond, to explore what other jurisdictions are doing in this regard. Options could include, but certainly are not limited to:

- an ongoing fee for the City's Foreclosure Registration Program rather than the current one-time fee (or, alternatively, increasing the up-front Registration Fee), given the continued fairly high number of foreclosures occurring each year;
- fines for owners of foreclosed properties that leave properties vacant for prolonged periods of time (Vancouver, British Columbia recently began implementing an "Empty Homes Tax"); and

ii) Seek public input on options, including from impacted entities.
iii) Draft and adopt required policy/policies.

Timeframe:
12-18 months

Custodian:
City Manager's Office

Strategy Measurement:
The success of this strategy will be measured by the creation of a white paper resulting from the study. Success will also be measured by the subsequent steps taken by the City to implement one or more of the recommended revenue options.

**5) Review the City's Density Bonus Ordinance and current affordable/supportive housing requirements under local code/ordinance to ascertain whether any changes are needed to promote the development of affordable and supportive housing.**

Priority Level:
**LONGER-TERM**
Action Steps:
i) Review the current affordable/supportive housing requirements under local code/ordinance to ascertain if some of them are unnecessary or can be amended to promote the development of affordable housing. For example:

- can the City's development review and approval process be streamlined and/or expedited for certain affordable housing projects such as those serving formerly homeless populations?
- can parking requirements be relaxed for certain projects?
- are current codes and regulations inhibiting the use of alternative, more cost-effective development such as modular or pre-fabricated housing?

ii) Review the City's Density Bonus Ordinance to ascertain whether there are additional provisions to be added to further facilitate the development of affordable and/or supportive housing for persons who are homeless and those who are at risk of homelessness. For example:

- can developments with 100 percent affordable units be permitted by right in commercial zones? This an update that the Department of Regional Planning is currently making to Los Angeles County's Density Bonus Ordinance.

iii) Produce a report with recommendations for amendments for Council review.
iv) Make approved amendments.

Timeframe:
12-18 months

Custodian:
Community Development Department

Strategy Measurement:
The success of this strategy will be measured by the completion of the review of local ordinance and requirements. If needed changes are identified, the success of the strategy will also be measured by whether, and to what extent, such changes are implemented.

## H. HOMELESSNESS PREVENTION & PERMANENT HOUSING PRESERVATION STRATEGIES

**1) Consider establishing a homelessness prevention fund providing flexible financial assistance (e.g., eviction prevention), while strengthening connections between the City and prevention resources available through the SPA 8 Coordinated Entry System.**

Priority Level:
**LONGER-TERM**
Action Steps:
i) Explore ways to improve linkages and referral methods between City departments, service providers and SPA 8 CES providers providing financial assistance, case management and/or legal services aimed at preserving tenancies or relocating at-risk residents to alternative stable housing.
ii) Establish mechanisms, criteria, and communication strategies for identifying and referring for assistance seniors, families and other residents who at risk of homelessness.
ii) Establish prioritization criteria for determining when such residents will be referred through existing prevention resources administered through the SPA 8 Coordinated Entry System and when they will be referred to Carson's program.
iii) Identify funding sources for the prevention fund, including, but not limited to, private donations, City grants and State grants.
iv) Identify a nonprofit service provider to administer prevention resources, such as Carson's CDBG grantees that already interface with low-income and at-risk residents and may be able to leverage their existing case management services to support assisted households.

Timeframe:
12-18 months

Custodian:
City Manager's Office

Strategy Measurement:
TBD, contingent upon the establishment of a homelessness prevention fund/program.

**2) Enhance efforts to protect existing affordable housing projects in the City.**

Priority Level:
**LONGER-TERM**
Rationale: Carson has several hundred units of affordable assisted housing serving a variety of low-income populations (561 units currently under affordability covenants per the FY 18 Budget report). These buildings are at risk of converting to market-rate housing once their affordability covenants expire, although no covenants will expire in the near future. Currently, while the City does basic monitoring of projects via a contractor, the City has few tools for preserving buildings as affordable once deed restrictions are lifted. The City can use the time it has on its side now to research and develop more proactive measures to preserve the affordability of these housing units long term.

i) Ascertain whether current monitoring efforts are sufficient or should be enhanced, for example, through the creation of a preservation team, database, assignment of risk levels to specific projects, etc.
ii) Identify the projects that are at greatest risk of conversion.
iii) Research efforts undertaken by other cities to preserve or extend expiring affordable housing covenants.

Note: Link to national research conducted recently by City of LA:
http://clkrep.lacity.org/onlinedocs/2016/16-1443_rpt_HCI_02-15-2018.pdf

iii) Convene a study session with owners to ascertain their intentions once their projects fulfill affordability covenants and to gauge interest in working with the City to maintain the affordability of their projects.
iv) Explore options for preserving the properties as affordable, including allocating money from the City's budget for this purpose, engaging various innovative financing options emerging in the marketplace (e.g., http://alignfinance.com/), and facilitating strategic sales of properties (e.g., to a social-purpose real estate investment trust such as Housing Partnership Equity Trust).
v) Identify whether any fees that may result from implementation of Strategy G1 could be used to provide incentives/subsidies to owners to maintain their properties as affordable.
vi) Develop plans for preserving projects, focusing initially on the highest risk projects.
vii) Other steps TBD.

Timeframe:
6-12 months

Custodian:
Contractor/Community Development Department

Strategy Measurement:
TBD, contingent upon the outcome of the initial outcome steps.

## I. PUBLIC EDUCATION AND COMMUNITY ENGAGEMENT STRATEGIES

**1) Improve the City's efforts to educate the public about homelessness and affordable housing and the ways in which the City is addressing community needs in this regard.**

Priority Level:
**MEDIUM**

Action Steps:
i) Create a homelessness educational website (or add dedicated links and pages within Carson's current website) and Toolkit for the public, similar to what Santa Monica has done (available in both English and Spanish): https://www.weare.santamonica.gov/
Toolkit:
https://static1.squarespace.com/static/5a959b0545776ea1ff3689a6/t/5a9dc8c7ec212d191ef2c0bd/1520289991827/SM+Homelessness+Digital+Toolkit_English.pdf
Another website example: https://www.malibucity.org/homelessness
ii) Partner with United Way of Greater LA's "EveryoneIn Campaign" to host a "pop-up event" to educate the community about homelessness and its solutions and to dispel popular myths. The event could be part of a larger Carson community/cultural event or it could be part of the City's planned pop-up events related to the General Plan.
iii) Use the quarterly "Carson Report" to educate residents about homelessness in the City, efforts to address it, ways that residents can contribute and get involved, and links to opportunities for further education and involvement.
iv) Additional steps TBD.

Timeframe:
6-12 months

Custodian:
City Manager's Office

Strategy Measurement:
The success of this strategy will be measured by the number of new and/or improved educational tools created for public benefit and the number of outreach/education events held.

**2) Engage a greater number of faith communities in addressing homelessness and improve the coordination of efforts across and among these communities.**

Priority Level:
**IMMEDIATE**
Action Steps:
i) Establish a faith leaders coordination circle to stimulate new ideas, improve coordination, and align efforts
ii) Hold an interfaith summit to jumpstart efforts, engage new faith communities and support overall coordination (LA County and City of Long Beach have held similar convenings and can share lessons learned)
iii) Additional action steps TBD.

Timeframe:
3-6 months

Custodian:
City Manager's Office

Strategy Measurement:
Depending on specific strategies that the task force decides to pursue, the level at which the faith community is engaged in the homeless services delivery system will be measured by:

- Creation of a faith leaders' coordination circle
- Number of faith communities with establishing and/or enhancing homeless ministries/programs/services (depending on the strategies pursued)
- Number of events (e.g., Everyone In) hosted by faith communities
- Number of faith leaders trained in homelessness-related topics

## J. TRAINING AND PROFESSIONAL DEVELOPMENT STRATEGIES

**1) Improve training and education on homelessness, affordable housing and existing services for City personnel and elected officials.**

Priority Level:
**MEDIUM**

Action Steps:
i) Provide/Arrange for homelessness 101 and existing resources training (including how to make referrals) during new hire orientation for City staff whose roles intersect with the issue of homelessness
ii) Provide/Arrange for more targeted, in-depth training on homelessness, mental illness, trauma-informed care, and related topics for City staff who directly interact with individuals who are homeless (e.g., Human Services, Public Works, Code Enforcement, etc.)

iii) Compile list of external training opportunities (e.g., role for Homeless Coordinator) and avail staff of the opportunities. For example: Educational presentations at meetings of the South Bay Coalition to End Homelessness; LAHSA/County's Centralized Training Academy; Sherriff's Dept trainings; etc.
iv) Organize a bus tour for elected officials, business leaders, faith leaders, etc. of permanent supportive housing and other model homeless service projects (e.g., drop-in center; converted motels for shelter or permanent housing, etc.)
v) Additional action steps TBD.

Timeframe:
6-12 months

Custodian:
City Manager's Office

Strategy Measurement:
The following metrics will help to measure achievement of this strategy:

- Number of trainings and/or educational tours held to benefit staff and elected officials

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## CARSON HOMELESS PLANNING STEERING COMMITTEE ROSTER

The following list represents individuals who participated in one or more of the planning sessions held on May 7, May 21, June 4, and July 9, 2018.

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| | | | |
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**APPENDIX B.**

# PRELIMINARY ASSESSMENT OF ISSUES, BARRIERS & OPPORTUNITIES

**Carson Homeless Plan**
**Prepared by Shelter Partnership**
**May 2018**

*NOTE:* This document was produced by Shelter Partnership based on staff interviews with key stakeholders and other independent research including review of relevant City documents (e.g., General Plan, Housing Element, CDBG Action Plan, etc.).

## Nature, Scope, and Impact of Homelessness

- Homelessness in Carson at its current level and visibility is relatively new; the sense is that the problem has become much more visible and larger than it was 10-15 years ago
- Carson's homeless population consists predominantly of single adults, including seniors, some transition-age youth, and homeless students; there are few visibly homeless families with children (i.e., in encampments, living in RVs or other vehicles)
- The extent of student homelessness – particularly among CSUDH students – is not well understood but the population appears to be growing, although it remains largely invisible
- Since Carson does not have any homeless shelters, its homeless population is 100% unsheltered, living in encampments, RVs and other vehicles, and living in open spaces such as behind shopping centers
- The "official" count of homelessness in Carson comes from the January 2017 enumeration conducted by LAHSA (LA Homeless Services Authority) which identified 378 homeless persons
    - LAHSA will release the 2018 homeless count results for Carson in Summer 2018
    - The count is thought to be an undercount due to methodological limitations, among other reasons; for example, homeless CSUDH students are less likely to be counted than other homeless populations
- Vehicular homelessness, including RVs, is concentrated in industrial more than residential areas
- Homelessness in Carson, particularly along the borders, has become fluid, with "migration patterns" of encampments, RV dwellers, etc. influenced by regional responses, whether negative and positive
- There are numerous public health and safety issues associated with homelessness in Carson, including, but not limited to, the lack of human and solid waste disposal services for RVs and encampments
- Beyond its resources that are specifically earmarked and dedicated to combating homelessness (e.g., contract with PATH), the City is being forced to spend many additional, "non-dedicated" resources in response to problems stemming from homelessness, i.e., code enforcement, public works, Sherriff's Dept (booking and jail stay costs), etc.
- There is a not a good sense of the demographics, histories and needs of homeless residents

## Resources

- Carson and its public partners (i.e., Sherriff) have made some important investments and contributions to date to address homelessness. A few examples…
    - Carson's ongoing contract with PATH for outreach services and Laundry Love for free laundry services for persons experiencing homelessness

    - Captain Skeen from the Carson Sheriff's Station has prioritized ending homelessness and dedicated various resources to this goal
    - Establishment of Carson homeless steering committee that meets every other week on Tuesdays at City Hall
    - City departments have shown a shared commitment and concern over homelessness
    - City has held homeless outreach events (e.g., at Dominguez Park) to bring service providers together and increase access to services for persons experiencing homelessness
- The ongoing City budget situation restricts the type and level of resources that can be dedicated to combating homelessness
- Carson has expended most of its resources remaining from the dissolution of the local redevelopment agency, restricting the types and number of affordable housing projects the City can financially support
- Carson does not have any shelters currently; City used to have two – one for victims of domestic violence (Peace and Joy) and the other for homeless families (Charlotte's House)
- Carson does not have a motel voucher program for homeless residents
- The very limited number of shelter resources in the South Bay/SPA 8 makes it very difficult for Sherriff, city staff and nonprofit service providers to link persons on the streets with services
- Carson does not have a dedicated drop-in center for homeless services, the Carson Community Center and the human services division function to some degree as a default drop-in center (but without adequate resources or amenities such as showers and storage)
- While Carson has a number of affordable housing projects, the City does not have any supportive housing projects
- Current affordable housing projects generally do not set aside units for homeless individuals or families, either when they first opened or when a low-income tenant leaves and a unit becomes vacant
- Carson does not have any targeted homelessness prevention services

## Opportunities: Planning Efforts

- Carson has some current and/or upcoming planning efforts with relation to homelessness and affordable housing in which City can establish new and/or updated goals and strategies
    - General Plan Update
    - 5-Year Consolidated Plan for federal Community Development Block Grant (CDBG) - Current 5-Year Con Plan ends 2019-2020

## Coordination, Education, and Training

- Understanding of and coordination with CES (Coordinated Entry System) can be improved
- Staff training and education is needed as well as community education
- Sherriff's Dept plays a pivotal, significant role in homeless outreach, but connections to services remain challenging for various reasons
- Addressing homelessness in Carson is complicated, involving lots of different stakeholders and agencies with different mandates and responsibilities and lots of inter-jurisdictional issues:
    - Cal Trans, Flood Control District, Public Works, Metro, businesses and corporations directly impacted, Harbor-UCLA, City departments, nonprofit and faith groups, etc.

  - Homelessness in Carson crosses various jurisdictional lines, including, but not limited to, incorporated and unincorporated; Carson proper abuts unincorporated areas, City of LA, etc....implications for law enforcement responsibility, public works responsibility, etc.
  - There is not necessarily regular communication and coordination across borders at the "front lines" level (e.g., LAPD, Sheriff, nonprofit service providers), although there have been efforts to bridge the divide
- Carson lacks a venue to address service coordination and delivery challenges and opportunities; the Carson homeless steering committee isn't really designed for case conferencing purposes
- Coordinating between law enforcement, city departments, nonprofit service providers, and faith-based groups could be improved through case conferencing meetings
- Many different faith groups in Carson are responding in different ways to homelessness but their efforts are not coordinated

## Homeless Outreach

- The level of outreach by LAHSA and nonprofit service providers to encampments is far greater than outreach to RV dwellers; Sheriff Dept provides outreach to all homeless, including RVs
- City's contract with PATH only provides part-time outreach services (1-2 days per week)
- Most of the outreach from LAHSA and nonprofit service providers is reactive in nature
- Code enforcement, human services, Sheriff's deputies who are focused on homeless outreach feel greater, more consistent outreach services are needed
- Increasing outreach resources without any corresponding increases in shelter and housing options will not provide a "true fix"; outreach is only as effective as the services and resources that can be offered at the time of engagement with a homeless individual
- The existing CES in South Bay/SPA 8 does not have sufficient shelter and housing resources and capacity to absorb all clients engaged by outreach as it is

## Housing Landscape and Needs

- Carson has far more single-family homes than multi-family housing
- Carson is largely built out…not a lot of vacant developable land…challenge of environmental contaminants on some vacant land; other areas are zoned (and likely more appropriate) for industrial uses, not residential.
- Air BnB does not appear to be having an adverse impact on the rental housing stock as is occurring in other communities
- Housing affordability has become a significant issue; home prices have increased by 31 percent since 2000 and more than 50 percent of renters are considered rent-burdened (see below graphic)
- Rents continue to rise faster than household income (see below graphic)
- Most new (under development or planned) affordable housing is designated for seniors, artists, and veterans.
- There is a need for affordable housing for other populations.
  - For example, while the City's poverty rate (2010 Census) is 7.6% - compared to 17.1% in LA County – 27% of female-headed households with minor children live below the poverty level, 3 times the rate of the entire City.
- Much of Carson's affordable housing stock consists of its numerous mobile home parks (approx. 2300 units in total, distributed among 21 parks);

- With the expiration in 2017 of the City's emergency moratorium on mobile home park closures, this affordable housing stock is at heightened risk of loss, potentially exposing affected residents, many of whom are on fixed incomes, to homelessness and/or displacement.
- Despite a strong economy, Carson continues to see about 300-400 home foreclosures annually.
- Carson has a substantial supply of licensed facilities, including some board and care homes that have been used to a limited degree, and potentially could be used to a greater degree, to increase the supply of housing options for certain homeless persons
    - 58 licensed adult residential care facilities (six or fewer adults per facility). One exception: Olivia Isabel Manor adult care facility accommodates 110 residents.
    - 6 group homes each accommodating six adults.
    - 24 residential care facilities for the elderly, each accommodating six adults
    - Carson Senior Assisted Living Facility which accommodates 230 residents
    - 3 small-family homes in Carson, each accommodating six persons or less
- Carson is expected to have faster population growth than in recent periods but will the supply of housing be adequate to meet increased demand and can the production of new housing at different income levels keep pace?
    - SCAG projects a 16% increase (14,200) in Carson's population between 2015 and 2040; from 93,700 residents in 2017 to 107,900 residents. By comparison, from 2000 to 2017 the population only grew by 3,970 persons. (SCAG = SoCal Assoc of Governments)

| **Housing Type** | **Number of Housing Units** | | | **Change 1990-2000** | | **.Change 2000-2010** | |
|---|---|---|---|---|---|---|---|
| | **1990** | **2000** | **2010** | **Number** | **Percent** | **Number** | **Percent** |
| Single-Family | 19,149 | 19,956 | 20,747 | 807 | 4.2% | 791 | 4.0% |
| Multi-Family | 2,672 | 2,876 | 2,831 | 204 | 7.6% | -45 | -1.6% |
| Mobilehomes and Other (Boat, RV, etc.) | 2,620 | 2,505 | 2,412 | -115 | -4.4% | -93 | -3.7% |
| **Totals:** | **24,441** | **25,337** | **25,990** | **896** | **7.4%** | **653** | **2.6%** |

Sources: U.S. Dept. of Commerce, Bureau of the Census, 1990 and 2000 Census Report; and 2008-2010 American Community Survey

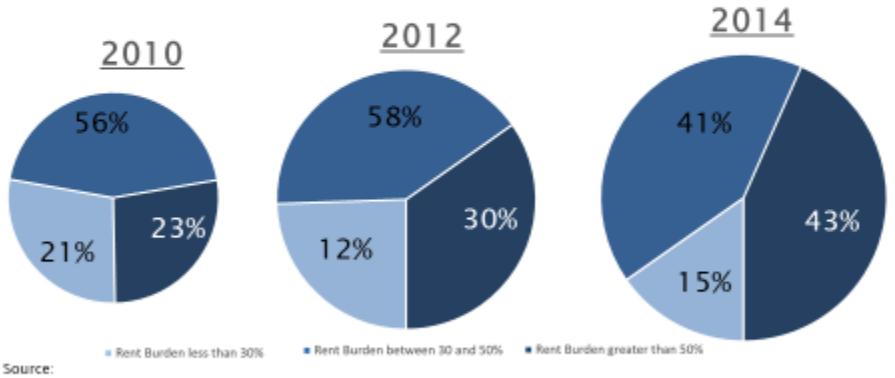
## Rising Rents Outpace Increases in Income

| | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | % Change '11-'16 |
|---|---|---|---|---|---|---|---|
| **Renter Household Median Income** | **$52,293** | **$50,742** | **$47,764** | **$46,240** | **$47,263** | **$51,372** | **-1.76%** |
| General Population Median Income | $70,416 | $71,653 | $72,235 | $71,420 | $72,421 | $73,829 | 4.85% |
| Median Gross Rent | $1,275 | $1,273 | $1,347 | $1,388 | $1,374 | $1,422 | **11.53%** |

Source:
ACS 2016 5 Year Estimates

13

## Change in Rent Burden for Households between 30 – 50% HAMFI




Source:
HUD CHAS Data 2010 – 2014; 2008 – 2012; 2006 – 2010

14

**APPENDIX C.**

## PLAN PRINCIPLES/FRAMEWORK
## Grouped by Category or Theme based upon Principles Identified by Participants During May 7, 2018 Planning Session

### Housing

1) Permanent housing (of different types) ends homelessness.

### Core Values

2) (Reintegration) Once re-housed, formerly homeless persons need support and opportunities to re-integrate into the community (church, schools, etc.).

3) Carson is a community that accepts the marginalized.

4) Addressing homelessness is central to upholding community health and safety.

5) Persons experiencing homelessness are individuals and human beings, worthy of proactive responses to end their homelessness.

### Education

6) Community education is a key starting point for changing how Carson responds to homelessness.

7) Challenging "NIMBYism" is important to ending and preventing homelessness.

8) "Putting a face" on homelessness is part and parcel of our efforts to end homelessness.

### Data

9) Carson must understand the various needs of the population in order to proactively and effectively respond to homelessness.

10) Carson cannot end homelessness if it does not first understand the demographics and needs of its population.

### Collaboration

11) Building community support is vital to effectively preventing and ending homelessness.

12) Engaging other cities and regional stakeholders is key because homelessness is a regional issue. Regional cooperation will minimize the “ping ponging” of homeless persons between jurisdictions.

13) Everyone has a role to play in ending homelessness, and a viable plan will elucidate the respective role of each stakeholder.

14) Landlords and property owners should be engaged (and educated) as valuable partners in order to increase access among homeless persons to available rental units.

**Comprehensive Approach**

15) The Plan must address all facets of the homeless population, including CSUDH students who are experiencing homelessness.

16) Preventing homelessness is key.

17) Carson must address all manifestations of homelessness, including vehicular homelessness.

18) The homeless plan must clearly identify available resources.

**APPENDIX D.**

## RECOMMENDATIONS

1) Consult with the City's consultants for the General Plan Update, Dyett & Bhattia, to determine how best to align the strategies of this Plan with the present updating of the General Plan, including the most germane elements (i.e., Housing Element, Land Use Element).

2) Use the upcoming 5-Year CDBG Consolidated Planning process to identify homelessness as a priority issue and to open up avenues for using CDBG monies, including the Public Services and Public Facilities portions, to combat homelessness. While the current 5-Year Plan does not prioritize homelessness, there is precedence in Carson for using CDBG to support homeless services; two now defunct shelters (Peace and Joy and Charlotte's House) used to receive CDBG grants. Furthermore, the current 5-Year Plan was developed based on a homeless count of 192, whereas the 2018 PIT for Carson is nearly 500 individuals.

3) Advocate with the County of LA that cities like Carson be able to apply to it to access a portion of the County's allocation from the State of California of one-time resources to combat homelessness resulting from SB 2 and the Homeless Emergency Aid Block Grants.

4) If cities like Carson will have direct access to funding allocated from the "Homeless Emergency Aid Block Grants" to the County, then the City should determine what proactive actions it can take to position itself to apply, or otherwise access, the funding (e.g., declaring a shelter crisis pursuant to state law and to the requirements of the homeless block grants as delineated in SB 850). As proposed, the block grants can be used for multiple strategies proposed in this Plan (e.g., emergency housing vouchers, rapid re-housing).

5) Revisit the Plan in Summer 2019 to determine how best the City can utilize its direct allocation of SB 2 monies (i.e., Year 2 allocations from the State of California) to enhance implementation of the Plan.

6) Conduct a cost assessment study of the resources the City is currently spending on addressing and managing homelessness, similar to what LA City did:
https://www.documentcloud.org/documents/1906452-losangeleshomelessnessreport.html

- Sherriff's Dept calls, booking costs, jail stays
- Code enforcement calls
- Public works cleanups
- PATH contract
- Etc.

7) Explore whether any faith communities in Carson have property that they would like to sell or otherwise commit to projects (e.g., affordable housing) serving homeless and low-income residents. One option to promote partnerships is the County's property acquisition fund; the CDC's Los Angeles County Housing Innovation Fund II (LACHIF) is a $60 million revolving loan fund that provides site acquisition and predevelopment financing to non-profit and for-profit developers to advance affordable housing throughout both the incorporated and unincorporated County.

8) Establish a pilot program with the Carson Career Center, South Bay WIB, and property management partners (e.g., John Stewart Company) for a regional/South Bay property management training and placement program modeled after San Diego's Restart Program.

http://restartprogram.org/
http://www.sacbee.com/opinion/california-forum/article205423214.html

Such a program will:

- Take advantage of new permanent housing coming online via County's Affordable Housing Trust Fund, City of LA Prop HHH, State of CA Prop 41/VHHP, State of CA No Place Like Home bonds, SB2, etc.
- Provide both employment and housing opportunities for employable homeless individuals

9) Engage major commercial land owners (e.g., Prologis, Watson Land Company) and their tenants to explore job opportunities (and/or vocational training opportunities, such as subsidized on-the-job training) for homeless/at-risk residents and facilitate intentional, inclusive recruitment opportunities, such as hiring fairs organized in conjunction with the City and regional homeless service providers.

10) Due to expressed concerns about the Carson Community Foundation, identify a neutral third party to administer a fund of flexible, local resources (e.g., donations from business community, residents, faith community, etc.) to address homelessness and housing instability (e.g., eviction prevention funds; rapid re-housing funds). The South Bay WIB, for example, has expressed a willingness to administer such a fund.

11) Explore options for late night and weekend outreach services to support and work in conjunction with the Sheriff's Department.

12) Establish a dedicated position of "Homeless Coordinator" at the Carson Sherriff's Station to manage and coordinate all strategies related to law enforcement, including attending all relevant meetings (e.g., Plan Implementation Committee, South Bay COG, etc.), and serve as a key liaison between the Carson Station and the City on matters related to homelessness.

13) City (and Sheriff's Dept. Carson Station) should sign the LAHSA/County "Participating Agency Agreement" related to the implementation of the Los Angeles County Homeless Adult And Family Multidisciplinary Personnel Teams. The agreement would allow Carson staff to fully participate, for example, in regional case conferencing and to more easily share normally confidential client information under allowances pursuant to new state law (Assembly Bill 210).

14) Advocate for allowing admission preferences for local Carson clients where Carson has invested its own resources in a housing program or service that is also funded by CES resources.

15) Explore joint housing projects with CSUDH in concert with CSUDH's current master plan.

- Find synergies and mutual interests, such as youth; for example, a portion of developed units could be set aside for homeless TAY in Carson, with CSUDH social work graduate students providing services to those tenants.

- Engage the business community to produce cost efficiencies and allow for additional units for homeless TAY
    - For example, GrowthPoint Structures has partnered with developers across the state to produce cost-effective, modular housing using recycled shipping containers. Some examples:

https://flyawayhomes.org/2017/04/15/an-area-in-south-la-is-getting-a-type-of-housing-that-will-help-homeless-people-receive-shelter-la-this-week-features-flyawayhomes/

https://www.ocregister.com/2017/12/17/homeless-to-get-more-housing-in-revamped-lego-like-shipping-containers/

http://ktgy.com/hope-alvarado-homeless-get-housing-revamped-lego-like-shipping-containers/

http://www.marketwired.com/press-release/american-family-housing-provides-hope-homeless-veterans-breaks-ground-on-unique-2138287.htm

https://www.prnewswire.com/news-releases/community-development-partners-breaks-ground-on-rocky-hill-veterans-housing-300436823.html

16) Actively participate in the planning process for the rebuild of Harbor-UCLA in order to explore opportunities for on-site shelter/recuperative care, safe parking programs, or other potential activities to support the Plan.

17) Engage CSUDH students in addressing homelessness by providing ongoing, concrete opportunities to participate. Some students currently participant in the homeless count, but further engagement should be explored and made possible. USC is facilitating volunteer opportunities for its students by partnering with homeless service agencies: http://news.usc.edu/139899/jobs-for-homeless-usc-students-help-homeless-get-job-ready/

18) Adopt a motel conversion ordinance or other zoning changes to allow for nuisance motels to be repurposed for homeless housing (shelter and/or permanent housing).

19) Adopt an ADU ordinance to comply with new state laws and regulations, specifically those which took effect on January 1, 2017, under AB 2299 and SB 1069.

20) Begin collecting and tracking data on tenants that occupy ADUs. While Carson's Housing Element specifically mentions ADUs as a strategy to promote affordable housing (Policy 3.5) and the City allows for and permits ADUs, the City does not currently track and therefore cannot currently tell whether relatives or non-relatives are moving into existing ADUs are being leased to non-relatives or simply used to care for "grandma/grandpa".

21) Improve data collection related to complaints and service calls related to homelessness. Neither Code Enforcement nor the Sheriff's Department Carson Station currently track such activities.

22) Explore the establishment of a public safety grants program through the Carson Community Foundation to collect donations to support implementation of the Plan.

23) Explore ways to increase and sustain a focus on homelessness and affordable housing in Carson, including for example by establishing a new City Commission or expanding the purview of existing Commissions with natural nexus points (e.g., Veterans Affairs Commission; Citywide Advisory Commission overseeing CDBG funding).

24) Expand the City's capacity to study and/or implement pieces of the Plan through creative strategies, such as retaining the services of a FUSE fellow: https://fusecorps.org/program/host-a-fellow/

25) The City's "Safety First Act Now" program should incorporate questions related to homelessness given that the survey conducted by the City and Sherriff's Department asks residents about public safety issues and concerns but does not currently include questions specific to homelessness.

# City of Claremont
# Homeless Services Plan

(July 2018)

Prepared by:

LESAR DEVELOPMENT CONSULTANTS

In collaboration with:

SGVCOG

The Los Angeles County HOMELESS INITIATIVE REAL HELP. LASTING CHANGE.

# About the City of Claremont Plan to Prevent and Combat Homelessness

The County of Los Angeles awarded the City of Claremont a City Planning Grant for $30,000 to develop a City plan to prevent and combat homelessness ("Homeless Plan") in late 2017. Upon acceptance of the grant, the City of Claremont, along with 18 other cities in the San Gabriel Valley, entered into a Memorandum of Understanding (MOU) with the San Gabriel Valley Council of Governments (SGVCOG) to engage a consulting firm to write the Homeless Plan. The agreement was awarded to LeSar Development Consultants (LDC).

LDC began working with the City's Human Services staff in early 2018, meeting with and gathering public input from service partners, community members, and city staff. LDC then met with City Human Services Department staff and the Mayor's Affordable Housing and Homelessness Ad Hoc Committee (MAHHAHC) to discuss the issues, challenges, concerns, and current conditions contributing to homelessness in Claremont. LDC also interviewed people in Claremont experiencing homelessness and participated in a ride-along with the Claremont Police Department. These meetings focused on ways to improve the quality of life for residents, neighborhoods, and the business community. Throughout the process, LDC collected pertinent information for the development of this Homeless Plan that underpins its recommended goals and actions. These in turn reflect priorities and needs that align with the County of Los Angeles Board of Supervisors adopted strategies. The Plan is structured using the County's template to comply with the requirements for future grant opportunities.

This Homeless Plan begins with an overview of homelessness in Claremont and the City's response to date. The core of the Plan is a series of aspirational goals and supporting actions that have the potential to reduce the level of homelessness in Claremont. These goals and actions build on existing efforts the City has put in place and require the City to continue the work it is already doing. Wherever possible the goals link to LA County Homeless Initiative Strategies so that they take advantage of existing County-funded programs or funds available through Measure H, the quarter-cent sales tax LA County voters approved in March of 2017. A comparison of the Homeless Plan's Goals and the applicable Homeless Initiative Strategies is available in Appendix E. The Homeless Initiative Strategies are further described in Appendices F and G.

The City of Claremont Homeless Services Plan was presented to the City Council on May 22, 2018 and was unanimously adopted by all Councilmembers, including:

Mayor Opanyi Nasiali

Mayor Pro Tem Corey Calaycay

Councilmember Joe Lyons

Councilmember Sam Pedroza

Councilmember Larry Schroeder

## Homeless Plan Organization, Content, and Terminology

Claremont's Homeless Plan contains five sections, including *Background and Purpose of Homeless Plan*, which describes the rationale and purpose for creating the plan. The *Current Efforts to Address Homelessness*, which details the City and community partners' ongoing work and includes an overview of expenditures. The *Homeless Plan Process* briefly describes the methods used to research and write this plan. *Goals and Supporting Actions* includes eight goals that support the purpose of the plan, as described in the first section. Each of the goals contains a series of supporting actions, suggestions for measurement, and a timeline for successful completion. It also includes the party taking ownership of the action, potential city resources and associated policy changes. Lastly, the *Appendices* include commentary from stakeholder input sessions, an overview of Claremont's existing framework for addressing homelessness, and detail on the LA County Homeless Initiative.

| | | |
|---|---|---|
| Accessory Dwelling Unit | ADU | Also known as granny-flat or Secondary Dwelling Unit |
| Collaborative Community Response to Claremont Homelessness | CCRCH | The City of Claremont's homeless program (see Appendix C) |
| Coordinated Entry System | CES | A regional database and prioritization list of all individuals experiencing homelessness. Individuals must complete a needs assessment (the VI-SPDAT) in order to be added to CES. |
| Homeless Management Information System | HMIS | Web-based database on individuals experiencing homelessness. Los Angeles' HMIS is administered by LAHSA. |
| Los Angeles Homeless Services Authority | LAHSA | LAHSA administers federal, state, and local funding to almost 100 service providers. |
| Mayor's Affordable Housing and Homelessness Ad Hoc Committee | MAHHAHC | Ad Hoc Committee appointed by Mayor Schroeder on January 9, 2018 in order to examine homelessness in Claremont |
| Rapid Re-housing | RRH | An evidence-based housing intervention recommended by HUD, USICH and NAEH. RRH provides time-limited housing assistance and limited case management services to assist individuals to find and maintain permanent housing. |
| Service Planning Area | SPA | LA County is divided into eight geographic areas for the purposes of administering services related to health and homelessness. Each SPA is expected to have a balance of homeless services. Claremont is in SPA 3. |
| Supplemental Security Income | SSI | A Federal income supplement program funded by general tax revenues. |
| Transition Age Youth | TAY | People between the ages of 18 and 24, inclusive |

| | | |
|---|---|---|
| Transitional Housing | TH | Time-limited housing coupled with supportive services designed to prepare individuals experiencing homelessness for independent permanent housing. |
| Vulnerability Index - Service Prioritization Decision Assistance Tool | VI-SPDAT | An assessment conducted on people experiencing homelessness to determine their level of acuity and enable prioritization through CES. |

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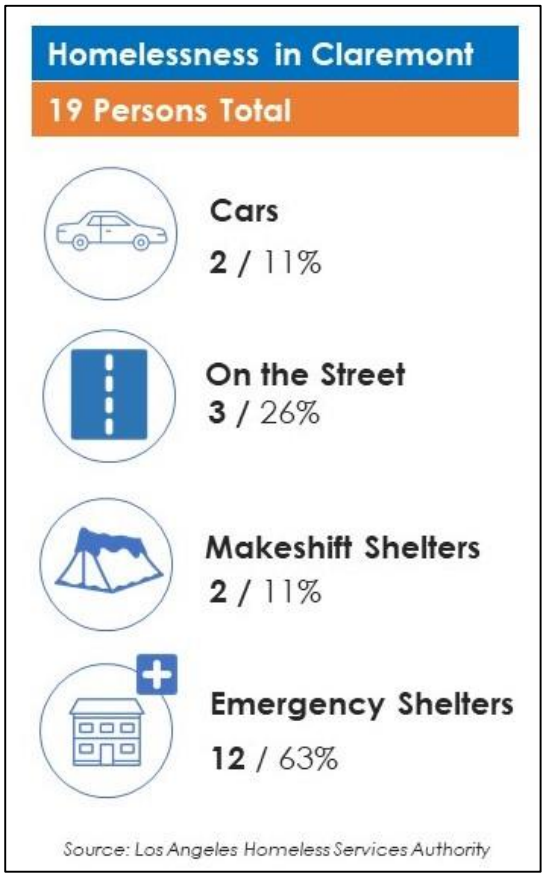
# Background and Purpose of Homeless Plan

The City of Claremont has experienced significant momentum in recent years in its effort to address homelessness, leading to a recent surge in City-led initiatives. These include the City's adoption of policy concerning Los Angeles County Measure H strategies, a summit on area homelessness, and the formation of the Mayor's Affordable Housing and Homelessness Ad Hoc Committee (MAHHAHC).

Homelessness throughout Los Angeles County is rising and affordable housing development in the region has lagged far behind the need. The 2017 Los Angeles Homeless Services Authority (LAHSA) Point in Time Count census for Service Planning Area 3 (SPA 3), which includes the City of Claremont, measured a 36% increase in homelessness from the year before. At the same time, the Point in Time Count in Claremont counted 19 individuals who were experiencing homelessness in 2017. This number is not insignificant. The goal of this Plan is to find ways to house these people.

**Figure 1: Claremont 2017 Point in Time Count**



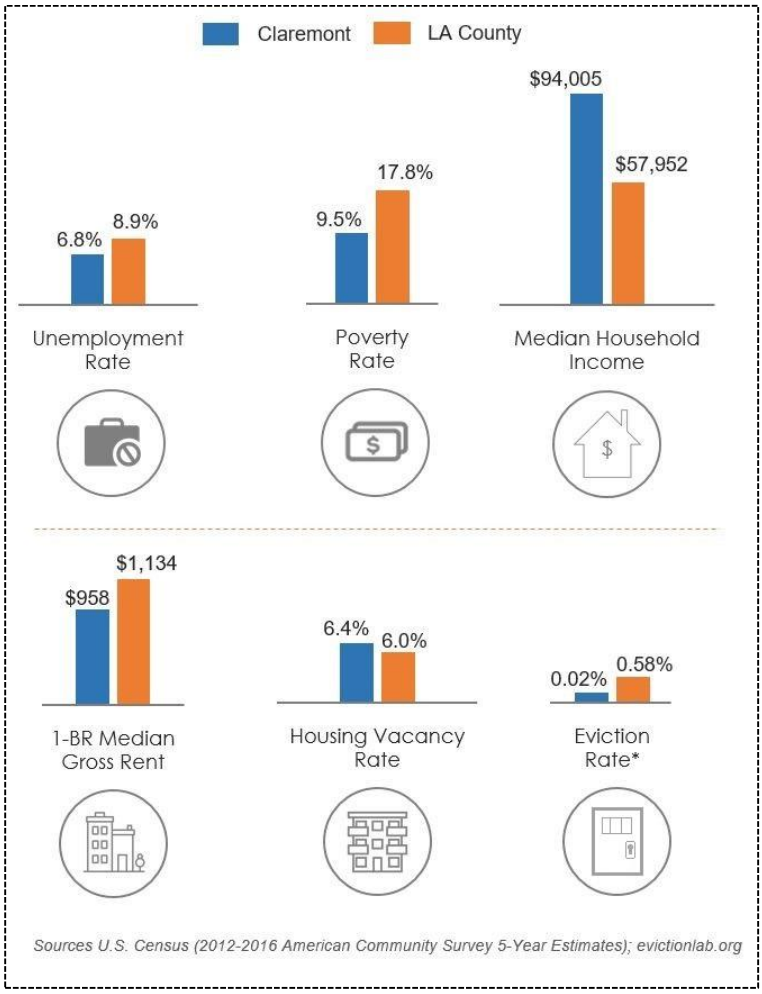

Considering this, the City of Claremont has committed to creating a Homeless Plan that will guide the City over the next three years with preventing and combatting homelessness. The purpose of the plan is to:

1. Continue developing and improving homeless services and partnerships with local service providers to augment the City's Collaborative Community Response to Claremont Homelessness (CCRCH; see Appendix C for description).
2. Assess the City's current methods and provide recommendations to ensure the City is maximizing its resources and impact within the community, including:
   a. The functionality and performance of current efforts, including the CCRCH
   b. Implementation of Los Angeles Homelessness Initiative and Measure H strategies
3. Assist in setting goals for the coming years, ensuring that the City of Claremont continues to move toward its goal of reducing homelessness.
4. Facilitate the formation of a community based organization to assure the sustainability of Claremont's efforts to prevent homelessness. The organization will partner with the City to perform the logistics of the plan.

Demographics at the regional level can serve as a guide and benchmark for local trends. The following provides an informative snapshot of who was experiencing homelessness in SPA 3 in 2017:[1]

- 67% (2,373) were unsheltered and living outside while 33% (1,179) were in some form of temporary shelter accommodations – accounting for 6% of Los Angeles' homeless population
- 76% were single adults, 18% were families, and 6% were youth and young adults
- 28% were female, 72% were male, .4% were transgender, and .2% did not identify with a gender
- 50% were Hispanic/Latino, 24% were white, 18% were African American, 5% were American Indian, 2% were Asian, and 1% identified as other
- 5% were age 62 and up, 17% between the ages of 55-61, 60% between the ages of 25-54, 7% between the ages of 18-24, and 11% were under the age of 18
- 6% were United States Veterans
- 30% were considered chronically homeless, meaning that they have lengthy or repeated histories of homelessness along with a long-term disability such as mental illness, substance use disorder, or a physical health problem
- 28% had a mental illness, 17% had a substance use disorder, and 2% had HIV/AIDS
- 27% have experienced domestic/intimate partner violence in their lifetime

**Figure 2: Selected Demographic Statistics**

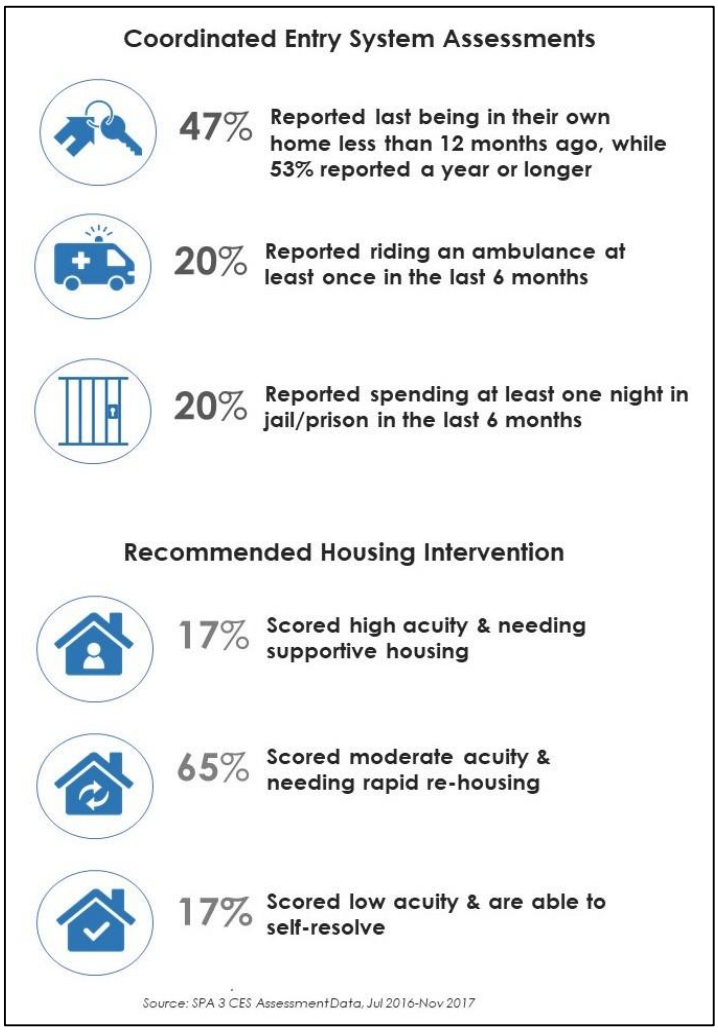



In addition to the Point in Time Count data and regional demographics, it is useful to examine city-level data from the regional Coordinated Entry System (CES). This provides an enhanced

[1] Los Angeles Homeless Services Authority. "Homeless Count 2017 SPA 3 Fact Sheet." 2017. Available: https://www.lahsa.org/dashboards?id=13-greater-los-angeles-homeless-count-by-city-community.

view of those experiencing homelessness and their challenges as well as needs using responses to the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) assessment, and other indicators of a person's overall health and well-being.

**Figure 3: Selected Statistics From HMIS/CES**




The VI-SPDAT helps identify the co-occurring social and medical factors that generally contribute to homelessness and assists in prioritizing individuals for limited housing and services resources. It does this by producing an acuity score, which serves as a reference for administrators in charge of local resources.

The survey can also help identify an appropriate housing intervention for someone experiencing homelessness. In LA County, CES Matching Policies dictate that people experiencing homelessness who fall into the low-acuity scoring range of the assessment (0-3) should be able to find housing on their own, or self-resolve. Individuals in the mid-acuity scoring range (4-11) are best served by Rapid Re-Housing programs. High-acuity individuals (12+) generally need supportive housing.[2]

Other useful indicators in the data set include information about a person's housing history, legal background, physical and mental health, history of substance use, and general demographic information such as age and race. All of these elements are self-reported by the individuals being assessed.

For the purposes of this Homeless Plan, all data has been de-identified to protect confidentiality. The date range being reviewed is from July 2016 through November 2017.

In Claremont, 23 individuals were assessed,[3] 65% of whom are in the mid-acuity range, compared to 17% for high-acuity (12+) and 17% for low-acuity individuals (0-3).

[2] Los Angeles Homeless Services Authority. Draft CES Prioritization Policies. Available: https://www.lahsa.org/documents?id=1896-draft-ces-prioritization-policies.
[3] This analysis uses two different data sets: one for the acuity scores and one for all other reported indicators. The acuity data set included 23 respondents, while the other included 15.

In terms of demographics, 60% of Claremont's population is 25-40 years old, while 33% and 17% fall into the 41-55 and 55+ age ranges, respectively. 47% are white, 40% are black or African American, and 13% are Native Hawaiian or other Pacific Islander. 47% identified as female, and 53% identified as male.

## Current Efforts to Address Homelessness

The launch of the Collaborative Community Response to Claremont Homelessness (CCRCH) in 2015 set the City on course to partner with several community-based organizations in its efforts to address homelessness. At present, those partners include Inland Valley Hope Partners (IVHP), Claremont Homeless Advocacy Program (CHAP), Volunteers of America (VOA) and Tri-City Mental Health Services. Claremont provides financial support for a number of programs offered by these agencies for low-income and homeless individuals and families.

In addition, a strong partnership between the City's Human Services Department and Police Department has resulted in a collaborative approach to addressing homelessness in Claremont. Street outreach with interdepartmental teams, accompanying transportation services, and non-clinical assessment of individuals in the field have all come about because of this partnership.

The City has also sponsored the following series of trainings to guide these homeless outreach efforts:

- Tri-City Mental Health Services' "Mental Health First Aid USA" training on the behavioral manifestations of mental illness and resources available for assisting the Claremont homeless population
- State-mandated training for all new Police Department personnel, designed to:
    - Introduce laws that protect people with disabilities
    - Enhance the recognition of behaviors that are indicative of disability or mental illness
    - Provide de-escalation skills (e.g. moving from confrontational language to calming language and relationship building).
    - Educate on situation-appropriate responses to individuals with mental illness who may also be homeless
    - Reduce stigma associated with mental illness and disabilities
- Crisis Intervention Tactics for First Responders on the recognition of an issue, its appropriate response, and the importance of referrals when handling incidents[4]

Lastly, the City has achieved some significant milestones in its efforts to address homelessness, including:

- The City Council's adoption of Resolution 2016-35, "A Resolution of the City Council to Partner with the County of Los Angeles to Combat Homelessness," which led to the appointment by the Mayor of the Affordable Housing and Homelessness Ad Hoc Committee.

[4] Homeless Program summary document. The City of Claremont Human Services Department. 2018.

- The City's current collaboration with the LA County Homeless Authorities, the San Gabriel Valley Council of Governments, and San Gabriel Valley Consortium on Homelessness to address regional issues related to homelessness.
- Successful coordination of a community summit on homelessness in fall of 2017, and creation of the "Resources for Persons in Need" pamphlet to empower homeless individuals and their advocates with services specific to the area.
- Enhanced focus on directing homeless individuals to service providers as an alternative to incarceration and arrest.
- Providing various trainings for first responders, staff, and the community.
- Providing $60,000 for Community Based Organization (CBO) Homeless Services during fiscal years 2009-2010 through 2017-2018.[5]

The following table outlines the City's current annual funding and activities dedicated to individuals and families experiencing homelessness and those facing housing instability:

**Table 2: 2017-2018 Funding and Activities Related to Homelessness**

| Activity | Annual Funding | Funding Source | Non-Profit Partner or Department | Activity Description |
|---|---|---|---|---|
| Prevention | $32,900 | City CBO Grant | IVHP | Family stabilization funds |
| Transitional Housing | $7,200 | City CBO Grant | CHAP | Funding used to provide support for 15-bed transitional housing program for single adults. Services include overnight shelter, meals, and navigation services with the goal of permanent housing. |
| Transitional Housing | $3,000 | City CBO Grant | IVHP | Our House Family Shelter – Serves families (women and children only) and single adult women |
| Transitional Housing | $7,300 | City CBO Grant | Pacific Lifeline | Serves families (women and children only) |
| Transitional Housing | $5,800 | City CBO Grant | Crossroads Inc. | Serves recently-incarcerated single adult women |
| Emergency Shelter | $3,800 | City COB Grant | Stepping Stones Program | 120-day emergency shelter (women and children only) |
| Prevention | Interest from $25,000 corpus | Claremont Community Foundation | Claremont Community Foundation | Family Emergency Fund assistance is available to families for minor household expenses ($250 maximum). |

[5] Ibid.

| Activity | Annual Funding | Funding Source | Non-Profit Partner or Department | Activity Description |
|---|---|---|---|---|
| Outreach | (no estimate) | City Operations | City of Claremont Human Services Department | Department staff engage homeless individuals in the field and make referrals to service providers. |
| Administration | (no estimate) | City Operations | City of Claremont Human Services Department | Department staff oversee efforts to address homelessness, including drafting plans, presenting to City leadership, organizing meetings, etc. |
| Outreach/Response to Calls for Service | (no estimate) | City Operations | City of Claremont Police Department and Code Enforcement | Department staff respond to calls for services and engage in proactive outreach to homeless individuals, making referrals to service providers. |
| Impact Mitigation | (no estimate) | City Operations | City of Claremont Human Services Department | Department staff pick up and store abandoned property as necessary, clean up debris and other waste. |
| **Total Annual Funding** | **$85,000** | | | |

**Table 3: Housing Inventory Count**

| Housing Project Type | Organization Name | Project Name | Total |
|---|---|---|---|
| Emergency Shelter[6] | House of Ruth | Emergency Shelter for Battered Women | 55 |
| Emergency Shelter[7] | Claremont Homeless Advocacy Program | Overnight Accommodation | 15 |

*Source: Los Angeles Homeless Services Authority*

The CCRCH and the existing network of service partners exemplified by MAHHAHC, focuses on maximizing existing resources through coordination between the City and homeless services

[6] These units do not appear in the Point in Time Count numbers mentioned previously in this document because the beds are not located in the City of Claremont.
[7] This program is labeled Transitional Housing in Table 2 in order to accurately reflect its scope of services.

providers. CCRCH is designed as a "super referral" process, in which the City acts as a facilitator to connect individuals needing resources with the organizations that can provide the resources available to help them. This Homeless Plan will build on that work by aligning Claremont with external resources available through the County's Homeless Initiative. The introduction of a database to track what services homeless individuals are receiving will allow City staff to make data-driven decisions about which services to prioritize with the City's limited resources.

## Homeless Plan Process

This Homeless Plan is an extension of existing documents defining Claremont's current work to address homelessness. In addition, this plan incorporates comments from attendees of the City-organized Homeless Summit held in October 2017, and commentary from input sessions, which included the City Police Department, individuals experiencing homelessness, and partners comprising the Mayor's Affordable Housing and Homelessness Ad Hoc Committee (City Departments, homeless services providers, faith-based groups, etc.) As a part of each input session, groups were asked to provide feedback on the challenges of homelessness within the City, as well as to provide input into possible strategies, many of which make up the approved goals and strategies for the City within the plan. For summaries of challenges as well as strategies from each input session see Appendices A and B.

## Goals and Supporting Actions

Through the homelessness planning process, the City identified eight (8) goals for its homelessness plan:

**Goal #1**: Continue to Develop and Strengthen City Response to Homelessness

**Goal #2:** Metrics I – Better Understand Local Unsheltered Homeless Population

**Goal #3:** Metrics II – Better Understand Local Sheltered Homeless Population and Homeless Services Program Performance

**Goal #4**: Expand Efforts to Educate City Officials and Public

**Goal #5**: Improve Coordination of Services Among City, Community Partners, and Regional Coordinated Entry System

**Goal #6**: Expand Local Prevention Services

**Goal #7**: Create Immediate Temporary Housing Solutions

**Goal #8**: Create New Permanent Supportive and Affordable Housing

Each strategy includes any necessary policy changes, measurement, ownership, leveraged City resources (if applicable), and timeline. The City Human Services Department is responsible for overseeing the goals and strategies, reporting on progress, as well as updating or adding new

goals and strategies over time. At a minimum, the plan will be reviewed on a yearly basis and the Human Services Director will report plan progress to the City Council.

# Goal 1: Continue to Develop and Strengthen City Response to Homelessness

**Homeless Initiative Strategy Link(s): F1**

## Action 1a

### Incorporate Homeless Program Summary and other relevant documents into a comprehensive city policy on the City's response to homelessness

- Within policy establish outcome targets, commitments to best practices, and language supporting California SB 2 *(F1: Promote Regional SB 2 Compliance and Implementation)*

| | |
|---|---|
| **Measurement:** | Delivery of finished document |
| **Ownership:** | City Council, Human Services Department, MAHHAHC |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | As dictated by the document |
| **Timeline** | 6 months |

## Action 1b

### Formalize MAHHAHC into a community advocacy group

- Committee could serve as advocacy group focusing on housing policy in Claremont
- Consider making group responsible for implementing this Homeless Plan, with City support

| | |
|---|---|
| **Measurement:** | Committee holds first meeting under new, ongoing mandate |
| **Ownership:** | City Council |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No policy changes |
| **Timeline** | July 2018 |

## Action 1c

### Develop community outreach plan that includes fundraising campaign for implementation of homeless services and housing, in coordination with monies made available through Homeless Initiative Strategies

| | |
|---|---|
| **Measurement:** | Delivery of plan to City Council |
| **Ownership:** | Human Services Department, MAHHAHC |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | 6 months |

# Goal 2: Metrics I – Better Understand Local Unsheltered Homeless Population

**Homeless Initiative Strategy Link(s): E7**

## Action 2a

**Develop 'By-Name-List' (BNL) of unsheltered individuals in Claremont in collaboration with regional CES lead *(E7: Strengthen the Coordinated Entry System)***

- Work with CES lead/LAHSA to obtain city-specific reports from CES/HMIS
- Alternatively, Claremont could enhance current internal tracking system for people experiencing homelessness through coordination with law enforcement and homeless services providers

| | |
|---|---|
| **Measurement:** | Summary of BNL policy and procedures (see Action 2b) |
| **Ownership:** | Human Services Department, MAHHAHC |
| **Leveraged City Resources:** | Staff time to develop materials |
| **Associated Policy Changes:** | No policy changes are necessary |
| **Timeline** | 6 months |

## Action 2b

**Formalize protocol for populating BNL through access points (places people can walk into) and outreach (staff who engage people experiencing homelessness in the field)**

| | |
|---|---|
| **Measurement:** | Summary of BNL policy and procedure |
| **Ownership:** | Human Services Department, MAHHAHC |
| **Leveraged City Resources:** | Staff time to develop document |
| **Associated Policy Changes:** | No policy changes are necessary |
| **Timeline** | 6 months |

## Action 2c

### Consider engaging service provider partner experienced in outreach and assessment to oversee ongoing work

| | |
|---|---|
| **Measurement:** | Process outlined for engagement; Scope of work and contract (or Memorandum of Understanding, as applicable) drafted and reviewed |
| **Ownership:** | Human Services Department |
| **Leveraged City Resources:** | Staff time to develop documents |
| **Associated Policy Changes:** | No policy changes are necessary |
| **Timeline** | Year 1-2 |

## Action 2d

### Review BNL periodically and monitor changes to local unsheltered homeless population through CES reporting or internal tracking system

| | |
|---|---|
| **Measurement:** | Protocol developed for conducting review |
| **Ownership:** | Human Services Department, MAHHAHC |
| **Leveraged City Resources:** | Staff time for review and monitoring |
| **Associated Policy Changes:** | No policy changes are necessary |
| **Timeline** | 6 months, ongoing |

# Goal 3: Metrics II – Better Understand Local Sheltered Homeless Population and Homeless Services Program Performance

**Homeless Initiative Strategy Link(s): None**

## Action 3a

### Amend contract language with organizations receiving City funding to include use of HMIS

| | |
|---|---|
| **Measurement:** | HMIS requirement added to all forthcoming and renewal contracts for homeless services |
| **Ownership:** | Human Services Department, MAHHAHC |
| **Leveraged City Resources:** | Staff time for drafting contract language |
| **Associated Policy Changes:** | Update contracts with current homeless services providers to reflect new requirement to use HMIS |
| **Timeline** | Immediately (as dictated by contracts), ongoing |

## Action 3b

### Ensure ongoing performance monitoring of City-funded programs using HMIS

| | |
|---|---|
| **Measurement:** | Summary report of performance outcomes for City-funded programs |
| **Ownership:** | Human Services Department, MAHHAHC |
| **Leveraged City Resources:** | Staff time for performance monitoring |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | Quarterly, after execution of first contracts, ongoing |

## Action 3c

### Use a portion or all of current Community Based Organization (CBO) homeless funding to engage homeless services agency to coordinate program performance monitoring and make recommendations annually regarding renewal of funds

| | |
|---|---|
| **Measurement:** | Presentation of preliminary hiring documents, e.g. scope of work for contract |
| **Ownership:** | Human Services Department |
| **Leveraged City Resources:** | CBO funds |
| **Associated Policy Changes:** | Reallocation of funds |
| **Timeline** | Year 1, ongoing |

## Goal 4: Expand Efforts to Educate City Officials and Public

**Homeless Initiative Strategy Link(s): E4**

### Action 4a

**Expand recent First Responder training protocol so that it is ongoing and satisfies Measure H requirements *(E4: First Responders Training)*.**

| | |
|---|---|
| **Measurement:** | Completion and implementation of updated protocol |
| **Ownership:** | Human Services, Police, and Fire Departments |
| **Leveraged City Resources:** | Staff time to review and update training protocol, and to conduct FR training ongoing |
| **Associated Policy Changes:** | Update any relevant policy concerning FR training |
| **Timeline** | Year 1-3 |

### Action 4b

**Provide on-going education to community partners and the public on homelessness in Claremont, impacts, and best practices for solving the issue**

| | |
|---|---|
| **Measurement:** | Provide updates to City Council on progress |
| **Ownership:** | Human Services Department, MAHHAHC |
| **Leveraged City Resources:** | Staff time to engage community |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | Ongoing |

## Action 4c

### (If MAHHAHC formalized :) Consider creating roles for members of the general public and homeless community on MAHHAHC to Address Homelessness

| | |
|---|---|
| **Measurement:** | Summary of changes to MAHHAHC governing documents regarding membership |
| **Ownership:** | Human Services Department, MAHHAHC |
| **Leveraged City Resources:** | Staff time to oversee change |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | 3 months |

## Action 4d

### Provide on-going education to City staff on available resources and efforts currently being employed to address homelessness

| | |
|---|---|
| **Measurement:** | Provide updates to City Council on progress |
| **Ownership:** | Human Services Department, MAHHAHC |
| **Leveraged City Resources:** | Staff time to engage community |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | Ongoing |

## Goal 5: Improve Coordination of Services Among City, Community Partners, and Regional Coordinated Entry System

**Homeless Initiative Strategy Link(s): E5, E6, E7**

### Action 5a

**Identify delegate from MAHHAHC or City staff to attend regional case conferencing meetings to ensure that Claremont residents are being housed successfully through CES (*E7: Strengthen the Coordinated Entry System)***

- Delegate should be prepared to discuss individuals who are unsheltered, sheltered, and in need of prevention services

| | |
|---|---|
| **Measurement:** | Summary report on outcomes of case conferencing and BNL (see Actions 2a, 2b) |
| **Ownership:** | Human Services Department, MAHHAHC |
| **Leveraged City Resources:** | Staff time for participation in case conferencing and review of HMIS data |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | 6 months, ongoing |

### Action 5b

**Coordinate law enforcement, City staff, and other community partners, emphasizing decriminalization and CES alignment *(E5: Decriminalization Policy, E6: Countywide Outreach System)***

| | |
|---|---|
| **Measurement:** | Summary report on progress (increased access to CES, increase in number of calls for services attended to by non-law enforcement outreach workers) |
| **Ownership:** | Human Services Department, Police Department |
| **Leveraged City Resources:** | Staff time to develop and implement coordination strategy |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | Year 1-2 |

## Action 5c

### Direct MAHHAHC, or establish faith-based homeless committee, to coordinate and expand regional faith-based efforts

| | |
|---|---|
| **Measurement:** | Summary report on results of coordination efforts |
| **Ownership:** | Human Services Department, MAHHAHC |
| **Leveraged City Resources:** | Use of City facility space for meetings |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | 6 months |

## Action 5d

### Educate City and community partners on using County Web-Based Outreach Reporting Portal

| | |
|---|---|
| **Measurement:** | Summary report on results of training |
| **Ownership:** | Human Services Department, MAHHAHC |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | 6 months, ongoing |

## Action 5e

### Explore workforce opportunities for individuals and families experiencing or at risk of homelessness

- Consider implementing City-run employment model, similar to those operating in Albuquerque, NM and San Diego, CA. This could also include basic skills and job readiness training, similar to those currently offered through the Claremont Youth Program.
- Develop partnership with Chamber of Commerce and business community to provide training and jobs for individuals connected to housing through local or County-funded prevention and RRH programs

| | |
|---|---|
| **Measurement:** | Summary report on results of training |
| **Ownership:** | Human Services Department, MAHHAHC |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | 6 months, ongoing |

# Goal 6: Expand Local Prevention Services

**Homeless Initiative Strategy Link(s): A1, A5, B3**

## Action 6a

**Ensure City staff, law enforcement, and homeless services providers understand how to refer clients to Measure H-funded prevention services *(A1: Homeless Prevention Program for Families, A5: Homeless Prevention Program for Individuals)***

| | |
|---|---|
| **Measurement:** | Summary report on prevention protocol and outcomes |
| **Ownership:** | Human Service Department, MAHHAHC |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | Year 1, ongoing |

## Action 6b

**For prevention efforts funded locally, consider utilizing HMIS system for tracking outcomes (see 3a, 3b)**

| | |
|---|---|
| **Measurement:** | HMIS requirement added to all forthcoming and renewal contracts for homeless services (see Action 3a) |
| **Ownership:** | Human Service Department, MAHHAHC |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | Year 1, ongoing |

## Action 6c

**Review current senior and family emergency funds, make recommendations to City Council for most effective use of that funding for homeless services (*A1: Homeless Prevention Program for Families, A5: Homeless Prevention Program for Individuals*, *B3: Partner with Cities to Expand Rapid Re-Housing*)**

| | |
|---|---|
| **Measurement:** | Summary report of review and recommendations |
| **Ownership:** | Human Service Department, MAHHAHC |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | 6 months |

# Goal 7: Explore Immediate Temporary Housing Solutions

**Homeless Initiative Strategy Link(s): E8**

## Action 7a

### Consider reorientation of current transitional housing programs to crisis/bridge housing *(E8: Enhance the Emergency Shelter System)*

- Engage with County to identify funding for this effort, for example through LAHSA RFP process
- Redirect current funding to other programs (see Action 8a)

| | |
|---|---|
| **Measurement:** | Decision made regarding reallocation of funds |
| **Ownership:** | Human Services Department, MAHHAHC, City Council |
| **Leveraged City Resources:** | Staff time to prepare recommendations for reallocation |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | 6 months |

## Action 7b

### Develop partnerships with other regional shelters and expand transportation services (e.g. Dial-a-Ride) to provide access

| | |
|---|---|
| **Measurement:** | Contract or MOU with regional shelter(s) for set-aside beds for Claremont residents |
| **Ownership:** | Human Services Department, MAHHAHC |
| **Leveraged City Resources:** | Staff time; potential cost to reserve up to two shelter beds; potential cost to fund transportation via Police Department or homeless services provider |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | Year 1 |

## Action 7c

### Consider funding hotel/motel vouchers for families and individuals experiencing homelessness, in alignment with overall homelessness policy and goals; and Work with County to identify capacity-building funds to allow development of hotel/motel vouchers

| | |
|---|---|
| **Measurement:** | Completed funding plan based on budget reallocation |
| **Ownership:** | Human Services Department, MAHHAHC |
| **Leveraged City Resources:** | City staff time to work with MAHHAHC and County to see this as a fundable project |
| **Associated Policy Changes:** | Reallocation of funds |
| **Timeline** | 1 year |

## Action 7d

### Engage faith-based community around rotational church shelter model and nighttime safe parking zones, in alignment with overall homelessness policy and goals

| | |
|---|---|
| **Measurement:** | Summary report on proposed areas of collaboration |
| **Ownership:** | Human Services Department, MAHHAHC |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | 1 year |

# Goal 8: Create New Permanent Supportive and Affordable Housing

**Homeless Initiative Strategy Link(s): B3, D7**

## Action 8a

**Consider developing rapid re-housing (RRH) program in City of Claremont *(B3: Expand Rapid Re-Housing)***

- Explore funding options to support this program, including redirecting current prevention and transitional housing funding (see Action 7a), community fundraising for RRH match dollars tied to Hand Up Not Hand Out campaign
- Partner with LA County to fund portion of RRH program, per Measure H strategy

| | |
|---|---|
| **Measurement:** | Budget recommendation and reallocation proposal |
| **Ownership:** | Human Services Department, MAHHAHC, City Council |
| **Leveraged City Resources:** | City staff time, allocation (or reallocation) of City funds for program costs |
| **Associated Policy Changes:** | Direct funds to RRH program |
| **Timeline** | 1 year |

## Action 8b

**Work with local partners to create/expand landlord engagement efforts (e.g. Tri-City Mental Health landlord forum)**

| | |
|---|---|
| **Measurement:** | Summary report of efforts |
| **Ownership:** | Human Services Department, MAHHAHC |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | 6 months |

## Action 8c

### Identify housing resources that could be used for affordable and/or supportive housing, which would allow Claremont to partner with County to provide supportive services (see Action 8e) *(D7: Provide Services and Rental Subsidies for Permanent Supportive Housing)*

| | |
|---|---|
| **Measurement:** | Completed list of all city properties |
| **Ownership:** | Community Development Department, Human Services Department |
| **Leveraged City Resources:** | Staff time to conduct review |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | 2 years |

## Action 8d

### Explore creation of citywide accessory dwelling unit policy and incentives to guarantee long-term affordability

| | |
|---|---|
| **Measurement:** | Completion of policy |
| **Ownership:** | Community Development Department, Human Services Department |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | Policy will need to be created, including any incentives for affordability |
| **Timeline** | 1 year |

## Action 8e

### Engage other cities to create regional home sharing model, in particular for seniors and Transitional Aged Youth (TAY), in order to leverage whole-home rentals and realize cost savings from shared rents

| | |
|---|---|
| **Measurement:** | Summary report on meetings with city leaders; policy on home sharing |
| **Ownership:** | Human Services Department, MAHHAHC |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | Develop home sharing policy to include in homeless policy document |
| **Timeline** | 1 year |

# Appendix A: Input Sessions: Summary of Identified Challenges

**Individuals Experiencing Homelessness**

- The primary reason for homelessness is usually related to cost of housing ("no money") and/or missing documents.
- In at least one case, high barriers of available shelter options were a deterrent ("too controlling").
- When asked whether or not people choose to be homeless, responses included:
  - "People don't always want to go about things the way you think they should."
  - "People won't go into places with rules, like they can't have friends over."

**Police Department**

- PD responds to approximately three calls per day related to homelessness.
- Groups of people congregate near library, rail road tracks, City Council Chambers.
- People experiencing homelessness come to Claremont from other cities because it is relatively affluent.

**General Public**

- Concerns about Gold Line increasing homeless population when it comes to Claremont.
- There is a need for education among faith-based groups on how to handle people requesting financial assistance.
- Lack of information on process employed when people are identified as homeless, and the rules regarding sleeping in the downtown area.
- Concern about people enabling homeless individuals by giving them cash.
- Issues with people "acting out" in Claremont Village, which affects business owners, customers, and employees
- Not enough low-income housing (e.g. single room occupancy)
- "The disturbance that homeless with mental health issues cause that scare/disrupt library environment"

**Mayor's Affordable Housing and Homelessness Ad Hoc Committee (MAHHAHC)**

- Existing shelter options are not always appropriate.
- There are significant gaps in resources available for people experiencing homelessness (including TAY).
- Other gaps include:
  - Emergency shelter
  - Bridge housing
  - Affordable housing
  - Rental units (even market rate)
  - Services for students who are homeless under McKinney-Vento
- "The City of Claremont should not be in service provider business. We should defer to the organizations who are experts in this field."
- There is a risk of damaging relationships with landlords due to "bad actor" clients.
- Underutilization of City funds (e.g. Family Emergency Fund)
- "City staff and partners don't know what's available – we need to educate people".

# Appendix B: Input Sessions: Summary of Identified Strategies

**Current Homeless Plan**

- After a staff review of possible partnership areas, it was determined the most effective ways Claremont can work with the County is through the following strategies:
  - First Responder Training (E4)
  - Decriminalization Policy (E5)
  - Regional Coordination (E10)
  - Promote Regional SB 2 Compliance and Implementation (F1)
  - Incentive Zoning/Value Capture Strategies (F5)[8]

**Staff of City Departments**

- Allocation of $30,000 from City CBO Grant (FY18-19) to engage a homeless services agency to oversee implementation of Homeless Plan recommendations.
- Possible allocation of $60,000 from City CBO Grant (FY19-20) to fund 501(c)3 that would implement Homeless Plan and other County Homeless Initiative strategies.
- Ensure that the City is maximizing its resources with respect to implementation of Measure H strategies and the success of the CCRCH.[9]
- Potential to work with City library, as the library director has expressed some interest in providing a referral service/access point.

**General Public**

- Support CHAP and St. Ambrose, which provides showers for homeless
- Advocate for the use of old golf course land for temporary housing and services, as well as student community service with the homeless population that could be housed there
- Reinforce best practice of only giving cash to organizations
- Start a program for building single room occupancy as a part of every new development
- Develop a program in the Village that can refer people to services

**Mayor's Affordable Housing and Homelessness Ad Hoc Committee (MAHHAHC)**

- Identify gaps in current approach to addressing homelessness
- Develop metrics for measuring outcomes of current efforts
- Provide reassurance to homeowners/landlords in the community who might be willing to host or rent to people experiencing homelessness
- Prioritize applicants to low-income housing (e.g. ADUs with covenants) to ensure that those with greatest need receive the benefit
- Political will overcomes roadblocks, e.g. underwriting of new affordable housing
- Reach out to landlords to increase access to rental units
- Reach out to churches with rental properties to see if they would repurpose for rapid re-housing, bridge housing, etc.
- Housing First "is where the funding is"
- Partner with Tri-City Roommate 101 program to pair clients for shared housing

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[8] Homeless Program summary document. The City of Claremont Human Services Department. 2018.
[9] Ibid.

## Appendix C: Overview of Collaborative Community Response to Claremont Homelessness

*Source: City of Claremont. Homeless Services Update January 9, 2018.*

# Appendix D: List of Participating Services Partners that Provided Input to Plan

*Crossroads, Inc.*
*Foothill Family Shelter, Inc.*
*Inland Valley Council of Churches, dba Inland Valley Hope Partners*
*Pacific Lifeline*
*Volunteers of America (VOA)*
*Tri-City Mental Health Services*
*Claremont Homeless Advocacy Program (CHAP)*

## Appendix E: City Planned Activities Tied to County Homeless Initiative Strategies

The following table provides a summary of the alignment of actions identified in Claremont's plan and strategies within the County Homeless Initiative. Details of the strategies listed below are included in Appendix F and G.

| City of Claremont Action | County Homeless Initiative Strategy | Description | County Funded | Measure H Funded |
|---|---|---|---|---|
| 1b | F1 | Alignment | Yes | No |
| 2a | E7 | Coordination | Yes | Yes |
| 4a | E4 | Training | Yes | No |
| 5a | E7 | Coordination | Yes | Yes |
| 5b | E5 and E6 | Decriminalization | Yes | Yes (E6) |
| 6a | A1 and A5 | Prevention | Yes | Yes |
| 6c | A1, A5, and B3 | Prevention, RRH | Yes | Yes |
| 7a | E8 | Shelter | Yes | Yes |
| 8a | B3 | RRH | Yes | Yes |
| 8d | D7 | PSH | Yes | Yes |

# Appendix F: Approved County Strategies to Combat Homelessness

## Approved County Strategies to Combat Homelessness

### E. Create a Coordinated System

- E1 – Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits
- E2 – Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services
- E3 – Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness
- E4 – First Responders Training
- E5 – Decriminalization Policy
- E6 – Countywide Outreach System **(H)**
- E7 – Strengthen the Coordinated Entry System **(H)**
- E8 – Enhance the Emergency Shelter System **(H)**
- E9 – Discharge Data Tracking System
- E10 – Regional Coordination of Los Angeles County Housing Authorities
- E11 – County Specialist Support Team
- E12 – Enhanced Data Sharing and Tracking
- E13 – Coordination of Funding for Supportive Housing
- E14 – Enhanced Services for Transition Age Youth **(H)**
- E15– Homeless Voter Registration and Access to Vital Records
- E16 – Affordable Care Act Opportunities
- E17 – Regional Homelessness Advisory Council and Implementation Coordination

### A. Prevent Homelessness

- A1 – Homeless Prevention Program for Families **(H)**
- A2 – Discharge Planning Guidelines
- A3 – Housing Authority Family Reunification Program
- A4 – Discharges From Foster Care and Juvenile Probation
- **A5 – Homeless Prevention Program for Individuals* **(H)**

### B. Subsidize Housing

- B1 – Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI **(H)**
- B2 – Expand Interim Assistance Reimbursement to additional County Departments and LAHSA
- B3 – Partner with Cities to Expand Rapid Re-Housing **(H)**
- B4 – Facilitate Utilization of Federal Housing Subsidies **(H)**
- B5 – Expand General Relief Housing Subsidies
- B6 – Family Reunification Housing Subsidy **(H)**
- B7 – Interim/Bridge Housing for those Exiting Institutions **(H)**
- B8 – Housing Choice Vouchers for Permanent Supportive Housing

### C. Increase Income

- C1 – Enhance the CalWORKs Subsidized Employment Program for Homeless Families
- C2 – Increase Employment for Homeless Adults by Supporting Social Enterprise **(H)**
- C3 – Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to Increase Access to County Jobs
- C4 – Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness **(H)**
- C5 – Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness **(H)**
- C6 – Targeted SSI Advocacy for Inmates **(H)**
- **C7 – Subsidized Employment for Homeless Adults* **(H)**

### D. Provide Case Management and Services

- D1 – Model Employment Retention Support Program
- D2 – Expand Jail In Reach **(H)**
- D3 – Supportive Services Standards for Subsidized Housing
- D4 – Regional Integrated Re-entry Networks – Homeless Focus **(H)**
- D5 – Support for Homeless Case Managers
- D6 – Criminal Record Clearing Project **(H)**
- **D7 – Provide Services and Rental Subsidies for Permanent Supportive Housing* **(H)**

### F. Increase Affordable/Homeless Housing

- F1 – Promote Regional SB 2 Compliance and Implementation
- F2 – Linkage Fee Nexus Study
- F3 – Support Inclusionary Zoning for Affordable Housing Rental Units
- F4 – Development of Second Dwelling Units Pilot Program
- F5 – Incentive Zoning / Value Capture Strategies
- F6 – Using Public Land for Homeless Housing
- **F7 – Preserve current affordable housing and promote the development of affordable housing for homeless families and individuals* **(H)**

(H) - Strategies eligible to receive Measure H funding.

* - Strategies in italics were added in the Measure H ordinance approved by the Board of Supervisors on December 6, 2016. All others were approved on February 9, 2016.

03.20.17

# Appendix G: Description of County Homeless Initiative Strategies Identified in Claremont Plan

**Strategy A1: Homeless Prevention Program for Families**

Los Angeles County has an opportunity to build on current programs and services to develop an integrated, comprehensive system to assist families on the verge of homelessness.

Department of Public Social Services (DPSS) provides homeless prevention assistance to certain CalWORKs families in the form of eviction prevention, temporary rental subsidies and other financial services, but provides limited case management services and no legal services. First 5 LA funds home visitation programs which could play a role in identifying families who are at risk of homelessness. The County and City of Los Angeles fund the Housing Relocation and Stabilization Services (HRSS) to expedite the delivery of housing and other supportive services to families experiencing homelessness but has provided very limited homeless prevention services. The Board recently allocated $2 million to Homeless Family Solution System (HFSS) for prevention purposes that could be useful to learn from and build upon.

Los Angeles Homeless Services Authority (LAHSA) should develop, in collaboration with County agencies and family system partners, a comprehensive strategy to effectively identify, assess, and prevent families from becoming homeless, and to divert families in a housing crisis from homelessness. The strategy should consist of a multi-faceted approach to maximize and leverage existing funding and resources, evaluate and potentially modify policies that govern existing prevention resources to allow greater flexibility, prioritize resources for the most vulnerable populations, and create an outreach and engagement strategy to identify access points for families at risk of homelessness. The major areas critical to developing a homeless prevention system in Los Angeles County involve identifying additional and targeting current resources from multiple systems to focus on homeless prevention.

**Strategy A5: Homeless Prevention Program for Single Adults**

Implement an integrated, comprehensive homeless prevention program to effectively identify, assess, and prevent individuals from becoming homeless, and divert individuals in a housing crisis from homelessness. This strategy will use a multi-faceted approach to maximize and leverage existing funding and resources, and prioritize resources for the most vulnerable populations. This strategy will address rental/housing subsidies, case management and employment services, and legal services.

**Strategy B3: Partner with Cities to Expand Rapid Re-Housing**

The purpose of rapid re-housing is to help homeless families/individuals/youth with low-to-moderate housing barriers to be quickly re-housed and stabilized in permanent housing. Rapid re-housing connects homeless individuals and families, as well as vulnerable sub-populations such as older adults, to permanent housing through the provision of time-limited financial assistance, case management and targeted supportive services, and housing identification/navigation supports:

- Financial assistance includes short-term and medium-term rental assistance and move-in assistance, such as payment for rental application fees, security deposits, and utility deposits. Financial assistance can come in the form of a full subsidy, covering the full rent for a period of time, or a shallow subsidy, covering a portion of the rent with gradual decreases in the subsidy over time.

- Case management and targeted supportive services can include, but are not limited to: money management; life skills; job training; education; assistance securing/retaining employment; child care and early education; benefits advocacy; legal advice; health; mental health; substance use disorder treatment; community integration; and recreation.

- Housing Identification/navigation supports address barriers for individuals and families to return to housing, which includes identifying a range of safe and affordable rental units, as well as recruiting landlords willing to rent to homeless individuals and families. Landlord incentives can include items such as a repair fund and/or recognition at relevant landlord events. Housing navigation staff should assist clients in housing search, assistance with completing and submitting rental applications, and understanding the terms of the lease.

Rapid re-housing is the most effective and efficient intervention for more than 50 percent of homeless individuals and families based on available data. The success rate for permanent placement is higher and recidivism rates are lower than other forms of housing interventions. However, it is not the best intervention for those who have been chronically homeless and/or face high barriers that impact housing placement, and is not the most effective intervention for all victims of domestic violence, human trafficking victims, and youth.

Rapid re-housing is generally categorized as a short-term housing resource lasting 6-12 months, but in some cases up to 24 months, if steady, but slow improvements are made by recipients in making the transition to self-sufficiency.

**Strategy C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness**

The recommended countywide Supplemental Security Income (SSI) Advocacy Program would provide assistance to eligible homeless individuals and those at risk of homelessness (including all disabled GR participants) in applying for and obtaining SSI or other related benefits Social Security Disability Insurance (SSDI) and Cash Assistance Program for Immigrants. The Program, modeled after DHS' former Benefits Entitlement Services Team (B.E.S.T), should be overseen by the Los Angeles County Department of Health Services because of its successful management of B.E.S.T. and its achievement of high outcomes and experience with large-scale contracting with homeless services agencies across the county. A Request for Proposals is targeted for release by the end of June, 2016, to secure two or more contractors, who could use subcontractors, as needed, to meet the geographic needs of the County. Referrals to the Countywide SSI Advocacy Program should be received via a warm hand-off from: (1) existing homeless entry points and systems of care, such as Housing for Health, the Coordinated Entry System (CES), Homeless Families Solutions System (HFSS), and the Single Adult Model (SAM); (2) the County Departments of Public Social Services, Mental Health, Public Health, Military and Veterans Affairs, and Children and Family Services, the Probation Department, and the Sheriff 's Department; and (3) community-based organizations serving individuals who are homeless or at risk of homelessness.

**Strategy D7: Provide Services for Supportive Housing**

Funding for this strategy provides high quality tenant services and, when necessary, a locally-funded rent subsidy for disabled homeless adults and families who need permanent supportive housing. Cities with Public Housing Authorities can work with the County to connect homeless

families and individuals, who have a federal housing subsidy and need permanent supportive housing (PSH), to intensive case management services (ICMS).

**Strategy E4: First Responder Training**

The proposed training program would educate law enforcement, fire departments, and paramedics, i.e., first responders, about the complex and diverse needs of the unsheltered homeless population and how to connect homeless individuals to appropriate services, so as to better prepare first responders when interacting with people experiencing unsheltered homelessness. The proposed training would emphasize awareness of, and strategies for dealing with, situations that arise among unsheltered homeless individuals due to an array of issues, such as, mental illness; alcohol and/or substance abuse/addiction (training in overdose Narcan protection/prevention is one component for addressing substance abuse); co-occurring substance abuse and mental illness; and/or physical health ailments. Los Angeles Sherriff's Department and other police agencies interested in participating in the training will develop the training and protocol based on local and national best practices.

The proposed Countywide encampment/unsheltered homeless protocol would ensure that LA County, and police forces across the County, are responding to the crises of encampments and unsheltered homelessness in a manner that both improves efficiencies across jurisdictional boundaries and achieves more effective outcomes and collaboration among police agencies and homeless service providers.

**Strategy E5: Decriminalization Policy**

The criminalization of homelessness has long been seen in some communities as a strategy to address some of the more visible aspects of homelessness; however, over the past few years, there has been an increased understanding that criminalization harms individuals and communities and in fact can make it more difficult to address homelessness. With new efforts by the Federal Government to encourage communities to roll back these measures, there is an increased need for the County to build on current Sheriff 's Department policy and practice and take a leading role in promoting the decriminalization of homelessness throughout Los Angeles County. The decriminalization policy should: 1. Include a protocol that complements the County's Homeless Encampment Protocol (the Encampment Protocol also includes best practices that can be applied to street homelessness), to ensure that the County does not disproportionately enforce existing County ordinances against homeless families and individuals; 2. Include a process to ensure greater collaboration between judicial agencies and local alternative courts, e.g., County Homeless Court, Department of Mental Health's (DMH) Co-Occurring disorders Court, etc., to enable homeless individuals to address citation fines before they become a warrant and already-incurred warrants and fines, which are often a barrier to services and housing; and, 3. Support statewide efforts to stop criminalizing homelessness.

**Strategy E6: Countywide Outreach System**

There would be at least one team in each Service Planning Area (SPA) of the County and each team should include the following staff: case manager(s), health outreach worker, mental health outreach worker, substance abuse provider, and Los Angeles Homeless Services Authority LASHA) Emergency Response Team personnel. As needed, the teams would include outreach personnel from agencies that specialize in engaging TAY, Veterans,
victims of domestic violence (DV) and Families.

The strategy requires a telephone hotline to connect to the street-based team(s) in each SPA with staff trained and well-versed in the services and housing opportunities in their respective SPA/region of the County.

For this strategy to be successful, it is imperative that all street teams operate with the same understanding of what it means to conduct outreach and what it means to engage homeless on the streets or in encampments. Department of Health Services'
County+City+Community (C3) project, including a connection to Intensive Case Management Services (ICMS), is an appropriate model to emulate. Additionally, the outreach teams need to be aware of DV protocols and have a relationship with DV service providers

**Strategy E7: Strengthen the Coordinated Entry System**

The move toward CES culminated with the implementation of the Federal "Opening Doors" Strategic Plan to prevent and end homelessness, the HEARTH Act, and the requirement that Continuums of Care (CoC) create a coordinated or centralized assessment and housing placement system. This system must be used to prioritize access to housing and services based on service need in order for a CoC to be eligible for federal homeless assistance funding. Coordinated entry is the process through which people experiencing homelessness or at-risk of homelessness can easily access crisis services through multiple, coordinated entry points, have their needs assessed and prioritized consistently, and, based upon those needs, be connected with appropriate housing interventions and supportive services. For special sub-populations, such as victims fleeing domestic violence or human trafficking, or those who are HIV-positive, CES must ensure that data-tracking and matching protocols do not conflict with confidentiality provisions to maintain individual safety and overall well-being. The County and City of Los Angeles have come a long way in coordinating the delivery of homeless services and housing. Over the last several years, there has been greater service integration and cooperation among County departments, city agencies and community organizations. For example, in early 2013 CES for single adults rolled out in Skid Row and is now operational in all SPAs and coordinates housing and supportive services not only with the County and City of Los Angeles, but with networks of over 100 local housing providers as well. CES could be strengthened through more standardization and an enhanced administrative/ technology infrastructure for the coordinated entry systems for single adults and families, as well as the youth system which is currently in pilot. In fiscal year 2014-15, 9,720 individuals were assessed for homeless services and roughly 1,738 were housed.

Cities could contribute funding to CES to support the connection of homeless populations within city boundaries to stable housing and supportive services.

**Strategy E8: Enhance the Emergency Shelter System**

The emergency shelter system should be enhanced to be an effective point-of-access to and component of an integrated homeless services system. An adequate crisis housing system ensures that individuals, families, and youth have a safe place to stay in the short-term, with access to resources and services that will help them exit homelessness quickly – optimally within 30 days.

The emergency shelter system should be enhanced as follows:

- Keep shelters open 24-hours a day/7 days a week. This would enable the shelter system to serve as a staging ground to triage/assess clients for housing, health, mental health, substance use disorder, and social service needs, particularly for outreach and engagement teams.

- Transform emergency shelters and transitional housing into interim/bridge housing from which homeless families/individuals/youth could transition to the best suited form of permanent housing, such as rapid re-housing or permanent supportive housing.

- Housing location search assistance should be provided at each shelter by community-based housing locators, since such assistance is key to ensuring that the shelter system operates as effectively as possible with enough "throughputs" to move people out of the shelter system, thereby creating shelter capacity for additional homeless families/individuals/youth, including individuals and families fleeing domestic violence.

- Establish "low threshold" common criteria for shelter eligibility across the county so that homeless families/individuals/youth can easily enter and remain in shelter without restrictive requirements that either preempt entry into the shelter system or force people to leave before they can transition to permanent housing.

- Fully utilize the shelter bed assignment system in LAHSA's Homeless Management Information System so that any provider seeking a shelter bed could readily identify any available beds.

- When possible, ensure that there is storage for belongings.

- There needs to be confidentiality for those fleeing domestic violence and others who require it.

- If shelters cannot accommodate pets for homeless individuals and families seeking shelter, have Animal Care and Control make alternative arrangements for pets.

There should also be a "diversion" component that helps at-risk households avoid entering shelter if alternatives can be identified and implemented, e.g. remaining in
their current housing and/or placement into stable housing elsewhere, which might include living with family/and or friends.

**Strategy F1: Promote Regional SB 2 Compliance and Implementation**

SB 2 (Cedillo) is enacted state legislation that requires each city and County (for the unincorporated areas) to: 1. identify at least one zone where emergency shelters are permitted as a matter of right; and 2. treat transitional and supportive housing as a residential use of property, subject only to restrictions that apply to other residential dwellings of the same type in the same zone. SB 2 was crafted with the objective not only of ensuring that emergency shelters, transitional housing, and supportive housing are permitted in each jurisdiction, but also to ensure a realistic potential for development, when there is a willing, private developer with adequate funding. While the County is in full compliance with SB 2 in the unincorporated areas, a number of cities in the County are not in compliance with SB 2.

# CITY PLAN TO PREVENT AND COMBAT HOMELESSNESS
# CITY OF COVINA

## 1. City and Plan Information

| Name of City | Period of Time Covered by Plan | Date of Plan Adoption |
|---|---|---|
| Covina | July 1, 2018 - June 30, 2021 | June 5, 2018 |

## 2. Why is the City working to develop and implement a homelessness plan?

In 2017, the City of Covina had a homeless population of 80 people, accounting for roughly 2.2% of Service Planning Area (SPA) 3's total homeless population.

Covina saw a considerable rise in homelessness from 2016 to 2017, during which time Covina's overall homeless population rose from 53 to 80, an increase of approximately 50%. In this period, LAHSA changed the methodology for counting and no longer counted sheltered homeless persons in domestic violence shelters. Therefore, the numbers for the unsheltered population in this period show a large variance.

Regarding 2017's unsheltered population, about 38% were living in the street, while 54% slept in cars, vans, or RVs/campers. In addition to the overall increase from 2016 to 2017, Covina experienced an increase in the number of places people slept. In 2016, 80% of homeless individuals slept in the street.

In the 2018 Covina homeless count, the raw numbers collected of those living in make-shift shelters, campers, vans and cars were higher in 2018 than in recent years. The unofficial 2018 street homeless count for the City of Covina is 98 persons. Official numbers will be released by LAHSA in late June 2018.

In addition to the Point-In-Time Count (PITC) data and regional demographics, it is useful to examine city-level data from the regional Coordinated Entry System (CES). This provides an enhanced view of those experiencing homelessness and their challenges as well as needs using responses to the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) pre-screen tool. The VI-SPDAT is designed to determine the presence and acuity[1] of an issue and identify clients to refer for assessment for specific housing interventions, but it is not intended to provide a comprehensive assessment of each person's needs. The VI SPDAT asks questions regarding[2] history of housing risks, socialization and daily functions, and wellness.

One useful aspect is that the VI-SPDAT assessment produces an acuity score, which can help identify an appropriate housing intervention for someone experiencing homelessness.

[1] Acuity is a term that is a summation of a quantifiable measurement of a client's responses to questions regarding housing, socialization, daily functions and wellness. Responses determine risk and prioritization. The lower the numerical score, the less need for direct public assistance.

[2] http://www.rihomeless.org/Portals/0/Uploads/Documents/VI-SPDAT-Manual-2014-v1.pdf

The Los Angeles Continuum of Care suggests that people experiencing homelessness who fall into the low-acuity scoring range of the assessment (0-3) should be able to find housing on their own, or self-resolve, those in the mid-acuity scoring range (4-11) are best served by Rapid Rehousing programs, and high-acuity individuals (12+) generally need supportive housing.[3]

Other useful indicators in the data set include information about a person's housing history, legal background, physical and mental health, history of substance use, and general demographic information such as age and race. All of these elements are self-reported by the individuals being assessed.

For the purposes of the City of Covina Homeless Plan, data was obtained from the SPA 3 CES lead agency. All data has been de-identified to protect confidentiality. The date range being reviewed is from July 2016 through November 2017.

71% of assessed individuals who said they were from Covina are in the mid-acuity range, compared to 15% for high-acuity (12+) and 14% for low-acuity individuals (0-3).

36% of people assessed in Covina were 41-55 years old, while 27% were 25-40, 26% were 56+, and 11% were 18-24.

Of individuals for whom data on race is available, 77% were white, 14% were black or African American, 3% were American Indian, 3% were Asian, and 3% were Native Hawaiian or other Pacific Islander. (Note: 43% of the individuals assessed also identified themselves ethnically as Hispanic/Latino. Of those, 90% were white; 7% were American Indian or Alaskan Native, and 3% were Native Hawaiian or other Pacific Islander.)

64% of those assessed identified as male and 33% identified as female (data was not collected for 3% of respondents).

Of those assessed,

- 44% received health care at an emergency room at least once in the past six months.
- 33% report having a chronic health condition.
- 23% report having a mental health issue.

## 3. Describe your City's planning process

The City plan was created through a collaborative process that included the input of multiple stakeholders from different sectors. Key activities of the plan process included multiple input sessions targeted to different stakeholders including the City Departments, the business community, Homeless Services Provider Partners, the general public including current and formerly homeless individuals via field surveys, and the faith-based community.

[3] Los Angeles Homeless Services Authority. Draft CES Prioritization Policies. Available: https://www.lahsa.org/documents?id=1896-draft-ces-prioritization-policies.

As a part of each stakeholder input session, groups were asked to provide feedback on the challenges of homelessness within the City as well as to provide input into possible strategies, many of which make up the approved goals and strategies for the City within the plan.

City staff met with a sub-committee of the Roundtable on April 25, 2018, to discuss the draft plan, and updated the Plan with their comments.

On May 16, 2016, the Plan was brought to the Roundtable for discussion. Representatives from City staff, area non-profits, and interested citizens attended and brought some areas in need of funding to the attention of staff. The goals were revised to reflect the comments.

The plan covers a three-year period; implementation of the goals which follow will be dependent on available funding.

Goals 1, 2, 4 and 5 will be implementable in large part if Los Angeles County provides Measure H funding for staffing and housing operation purposes. The staff person can be a Los Angeles County staff member or a City of Covina contract staff member, provided outside funding is provided for salary and benefits. The City's limited resources do not allow for funding for this position. The City can provide work space for a County employee.

4. **What are the goals of the City's plan and related actions? Review the example below, then respond to the prompts for your own City goals. Add sections for additional goals if needed.**

| **Goal 1: Coordinate homeless programs and enhance regional coordination with key stakeholders (Homeless Initiative Strategy Link(s): A5, C4, E6, E7)** |
|---|
| **Action 1a:** Create a full-time position to be staffed, either with a County of Los Angeles employee assigned to the City or a grant-funded contract employee, who will coordinate homeless programs and enhance regional coordination with key stakeholders. The position will enable the following actions:<br>a. Facilitate annual City participation in the regional Point in Time Count<br>b. Provide ongoing education on homelessness and City Homeless Plan to residents, businesses, City staff, medical providers, and faith-based organizations<br>c. Support Los Angeles County's efforts regarding<br>• SSI Benefits Advocacy (C4)<br>• Outreach (E6)<br>• Strengthening of the Coordinated Entry System in the San Gabriel Valley (E7) |
| **Action 1b:** Position to coordinate roundtable with local medical facilities to integrate discharge planning and care coordination practices, and to further understand impact of discharged patients on Covina homeless population. |

| Associated Policy Changes | Goal Measurement | Goal Ownership | Leveraged City Resources | Timeline |
|---|---|---|---|---|
| 1a: The dedicated staff person needed to provide this service would need to be funded through grant funding, such as through Measure H. Staff person could be a Los Angeles County employee working on assignment in the City, or a City contract employee. 1b: (same as "Goal Measurement") | The City will prepare an implementation plan to carry out the identified actions of Goal 1 which includes, but may not be limited to, identifying funding sources and the responsible agency and the following action items**.** | (same as "Goal Measurement") | City will provide facility space and overhead for position. | 1-3 years, depending on funding. |

| **Goal 2: Expand Outreach, Education and Prevention Services and Alignment with Regional Coordinated Entry System (Homeless Initiative Strategy Link(s): A1, A5, E4, E6)** |
|---|
| **Action 2a:** Upon funding of the staff person identified in Goal No. 1, staff will participate in regional case conferencing in order to monitor progress of Covina residents and advocate for timely housing intervention. Actions 2.2 through 2.5 will be performed by the new staff person. |
| **Action 2b:** Support LA County and service provider outreach efforts to<br>a. Assess homeless individuals using Vulnerability Index-Service Prioritization and Decision Assistance Tool (VI-SPDAT) and enter them into CES (E6).<br>b. Ensure individuals and families in need of homelessness prevention assistance are entered into CES (A1, A5). |
| **Action 2c:** Assist LAHSA to educate stakeholders on using County Web-Based Outreach Reporting Portal. |
| **Action 2d:** Explore funding opportunities, including renewed partnership with LA County, to sustain Homeless Assistance Liaison Officer (HALO) program and expand Mental Evaluation Team outreach coverage. |
| **Action 2e:** Continue and expand First Responder training protocol about the needs of the unsheltered homeless population and how to connect individuals to services (E4). |
| **Action 2f:** Contract with homeless services provider(s) to perform local outreach services. |

| Associated Policy Changes | Goal Measurement | Goal Ownership | Leveraged City Resources | Timeline |
|---|---|---|---|---|
| 2a: The dedicated staff person needed to provide this service would need to be funded through grant funding, such as through Measure H. Staff person could be a Los Angeles County employee working on assignment in the City, or a City contract employee.<br>2b, 2c, 2d, 2f: none<br>2e: Update relevant policy concerning First Responder training | The City will prepare an implementation plan to carry out the identified actions of Goal 2 which includes, but may not be limited to, identifying funding sources and the responsible agency and the following action items. | (same as "Goal Measurement") | 2a, 2b: City will provide facility space and overhead for position.<br>2c, 2d, 2e: Staff time<br>2f: City staff time; potential funding for outreach worker(s) | 1-3 years, depending on funding. |

| **Goal 3: Adopt an Accessory Dwelling Unit (ADU) Ordinance (Homeless Initiative Strategy Link(s): F4)** | | | | |
|---|---|---|---|---|
| **Action 3a:** Develop and adopt a City ADU Ordinance pursuant to California state law (F4). | | | | |
| **Action 3b:** Schedule the ADU Ordinance for City Council approval. | | | | |
| **Action 3c:** Community Development Department to create an ADU Frequently Asked Questions handout for public use. | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| Passage of ADU Ordinance | 3a: Development of Ordinance<br>3b: Adoption of ADU ordinance; completion and review of ADU FAQ document<br>3c: Completion and review of ADU FAQ document | Community Development Department | Staff time | 1-2 years |

| **Goal 4: Improve and Expand Housing Options and General Homeless Services (Homeless Initiative Strategy Link(s): B3, B7, C1, C2)** | | | | |
|---|---|---|---|---|
| **Action 4a:** Support Los Angeles County/regional CES lead in their efforts to improve and expand existing rapid rehousing (RRH) program including the provision of bridge housing (B3, B7). | | | | |
| **Action 4b:** Explore ways to increase access to, and potential Measure H funding for, restrooms, showers laundry services and safe parking. This may include working with faith-based organizations and non-profit providers on utilizing existing restrooms, and partnering with laundromats to provide laundry vouchers when feasible and practical. | | | | |
| **Action 4c:** Work with service providers to develop storage opportunities, and potential Measure H grant funding for same, for individuals and families to facilitate participation in existing and projected programs and services when feasible and practical. | | | | |
| **Action 4d:** Will refer/coordinate Covina's Adult Workforce Job Readiness Program with links to CalWorks. Support formation of Social Enterprise Agency and Alternate Staffing Organization (C1, C2), and engagement with business community and chamber of commerce to the best of the ability of the Job Readiness Program, and good faith efforts. Assist the Program to pursue Measure H funding to increase, expand and continue services. | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| None | The City will prepare an implementation plan to carry out the identified actions of Goal 4 which includes, but may not be limited to, identifying funding sources and the responsible agency and the following action items. | (same as "Goal Measurement") | City staff time. | 1-3 years |

| **Goal 5: Obtain Sustained Funding for the McGill Transitional House (Homeless Initiative Strategy Link(s): A1)** |
|---|
| **Action 5a:** Seek and obtain grant funding for the continued operation of the McGill Transitional house, in order to provide continued case management for the clients and operating funds for the maintenance of the house. |

| Associated Policy Changes | Goal Measurement | Goal Ownership | Leveraged City Resources | Timeline |
|---|---|---|---|---|
| If the grant is to be obtained through Measure H, the liability question raised by the Housing First requirement will need to be addressed. | The City will prepare an implementation plan to carry out the identified actions of Goal 4 which includes, but may not be limited to, identifying funding sources and the responsible agency and the following action items. | (same as "Goal Measurement") | Staff time and provision of the facility | 1-3 years |

## 5. Identify City employees or other staff who will lead implementation of the plan.

**Table 1: Primary Contact for Plan Implementation**

| Name & Position | Address & Email | Phone | % of Time |
|---|---|---|---|
| Brian Lee, Community Development Director | 125 E. College St.<br>Covina, CA 91723<br>blee@covinaca.gov | 626-384-5460 | TBD |

## 6. Describe the City's participation or plans to participate in any new or ongoing collaborative efforts, within the City and/or with other cities and/or in the Service Planning Area.

In recent years, the City of Covina has diligently worked to develop housing and programs that assist low-income families and people experiencing homelessness. In Fiscal Year 2017-2018, Covina initiated a Rapid Rehousing (RRH) program, a nationally recognized best practice, in partnership with Los Angeles County, dedicating $15,000 in City of Covina Community Development Block Grant (CDBG) fund allowance. In Fiscal Year 2018-2019, it is estimated $20,000 will be budgeted with housing funds for this purpose. As shown in the table below, an additional $240,000 is available for programming for allowable homeless programs.

In addition to the activities outlined in the table below, the City, alone or with its partners, are currently providing and participating in the following activities:

***HALO Team***

The growing homeless population in the region often experience mental health issues, substance abuse disorders and other series health problems. Law enforcement resources are frequently tasked with addressing these issues when assisting homeless persons. In 2016, the police departments from Azusa, Covina, Glendora and West Covina requested funding from the Board of State and Community Corrections (BSCC), and were granted one-time funding to form the East San Gabriel Valley Homeless Assistance Liaison Officer (ESGHALO) Team. One week each month, a team consisting of officers from the participating cities and a representative from the Los Angeles County Department of Mental Health works in the four communities to address ongoing issues associated with the homeless population in the region. While enforcement is sometimes required, the emphasis of the ESGHALO program is to work collaboratively with local community groups and regional partners to offer homeless persons resources which result in permanent housing. The intent is to do outreach and provide service with dignity, compassion and support.

This successful program needs to be continued and even expanded to be available more frequently.

***MET Team***

In addition, the City supports the expansion of the Los Angeles County Mental Evaluation Team (MET) which works with Covina officers once a week. One of the goals of the MET program is to divert people with psychiatric needs away from overcrowded jails and juvenile halls and from emergency room beds and into consistent services. The City can provide a work station for the Los Angeles County homeless team member.

***McGill Transitional House***

In 2004, the then-Covina Redevelopment Agency purchased a home and pursued a federal grant to make modifications to make it ADA compliant. In 2006 another federal grant made it possible to operate the house as a Transitional House for homeless women and children and provide case management services.

The City partners with Catholic Charities of Los Angeles to provide case management services and it is in large part due to the care delivered through the case management that our residents succeed in the goals they seek to achieve. Today, the house has served thirty-nine homeless families, including eighty children, providing rent-free housing and a mechanism for families to save money and move on to permanent housing. The City is reaching out to faith-based communities to mentor and assist transitional house residents and graduates.

On May 7, 2018, the City of Covina was awarded the 2018 Spirit of Caring Award by Catholic Charities of Los Angeles, Inc., at their 34th Annual Volunteer Recognition Dinner, for demonstrating the importance of service to others, and allocating resources to assist the underprivileged and needy.

***COG Homeless Committee***

The City will continue to work with the San Gabriel Valley Council of Governments homelessness manager to coordinate regional efforts where feasible.

***Covina Homeless Roundtable***

Covina will continue to work with the Homeless Roundtable which meets quarterly and work with the members to have more nonprofits participate on a regular basis.

***Adult Workforce Job Readiness Program***

In FY 2017-2018, the City of Covina instituted a pilot program, to provide job training to homeless persons using CDBG funds, working with Support Solutions. The program will continue to be funded in FY 2018-2019.

- Supporting the San Gabriel Valley Consortium on Homelessness which provide a networking opportunity for homeless care providers in the San Gabriel Valley;
- Supporting the East San Gabriel Valley Coalition for the Homeless' rotational winter shelter, which operates out of Sacred Heart Church for two weeks in December; and,
- Monitoring 431 covenanted rental affordable housing in the City of Covina, and 18 Ownership units.

The following table outlines the City's current annual funding and programs dedicated to individuals and families experiencing homelessness and those facing housing instability.

| Activity | Annual Funding FY 17-18 | Projected Funding FY 18-19 | Funding Source | Department or Non-Profit Partner | Activity Description |
|---|---|---|---|---|---|
| Transitional housing | $151,000 | $151,000 | Covina Housing Authority Housing Fund | Catholic Charities of Los Angeles | Transitional housing for homeless women and children |
| Rapid Rehousing | $15,000 | $20,000 | CDBG | LA County | Time-limited housing subsidy and case management for individuals and families experiencing homelessness |
| Unprogrammed | $245,000 | $240,000 | Covina Housing Authority Housing Fund | To be determined | Funds set aside and presently undesignated for individuals and families experiencing homelessness |
| Job Training for Individuals with Low- and Moderate-Income | $48,559 | $42,995 | CDBG | Support Solutions | "The Adult Workforce Job Readiness Program prepares and trains low- and moderate-income job seekers for entry into career-track permanent employment through a local Community Based Development Organization"[4] |
| Affordable Housing | $1,500,000 | $1,500,000 | Covina Housing Authority Housing Fund | Community Development | Development of affordable housing units under discussion. Unused funds in FY 17-18 will be re-budgeted in FY 18-19. |
| Response to calls | $8,400 | $8,400 | General Fund | Police Dept | SUV Costs |
| Response to calls/Security | $16,498 | $16,498 | General Fund | Public Works Dept | Equipment and landfill and security to lock bathrooms |
| **Total Annual Funding** | **$1,984,457** | **$1,978,893** | | | |

[4] City of Covina. City of Covina FY 2017/18 Adopted Budget.

7. **Review specific County Homeless Initiative Strategies from the table below and consider how the City could collaborate and align planning efforts to achieve mutual goals.**

**City Planning Activities tied to County Homeless Initiative Strategies**

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☒ | ☐ | A1. Homeless Prevention for families |
| | ☒ | ☐ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | ☐ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☐ | ☐ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☐ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☒ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☐ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☒ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☒ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| | ☒ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☐ | ☐ | C7. Subsidize Employment for Homeless Adults |
| | **Plan to participate** | **Currently participating** | **County Homeless Initiative Strategies** |
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☐ | ☐ | D5. Support for Homeless Case Managers |
| | ☐ | ☐ | D6. Criminal Record Clearing Project |
| | ☐ | ☐ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☒ | ☐ | E4. First Responders Training |
| | ☐ | ☐ | E5. Decriminalization Policy |
| | ☒ | ☐ | E6. Expand Countywide Outreach System |
| | ☒ | ☐ | E7. Strengthen the Coordinated Entry System (CES) |

| | | | |
|---|---|---|---|
| | ☐ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☐ | ☐ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☐ | ☐ | E14. Enhance Services for Transition Age Youth |
| **F – Increase Affordable/ Homeless Housing** | ☐ | ☐ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |
| | ☒ | ☐ | F4. Development of Second Dwelling Units Program |
| | ☐ | ☐ | F5. Incentive Zoning/Value Capture Strategies |
| | ☐ | ☐ | F6. Using Public Land for Homeless Housing |
| | ☐ | ☐ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☐ | ☐ | F7. Housing Innovation Fund (One-time) |

# CITY PLAN TO PREVENT AND COMBAT HOMELESSNESS
# CULVER CITY

## 1. City and Plan Information

| Name of City | Period of Time Covered by Plan | Date of Plan Adoption |
|---|---|---|
| Culver City | July 31, 2018 - June 30, 2021 | July 9, 2018 |

## 2. Why is the City working to develop and implement a homelessness plan?

Culver City has seen a dramatic rise in homelessness in the last several years, consistent with the pattern across Los Angeles County. On any given night in Culver City, an estimated 227 people experience homelessness,[1] nearly double the number from 2016.

The City is working with limited resources to address the needs of both its homeless residents and those experiencing housing instability. First responders in the city answered 2,841 calls for services related to homelessness in a one-year timeframe, costing the city $160,000. While the city contracts with service providers to connect homeless individuals and families to needed resources, the lack of bridge and permanent housing is a barrier to combatting homelessness. Additionally, with housing affordability a major issue in the city (the average cost of a 2-bedroom apartment hitting $2,800 per month and only 16 units of affordable housing approved for construction in FY 2016-17), homelessness prevention resources are also strained. A substantial number of households are believed to be housing insecure and/or are bearing a large cost burden for housing throughout the city.
City leadership is committed to assisting Culver City residents, both homeless and housed, to obtain and maintain safe, decent, and affordable housing within their communities. The City's homeless plan reflects this overarching goal. The plan lays out a series of goals and actions to address homelessness solutions and prevention within the next three years, given opportunities and available resources. Local and regional priorities include:

- Increased understanding of the needs and characteristics of our homeless residents through data collection and analysis;
- Identifying stakeholders and forming partnerships;
- Identifying financial and non-monetary resources;
- Expanding community education and awareness about homelessness;
- Engaging the larger community through roundtable discussions;
- Studying and incorporating best practices of other localities, including those comprising the County of Los Angeles Homeless Initiative; and
- Encouraging joint advocacy for policies and funding.

## 3. Describe your City's planning process

Culver City's homeless plan is built on the City's existing efforts to prevent and combat homelessness, its long-term goals to continue addressing the needs of its homeless and unstably housed residents, a review of existing resources and opportunities, and input from a variety of stakeholders. This is a three-year plan that serves as a roadmap to establish the city's approach to addressing homelessness over the long-term.

[1] Los Angeles Homeless Services Authority. 2017 Homeless Count-Count by City/Community. Available: https://www.lahsa.org/dashboards?id=13-greater-los-angeles-homeless-count-by-city-community.

A series of community meetings and individual interviews asked stakeholders to provide feedback on the challenges of homelessness within the City as well as to provide input regarding possible strategies, many of which were integrated into the plan's goals and actions. For summaries of challenges as well as strategies from each input session see Appendixes A and B.

**4. What are the goals of the City's plan and related actions? Review the example below, then respond to the prompts for your own City goals. Add sections for additional goals if needed.**

See next page.

**Goal 1: Increase Bridge Housing Options and the Number of People Served**

**Action 1a: Develop an emergency shelter in the city.**

- Invest $1 million to acquire and rehabilitate a local underutilized motel property to be used as a new emergency shelter site with centralized access to services and case management.
    - Include office space for homeless case managers and/or Family Solutions Centers personnel.
    - Investigate using funds for supportive housing and/or affordable multifamily housing.
- Identify an experienced service provider to manage shelter operations, including onsite services provision.
- Pursue County Homeless Initiative funding for shelter beds and for acquisition / rehabilitation of the shelter site, as well as state and county funding for supportive housing and affordable multifamily housing.

**Action 1b: Identify viable sites and implement a safe-parking program in the city that includes mobile bathrooms/showers and serves as a Coordinated Entry System and services access point.**

**Action 1c: Explore the use of an existing building or temporary tensile structures on public land for additional shelter beds to be deployed seasonally and during inclement weather.**

- Work with westside cities to establish a rotating schedule for hosting the seasonal shelter.
- Explore partnerships with the County of Los Angeles, neighboring cities, the faith-based community, and other stakeholders to fund shelter beds.

| Associated Policy Changes | Goal Measurement | Goal Ownership | Leveraged City Resources | Timeline |
|---|---|---|---|---|
| 1a: Update any zoning policies to allow shelter siting<br><br>1b: Update any city policies to allow for safe parking program<br><br>1c: Update any zoning policies to allow shelter siting | 1a:<br>• Conduct site feasibility studies; engage property owners to discuss property acquisition or development partnership<br>• Developer bid process, community engagement, site plan<br>• Service provider identified and service plans designed<br>• Funding secured<br>• Shelter development underway<br><br>1b: Site identified, funding secured, and service plan in place<br><br>1c:<br>• Site identified within 3 months through site feasibility studies | 1a-1c: Culver City Housing Division | 1a: Low- and Moderate-Income Housing Asset Fund<br><br>1b: Potential city-owned land, General Fund<br><br>1c: City-owned land, staff time to develop program and coordinate with other city partners | 1a: Studies conducted Year 1, project initiated Years 2-3<br><br>1b: Year 1<br><br>1c: Year 1 |

| Goal 1: Increase Bridge Housing Options and the Number of People Served | | | | |
|---|---|---|---|---|
| | • Westside city partners for hosting shelter identified in 6 months<br>• Funding sources for shelter beds identified in 9 months | | | |

| Goal 2: Expand Homelessness Prevention Programming | | | | |
|---|---|---|---|---|
| **Action 2a: Expand City's homelessness prevention grant program.**<br>• Increase grant amounts for rental arrears to $1,000 per applicant and $500 for utility payments.<br>• Provide grant applicants with up to $1,500 for security deposits for rental housing. | | | | |
| **Action 2b: Create homelessness prevention toolkit (e.g., overview of resources for legal services, tenant-landlord issues, benefits and workforce development, etc.) based on best practices and local, regional access.** | | | | |
| **Action 2c: Explore rental protection and anti-displacement strategies (e.g., rent regulations, tenant protections, etc.)**<br>• Increase awareness about availability of mediation. | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 2a: No associated policy changes.<br><br>2b: No associated policy changes.<br><br>2c: Policy changes to be determined by City staff. | 2a: Grant program expanded as budgeting allows<br><br>2b: Toolkit created and made available online and at city facilities<br><br>2c:<br>• Engage local landlords and attendees at regular Landlord/Tenant Mediation Board meetings<br>• Drafts of proposed strategies, as identified | 2a: Culver City Housing Division<br><br>2b: Culver City Housing Division<br><br>2c: Culver City Housing Division, Landlord/Tenant Mediation Board | 2a: Low- and Moderate-Income Housing Asset Fund<br><br>2b: Staff time<br><br>2c: Staff time | 2a: 6 months<br><br>2b: 6 months<br><br>2c: Year 1 |

| Goal 3: Increase Access to Affordable and Supportive Housing Across the City |
|---|
| **Action 3a: Expand the City's rapid rehousing program that leverages up to $1,000 of City funds per household, per month with County resources and wraparound services.**<br>• Explore consolidating the City's existing rapid rehousing allocations to a single pool of funds and continue subcontracting to service providers for wraparound services. |
| **Action 3b: Dedicate 50% of Section 8 turnover vouchers to homeless clients referred by local service providers.** |
| **Action 3c: Identify successful shared housing models and implement a shared housing pilot program in the city.**<br>• Integrate best practices from successful shared housing models, including those related to master leasing and roommate matching. |
| **Action 3d: Increase the number of landlords participating in subsidized housing programs.**<br>• Host property owner/landlord education fairs to encourage acceptance of rental assistance vouchers and other housing subsidies, as well as participate in shared housing programs.<br>• Increase dollar amounts for participation incentives such as minor rehabilitation grants, signing bonuses, additional security deposits, and vacancy loss and damage payments.<br>• Explore additional incentive opportunities, such as waiving business license fees for landlords who rent to HCV tenants within the city. |
| **Action 3e: Conduct housing affordability study among residents to estimate the number of affordable units that need to be developed in the city.** |
| **Action 3f: Facilitate development of affordable and supportive housing through land use regulations and incentives for property owners, developers, and employers. These efforts include:**<br>• Establishing the Mixed Use Affordable Housing Incentive Program, which will create a density incentive to produce affordable and market-rate housing units in mixed use developments.<br>• Amending the Mixed Use Density Ordinance to reduce minimum dwelling unit size and allow for reductions in parking requirements for affordable units.<br>• Exploring inclusionary housing programs that require a percentage of new housing be designated for low- and moderate-income households, in-lieu fees, etc.<br>• Implementing administrative approval of affordable housing units for developments of 20 residential units or less, in which 25% of the units qualify as affordable.<br>• Waiving permit fees for affordable units.<br>• Developing an accessory dwelling unit pilot program.<br>• Explore establishment of Linkage Fee to fund affordable housing. |
| **Action 3g: Conduct feasibility studies for creating a variety of alternative housing types (e.g., manufactured housing, motel reuse, shipping containers, junior ADU program) to increase the number of new affordable units in the city.** |
| **Action 3h: Increase financing and create financial incentives for affordable housing preservation and development.**<br>Strategies include:<br>• Establishing one or more Enhanced Infrastructure Financing District(s) (EIFD) to finance construction or rehabilitation of affordable housing units. |

| Goal 3: Increase Access to Affordable and Supportive Housing Across the City | | | | |
|---|---|---|---|---|
| • Conducting an Employer Affordable Housing Tax Credit study to explore creation of a tax credit incentive for large employers to finance affordable housing within the city.<br>• Creating the Culver City Low/Mod Income Housing Fund to leverage affordable housing construction and provide rental subsidies for newly constructed affordable housing units. | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 3a: Update Housing Authority Administrative Plan.<br><br>3b: Update Housing Authority Administrative Plan.<br><br>3c: Update Housing Authority Administrative Plan, Housing Authority funding and development of program.<br><br>3d: No associated policy changes.<br><br>3e: No associated policy changes.<br><br>3f:<br>• Amend Mixed Use Density Ordinance.<br>• Draft Inclusionary Housing Policy.<br>• Draft Affordable Housing Administrative Approval Policy.<br>• Expand Accessory Dwelling Unit Policy.<br><br>3g: No associated policy changes.<br><br>3h: To be determined following City staff evaluation. | 3a:<br>• Fund consolidation completed in 3 months<br>• Number of families/individuals placed into rapid rehousing<br>• Percentage of families/individuals placed into rapid rehousing who successfully move to permanent housing<br>• Annual recovery of costs associated with housing disabled homeless individuals awaiting SSI benefits<br><br>3b:<br>• Number of homeless individuals and families issued vouchers<br>• Number of voucher-holding homeless individuals and families placed into housing<br><br>3c: Shared housing program drafted in Year 2, implemented Year 3<br><br>3d:<br>• Funding for additional incentives identified<br>• After program developed, annual percent increase in | 3a: Culver City Housing Division<br><br>3b: Culver City Housing Authority<br><br>3c: Culver City Housing Division<br><br>3d: Culver City Housing Division<br><br>3e: Culver City Housing Division<br><br>3f: Culver City Housing Division<br><br>3g: Culver City Housing Division<br><br>3h: Culver City Housing Division | 3a: Low- and Moderate-Income Housing Asset Fund<br><br>3b: Housing Choice Voucher Program funds<br><br>3c: Low- and Moderate-Income Housing Asset Fund<br><br>3d: Staff time<br><br>3e: Low- and Moderate-Income Housing Asset Fund<br><br>3f: Staff time<br><br>3g: Low- and Moderate-Income Housing Asset Fund<br><br>3h: Staff time | 3a: Year 1<br><br>3b: Year 1<br><br>3c: Studies conducted Year 1, pilot initiated Years 2-3<br><br>3d: Initiated Year 1, ongoing<br><br>3e: Year 1<br><br>3f: Year 1<br><br>3g: Initiated within 6 months, completed by end of Year 1<br><br>3h: Year 1 |

| Goal 3: Increase Access to Affordable and Supportive Housing Across the City | | | | |
|---|---|---|---|---|
| | number of landlords accepting housing subsidies<br><br>3e: Completion of report on city housing affordability<br><br>3f: Annual percent increase in number of affordable and supportive units created through regulatory and policy changes<br><br>3g: Reports completed by end of Year 1<br><br>3h:<br>• EIFD established in Year 1<br>• Employer tax credit and any other studies conducted in Years 1-2<br>• Low/Mod Income Housing Fund established in Year 1 | | | |

**Goal 4: Enhance Data Tracking and Homeless Outreach Activities Among City Staff and Service Providers**

**Action 4a: Collect and analyze local homelessness-related data to better target resources.**

- Analyze existing data on Culver City's homeless population and collect additional data to identify characteristics and needs that inform decision-making.
- Complete a City cost analysis of homelessness-related direct and indirect resources to identify and diminish resource strains.
- Update Police Department discharge tracking protocols to include inputs to the Homeless Management Information System (HMIS) for homeless individuals.
- Update Fire Department incident reporting protocols to link to HMIS as appropriate.

**Action 4b: Implement the County of Los Angeles Sheriff's Department's first responder training protocol for all police, fire, paramedic, and other city staff engaged directly with the local homeless population.**

**Action 4c: Train city staff directly involved with homelessness (including Public Works, Sanitation, Building Safety, Code Enforcement, Transportation, and Parks, Recreation, and Community Services) to:**

- Coordinate outreach efforts with lead agencies for the Coordinated Entry System.
- Connect homeless residents to outreach teams via the LAHSA Outreach Web Portal.
- Provide referrals to local service providers for emergency motel vouchers and supplies.
- Encourage participation of the Culver City branch of the L.A. County Library in outreach and referral coordination, consistent with city staff training.

**Action 4d: Evaluate and rewrite city policies and ordinances as necessary to be consistent with homelessness plan implementation and national best practices.**

**Action 4e: Explore opportunities to fund additional case management and services.**

**Action 4f: Coordinate with the County of Los Angeles Criminal Record Clearing Project (CRCP) to host criminal record-clearing events in the city to assist homeless individuals with removing barriers to housing and employment.**

| Associated Policy Changes | Goal Measurement | Goal Ownership | Leveraged City Resources | Timeline |
|---|---|---|---|---|
| 4a: Update Police Department discharge protocols, Fire Department incident tracking protocols, and related data privacy policies.<br><br>4b: Update department policies to require first responder curriculum as part of regular training. | 4a:<br>• Report on city's homelessness data complete within 6 months<br>• Cost analysis complete within 3 months<br>• HMIS licensing and staff training completed in Year 1<br><br>4b: First responder trainings conducted within Year 1<br><br>4c: (see below) | 4a: Culver City Housing Division<br><br>4b: Culver City Housing Division, Culver City Fire and Police Departments<br><br>4c: Culver City Housing Division | 4a-4f: Staff time | 4a: Year 1<br><br>4b: Year 1<br><br>4c: Initiated Year 1, completed Year 2<br><br>4d: Years 1-2<br><br>4e: Year 1<br><br>4f: Year 1 |

| **Goal 4: Enhance Data Tracking and Homeless Outreach Activities Among City Staff and Service Providers** | | | | |
|---|---|---|---|---|
| 4c: Update department policies to require training curriculum as part of regular training.<br><br>4d: Policy and ordinance updates as identified.<br><br>4e: No associated policy changes.<br><br>4f: No associated policy changes. | • Training curriculum created and implemented<br>• Number of staff trainings completed quarterly/biannually<br>• Number of homeless or at-risk individuals referred to services<br><br>4d: Relevant policies and ordinances reviewed and rewritten as identified<br><br>4e: Funding identified and included in Housing Division budget<br><br>4f:<br>• Regular (e.g., quarterly, twice per year) criminal record clearing events held at local venues<br>• Number of people served by the CRCP | 4d: Staff from relevant City departments<br><br>4e: Culver City Housing Division<br><br>4f: Culver City Housing Division | | |

**Goal 5: Expand Community Education Efforts Around Homelessness and Raise Awareness About Available Resources and Best Practices**

**Action 5a: Continue hosting regular community meetings to educate the community about homelessness and plan implementation progress, as well as gather feedback about challenges and concerns.**

- Invite participation of the Los Angeles Homeless Services Authority and the United Way's Everyone In Campaign to provide additional education and information as needed.

**Action 5b: Increase coordination with local school district and colleges that may have students experiencing or at risk of homelessness.**

- Invite participation of school district and student liaisons to regular Committee on Homelessness meetings to provide input and discuss opportunities for better coordination.
- Attend school district and college meetings as requested.

**Action 5c: Hire a homeless coordinator.**

- The coordinator will act as a single point of contact for service providers and community members, including those experiencing or at risk of homelessness.
- The coordinator will also oversee portions of homelessness plan implementation.
- Provide case management and referrals to those experiencing or at risk for homelessness.

| Associated Policy Changes | Goal Measurement | Goal Ownership | Leveraged City Resources | Timeline |
|---|---|---|---|---|
| 5a-5c: No associated policy changes. | 5a: Community meeting schedule set (e.g., quarterly), at least two meetings facilitated within Year 1<br><br>5b: Regular meeting attendance as coordinated<br><br>5c:<br>• Coordinator position description drafted within 1 month<br>• Coordinator hired within 3 months | 5a: Culver City Committee on Homelessness<br><br>5b: Culver City Committee on Homelessness<br><br>5c: Culver City Housing Division | 5a-5c: Staff time | 5a: 6 months<br><br>5b: Year 1<br><br>5c: 6 months |

| Goal 6: Create Local Programs to Increase Workforce Training and Job Opportunities | | | | |
|---|---|---|---|---|
| **Action 6a: Develop and implement an Economic Empowerment Ordinance to encourage local hiring of homeless and formerly homeless individuals in city-supported contracts (e.g., awarding bonus points as part of the bid review process, offering employer compensation).**<br>• Encourage service providers contracted for homelessness outreach to hire homeless and formerly homeless individuals to assist with outreach and engagement activities. | | | | |
| **Action 6b: Engage local businesses and business groups in community roundtable discussions about hiring homeless and formerly homeless individuals, providing job training, or becoming an employment site for the CalWORKS program.** | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 6a: Approval of draft ordinance and any associated employment policies.<br><br>6b: No associated policy changes. | 6a:<br>• Draft ordinance within 3 months<br>• Ordinance approval within 6 months<br>• Annual increase in number of jobs available to homeless and formerly homeless people within the city's jurisdiction as a result of adopting the ordinance<br><br>6b:<br>• Number of meetings attended to provide the business community with information about opportunities<br>• Number of participating businesses assessed annually | 6a: Culver City Housing Division, Finance Department<br><br>6b: Culver City Housing Division | 6a-6b: Staff time | 6a-6b: Year 1 |

| Goal 7: Enhance Local and Regional Coordination | | | | |
|---|---|---|---|---|
| **Action 7a: Strengthen existing and form new partnerships to leverage resources and improve local and regional coordination.**<br>Activities include:<br>• Developing collaborative efforts with surrounding communities and organizations.<br>• Engaging in joint advocacy for homelessness-related policies and funding at local, regional, and statewide levels.<br>• Encouraging participation of service providers, first responders, business and faith-based groups, and residents in community roundtable discussions.<br>• Participating in the Los Angeles County Housing Authorities Homeless Issues Roundtable.<br>• Partnering with the Veterans Administration on activities related to serving the needs of homeless veterans and those at risk of homelessness. | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 7a: No associated policy changes. | 7a: Regular facilitation of and participation in local and regional coordination efforts | 7a: Culver City Committee on Homelessness, Housing Authority | 7a: Staff time | 7a: 6 months, ongoing |

## 5. Identify City employees or other staff who will lead implementation of the plan.

**Table 1: Primary Contact for Plan Implementation**

| Name & Position | Address & Email | Phone | % of Time |
|---|---|---|---|
| Tevis Barnes, Housing Administrator | Culver City Housing Department<br>9770 Culver Blvd.<br>Culver City, CA 90232<br>tevis.barnes@culvercity.org | 310-253-5782 | 25% |

## 6. Describe the City's participation or plans to participate in any new or ongoing collaborative efforts, within the City and/or with other cities and/or in the Service Planning Area.

Considerable work by City leadership and community partners has already gone into addressing homelessness and affordable housing issues, including the following.

- Culver City funds St. Joseph Center for homeless outreach and data collection, as well as for providing emergency motel vouchers (see Table 1).
- The City also funds Upward Bound House outreach activities and case management for homeless children and their families and homeless and housing insecure children and their families who attend Culver City Unified School District schools.
- The City maintains a Homeless Info Line for community members to call and request outreach or services to the local homeless population. The City also maintains a Homeless Resource Guide that includes detailed information about services available in the area.
- The City has implemented a rapid rehousing program in partnership with the County (County Homeless Initiative strategy C2). Through this program, the City provides five formerly homeless individuals and families with rental subsidies of up to 1,000 per month, per unit, for up to 12 months to move them out of homelessness as they locate permanent housing. This City's contribution is combined with County funding and wraparound services.

- The Culver City Committee on Homelessness serves as an advisory body to the City Council on potential short- and long-term strategies to address homelessness, including through the County's Homelessness Initiative. Additionally, the committee tracks homelessness-related service delivery in the city and recommends improvements to better utilize existing resources. It also coordinates the annual homelessness count and engages the community in roundtable discussions, including residents, faith-based groups, those with lived experience of homelessness, and members of the business community.
- The City's Landlord/Tenant Mediation Board offers "good faith" rental dispute mediation relating to rent increases in the city.
- The Culver City Housing Authority assists residents at risk of homelessness with grants for utility payments and rent arrears, as well for security deposit assistance.
- The Housing Authority hosts landlord fairs and workshops to educate local landlords about subsidized housing programs and encourage participation. Additionally, it offers incentives for landlords to accept Housing Choice Vouchers. Incentives include a $500 bonus for first-time landlords signing a 12-month lease with an HCV tenant, up to one month of rent for vacancy loss and damage funding, and rehabilitation reimbursement grants of up to $5,000 for property owners who lease to an HCV tenant for 24 months.
- The City has facilitated development of more than 2,000 units of affordable housing across the city, including units for seniors, individuals with disabilities, units for large families, and affordable homeownership opportunities.
- The City's Covenant Monitoring Program enforces the income- and rent-restricted covenants for 430 affordable units across the city, including group homes, senior assisted living, modular homes, and multifamily housing.

**7. Review specific County Homeless Initiative Strategies from the table below and consider how the City could collaborate and align planning efforts to achieve mutual goals.**

**Table 2: City Planning Activities tied to County Homeless Initiative Strategies**

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☒ | ☒ | A1. Homeless Prevention for families |
| | ☒ | ☒ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | ☒ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☐ | ☐ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☐ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☒ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☒ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☒ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☒ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| | ☐ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☐ | ☐ | C7. Subsidize Employment for Homeless Adults |
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☒ | ☐ | D5. Support for Homeless Case Managers |
| | ☒ | ☐ | D6. Criminal Record Clearing Project |
| | ☒ | ☐ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☒ | ☐ | E4. First Responders Training |
| | ☒ | ☐ | E5. Decriminalization Policy |
| | ☒ | ☐ | E6. Expand Countywide Outreach System |
| | ☒ | ☐ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☒ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☒ | ☐ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☒ | ☐ | E14. Enhance Services for Transition Age Youth |
| **F – Increase Affordable/ Homeless Housing** | ☒ | ☒ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |
| | ☒ | ☒ | F4. Development of Second Dwelling Units Program |
| | ☒ | ☒ | F5. Incentive Zoning/Value Capture Strategies |
| | ☒ | ☐ | F6. Using Public Land for Homeless Housing |
| | ☒ | ☒ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☐ | ☐ | F7. Housing Innovation Fund (One-time) |

THE CITY OF DOWNEY

# PLAN TO PREVENT AND COMBAT HOMELESSNESS

2018

MAKING IT HOME

The Los Angeles County
HOMELESS INITIATIVE
REAL HELP. LASTING CHANGE.

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# Executive Summary

Downey is a city of 114,181 people in Southeast Los Angeles County. The City of Downey's Plan to Prevent and Combat Homelessness was created to outline the City's priorities as it continues to address issues related to homelessness. Funding from Measure H through the County Homeless Initiative made the creation of this plan possible.

The countywide increase in the number of people experiencing homelessness is a reflection of the housing affordability crisis throughout the state. Downey's dedication to addressing this crisis is reflected both in their prior investment and in the creation of this plan. The Goals and Supporting Actions reflect the collaborative process involving stakeholder meetings, expert interviews, and city policy document analysis. This process was conducted by City officials in partnership with PATH and identified the challenges and solutions to ending homelessness in the City.

The goals that follow are a reflection of that process and represent the City's priorities for addressing homelessness, as well as opportunities for the City to pursue high impact policy adoption. Detailed Action Items associated with accomplishing each goal are included in the body of the Plan.

City of Downey's Goals

- Goal 1: Ensure City staff are equipped to address the intersection of homelessness and their departments through training on proper engagement techniques and available services
- Goal 2: Encourage the accessibility of supportive and affordable housing in the City
- Goal 3: Engage Downey residents and businesses around homelessness, services, and housing
- Goal 4: Increase the amount of homeless services offered in the region
- Goal 5: Mobilize faith communities towards activities aligned with long-term solutions to homelessness
- Goal 6: Sustained commitment to ending homelessness from the Downey City Council
- Goal 7: Prevent Downey residents from becoming homeless

# Background and Purpose

## City Info

The City of Downey is a 12.5 square mile city in Southeast Los Angeles County and is home to 114,181 people as of 2016.

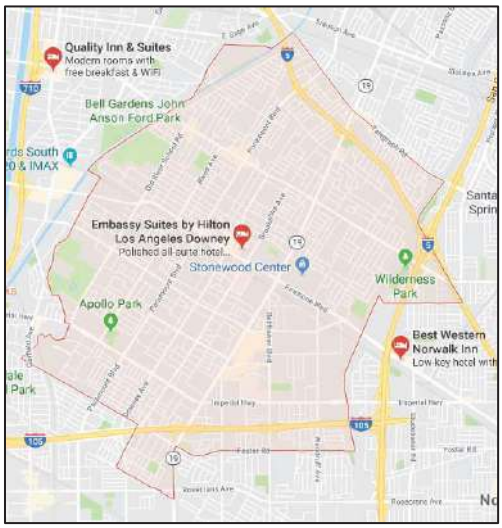


*Image courtesy of Google Maps*

There are 55,048 people experiencing homelessness in Los Angeles County, according to the Los Angeles Homeless Services Authority's (LAHSA) 2017 Homeless Count. From 2016 to 2017, Los Angeles County saw a 17 percent increase in the number of people experiencing homelessness on a given night (2017 Homeless Count). While the 2017 Homeless Count reported a decrease in the number of people experiencing homelessness in the City of Downey, service providers and City staff cited a noticeable increase in the number of people in the City who are in need of homeless services.

| **2017 Homeless Count Results** | |
|---|---|
| **LA County 2017 Total** | 55,048 |
| **SPA 7 2017 Total** | 4,533 |
| **Downey 2017 Total** | 124 |
| **Unsheltered** | 124 |
| ***Persons in Cars*** | 30 |
| ***Persons in Makeshift Shelters*** | 21 |
| ***Persons in RVs/Campers*** | 10 |
| ***Persons in Tents*** | 20 |
| ***Persons on the street*** | 38 |
| **Sheltered** | 0 |
| **2016 Homeless Count Results** | |
| **LA County 2016 Total** | 46,874 |
| **SPA 7 2016 Total** | 3,469 |
| **Downey 2016 Total** | 209 |

Data limitations restrict access to detailed demographic information of people experiencing homelessness in the City at any one time. However, this information is available at the Service Planning Area (SPA) level. The following demographics for SPA 7 (which includes Downey and other cities in the region) provide a more holistic understanding of who is experiencing homelessness in the region.

Location:
- 76% of people were unsheltered and living outside
- 24% of people were in some form of temporary accommodations

Family Type:
- 67% of people were single adults
- 14% of people were families
- 19% were transitional age youth

Gender:
- 66% of people were male
- 33% of people were female
- 0.3% of people were transgender

Ethnicity:
- 71% of people were Hispanic/Latino
- 17% of people were white
- 11% of people were African Americans
- 1% of people identified as other

Age:
- 11% of people were under the age of 18
- 18% of people were between the ages of 18-24
- 52% of people between the ages of 25-54
- 14% of people between the ages of 55-61
- 5% of people were age 52 or older

Other Demographics
- 3% of people were United States Veterans
- 23% of people have experienced domestic/intimate partner violence in their lifetime
- 18% of people were considered chronically homeless
- 11% of people had a mental illness
- 10% of people had a substance use disorder
- 1% of people had HIV/AIDS

## Background on Plan Development

In March 2017, Los Angeles County voters passed Measure H, a quarter cent sales tax to generate funding for homeless services. During the first year of Measure H implementation, the County created an opportunity for cities to develop city-specific Plans to Prevent and Combat Homelessness (“the Plan”).

Before the opportunity to create a Plan to Prevent and Combat Homelessness became available, Downey ("the City") worked to address homelessness in the following ways:

- The City is committed to partnering with the Housing Authority of the County of Los Angeles (HACoLA), the Los Angeles Homeless Services Authority (LAHSA), and local nonprofit agencies, including The Whole Child, Kingdom Causes Bellflower, and True Lasting Connections, to address the needs of people experiencing homelessness in the City.

- Downey's zoning and municipal codes clearly define which zones allow for the development of bridge, transitional, and supportive housing at increased density limits.

- The City supports community efforts to address the needs of people experiencing homelessness.

Below is a chart outlining some of the ongoing efforts to address homelessness in the City of Downey.

| **Activity** | **Partner** | **Description** |
|---|---|---|
| Assist with placing Downey homeless families in permanent housing | The Whole Child | The Whole Child provides housing services to four homeless families in Downey by providing community based housing, re-housing families in Downey, providing stabilization and linking families to supportive services to support families through the stabilization process. |
| Housing Rental Assistance Program - rapid rehousing, preventative subsidies, shallow subsidies | The Whole Child | The Whole Child assists Downey families who are either homeless or at risk of homelessness secure and/or retain permanent housing. |
| Housing Rental Assistance Program - rapid rehousing, preventative subsidies, shallow subsidies | Jovenes, Inc. | Jovenes, Inc. operates rapid rehousing - a scattered-site housing first model where youth in the program will access market rate community based housing that meets the HUD quality and rent reasonableness standards while receiving a time limited rental subsidy. |

| | | |
|---|---|---|
| Outreach | Coast to Coast Foundation | Coast to Coast works closely with the Downey Police Department in their outreach to homeless adults, both individually and in encampments. Coast to Coast assists in encampment cleanup efforts and will help organize supplemental assistance for those outreach efforts, including coordinating community volunteers and donations to help homeless individuals. A portion of the funds will be for emergency rehousing, mental health or drug treatment services or transportation services for individuals who need immediate help before there is space available in the publicly-funded programs. |
| Environmental cleanup | Ocean Blue | Ocean Blue provides environmental cleanup for the materials/articles left after an encampment area has been cleared. |

In addition to the above investments, the City of Downey invests staff time and portions of department funding to activities related to homelessness.

- Downey Police Department – Officers on Homeless Detail
- Downey Fire Department
- Community Development
- Downey Library
- Parks & Recreation
- Office of the City Manager

## Purpose of Developing Plan

The City's primary purpose in developing this plan is to address the needs of people experiencing homelessness in the community and the barriers that make it difficult for people to exit homelessness.

It is important to recognize that the larger housing affordability crisis in California and Los Angeles County exacerbates the homelessness crisis at the City level. California holds 21 of the 30 most expensive rental markets in the nation and LA County needs 551,807 more affordable rental homes for very and extremely low income households (Homeless Task Force Report, 1; 2017 Homeless Count). At the City level, Downey's Housing Element recognizes that "very low-income households would not be able to afford rental apartments in the City given the current market trends" (68).

Downey acknowledges its role in addressing this crisis, both for the region and the City. The City is working to meet its Regional Housing Needs Assessment (RHNA) allocation for the current cycle. The Downtown Specific Plan outlined in the City's General Plan identifies areas most appropriate for building more multi-family housing. Unfortunately, a large hindrance to meeting this goal is insufficient funding resources. While the City excels at interdepartmental

communication and collaboration, even projects indicated as high priority in the General Plan, like increasing housing opportunities in the City, are suspended while the City seeks additional funding and available resources (2015-2020 Consolidated Plan, 90)

Homelessness must be addressed as a regional issue for two primary reasons. First, the majority of funding from the County and State levels is distributed in a regional way. Second, people experiencing homelessness may travel between cities to access resources and avoid interactions with law enforcement, for example. While this plan is specifically targeted to address homelessness in Downey, the City is committed to participating in and supporting regional efforts to address homelessness. Participation in the Gateway Cities Council of Governments (GCCOG) efforts is a priority for City Council and the GCCOG Homeless Action Plan 2018 Regional Goals have been included in Appendix D.

## Plan Development Process

The City of Downey, in partnership with PATH, developed this collaborative plan through input from elected City officials, City staff, faith communities in the City, homeless service providers that operate in the City, and input from an individual who experienced homelessness in the City. Three stakeholder meetings were convened to hear from specific stakeholders groups. (Appendix A contains notes from the stakeholder meetings and Appendix B is a list of stakeholders engaged in this process). Expert interviews were conducted with a number of organizations, City departments, and individuals that had unique insight into the state of homelessness in the City. Each stakeholder meeting and expert interview was formatted to first discuss the challenges that exist in addressing homelessness in the City, followed by a conversation about the possible solutions to each identified challenge.

The Goals and Supporting Actions listed in this plan are primarily influenced by the discussions that occurred at stakeholder meetings and in expert interviews. Also included with each Action Item is alignment with the City's current guiding policy, as it relates to homelessness and funding opportunities, outlined in the following publicly approved documents:

- *2005-2025 Downey Vision General Plan*
- *2014-2021 Housing Element*
- *2016 General Plan Annual Report*
- *2017 Annual Action Plan* (used to apply Community Development Block Grant (CDBG) and Home Investment Partnership (HOME) grants)
- *2015-2020 Consolidated Plan* (submitted to the Federal Department of Housing and Urban Development (HUD) and serves as a comprehensive housing affordability strategy, community development plan, and submission for funding under HUD's entitlement formula grant programs)

The City also recognizes its role in regional efforts to combat homelessness. As such, the following regional documents were consulted in the development of this plan:

- *Gateway Cities Homeless Action Plan*
- *Homelessness Task Force Report-Tools and Resources for Cities and Counties*, prepared by the League of California Cities, California State Association of Counties, and the Institute for Local Government
- *Local Zoning Best Practices for Shelter and Transitional and Supportive Housing*, prepared by Public Counsel

## Goals and Supporting Actions

*See Appendix K for the definitions of table categories and other industry specific words used in the Plan.*

| Goal 1: Ensure City staff are equipped to address the intersection of homelessness and their departments through training on proper engagement techniques and available services | |
|---|---|
| Goal 1 is included in Downey's Plan as a direct result of input received from City staff during stakeholder meetings. Many staff are knowledgeable about the causes of homelessness and ultimate solutions, but they also expressed feeling inadequately prepared to address homelessness as it intersects with their jobs. The Action Items for Goal 1 work to empower City staff to address homelessness, to de-stigmatize homelessness among City staff, and to encourage resource sharing across City departments. | |
| **Approachable Action Items** | |
| Action 1a: Conduct consistent staff training hosted by a local service provider on 1) Causes of homelessness, 2) Resources available to address homelessness, and 3) Techniques for engaging people experiencing homelessness. | |
| Policy Changes | Revise staff training opportunities |
| Measurement | At least 4 learning opportunities per year |
| Timeline | 6 months |
| Ownership | City Manager's Office; Administration – Human Resources |
| Leveraged City Resources | Existing staff training events; Space at City facilities |
| Funding Opportunities | General Fund |
| County Strategy Alignment | E4 |
| City Policy Alignment | **2014-2021 Housing Element: Goal 3, Program 9 – "Section 8 Rental Assistance":** While the City is not responsible for the administration of the Section 8 Program, the Housing Element states that staff can direct residents to the County website while also providing program information at City Hall, on the City website, and in public places. Staff training will assist with the objective of the Housing Element Goal 3, Program 9. |
| Action 1b: Ensure homelessness in Downey is discussed at least one time per month during the weekly City Manager hosted department head meetings in order to 1) Generate solutions-oriented discussion about homelessness in the City, 2) Increase awareness about available external resources to address homelessness, and 3) Ensure collaboration with service providers when engaging people experiencing homelessness. | |
| Policy Changes | Coordinate monthly meetings with different city departments to discuss and provide updates on homelessness in Downey |
| Measurement | Monthly meetings with City departments |
| Timeline | 12 months |
| Ownership | City Manager's Office |
| Leveraged City Resources | City staff time; Space at City facilities |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | E4 |

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| City Policy Alignment | **2015-2020 Consolidated Plan**: "…the City will continue to coordinate with [LAHSA], County of Los Angeles Housing Authority, and financially support local nonprofits through CDBG in eradicating homelessness in Downey" (112). Action 1b will ensure impactful coordination. |
| Action 1c: Increase accessibility to resources for affordable housing, homeless services, and associated programs available at City Hall through enhanced posting of resource information and increased staff training (Action 1a). | |
| Policy Changes | No associated policy changes required |
| Measurement | Increased visibility of resource information available at City Hall and on website |
| Timeline | 6 months |
| Ownership | City Manager's Office |
| Leveraged City Resources | Space at City facilities; Staff time |
| Funding Opportunities | HUD Continuum of Care; General Fund |
| County Strategy Alignment | E7 |
| City Policy Alignment | **2014-2021 Housing Element: Goal 3, Program 9 – "Section 8 Rental Assistance":** While the City is not responsible for the administration of the Section 8 Program, the Housing Element states that staff can direct residents to the County website while also providing program information at City Hall, on the City website, and in public places. This service should be made available at City Hall according to the Housing Element Goal 3, Program 9.<br><br>**2014-2021 Housing Element: Goal 2, Program 5 – "Housing Opportunity Sites":** The Program Objective for Program 5 states that information about potential residential opportunity sites will be made available to developers through City staff and the City website (25). |

## Goal 2: Encourage the accessibility of supportive and affordable housing in the City

The proven solution to ending homelessness is housing (see Appendix L for additional details about supportive housing). Goal 2 aims to increase the number of units accessible to people experiencing homelessness so they can move out of homelessness. Further, every stakeholder meeting cited the lack of affordable and supportive housing options as a challenge that needs to be addressed.

City staff, including Police and Code Enforcement, acknowledged that interactions with people experiencing homelessness were often with the same people. City staff cited increasing the number of affordable and supportive housing units as the ultimate solution to breaking the cycle of homelessness in the City.

In addition, the Regional Housing Need Assessment (RHNA) is required by State Housing Law as part of the process of updating the Housing Elements in the City General Plan. The RHNA's purpose is to quantify the housing needs within jurisdictions (See Appendix I for additional information). For the current RHNA period, the City has not met the RHNA

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| allocations for new housing units for people in the very low-income level (2016 General Plan Annual Report, 24). Because of this unmet need, the City is subject to SB 35 streamlining for proposed developments with at least 10 percent of units restricted for affordable housing (California Department of Housing and Community Development SB 35 Statewide Determination Summary, 3; Appendix I). | |
| **Approachable Action Items** | |
| Action 2a: Obtain a list of registered rental properties from the City's business license system and provide owner information to requesting nonprofit organizations for the purposes of implementing an incentive program for landlords to rent units to people exiting homelessness. | |
| Policy Changes | No associated policy changes required |
| Measurement | A list of registered rental properties is gathered on a biennial basis and provided to requesting nonprofit organizations |
| Timeline | 12 months |
| Ownership | City Manager's Office |
| Leveraged City Resources | Staff time |
| Funding Opportunities | HACoLA Homeless Incentive Program (HIP); CDBG; HOME |
| County Strategy Alignment | E7 |
| City Policy Alignment | **2014-2021 Housing Element: Goal 1, Program 3 – "Monitor and Preserve Affordable Housing":** The Housing Element states that the City will continue to keep an inventory of affordable units and ensure landlords are compliant with deed restrictions and requirements to preserve affordability (22).<br><br>During the 2016-17 fiscal year, more than 630 Section 8 Vouchers were issued to Downey residents through the Housing Authority of the County of Los Angeles (2016 General Plan Annual Report, 23). In 2006, Section 8 vouchers assisted approximately 450 households (2015-2020 Consolidated Plan, 86). The number of households assisted through Section 8 has increased by approximately 30 households annually (2015-2020 Consolidated Plan, 86). Therefore, more Downey landlords will need to be engaged as the number of voucher holders continues to increase. |
| **Growth Actions Items** | |
| Action 2b: Review the property list included in the 2014-2021 Housing Element Appendix A and make the sites included on the list publicly accessible through the City's GIS system. When the properties identified in the Housing Element are available on the City's GIS system, proactively engage nonprofit developers about the benefits of developing in Downey. | |
| Policy Changes | No associated policy changes required |
| Measurement | The property list is shown on the City's GIS system |
| Timeline | Review property list – 12 months; Make property list available on the City's publicly accessibly GIS System – 36 months |
| Ownership | City Manager's Office |
| Leveraged City Resources | Staff time |
| Funding Opportunities | HOME; Neighborhood Stabilization Program (NSP) Funds; General Fund |

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| County Strategy Alignment | F6 |
| City Policy Alignment | **2017-2018 Action Plan:** "The City's Housing Sites Inventory Program helps ensure that the City continuously monitors available sites in the area that may be appropriate for residential uses" (40). Action 2b is in line with the City's current efforts to track available property.<br><br>**2014-2021 Housing Element: Goal 1, Program 3 – "Monitor and Preserve Affordable Housing":** "The Housing Division will continue to pursue partnership opportunities with non-profits to preserve and expand affordable housing in the City" (22).<br><br>**2014-2021 Housing Element: Goal 2, Program 5 – "Housing Opportunity Sites":** "Staff will continue to facilitate the redevelopment of underutilized sites through various outreach methods to the development community through an updated inventory available throughout the 2014-2021 planning cycle" (24-25).<br><br>**2014-2021 Housing Element: 6.3.1 – "Residentially Zoned Land":** The Housing Element identifies vacant or underutilized residentially zoned parcels in Figure 2 (99) and Appendix A (165). |
| Action 2c: Study the potential for fee reductions and/or waivers and/or other policy changes that would encourage the development of affordable and/or supportive housing in the City. | |
| Policy Changes | No associated policy changes required |
| Measurement | Report on feasibility created for the Council Subcommittee on Homelessness |
| Timeline | 24 months |
| Ownership | City Manager's Office |
| Leveraged City Resources | Staff time |
| Funding Opportunities | General Fund |
| County Strategy Alignment | F3, F5, F7 |
| City Policy Alignment | **2015-2020 Consolidated Plan:** One of the priority housing and community needs the City plans to address by 2020 is "programs that expand the stock of affordable housing within the City" (82). The items listed in Action 2c are program changes that help expand the supply of affordable housing.<br><br>**Ordinance No. 18-1394:** In compliance with State law, the City of Downey allows conversion of existing floor area to an ADU within any single-family home in the City. Additionally, the City has 24 designated areas in which a newly built ADUs can be constructed.<br><br>**2014-2021 Housing Element: Goal 4 – Remove Governmental Constraints – Policy 4.1:** "Review development fees annually to ensure that fees and exactions do not unduly constrain the production and maintenance of housing" (30). Through the review process, the City could |

| | |
|---|---|
| | expand fee waiver opportunities for nonprofit developers of affordable/supportive housing.<br><br>**2014-2021 Housing Element: Goal 4 – Remove Governmental Constraints – Policy 4.3:** "Utilize density bonuses, fee reductions, or other regulatory incentives to minimize the effect of governmental constraints" (30). Action 2c encourages minimizing of governmental constraints.<br><br>**2014-2021 Housing Element: Goal 4, Program 11 – "Remove Development Constraints":** City staff are to review development standards for residential zones to identify standards that may constrain development of affordable housing and housing for special groups. The Housing Element states that the City will provide "development standard modifications, streamlined processing for applications related to the creation of affordable housing, and will offer fee modifications for projects proposing affordable units that are required to apply for variations to the existing development standards" (31).<br><br>**2014-2021 Housing Element: Goal 4, Program 12 – "Density Bonus"**<br><br>**2014-2021 Housing Element: Goal 4, Program 16 – "Planning and Development Fees":** The City conducts annual internal reviews of planning and development fees. The Housing Element also states that "Downey streamlines the permitting process for residential projects, to minimize the holding and labor costs assumed by the project applicant" (33).<br><br>**2014-2021 Housing Element: 5.1.3.A – "Multi-Family Rental Housing":** The City identified the Downtown Downey Specific Plan area as "an opportunity area for the development of multifamily housing… The Specific Plan, adopted in 2010, establishes five unique land use districts, four of which all for mixed use and residential development by right" (77). |

## Goal 3: Engage Downey residents and businesses around homelessness, services, and housing

The *Everyone In* Campaign, spearheaded by United Way of Greater Los Angeles, says that "with committed resources and political and community desire, Los Angeles can end homelessness." In order to address the multi-faceted nature of homelessness, everyone, including concerned residents, business owners, and local governments, need to accept their role in the process.

Goal 3 aims to proactively engage residents around topics related to homelessness in the City. Open and frequent discussion about what is being done to address homelessness in the City increases resident knowledge about available services, situations that warrant calls to law enforcement, and actions they can take to help address homelessness in the City.

**Approachable Action Items**

| Action 3a: Have one Town Hall per year centered on homelessness, co-hosted by the City and service providers, to educate the community on the causes, resources available to address, and state of homelessness in the City. | |
|---|---|
| Policy Changes | No associated policy changes required |
| Measurement | Town Hall hosted annually |
| Timeline | 12 months |
| Ownership | City Manager's Office |
| Leveraged City Resources | Space at City facilities; Staff time |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | E7 |
| City Policy Alignment | **2014-2021 Housing Element: Goal 3, Program 10 – "Los Angeles County Partnership":** Through cooperation with the County, the City committed to increasing resident awareness about County run housing assistance programs (29). Community meetings would support Program 10 by promoting increased awareness about assistance programs. |
| Action 3b: Facilitate a community driven Downey Homeless Coalition, which includes providers, interested residents, law enforcement, faith communities, and business owners, that 1) Meets regularly to discuss concerns, challenges, and possible solutions, 2) Provides regular updates to City Council on resources, programs, and client stories that are active within the City, 3) Identifies businesses that would be willing to hire people with a history of homelessness, and 4) Identifies and promotes volunteer opportunities with local civic clubs, community organizations, and service providers. | |
| Policy Changes | Direct the establishment of a Downey Homeless Coalition |
| Measurement | Establish Coalition |
| Timeline | 12 months |
| Ownership | Subcommittee On Homelessness (shifted to Downey community member/s once established) |
| Leveraged City Resources | Space at City facilities; Time during City Council meetings; Social media promotion |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | E7 |
| City Policy Alignment | **2014-2021 Housing Element: 4.3.8 – "Homeless Persons":** The City was one of 100 communities throughout the United States that participated in the 100,000 Homes Campaign – a movement to "identify and house 100,000 of the most vulnerable homeless nationwide by July 2014" (56). With the expiration of this project, the Downey Homeless Coalition can assist with managing a new, similar mission for the City. |
| Action 3c: Encourage the Downey Chamber of Commerce to discuss and address 1) The way homelessness intersects with business owners and 2) The creation of a program that encourages local businesses to hire people with a history of homelessness. | |
| Policy Changes | No associated policy changes required |
| Measurement | Re-establish Business Watch group that discusses homelessness (among other issues facing business owners); Jobs program created |
| Timeline | 24 months |
| Ownership | City Council Subcommittee on Homelessness |

| | |
|---|---|
| Leveraged City Resources | Funding not required |
| Funding Opportunities | Choice Neighborhoods Grants |
| County Strategy Alignment | C2, C3 |
| City Policy Alignment | **2014-2021 Housing Element: 5.1.3 – "Provisions for a Variety of Housing Types":** "The [Downtown] Specific Plan strategically aims to facilitate the development of employment opportunities… neighborhood services, and residential uses in close proximity" (78).<br><br>The existing City policy documents provide limited guidance related to employment programs for the City's vulnerable populations, even though the City acknowledges that "very low-income households would not be able to afford rental apartments in the City given the current market trends" (2014-2021 Housing Element, 68). |
| Action 3d: Create a media strategy that regularly advertises the work the City is doing to address homelessness as well as ways residents can be involved. The strategy should include, but not be limited to 1) A social media plan and 2) Regular press releases about new and existing efforts. | |
| Policy Changes | No associated policy changes required |
| Measurement | Strategy outlined |
| Timeline | 6 months |
| Ownership | City Manager's Office |
| Leveraged City Resources | Staff time; City website |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | N/A |
| City Policy Alignment | N/A |
| **Growth Action Items** | |
| Action 3e: Work with United Way of Greater Los Angeles's *Everyone In* Campaign to host an *Everyone In* Pop-Up Event in Downey to educate residents about the causes and solutions to homelessness. | |
| Policy Changes | No associated policy changes required |
| Measurement | Event hosted in Downey |
| Timeline | 12 months |
| Ownership | City Manager's Office |
| Leveraged City Resources | Space at City facilities |
| Funding Opportunities | *Everyone In* Campaign (through resource partnership) |
| County Strategy Alignment | N/A |
| City Policy Alignment | N/A |

## Goal 4: Increase the amount of homeless services offered in the region

Helping people exit homelessness is a comprehensive process. This is why many people experiencing homelessness seek the assistance of a case manager to help navigate various resources and requirements. Increasing access to services and case managers in Downey would clear some of the barriers faced by people experiencing homelessness in the City.

For those who work with people experiencing homelessness in the City, increased access to immediate resources was a primary solution identified in stakeholder meetings. The Action Items listed below seek to increase the resources available to people experiencing homelessness in Downey.

| Approachable Action Items | |
|---|---|
| Action 4a: Engage in discussions with State, County, regional public agencies, and nonprofit providers to potentially provide Downey's support for their respective funding applications that could positively impact the availability of services and infrastructure accessible to people experiencing homelessness in the City. | |
| Policy Changes | No associated policy changes required |
| Measurement | Meet with State, County, regional public agencies, and nonprofit providers as requested |
| Timeline | 36 months |
| Ownership | City Manager's Office |
| Leveraged City Resources | Staff time |
| Funding Opportunities | HOME; HUD Continuum of Care Program; CDBG<br><br>According to the City's 2014-2021 Housing Element and the *Homelessness Task Force Report* prepared by the California State Association of Counties, League of California Cities, and Institute for Local Government, the City could consider the sources listed in Appendix H. While the City may not be the eligible recipient for all of the sources found in Appendix H, knowledge of available funding sources is important for collaboration and City advocacy. |
| County Strategy Alignment | N/A |
| City Policy Alignment | **2014-2021 Housing Element: 6.5 – "Financial Resources":** The City of Downey Redevelopment Agency was dissolved on February 1, 2012 (135). Without funding for affordable housing activities from the Redevelopment Agency housing set-aside fund, the Housing Element outlines several possible sources of funding at the federal, state, and county levels. The identified funding sources are outlined in Appendix H. |
| Action 4b: Allow staff of local service providers to co-locate at Downey facilities, allowing the space to operate as a home-base for service providers as they engage people experiencing homelessness in the City. | |
| Policy Changes | Establish Memorandum Of Understanding (MOU) with local service provider to allow use of office space |
| Measurement | City departments are connected to service providers who could co-locate staff at City facilities |
| Timeline | 12 months |
| Ownership | City Manager's Office |

| | |
|---|---|
| Leveraged City Resources | Space at City facilities |
| Funding Opportunities | No funding required |
| County Strategy Alignment | E7 |
| City Policy Alignment | N/A |
| **Growth Action Items** | |
| Action 4c: Increase the number of active outreach teams and case managers in Downey to ensure adequate accessibility of services and enhanced opportunity to access housing resources. | |
| Policy Changes | Sustained funding commitment for budgeted Contractual & Professional Homeless Services |
| Measurement | Additional outreach workers or case managers are regularly engaging people experiencing homelessness in the City |
| Timeline | 12 months |
| Ownership | City Manager's Office |
| Leveraged City Resources | N/A |
| Funding Opportunities | HUD Continuum of Care Program; Law Enforcement Assisted Diversion (LEAD) Grant; General Fund |
| County Strategy Alignment | D5, E7 |
| City Policy Alignment | **2014-2021 Housing Element: 4.3.8 – "Homeless Persons**": The Housing Element acknowledges that the City "provides the [homeless persons] with homeless shelters and emergency food locations, but typically this assistance is refused" (56). With additional outreach teams who are trained on best practices for engagement and case management, the concern indicated in the Housing Element could be addressed. |
| Action 4d: Increase presence of services related to mental health care, hospital in-reach, employment, and benefits advocacy. | |
| Policy Changes | No associated policy changes required |
| Measurement | Approach organizations who offer these services about having informational handouts at City facilities |
| Timeline | 12 months |
| Ownership | City Council Subcommittee on Homelessness |
| Leveraged City Resources | Funding not required |
| Funding Opportunities | CalHFA Mental Health Services Act Funds; Substance Abuse and Mental Health Services Administration (SAMHSA) Grants; Medicaid/Medi-Cal |
| County Strategy Alignment | C2, C3, C4, C5, C6, E6, E7 |
| City Policy Alignment | **2015-2020 Consolidated Plan:** The Consolidated Plan states that many people experiencing homelessness fall under several categories including "the mentally ill, alcohol and drug users, vagrants, the elderly, runaways and abandoned youths, single women with children who are often fleeing domestic violence, individuals and families who have recently lost jobs and are unable to make ends meet, as well as the working poor, those |

| | |
|---|---|
| | with jobs but whose income is too small to afford housing" (39). The numerous causes of homelessness call for a variety of services to address the causes. |
| **High Impact Action Items** | |
| Action 4e: Commit to supporting regional efforts to increase the presence of bridge housing, access centers, and other vital resources in the region. | |
| Policy Changes | No associated policy changes required |
| Measurement | Meet with neighboring cities to discuss partnership opportunities; Funding allocated to new projects in the region |
| Timeline | 12 months |
| Ownership | City Manager's Office |
| Leveraged City Resources | Staff time |
| Funding Opportunities | General Fund |
| County Strategy Alignment | N/A |
| City Policy Alignment | As a member City of the Gateway Cities Council of Governments, the City is committed to supporting regional goals included in Appendix D. |

| Goal 5: Mobilize faith communities towards activities aligned with long-term solutions to homelessness | |
|---|---|
| Many of the faith communities in Downey are committed to serving people experiencing homelessness in the City. Goal 5 aims to coordinate the efforts of different faith communities and to strategically connect the short-term resources they offer with long-term solutions offered by service providers. Sustained involvement of the faith community was also indicated as a priority of City Council and as a desire of the faith community. | |
| **Approachable Action Items** | |
| Action 5a: Work with Downey Clergy Council to 1) Coordinate the efforts of faith communities to ensure efficient provision of short-term resources and easy access to long-term case management and 2) Encourage the landlords and business owners in their communities to rent to or hire people exiting homelessness. | |
| Policy Changes | No associated policy changes required |
| Measurement | Council has outlined all current resources available at their congregations for people experiencing homelessness |
| Timeline | 6 months |
| Ownership | City Council Subcommittee on Homelessness |
| Leveraged City Resources | Staff time; Space at City facilities |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | N/A |
| City Policy Alignment | N/A |
| Action 5b: Increase service provider presence at faith community gatherings focused on serving individuals experiencing homelessness. | |

| | |
|---|---|
| Policy Changes | Discuss with City-contracted outreach consultant the possibility of prioritizing presence at faith community gatherings |
| Measurement | Service providers are present at 50 percent of faith community gatherings |
| Timeline | 12 months |
| Ownership | City Manager's Office; Coast to Coast |
| Leveraged City Resources | Existing Agreement for Professional Services with Coast to Coast Foundation |
| Funding Opportunities | General Fund |
| County Strategy Alignment | E7 |
| City Policy Alignment | N/A |
| Action 5c: Encourage faith communities to offer a variety of intersecting services to people experiencing homelessness 1) Low cost/free English language classes, 2) Employment services, 3) Safe Parking, 4) Monitored shower/bathroom access, 5) Support networks for people moving out of homelessness, and 6) Sponsoring Move In Programs. | |
| Policy Changes | No associated policy changes required |
| Measurement | Clergy Council provides list of available services to Subcommittee on Homelessness, Coast to Coast, and Kingdom Causes Bellflower |
| Timeline | 12 months |
| Ownership | Downey's Clergy Council |
| Leveraged City Resources | N/A |
| Funding Opportunities | HUD Continuum of Care |
| County Strategy Alignment | E7, E8 |
| City Policy Alignment | N/A |

| Goal 6: Sustained commitment to ending homelessness from the Downey City Council | |
|---|---|
| Ending homelessness takes time and sustained commitment. Goal 6 aims to ensure that the City's commitment to addressing this issue does not end when council members change or when State and County priorities shift. Ongoing commitment provides a sense of security to service providers in the City and ensures residents are aware of City efforts to end homelessness. | |
| **Approachable Action Items** | |
| Action 6a: Create a permanent Subcommittee on Homelessness. | |
| Policy Changes | Make the City Council Subcommittee on Homelessness a standing Subcommittee |
| Measurement | Establish subcommittee as a standing subcommittee |
| Timeline | 12 months |
| Ownership | City Council |
| Leveraged City Resources | Staff time |

| | |
|---|---|
| Funding Opportunities | Funding not required |
| County Strategy Alignment | N/A |
| City Policy Alignment | N/A |
| **Growth Action Items** | |
| Action 6b: Ensure that the City practices SB 2 requirements. | |
| Policy Changes | The City's Housing Element is in compliance with SB 2. The City should continue to include identification of the unmet need for emergency shelters and information about potential sites zoned by-right (Public Counsel, 27).<br><br>The City should continue to define transitional and supportive housing in the zoning code to be consistent with SB 2, and state that supportive and transitional housing are residential uses (Public Counsel 28). |
| Measurement | Provide annual reports outlining applications for bridge, supportive, and affordable housing along with the outcomes of the applications to the City Council Subcommittee on Homelessness |
| Timeline | 12 months |
| Ownership | Community Development Department |
| Leveraged City Resources | Staff time |
| Funding Opportunities | Emergency Solutions Grant (ESG); Fee waivers for nonprofits |
| County Strategy Alignment | E8, F1 |
| City Policy Alignment | The City's Housing Element is in full compliance with State Housing Element Law (HCD). Therefore, the City is in compliance with the major requirements of SB 2 (see Appendix I). |
| Action 6c: Voice City support for the *Everyone In* Campaign spearheaded by United Way of Greater Los Angeles and invite representatives from the *Everyone In* Campaign to Subcommittee and City Council meetings. | |
| Policy Changes | Adopt *Everyone In* Resolution |
| Measurement | Adoption of *Everyone In* Resolution (Appendix G) |
| Timeline | 6 months |
| Ownership | Subcommittee on Homelessness |
| Leveraged City Resources | Time at City Council meeting |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | N/A |
| City Policy Alignment | **2014-2021 Housing Element: Goal 1, Program 3 – "Monitor and Preserve Affordable Housing":** "The Housing Division will continue to pursue partnership opportunities with non-profits to preserve and expand affordable housing in the City" (22). |

| Goal 7: Prevent Downey residents from becoming homeless | |
|---|---|
| As a proven strategy in decreasing homelessness, prevention programs work to help individuals at risk of homelessness with temporary assistance. According to the City's 2015-2020 Consolidated Plan, preventing homelessness is one of the priority community needs the City plans to address by 2020 (82). With more than 21 percent of Downey renters spending more than 30 percent of their income on rent, the City is home to many households already at risk of homelessness (2015-2020 Consolidated Plan, 25). | |
| **Approachable Action Items** | |
| Action 7a: Inventory existing prevention programs across all departments and funding sources to determine the efficacy of the strategies. | |
| Policy Changes | No associated policy changes required |
| Measurement | Submit report to City Manager's Office |
| Timeline | 12 months |
| Ownership | City Manager's Office |
| Leveraged City Resources | Staff time |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | N/A |
| City Policy Alignment | **2015-2020 Consolidated Plan:** Homeless Prevention programming is one of the priority housing and community needs the City plans to address by 2020 (82). |

## Plan Implementation

The Office of the City Manager is the primary point of contact for the implementation of Downey's Plan to Prevent and Combat Homelessness.

| | | | |
|---|---|---|---|
| The Office of the City Manager | 11111 Brookshire Ave<br>Downey CA 90241 | (562) 904-7284 | citymanager@downeyca.org |

# Appendix A: Stakeholder Meeting Process and Notes

**Service Provider Stakeholder Meeting**
**Downey City Hall, March 13, 2018, 3-4:30pm**
SWOT Analysis

1. Strengths
    a. Community-City Champions (investment from City and faith communities)
    b. Church/Faith Community
    c. Desire of residents to be educated
    d. Collaboration with major health care providers (Kaiser, PIH)
    e. Business Support
    f. PSH Integration
    g. Law enforcement investment
    h. Board of Supervisors investment in Downey
    i. City investment in service providers
    j. School District is very involved
    k. Dedicated service providers with strong partnerships
2. Weaknesses
    a. **Housing Affordability → Rental Market** ***(unanimously voted the greatest weakness in service provision)***
    b. Shelter
    c. Funding
    d. Prevention Services
    e. Mental Health Services
        i. Reaching the people who need it
        ii. Maintaining treatment
        iii. Services after housing
    f. Service Provider Capacity
        i. $$ for ongoing services
        ii. Funding limitations
    g. State, County, Local
        i. Complicated access, lack of streamlined access to $ and resource
    h. Physical health needs in outreach services
    i. Gap Care: not a one size fits all approach
        i. Physical illness
        ii. Substance use
        iii. Chronically homeless
        iv. Shelter/ER
        v. TAY need closer services
3. Opportunities
    a. Increase collaboration with faith community
    b. Alternative housing types *(1 vote for biggest opportunity in service provision)*
    c. Creative funding *(1 vote for biggest opportunity in service provision)*
        i. Down payment assistance programs
    d. **Downey residents** ***(3 votes for biggest opportunity in service provision)***
        **i. Engagement**

        ii. **Getting them to be allies in the cause to ending homelessness**
    e. Expanded prevention funding *(2 votes for biggest opportunity in service provision)*
    f. Drop in center
    g. Property owners *(2 votes for biggest opportunity in service provision)*
    h. Collaboration with City champions *(1 vote for biggest opportunity in service provision)*
    i. Regional collaboration *(2 votes for biggest opportunity in service provision)*
4. Threats
    a. News/local media
    b. "Not my problem" attitude
    c. **Community Push Back (NIMBYism)** ***(unanimously voted the biggest threat to service provision)***
    d. Continued investment of City Council after elections
    e. People being ready to accept services, ready to move out of homelessness

Possible Goals

1. Approachable Goals
    a. Landlord engagement
    b. Land use assessment (rezoning to mixed use)
    c. Regional collaboration
        i. Written into Homeless Plan initiatives
    d. Centralized hub of resources
2. Growth Goals
    a. City land used for ADU/tiny homes
        i. Zoning change required
    b. Prevention funding
    c. Year round shelters on church property
    d. Landlord incentives, master leasing assistance
3. High Impact Goals
    a. Increase stock of affordable rental unites
    b. Permanent Supportive Housing!

**City Staff Stakeholder Meeting**
**Downey Library Cormack Room, March 15, 2018, 10-11:30am**

1. How does your job interest with homelessness
    a. Criminal aspects/mental health concerns
        i. Homeless Outreach Program in PD
        ii. Calls from Residents
    b. Youth homelessness at Senior Center
    c. Visiting the library (looking for somewhere to belong)
    d. Reactive to citizen requests
    e. Informing people about clean up time frames
        i. Constant back and forth between riverbed and City areas
2. Challenges
    a. Residents think it's a crime to be homeless and this generates a large number of calls to law enforcement

   b. People experiencing homelessness are resistant to services
   c. Lack of long-term mental health care
   d. Drug addiction
   e. Parks and Recreation staff are unsure how to interact with people experiencing homelessness. Instead, they avoid people until the situation escalates and PD has to be called in
   f. Cost of repeat cleanups and code enforcement because the encampments return quickly
3. Opportunities
   a. Funding for long term solutions
   **b. More immediate access to resources (increasing outreach in city, service providers accompanying city departments when interacting with people experiencing homelessness)**
      **i. Shelter**
      **ii. Food**
      **iii. Drug/Alcohol Treatment**
      **iv. Health care**
      **v. Hygiene Resources**
         **1. Showers/Restrooms**
         **2. Public Works Comment: include additional funding for maintenance**
   c. Mental health care
   **d. Staff Training**
      **i. Increase knowledge of resources available to better direct people**
      **ii. Best practices in engagement**
   e. Monthly meetings with landlords/property owners
   f. Improving shelter conditions so more residents are interested in utilizing
   g. Other types of interim housing
   h. More outreach teams in city
   **i. More housing for people experiencing homelessness**
   j. Landlord/Motel owner education
   k. Increase capacity of case managers and allow for more work in retention after housing

**Downey Faith Community Meeting**
**Apollo Park Community Room. April 5, 2018 7-8:30pm**

Intersection between Church and People Experiencing Homelessness

- Calvary Bellflower
  - Showers and giving out clothes
- Desert Ranch
  - Sleeping near/on church grounds
- Downey First – Food Help
  - Food Bank, or rather, a Love Bank
  - Engaging people in riverbeds
  - Employment
  - Flu shots

    - Preventing homelessness
    - Seniors/Fixed income
    - Former and current recipients are now volunteering
- Our Lady of Perpetual Help
    - Skid Row Sandwich Program
    - Respect Life Program
    - Assisting at women's shelter

Challenges

- Vehicle homelessness
- Financial assistance
- Mental health concerns
- Communication with case workers
- Training around how to engage
- Connection to longer term services
    - How to direct people
    - How does the PATH process work
- Landlords are unwilling to rent, units are unaffordable

Solutions

- Faith Community Solutions:
    - Increased partnership with service providers
    - Creating community of support for individuals experiencing homelessness
    - Church community members could rent rooms at an affordable price, create lists of people willing to rent from each church
    - Safe parking
    - Showers
    - Employment
    - Community service hours
    - Language classes
    - Recovery homes/shelters
    - Sponsoring Move-Ins
    - Youth volunteer opportunities
- City Solutions
    - Ongoing support for outreach staff dedicated to Downey
    - Interfaith Council
    - Prevention
    - Employment program to help the under/unemployed
        i. Second chance jobs program
        ii. Engage local businesses
    - Supportive Housing
    - Police engagement at faith events, from a relationship building perspective, not enforcement
    - Safe needle disposal
    - Youth involvement

# Appendix B: List of Participating Organizations

A special thank you to all the City departments and community based organizations, listed below, that contributed to the development of this Plan.

**Representatives from the following City departments**

- Police
- City Manager's Office
- Code Enforcement
- Community Development
- Fire
- Libraries
- Parks and Recreation
- Public Works

**Community Partners**

- Calvary Baptist
- Care More
- Coast to Coast Foundation
- Desert Reign
- Downey First Christian, Food Help
- Downey United Methodist Church
- First Baptist Church of Downey
- Habitat for Humanity
- Helpline Youth Counseling
- Jovenes, Inc.
- Kingdom Causes Bellflower
- LAHSA
- New Season LA/Downey
- Our Lady of Perpetual Help
- PIH Health
- The Lords Grace
- The Whole Child
- Trinity; Our Fathers Hood; Downey Dozen
- True Lasting Connections
- Veterans Affairs
- Whittier First Day

# Appendix C: Citizen's Guide to Engaging People Experiencing Homelessness

Please see the Citizens' Guide to Engaging People Experiencing Homelessness provided by PATH on the following two pages. Please note that the Citizens' Guide to Engaging People Experiencing Homelessness will be updated in Summer 2018 to reflect new County policies and the implementation of a Countywide hotline system: LA-HOP (Homeless Outreach Portal).

# Citizen's Guide to Engaging People Experiencing Homelessness

PATH supports thousands of individuals, Veterans, and families move off the streets and into permanent homes every year. You can support our neighbors experiencing homelessness by understanding how to best respond when someone asks for help. These are just a few best practices, as shared by PATH staff.

## The Basics

Saying hello, smiling, or nodding is always appropriate!

Agencies like PATH collaborate with other homeless service providers. Outreach Teams are contracted by local Councils of Governments (COGs), Supervisorial Districts, and local city governments to engage people still living on the streets. People that you see every day may already be on the road to building relationships with these local providers. This is called the Coordinated Entry System (CES), and you are a big part of this system as well!

**WHAT DO YOU SAY TO SOMEONE WHO IS HOMELESS?**

**HELLO.**

## Offering Assistance

Remember that no matter the circumstances, anyone can Make it Home when they're supported with the right services. Unfortunately, for a variety of reasons, some people are distrustful of the system.

PATH's philosophy is to do whatever it takes to rebuild that trust and help people Make it Home!

People often ask for money. If you would like to support them with a resource other than money, acknowledge them, and say that you don't have any cash to donate, but would like to assist them with some food or clothing. If they decline, you can always offer them PATH's outreach hotline number listed below.

If a person seems receptive and you feel comfortable and safe, please share PATH's hotline:

# (562) 373-5264

*This number can be called for PATH services in any of the following areas: Artesia, Avalon, Bell, Bell Gardens, Bellflower, Cerritos, Commerce, Compton, Cudahy, Downey, Hawaiian Gardens, Huntington Park, Industry, La Mirada, Lakewood, Long Beach, Lynwood, Maywood, Montebello, Norwalk, Paramount, Pico Rivera, Santa Fe Springs, Signal Hill, South Gate, Vernon, Whittier, and Unincorporated Areas.*

***If there is a medical emergency, please call 9-1-1.***

***For resources like food, emergency shelter, clothing, translators, and shower services, please call 2-1-1. They will text or email information regarding services in the area.***

## Contacting Outreach Teams

If an individual is not receptive at all, politely end the conversation and report the encounter to your local Outreach Team. Leave a voicemail detailing descriptive information about the prospective client, and where they regularly ask for support.

> "*My name is Joe, and I'm calling to ask that a Street Outreach team member be dispatched to 'X' corner at 'Y' times during the week. Thank you!*

Even if you do not interact with someone, please leave the same detailed voicemail. Outreach teams should be dispatched within 24-72 hours (Monday through Friday, 7:00 am to 3:30 pm). ●

## Educating Minors

Conversations about homelessness with children can be difficult. Many of our supporters are already setting an example of compassion and understanding for younger generations of Los Angelinos.

Those experiencing homelessness are people just like you and me. Our YouTube channel can be a great resource to educate minors on homelessness, and to hear the stories of those we serve. Visit www.youtube.com/pathpartners.

Contact your local homeless service providers, like PATH, to ask about volunteer opportunities for minors. Young supporters will then have the opportunity to see first hand the types of solutions in ending homelessness.

Should minors ask you about homelessness, acknowledge their compassion for even asking, and ask whether they're open to exploring the issue further.

> *"You're amazing for asking! It shows how much you care for our homeless neighbors! Do you want to check out PATH's website to learn more? Do you want to volunteer to help out one day?"*

## Quick Tips

Again, thank you for supporting our neighbors experiencing homelessness! Here are a few quick tips to help you navigate ways to support:

- If there is a medical emergency, please call 9-1-1.
- For resources like food, emergency shelter, clothing, translators, and shower services, please call 2-1-1. They will text or email information regarding services in the immediate area.
- If you don't feel comfortable or safe, please do not engage with a person experiencing homelessness. You can still contact your local Outreach Team to report a prospective client. Be sure to include as much detail as possible (ex. "*I see a homeless senior on X corner at Y time every day of the week. Please send your Outreach Team to support.*")
- Empower minors to listen to client stories, and join local volunteer opportunities!

PATH MAKING IT HOME

PATH is ending homelessness for individuals, families, and communities. We do this by building affordable housing and providing supportive services throughout California. To learn more visit **www.epath.org**

# Appendix D: Gateway Cities Council of Governments Homeless Action Plan, 2018 Regional Goals

Please see the 2018 Regional Goals of the GCCOG Homeless Action Plan on the following three pages.

**Gateway Cities Council of Governments**
**Regional Goals to Prevent and Combat Homelessness**

1. **Goal:** Increase coordination between homeless service providers and cities.

   **Approachable Action Items:**
   - Conduct consistent (quarterly/annually/by department) staff training hosted by a local service providers to train staff and elected officials throughout Gateway Cities
   - Education on homelessness, regional resources available, and engagement techniques

   **Growth Action Items**
   - Hold annual workshops of elected officials and city managers to brainstorm regional solutions to homelessness
   - Each city will designate at least one staff person who is the primary contact for issues related to homelessness in the city.

   **High Impact Action Item:**
   - Increase availability of homeless services in the region through additional investments from cities

**Reasoning:** Measure H has dramatically expanded services in the region, but cities need guidance on how to access the resources and refer individuals and families. Creating a "no wrong door" for service access is critical for service providers and cities to be able to effectively address homelessness. Cities have also expressed a need for more coordination in the way trainings for their staff are made available, not just having them at the city level, but at the regional level. Regional trainings would also ensure that the efforts to address homelessness are more coordinated across the region, not just by service providers, but by city staff as well.

**GCCOG Homeless Action Plan, 2011:** The original plan included a goal of enhancing government-wide collaboration. Training city staff builds on the collaboration of elected officials and city managers and ensures staff at all levels of government are approaching homelessness using the same strategy.

2. **Goal:** Engage residents and special groups

   **Approachable Action Items:**
   - Conduct service provider and city co-hosted community meetings to engage residents around the issues
   - Use social media and city messaging platforms to educate residents around the causes of and efforts to address homelessness.
   - Hold regular gatherings of groups that are working to end homelessness (faith communities, school districts, health care providers, etc)
   - Coordinate faith communities in each city to better address the needs of people experiencing homelessness in each city.

   **Growth Action Items:**

- Voice public support for the United Way Greater Los Angeles Everyone In Campaign, aimed at siting additional units of supportive housing throughout Los Angeles County.

**Reasoning:** Service providers and government agencies can't end homelessness on their own, it requires everyone doing their part. Engaging and educating residents is a necessary step in addressing their concerns and misconceptions to the point where they become allies in addressing homelessness in their cities. It's also important to ensure that the special groups, like faith communities, that are already addressing homelessness be encouraged to continue their work and link their efforts to long term solutions. This will also help to divert calls for service from Law Enforcement to service providers.

**GCCOG Homeless Action Plan, 2011:** One of the plan's original goals was to engage various sectors of the community to foster support for the strategy and efforts. These action items build on the mindset and effort taken in the last seven years to create community support for solutions to homelessness in the region.

**3. Goal:** Increase stock of interim, affordable, and supportive housing

**Approachable Action Items:**

- Engage property owners around the importance of renting to people moving out of homelessness. Inform them of the various subsidies, incentives, and risk mitigation programs available.

**Growth Action Items:**

- Conduct a land use assessment to determine where additional affordable and supportive units could be built in the region.
- Expand interim housing capacity regionally by 10% of current stock. Currently there are 1829 interim housing beds, so the goal is to add 183 additional shelter beds.

**High Impact Action Items:**

- Identify and engage the owner/manager of at least one site per Local Coordinated Area (LCA) that is appropriate for supportive housing development.

**Reasoning:** Housing is recognized as the only way to end the revolving door of homelessness. The problem is compounded by the housing affordability crisis that the State of California and the County of Los Angeles are facing. Increasing the stock of affordable and supportive housing requires a multi-faceted approach because of the diverse group of people experiencing homelessness, thus reflecting the diversity of action items listed above. Some people need ongoing support because of the challenges they face in their life. Others, however, only need short term support to get

back on their feet after experiencing a financial set back in life that kept them from paying their rent. It's important to note that cities do not need front the bill for these developments. Measure H includes funding for the refurbishing of existing buildings.

**GCCOG Homeless Action Plan, 2011:** Goal 3 of the implementation goal is to increase the stock of supportive housing, aimed at meeting the needs of the people experiencing homelessness in the region. This goal gets at some of the challenges that have arisen in the last seven years, specifically the increasing unaffordability of housing in the region alongside the stagnant wages.

# Appendix E: County Homeless Initiative Alignment

The following table provides a summary of the alignment of Action Item identified in this plan with strategies of the Los Angeles County Homeless Initiative.

| County Homeless Initiative Strategy | Action in Downey's Plan | Description | Measure H Funded |
|---|---|---|---|
| C2 | 3c, 4c | Employment | Yes |
| C3 | 3c, 4c | Employment | No |
| C4 | 4c | Benefits Advocacy | Yes |
| C5 | 4c | Benefits Advocacy | Yes |
| C6 | 4c | Benefits Advocacy | Yes |
| D5 | 4c | Homeless Case Managers | No |
| E4 | 1a, b | First Responders Training | No |
| E6 | 4c | Outreach | Yes |
| E7 | 1c, 2a, 3a,b 4b,c, 5b,c | Enhancing the CES | Yes |
| E8 | 5c, 6b | Emergency Shelter | Yes |
| F1 | 6b | Affordable/Homeless Housing | No |
| F3 | 2c | Affordable/Homeless Housing | No |
| F5 | 2c | Affordable/Homeless Housing | No |
| F6 | 2b | Homeless Housing | No |
| F7 | 2c | Homeless Housing | Yes |

# Appendix F: Description of County Homeless Initiative Strategies

The following are descriptions of County Homeless Initiative strategies that align with strategies in Paramount's Plan. The descriptions are taken directly from the County Homeless Initiative Action Plan (http://homeless.lacounty.gov/the-action-plan/).

**Strategy C2: Increase Employment for Homeless Adults by Supporting Social Enterprise**

Social Enterprises are mission-driven businesses focused on hiring and assisting people who face the greatest barriers to work. They earn and reinvest their revenue to provide more people with transitional jobs to become job ready with the basic skills necessary to compete and succeed in the mainstream workforce. They help people who are willing and able to work, but have the hardest time getting jobs, including individuals with a history of homelessness and/or incarceration, and youth who are out of school and out of work. Obtaining employment increases income and improves the individual's overall well-being.

Alternate Staffing Organizations (ASOs) operated by Social Enterprises provide temporary workers and act as intermediaries between employers and job seekers, helping employers attract and retain reliable, motivated workers and linking job seekers to competitive employment, opportunities for skills development and pathways to hire by employer customers. Unlike conventional temporary staffing companies, ASOs operated by Social Enterprises have a dual mission to satisfy their customers and promote workplace success for people with obstacles to employment, such as those with unstable housing history, criminal backgrounds, or those participating in recovery programs.

Many services procured by local government could be provided, in whole or in part, by Social Enterprises/ ASOs.

The County could utilize Social Enterprises/ASOs to help homeless/formerly homeless adults to increase their income through increasing employment opportunities by taking the following actions:

1. Enhance the procurement process to provide preferential treatment of Social Enterprises by awarding extra points during the scoring process and by expanding the County's existing Transitional Job Opportunities Preference Program to provide preferential treatment to bidders that commit to subcontract with Social Enterprises;
2. Support the creation of Alternative Staffing Organizations (ASOs) operated by Social Enterprise entities and designate them as the preferred staffing agency for County Departments, contractors and sub-contractors to use for their temporary staffing needs;
3. Provide a Social Enterprise entity operating an ASO with a subsidy of $2 per hour worked to reduce the markup passed on to the customer, thus making the ASO a more attractive option. ASOs are able to be self-sustaining by marking up wage rates. For example, a worker that is paid $10 per hour may be billed to the customer at $17. This "mark-up" covers employment taxes, workers compensation, mandated benefits, and any other margin needed to maintain the business. At the same time, the subsidies

could help ASOs fund the critical support services needed to ensure the employees' success;

4. Leverage the Department of Public Social Services (DPSS) transitional subsidized employment program for CalWORKs parents/ relative caregivers, by placing some program participants in an ASO for temporary employment as a step toward long-term employment; DESCRIPTION continued
5. Develop and distribute a comprehensive inventory of the services currently being provided in Los Angeles County by Social Enterprises and ASOs to County contractors/ sub-contractors and County Departments. The enhanced Transitional Job Opportunity Preference Program/ASO Ordinance would encourage every contractor providing services to the County to work with Social Enterprises/ ASOs to perform functions consistent with its business needs, as part of its County contract; and
6. Encourage cities to adopt a Social Enterprise Agency Utilization Ordinance and provide a sample ordinance for cities to use, modeled on the County's current Expanded Preference Program.

**Strategy C3: Expand Targeted Recruitment and Hiring Process to Homeless/ Recently Homeless People to Increase Access to County Jobs**

There are three fundamental design features of Civil Service Employment:

1. examination for civil service positions are public, competitive and open to all;
2. they rely upon a testing methodology to establish rank-ordered lists for hiring opportunities; and
3. there are often stringent background standards, including a job nexus assessment of an applicant's criminal record.

Given the requirements of the civil service process, a targeted recruitment and flexible job requirements would acknowledge both the institutional barriers and the individual barriers often experienced by those who are homeless or recently homeless. The targeted outreach, recruitment and flexible job requirements would expand hiring opportunities for entry level positions of those who are homeless or recently homeless. This is an expansion of what the County currently does for GAIN/GROW participants and veterans.

**Strategy C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness**

The recommended countywide Supplemental Security Income (SSI) Advocacy Program would provide assistance to eligible homeless individuals and those at risk of homelessness (including all disabled GR participants) in applying for and obtaining SSI or other related benefits Social Security Disability Insurance (SSDI) and Cash Assistance Program for Immigrants. The Program, modeled after DHS' former Benefits Entitlement Services Team (B.E.S.T), should be overseen by the Los Angeles County Department of Health Services because of its successful management of B.E.S.T. and its achievement of high outcomes and experience with large-scale contracting with homeless services agencies across the county. A Request for Proposals is targeted for release by the end of June, 2016, to secure two or more contractors, who could use subcontractors, as needed, to meet the geographic needs of the County.

Referrals to the Countywide SSI Advocacy Program should be received via a warm hand-off from: (1) existing homeless entry points and systems of care, such as Housing for Health, the Coordinated Entry System (CES), Homeless Families Solutions System (HFSS), and the Single

Adult Model (SAM); (2) the County Departments of Public Social Services, Mental Health, Public Health, Military and Veterans Affairs, and Children and Family Services, the Probation Department, and the Sheriff 's Department; and (3) community-based organizations serving individuals who are homeless or at risk of homelessness.

The necessary components of a successful SSI Advocacy Program include:

A. Benefits Specialist Resource Team(s) for each Service Planning Area (SPA) who will be responsible for:

- Receiving referrals from the various above identified points of entry;
- Full-time co-location at DPSS' 14 General Relief offices;
- Conducting and/or leveraging outreach and engagement activities to identify eligible homeless individuals;
- Providing assessment and screening to ensure candidates meet both non-medical and medical requirements for SSI/SSDI or CAPI;
- Coordinating subsidized housing for those individuals enrolling in the program with existing homeless entry points, housing programs and housing subsidies;
- Coordinating record retrieval services with DMH/DHS/LASD based on client's medical/ treatment history;
- Coordinating and leveraging Department of Mental Health, Department of Health Services and managed care systems to secure health care, mental health care and documentation of disability for clients completing a SSI/SSDI claim;
- Developing and filing high quality benefit applications;
- Coordinating and advocating with the Social Security Administration (SSA) and California Department of Social Services Disability Determination Services (DDS) regarding the status of pending benefit applications;
- Coordinating legal consultation for clients who have complex SSI/SSDI applications; DESCRIPTION continued
- Providing assistance for those at risk of losing, or requiring re-certification of their SSI benefits;
- Coordinating Interim Assistance Reimbursement (IAR) with relevant County Departments; and
- Coordinating benefits advocacy with the Veteran's Benefits Advocacy Team for eligible veterans.

B. Ongoing training & technical assistance for Homeless Services Agencies, Federally Qualified Health Centers, and County and other public agencies - Training and technical assistance could be from the Benefits Specialist Team or through a subcontract to maximize the reach to community organizations and clinicians. Training and technical assistance builds the capacity of the system to access SSI/SSDI and CAPI benefits at a faster and greater rate countywide and facilitates the movement of Los Angeles County's homeless disabled population onto federal/state benefits and off County general funds. Training and technical assistance should incorporate the following:

- Leverage training resources provided by the National SOAR Team;
- Provide training regarding specific requirements for SSI/SSDI and CAPI applications in the State of California;
- Incorporate the lessons learned from the B.E.S.T. project and other best practices;

- Develop and train homeless service providers and public agencies on the process for assessment and screening to ensure candidates meet both non-medical and medical requirements for SSI/SSDI or CAPI;
- Provide ongoing training and support to physicians and clinicians on identifying potential applicants and completing SSI/SSDI or CAPI documentation;
- Develop a plan for internal quality assurance reviews to ensure the submission of high quality SSI/SSDI applications;
- Provide coordination with the SOAR program;
- Work with community stakeholders to develop a system of data collection for SSI//SSDI applications in Los Angeles County;
- Aggregate and analyze data regarding benefit applications for Los Angeles County;
- Track and report Los Angeles County SSI/SSDI outcomes to the national SOAR program; and
- Pursue continuous improvement of training and coordination to assure high quality benefits support for homeless residents.

**Strategy C5: Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness**

The Department of Military and Veterans Affairs will contract for one or more Homeless Veterans Benefits Specialist Resource Teams to provide assistance to eligible homeless veterans in applying for and obtaining income and/or health benefits from the Department of Veterans Affairs. The program will be operated in partnership with community-based organizations to: (1) provide wraparound case management, health, and mental health supports to house enrolled veterans; and (2) acquire VA Service-Connected Compensation or VA Non-Service-Connected Pension benefits. The components of the proposed Veterans Advocacy Program include:

A. VA Benefits Specialist Resource Teams serving all Service Planning Area (SPA) of the County, including VA will be responsible for the providing services including, but not limited to the following:

- Conduct and/or leverage outreach and engagement activities to identify eligible homeless veterans;
- Receive referrals from DPSS, DHS, DMH and other County departments of veterans who need assistance with veteran's benefits;
- Provide assessment and screening to determine whether veterans meet requirements for VA Service-Connected and Non-Service Connected benefits;
- Coordinate with existing homeless entry points and housing programs to arrange subsidized housing or VASH Vouchers for those individuals enrolling in the program;
- Access relevant medical records from medical providers based on the veteran's medical treatment, military service, and VA claims history;
- Coordinate and leverage Veterans Health Administration, Los Angeles County Department of Military and Veterans Affairs "Navigator" program, Department of Mental Health, Department of Health Services, and managed care systems to assist the veteran to access health care, mental health care, and documentation of disability and, when applicable, its relationship to military service for veterans completing a VA Service Connected and/or Non-Service-Connected claim(s);
- Develop and file high-quality benefits applications, including new and original, reopened, and increased rating claims;

- Coordinate and advocate with the Veterans Benefits Administration regarding status of pending benefits applications and appeals, as well as scheduling of compensation and pension examinations;
- Coordinate legal assistance to assist veterans who have complex Service-Connected/ Non-Service-Connected claims, including claims that require a character of discharge determination, claims that have been denied and are eligible to enter the appellate phase, and "clear and unmistakable error" claims; and
- Coordinate benefits advocacy with the proposed Countywide SSI Benefits Advocacy team, as needed.

B. Ongoing training and technical assistance for veterans and homeless service agencies, Federally Qualified Health Centers, and County and other public agencies – training and technical assistance will be conducted by a VA Accredited Agent and/or Attorney, and could be from the VA Benefits Specialist Team or through a subcontract to reach government and community organizations and clinicians that serve veterans. Training and technical assistance should incorporate the following:

- Leverage training resources provided by the Supportive Services for Veterans Families program;
- Train homeless service providers and public agencies on the identification of eligible homeless veterans and the various veteran military discharge statuses;
- Train homeless service providers and public agencies on the process for assessment and screening to ensure veterans meet the requirements for VA Service-Connected compensation and Non-Service-Connected pension; and
- Provide ongoing training and support to physicians and clinicians on identifying potential applicants and completing Service Connected and Non-Service-Connected documentation. C. Provide quality assurance to ensure the submission of high quality Service-Connected/Non-Service Connected applications:
- Access and monitor submitted veterans claims in VA database systems;
- Track and report programmatic outcomes; and
- Pursue continuous improvement of training and coordination to assure high quality benefits support for homeless veterans.

**Strategy C6: Targeted SSI Advocacy for Inmates**

The goal of the program would be to assist disabled, incarcerated individuals in completing and submitting their SSI application prior to discharge or in securing reinstatement of their SSI benefits, if the individual was receiving SSI prior to being incarcerated. This program should be a collaborative with the Countywide SSI Advocacy Program, as described in Recommended Strategy C4. The following would be components of the program: Pre-Release

A. Facility gathers list of release-eligible inmates at least three months prior to discharge, six months is preferable.
B. Benefits eligibility specialists are assigned to screen for SSI and SSDI eligibility. Screening encompasses:
    - Checking each inmate's social security number, citizenship or eligible immigration status and current benefit status;
    - Meeting with inmate to complete a questionnaire to determine whether individual has a severe mental or physical impairment or is aged (age 65) for potential eligibility for

SSI. Also review work history and get earnings record to determine potential eligibility for SSDI.

C. Inmates who are potentially eligible for SSI or SSDI will be invited to participate in the advocacy program. Once the inmate decides to participate, he/she will be connected to the countywide SSI advocacy contractor (as described in Strategy C6) who will meet with the inmate in the jail to initiate a SSI/SSDI application and the inmate will sign release of information documents. Medical and mental health records are obtained from private providers, public providers, incarceration facility providers and other identified providers:
    - An assessment is made by the contractor to determine if medical evidence is likely to be sufficient to prove disability according to SSA standards.
    - If assessment determines that available records may not be sufficient to show disability, refer individual to in-house or County medical and mental health providers for assessments and reports.
D. Once sufficient medical evidence is gathered, forward eligible claims for disability to the Disability Determination Services (DDS) office. The contractor maintains contact with DDS and SSA to check on progress of the application.
E. DDS/SSA makes the initial determination regarding disability while individual is still incarcerated.
F. The contractor collaborates with Jail In Reach staff (as described in Recommended Strategy D2), who will work to locate interim or permanent housing to ensure an appropriate housing placement upon the inmate's discharge. The cost of housing from the release date to the SSI approval date can be recovered from the inmate's initial retroactive SSI benefit, through the Interim Assistance Reimbursement process. Post-Release
G. If medical eligibility is approved, upon discharge the same contractor will work with the individual to complete the application process. If medical eligibility is denied, the contractor will pursue an appeal.
H. Once a formerly incarcerated individual begins receiving SSI or SSDI, an appropriate agency will assist the individual in transitioning to appropriate permanent housing, if the individual was placed in interim housing upon discharge. Disabled inmates with a jail stay shorter than three months will be connected to the Countywide SSI Advocacy Program (Strategy C4) upon discharge.

**Strategy D5: Support for Homeless Case Managers**

Homeless case managers, who generally work for community-based organizations and often participate in the single adult Coordinated Entry System (CES) or Homeless Families Solutions System, play a key role in combating homelessness, by engaging homeless families and individuals, connecting them to housing, assisting them to navigate and access various public services, and providing ongoing support.

County departments can play a key role in supporting homeless case managers by:

1. helping homeless families/individuals connect to a homeless case manager;
2. responding effectively to homeless case managers assisting homeless families/ individuals to access and navigate County services; and
3. participating, where appropriate, in CES regional case conferencing and coordinated outreach meetings.

The specific role of each County department will vary depending on the extent and nature of the Department's contact with homeless families/individuals.

To assist families/individuals connect to a homeless case manager, individual County departments could:

- Provide space for homeless case managers to collocate at their facilities and conduct in-reach with homeless families/individuals who go to the Department for services. (This would only be applicable to departments which serve a very high volume of homeless families/individuals.)
- Implement a standardized protocol to contact a homeless case manager (who could be a domestic violence service provider) to come to the department's facility to engage a homeless family/individual who wishes to see a homeless case manager.
- Transport a homeless family/individual to a location where they could meet with a homeless case manager. (Few departments will have this capacity.)
- Provide a referral to a local homeless case manager to the homeless family/individual.

To respond effectively to homeless case managers assisting homeless families/individuals to access and navigate County services, individual County departments could:

- Establish a protocol for interacting with homeless case managers.
- Designate one or more homeless case manager liaisons at each location that provides services to a significant number of homeless families/ individuals, plus a departmental liaison. (For some departments, a departmental liaison may suffice, if the frequency of contact with homeless families/individuals is low.)
- Facilitate relationships between local homeless case managers and the staff at various facilities.
- Participate, where appropriate, in CES regional case conferencing and coordinated outreach meetings.

**Strategy E4: First Responders Training**

The proposed training program would educate law enforcement, fire departments, and paramedics, i.e., first responders, about the complex and diverse needs of the unsheltered homeless population and how to connect homeless individuals to appropriate services, so as to better prepare first responders when interacting with people experiencing unsheltered homelessness. The proposed training would emphasize awareness of, and strategies for dealing with, situations that arise among unsheltered homeless individuals due to an array of issues, such as, mental illness; alcohol and/or substance abuse/addiction (training in overdose Narcan protection/prevention is one component for addressing substance abuse); co-occurring substance abuse and mental illness; and/or physical health ailments. LASD and other police agencies interested in participating in the training will develop the training and protocol based on local and national best practices.

The proposed Countywide encampment/unsheltered homeless protocol would ensure that LA County, and police forces across the County, are responding to the crises of encampments and unsheltered homelessness in a manner that both improves efficiencies across jurisdictional boundaries and achieves more effective outcomes and collaboration among police agencies and homeless service providers.

At a minimum, the protocol must:

- provide first responders with real time information on service providers in the immediate area where they are engaging people on the streets and encampments with the desirable end result being a warm transfer to a homeless service provider who can continue the engagement process, build rapport, and assist the homeless individual to move into housing.
- address the needs of victims of domestic violence (DV) so that first responders are prepared when they engage couples/DV victims on the street and in encampments.
- address the role of Adult Protective Services (APS) in addressing the needs of endangered seniors and dependent adults.
- address best practices for serving the LGBT population.
- incorporate the concepts of Trauma-Informed Care, as applicable to first responders.

**Strategy E6: Countywide Outreach System**

There would be at least one team in each Service Planning Area (SPA) of the County and each team should include the following staff: case manager(s), health outreach worker, mental health outreach worker, substance abuse provider, and LA Homeless Services Authority Emergency Response Team personnel. As needed, the teams would include outreach personnel from agencies that specialize in engaging TAY, Veterans, victims of domestic violence (DV) and Families. The strategy requires a telephone hotline to connect to the street-based team(s) in each SPA with staff trained and well-versed in the services and housing opportunities in their respective SPA/region of the County. For this strategy to be successful, it is imperative that all street teams operate with the same understanding of what it means to conduct outreach and what it means to engage homeless on the streets or in encampments. Department of Health Services' County + City + Community (C3) project, including a connection to Intensive Case Management Services (ICMS), is an appropriate model to emulate. Additionally, the outreach teams need to be aware of DV protocols and have a relationship with DV service providers. The definitions are as follows:

*Outreach*

Outreach is the critical first step toward locating and identifying a homeless person who is not otherwise contacting a government agency or service provider who can connect him/her to available services and housing resources. Outreach is a means of educating the community about available services, in this case for homeless individuals and families. Outreach is also a process for building a personal connection that may play a role in helping a person improve his or her housing, health status, or social support network.

*Engagement*

Engagement, when conducted properly, is a process that establishes a trusting relationship that can lead to a homeless person's participation in services and housing. The process begins after the initial street outreach contact or, for example, when a homeless person presents at an agency such as DPSS, a CES provider agency, or an HFSS Family Support Center. The engagement process can take weeks to months. There is no standard timeline for successful engagement and an outreach worker/team should never be discouraged by initial rejections of their offers to assist a homeless individual. If an agency's policies and resources do not allow for this time and consistent/persistent effort, the worker will more often than not fail at building the necessary relationship and the homeless person will likely not trust the next outreach worker/team who tries to engage them and offer housing and services.

**Strategy E7: Strengthen the Coordinated Entry System**

The move toward CES culminated with the implementation of the Federal "Opening Doors" Strategic Plan to prevent and end homelessness, the HEARTH Act, and the requirement that Continuums of Care (CoC) create a coordinated or centralized assessment and housing placement system. This system must be used to prioritize access to housing and services based on service need in order for a CoC to be eligible for federal homeless assistance funding. Coordinated entry is the process through which people experiencing homelessness or at-risk of homelessness can easily access crisis services through multiple, coordinated entry points, have their needs assessed and prioritized consistently, and, based upon those needs, be connected with appropriate housing interventions and supportive services. For special sub-populations, such as victims fleeing domestic violence or human trafficking, or those who are HIV-positive, CES must ensure that data-tracking and matching protocols do not conflict with confidentiality provisions to maintain individual safety and overall well-being. The County and City of Los Angeles have come a long way in coordinating the delivery of homeless services and housing. Over the last several years, there has been greater service integration and cooperation among County departments, city agencies and community organizations. For example, in early 2013 CES for single adults rolled out in Skid Row and is now operational in all SPAs and coordinates housing and supportive services not only with the County and City of Los Angeles, but with networks of over 100 local housing providers as well. CES could be strengthened through more standardization and an enhanced administrative/ technology infrastructure for the coordinated entry systems for single adults and families, as well as the youth system which is currently in pilot. In fiscal year 2014-15, 9,720 individuals were assessed for homeless services and roughly 1,738 were housed.

The plan to strengthen CES and HFSS should include, but should not be limited to, the following three elements:

1. Strengthen the network of housing locators in each service planning area (SPA) to enhance communication, capitalize on best practices and housing/real-estate expertise in securing units, increase efficiency, and minimize duplication of landlord contacts.
2. Develop and implement a common core curriculum training for outreach workers, case managers and other staff participating in CES, inclusive of the various applicable protocols and processes, as well as how others, such as local law enforcement, should be directed to access CES.
3. Implement the following database improvements to the CES module within the Homeless Management Information System (HMIS): A) Assess the CES/HMIS platform to enhance functionality for local users, including the development of a system design workflow; B) Review and evaluate new user training for CES/HMIS, including the time to receive HMIS log-ins and identify process improvements to remedy deficiencies; and C) Identify data software that can support a CES/HMIS report feature by service planning area (SPA) and site specific reports, as well as a proposed budget for implementing this reporting feature.

**Strategy E8: Enhance the Emergency Shelter System**

The emergency shelter system should be enhanced to be an effective point-of-access to and component of an integrated homeless services system. An adequate crisis housing system ensures that individuals, families, and youth have a safe place to stay in the short-term, with

access to resources and services that will help them exit homelessness quickly – optimally within 30 days

The emergency shelter system should be enhanced as follows:

1. Keep shelters open 24-hours a day/7 days a week. This would enable the shelter system to serve as a staging ground to triage/assess clients for housing, health, mental health, substance use disorder, and social service needs, particularly for outreach and engagement teams.
2. Transform emergency shelters and transitional housing into interim/bridge housing from which homeless families/individuals/youth could transition to the best suited form of permanent housing, such as rapid re-housing or permanent supportive housing. Housing location search assistance should be provided at each shelter by community-based housing locators, since such assistance is key to ensuring that the shelter system operates as effectively as possible with enough "throughputs" to move people out of the shelter system, thereby creating shelter capacity for additional homeless families/individuals/youth, including individuals and families fleeing domestic violence.
3. Establish "low threshold" common criteria for shelter eligibility across the county so that homeless families/individuals/youth can easily enter and remain in shelter without restrictive requirements that either preempt entry into the shelter system or force people to leave before they can transition to permanent housing.
4. Fully utilize the shelter bed assignment system in LAHSA's Homeless Management Information System so that any provider seeking a shelter bed could readily identify any available beds.
5. When possible, ensure that there is storage for belongings.
6. There needs to be confidentiality for those fleeing domestic violence and others who require it.
7. If shelters cannot accommodate pets for homeless individuals and families seeking shelter, have Animal Care and Control make alternative arrangements for pets. There should also be a "diversion" component that helps at-risk households avoid entering shelter if alternatives can be identified and implemented, e.g. remaining in their current housing and/or placement into stable housing elsewhere, which might include living with family/and or friends.

**Strategy F1: Promote Regional SB 2 Compliance and Implementation**

SB 2 (Cedillo) is enacted state legislation that requires each city and County (for the unincorporated areas) to:

1. identify at least one zone where emergency shelters are permitted as a matter of right; and
2. treat transitional and supportive housing as a residential use of property, subject only to restrictions that apply to other residential dwellings of the same type in the same zone.

SB 2 was crafted with the objective not only of ensuring that emergency shelters, transitional housing, and supportive housing are permitted in each jurisdiction, but also to ensure a realistic potential for development, when there is a willing, private developer with adequate funding.

While the County is in full compliance with SB 2 in the unincorporated areas, a number of cities in the County are not in compliance with SB 2.

**Strategy F3: Support Inclusionary Zoning for Affordable Housing Rental Units**

Inclusionary housing, also known as inclusionary zoning or mixed-income housing, is a policy tool that requires or encourages private housing developers to include a certain percentage of income-restricted units within new market rate residential developments. The Costa-Hawkins Act, enacted in 1995, provides owners in rent control communities the right to establish initial rental rates when there is a change in occupancy of a dwelling unit and exempts housing constructed after 1995 from local rent controls. California courts have interpreted the Costa-Hawkins Act to mean that inclusionary zoning is prohibited for all newly constructed rental units. Specifically, in Palmer/Sixth Street Properties v. City of Los Angeles (175 Cal. App. 4th. 1396 (2009), the Court of Appeals (Second District)) held that the Costa-Hawkins Act preempted local inclusionary housing ordinances for new rental units.

Los Angeles County (LAC) could support amending or clarifying the interpretation of the Costa-Hawkins Rental Housing Act (Costa-Hawkins Act) to allow an inclusionary housing requirement for new rental housing. Such authority would apply to the County for the unincorporated areas and to each of the 88 cities in the County within its own boundaries. Support for such a proposal would be consistent with the County's State Legislative Agenda, section 5.1 Housing and Community Development, which reads: "Support proposals that provide incentives to local governments and/or developers to increase and protect affordable housing and flexibility for counties to promote a diversity of affordable housing types through local policies."

**Strategy F5: Incentive Zoning/Value Capture Strategies**

Incentive Zoning (IZ)/Value Capture (VC) is the concept that investments such as new transportation infrastructure and planning actions such as a zone change or density bonus can increase land values, generating increased profit opportunities for private landowners. Value capture strategies seek to redirect some of the increases in land values for public good. Value capture strategies include:

1. Public Benefits Zoning;
2. Incentive Zoning/Density Bonus;
3. Housing Overlay Zoning;
4. Tax Increment Financing;
5. Community Benefits Agreements;
6. Special Assessment Districts;
7. Development Agreements;
8. Infrastructure Financing Districts; and
9. Business Improvement Districts.

Incentive Zoning/Value Capture strategies could generate funding to support the preservation of existing affordable/homeless housing and/or construction of new affordable/homeless housing units. Such funding could be used for a range of specific uses, from preserving existing Single Room Occupancy (residential) hotels to construction of permanent supportive housing and workforce housing.

**Strategy F6: Using Public Land for Homeless Housing**

In Los Angeles County, there are opportunities for using public land for affordable housing on many different types of sites, including vacant publicly owned land, under-utilized sites, parcels where existing public facilities are no longer needed, and as part of the development of new public facilities such as community centers, libraries, fire stations, and police stations.

Discounted public land can provide a valuable subsidy to the development of affordable housing, as well as facilitate the development of affordable housing in transit-accessible, amenity-rich locations. The joint development of public facilities and housing properties can lead to infrastructure cost savings, better design, and more accessible public services.

Opportunities that support using public land for homeless housing include:

- AB 2135, which provides affordable housing projects the right of first refusal to obtain surplus land held by local governments, gives project developers more time to negotiate the purchase of the surplus land, and allows the land to be sold for less than fair market value as a developer incentive; and
- Establishing a Joint Powers Authority to acquire, hold, and dispose of public land for housing.

Various examples of discounted public land are available throughout the country. Examples of Public Land being used for Affordable Housing in Los Angeles County include:

- Affordable Housing on Metro Joint Development Sites;
- Affordable Housing on Los Angeles Unified School District property;
- Homeless Housing on surplus Department of Motor Vehicle site in Hollywood;
- Affordable Housing on land purchased by former redevelopment agencies; and
- Housing for Homeless Veterans on U.S. Department of Veteran Affairs Property in Westwood.

**Strategy F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals**

This Strategy proposes to promote the development and preservation of affordable housing for homeless families and individuals by funding proposal(s) which expedite and/or lower the cost of developing homeless/affordable housing through a one-time Housing Innovation Grant of $5,000,000.

# Appendix G: *Everyone In* Resolution

RESOLUTION NO. XXXX

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF XXXX, CALIFORNIA, EXPRESSING SUPPORT FOR EVERYONE IN, A COALITION OF PEOPLE WHO EMBRACE THE COMMON GOAL OF ENDING HOMELESSNESS

WHEREAS, the [insert city] and the County of Los Angeles is facing a growing homelessness problem, endangering the health and safety of our homeless neighbors; and

WHEREAS, 1.5 million voters across the County, and XX voters in [insert city] committed to ending homelessness by passing Measure H; and

WHEREAS, voters passed a comprehensive set of coordinated, well-funded solutions providing the services, rental subsidies, outreach, housing, and prevention we need to bring our homeless neighbors off the streets, for good; and

WHEREAS, accountability and transparency will be needed to give the public clear picture of where progress is being made and where we need more action to meet the following ambitious countywide goals by July 1, 2022:

- End homelessness for 45,000 families and individuals;
- Prevent homelessness for 30,000 families and individuals; and
- Approve 5,000 units of supportive housing for our most vulnerable neighbors.

WHEREAS, the Everyone In movement, powered by the United Way of Greater Los Aneles, will help keep the promise to end homelessness by creating ways for the public to get involved; tracking, measuring, and sharing progress; and lifting up successes and celebrating wins.

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF XXXX, CALIFORNIA DOES HEREBY FIND, DETERMINE AND RESOLVE AS FOLLOWS:**

SECTION. The City Council finds that the foregoing Recitals are true and correct.

SECTION 2. The City Council of the City of XXXX supports, endorses and hereby directs the City Manager to communicate this support of the Everyone In campaign to the Los Angeles County Board of Supervisors, XXXX residents, and the media.

SECTION 3. This Resolution shall take effect immediately upon its approval by the XXXX City Council.

PASSED AND ADOPTED by the City Council of the City of XXXX at its regular meeting on this DATE.

_____

Mayor, City of XXXX

ATTEST:

_____

City Clerk, City of XXXX

# Appendix H: Potential Funding Opportunities

According to Downey's 2014-2021 Housing Element and the *Homelessness Task Force Report* prepared by the California State Association of Counties, League of California Cities, and Institute for Local Government**,** the City and City residents are eligible to access the Federal and State Funding Sources, Potential Future Funding Sources, and Local Funding Sources listed below. While the City may not be an eligible direct recipient for all sources listed, knowledge of available funding can assist with collaboration and advocacy efforts. For a complete list of funding options recommended by the *Homelessness Task Force Report*, see pages 11-15 of the *Homelessness Task Force Report 2018*.

**Federal and State Funding Sources:**
*Provided by the Homelessness Task Force Report 2018*

| **Item** | **Funding Source** |
|---|---|
| Shelters and Prevention | Emergency Solutions Grant (ESG) |
| Housing | HOME Investment Partnerships Program (HOME) |
| Housing and Services | HUD Continuum of Care Program |
| Housing | Community Development Block Grant (CDBG) |
| Housing | Section 8 Housing Choice Vouchers |
| Housing | HUD-Veterans Affairs Supportive Housing (VASH) vouchers |
| Behavioral Health | Substance Abuse and Mental Health Services Administration (SAMHSA) Grants |
| Prevention | U.S. Department of Veterans Affairs' Supportive Services for Veteran Families (SSVF) |
| Prevention, Employment | Temporary Assistance for Needy Families (TANF)/CalWORKs |
| Housing, Case Management | CalWORKs Housing Support Program |
| Youth | McKinney-Vento grants |
| Law Enforcement<br>Prevention<br>Housing<br>Behavioral Health | Law Enforcement Assisted Diversion (LEAD) Grant |
| Housing<br>Rehabilitation<br>Services<br>Rental Assistance | CalHFA Mental Health Services Act Funds |

**2015-2021 Consolidated Plan:** "The Low-Income Housing Tax Credit is a significant source of equity for rental housing development. The credit serves as a valuable income tax benefit to corporate investors. Investors will contribute cash for the development cost of a low-income developent in order to obtain these dollar for dollar tax benefits from the federal government.

The City's 2012 50-unit affordable housing development, Downey View, has received more than $8 million in tax credit funding. The Downey View was one of only twelve developments in LA County to have been selected by the CA Tax Credit Allocation Committee to receive $8.8 million in 9% federal Low Income Housing Tax Credits. The Downey View will provide affordable high

quality rental units, which will include two and three bedroom apartments, a community center, gardens, computer lab and controlled access gates" (52).

**Potential Future Funding Sources**
*Provided by the Homelessness Task Force Report 2018*

**SB 2:** Passed in 2017, the details related to SB 2 funding are still emerging. SB 2 creates a permanent source of funding for affordable housing with 50 percent of the first year of funding specifically for people experiencing or at risk of homelessness. After the first year of funding, 70 percent of the funding will be allocated to local governments for uses including affordable housing development, matching funds for programs that assist people experiencing or at risk of homelessness.

**SB 3:** Passed in 2017, SB 3 places a $4 billion affordable housing and Veterans housing bond on the November 2018 statewide ballot. Cities and counties are eligible to apply for various programs that would be funded by the bond.

**Local Funding Sources:**

- Public safety funding and resources
- Local sales and use tax
- Animal care and regulation fees
- Transit or transportation assistance
- Development fees
- Transient occupancy taxes
- Bond proceeds
- General Fund

# Appendix I: SB 2 and SB 35

### Senate Bill 2: Definition and Expectations of Local Governments

Senate Bill 2 (SB 2) amended the State Housing Element Law and the State Housing Accountability Act (HAA) to require local governments to remove zoning barriers that prevent or discourage the development of emergency shelters, transitional housing, and supportive housing (Public Counsel 2). Therefore, in General Plan Housing Element updates, local governments are required to do the following:

- Assess the need for emergency shelter
- Identify zone(s) where shelters are permitted without discretionary approval (by-right)
- Treat transitional and supportive housing the same as other residential uses
- Include shelters, transitional housing, and supportive housing as protected by the HAA (Public Counsel, 3)

While SB 2 does not require local governments to build or fund emergency shelters, transitional housing, or supportive housing, it does require a local government's zoning code to encourage the previously stated uses.

### Senate Bill 2: The City of Downey

The City of Downey is in compliance with SB 2 Emergency Shelter Zoning.

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### Senate Bill 35: Definition and Expectations of Local Governments

If a city fails to issue building permits for its designated share of the Regional Housing Needs Allocation (RHNA), then SB 35 streamlines project approvals for eligible multifamily housing.

In California, all local governments are required to adopt a Housing Element as part of a General Plan to show that the city plans to meet the housing needs of community members at all income levels. According to the Southern California Association of Governments, the RHNA "quantifies the need for housing within each jurisdiction during specified planning periods" (scag.ca.gov). If the California Department of Housing and Community Development (HCD) finds that a city issued fewer building permits than the city's RHNA identifies, then the city is subject to SB 35 streamlining (League of California Cities, 6).

Passed in 2017, SB 35 requires cities to approve qualified housing developments on eligible sites as a ministerial act and without CEQA review or public hearings (League of California Cities, 6). Under the streamlining, project approval is through "objective standards" and involves "no personal or subjective judgment by a public official" (League of California Cities, 6).

### Senate Bill 35: The City of Downey

Downey has made insufficient progress toward the City's Above Moderate Income RHNA and is therefore subject to SB 35 streamlining for proposed developments with at least 10 percent of units restricted for affordable housing.

For additional information about SB 2, see Public Counsel's *Local Zoning Best Practices for Shelter and Transitional and Supportive Housing.*
For additional information about SB 35, see the League of California Cities *2018 Guide to New Housing Law in California.*

# Appendix J: County Protocol for Clean Ups of Homeless Encampments

## Memorandum

TO: The City of Downey
DATE: May 2018
SUBJECT: Overview of the LA County Homeless Encampment Protocol and the Guiding Legal Decisions for the Treatment of People Experiencing Homelessness by Law Enforcement

### LA County Homeless Encampment Protocol

The Los Angeles County Chief Executive Office and Sheriff Department, and Los Angeles Homeless Services Authority Protocol for Reporting and Responding to Homeless Encampments or Concentrated Homeless Activities ("the Protocol") provides guidance for addressing homeless encampments in the unincorporated areas of LA County, cities where the Sheriff Department is the contracted law enforcement agency, County parks, and County-owned property. This is included in Downey's Plan to provide an example of a best practice for addressing homeless encampments legally.

According to the protocol, a series of steps must be executed when responding to a homeless encampment where five or more people are identified (see the pages following the Memorandum for the full Protocol). The Protocol requires time for outreach/engagement, CES Assessments, posting of ordinance/trespassing signage, and collaboration with outreach teams upon cleanup. During and after the cleanup, the Protocol requires any personal belongings that cannot be taken with an individual from the encampment to be tagged and store d for 90 days.

### Legal Decisions for the Treatment of People Experiencing Homelessness by Law Enforcement

### Allen v. City of Pomona (2016)

The class-action lawsuit challenged Pomona's practice of homeless cleanups, alleging that city officials who confiscated property violated the constitutional rights of people experiencing homelessness.

The settlement provides protection from enforcement of unlawful overnight camping until there are more shelter beds available in the City, among other items in the settlement, including:

- The City must provide written notice of the City's intent to remove property at least 48 hours prior to collection of property.
- The City must securely attach written notice to the property that will be collected.
- The City must provide adequate post-collection notice within 10 feet of the location where the property was collected.
- The Settlement prohibits the city from seizing personal property unless the property poses a serious and immediate risk to human health and safety, among a few additional exceptions.
  *(Allen v. City of Pomona*)

The settlement required the city to pay $49,000 in damages to be distributed among the 15 plaintiffs in the case and no more than $160,000 in attorney fees. In the settlement, the City also agreed to build 388 lockers for the property of people experiencing homelessness (LA Times, Doug Smith).

**Jones v. City of Los Angeles (2006)**

The City of Los Angeles enacted an ordinance prohibiting any individual from sitting, lying, or sleeping on a public street or sidewalk. The ACLU brought the suit against the ordinance on behalf of six people experiencing homelessness who were arrested or cited for violating the ordinance (ACLU). The *Jones* decision found that because the appellants may have become homeless involuntarily and because the appellants did not have any options other than to sleep on the street, criminalization of the appellants' presence on the street was in violation of the Eighth Amendment prohibition against cruel and unusual punishment. The decision ordered the District Court to stop enforcement of the Los Angeles City ordinance that allowed law enforcement to arrest people for sleeping on the street when there are no available shelter beds. The settlement agreed to permit sleeping on sidewalks between 9pm and 6am until additional housing could be built.

**Mitchell v. City of Los Angeles (2016)**

Filed in March 2016, the lawsuit alleged that people experiencing homelessness on Skid Row have had personal property, including medication and legal documents, seized or destroyed by law enforcement and city sanitation personnel. The U.S. district court judge ruled that the City of Los Angeles needed to discontinue seizing property of people experiencing homelessness on Skid Row and surrounding areas without notice.

**Lavan v. City of Los Angeles (2012)**

Nine people experiencing homelessness on Skid Row claimed that the City of Los Angeles violated their Fourth Amendment and Fourteenth Amendment rights when the City seized and destroyed their personal possessions, temporarily left unattended on public sidewalks (*Lavan v. City of Los Angeles*). The injunction bars the City from:

- Seizing property in Skid Row absent an objectively reasonable belief that it is abandoned, presents an immediate threat to public health or safety, or is evidence of a crime, or contraband
- Absent immediate threat to public health or safety, destruction of seized property without maintaining it in a secure location for a period of less than 90 days (*Lavan v. City of Los Angeles*)

The Ninth Circuit held that the seizing and destruction of a homeless individual's personal property, even if left temporarily unattended, was an unreasonable seizure and therefore a Fourth Amendment violation. The Court also ruled that the failure to provide notice before seizing and destroying personal property is a violation of the Fourteenth Amendment right to due process (ACLU). The City paid $822,000 to settle the case.

*Please see the Los Angeles County Chief Executive Office & Sheriff Department, and Los Angeles Homeless Services Authority Protocol* for Reporting & Responding to Homeless Encampments or Concentrated Homeless Activities on the following two pages.*

**Los Angeles County Chief Executive Office & Sheriff Department, and Los Angeles Homeless Services Authority Protocol* for Reporting & Responding to Homeless Encampments or Concentrated Homeless Activities**

| Steps | Tasks | Responsible Party/Entity/Comments |
|---|---|---|
| **1. Complete the Homeless Encampment Identification (Report) Form** | Complete Section I of the Homeless Encampment Identification (HEI) form upon identification of a homeless encampment and/or a high concentration of homeless in a given area. Email the completed form to Michael Castillo of the Chief Executive Officer (CEO) Homeless Initiative (HI) Team at mcastillo@ceo.lacounty.gov. | Sheriff Department Designee and/or LAHSA ERT |
| **2. Submit Form to the CEO's Office / Board Office Approval** | The CEO's office will review the form to ensure all applicable information is included. Barring any need for additional information, the CEO's HI Team will submit the form to the respective Board Office to obtain the approval for addressing the site via the Protocol. Once a response is received from the Board Office, CEO will inform the Los Angeles Homeless Services Authority (LAHSA) and the Sheriff Department (LASD) of the status and next steps. | CEO<br><br>The Homeless encampment Protocol will only apply if five (5) or more persons are identified at a given site. |
| **3. Conduct Outreach** | 1. LAHSA will dispatch an Emergency Response Team (ERT) to the site to conduct a more in-depth assessment and resubmit the HEI form (with Sec. II completed) to the CEO's HHU within 72 hours of receipt of the Board's approval. LAHSA will be accompanied by an LASD Deputy familiar with LAHSA's ERT assessment process whenever unlawful activity is identified in the initial report. LASD will determine if it is safe for LAHSA to begin their assessment/outreach.<br>2. LAHSA will complete a Coordinated Entry System (CES) assessment for all dwellers present, when possible, and connect clients to the appropriate CES Outreach Coordinator.<br>3. Based on the CES findings, the appropriate County Department(s), e.g., Mental Health, Public Health, Public Social Services, Community & Senior Services, etc, may be contacted by the CEO HI Team and asked to conduct benefits/program eligibility assessment of homeless persons at the encampment. When necessary, the aforementioned Departments will conduct ongoing visits with LAHSA.<br><br>NOTE: LAHSA may request a Sheriff escort to an encampment or homeless activity location at any time during the course of their outreach efforts. | LAHSA & Sheriff<br><br>Based on the geographic location of each site the CES Outreach Coordinator will compile a list of identified agencies with potential housing opportunities and local community based organizations. |
| **4. Next Steps** | Based on LAHSA's reported findings and recommendations, the CEO HI Team, with engagement from the CES Outreach Coordinator will determine future action(s) needed to address the issue. Actions include:<br><br>1. A timeline will be issued for ongoing outreach/engagement.<br>2. LASD will conduct ongoing visits to active sites to address any unlawful activity that involves a victim or a potential safety hazard to the community at large and to discuss trespassing laws and applicable ordinances with homeless inhabiting a site. | CEO, Sheriff, & LAHSA<br><br>CEO staff will be responsible for contacting the complainant to: 1) answer any questions he/she may have; 2) keep them informed of the action being planned/taken; 3) advise |

| Steps | Tasks | Responsible Party/Entity/Comments |
|---|---|---|
| | 3. If the owner of an encampment property is unknown, LASD will assist with identifying the property owner(s) to advise them of the situation, including their rights and responsibilities. LASD will also assist with identification of jurisdiction in relation to site clean-up and maintenance, e.g., DPW, State of CA, Army Corp of Engineers, etc.<br>4. Two weeks prior to the expiration of a given timeline (#1 above), LASD, with the assistance of the appropriate agency, will post ordinance/trespassing signage, if applicable, and inform the inhabitants that it is unlawful for them to be on the site.<br>5. Two weeks prior to the expiration of a given timeline, the Encampment Team (CEO, LAHSA, and LASD) will identify the appropriate action for "closing down" an encampment (see #5 below):<br><br>A. If there are no longer inhabitants on the site a clean-up will be conducted by the appropriate agency and steps will be taken to ensure that the encampment is not recreated, e.g., ongoing LAHSA and LASD observation of the location, erecting or repair of fencing/walls (paid for by the property owner*), outreach and ongoing contact with the local community,<br>B. If there are still homeless on site a collaborative engagement effort will be conducted on the date the timeline expires with participation from LAHSA, the CES Outreach Coordinator, LASD, CEO HI Team, appropriate County departments, and community based organizations. The goal of the event is to provide a final opportunity to connect homeless to services and housing prior to the closing of the encampment. | them of the timeline for addressing the issue; and, 4) provide them with periodic updates regarding the issue and our progress.<br><br>Prior to a collaborative event, LAHSA is responsible for continued outreach/engagement and identifying housing opportunities that can be offered to the homeless persons still on site. |
| **5. Resolution & Closure** | The CEO HI Team will convene monthly scheduled meetings with the Encampment Team to discuss the status of all encampments, e.g., "a reduction in the number of homeless at the site, but continued engagement is required;" "no further homeless activity has been observed at the site and the encampment no longer exists;" etc. | CEO |

**Note**: the Protocol only applies to unincorporated areas of LA County, County parks, and cities where the Sheriff Department is the contracted law enforcement agency.

CEO HI Team is responsible for providing ongoing updates to respective Board offices and informing Board offices of the final disposition of encampments in their district.

*Owner of private property to decide if they want to erect a fence/wall or repair existing fence/wall.

# Appendix K: Definitions

**Access Center**: A brick and mortar facility where people experiencing homelessness or at risk of experiencing homelessness can access supportive services

**Affordable Housing**: A housing unit that a household can obtain for 30 percent or less of its income.

**Bridge Housing**: Safe, reserved, 24-hour emergency shelter to be utilized by eligible homeless individuals, identified through the Coordinated Entry System (CES). The intention of this emergency housing is to provide individuals with some stability, so they can more easily maintain contact with their Housing Navigator, as they are assisted in their efforts to housing. Crisis Housing bed converts to a Bridge (Reserved Crisis) Housing bed if the program participant does not self-resolve their episode of homelessness within 14 days. (LAHSA, 2017)

**Case Management**: Case management is defined by the Case Management Society of America as "a collaborative process of assessment, planning, facilitation, care coordination, evaluation, and advocacy for options and services" to meet individual needs. Case Management in the context of the Coordinated Entry System (CES) should be voluntary and client centered, with the goal of identifying strengths and client directed goals, while promoting "health, recognition, and well-being" (USICH, 2016). Case management in CES should ultimately focus on linking the client to permanent housing resource and providing necessary services needed to promote housing stability. (LAHSA, 2017)

**Chronically Homeless**:

1. An individual who:
    a. Is homeless and lives in a place not meant for human habitation, a safe haven, or in an emergency shelter

    AND

    b. Has been homeless and living or residing in a place not meant for human habitation, a safe haven, or in an emergency shelter continuously for at least twelve months or on at least four separate occasions in the last three years *where those occasions cumulatively total at least twelve months*

    AND

    c. Can be diagnosed with one or more of the following conditions: substance use disorder, serious mental illness, developmental disability (as defined in section 102 of the Developmental Disabilities Assistance Bill of Rights of 2000 [42 U.S.C. 15002]), post-traumatic stress disorder, cognitive impairments resulting from brain injury, or chronic physical illness or disability;

2. An individual who has been residing in an intuitional care facility, including a jail, substance abuse or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria in paragraph (1) of this definition before entering that facility

3. A family with an adult head of household (or if there is no adult in the family, a minor head of household) who meets all of the criteria in paragraph (1) of this definition,, including a family whose composition has fluctuated while the head of household has been homeless. (LAHSA, 2017)

**Continuum of Care (CoC)**: A community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximize self-sufficiency. It includes action steps to end homelessness and prevent a return to homelessness. In Los Angeles County, there are four CoCs. The Los Angeles Homeless Services Authority serves all cities of the county with the exception of Long Beach, Pasadena, and Glendale, who have their own CoC. (LAHSA, 2017)

**Coordinated Entry System**: CES is a regionally based system that connects new and existing programs in to a “no-wrong-door network” by assessing the needs of individuals/families/youth experiencing homelessness and linking them with the most appropriate housing and services to end their homelessness. The goal of the CES is to streamline processes through which communities assess, house, and support housing retention for individuals/families who are homeless; to ensure all of our homeless neighbors are known and supported; to target and maximize limited housing resources; and to comply with the federal mandate to adopt a standardized intake and coordinate assessment process for housing. The essential components of CES are: 1) a system that is low-barrier and easy to access; 2) a system that identifies and assesses people’s needs; and 3) a system that prioritizes and matches housing resources based on those needs. (LAHSA, 2017)

**Families**: A family unit composed of an adult head of household with a dependent minor child or a woman in her third trimester of pregnancy.

**Homeless:** an individual who belongs to one of the following categories:

1. An individual who lacks a fixed, regular, and adequate nighttime residence, meaning

    a. An individual with a primary nighttime residence that is a public or private place not designed for or regularly used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, or camping ground;

    b. An individual living in a supervised publically or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels or motels paid for by charitable organizations or by federal, state, or local government programs for low-income individuals

    c. An individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution;

2. An individual who will imminently lose their primary nighttime residence, provided that;

a. The primary nighttime residence will be lost within 14 days of the date of application for homeless assistance;

b. No subsequent residence has been identified; and

c. The individual lacks the resources or support networks, *e.g.*, family, friends, faith-based or other social networks, needed to obtain other permanent housing;

3. An individual who:

a. Is fleeing, or attempting to flee domestic violence, dating violence, sexual assault, stalking, or other dangerous, life threatening conditions that relate to violence against the individual that has either take place within the individuals primary nighttime residence or has made the individual afraid to return to their primary nighttime residence;

b. Has no other residence; and

c. Lacks the resources or support networks, *e.g.*, family, friends, faith-based or other social networks, to obtain other permanent housing. (LAHSA, 2017)

**Measure H:** A voter approved quarter cent sales tax to generate funding for homeless services in Los Angeles County.

**Outreach:** In the context of the CES system, outreach is defined as the activity of engaging a homeless individual through the process of rapport building with the goal of linking the individual to a permanent housing resource. Outreach and engagement is an ongoing process that "involves creativity, flexibility, may take months or years, and involves establishing a relationship" to connect a client to services (Olivet, Bassuk, Elstad, Kenny, and Jassil, 2010). Outreach can be viewed as a "service in itself" and "a process of building a personal connection that make play a role in helping a person improve his or her housing, health status, or social support network" (Olivet, Bassuk, Elstad, Kenny, and Jassil, 2010). Outreach and engagement should be approached in a client-centered and voluntary manner that does not create any time constraints as to the alacrity in which the client voluntarily seeks permanent housing. Outreach workers should have the capacity to refer clients to resources and services such as Crisis & Bridge (Reserved Crisis) Housing and should regularly participate in a case conferencing to ensure clients entering CES are matched to the appropriate permanent housing resource. (LAHSA, 2017)

**Prevention:** The goal of Homeless Prevention is to provide a short-term targeted intervention to address people's housing crisis before they become homeless. (County A5 strategy description)

**Stakeholder:** A person with an interest or concern in addressing homelessness in the community

**Supportive Housing**: Long-term, community-based housing that has supportive services for homeless persons with disabilities. This type of supportive housing enables the special needs of populations to live as independently as possible in a permanent setting. Permanent housing can be provided in one structure at one site or in multiple structure at multiples sites. (LAHSA, 2017)

**Supportive Services**: Services that may assist homeless participants in the transition form the streets or shelters into permanent or supportive housing, and that assist person with living successfully in housing. (LAHSA, 2017)

**Transitional Age Youth**: An individual between the ages of 16 and 24. (LAHSA, 2017)

**For definitions with (LAHSA, 2017) at the end, the definition was taken from LAHSA's* Homeless Services Delivery System Glossary of Terms/Acronyms, May 2017.

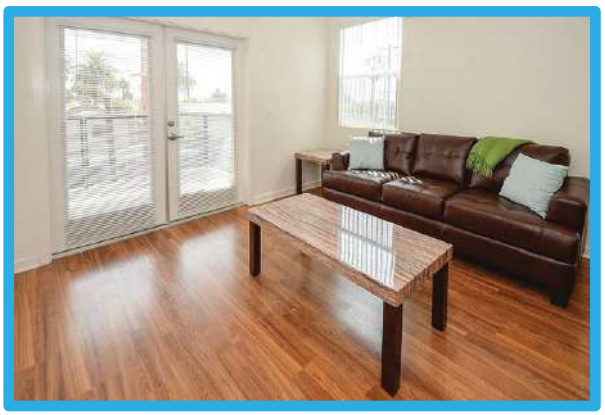
**Description of categories in the Goals and Action Items table:**

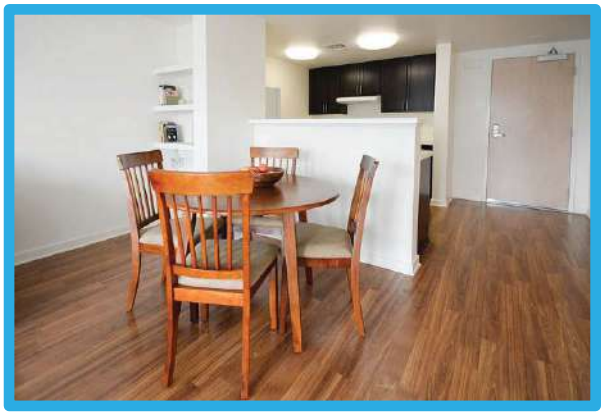
| Approachable Action Items |
|---|
| Actions that are simple to accomplish and consistent with current City efforts, but have the potential to make a noticeable impact on decreasing homelessness in the City. |
| **Growth Action Items** |
| Actions that will push the City to increased commitment and resource dedication, but that are not too far from current City practice. |
| **High Impact Action Items** |
| Actions that will have the highest and longest lasting impact on decreasing homelessness in the City and on the people experiencing homelessness. |

| | |
|---|---|
| Policy Changes | A brief description of what policy changes need to be made in order to ensure completion of the Action Item. |
| Measurement | How to measure whether or not the Action Item has been executed. |
| Timeline | The timeframe in which the task should be started. |
| Ownership | The City department that is responsible for the execution of the Action Item. |
| Leveraged City Resources | The City resources that can be utilized for the execution of the Action Item. |
| Funding Opportunities | Possible sources of funding that can be applied for, advocated for, or redirected to execute the Action Item. |
| County Strategy Alignment | The Los Angeles County Homeless Initiate Strategy to Combat Homelessness that aligns with the Action Item. |
| City Policy Alignment | The clauses in publicly approved City documents that align existing City policy with the Action Item. |

# Appendix L: Supportive Housing Information

Please see the Supportive Housing information sheet provided by United Way's *Everyone In* Campaign on the following two pages.





*Photos above are of the Long Beach & 21st Apartments, a supportive housing development in Long Beach, CA.*

# SUPPORTIVE HOUSING THE FACTS

**Supportive housing combines affordable homes with resources such as health and job services to help people successfully overcome homelessness and lead stable lives.**

## Residents of supportive housing:

- Have experienced long-term homelessness and/or have physical/mental health or substance abuse disorders.
- Are people of different ages, backgrounds, cultures and education levels who have struggled in the past to find stable housing.
- Have gone through traumatic life events such as domestic violence, a debilitating injury or illness, or a sudden loss of income.
- Are prioritized for housing based on vulnerability, such as having a physical disability.

## In addition to safe, clean and stable homes, residents receive:

- Physical and mental health services
- Job training and life skills
- Addiction treatment
- Counselling and support groups
- And many other resources

## Supportive housing ensures the safety and well-being of the community.

- Each building is run by a property management company or a nonprofit service provider who is highly trained in managing these types of buildings.
- Apartments have qualified staff on-site, including building managers who are available to respond to community concerns.
- Residents are expected to abide by building rules which include not engaging in illegal, dangerous or disruptive activities.

## How does supportive housing help tenants with mental health or substance abuse disorders?

Supportive housing provides the stability and services individuals need to recover. When moving in, residents may be put on a treatment plan and meet regularly with psychiatrists, therapists and other skilled professionals. They work one-on-one with a case manager, a dedicated staff member who helps them to reach their goals and ensure they return to living stable lives.

**"The great change in my life came when I got the letter and I finally got on the list for housing. We had a safe place."**

***— Larae, Supportive Housing Resident***

## Supportive Housing in Los Angeles County

There are nearly 150 supportive housing buildings throughout Los Angeles County. These homes are an important part of the solution to ending homelessness for our neighbors including women, families and veterans.

# CITIES OF DUARTE AND IRWINDALE PLAN TO PREVENT AND COMBAT HOMELESSNESS

## Planning Context

As Measure H resources are deployed to combat and prevent homelessness throughout Los Angeles County, each City in the County can broaden the collective impact and accelerate change by undertaking a locally specific City Plan to Combat Homelessness. This Plan template is intended to assist your City in undertaking a comprehensive assessment of homelessness in your local jurisdiction, assessing the resources currently available to address the challenge, identifying opportunities for City and County collaboration and marshalling a plan to collaborate in the implementation of identified strategies.

## 1. City and Plan Information

| Name of City | Period of Time Covered by Plan | Date of Plan Adoption |
|---|---|---|
| Cities of Duarte and Irwindale | July 1, 2018-June 30, 2021 | June 26, 2018 (Duarte);<br>June 27, 2018 (Irwindale) |

## 2. Why is the City working to develop and implement a homelessness plan?

Homelessness in Los Angeles County, which has long been concentrated in Skid Row, downtown, and Hollywood, has increasingly become more visible in cities throughout the County as more people struggle to secure affordable housing, employment, and access to social services. In 2017, the number of people experiencing homelessness in Los Angeles County increased by 23.3% from nearly 47,000 in 2016 to nearly 58,000.[1]

Recognizing the impact of homelessness on individuals and communities countywide, in 2017 voters approved Measure H to fund services to prevent and company homelessness. In June 2017, funding allocations were approved by the Los Angeles County Board of Supervisors, which also provided funding for cities such as Duarte and Irwindale to develop local homelessness plans.

The Cities of Duarte and Irwindale are located in Service Planning Area (SPA) 3, a geographic region comprised of cities in the San Gabriel Valley that saw an overall 36% increase in the number of residents experiencing homelessness from 2,612 in 2016 to 3,552 in 2017.[2] In that same time period, the homeless population in the cities increased from 61 to 83 people.

While Duarte saw a decrease in its homeless population from 60 in 2016 to 33 in 2017, the decrease was primarily the result of the loss of 37 shelter beds for households with children.[3] The 2017 Point-in-Time (PIT) Count shows that all Duarte's homeless residents are unsheltered with 47% living on the streets, 47% in RVs/campers and vans, and 6% in makeshift shelters.

In contrast, Irwindale saw an increase in its homeless population from 1 person in 2016, the first year the PIT Count was conducted in Irwindale, to 50 in 2017.[4] Data shows that 26% were living on the streets, 26% in RVs/campers, 22% in cars, 12% in makeshift shelters, and the remaining 14% in vans and tents.

Due to data limitations, the demographics of people experiencing homelessness within the City limits are difficult to determine at the current time; however demographic data is available at the SPA level from the

[1] Los Angeles Homeless Services Authority. (2017). 2017 Greater Los Angeles Homeless Count Results: Los Angeles County and Continuum of Care.
[2] Los Angeles Homeless Services Authority. (2017). Homeless Count SPA 3 Fact Sheet.
[3] Los Angeles Homeless Services Authority. (2017). Homeless County by City/Community.
[4] Ibid.

2017 PIT Count which includes surrounding cities. The following data provides a snapshot of who was experiencing homelessness in SPA 3 in 2017:

- Two-thirds (2,373) were unsheltered and living outside while one-third (1,179) were in some form of temporary shelter accommodations.
- More than three-quarters (76%) were single adults, 18% were families, and 6% were youth and young adults.
- Nearly three-quarters (72%) were male, 28% were female, .4% were transgender, and .2% did not identify with a gender.
- Half (50%) identified as Hispanic/Latino, nearly a quarter (24%) as white, 18% as African American, 5% as American Indian, 2% as Asian, and 1% as other.
- Three-fifths (60%) were between the ages of 25-54, 17% between the ages of 55-61, 7% between the ages of 18-24, and 5% were age 62 and up. Children under the age of 18 make up 11% of SPA 3's homeless population.
- Nearly one-third (30%) were considered chronically homeless, meaning that they have lengthy or repeated histories of homelessness along with a long-term disability such as mental illness, substance use disorder, or a physical health problem.
- 28% had a mental illness, 17% had a substance use disorder, and 2% had HIV/AIDS
- 27% have experienced domestic/intimate partner violence in their lifetime, and 6% were United States Veterans.

In addition to the Homeless Count data and regional demographics, City-level data from the regional Coordinated Entry System (CES) provides an enhanced view of those experiencing homelessness and their challenges as well as needs using responses to the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) assessment and other indicators of a person's overall health and wellbeing.[5] Specifically, the VI-SPDAT assessment produces an acuity score, which can help identify an appropriate housing intervention for someone experiencing homelessness. In Los Angeles County, individuals experiencing homelessness who fall into the low-acuity scoring range of the assessment (0-3) should be able to find housing on their own, those in the mid-acuity scoring range (4-11) are best served by rapid rehousing programs, and high-acuity individuals (12+) generally need supportive housing.[6]

Other useful indicators in the data set include information about a person's housing history, legal background, physical and mental health, history of substance use, and general demographic information such as age and race. All of these elements are self-reported by the individuals as part of the VI-SPDAT assessment. For the purposes of this Homelessness Plan, all data have been de-identified to protect confidentiality.

Between July 2016 and November 2017, a combined 16 people were assessed in Duarte and Irwindale. In Duarte, 72% of the 12 individuals who were assessed are in the mid-acuity range, compared to 17% in the high-acuity range and 11% in the low- acuity range. Half the people assessed were ages 56 and older with 25% ages 25-40, ages, and 17% ages 41-55, and 8% ages 18-24. Nearly three-fifths (58%) identify as black or African-American, 17% as white, and 8% as Native Hawaiian or Alaskan Islander. For the remaining 17%, data was not collected or individuals declined to state their

[5] The Coordinated Entry System (CES) is a regional database that streamlines housing placement and service provision and prioritizes those who are most vulnerable. This Homeless Plan incorporates data from the adult singles database.
[6] Los Angeles Homeless Services Authority. (ND). Draft CES Prioritization Policies.

race. With regard to gender, 42% identified as female, 42% as male, 8% as trans female, and for 8% data were not collected.

In Irwindale, 100% of the four people were assessed and found to be in the mid-acuity range. Three-quarters are ages 25-40 with one-quarter ages 41-55, and three-quarters identified as white with one-quarter identifying as African-American. In addition, three-quarters identified as female and one as male.

Other important vulnerability indicators are length of time a person has spent homeless, any existing chronic health conditions, diagnosed mental health issues, and people who have spent one or more nights in a holding cell, jail, or prison within six months of their VI-SPDAT assessment. Repeat ambulance rides, emergency room visits, and in-patient hospitalization also indicate vulnerability, and drive up the cost of care for people who are homeless. Table 1 shows data on these vulnerability indicators for both Duarte and Irwindale.

**Table 1. Vulnerability Indicators Reported by Individuals in Duarte and Irwindale with a Completed VI-SPDAT**

| Vulnerability Indicators | Duarte | Irwindale |
|---|---|---|
| **Length of Time Homeless** | | |
| Less than a year | 25% | - |
| 1-2 years | 58% | 75% |
| 2 years or more | 17% | 25% |
| **Health Issues** | | |
| Chronic Health Issues Related to the Liver, Kidneys, Stomach, Lungs, or Heart | 25% | 25% |
| Mental Illness | 17% | 50% |
| Substance Use Disorder | 8% | 25% |
| **Taken Ambulance in Last 6 Months** | | |
| No ambulance transport | 83% | 75% |
| 1-2 times | 8% | 25% |
| 3-4 times | 8% | - |
| 5+ times | - | - |
| **Emergency Department Visits in Last 6 Months** | | |
| No emergency department visits | 67% | 75% |
| 1-2 times | 25% | 25% |
| 3-4 times | - | - |
| 5+ times | 8% | - |
| **Received In-Patient Care 5+ Times in Last 6 Months** | | |
| No in-patient hospitalizations | 67% | 50% |
| 1-2 times | 25% | 50% |
| 3-4 times | 8% | - |
| 5+ times | - | - |
| **Nights in a Holding Cell, Jail, or Prison in Last 6 Months** | | |
| No nights | - | - |
| 1-2 nights | 83% | 75% |
| 3-4 nights | 17% | 25% |
| 5+ nights | - | - |

Data gathered through the PIT Count and CES assessments can also be supplemented with data from the Los Angeles County Office of Education. These data indicate that 277 students in the Duarte Unified School District, which includes some students from unincorporated Duarte and from Irwindale, were considered homeless under the McKinney-Vento Act during the 2016-2017 academic year.[7, 8] Students in Irwindale are also served by the Covina-Valley Unified School District, which had 966 students who were considered homeless in 2016-2017.[9, 10] While some of these students may fit the U.S. Housing and Urban Development definition of homelessness used in the PIT Count, the McKinney-Vento Act also includes unaccompanied minors and children and youth who are living in hotels and motels, trailer parks and camping grounds, abandoned buildings, substandard housing, or shared housing due to economic hardship or lack of alternative adequate accommodations.

Finally, City-level data on economic and housing trends serve as good indicators of residents who may be at risk of falling into homelessness. Duarte's median household income is higher than the average across Los Angeles County, whereas Irwindale's is just slightly lower than the County average. Both cities have a lower poverty rate than the County average, with Irwindale's poverty rate being nearly three times below the County average. However, both cities have a higher unemployment rate than the County average, which may signal housing instability. Notably, Irwindale has a higher housing vacancy rate than the County as a whole, indicating that the City has underutilized housing stock.

## 3. Describe your City's planning process

What were the key steps your City took to develop its plan? What partners and stakeholders (e.g., community members, experts) were engaged in the process?

In July 2017, the County of Los Angeles and United Way Home for Good Funders Collaborative launched a grant program inviting cities to apply for funding to develop a plan to address homelessness in collaboration with the County and its contractors. The Cities of Duarte and Irwindale recognized that the planning process represented an opportunity to address shared challenges associated with encampments along the San Gabriel River and in their business districts and in November 2017 received funding to develop a multi-jurisdictional homelessness plan.

The Cities entered into agreements with the San Gabriel Valley Council of Governments (SGVCOG) and LeSar Development Consultants (LDC) to assist with plan creation in December 2017, and in January 2018 participated in a kickoff meeting with cities throughout the San Gabriel Valley.

On February 20, 2018, LDC along with City staff from both Duarte and Irwindale kicked off a series of five community meetings. These meetings provided an overview of the Measure H Homeless Initiative and City Homelessness Plan development, including the plan's purpose and the process for conducting research and gathering public input from City staff, the business community, residents, and faith-based organizations and nonprofit services providers. All meetings were open to representatives from either community, and included a study session with the Duarte City Council on March 27, 2018. Two additional input sessions—one with service providers and one with the community at large—were held in Duarte on April 18, 2018. Finally, the Duarte City Council held a study session on May 8, 2018, and the Irwindale City Council held a study session on June 6, 2018.

The input received during these meetings was supplemented with information provided by individuals experiencing homelessness through field outreach or nonprofit service providers.

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[7] Los Angeles County Office of Education. (2017). Aggregated LA County Homeless Student Count.
[8] Federal Register. (2016). McKinney-Vento Education for Homeless Children and Youths Program.
[9] Los Angeles County Office of Education. (2017). Aggregated LA County Homeless Student Count.
[10] The City of Irwindale has an estimated 480 households with students who attend school in either the Duarte Unified School District or the Covina-Valley Unified School District.

In addition, City staff participated in meetings with the SGVCOG and weekly check-in calls with the consulting team. These meetings and interviews focused on ways to improve the quality of life for all residents, including those experiencing homelessness, and to solicit feedback and develop strategies to respond to the growing homelessness crisis. LDC facilitated the meetings, conducted research, and incorporated the findings into the goals and strategies that best respond to the Cities' priorities and needs and that align with the County of Los Angeles Homeless Initiative adopted by the Board of Supervisors and funded through Measure H.

The Duarte and Irwindale City Managers' offices are responsible for overseeing the goals and actions outline in the plan, reporting progress to City Council, and updating or adding new goals and actions over time at the direction of the City Councils of Duarte and Irwindale. At minimum, the plan will be reviewed annually and the City Managers will report on progress to their respective City Councils

## 4. What are the goals of the City's plan and related actions? Review the example below, then respond to the prompts for your own City goals. Add sections for additional goals if needed.

| **Goal 1: Better Understand the City's Homeless Population and Educate the Community** |
|---|
| **Action 1a: Develop a mechanism for educating and coordinating City staff and key stakeholders on a regular basis.**<br>• Hire staff to coordinate the City of Duarte's response to homelessness.<br>• Establish a workgroup and hold quarterly meetings to coordinate efforts with City staff in both cities, as well as with local stakeholders and partners. |
| **Action 1b: Explore the feasibility of collaborating with local partners to gather data on the scope of the City's homeless population to address their needs.**<br>• Identify partners that already gather data on homelessness/risk of homelessness and determine what data is available on each population. These include school districts, senior centers and senior housing facilities, and disability organizations and regional centers, the Los Angeles County Sheriff's Department, Duarte Code Enforcement, and the Irwindale Police Department among others.<br>• Invite partners to quarterly workgroup meetings to share data and develop a robust understanding of the population experiencing and at-risk of homelessness to inform decision making. |
| **Action 1c: Conduct outreach and education for residents and the business community on their rights, responsibilities, and opportunities to contribute to addressing homelessness.**<br>• Develop a resource and referral page on the Cities' websites with user-friendly information for individuals experiencing or at-risk of homelessness, and share it with residents and members of the business community who regularly interact with people experiencing homelessness via City communications (e.g., newsletter, social media).<br>• Coordinate and promote trainings with LAHSA, Union Station, the County Sheriff's Department, and other current and prospective partners either locally or in partnership with the San Gabriel Valley Council of Governments.<br>• Participate in Everyone In Campaign events and share education materials at City meetings.<br>• Provide regular updates to the respective City Councils on progress with the plan's implementation. |

| Goal 1: Better Understand the City's Homeless Population and Educate the Community | | | | |
|---|---|---|---|---|
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 1a, 1b, 1c: No policy changes required | 1a: Duarte coordinator hired within 3 months; workgroup established within 6 months, 2 workgroup meetings/trainings held in Year 1<br><br>1b: Local partners regularly attend stakeholder meetings; data on homelessness/risk of homelessness shared and reported on to City Council on an annual basis.<br><br>1c: Local resource page on respective websites with referral sources; conduct two meetings in Year 1 | 1a, 1b, 1c: City of Duarte Public Safety Department/City Manager's Office<br>City of Irwindale Police Department/City Manager's Office | 1a, 1c: City staff time<br><br>1b: City staff time (dependent on Measure H implementation funding) | 1a: 3 months-1 year, ongoing<br><br>1b: 3-6 months to convene partners; quarterly meetings; summary report in Year 1<br><br>1c: Year 1, ongoing |

| Goal 2: Improve Service Coordination Between the Cities and Key Stakeholders |
|---|
| **Action 2a: Expand local capacity to link people experiencing or at-risk of homelessness to the crisis response system.**<br>• Disseminate resource and referral information to individuals and households experiencing or at-risk of homelessness, as well as to stakeholders who have frequent contact with the homeless.<br>• Identify and train City staff (e.g., Police, Public Safety, Community Development, Parks and Recreation, Library) to connect homeless and at-risk populations to outreach teams using the LAHSA web-based portal, as well as to shelters and transit to the shelters.<br>• Consider assigning the homelessness coordinator to engage departments that interact with homeless individuals and families to participate in regional case conferencing and outreach meetings.<br>• Consider opting in to fund prevention services by allocating any cost savings realized through implementing the plan or by securing funds (e.g., Measure H) for outreach activities and prevention services to contract directly with local providers or in partnership with neighboring cities. |
| **Action 2b: Align outreach efforts and encampment protocols with County partners (e.g., Los Angeles County Sheriff's Department Homeless Response Team, Metro Homeless Task Force, LAHSA, Union Station, etc.)**<br>• Provide County Sheriff's Department First Responders Training.<br>• Review City policies and protocols related to encampments and homelessness and alignment with County policy.<br>• Revise policies and protocols as needed, and communicate changes to community. |

| Goal 2: Improve Service Coordination Between the Cities and Key Stakeholders | | | | |
|---|---|---|---|---|
| • Routinely report locations of homeless encampments to outreach teams. | | | | |
| **Action 2c: Establish faith-based homeless committee to coordinate local and regional services and explore partnerships.**<br>• Explore the potential for participating organizations to become CES sites (see 2a).<br>• Explore the potential for organizations to serve as safe parking and mobile bathroom/laundry sites (see 3b). | | | | |
| **Action 2d: Ensure all homelessness activities funded by the City are connected to CES.**<br>• When contracting for homeless services as individual cities or in conjunction with neighboring cities, explore opportunities to give preference in contracting to service providers that are connected to CES. | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 2a, 2c: No policy change required<br><br>2b: Revisions to policies and protocols, as needed<br><br>2d: Establish preference for providers connected to CES | 2a: Completed training on web-based portal; number of staff and providers trained; number of individuals/families referred to services; number of case conferencing/outreach meetings attended<br><br>2b: City and County protocols and policies aligned; number of first responders trained<br><br>2c: Creation of committee, first meeting in Year 1, schedule for Year 2 meetings<br><br>2d: Increase in contracted service providers participating in CES | 2a: City of Duarte Public Safety Department/City Manager's Staff City of Irwindale Community Services and Housing Departments<br><br>2b: City of Duarte Public Safety Department City of Irwindale Police Department<br><br>2c, 2d: City of Duarte City Manager's Office City of Irwindale City Manager's Office | 2a: City staff time to coordinate trainings; space to host meetings<br><br>2b: City staff time for training, policy and protocol revision<br><br>2c: City staff time and facilities for meetings<br><br>2d: City staff time | 2a: Year 1, ongoing<br><br>2b: 6-9 months<br><br>2c, 2d: 6-12 months, ongoing |

| Goal 3: Develop Short-Term Solutions to Promote Health and Safety |
|---|
| **Action 3a: In collaboration with neighboring cities, explore opportunities to provide mobile bathrooms and laundry at specified times and locations in Duarte for people experiencing homelessness.**<br>• Consider program priorities and site criteria.<br>• Explore working with cities along the Gold Line, including Irwindale, and others in the San Gabriel Valley to ensure that services are available to individuals experiencing homelessness within the communities they identify as home while also ensuring equitable distribution of services throughout the region. |

**Goal 3: Develop Short-Term Solutions to Promote Health and Safety**

- Assess support and potential sites available through nonprofit or faith-based partners to operate the site.
- Partner with service provider with capacity to conduct CES assessments at the site.
- Identify mobile bathroom/laundry providers (e.g., Shower of Hope, Lava Mae).
- Identify potential funding sources (e.g., County, philanthropy, etc.).
- Develop RFP and contract(s) as appropriate.

**Action 3b: In collaboration with neighboring cities, explore the creation of a Safe Parking Program in Duarte to provide overnight parking and services for individuals and families experiencing homelessness who live in RVs, vans, or cars.**

- Identify public or private lots such as church lots that could be used for the program.
- Explore working with neighboring cities, including Irwindale, and others in the San Gabriel Valley to ensure that services are available to individuals experiencing homelessness within the communities they identify as home while also ensuring equitable distribution of services throughout the region.
- Develop program priorities and site criteria.
- Review and revise existing policies related to overnight parking curfews, as needed.
- Identify potential partners with capacity to conduct CES assessment to operate the site.
- Identify potential funding sources through CES and Measure H.
- Develop RFPs and contract(s) as appropriate.

| Associated Policy Changes | Goal Measurement | Goal Ownership | Leveraged City Resources | Timeline |
|---|---|---|---|---|
| 3a, 3b: Review zoning code | 3a: Potential sites identified; agreements with organizations developed; RFP developed; proposals received and evaluated<br><br>3b: Potential sites and funding sources identified; agreements with organizations developed; RFP developed; proposals received and evaluated | 3a: City of Duarte Community Development & Public Safety Departments<br>City of Irwindale Community Development & Public Safety Departments<br><br>3b: Cities of Duarte and Irwindale Community Services and Planning Departments | 3a: City staff and consultant time (dependent on Measure H implementation funding)<br><br>3b: City staff time (depending on implementation funding from Measure H). | 3a: 3-6 months<br><br>3b: 6-9 months |

**Goal 4: Expand Access to Employment**

**Action 4a: Explore opportunities for the City to hire individuals who are homeless and at-risk of homelessness.**

- Evaluate position descriptions for city jobs and contracts. Current policies do not discriminate against the homeless.

| **Goal 4: Expand Access to Employment** | | | | |
|---|---|---|---|---|
| • Provide and promote placement opportunities for people who are currently or previously homeless.<br>• Explore preference in hiring practices. | | | | |
| **Action 4b: Collaborate with the Chamber of Commerce and local business owners to create employment opportunities and one-on-one mentorships for individuals who are homeless or at risk of homelessness**<br>• Explore the creation of a business tax credit program to incentivize hiring current or formerly homeless individuals.<br>• Explore the adoption of a social enterprise ordinance that gives preference to bidders who hire current or formerly homeless individuals.<br>• Strengthen partnership between local businesses interested in hiring people who are currently and formerly homeless and the Foothill Workforce Development Board. | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 4a: Review human resources policies, as needed<br><br>4b: Determine policy changes based on program decisions | 4a: Revised position descriptions, placement opportunities promoted online and among homeless service providers<br><br>4b: Number of local businesses employing people who are currently/formerly homeless; CalWorks recipients placed into hiring opportunities | 4a: City of Duarte & Irwindale Human Resources Departments<br><br>4b: City of Duarte City Manager, Economic Development, & Public Safety Departments City of Irwindale Economic Development Department & City Manager's Office | 4a, 4b: City staff time | 4a: 1-2 years<br><br>4b: 6 months to establish working group; 1-2 years to determine potential for programs |

| **Goal 5: Increase the Number of Affordable/Homeless Housing Units in the City** |
|---|
| **Action 5a: Explore opportunities to educate local landlords about housing navigator programs**<br>• Make available and distribute information to landlords to participate in the following programs:<br>  o Homeless Incentive Program (HIP)<br>  ▪ Housing Authority of the County of Los Angeles<br>  o Flexible Housing Subsidy Pool/Housing for Health<br>  ▪ Los Angeles County Department of Health Services and Brilliant Corners<br>  o Rapid Re-Housing<br>  ▪ Union Station Homeless Services |

| Goal 5: Increase the Number of Affordable/Homeless Housing Units in the City | | | | |
|---|---|---|---|---|
| • Hold annual/semi-annual landlord engagement workshops to educate landlords about the incentive programs.<br>• Explore opportunities to tap into federal, state, and local funding to provide landlord incentives (e.g., first month's rent, lease bonus, higher security deposit). | | | | |
| **Action 5b: Explore partnering with the County to provide Rapid Re-housing to more households**<br>• Evaluate current expenditures on homelessness and determine the potential to reprogram a portion of the funds for Rapid Re-Housing services with local preference. If cities contribute $500/month for an individual/family for up to 9 months, the County will fund the remainder and the full cost of support services. | | | | |
| **Action 5c: Explore opportunities to identify vacant or underutilized public and private land in Duarte for affordable/supportive housing.**<br>• Establish criteria and protocol for identifying public and private land that might be suitable for housing.<br>• Expand relationships with nonprofit housing developers. | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 5a: Approval of funding<br><br>5b: City Council approval to partner; budget approval<br><br>5c: Policy to regularly review vacant City-owned land for development | 5a: Developed landlord engagement model<br><br>5b: Number of individuals, families placed into housing<br><br>5c: Criteria and protocol established; meetings with nonprofit housing developers held | 5a, 5b: City of Duarte Community Development & Public Safety Departments City of Irwindale Housing Department<br><br>5c: Cities of Duarte and Irwindale Planning Departments | 5a, 5c: City staff time<br><br>5b: TBD, up to $4,500 per individual or family | 5a: 12 months, ongoing<br><br>5b: Year 1-2<br><br>5c: Year 2-3 |

| Goal 6: Coordinate with Regional Partners on Homelessness Plan Implementation | | | | |
|---|---|---|---|---|
| Action 6a: **Participate in homeless plan coordination activities with the San Gabriel Valley Council of Governments.**<br>• Collaborate with neighboring cities to engage people experiencing homelessness who use the Metro Gold Line coordination, and on potential workforce development efforts.<br>• Explore landlord engagement with neighboring cities and regional partners. | | | | |
| Action 6b: **Coordinate with LAHSA and the County Homeless initiative team.**<br>• Activities include coordinating with LAHSA, CES, and the County on outreach and coordination, for example, conducting outreach at the Santa Fe Dam and near the Gold Line transit center. | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |

| Goal 6: Coordinate with Regional Partners on Homelessness Plan Implementation | | | | |
|---|---|---|---|---|
| 6a, 6b: No associated policy changes | 6a: Attendance at meetings, city participation in activities<br><br>6b: Ongoing participation in County Homeless Initiative collaboration opportunities, as identified | 6a, 6b: City of Duarte Public Safety Department/City Manager's Office<br>City of Irwindale Police Department/City Manager's Office | 6a, 6b: City staff time | 6a, 6b: Year 1, ongoing |

## 5. Identify City employees or other staff who will lead implementation of the plan.

**Table 1: Primary Contact for Plan Implementation**

| Name & Position | Address & Email | Phone | % of Time |
|---|---|---|---|
| Karen Herrera<br>Deputy City Manager | 1600 Huntington Drive<br>Duarte, CA 91010<br>herrerakaren@accessduarte.com | 626-357-7931, ext. 221 | TBD |
| Theresa Olivares<br>Assistant City Manager | 5050 N. Irwindale Ave.<br>Irwindale, CA 91706<br>tolivares@irwindaleca.gov | 626-430-2294 | TBD |

## 6. Describe the City's participation or plans to participate in any new or ongoing collaborative efforts, within the City and/or with other cities and/or in the Service Planning Area.

The Cities of Duarte and Irwindale have been active members in the housing and homelessness efforts through the San Gabriel Valley Council of Governments (SGVCOG), which resulted in increased funding for affordable housing and a higher level of awareness of homeless services and funding available through Los Angeles County Homeless Initiative and other agencies. Specifically, the Duarte City Council adopted a resolution supporting the County Homeless Initiative, and both cities participated in the Los Angeles Homeless Services Authority homeless count.

With regard to the joint homelessness planning process and its implementation, the Duarte City Manager's office works cooperatively with the Irwindale City Manager's office to guide and implement the homelessness plan and ensure that the goals and strategies are consistent with the County Homeless Initiative and related SGVCOG homelessness efforts and planning activities. The Cities also examined their current annual funding and activities dedicated to individuals and families experiencing homelessness and those facing housing instability. Estimates provided by City staff, while not a comprehensive review of expenditures, indicate that Duarte spends $260,956 annually to address homelessness while Irwindale spends $45,368 annually.

The Cities of Duarte and Irwindale and their partners are also currently engaged in the following activities to prevent and end homelessness:

- The Irwindale City Council has historically donated to the Citrus Valley Health Foundation to assist with homelessness in the East San Gabriel Valley.
- Cory's Kitchen, which has a branch in Irwindale, is nonprofit providing emergency food distribution to individuals and families, as well as referrals to jobs, continuing education, legal services, clothing distribution sites, and counseling. Cory's Kitchen also helped to gather information on its clients to help the Cities of Duarte and Irwindale gain a better understanding of their homeless population.
- Duarte Unified School District, as well as Covina Unified School District which serves most families in Irwindale, connect students and families experiencing or at-risk of homelessness with resources and referrals.
- Foothill Unity Center, located in Monrovia, helps meet individuals' and families' basic needs through food distribution, case management and crisis assistance, healthcare assessments, homelessness prevention and support services, work experience, and volunteer opportunities.
- The East San Gabriel Valley Coalition for the Homeless provides food distribution and transportation, assists with clothing and hygiene, provides emergency and transitional shelter programs, and refers people experiencing or at-risk of homelessness to housing, jobs, education, and healthcare providers.
- The partner cities have also worked together with the City of Azusa, the Army Corps of Engineers, private industry, and the Los Angeles County Sheriff, Public Works and County Parks and Recreation Departments to coordinate clean-ups along the San Gabriel River Recreation. Union Station Homeless Services has also been a part of these efforts.
- Churches involved in the Duarte Church and Clergy Association work together to address homelessness and other social issues within the community.
- Chap Care provides free medical services to residents

The City also coordinates with surrounding cities and the San Gabriel Valley Council of Governments on regional issues, and refers individuals to the SPA 3 CES, which is supported by Union Station Homeless Services and Hathaway Sycamore Child and Family Services and funded through the Los Angeles Homeless Services Authority (LAHSA).

This three-year homeless plan sets the course for the city to further address the needs of its homeless residents and those who are at risk of homelessness, as well as to participate in regional solutions. Specifically, the plan will coordinate and increase the capacity of existing programs and services, increase and better coordinate outreach and engagement activities, educate and build community support for homelessness best practices, and pursue resources that align with the goals set forth in the plan, including increasing the number of shelter beds and affordable housing units within the city. Additionally, Duarte and Irwindale will work with neighboring cities and regional bodies to develop strategies that will more equitably distribute homeless housing and services across the San Gabriel Valley according to need. These efforts include strengthening existing and forging new partnerships to efficiently deploy resources and maximize impact for those at risk of or experiencing homelessness.

### 7. Review specific County Homeless Initiative Strategies from the table below and consider how the City could collaborate and align planning efforts to achieve mutual goals.

For each of the County Homeless Initiative Strategies listed in the table below, identify whether the City plans to participate in the Strategy's implementation and/or if the City is currently participating in

the Strategy's implementation. If the City is already participating in the implementation of any of the Strategies, please attach an explanation.

### Table 2: City Planning Activities tied to County Homeless Initiative Strategies

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☒ | ☐ | A1. Homeless Prevention for families |
| | ☒ | ☐ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | ☐ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☐ | ☐ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☐ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☐ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☐ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☒ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☒ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| | ☐ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☐ | ☐ | C7. Subsidize Employment for Homeless Adults |
| | **Plan to participate** | **Currently participating** | **County Homeless Initiative Strategies** |
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☐ | ☐ | D5. Support for Homeless Case Managers |
| | ☐ | ☐ | D6. Criminal Record Clearing Project |
| | ☐ | ☐ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☒ | ☐ | E4. First Responders Training |
| | ☐ | ☐ | E5. Decriminalization Policy |
| | ☒ | ☒ | E6. Expand Countywide Outreach System |
| | ☒ | ☐ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☐ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☐ | ☐ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☐ | ☐ | E14. Enhance Services for Transition Age Youth |
| **F – Increase Affordable/** | ☐ | ☐ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |

| | | | |
|---|---|---|---|
| **Homeless Housing** | ☐ | ☐ | F4. Development of Second Dwelling Units Program |
| | ☐ | ☐ | F5. Incentive Zoning/Value Capture Strategies |
| | ☐ | ☐ | F6. Using Public Land for Homeless Housing |
| | ☒ | ☐ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☐ | ☐ | F7. Housing Innovation Fund (One-time) |

# Plan to Prevent and Combat Homelessness

## City of El Monte

Adopted by the City Council on June 5, 2018

LESAR DEVELOPMENT CONSULTANTS

SGVCOG

The Los Angeles County HOMELESS INITIATIVE REAL HELP. LASTING CHANGE.

# About the City of El Monte Plan Homelessness

In October 2017, the City of El Monte ("City") was awarded a County of Los Angeles ("County") planning grant to develop a City Plan to Prevent and Combat Homelessness. The City then entered into agreements with the San Gabriel Valley Council of Governments ("SGVCOG") and LeSar Development Consultants ("LDC") to assist with Plan creation.

Following a January 31 kickoff meeting with other San Gabriel Valley cities partnering with the SGVCOG and LDC, City staff scheduled meetings and developed outreach strategies to gather public input from stakeholders, community members, and City departments throughout the development of the Plan.

From February through April 2018, City staff along with LDC hosted a series of meetings with various stakeholders, including residents and business owners, homeless services providers, and City and County Departments to discuss the issues, challenges, concerns, and current conditions contributing to homelessness in El Monte. The meetings also focused on ways to improve the quality of life for residents, neighborhoods, and the business community and to solicit feedback on potential strategies to address issues. A Study Session with the City Council was held on May 15, 2018, to review community and service provider feedback, as well as to gather further input to incorporate into the Plan. Stakeholder and City Council feedback, as well as a thorough document review and assessment of existing activities, was then used to inform the Homelessness Plan's goals and actions.

The City of El Monte Plan to Prevent and Combat Homelessness was adopted by the City Council on June 5, 2018.

# Acknowledgments

EL MONTE CITY COUNCIL
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Juventino "J" Gomez, Mayor Pro Tem
Jerry Velasco, Councilmember
Norma Macias, Councilmember
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PREPARED BY
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## Background and Purpose of Homeless Plan

The City of El Monte has seen a significant increase in its total homeless population. In 2017, there were 509 homeless persons in El Monte, an increase of 89 percent from the 2016 count of 269 persons (see **Figure 1**). Further, there has been a substantial increase in the number of unsheltered homeless persons. In 2016, 22 percent of homeless persons were unsheltered. In 2017, 46 percent of homeless persons were unsheltered, more than double the percentage of unsheltered homeless people since the previous year.[1]

Detailed demographic data for individuals experiencing homelessness in El Monte is not available as part of the annual Point-in-Time Count of those experiencing homelessness in Los Angeles. However, the Los Angeles Homeless Services Authority ("LAHSA"), which conducts the county's annual count, reports the following information for Service Planning Area ("SPA") 3 in 2017:[2]

- 67% (2,373) were unsheltered and living outside while 33% (1,179) were in some form of temporary shelter accommodations – accounting for 6% of Los Angeles' homeless population
- 76% were single adults, 18% were families, and 6% were youth and young adults
- 28% were female, 72% were male, .4% were transgender, and .2% did not identify with a gender
- 50% were Hispanic/Latino, 24% were white, 18% were African American, 5% were American Indian, 2% were Asian, and 1% identified as other
- 5% were age 62 and up, 17% between the ages of 55-61, 60% between the ages of 25-54, 7% between the ages of 18-24, and 11% were under the age of 18
- 6% were United States veterans
- 30% were considered chronically homeless, meaning that they have lengthy or repeated histories of homelessness along with a long-term disability such as mental illness, substance use disorder, or a physical health problem
- 28% had a mental illness, 17% had a substance use disorder, and 2% had HIV/AIDS
- 27% have experienced domestic/intimate partner violence in their lifetime

While only about 6% of the SPA 3 population, El Monte makes up about 14% of the SPA 3 homeless count, which indicates a higher incidence of encounters with the local homeless population.

[1] Los Angeles Homeless Services Authority – Homeless Count – Count by City/Community
[2] Los Angeles Homeless Services Authority – Homeless Count 2017 SPA 3 Fact Sheet

**Figure 1: Homelessness in the City of El Monte**

## 2017 Homeless Count: 509

**Cars**
**46** / 9%

**Makeshift Shelters**
**44** / 9%

**Vans**
**20** / 4%

**Tents**
**7** / 1%

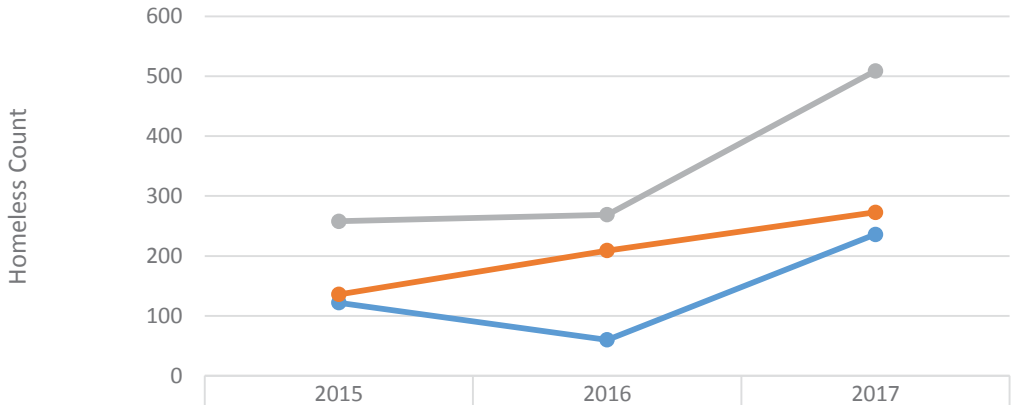
**RVs / Campers**
**25** / 5%

**On the Street**
**94** / 18%

**Emergency Shelters**
**250** / 49%

**Transitional Housing**
**23** / 5%

## Historical Homeless Count (2015-2017)




| | 2015 | 2016 | 2017 |
|---|---|---|---|
| Unsheltered | 122 | 60 | 236 |
| Sheltered | 136 | 209 | 273 |
| Total | 258 | 269 | 509 |

*Source: Los Angeles Homeless Services Authority*

City-level data from the regional Coordinated Entry System ("CES")[3] further details the challenges as well as needs of those experiencing homelessness, using responses to the Vulnerability Index Service Prioritization Decision Assistance Tool ("VI-SPDAT") assessment in addition to other indicators of health and wellbeing. An "acuity score" is produced by the VI-SPDAT, which can help identify an appropriate housing intervention for someone experiencing homelessness. Acuity scores for people experiencing homelessness in Los Angeles County are as follows:

- A low-acuity (score of 0-3) suggests those experiencing homelessness should be able to find housing on their own.
- A mid-acuity score (4-11) indicates those who are strong candidates for rapid rehousing programs (i.e., short-term rental assistance with supportive services).
- A high-acuity score (12+) generally indicates the need supportive housing, i.e., long-term affordable housing with wraparound services.[4]

In El Monte, 324 individuals were assessed between July 2016 and November 2017.[5] Of these, 70% are in the mid-acuity range (4-11), compared to 17% for high-acuity (12+), and 13% for low-acuity individuals (0-3).[6]

Those who completed the VI-SPDAT among El Monte's homeless population fall primarily within the 41-55-year age range (40%) with 27% ages 56 and older, 24% ages 25-40, 10% 18-24 or younger. Among these individuals, 79% are white, 8% are black or African American, and the remaining 13% Asian, Alaska Native/American Indian, multiple races, or unknown/declined to state. Thirty-six percent identified as female, 61% identified as male, 1% gender non-conforming, and for approximately 3% data were not collected.

Additional vulnerability indicators include: 1) the length of time a person has been homeless, 2) chronic health conditions, 3) mental health diagnoses, and 4) people who have spent one or more nights in a holding cell, jail, or prison within six months of their VI-SPDAT assessment. In El Monte:

- 19% reported being homeless less than a year, 55% said 1-2 years, and 24% said 2 years or more.
- 39% reported chronic health issues related to the liver, kidneys, stomach, lungs, or heart.
- 23% reported a mental health issue.
- People who spent one or more nights in a holding cell, jail, or prison within six months of their assessment (29%).

Finally, local data on economic and housing trends serve as good indicators of future homelessness trends because they suggest areas in which some residents may be at risk of falling into homelessness. As Figure 2 illustrates, El Monte's unemployment rate, poverty rate,

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[3] The Coordinated Entry System (CES) is a regional database that streamlines housing placement and service provision and prioritizes those who are most vulnerable. This Homeless Plan incorporates data from the adult singles database.

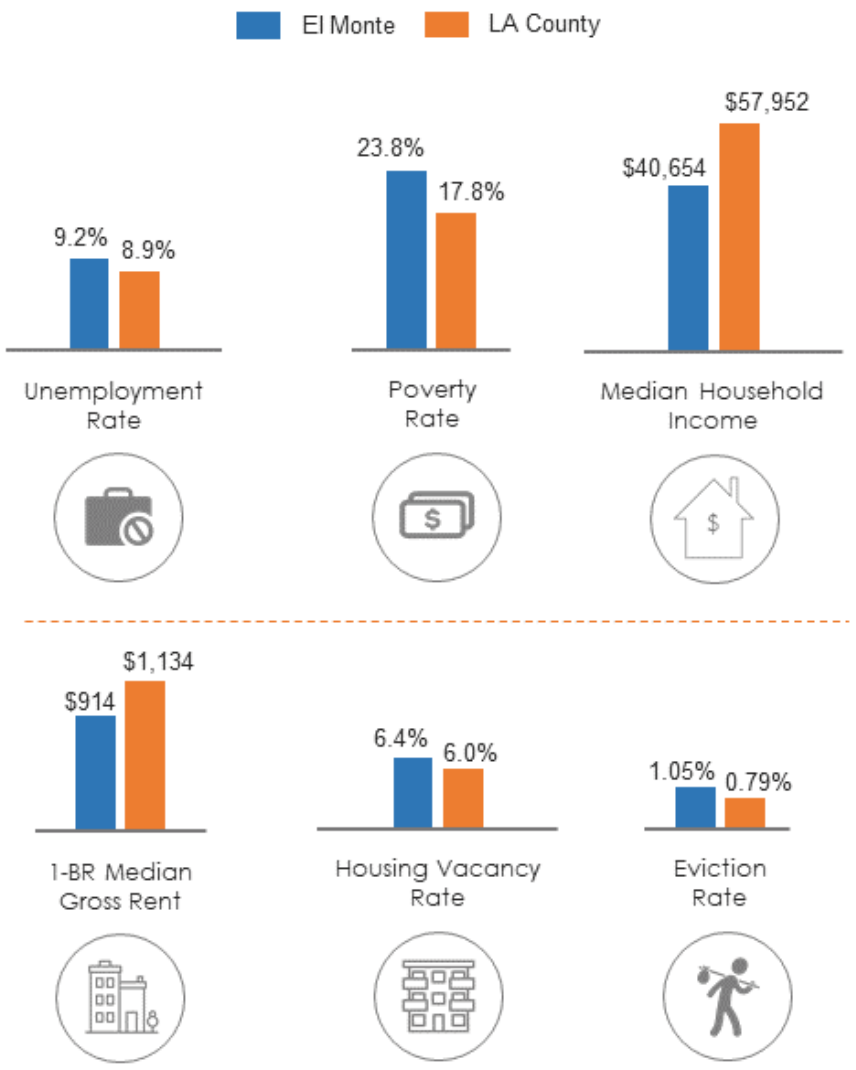
[4] Los Angeles Homeless Services Authority. Draft CES Prioritization Policies. Available: https://www.lahsa.org/documents?id=1896-draft-ces-prioritization-policies.

[5] Acuity data are available for 18 respondents, while demographic data are only available for 11 respondents.

[6] All data have been de-identified to protect confidentiality.

housing vacancies, and eviction rate are greater than the average across Los Angeles County. Additionally, the median household income is substantially lower, suggesting that a greater proportion of residents may be at risk of homelessness.

**Figure 2: Selected Demographic Statistics**




*Sources: Los Angeles Homeless Services Authority; American FactFinder; evictionlab.org*

El Monte has proactively created a network of housing and services to meet the needs of its homeless population. This includes shelters and permanent supportive housing as well as outreach, prevention, and case management services through its nonprofit and faith-based community partners. The city funds its homelessness housing and services programs through federal Community Development Block Grant Program ("CDBG"), HOME Investment Partnership Program ("HOME"), and Emergency Solutions Grant ("ESG") funding.

Table 1 outlines the City's current annual funding and activities dedicated to individuals and families experiencing homelessness and those facing housing instability. Table 2 identifies El Monte's existing housing inventory for shelter and affordable/supportive housing.

**Table 1: Annual Funding and Activities Related to Homelessness**

| Entity | Activity | Resource | FY 17/18 Funding |
|---|---|---|---|
| **Volunteers of America** | Rapid rehousing, street outreach, homelessness prevention | City of El Monte Emergency Solutions Grant (HUD) | $137,074 |
| **Community Services Department, Senior Supportive Services** | Senior supportive services, benefits, CBEST | L.A. County Workforce Development, Aging and Community Services | $52,059 |
| **Community Services – CDBG Integrated Care Management** | Vulnerable seniors, benefits, CBEST | City of El Monte Community Development Block Grants (HUD) | $40,000 |
| | | **Total** | **$229,133** |

**Table 2: Housing Project Type**

| Housing Project Type | Total Beds/Units |
|---|---|
| Emergency Shelter | 250 |
| Transitional Housing | 42 |
| Rapid Re-Housing | 6 |
| Permanent Supportive Housing – El Monte Veterans Village (Mercy Housing) | 44 |
| Permanent Supportive Housing – Community Housing Options and Independent Supportive Sites (Alliance for Housing and Healing) | 34 |

In addition to the activities and resources listed in Tables 1 and 2, the City and its partners are currently providing and participating in the following activities:

- The Economic Development Department's Housing Division creates policies, coordinates the annual homelessness count, allocates funding, and works with service providers.
- The El Monte Police Department conducts homelessness outreach and enforcement as needed. Additionally, its TOUCH Program provides a Mental Health Evaluation Team outreach worker one day per week, funded by the Los Angeles County Department of Mental Health. Additionally, the Police Department has increased its outreach capacity by partnering with Los Angeles Sheriff's Department Homeless Outreach Services Team (HOST).
- The City's Code Enforcement Division responds to homelessness-related complaints regarding private property.
- The Parks, Recreation, and Community Services Department provides assistance and information to homeless individuals as needed.
- Faith-based community partners, including Our Savior Center, Catholic Charities, Valley Community Church, and Cavalry, provide a variety of services including emergency food and shelter, as well as health clinics.
- Family Promise of San Gabriel Valley assists families who are homeless or at risk of homelessness with shelter and services such as housing location support and employment assistance.
- The San Gabriel Valley Churches Assisting Neighbors Network holds convenings and workshops regarding faith-based community activities that relate to homelessness.
- Union Station provides services to homeless individuals and access to L.A. County's coordinated entry system (CES), which prioritizes those experiencing homelessness in terms of need and tracks progress toward accessing services and housing.
- LAHSA conducts homeless outreach within the City and across the County.
- School districts in El Monte work with families experiencing homelessness. These efforts are funded through the federal McKinney-Vento Homeless Assistance Act.
- Foothill Family provides mental health and social services for at-risk children and families.
- A variety of Los Angeles County health and human services departments have offices in El Monte that serve all of Service Planning Area 3. These include the Department of Public Social Services, the Department of Mental Health, the Department of Public Health, and the Department of Health Services.
- Veterans Village provides permanent supportive housing for formerly homeless veterans, including rehabilitation and other services provided by New Directions.
- The El Monte City School District has a community hub for family wellness through the Jeff Seymour Family Center.
- The El Monte/South El Monte Emergency Resources Association hosts a food pantry and distributes a limited number of emergency hotel/motel vouchers.
- Operation Healthy Hearts provides meals and other services such as employment services and hygiene packages.
- The Goodwill Worksource Center, El Monte Rosemead Adult School, and Rio Hondo Community College provide workforce development opportunities.

This three-year Homeless Plan sets the course for the City to further address the needs of its homeless residents and those who are at risk of homelessness, as well as to participate in regional solutions. Specifically, the plan will coordinate and increase the capacity of existing programs and services, increase and better coordinate outreach and engagement activities, educate and build community support for homelessness best practices, and pursue resources that align with the goals set forth in the Plan, including increasing the number of shelter beds and affordable housing units within the City. Additionally, El Monte will work with neighboring cities and regional bodies to develop strategies that will more equitably distribute homeless housing and services across the San Gabriel Valley according to need. These efforts include strengthening existing and forging new partnerships to efficiently deploy resources and maximize impact for those at risk of or experiencing homelessness.

## Homelessness Plan Process

El Monte conducted a series of stakeholder input meetings and interdepartmental working sessions over the course of six months with the assistance of LeSar Development Consultants, a consulting firm retained through a Home for Good Funders Collaborative planning grant. Input sessions educated stakeholders about best practices in addressing homelessness, current City efforts to prevent and combat homelessness, and solicited feedback about challenges and opportunities related to addressing homelessness in the City. The meetings engaged a broad network of stakeholders from public, private, and nonprofit sectors, including City Departments directly serving or impacted by homelessness, service providers, residents, and community and business leaders.

- El Monte Homelessness Task Force
    - Comprised of staff members from the Economic Development Department (Housing, Planning, and Code Enforcement Divisions), Police Department, and the Parks, Recreation, and Community Services Department.
    - Kickoff meeting held on February 15, 2018, and met twice a month thereafter during homelessness plan development.

- Community Input Session
    - Attendees included residents, business owners, faith-based communities, and other interested parties
    - April 4, 2018

- Service Providers Input Session
    - Attendees included local and regional service providers as well as members of the general public.
    - April 12, 2018

Stakeholder feedback, along with City and consultant team analysis of resource strains and opportunities, led to the development of the goals and actions set forth in the plan. Weekly check-ins with the consultant team kept the development of goals and actions on track.

Input session summaries can be found in Appendixes A and B.

## Goals and Supporting Actions

Through the homelessness planning process, the City identified six goals for its Homelessness Plan:

**Goal #1**: Better Understand the City's Homeless Population and Educate the Community

**Goal #2:** Increase Engagement Activities and Links to Crisis Response System

**Goal #3:** Expand Access to Workforce Development and Employment Programs

**Goal #4**: Increase the Number of Shelter Beds

**Goal #5**: Increase the Number of Affordable/Supportive Housing Units

**Goal #6**: Participate in Regional Collaboration Opportunities

The following goals and actions to address homelessness in El Monte were derived from City Council, staff, community, and service provider input, as well as identification of best practices and opportunities. County Homeless Initiative strategies that are connected to specific goals are identified below each goal.

# Goal 1: Better Understand the City's Homeless Population and Educate the Community

**Homeless Initiative Strategy Link(s):** None

## Action 1a

### Collect data specifically on the City of El Monte's homeless population and those at risk of homelessness. Analyze to inform decision making.

- Gather City's homelessness data (HMIS, CES) and analyze needs among El Monte's homeless population.
  - Include questions that may help ascertain prevention needs (e.g., catalyst for homelessness, demographics information).
- Determine how and where people are becoming homeless in El Monte.
  - Review existing databases, e.g., CalWORKS, HMIS, LAHSA, city-funded prevention outcomes)
  - Conduct focus groups with prevention-focused service providers to identify how at-risk populations learn about their services.

| | |
|---|---|
| **Measurement:** | • Report on City's homelessness data<br>• Report on needs of at-risk populations |
| **Ownership:** | El Monte Homelessness Task Force |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | 6 months |

## Action 1b

### Quantify the costs incurred to City departments for managing homelessness.

| | |
|---|---|
| **Measurement:** | Summary of report with estimated costs across all City departments |
| **Ownership:** | Economic Development Department, Housing Division |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Change:** | No associated policy changes |
| **Timeline:** | 3 months |

## Action 1c

### Develop and implement community education process.

- Develop community toolkit, including list of local and regional resources, best practices, and legal rights. Distribute to all City staff and make copies available online and in City buildings.
- Host regular meetings for community members to ask City staff and service providers questions, discuss concerns, and receive educational materials and additional information.
  - Adjust meeting topics and speakers as needed, e.g., focus on prevention resources, service provision, landlord education, lived experience stories, business or resident concerns, and siting supportive housing.
- Collaborate with the Los Angeles County Everyone In Campaign when possible, e.g., with educational materials, community meetings, and pop-up events.

| | |
|---|---|
| **Measurement:** | Completion of community toolkit and at least two community meetings in Year 1 |
| **Ownership:** | El Monte Homelessness Task Force |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | Year 1, ongoing |

## Action 1d

### Involve local service providers in El Monte Homelessness Task Force.

- Identify service organizations in or that serve El Monte and invite regular participation in Task Force meetings to provide information about challenges, opportunities, and progress addressing the needs of homeless clients.

| | |
|---|---|
| **Measurement:** | • Service provider list developed within six months<br>• Regular participation of service providers in Task Force meetings |
| **Ownership:** | El Monte Homelessness Task Force |
| **Leveraged City Resources:** | Staff time to manage Task Force communications, agendas, etc. |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | 6 months, ongoing |

## Goal 2: Increase Engagement Activities and Links to Crisis Response System

**Homeless Initiative Strategy Link(s):** A1, A5, D5, E4, E6, E7, E9, E14

### Action 2a

**Expand the city's outreach and engagement capacity to link homeless and at-risk individuals and families to the crisis response system.**

- Explore funding allocations to outreach activities, including to fund prevention services (e.g., through L.A. County's 211 health and human services program).
- Identify departmental staff most likely to engage with homeless and at-risk populations. Implement a protocol for staff to contact outreach teams via the LAHSA Outreach Web Portal to assist those experiencing homelessness and connect those at risk of homelessness to prevention services.
- Explore partnership with homeless service providers and/or neighboring cities looking to expand outreach capacity.
- Increase coordination with local school districts and area colleges to identify and reach out to students experiencing or at risk of homelessness.

| | |
|---|---|
| **Measurement:** | • Funding allocation decisions completed by end of Year 1<br>• Number of staff trainings completed quarterly/biannually<br>• Number of homeless or at-risk individuals referred to services<br>• Training curriculum implemented by end of Year 1 |
| **Ownership:** | Economic Development Department, Housing Division |
| **Leveraged City Resources:** | Staff time to develop materials and attend trainings |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | Year 1, ongoing |

## Action 2b

### Encourage service providers contracting with the City to participate in the Homeless Management Information System (HMIS) and the Coordinated Entry System (CES).

| | |
|---|---|
| **Measurement:** | Percent increase in number of service providers contracting with the City that are participating in HMIS and CES per year |
| **Ownership:** | Economic Development Department, Housing Division |
| **Leveraged City Resources:** | Staff time to adjust and track procurement process |
| **Associated Policy Changes:** | Establish preference in procurement process for service providers who are linked to CES; Award extra points during the scoring |
| **Timeline:** | Year 1, ongoing |

## Action 2c

### Update City of El Monte Police Department discharge data tracking procedures to link to HMIS.

- Explore opportunity to fund staff and training costs associated with these efforts through the County Homeless Initiative.

| | |
|---|---|
| **Measurement:** | • Protocol updated and funding secured by end of Year 1<br>• Discharge data linked to HMIS in Year 2 |
| **Ownership:** | El Monte Police Department |
| **Leveraged City Resources:** | Staff time to develop and implement protocol |
| **Associated Policy Changes:** | Update Police Department protocol for discharge data tracking procedures |
| **Timeline:** | Years 1-2 |

## Action 2d

### Develop homelessness encampment protocol via City's Code Enforcement Task Force.

| | |
|---|---|
| **Measurement:** | Protocol developed and implemented within 6 months |
| **Ownership:** | El Monte Code Enforcement Task Force |
| **Leveraged City Resources:** | Staff time to develop and implement protocol |
| **Associated Policy Changes:** | Create a City protocol for addressing encampments and update any related policies |
| **Timeline:** | 6 months |

# Goal 3: Expand Access to Workforce Development and Employment Programs

**Homeless Initiative Strategy Link(s):** C1, C2

## Action 3a

### Employ CalWORKS-Subsidized Program participants in City assignments.

| | |
|---|---|
| **Measurement:** | Percentage of CalWORKS Program participants placed annually into City assignments |
| **Ownership:** | Economic Development Department |
| **Leveraged City Resources:** | Wages for participants placed into City assignments |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | Year 1, ongoing |

## Action 3b

### Recruit a percentage of homeless or formerly homeless individuals for City assignments.

| | |
|---|---|
| **Measurement:** | Percentage of homeless and formerly homeless people placed annually into City assignments |
| **Ownership:** | Economic Development Department |
| **Leveraged City Resources:** | Wages for homeless and formerly homeless individuals placed into City assignments |
| **Associated Policy Changes:** | Include recruitment of homeless and formerly homeless individuals in City employment protocols where appropriate |
| **Timeline:** | Year 1, ongoing |

## Action 3c

### Engage local business groups, business owners, and those doing business with the City to encourage participation in workforce development programs and job placement.

| | |
|---|---|
| **Measurement:** | • Annual increase in the number of local businesses employing homeless and formerly homeless people<br>• Annual increase in number of jobs available to homeless and formerly homeless people within the City's jurisdiction as a result of adopting the Social Enterprise Utilization Ordinance |
| **Ownership:** | Economic Development Department |
| **Leveraged City Resources:** | Staff time for program development, business community engagement |
| **Associated Policy Changes:** | Explore incentives for hiring CalWORKS Program participants and homeless or formerly homeless individuals such as:<br><br>• A business tax credit program modeled after the California Work Opportunity Tax Credit program<br>• Adopting a Social Enterprise Utilization Ordinance modeled after Los Angeles County's expanded Transitional Job Opportunity Preference Program that:<br>  o Designates alternative staffing organizations operated by social enterprise entities as the City's preferred temporary staffing agency<br>  o Gives preferential treatment to bidders that commit to hiring a percentage of their temporary workforce |
| **Timeline:** | Year 1, ongoing |

# Goal 4: Increase the Number of Shelter Beds

**Homeless Initiative Strategy Link(s):** B7, D5, E8, E14, F1

## Action 4a

### Identify public or privately-owned site for development of a shelter serving homeless families and/or homeless individuals.

| | |
|---|---|
| **Measurement:** | • Site(s) identified and vetted, decision made to pursue opportunities (Year 1)<br>• If decision made to pursue:<br>o Developer bid process initiated by end of Year 1<br>o Site schematics and service plans developed, developer engaged (Year 2)<br>• Shelter fully operational (Year 3) |
| **Ownership:** | Economic Development Department, Planning Division |
| **Leveraged City Resources:** | Staff time to develop and vet site list and oversee development process |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | Years 1-3 |

## Action 4b

### Pursue funding for shelter development, operation, and services.

- Pursue Measure H acquisition/rehab funding (Strategy E8) and other County Homeless Initiative capital funds.
- Pursue Measure H funding (Strategy B7) for shelter beds serving as interim/bridge housing for persons exiting institutions.
- Identify community organizations and individuals interested in sponsoring shelter beds.
- Consider MOU with other cities that can contribute funding/resources to accommodate shelter referrals from their jurisdiction.

| | |
|---|---|
| **Measurement:** | • Number of funding applications approved<br>• Number of shelter beds funded through private donations<br>• Execution of MOUs with partnering cities |
| **Ownership:** | Economic Development Department, Planning Division |
| **Leveraged City Resources:** | Staff time to pursue funding sources and community/city partnerships |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | Years 1-3 |

## Action 4c

### Explore feasibility of additional services capacity at the shelter site:

- Safe parking program for RVs, vans, etc.
- Portable showers, bathrooms
- Office space for homeless case managers and/or Family Solutions Centers personnel
- VI-SPDAT assessment and CES access point
- Storage facility
- Medical and mental health services
- Transportation vouchers for access to offsite services
- Drop-in center for homeless or at-risk transition-age youth

| | |
|---|---|
| **Measurement:** | • List of potential onsite services developed and vetted by end of Year 1<br>• Services plan developed in Year 2 |
| **Ownership:** | Economic Development Department, Planning Division |
| **Leveraged City Resources:** | Staff time to explore feasibility of onsite service and oversee development of services plan |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | Years 1-2 |

## Goal 5: Increase the Number of Affordable/Supportive Housing Units

**Homeless Initiative Strategy Link(s):** B1, B3, D7, F3, F4, F5, F6, F7

### Action 5a

**Explore feasibility of implementing or expanding affordable and supportive housing polices, including:**

- Incentivize zoning policies, including density bonus (currently optional for developers)
- Housing overlay zoning
- Development agreements
- Accessory Dwelling Unit (ADU) Program (allows development of additional units on R1 lots within certain parameters)

| | |
|---|---|
| **Measurement:** | Policy drafts completed by end of Year 1, implemented in Year 2 |
| **Ownership:** | Economic Development Department, Planning Division |
| **Leveraged City Resources:** | Staff time to develop and implement incentive policies |
| **Associated Policy Changes:** | Incentive Zoning Ordinance<br>• Incentives (e.g., reduced parking requirements, density bonuses) offered to a housing developer in exchange for including income-restricted units within the development.<br>Housing Overlay Zoning Ordinance<br>• An overlay on existing zoning that offers incentives for inclusion of affordable units. Incentives may include reduced parking, density bonuses, expedited permit processing, fee waivers, etc.<br>Development Agreements<br>• City may require inclusion of affordable units in market-rate developments or in-lieu fees for development on publicly owned land.<br>Accessory Dwelling Unit Ordinance<br>• Expedite review and approval of permits for building ADUs.<br>• Include fee waivers to incentivize development.<br>• Include amnesty program to bring existing ADUs into compliance. |
| **Timeline:** | Years 1-2 |

## Action 5b

### Pursue strategies that generate funding to develop affordable and supportive housing. Explore feasibility of creating:

- Business improvement districts
- Community benefits policies

| | |
|---|---|
| **Measurement:** | Policy drafts completed by end of Year 1, implemented in Year 2 |
| **Ownership:** | Economic Development Department, Planning Division |
| **Leveraged City Resources:** | Staff time to develop and implement funding strategies |
| **Associated Policy Changes:** | Business Improvement District Ordinance(s)<br>• Requires businesses within a specified area to pay an additional tax that is applied to funding projects within the district's boundaries.<br>Community Benefits Policy<br>• Requires community benefits (e.g., inclusion of affordable units in market-rate development, local hire, etc.) on all projects undertaken within the City. |
| **Timeline:** | Years 1-2 |

## Action 5c

### Explore acquisition of single-family homes to implement shared housing models for specific homeless populations, e.g., seniors and transition-age youth (TAY).

- Identify best practices related to:
  - Master leasing
  - Home sharing
  - Roommate matching
- Host info sessions/workshops for interested property owners.
- Partner with County-funded service providers for case management and services.
- Pursue Measure H funding for creating housing for TAY.

| | |
|---|---|
| **Measurement:** | • Shared housing program drafted in Year 1, implemented in Year 2<br>• Applications for Measure H and other potential funding sources submitted by end of Year 1 |
| **Ownership:** | Economic Development Department |
| **Leveraged City Resources:** | • Staff time for program development, outreach and engagement of property owners, funding applications<br>• HOME funds |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | Years 1-3 |

## Action 5d

### Identify publicly-owned sites for housing homeless families and individuals.

- Generate list of all publicly owned properties within the City that are potentially suitable for housing development.
- Engage affordable housing developers and local service providers to discuss feasibility of developing sites into housing for homeless families and individuals.
- Pursue County Homeless Initiative funding in partnership with development team.

| | |
|---|---|
| **Measurement:** | • Sites identified and vetted, decision made regarding pursuit of opportunities in Years 1 and 2<br>• If decision made to pursue:<br>o Developer bid process and community engagement initiated by end of Year 1<br>o Site schematics, service plans developed, developer engaged in Year 2<br>o Site development underway in Year 3 |
| **Ownership:** | Economic Development Department, Planning Division |
| **Leveraged City Resources:** | Available publicly owned land; staff time for site identification, community outreach, developer engagement, funding applications, and affordable housing workshops for applicants |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | Years 1-3 |

## Action 5e

### Identify blighted or underutilized private sites for housing homeless families and individuals.

- Generate list of sites potentially suitable for housing development.
- Engage property owners to discuss property acquisition or development partnership.
- Link property owners with affordable housing developers and local service providers to discuss feasibility of developing sites into housing for homeless families and individuals.

| | |
|---|---|
| **Measurement:** | Sites identified and vetted, engagement of property owners and potential developers in Years 1 and 2 |
| **Ownership:** | Economic Development Department, Planning Division |
| **Leveraged City Resources:** | • Staff time for site identification, outreach and engagement of property owners and developers; affordable housing workshops for applicants<br>• HOME funds |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | Years 1-2 |

## Action 5f

### Expand rapid re-housing units in the City.

- Evaluate outcomes for existing homelessness-related funding expenditures (e.g., Emergency Solutions Grant funds) and consider reallocating a portion of funds for rapid re-housing.
- Designate rapid re-housing units for local preference through LAHSA.
- Work with LAHSA housing locators to foster relationships with landlords/property owners.
- Hold informational meetings with homeowners interested in participating in rapid re-housing program.
- Implement landlord incentive program to improve housing placement. Incentives may include:
  - First month's rent to hold unit for placement
  - Lease-signing bonus
  - Increased security deposits

| | |
|---|---|
| **Measurement:** | • Number of families/individuals placed into rapid re-housing<br>• Percentage of families/individuals placed into rapid re-housing who successfully move to permanent housing<br>• Annual recovery of costs associated with housing disabled homeless individuals awaiting SSI benefits |
| **Ownership:** | Economic Development Department, Housing Division |
| **Leveraged City Resources:** | Emergency Solutions Grant funds; $500/month per homeless family/individual for up to nine months; potential funding for landlord incentive payments |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | Years 1-2 |

## Goal 6: Participate in Regional Collaboration Opportunities

**Homeless Initiative Strategy Link(s):** A1, A5, D7, E7, E8, F7

### Action 6a

**Continue collaborating with the San Gabriel Valley Council of Governments and other cities in Service Planning Area 3 on homelessness-related discussions and activities throughout homeless plan implementation.**

| | |
|---|---|
| **Measurement:** | Ongoing participation in activities related to regional coordination |
| **Ownership:** | El Monte Homelessness Task Force |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | Year 1, ongoing |

### Action 6b

**Hire a homeless coordinator to oversee homelessness plan implementation and regional collaboration.**

- Pursue County Homeless Initiative plan implementation funding for FY 18-19

| | |
|---|---|
| **Measurement:** | Homelessness coordinator hired within Year 1 |
| **Ownership:** | Economic Development Department, Housing Division |
| **Leveraged City Resources:** | 0.5 or 1.0 FTE staff member hired as homelessness coordinator for implementing City Plan |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | Year 1, ongoing |

## Action 6c

### Coordinate with LAHSA and the County Homeless initiative when possible.

- Activities include:
  - Homelessness prevention
  - Siting supportive housing and designating existing units for rapid re-housing
  - Coordinating with CES leads and housing locators
  - Participating in regional meetings for first responders and outreach workers
  - Exploring creation of regional law enforcement task force to discuss homelessness-related issues

| | |
|---|---|
| **Measurement:** | Ongoing participation in County Homeless Initiative collaboration opportunities, as identified |
| **Ownership:** | El Monte Homelessness Task Force |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline:** | Year 1, ongoing |

# Appendix A: Stakeholder Input Sessions: Summary of Identified Challenges

**Staff of City Departments**

Housing-Related

- Generally, rent is on the rise in the City, but specifically, [previously affordable] local mobile home parks have been hiking up rents, leading to foreclosures/evictions
- Non-legal residents are easily exploited by landlords, leading to evictions
- In terms of affordable housing, serving populations like veterans or seniors allows for easier buy-in from community
- Many high barriers to getting people into shelters (lack of beds, level of need) and housing (qualifications, up-front costs, etc.); those that are on the street can be bothersome or seem like a nuisance to the public, as shelters are only overnight and individuals must go elsewhere for the rest of the day

Services-Related

- Difficulty convincing homeless persons to accept services, especially if tied to sobriety or other standards/protocols; others have legal issues and fear getting back into the system; those facing mental illness can be extremely defensive
- Many people facing homelessness do not want to leave the community, even if they received a bed/housing elsewhere
- Other cities send homeless persons to El Monte because there are more resources
- Homeless persons that have been identified at the Senior Center are more mentally stable, most live in their vans/cars; but even if they are employed, many do not make enough money to rent an apartment
- Lunch program and other daily services at the Senior Center result in a lot of walk-ins of less mentally stable persons
- Threshold is too high for mandatory incarceration for mentally unstable – huge gap in mental health services; service providers do not have appropriate staffing resources to deal with mentally unstable/violent persons; any type of housing for homeless must provide social and rehabilitation services
- Using police services on the homeless takes those resources away from the community
- Cannot always serve non-legal residents
- Getting homeless persons on Medicaid or enrolled in other benefits is often difficult

Local and Regional Coordination

- Issues of who would fund homeless housing (e.g. City) and services (e.g., Measure H)
- Buy-in at City level but not regional level
- City Council wants to assist but is concerned about fair share (neighboring cities also have large homeless populations)

**Service Providers and Faith-Based Community**

Public Perception and Knowledge

- Safety concerns – homeless individuals in public spaces, petty crime, panhandling, cleanups, and substance abuse issues
- Public misperceptions of homelessness, lack of education or knowledge surrounding homelessness, especially when it comes to an individual's right to refuse services; NIMBYism in the City is apparent, misconception that homeless people seen on the street came from elsewhere when they are/have been residents
- Humanizing homelessness – promoting empathy and educating public about homelessness
- Businesses and residents who want to help sometimes lack the knowledge about where they can refer people experiencing homelessness to for resources and services, or how to be involved in the solution to homelessness

Services-Related/Coordination

- Lack of coordination/communication between organizations and agencies involved in homelessness work in the area, no defining roles for each participant
- From service provider's perspective, limited homeless services in the City; there are also fragmented services for homeless students and families through the School Districts
- Challenges building trust with people experiencing homelessness
- There is difficulty or misunderstanding about smaller service providers accessing Measure H funding
- Concerns about neighboring cities not upholding fair share of homelessness services provided and the building of affordable housing
- There needs to be increased wrap-around services for those that need extra support, increased job training and quality jobs
- Improved regional collaboration is needed – political will, accountability across cities
- Solve issues of School District funding – currently restricted in its ability to help homeless students/families, can only spend on supplies, no money for rapid-rehousing, preventative services, etc. – consider Measure H school in-reach, with an additional emphasis on assisting undocumented families

Housing-Related

- Lack of housing – all types; no units available for homeless clients seeking housing, or if units are available, there are significant barriers/restrictions for qualification to rent; also, lack of shelter beds and emergency/transitional/bridge housing for families and individuals

**General Public**

Housing-Related

- It continues to be a lengthy process to get people assessed and/or housed due to a lack of housing units, long waitlists, or the level of need and subsequent process for placement in housing based on an assessment
- More needs to be done to assist homeless families, at-risk families, and subsequent adverse childhood experiences/trauma
- There is a lack of year-round shelter beds/interim housing – churches in the City of El Monte participate in the Winter shelter, though a year-round, rotating shelter has generally always been knocked down as a solution

Services-Related

- It is challenging to get chronically homeless individuals to accept services
- There is a lack of understanding of what residents can do to help – no information about what the resources are, who they can call – coordination between agencies, the City, the County, the public/residents etc. could be stronger
- Family Solutions Centers (FSC) are over capacity – families have had to wait weeks for services
- Lack of financial planning knowledge puts families and individuals at risk, there is also a large need for workforce training

Public Safety and Quality of Life

- Homeless individuals in public spaces can create safety issues – crime, substance abuse, public health, property damage, loitering, sleeping on private property – those that spend time in commercial areas can also hurt business
- There are some individuals who sleep in or take over vacant buildings in the city
- Some laws haven't caught up with certain needs of populations e.g. those that have mental health issues and are at-risk of harming themselves or others, AB 1971
- There is concern over the patrolling of Peck Park, which is a County property patrolled by LASD, versus the rest of El Monte which is patrolled by El Monte PD

Public Perception of Homelessness

- "NIMBYism" (Not in My Backyard) is a barrier to addressing homelessness; there should be more done to broaden the "face" of homelessness – understanding the vast backgrounds and needs of individuals; residents should see people experiencing homelessness as neighbors
- The issue of homelessness has been constantly shifted around – as an issue as well as the physical movement of people out of a neighborhood or City and into another

# Appendix B: Stakeholder Input Sessions: Summary of Identified Strategies

**Staff of City Departments**

Housing Strategies

- Landlord incentives in general, landlord incentives for veteran renters
- Shared housing, roommate matching program (i.e., San Diego); Transition Aged Youth (TAY) housing, TAY/Senior shared housing model – youths provide assistance, seniors provide mentoring, and on-site management provides services
- Acquire single-family homes and provide case management and wrap-around services
- Inclusionary housing, motel conversions, flexible housing subsidy pool, affordable housing – scan for sites for housing
- Include education component into Housing Element; ensure persons with lived experience are part of development
- Need temporary housing and services (diapers, formula) for domestic violence victims

Service/Coordination Strategies

- Provide education to homeless persons on health issues
- Provide portable showers and bathrooms
- Safe parking lots could be access point for coordinated entry
- Mormon church's program gives homeless persons mindset that they are contributing and not just receiving a handout
- Become aware of all faith-based organizations and what services they provide
- Contact Tide company regarding mobile laundries
- Need triage facility (wash, nurse, etc.) to prevent spreading of diseases
- Provide list of resources to faith-based organizations so they can offer this information to their members
- Use school district's reporting of homeless families – especially when using federal funding
- Need gap analysis by population to understand needs and available funding sources by population group
- Better connect City to Consortium – work with other cities and organizations
- Connect the dots where homeless persons can receive services (i.e., Dress for Success, employment training, etc.)
- Use publicly-owned properties for a hub/service center
- Need a stronger vetting program for foster children – many parents spend money on themselves

Workforce Strategies

- Public Works to once again use homeless persons to set and clean up at events – however may be liability issues
- Ordinance to impose services on mentally ill who refuse services (prevent spread of disease, public nuisances, etc.)

**Service Providers / Faith-Based Community**

- Consider a centralized access point/day center that provides services and resources in one location – mobile laundry, showers, case workers, safe parking lot with case workers
- Provide outreach and education to landlords to close gap in units for formerly homeless and low-income in general
- More flexible and accessible Measure H funding for local service providers that have also been working on homelessness
- Create a resource list with service provider information and distribute through a variety of communication channels – to be used by residents, business owners, as well as people experiencing homelessness
- Better coordination and siting for drop-off and pick-up locations, for winter shelter potential year-round shelter
- Explore Conservation Corps/ Works Progress Administration models for workforce development
- Share the work – all cities have a role; local elected officials should take lead role in pushing city and neighboring cities forward with buy-in; collaborate with neighbor cities and local community

**General Public**

Housing Strategies

- Look at a variety of housing strategies: affordable housing (inclusionary housing), supportive housing, housing near transit, transitional housing – programs with accountability, tiny homes; Explore interest of nonprofit and private sector partners who want to develop all types of affordable housing
- Work with School District to help with 1) Motel Vouchers and 2) engaging local landlords to accept Sec 8, Rapid Rehousing
- Expand rental assistance – short and long term based on the appropriate solution for the individual or family, rapid re-housing
- Have the City fund a dedicated housing navigator/case manager (Alhambra as a model)
- Explore prevention strategies: Rent control, legal assistance, rental assistance

Service/Coordination Strategies

- Funding: Allocate more money to Emergency Resources Association (ERA); Increase funding for PD to carry out outreach with a mental health worker/social worker
- Consider safe parking lot program/emergency service access point located at a large parking lot (Walmart, Churches, etc.) that would provide a safe place for people living on the street or in their cars overnight as well as connections to services – follow SD1/Solis model for mobile showers and bathroom station
- Provide school in-reach for students and their families and coordinate services around housing, jobs, childcare, etc.
- Supporting services: explore ways to increase people's access to healthcare; provide more access to Workforce Training – technical skills, life/soft skills training; have case

managers, mentors, or peer-to-peer advocates help formerly homeless individuals or formerly incarcerated homeless individuals reintegrate into society
- Figure out ways to remove barriers to services, e.g. making it easier to obtain identification, an address, etc.
- Improve the efficiency and ease of Coordinated Entry System - fill in gaps in the process of assessment and housing
- Address legal loopholes to get individuals help for substance abuse, e.g. mandated drug rehabilitation as part of sentencing
- Increase collaboration with the County, SGV & subregion, LAHSA, and other service providers, and provide regular public meetings on homelessness, send notices through utilities or other mail

## Appendix C: List of Participating Services Partners that Provided Input to Plan

- Office of Los Angeles County Supervisor Hilda Solis
- Los Angeles Homeless Services Authority
- El Monte Police Department
- Mountain View School District
- Volunteers of America
- Emergency Resources Association
- East San Gabriel Valley Coalition for the Homeless
- Catholic Charities
- Foothill Family
- SBCC Thrive LA
- Downtown El Monte Business Association

# Appendix D: City Planning Activities Tied to County Homeless Initiative Strategies

| County Homeless Initiative Strategies | | |
|---|---|---|
| **A – Prevent Homelessness** | ☒ | A1. Homeless Prevention for families |
| | ☒ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | B3. Partner with Cities to Expand Rapid Re-housing |
| | ☒ | B7. Interim/Bridge Housing for those Exiting Institutions |
| **C – Increase Income** | ☒ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☒ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| **D – Provide Case Management & Services** | ☒ | D5. Support for Homeless Case Managers |
| | ☒ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☒ | E4. First Responders Training |
| | ☒ | E6. Expand Countywide Outreach System |
| | ☒ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☒ | E8. Enhance the Emergency Shelter System |
| | ☒ | E14. Enhance Services for Transition Age Youth |
| **F – Increase Affordable/ Homeless Housing** | ☒ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☒ | F4. Development of Second Dwelling Units Program |
| | ☒ | F5. Incentive Zoning/Value Capture Strategies |
| | ☒ | F6. Using Public Land for Homeless Housing |
| | ☒ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |

City of El Segundo
Five-Year Plan to Address Homelessness in Our Community

**Adopted by the El Segundo City Council: August 7, 2018**

## Planning Context

The City of El Segundo has a population of approximately 16,893, according to the 2016 US Census Bureau estimate. We are in County Service Planning Area 8, which is a subdivision of Los Angeles County used for managing homeless and mental health services, and the Fourth County Supervisorial District, represented by Supervisor Janice Hahn.

At first glance, it is easy to assume that El Segundo doesn't have a "homeless problem." In 201, the Greater Los Angeles Homeless Count[1] identified 25 homeless individuals in El Segundo; in 2018, the count was 15. While that snapshot in time provides one version of homelessness in El Segundo, it misses the bigger picture of homelessness, including those who are just passing through our City, typically in warmer months. Also missed in the count are those who are staying with friends or family on a very temporary basis, house-sitting, or staying in motels without a permanent residence, after losing a job, experiencing a sudden rent increase, returning from college, becoming divorced, retiring with an inadequate pension, or fleeing domestic violence.

The South Bay as a whole has experienced a 55% increase in homelessness since 2015, according to the South Bay Coalition to End Homelessness. This means that even though our City doesn't always see the issue in our streets or parks, as a part of the South Bay community, it impacts us. We have the opportunity to play an important role in connecting individuals experiencing homelessness to those resources in a constructive way.

The County of Los Angeles allocated Measure H funding for cities to create plans to address homelessness in their communities. To do this, El Segundo engaged residents, community organizations, businesses, staff and other stakeholders in a discussion about what the City could do. Many participants felt that the City lacked a standard response to homelessness and creating a process or expectation would be a beneficial step.

The El Segundo Police Department has several officers with specialized training to effectively interact with mentally ill and homeless people, and provides first response to calls about incidents involving homeless people in the City. Over the past year, the El Segundo Police Department has gained skills in managing people who are homeless on the streets of El Segundo, and has developed channels to engage homeless individuals into services leading to a change in their housing status.

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[1] The Greater Los Angeles Homeless Count is conducted annually across LA County in an effort to gather pertinent data on the region's homeless populations. (https://www.theycountwillyou.org/).

Through the South Bay Cities Council of Governments (SBCCOG), El Segundo is able to obtain response from People Assisting the Homeless (PATH) and Harbor Interfaith Services, the lead agency for homeless services in Service Planning Area 8. The LA County Library, LA County Beaches and Harbors Department, and El Segundo Unified School District, also devote budgetary and human resources to addressing homelessness. These agencies all participated in the planning process.

Over a two-month period, in March and April, 2018, the City's consulting team conducted six meetings[2] with a total of 83 participants, which gave community stakeholders the opportunity to identify problems and solutions relating to homelessness in El Segundo.

**Rationale for El Segundo Homeless Plan**

In response to the passage of Measure H, which created significant new resources to address homelessness in Los Angeles County, the City of El Segundo seeks to coordinate with other jurisdictions, including the County, and neighboring cities, so that City residents will experience a visible decrease in homelessness in their community. The City recognizes that this will only be accomplished through an active constituency working together, including government, businesses, and the faith community, to tackle the causes of homelessness, and implement solutions.

During the community outreach meetings, members of the El Segundo Police Department, along with other participants, described El Segundo's homeless population as diverse, with a variety of needs.

- **Chronically homeless individuals** often have a disabling condition, and have been homeless for a year or more, or have had at least four episodes of homelessness in the past three years. These individuals are well known to patrol officers, outreach workers, businesses, and the faith community, and are often the source of calls received by the El Segundo Police Department. They typically have co-occurring substance use and mental illness, and when services are offered, have been unwilling to begin the process of recovery. Several individuals are long-time, well-known local residents; others are more recent arrivals in El Segundo. California law has strict limits on the extent to which individuals can be required to engage in treatment. The El Segundo Police Department has requested from the County's Department of Mental Health access to a mental health clinician who can assist the patrol team with assessment and linkages to services for people who are experiencing homelessness in El Segundo with mental health conditions.
- **Recently or situationally homeless people** have lost their housing during the past year for reasons such as losing a job, medical bills, marital breakdown, or a property owner's decision to go out of the rental business. Most people in this category are local residents

[2] One meeting was held with the El Segundo Police Department, one with business, community, and faith organizations, two with people who are experiencing homelessness, and two meetings were held with outreach workers.

who want to stay in the area for school, job, or community accessibility, and some live in their vehicles. They may be able to benefit from emergency rental assistance or other programs available through Harbor Interfaith or PATH. These individuals may be known to the school district if their children are enrolled in local schools, and may also be known to faith groups that offer laundry and meals to people who are homeless.

- **Transients** often find their way to El Segundo, especially in the summer months, seeking beachside living. Some of these people are youth, and some may be willing to return to their home in another state if resources are available.
- **People at imminent risk of homelessness**, including families, often use services such as laundry, meals, and food pantries offered by the faith community. Intervention with these people prior to homelessness will help prevent additional people from becoming homeless.

The City of El Segundo currently invests significantly in managing homelessness within its jurisdiction. The El Segundo Police Department has several officers who have special training and are primarily assigned to respond to incidents involving people who are homeless. They work with City staff members in Public Works, Code Enforcement, Legal Services, and Parks and Recreation who regularly encounter people who are homeless as part of their duties. Outreach workers from PATH are contracted by the South Bay Cities Council of Governments to respond within 72 hours.

Although there are relatively few homeless people in El Segundo, solutions may be found that allow those who are homeless in the City to stabilize in permanent housing, and the City can work with neighboring cities, and the El Segundo Unified School District to prevent City residents from becoming homeless.

In alignment with the County's purpose in making planning funds available to cities, the El Segundo Plan to Address Homelessness will:

- Reconfirm that the City's priority is the safety and wellbeing of its residents, businesses, and visitors.
- Create a framework for collaboration with neighboring cities to meet the need for affordable housing in the South Bay region.
- Offer effective interventions to people who are homeless in El Segundo, with the goal of engaging them in services leading to permanent housing.

The City of El Segundo elected to participate in the Measure H planning process because it sees homelessness as a regional problem, and wants to be part of regional solutions. As a City with a small homeless population, local efforts will focus primarily on public safety, community education, and prevention of homelessness among City residents.

**Goals of El Segundo Plan to Address Homelessness**

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***Goal #1: To ensure resident safety and wellbeing by supporting Police Department, Fire Department, and City staff in responding appropriately, safely, and effectively to persons who are experiencing homelessness in El Segundo.***

**Supporting actions:**
1a. Request the Board of Supervisors to increase the availability of a mental health clinician to collaborate with the El Segundo Police Department on the Mental Evaluation Team (MET).
1b. With staff input, create and disseminate protocols and resource guides for all staff who interact with people experiencing or at risk of homelessness.
1c. Provide comprehensive Mental Health First Aid training to all City staff members who interact with people experiencing or at risk of homelessness.
1d. Involve City staff members in cross-training with service providers, so that they can develop individual relationships with service providers in order to facilitate effective referrals.

**Policy changes:**
- Establish protocols and training standards.
- Identify appropriate staff members or positions.

**Goal measurement:**
- Hold preliminary meetings with Supervisor's staff in Fall 2018.
- By May 1, 2019, staff protocols and resource guide will be created and disseminated to all City staff who interact with people experiencing or at risk of homelessness.
- By May 1, 2019, at least 10 El Segundo staff members will complete Mental Health First Aid training.
- By May 1, 2019, a cross-training meeting with service providers will be held.

**Goal ownership:**
- El Segundo Police Department

**Timeline:**
- Submit request to Board of Supervisors in Fall 2018.
- Establish staff working group on protocols in Fall 2018.

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***Goal #2: To help residents and businesses to respond safely and effectively to individuals who are homeless in El Segundo.***

**Supporting actions:**
2a. Offer an individualized safety assessment to businesses and residents to identify ways to deter and prevent crimes. The availability of this service can be announced through business license and utility bill mailings, and on the City website.

2b. With the assistance of the South Bay Coalition to End Homelessness, develop a El Segundo-specific resource card to be distributed to businesses and residents, with simple instructions and contact information for various populations, including when and how to call police, referrals for homeless people seeking services, and where to make donations. Review the resource card quarterly, and update as needed. Distribute the card widely through community groups, business organizations, and faith communities.
2c. Work with the South Bay Coalition to End Homelessness, El Segundo Police Department school resource officers, and homeless patrol unit to develop an educational program that can be presented to service clubs, student groups, and other community gatherings.

**Policy changes:**

- Seek Measure H funding for staffing, production of resource card, community education efforts, and networking and cross-training events.

**Goal measurement:**

- By April 1, 2019, the ESPD and South Bay Coalition to End Homelessness will have a community education plan in place, for implementation beginning May 1, 2019.
- By April 1, 2019, a El Segundo-specific resource card will be printed and ready for distribution to City businesses and residents, with the same material posted on the City website.
- The card will be updated at least once each year.

**Goal ownership:**

- El Segundo Police Department

**Timeline:**

- Beginning in Fall 2018.

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***Goal #3: To share responsibility for addressing homelessness with neighboring cities, in order to expand permanent solutions to homelessness.***

**Supporting actions:**
3a. Strengthen the role of the South Bay Cities' Council of Governments Homeless Task Force to build regional services, including expanded mental health assistance, coordinated law enforcement, identification of shelter resources, and solutions to housing affordability.
3b. Establish a working group with adjacent cities to collaborate on immediate actions, including the possibility of reserving a bed in an existing shelter for use by individuals who have been engaged by ESPD and the police departments of partnering cities.
3c. Work with the South Bay Workforce Investment Board to create and promote job opportunities for persons at risk of homelessness or experiencing homelessness.

**Policy changes:**

- None

**Goal measurement:**

- The El Segundo Police Department will provide an annual report on progress toward accomplishing these goals through regional collaboration.

**Goal ownership:**

- El Segundo Police Department

**Timeline:**

- Beginning in Fall 2018.

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***Goal #4: To support faith groups to effectively help individuals experiencing homelessness in El Segundo.***

**Supporting actions:**

4a. Increase the effectiveness of faith community groups in supporting individuals they serve in their homeless ministries by strengthening ties between homeless services providers and homeless ministries. This can be accomplished by sponsoring a cross-training event for outreach workers, faith groups and other interested community members. The event will be designed to foster relationships between front-line outreach workers and faith groups interacting directly with the homeless community, so that services can be initiated quickly, personally, and effectively. The South Bay Coalition to End Homeless can assist in organizing this event.

4b. Update list of local homeless ministries annually, and repeat the cross-training event as needed to encourage linkage of faith groups to agencies that can help people who are homeless become housed.

**Policy changes:**

- None

**Goal measurement:**

- By June 1, 2019, the City will hold a cross-training class with City staff, El Segundo community groups, faith communities, and outreach workers from community-based organizations.

**Goal ownership:**

- El Segundo Police Department.

**Timeline:**

- Beginning in Fall 2018.

***Goal #5: To reduce homelessness among El Segundo residents.***

**Supporting actions:**
5a. Engage El Segundo Unified School District, faith organizations, service clubs, and other local organizations in identifying local residents who are at risk of homelessness.
5b. Connect residents to prevention services through non-profit agencies with expertise and funding for homelessness prevention.
5c. Disseminate information about how to reach services through library, City website, schools, faith communities.

**Policy changes:**
- None

**Goal Measurement:**
- Review activities and results in annual meeting with school and community partners.

**Goal ownership:**
- El Segundo Police Department
- Parks and Recreation/Senior Services

**Timeline:**
- Call together partners during FY 2018-2019

***Goal #6: To improve City response to homelessness by obtaining additional resources to address homelessness in El Segundo, and by creating efficiencies in the use of current resources.***

**Supporting actions:**
6a. Identify and track City department resources that are used to address homelessness.
6b. Apply for Measure H funds to supplement City funds that are already being used to address homelessness.

**Policy changes:**
- Direct staff to develop a system for identifying City resources dedicated to solving homelessness.

**Goal measurement:**
- By January 1, 2019, City will be able to create a report tracking City resources expended to address homelessness.
- During the 2018-2019 fiscal year, if County funding becomes available the City will evaluate funding opportunities and apply for funds to strengthen homeless services.

**Goal ownership:**

- El Segundo Police Department, City Finance Manager

**Timeline:**

- Begin tracking City resources in July 2018.

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***Goal #7: To support the availability of regional housing opportunities in the South Bay for populations at risk of homelessness.***

**Supporting actions:**

7a. Work with South Bay Cities Council of Governments on regional solutions.
7b. Review the conformance of current City policies to State housing mandates, and adopt any required changes.

**Policy changes:**

- As required, update City ordinances and plans to conform to state mandates.

**Goal Measurement:**

- Within state mandated timelines, conform to state mandates.

**Goal Ownership:**

- Director of Community Development
- Parks and Recreation/Senior Services

**Timeline:**

- Beginning in Fall 2018.

## Glossary of Terms

**ACT Teams (Assertive Community Team) –** A client-centered, recovery-oriented mental health service delivery model that has received substantial empirical support for facilitating community living, psychosocial rehabilitation, and recovery for persons who have the most serious mental illnesses, have severe symptoms and impairments, and have not benefited from traditional out-patient programs.

**Acuity Scale –** A scale used by case managers to assess numbers, and severity of issues, for their clients. Alternatively, the scale can be used by management for balancing the time commitment and caseload of an organization overall.

**At-Risk of Homelessness –** People who are not homeless, but whose current economic and/or housing situation is precarious or does not meet public health and safety standards.

**Affordable Housing –** Housing for which the occupant(s) is/are paying no more than 30 percent of his or her income for gross housing costs, including utilities.

**Bridge Housing –** A housing intervention that provides an interim residence to participants while they work with housing navigators to become document ready and matched with appropriate permanent housing.

**Community Development Corporation (CDC) –** A developer who is building affordable housing.

**Community Development Block Grants (CDBG) –** An annual appropriation allocated between states and local jurisdictions that are distributed to ensure decent affordable housing, provide services to the most vulnerable members of a community, and to create jobs through the expansion and retention of businesses.

**Case Management –** A collaborative and client centered approach to service provision for persons experiencing homelessness. In this approach, a case worker assesses the needs of the client (and potentially their families) and when appropriate, arranges coordinates and advocates for delivery and access to a range of programs and services to address the individual's needs.

**Chronically Homeless –** An individual or family that is homeless and resides in a place not meant for human habitation, a safe haven, or in an emergency shelter, and has been homeless and residing in such a place for at least one year or on at least four separate occasions in the last three years. The head of household must have a diagnosable substance use disorder, serious mental illness, developmental disability, post-traumatic stress disorder, brain injury, or chronic physical illness or disability.

**Co-location –** Refers to the practice of housing services in a single location to improve service access and communication/collaboration between service providers.

**Coordinated Entry System (CES) –** A process through which the most vulnerable homeless residents of Los Angeles County are matched with the available and appropriate housing resources.

**Continuum of Care (CoC) –** Term that serves dual purposes in the arena of homeless service delivery. As a service delivery system, a Continuum of Care is an integrated system of care that guides and tracks homeless individuals and families through a comprehensive array of housing & services designed to prevent and end homelessness. As a jurisdictional body, a Continuum of Care is a regional or local planning body that coordinates housing and services funding for homeless families and individuals. The Los Angeles Homeless Services Authority (LAHSA) serves as the CoC for the City and most of the County of Los Angeles. Through its Continuum of Care program the Department of Housing and Urban Development allocates homeless assistance grants to CoCs.

**Councils of governments (COGs) –** Regional governing and/or coordinating bodies that work together on issues of mutual interest to their constituents.

**Diversion/Prevention –** Service programs that divert persons who are at imminent risk of losing their housing from entering the homeless system.

**Emergency Shelters (Non-Disaster Related) –** Temporary shelter and services designed to facilitate homeless individuals and families' transition from the streets to appropriate housing.

**Everyone In –** United Way's campaign focused on ending homelessness across Los Angeles County by providing critical services to those who need it most and helping transition people experiencing long-term homelessness with short-term and permanent housing solutions.

**Greater Los Angeles Homeless Count -** The Greater Los Angeles Homeless Count gives a snapshot (or a Point-In-Time Count) of homelessness in Los Angeles. It shows us the amount of people experiencing homelessness, the demographics, the distribution across the County, and where they are staying.

**Harm Reduction –** Similar to Housing First, the Harm Reduction philosophy prioritizes housing stability among persons who have experienced homelessness and who may be facing disabilities.

**Home For Good –** United Way's Action Plan to end chronic and veteran homelessness in L.A. County by 2016. The plan was launched in December 2010 by the Business Leader's Task Force on Homelessness, a partnership of United Way of Greater Los Angeles and the Los Angeles Area Chamber of Commerce.

**Homeless** – (a) People who are living in a place not meant for human habitation, in emergency or transitional housing, or are exiting an institution where they temporarily resided. (b) People who are losing their primary nighttime residence, which may include a hotel or a doubled-up situation, within 14 days and lack resources or support to remain in housing. (c) Families with children, or unaccompanied youth, who are unstably housed and likely to continue in that state, defined as no lease or ownership interest in a housing unit in the last 50 days, have had two or more moves in the last 60 days, and who are likely to continue to be unstably housed. (d) People who are fleeing domestic violence, have no other residence, and lack resources to obtain permanent housing.

**Homeless Outreach Mobile Engagement (HOME) –** DMH's HOME provides countywide field-based outreach and engagement services to homeless persons and the mentally ill who live in encampments or other locations where outreach is not provided in a concentrated manner.

**Homeless Management Information System (HMIS)** – Is a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. Each Continuum of Care is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards.

**Housing First –** An approach that offers permanent housing as quickly as possible for people experiencing homelessness, particularly for people with long histories of homelessness and co-occurring health challenges, while providing the supportive services people need to keep their housing and avoid returning to homelessness. Income, sobriety and/or participation in treatment or other services are voluntary and are not required as a condition for housing.

**Housing Opportunities for Persons with AIDS (HOPWA) –** provides housing assistance and related supportive services.

**Housing and Urban Development (HUD) –** The United States Department of Housing and Urban Development.

**Integrated Case Management Teams (ICM) –** "refers to a team approach taken to co-ordinate various services for a specific child and/or families through a cohesive and sensible plan. The team should include all service providers who have a role in implementing the plan, and whenever possible, the child or youth's family"

**Joint Powers Authority (JPA) –** An entity that is established when two or more public agencies by agreement jointly exercise any power common to the contracting agencies.

**Los Angeles Homeless Services Authority (LAHSA) Commission –** The governing body for LAHSA. It is politically appointed, ten-member board with five members selected by the County Board of Supervisors and five members chosen by the Mayor and City Council of Los Angeles.

The Commission has the authority to make budgetary, funding, planning, and program policies. For more information visit https://www.lahsa.org/

**Measure H –** The approval of Measure H by L.A County voters will authorize the County to impose a one-quarter percent (0.25%) tax that will generate $355 million annually for services and programs to prevent and combat homelessness. The tax applies to all the cities within the County of Los Angeles and will be in effect for 10 years.

**Measure HHH –** Assures $1.2 billion over 10 years for construction projects to provide "safe, clean, affordable housing for the homeless and for those in danger of becoming homeless."

**Mental Health First Aid –** An 8-hour course that teaches how to help someone who is developing a mental health problem or experiencing a mental health crisis.

**MET Mental Health Evaluation Team –** Often composed of mental health clinicians, outreach workers, and law enforcement representatives they offer
mental health assessment, treatment and care to people experiencing homelessness.

**Motivational Interviewing –** An evidence based practice in working with clients that has proven to be successful. In this approach, the service provider allows the client to direct the change rather than telling the client what they need to do. This approach is about having a conversation about change.

**No Wrong Door –** A philosophy that helps structure a response to homelessness. Any government agency regularly interacting with the general public is a means of connecting homeless individuals with homeless service providers capable of providing basic care, shelter, and housing. Any interaction between homeless individuals and City employees is an opportunity for meaningful engagement that ultimately results in a homeless person connecting with a care provider or case manager.

**Permanent Supportive Housing (PSH) –** A housing intervention with indefinite rental assistance and supportive services to assist homeless persons with a disability achieve housing stability.

**Point-in-Time (PIT) Count –** A count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). Each count is planned, coordinated, and carried out locally.

**Rapid Re-Housing (RRH) –** A housing intervention that connects homeless individuals and families (from emergency shelters or the streets) to permanent housing through the provision of time-limited financial assistance and targeted supportive services.

**Recovery** – A process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential.

**Safe Parking Program –** A program that provides a safe parking environment and supportive services for transitional homeless individuals living in their vehicles for overnight stays. Onsight service providers work with participants to help develop a plan with a final emphasis on permanent housing, employment and training.

**Service Planning Area (SPA) –** A specific geographic region within Los Angeles County. These distinct regions allow the Los Angeles County Department of Public Health to develop and provide more relevant public health and clinical services targeted to the specific health needs of the residents in these different areas.

**Sheltered Homeless –** A homeless person that resides in an emergency shelter, including temporary emergency shelters only open during severe weather; or in transitional housing for homeless individuals who originally came from the streets or emergency shelters.

**Supportive Services –** The supportive services provided in supportive housing are what distinguish supportive housing from other types of affordable housing. To the extent possible, the supportive services available in a supportive housing project should be customized with the needs of the tenants in mind. Supportive housing support services are intended to help ensure housing stability and to maximize each tenant's ability to live independently.

**Transitional Age Youth (TAY) –** Young people between the ages of sixteen and twenty-four who are in transition from state custody or foster care and are at-risk of homelessness. Once they turn 18 they can no longer receive assistance from the systems of care that previously provided for many of their needs.

**Transitional Housing (TH) –** A housing intervention that provides homeless individuals and families with the interim stability and support to successfully move into and maintain permanent housing.

**Unsheltered Homeless –** A homeless person that resides in a place not meant for human habitation, such as cars, parks, sidewalks, abandoned buildings, or on the street.

**The Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT)** – A pre-screening tool for communities that can be conducted to quickly determine whether a client has high, moderate, or low acuity.

# CITY PLAN TO PREVENT AND COMBAT HOMELESSNESS
# CITY OF GLENDORA

## 1. City and Plan Information

| Name of City | Period of Time Covered by Plan | Date of Plan Adoption |
|---|---|---|
| Glendora | July 1, 2018 - June 30, 2021 | June 12, 2018 |

## 2. Why is the City working to develop and implement a homelessness plan?

Homelessness in Los Angeles County has risen dramatically in recent years, creating concern for people without a permanent home, as well as the cities impacted by this issue. But while the Los Angeles Homeless Services Authority (LAHSA) Service Planning Area (SPA) 3, which encompasses the San Gabriel Valley, saw a 36% increase in homelessness last year,[1] the City of Glendora, saw its third year of declining numbers. Between 2015 and 2017, the City's homeless population decreased by approximately 17% (see Figure 2).

In 2017 there were 226 people experiencing homelessness in Glendora, the majority of whom (201 or 89%) were staying in seasonal shelter beds operated by the East San Gabriel Valley Coalition for the Homeless. These beds change location every two weeks and happen to coincide each year with LAHSA's Point in Time Count (PITC) homeless survey, from which these population numbers are derived. It should be noted that these beds move to a different city after the PITC, significantly reducing the number of people experiencing homelessness in Glendora.

An additional 25 people were experiencing homelessness in Glendora in 2017 and were unsheltered, according to the PITC. Those individuals comprise Glendora's year-round homeless population. That number has also declined since 2015. Figure 3 shows the distribution of where these individuals experiencing homelessness lived during 2017.

In addition to the PITC data and regional demographics, it is useful to examine city-level data from the regional Coordinated Entry System (CES). This provides an enhanced view of those experiencing homelessness and their challenges as well as needs using responses to the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT) survey and other indicators of a person's overall health and wellbeing.

The VI-SPDAT helps identify the co-occurring social and medical factors that generally contribute to homelessness and assists in prioritizing individuals for limited housing and services resources. It does this by producing an acuity score, which serves as a reference for administrators in charge of local resources.
The survey can also help identify an appropriate housing intervention for someone experiencing homelessness. In LA County it is suggested that people experiencing homelessness who fall into the low-acuity scoring range of the assessment (0-3) should be able to find housing on their own, or self-resolve; those in the mid-acuity scoring range (4-11) typically require time-limited housing assistance and case management and are best served by Rapid Re-housing programs; and high-acuity individuals (12+) generally need supportive housing and more in-depth, ongoing supportive services,

[1] Los Angeles Homeless Services Authority. 2017 Homeless Count-Count by City/Community. Available: https://www.lahsa.org/dashboards?id=13-greater-los-angeles-homeless-count-by-city-community.

including case management, psychiatric care, and medical treatment.[2] Other useful indicators in the data set include information about a person's housing history, legal history, physical and mental health, history of substance use, and general demographic information such as age and race. These are listed below for reference, as well as in Figure 4, which highlights several of the most pertinent indicators. All of these elements are self-reported by the individuals being assessed. For the purposes of this Homeless Plan, all data has been de-identified to protect confidentiality. The date range being reviewed is from July 2016 through November 2017.

- 80% of assessed individuals who said they were from Glendora are in the mid-acuity range, compared to 11% for high-acuity (12+) and 9% for low-acuity individuals (0-3).
- 64% of people assessed in Glendora were 25-40 years old, while 28% were 41 or older, and 9% were 18-24.
- Of individuals for whom data on race is available, 77% are white and 18% are black or African American (data was not collected in 5% of assessments).
- 73% of those assessed identified as male, 23% identified as female, and 5% identified as transgender.[3]
- Of those assessed, 64% received health care at an emergency room
- 45% report having a chronic health condition
- 32% report having a mental health issue
- 5% report a substance use disorder[4]

Glendora's city leadership has committed to creating a homeless plan that will guide the City over the course of three years with reducing instances of homelessness because of the issues described above, as well as the following reasons:

1. Having a homelessness plan will enable the City to be strategic and proactive in identifying ways to implement some of the Measure H strategies locally and make strong connections with our region (SPA 3) CES lead, and with other resources.
2. City leadership recognizes that homelessness is an issue that cannot be ignored. The City is moving forward with the preparation of this initial homelessness plan in response to the desire to see what more Glendora could do to assist with this matter, especially as relates to Measure H and the Homeless Initiative strategies.
3. A homelessness plan will help transition Glendora from a reactive to proactive state; positioning the City in a way that it will be better prepared to contribute to a regional solution on the issue of homelessness.

## 3. Describe your City's planning process

The Homeless Plan was created through a collaborative process that included the input of multiple stakeholders from different sectors. Key activities of the Plan process included one-on-one interviews with individuals intimately involved with homeless services in Glendora, and two input sessions targeted to different stakeholders, including the City Council, City Departments, Homeless Services Provider Partners, the general public, including current and formerly homeless individuals, and the faith-based community. As a part of each stakeholder input session, groups were asked to provide

[2] Los Angeles Homeless Services Authority. Draft CES Prioritization Policies. Available: https://www.lahsa.org/documents?id=1896-draft-ces-prioritization-policies.
[3] Los Angeles Homeless Services Authority. Coordinated Entry System Data Set. March 2018.
[4] Los Angeles Homeless Services Authority. SPA 3 CES Assessment Data Set. November 2017.

feedback on the challenges of homelessness within the City as well as to provide input with regard to possible strategies, many of which make up the approved goals and strategies for the City within the Plan. For summaries of challenges as well as strategies from each input session see Appendices A and B.

The following includes specific goals along with supporting actions, which are linked wherever possible to corresponding Los Angeles County Homeless Initiative strategies. This is indicated along with each goal below, as well as in the supporting actions. Homeless Initiative strategies are described in detail in Appendix G.

Each action includes any necessary policy changes, measurement, ownership, leveraged City resources (if applicable), and timeline. The Community Services Department, in partnership with the Planning, Library and Police Departments, will be responsible for overseeing the goals and actions described in this Plan, reporting on progress, as well as updating or adding new goals and actions over time. At a minimum the Plan will be reviewed on a yearly basis and the Community Services Director will report plan progress to the City Council annually.

It should be noted that in order to fully and properly implement the goals and strategies outlined that third-party funding for many of them will be critical. The City of Glendora, like most other municipal entities, is facing resource challenges that are already eroding the ability to meet community expectations for many critical services. Implementing additional responsibilities and expectations upon the staffing and budgets is not feasible without the ability to obtain third-party funding, despite the desire of the City of Glendora officials, staff and the community to better address this significant homelessness issue within our communities.

4. **What are the goals of the City's plan and related actions? Review the example below, then respond to the prompts for your own City goals. Add sections for additional goals if needed.**

| **Goal 1: Improve Community Engagement and Coordination Between Key Stakeholders, Including the Regional Coordinated Entry System (CES) (Homeless Initiative Strategy Link(s): A1, A5)** |
|---|
| **Action 1a:** Appoint a standing committee consisting of City staff and key community stakeholders to meet quarterly on homelessness, coordinate referrals, volunteers, and other services, and assist with implementation of the Homeless Plan |
| **Action 1b:** Encourage City staff members or other appointees to participate in regional CES case-conferencing meetings in order to network and support housing goals |
| **Action 1c:** Coordinate local outreach efforts, including MET and HALO teams and YWCA, and ensure that these are trauma-informed, non-duplicative, and lead to pathways to housing by conducting the VI-SPDAT, and assisting with documentation and income |
| **Action 1d:** Engage with Glendora and Charter Oak Unified School Districts to identify families and youth experiencing homelessness or at-risk of homelessness and ensure they are connected to CES |
| **Action 1e:** Encourage City staff, homeless services providers, and general public to participate in the PIT Count |
| **Action 1f:** Develop a community engagement strategy to conduct regular outreach on Homeless Plan implementation |
| **Action 1g:** Partner with regional CES lead to improve access to County prevention assistance through CES alignment and enhanced education to local service providers on program requirements *(A1: Homeless Prevention Program for Families, A5: Homeless Prevention Program for Individuals)* |

| | | | | |
|---|---|---|---|---|
| **Action 1h:** Work with local non-profits, faith-based organizations, and SPA 3 CES lead, to provide CES access point at existing service locations (e.g. library, food pantry, churches). Consider combining with expanded services, including mobile showers, animal care, and small safe parking area. | | | | |
| **Action 1i:** Work with LA County to access California State AB109 funds for Homeless Outreach Services Teams (HOST) (*E6: Expand Countywide Outreach System*) | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 1a, 1b, 1d, 1e, 1f, 1g, 1h, 1i: No associated policy changes<br><br>1c: Consider reviewing current protocol on engaging homeless individuals and updating to reflect emphasis on CES access | 1a: Convening first meeting; delivery of summary report on agenda and outcomes<br>1b: Summary report<br>1c, 1d: Successfully enter all individuals experiencing homelessness into CES<br>1e: Increased participation compared to 2018 count<br>1f: Delivery of finished community engagement strategy<br>1g: Summary report on Glendora's success at utilizing County-funded prevention program<br>1h: Agreement with community partner(s) on details for additional CES access point(s)<br>1i: Successful access to HOST funds through LA County/City of Pomona Office of Chief of Police | 1a, 1b, 1d, 1e, 1f, 1g, 1h: Community Services Department<br>1c: Community Services Department; Police Department; Library<br>1i: Police Department | Staff time | 1a: 6 months<br>1b: 6 months, ongoing<br>1c: 1-2 years<br>1d: 1-2 years<br>1e: 6 months<br>1f: 6 months<br>1g: 6 months<br>1h: 1 year<br>1i: 6 months |

| | | | | |
|---|---|---|---|---|
| **Goal 2: Increase Income of Individuals and Families Experiencing or At-Risk of Homelessness (Homeless Initiative Strategy Link(s): C4)** | | | | |
| **Action 2a:** Ensure City departments and other partners are educated on County programs that provide SSI/SSDI/Veterans benefits advocacy and understand the referral process *(C4: Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy)* | | | | |
| **Action 2b:** Explore partnering with business community, faith-based organizations, school districts and colleges to offer job training and employment opportunities to households experiencing or at risk of homelessness. | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |

| | | | | |
|---|---|---|---|---|
| No associated policy changes | 2a: Distribute information on programs to community partners<br><br>2b: Summary report on potential opportunities to expand job training and employment opportunities for homeless individuals | Community Services Department; Community Partners | Staff time | 2a: 6 months<br>2b: 1 year |

| **Goal 3: Explore Opportunities to Increase Access to Affordable and Supportive Housing (Homeless Initiative Strategy Link(s): B3, F4)** | | | | |
|---|---|---|---|---|
| **Action 3a:** Explore funding sources for Rapid Re-housing program for individuals experiencing homelessness in Glendora and partnering with LA County to provide rent differential and case management services *(B3: Expand Rapid Rehousing)* | | | | |
| **Action 3b:** Work with the faith-based community to engage landlords, build a pool of potential rental units, and explore options for incentivizing landlords to work with homeless families and individuals<br>• Consider partnering with neighboring cities to develop this pool | | | | |
| **Action 3c:** Explore ways to incentivize renting Accessory Dwelling Units to low-income households or homeless individuals *(F4: Development of Second Dwelling Units Pilot Program)* | | | | |
| **Action 3d:** Explore potential for creating permanent supportive housing or crisis housing at Good Shepherd Church or other similar underutilized property, in conjunction with County, Ministerial Association, and other regional partners *(D7: Provide Services and Rental Subsidies for Permanent Supportive Housing, E8: Enhance the Emergency Shelter System)* | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 3a: Update contracts with current homeless services providers to reflect new requirement to use HMIS<br><br>3b: No associated policy changes<br><br>3c: Reallocation of funds | 3a: HMIS requirement added to all forthcoming and renewal contracts for homeless services<br><br>3b: Summary report of performance outcomes for City-funded programs<br><br>3c: Presentation of preliminary hiring documents, e.g. scope of work for contract | Human Services Department, MAHHAHC | 3a, 3b: Staff time<br><br>3c: CBO funds | 3a: Immediately (as dictated by contracts), ongoing<br>3b: Quarterly, after execution of first contracts, ongoing<br>3c: 1 year, ongoing |

## 5. Identify City employees or other staff who will lead implementation of the plan.

### Table 1: Primary Contact for Plan Implementation

| Name & Position | Address & Email | Phone | % of Time |
|---|---|---|---|
| Bridget Amaya, Assistant Community Services Director City of Glendora | 116 E. Foothill Boulevard \| Glendora, CA 91741 bamaya@ci.glendora.ca.us | 626.852.4885 | TBD |

**6. Describe the City's participation or plans to participate in any new or ongoing collaborative efforts, within the City and/or with other cities and/or in the Service Planning Area.**

The City and its partners are currently participating in the following activities:

- East San Gabriel Valley Coalition for the Homeless operates its rotational winter shelter at two churches in Glendora (St. Dorothy's and Glenkirk Presbyterian).
- The Los Angeles Regional Foodbank serves residents who are 60-plus years old at the La Fetra Center.
- The Glendora Welfare Association offers approximately $1,500/month in motel vouchers (mainly to single women with children), as well as additional rental assistance (mainly to seniors), and grocery gift cards (distributed mainly through HALO team).
- The Glendora Ministerial Association provides coordination of faith-based groups in Glendora. These organizations hand out food, provide motel vouchers and gym memberships, and participate in the rotational winter shelter.
- Glendora Church Homes (GCH) oversees the Glendora Gardens housing project, which supplies affordable housing to seniors, and also contributes significant funds to homelessness-related projects (e.g. $50,000 to YWCA for outreach coordination in 2017).
    - GCH is also trying to get churches to engage landlords
- The YWCA provides outreach coordination, as well as senior, youth and domestic violence services in Glendora and throughout the region.
- Shepherd's Pantry provides food and clothing, as well as educational programs to low-income individuals and families.
- The Housing Rights Center provides free fair housing services to Glendora residents, including landlord-tenant counseling, discrimination investigations, and fair housing outreach and education.
- Glendora's Housing Authority administers 135 units of very low- and low-income housing, and oversees 31 improvement and affordable housing loans.
- City staff coordinate with the Glendora and Charter Oaks Unified School Districts around quality of life issues, including homelessness.
- The La Fetra Center provides an array of activities and services available to all Glendora residents who are seniors (60+), including those experiencing homelessness.
- Good Shepherd Church is partnering with Mercy's Gate to work with homeless people.
- The City receives approximately $245,000 from the Department of Housing and Urban Development in Community Development Block Grant (CDBG) funding. CDBG funds are used to develop viable communities by providing decent housing, a suitable living environment, and expanded economic opportunities, principally for low- and moderate-income residents.

- Glendora creates additional housing units through an Accessory Dwelling Unit ordinance permitting homeowners with a second dwelling on their property to rent that unit out.

7. **Review specific County Homeless Initiative Strategies from the table below and consider how the City could collaborate and align planning efforts to achieve mutual goals.**

**Table 2: City Planning Activities tied to County Homeless Initiative Strategies**

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☒ | ☐ | A1. Homeless Prevention for families |
| | ☒ | ☐ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | ☐ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☐ | ☐ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☐ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☐ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☐ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☐ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☐ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| | ☒ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☐ | ☐ | C7. Subsidize Employment for Homeless Adults |
| | **Plan to participate** | **Currently participating** | **County Homeless Initiative Strategies** |
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☐ | ☐ | D5. Support for Homeless Case Managers |
| | ☐ | ☐ | D6. Criminal Record Clearing Project |
| | ☒ | ☐ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☐ | ☒ | E4. First Responders Training |
| | ☐ | ☒ | E5. Decriminalization Policy |
| | ☐ | ☐ | E6. Expand Countywide Outreach System |

| | | | |
|---|---|---|---|
| | ☐ | ☐ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☒ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☐ | ☐ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☐ | ☐ | E14. Enhance Services for Transition Age Youth |
| **F – Increase Affordable/ Homeless Housing** | ☐ | ☐ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |
| | ☒ | ☐ | F4. Development of Second Dwelling Units Program |
| | ☐ | ☐ | F5. Incentive Zoning/Value Capture Strategies |
| | ☐ | ☐ | F6. Using Public Land for Homeless Housing |
| | ☐ | ☐ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☐ | ☐ | F7. Housing Innovation Fund (One-time) |

**City of Hawaiian Gardens**
**Five-Year Plan to Address Homelessness**

***Adopted by City Council, 7/31/18***

## Planning Context

The City of Hawaiian Gardens has a population of approximately 14,473, according to the 2016 US Census Bureau estimate. The City is located in County Service Planning Area 7, which is a subdivision of Los Angeles County used for managing homeless and mental health services, and the Fourth County Supervisorial District, represented by Supervisor Janice Hahn.

The January 2018 Greater Los Angeles Homeless Count[1] identified 23 unsheltered homeless individuals living in Hawaiian Gardens, a reduction of 30 individuals compared with the 2017 count. While this point-in-time annual snapshot provides valuable benchmark data for Los Angeles County cities, it does not quantify the true number of homeless individuals who pass through our community on a more regular basis. These numbers do not account for the increase in Hawaiian Gardens homeless population due to neighboring Orange County's February, 2018 displacement of over 700 homeless people from the San Gabriel River bed, which has a direct route to Hawaiian Gardens. Also missed in these annual counts are the so-called "hidden homeless" – those individuals who are staying with friends or family on a very temporary basis, house-sitting, or staying in motels without a permanent residence. Despite the moderate fluctuation and lower population numbers of homeless individuals in comparison to other cities, due to the small geographic footprint and high population density of Hawaiian Gardens, homelessness in Hawaiian Gardens remains highly visible and is a key issue among local stakeholders.

As a member of the Gateway Cities Council of Governments (Gateway COG), the City of Hawaiian Gardens has committed to a list of preliminary steps to address regional homelessness, including:

- Collaboration with other neighboring cities in deployment of dedicated outreach teams from SPA 7 Coordinated Entry System lead agencies PATH (People Assisting The Homeless), Jovenes, and The Whole Child. PATH is the lead agency for homeless individuals; Jovenes is the lead agency for homeless youth; and The Whole Child is the lead agency for homeless families.
- Collaboration with the Gateway Cities Council of Governments (Gateway COG) on policy initiatives to identify additional resources for our region;

[1] The Greater Los Angeles Homeless Count is conducted annually across LA in an effort to gather as much information about the region's current homeless population as possible and assist in making informed decisions and designing creative solutions (https://www.theycountwillyou.org/).

- Participation in Gateway Cities Council of Governments Homeless Services Task Force meetings to learn about County and regional homelessness programs, services, policy updates, and opportunities; and
- Building relationships with PATH, Jovenes, and The Whole Child, the lead agencies for the Service Planning Area 7 Coordinated Entry Systems (CES), to access services and support for people who are homeless or are at risk of homelessness in Hawaiian Gardens.

In 2015, the Hawaiian Gardens City Council approved the dedication of City staff and resources to address the impact of homelessness on the community and improving delivery of services to those at risk of and experiencing homelessness. One of City staff's first responsibilities was the formation of the Hawaiian Gardens Homeless Coalition (HGHC). To assure the Coalition's representation of all stakeholders, the City worked closely with staff from the hub of Hawaiian Gardens' homeless services, The Way Out Ministries. Since 1984, The Way Out Ministries has provided services to homeless neighbors. The Way Out Ministries' Turner Resource Center (TRC) is the primary drop-in center for people who are homeless in Hawaiian Gardens. TRC provides outreach and case management, housing assistance, substance use recovery, and job referrals. TRC's full-time social worker coordinates efforts with City departments, law enforcement, library staff, and other community-based organizations to help homeless neighbors establish benefits, secure and sustain housing, enroll in substance use recovery programs, access transportation and gas cards, and receive mental health services. TRC works closely with SPA 7 CES leads Jovenes, The Whole Child, and People Assisting the Homeless (PATH). CES lead agencies are co-located at TRC to coordinate case management. TRC offers a weekly meal program, during which people who are experiencing homelessness are engaged in services leading to supportive housing. Mobile showers are provided and additional services include a community closet, food pantry, computers with internet access, document and benefits assistance, mail service, counseling, and referrals. TRC also provides a computer lab, clothing and work supplies, food pantry, and private meeting spaces where clients may meet with specialized service providers. TRC is an active participant in LAHSA's annual Homeless Count.

The Hawaiian Gardens Homeless Coalition is made up of people with lived experience, city representatives, local faith communities, the ABC Unified School District, the Sheriff's Department, social service providers, regional elected official staff, and SPA 7 CES lead agencies. General meetings are held quarterly, and subcommittees hold meetings more often, as needed, to address specific concerns. Meetings are open to the public and are widely advertised. Over the past two years, HGHC has strengthened the City's homeless services by creating a framework to support effective communication and service coordination, providing ongoing trainings for coalition members and the general public, and engaging with neighboring cities and the Gateway COG in regional planning. City staff also work with the Los Angeles County Department of Public Health to obtain training and resources for integration of substance abuse prevention and treatment into City outreach to liquor retailers, with the goal of preventing public inebriation.

In March 2017 the voters of Los Angeles County approved Measure H, which raised the county sales tax to generate $355 million annually over a 10-year period to provide funding for homeless services across the County. At the same time, the voters of the City of Los Angeles approved a $1.2 billion bond to fund the production of permanent supportive housing for people who have experienced homelessness.

The County of Los Angeles allocated Measure H funding for cities to create their own plans to address homelessness in their respective communities. In November, 2017, the City of Hawaiian Gardens applied for and was awarded a County grant of Measure H funding to develop a five-year plan to address homelessness locally. Of the 88 cities in Los Angeles County, 46 are engaged in a similar planning process. Toward these efforts, Hawaiian Gardens engaged residents, community organizations, businesses, county agencies and other stakeholders in a discussion about what should be included in the City's homelessness plan. Over an eight-month period from November, 2017 through June 2018, Hawaiian Gardens conducted five stakeholder meetings, attended by approximately 100 people, which gave community stakeholders the opportunity to identify problems and solutions relating to homelessness in Hawaiian Gardens. Among the participants at those meetings were representatives from various City departments including Administration, Code Enforcement, Finance, Planning and Zoning, and Parks and Recreation, members of the faith community, first responders including County Sheriff and Fire Department representatives, ABC Unified School District representatives, staff from regional elected officials offices, local business owners, homeless service providers and community organizations, in addition to interested members of the public. Many participants felt that the City lacked a standard response to homelessness, and creating a process or expectation would be a beneficial step. While the Housing Element of the City's current General Plan mentions resources and the issue of homelessness, it does not set out clear steps or expectations for implementation.

**Rationale for City of Hawaiian Gardens Homelessness Plan**

The passage of Measure H, which created significant new resources to address homelessness in Los Angeles County, provides an opportunity for the City of Hawaiian Gardens to align its current efforts and resources with those of the County and other organizations, including local agencies such as the Gateway COG and neighboring cities. Furthermore, as homelessness is a regional issue, it is critical that the City of Hawaiian Gardens take a regional approach to addressing its impacts. This will require educating the community on the City's vision for curbing homelessness, clearly defining roles and priorities among governmental and community-based partner agencies, and employing a coordinated strategy for outreach and engagement of the homeless population with the ultimate goal of connecting individuals with the proper resources that will move them from the streets into housing, and prevent relapses into homelessness.

The demographics of the City of Hawaiian Gardens homeless population appear to be consistent with those of other cities in the Gateway. During the community outreach meetings Hawaiian Gardens homeless population was described as diverse with a variety of needs.

- **Chronically homeless individuals** often have a disabling condition, and have been homeless for a year or more, or have had at least four episodes of homelessness in the past three years. These individuals are typically well known to the Sheriff's patrol officers, businesses, and the faith community, and are often the source of calls received by the Sheriff's Department. They typically have co-occurring substance abuse and mental illness, and most have been unable to take advantage of services when they are offered. Several individuals are long-time, well-known local residents; others are more recent arrivals in Hawaiian Gardens.
- **Recently or situationally homeless people** have lost their housing during the past year for reasons such as losing a job, medical bills, marital breakdown, or a property owner's decision to go out of the rental business. Most people in this category are local residents who want to stay in the area for school, job, or community accessibility, and some live in their vehicles. They may be able to benefit from emergency rental assistance or other programs available through PATH, The Whole Child, and Jovenes. These individuals may be known to the school district if their children are enrolled in local schools, and may also be known to faith groups that offer laundry and meals to people who are homeless.
- **Transition age youth (ages 16-24)** have often lost their housing due to family conflicts exacerbated by overcrowding in their homes. Most youth want to stay in the City and have strong ties to the community. They may benefit from family reunification and access to shared housing. These individuals may be known to friends, extended family, school officials, employers, and recreation department and faith groups who offer youth-oriented activities and services.
- **Transients** often find their way to Hawaiian Gardens; some of these people may be willing to return to their home outside of Los Angeles County or out of state if resources are available.
- **People at imminent risk of homelessness**, including families, often use services such as laundry, meals, and food pantries offered by the faith community. Intervention with these people prior to homelessness will help prevent additional people from becoming homeless in the community. People in this category may have a fear of engaging in services for fear of losing their children.

The deputy sheriffs who serve Hawaiian Gardens include officers with specialized training in response to mentally ill and homeless people and provide first response to calls about incidents involving homeless people in the City. Outreach workers from PATH, Jovenes, Turner Community Resource Center, New Hope Community Church, and the Los Angeles County Department of Mental Health's Mobile Triage Team 82 work with patrol officers to engage people who are homeless in Hawaiian Gardens, and provide linkages to local homeless service agencies that have housing, health, and other resources for this population. Sheriff deputies communicate with City staff members in Parks and Recreation, Public Safety, and Code Enforcement departments, and the County library staff members, who regularly deal with homeless individuals as part of their duties. Outreach workers from PATH respond to homeless service calls within 72 hours but often find it difficult to locate individuals, who have often moved on from the reported location.

Solutions can be found that encourage those who are homeless in the City of Hawaiian Gardens to stabilize in supportive housing. At the same time, the City can work with neighboring cities, the Gateway COG, and the ABC Unified School District to prevent City residents from becoming homeless.

The City of Hawaiian Gardens has a robust community-based system in place to address homelessness within its borders. Building upon the strong infrastructure established by the Hawaiian Gardens Homeless Coalition, the current plan development effort has emphasized a more comprehensive, collaborative regional approach in alignment with the County's Homeless Strategies. The City of Hawaiian Gardens Plan to Address Homelessness will:

- Offer effective and compassionate interventions to people who are homeless in Hawaiian Gardens, with the goal of engaging them in services leading to more permanent supportive resources.
- Reconfirm that the City's priority is the safety and wellbeing of its residents, businesses, and visitors.
- Improve outcomes by supporting the expansion of local drop-in centers.
- Establish structures and relationships that will equip Hawaiian Gardens to educate, inform and engage stakeholders on local homelessness issues.
- Explore opportunities for mitigating/reducing the impact of homelessness on City residents, employees, and businesses in key areas over the next five years.
- Create a framework for collaboration with neighboring cities to meet the growing needs for supportive housing and shelters in the SPA 7 region.

The City of Hawaiian Gardens elected to participate in the Measure H planning process because it sees homelessness as a regional problem, and wants to be part of regional solutions. As a City with a relatively small homeless population, local efforts will focus primarily on public safety, community education, prevention of homelessness among City residents, and regional planning.

**City of Hawaiian Gardens Homelessness Plan Goals and Supporting Actions**

***Goal #1: Continue to develop and strengthen City's response to homelessness while ensuring community safety***

**Supporting actions:**
1a. Request the Board of Supervisors to increase the availability of a mental health clinician to work with the Sheriff's Department and local outreach teams.
1b. Develop protocols and support the implementation of existing protocols for City and Library staff members, and contractors so they can respond safely and effectively to people who are homeless.

1c. Review security at the Library, and work with other cities to obtain additional resources from the County, including increasing presence of social workers within County libraries.
1d. Develop an in-service training program for City staff members to learn protocols and referral sources, and provide the training to all City staff members during new employee orientation, and annually.
1e. Increase coordination and outreach activities between City of Hawaiian Gardens, Sheriff's Department, and homeless service agencies.
1f. Increase the number of Hawaiian Gardens Homeless Coalition training activities to further the effectiveness of faith community groups in supporting individuals they serve in their homeless ministries. This can be accomplished through cross-training events for outreach workers, faith groups and other interested community members. These events will be designed to foster relationships between front-line outreach workers and faith groups interacting directly with the homeless community, so that services can be initiated quickly, personally, and effectively.
1g. Expand regular hours for PATH outreach workers at a specific location, so that individuals can be directed to that location upon request of services.
1h. Support PATH in subcontracting with local drop-in center.
1i. Begin to identify and track City resources that are utilized to address homelessness in Hawaiian Gardens in order to leverage funds that are currently spent for this purpose.
1j. Apply for Measure H funds to supplement City funds for training, outreach and service coordination, and other interventions.

**Policy changes:**

- Establish protocols and schedule of collaboration between City, Library, Sheriff, and homeless service agencies.
- Identify appropriate staff members or positions.
- Seek Measure H funding for expansion of Hawaiian Gardens Homeless Coalition networking and cross-training events.
- Direct staff to develop a system for identifying City resources dedicated to solving homelessness

**Goal Measurement:**

- During the 2018-2019 fiscal year, the City will apply for any funding from Measure H that provides resources needed by the City.
- By January 2019 a fixed location and hours for outreach workers will be established.
- By April 2019 the City will be able to create a report tracking City resources expended to address homelessness.
- By May 1, 2019 resources for City staff members, Library staff members, and contractors will be created and disseminated to staff who interact with people experiencing or at risk of homelessness.

- By June 2019 the City will hold its first cross-training with City staff, community groups, faith communities, and outreach workers from community-based organizations. This event will be held annually thereafter in 2020, 2021, and 2022.
- By September, 2019 activities will begin to strengthen collaborative outreach efforts between the City, Sheriff's Department, and homeless service agencies.
- By May 1, 2020, a preliminary evaluation of these activities will be included in the annual report on plan implementation, prepared by the Public Safety Department in coordination with the City Manager.

**Goal ownership:**

- Public Safety and Finance Departments with assistance from City Manager's Office

**Leveraged City Resources:**

- City staff
- Up to $250,000 of City funds designated by City Council for homeless prevention.

**Timeline:**

- Beginning in Summer 2018 monitor County funding opportunities to secure resources for guide and trainings.
- Begin tracking City resources in Fall 2018.
- Meet with Gateway COG representatives by Fall 2018.
- Establish staff working group on protocols and trainings in Fall 2018.
- By Winter 2018 request the Board of Supervisors to increase the availability of a mental health clinician to collaborate with Sheriffs on the Mental Evaluation Team (MET) .
- By Winter 2018 establish working group for coordinated outreach activities.
- The guide will be updated at least once each year.
- Include evaluation in annual report to Council.

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***Goal #2: Expand community education efforts around homelessness and raise awareness about available resources and best practices.***

**Supporting actions:**

2a. Through previously established business, resident, partnership, and neighborhood groups, provide opportunities for community members to address safety concerns with homeless service providers and the Sheriff's Department.

2b. Integrate substance abuse prevention and control services into outreach efforts to educate and involve businesses, including grocery and liquor stores, to reduce public inebriation.

2c. Public safety officers and City staff members will perform door-to-door outreach to businesses to address concerns and provide instruction on how and when to contact the Sheriff's Department.

2d. With the assistance of the Gateway COG Homeless Initiative Committee, develop a Hawaiian Gardens-specific multi-lingual resource card to be distributed to businesses and residents, with simple instructions and contact information for various populations, including

when and how to call police, referrals for homeless people seeking services, and where to make donations. Review the resource card annually and update as needed. Distribute the card widely through community groups, schools, business organizations, and faith communities.
2e. Provide online resources and regular articles through available City platforms to assure community access to most up-to-date information regarding homeless services.
2f. Facilitate public donations to homeless services through installations such as a "homeless services donation meter" (or via other methods) where individuals can make donations to service providers as an alternative to giving cash to panhandlers.

**Policy changes:**

- Work with Los Angeles County Department of Public Health to integrate substance abuse prevention resources into outreach efforts.
- Seek Measure H funding for staffing, production of resource card, donation meter, and community education efforts.

**Goal Measurement:**

- By Winter, 2019 hold at least one meeting with homeless service providers and Sheriff's Department representatives.
- By April, 2019 develop a Hawaiian Gardens-specific resource card to be distributed to businesses and residents, with simple instructions and contact information for various populations, including when and how to call police, referrals for homeless people seeking services, and where to make donations. Review the resource card annually and update as needed. Distribute the card widely through community groups, business organizations, and faith communities.
- By April, 2019, staff members will receive training from the Department of Public Health in messaging to engage liquor retailers in the prevention of public inebriation.
- By May, 2019 establish methods for public donations.

**Goal Ownership:**

- Public Safety Department in coordination with the City Manager.

**Leveraged City Resources:**

- City staff

**Timeline:**

- Beginning in Fall 2018.
- Reports annually to Council on homeless initiatives.

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***Goal #3: Enhance local and regional homeless services.***

**Supporting actions:**

3a. Strengthen the role of the Gateway Cities' Council of Governments Homeless Task Force to build regional services, including expanded mental health assistance, coordinated law enforcement, identification of shelter resources, and solutions to housing affordability.
3b Encourage Gateway COG to facilitate regional cross-trainings with service providers, so that first responders and City staff can develop individual relationships with service providers in order to facilitate effective referrals.
3c. Establish a working group with adjacent cities to collaborate on immediate actions, including the possibility of reserving a bed in an existing shelter for use by individuals who have been engaged by Sheriffs, outreach workers and the police departments of partnering cities.
3d. With neighboring cities, seek Measure H funding for cost of dedicated shelter bed.
3e. Assist local organizations to build capacity that will allow them to receive and use LAHSA, Measure H, and other public funds to provide shelter and supportive services to people who are homeless in Hawaiian Gardens.
3f. Support local organizations in obtaining funding for services.
3g. Determine how to allocate City funding for homeless services.
3h. Apply for Measure H funds to supplement City funds for crisis housing and other interventions.

**Policy changes:**

- With adjacent cities, secure funding for cost of dedicated shelter bed and options for supportive housing.
- Establish protocols.

**Goal measurement:**

- Apply for dedicated shelter beds funding as funding becomes available.
- By Fall 2018, determine actions required to build local organizations capacity that will allow them to receive and use LAHSA, Measure H, and other public funds to provide shelter and supportive services to people who are homeless in Hawaiian Gardens.
- By December, 2018 establish working group composed of representatives from adjacent cities.
- By Winter 2018 secure technical assistance providers to help build the capacity of local organizations to secure funds from government and private sources.
- By April 2019, allocate City funding for homeless services to local providers.
- When available, apply for Measure H funds to supplement City funds for homeless services

**Goal Ownership:**

- Public Safety Department in coordination with the City Manager.

**Leveraged City Resources:**

- Staff time
- Allocated funds for homeless services

**Timeline:**

- Ongoing beginning in Fall, 2018.
- Report to Council annually.

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***Goal #4: To prevent homelessness among Hawaiian Gardens residents.***

**Supporting actions:**
4a. With Gateway COG and homeless service providers, gather contact information for healthcare providers, faith organizations and school representatives who come in contact with individuals and families at risk of or experiencing homelessness.
4b. Distribute resource card to healthcare providers, faith organizations and school representatives.

**Policy changes:**

- None

**Goal Measurement:**

- Gather contact information for healthcare providers, faith organizations and school representatives by January 2019.
- By April, 2019 distribute resource card to healthcare providers, faith organizations and school representatives.
- Distribute updated resource card annually.

**Goal Ownership:**

- Public Safety Department in coordination with the City Manager.

**Leveraged City Resources:**

- Staff time

**Timeline:**

- Beginning in Summer, 2018 monitor County funding opportunities to secure resources for resource card distribution.
- Annual progress report submitted to City Council each July.

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***Goal #5:*** **Support appropriate local and regional opportunities toward increasing access to crisis and supportive housing and shelters for at-risk populations in the SPA 7 region.**

**Supporting actions:**
5a. In collaboration with efforts of the Gateway COG and homeless service agencies, the City's Housing Authority will support landlord outreach/education regarding opportunities for

housing individuals at-risk of or currently experiencing homelessness via landlord incentive programs.
5b. Apply for any available rental assistance vouchers, to be administered by the Housing Authority.
5c. Explore reaching out to owners of underutilized motels to engage them in the motel voucher program.
5d. Work with host cities to improve the conditions of motels in order to assure the safety and health of motel occupants.
5e. Review the conformance of current City policies to State housing mandates relating to housing production, and accessory dwelling units, and adopt any changes that are required by state law.
5f. Consider proposals from qualified supportive housing providers to build small scale housing that conform to local zoning codes and will serve homeless neighbors in the region.

**Policy changes:**

- Per advice of City Attorney, conform City housing policies to state law.

**Goal Measurement:**

- Within state mandated timelines, conform to state mandates.
- Hold regional education event for Gateway city landlords by April, 2019.
- Hold meeting with motel owners in Fall 2018.
- Hold education event for Hawaiian Gardens and neighboring city landlords by April, 2019 (landlord event will occur annually).

**Goal Ownership:**

- Community Development Department and Housing Authority in coordination with City Manager's Office

**Leveraged City Resources:**

- Staff time

**Timeline:**

- Beginning in Fall 2018.
- Include update in annual report to Council

## Glossary of Terms

**ACT Teams (Assertive Community Team) –** A client-centered, recovery-oriented mental health service delivery model that has received substantial empirical support for facilitating community living, psychosocial rehabilitation, and recovery for persons who have the most serious mental illnesses, have severe symptoms and impairments, and have not benefited from traditional out-patient programs.

**Acuity Scale –** A scale used by case managers to assess numbers, and severity of issues, for their clients. Alternatively, the scale can be used by management for balancing the time commitment and caseload of an organization overall.

**At-Risk of Homelessness –** People who are not homeless, but whose current economic and/or housing situation is precarious or does not meet public health and safety standards.

**Affordable Housing –** Housing for which the occupant(s) is/are paying no more than 30 percent of his or her income for gross housing costs, including utilities.

**Bridge Housing –** A housing intervention that provides an interim residence to participants while they work with housing navigators to become document ready and matched with appropriate permanent housing.

**Community Development Corporation (CDC)–** A developer who is building affordable housing.

**Community Development Block Grants (CDBG) –** An annual appropriation allocated between states and local jurisdictions that are distributed to ensure decent affordable housing, provide services to the most vulnerable members of a community, and to create jobs through the expansion and retention of businesses.

**Case Management –** A collaborative and client centered approach to service provision for persons experiencing homelessness. In this approach, a case worker assesses the needs of the client (and potentially their families) and when appropriate, arranges coordinates and advocates for delivery and access to a range of programs and services to address the individual's needs.

**Chronically Homeless –** An individual or family that is homeless and resides in a place not meant for human habitation, a safe haven, or in an emergency shelter, and has been homeless and residing in such a place for at least one year or on at least four separate occasions in the last three years. The head of household must have a diagnosable substance use disorder, serious mental illness, developmental disability, post-traumatic stress disorder, brain injury, or chronic physical illness or disability.

**Co-location –** Refers to the practice of housing services in a single location to improve service access and communication/collaboration between service providers.

**Coordinated Entry System (CES) –** A process through which the most vulnerable homeless residents of Los Angeles County are matched with the available and appropriate housing resources.

**Continuum of Care (CoC) –** Term that serves dual purposes in the arena of homeless service delivery. As a service delivery system, a Continuum of Care is an integrated system of care that guides and tracks homeless individuals and families through a comprehensive array of housing & services designed to prevent and end homelessness. As a jurisdictional body, a Continuum of Care is a regional or local planning body that coordinates housing and services funding for homeless families and individuals. The Los Angeles Homeless Services Authority (LAHSA) serves as the CoC for the City and most of the County of Los Angeles. Through its Continuum of Care program the Department of Housing and Urban Development allocates homeless assistance grants to CoCs.

**Councils of governments (COGs) –** Regional governing and/or coordinating bodies that work together on issues of mutual interest to their constituents.

**Diversion/Prevention –** Service programs that divert persons who are at imminent risk of losing their housing from entering the homeless system.

**Emergency Shelters (Non-Disaster Related) –** Temporary shelter and services designed to facilitate homeless individuals and families' transition from the streets to appropriate housing.

**Everyone In–** United Way's campaign focused on ending homelessness across Los Angeles County by providing critical services to those who need it most and helping transition people experiencing long-term homelessness with short-term and permanent housing solutions.

**Greater Los Angeles Homeless Count -** The Greater Los Angeles Homeless Count gives a snapshot (or a Point-In-Time Count) of homelessness in Los Angeles. It shows us the amount of people experiencing homelessness, the demographics, the distribution across the County, and where they are staying.

**Harm Reduction –**Similar to Housing First, the Harm Reduction philosophy prioritizes housing stability among persons who have experienced homelessness and who may be facing disabilities.

**Home For Good–** United Way's Action Plan to end chronic and veteran homelessness in L.A. County by 2016. The plan was launched in December 2010 by the Business Leader's Task Force on Homelessness, a partnership of United Way of Greater Los Angeles and the Los Angeles Area Chamber of Commerce.

**Homeless** – (a) People who are living in a place not meant for human habitation, in emergency or transitional housing, or are exiting an institution where they temporarily resided. (b) People who are losing their primary nighttime residence, which may include a hotel or a doubled-up situation, within 14 days and lack resources or support to remain in housing. (c) Families with children, or unaccompanied youth, who are unstably housed and likely to continue in that state, defined as no lease or ownership interest in a housing unit in the last 50 days, have had two or more moves in the last 60 days, and who are likely to continue to be unstably housed. (d) People who are fleeing domestic violence, have no other residence, and lack resources to obtain permanent housing.

**Homeless Outreach Mobile Engagement (HOME) –**DMH's HOME provides countywide field-based outreach and engagement services to homeless persons and the mentally ill who live in encampments or other locations where outreach is not provided in a concentrated manner.

**Homeless Management Information System (HMIS)** – Is a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. Each Continuum of Care is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards.

**Housing First –** An approach that offers permanent housing as quickly as possible for people experiencing homelessness, particularly for people with long histories of homelessness and co-occurring health challenges, while providing the supportive services people need to keep their housing and avoid returning to homelessness. Income, sobriety and/or participation in treatment or other services are voluntary and are not required as a condition for housing.

**Housing Opportunities for Persons with AIDS (HOPWA) –** provides housing assistance and related supportive services.

**Housing and Urban Development (HUD) –** The United States Department of Housing and Urban Development.

**Integrated Case Management Teams (ICM) –** "refers to a team approach taken to co-ordinate various services for a specific child and/or families through a cohesive and sensible plan. The team should include all service providers who have a role in implementing the plan, and whenever possible, the child or youth's family"

**Joint Powers Authority (JPA) –** An entity that is established when two or more public agencies by agreement jointly exercise any power common to the contracting agencies.

**Los Angeles Homeless Services Authority (LAHSA) Commission –** The governing body for LAHSA. It is politically appointed, ten-member board with five members selected by the County Board of Supervisors and five members chosen by the Mayor and City Council of Los Angeles.

The Commission has the authority to make budgetary, funding, planning, and program policies. For more information visit https://www.lahsa.org/

**Measure H –** The approval of Measure H by L.A County voters will authorize the County to impose a one-quarter percent (0.25%) tax that will generate $355 million annually for services and programs to prevent and combat homelessness. The tax applies to all the cities within the County of Los Angeles and will be in effect for 10 years.

**Measure HHH –** Assures $1.2 billion over 10 years for construction projects to provide "safe, clean, affordable housing for the homeless and for those in danger of becoming homeless."

**Mental Health First Aid –**An 8-hour course that teaches how to help someone who is developing a mental health problem or experiencing a mental health crisis.

**MET Mental Health Evaluation Team –** Often composed of mental health clinicians, outreach workers, and law enforcement representatives they offer
mental health assessment, treatment and care to people experiencing homelessness.

**Motivational Interviewing –** An evidence based practice in working with clients that has proven to be successful. In this approach, the service provider allows the client to direct the change rather than telling the client what they need to do. This approach is about having a conversation about change.

**No Wrong Door –** A philosophy that helps structure a response to homelessness. Any government agency regularly interacting with the general public is a means of connecting homeless individuals with homeless service providers capable of providing basic care, shelter, and housing. Any interaction between homeless individuals and City employees is an opportunity for meaningful engagement that ultimately results in a homeless person connecting with a care provider or case manager.

**Permanent Supportive Housing (PSH) –** A housing intervention with indefinite rental assistance and supportive services to assist homeless persons with a disability achieve housing stability.

**Point-in-Time (PIT) Count –** A count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). Each count is planned, coordinated, and carried out locally.

**Rapid Re-Housing (RRH) –** A housing intervention that connects homeless individuals and families (from emergency shelters or the streets) to permanent housing through the provision of time-limited financial assistance and targeted supportive services.

**Recovery** – A process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential.

**Safe Parking Program –** A program that provides a safe parking environment and supportive services for transitional homeless individuals living in their vehicles for overnight stays. Onsight service providers work with participants to help develop a plan with a final emphasis on permanent housing, employment and training.

**Service Planning Area (SPA) –** A specific geographic region within Los Angeles County. These distinct regions allow the Los Angeles County Department of Public Health to develop and provide more relevant public health and clinical services targeted to the specific health needs of the residents in these different areas.

**Sheltered Homeless –** A homeless person that resides in an emergency shelter, including temporary emergency shelters only open during severe weather; or in transitional housing for homeless individuals who originally came from the streets or emergency shelters.

**Supportive Services–** The supportive services provided in supportive housing are what distinguish supportive housing from other types of affordable housing. To the extent possible, the supportive services available in a supportive housing project should be customized with the needs of the tenants in mind. Supportive housing support services are intended to help ensure housing stability and to maximize each tenant's ability to live independently.

**Transitional Age Youth (TAY) –** Young people between the ages of sixteen and twenty-four who are in transition from state custody or foster care and are at-risk of homelessness. Once they turn 18 they can no longer receive assistance from the systems of care that previously provided for many of their needs.

**Transitional Housing (TH) –** A housing intervention that provides homeless individuals and families with the interim stability and support to successfully move into and maintain permanent housing.

**Unsheltered Homeless –** A homeless person that resides in a place not meant for human habitation, such as cars, parks, sidewalks, abandoned buildings, or on the street.

**The Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT)** – A pre-screening tool for communities that can be conducted to quickly determine whether a client has high, moderate, or low acuity.

# City of Hawthorne
# Five-Year Plan to Address Homelessness in Our Community

7/10/18

**Planning Context**

The City of Hawthorne has a population of approximately 88,031, according to the 2016 US Census Bureau estimate. We are in County Service Planning Area 8 (SPA 8), which is a subdivision of Los Angeles County used for managing homeless and mental health services, and the Second County Supervisorial District, represented by Supervisor Mark Ridley Thomas.

The January, 2017 Greater Los Angeles Homeless Count[1] identified 74 unsheltered homeless individuals living in Hawthorne. The official count results from previous years were 100 individuals identified in 2016, and 112 individuals identified in 2015. While that snapshot in time provides one version of homelessness in Hawthorne, it misses the bigger picture of homelessness. These numbers do not account for the continued increase in Hawthorne's homeless population due to the displacement of homeless people from Manchester Square by the City of Los Angeles. Many of these individuals go to Hawthorne, Lennox, and Inglewood. Also missed in the count are the true number of homeless individuals who pass through our community on a more regular basis and those who are staying with friends or family on a very temporary basis, house-sitting, or staying in motels without a permanent residence, after losing a job, experiencing a sudden rent increase, returning from college, becoming divorced, retiring with an inadequate pension, or fleeing domestic violence.

The South Bay as a whole has experienced a 55% increase in homelessness since 2015, according to the South Bay Coalition to End Homelessness. This means that South Bay cities must work together to carry out coordinated activities so individuals experiencing homelessness are connected to resources in a constructive way.

The County of Los Angeles allocated Measure H funding for cities to create plans to address homelessness in their communities. To do this, Hawthorne engaged residents, community organizations, businesses, staff and other stakeholders in a discussion about what the City could do. Many participants felt that the City lacked a standard response to homelessness and creating a process or expectation would be a beneficial step. While the City's current Housing Element mentions resources and the issue of homelessness, it does not set out clear steps or expectations for how to address them.

The Hawthorne Police Department (HPD) has several officers with specialized training to effectively interact with mentally ill and homeless people, and provides first response to calls

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[1] The Greater Los Angeles Homeless Count is conducted annually across LA County in an effort to gather pertinent data on our region's homeless populations. This data is then trended over time and assists government agencies in determining appropriate local policies, strategies and distribution of resources (https://www.theycountwillyou.org/).

about incidents involving homeless people in the City. During 2017, HPD responded to ### calls for assistance relating to persons who appeared to be homeless, and ### arrests were made on these calls. Many of the individuals contacted by this team have no known address, and are considered homeless. HPD works closely with SPA 8 homeless service providers to engage homeless individuals into services leading to a change in their housing status. In collaboration with the Los Angeles County Department of Mental Health, HPD has the services of a full-time rotational mental health clinician one day per week to respond to calls for service and outreach related to mentally ill subjects, including those who appear to be homeless.

As a member of the South Bay Cities Council Of Government (SBCCOG), the City has committed to a list of preliminary steps toward addressing regional homeless issues including:

- Collaboration with other South Bay cities in deployment of outreach teams from PATH (People Assisting The Homeless), Harbor Interfaith Services, and St. Margaret's Center;
- Collaboration with the South Bay Cities Council Of Governments on policy initiatives to identify additional resources for our region;
- Participation in South Bay Cities Council Of Governments' Homeless Services Task Force meetings to learn about County and regional homelessness programs, services, policy updates, and opportunities; and
- Strengthening relationships with Harbor Interfaith Services, the Service Planning Area 8 Coordinated Entry Systems (CES) lead agency, to access services and support for people who are homeless or are at risk of homelessness in Hawthorne.

Through the South Bay Cities Council of Governments, Hawthorne is able to obtain response from People Assisting the Homeless (PATH) and Harbor Interfaith Services. While Harbor Interfaith provides some emergency shelter and housing placement services, their drop-in service center is located 18 miles from Hawthorne and is not easily accessible to Hawthorne's homeless neighbors. Therefore, people who are homeless in Hawthorne receive street-based and drop-in center services from St. Margaret's Center a service agency located three miles away. The Los Angeles County Library and Hawthorne Unified School District also devote budgetary and human resources to addressing homelessness. These agencies all participated in the planning process.

Over a three-month period, from March through May, 2018, the City's consulting team conducted six meetings[2] with a total of 56 participants, which gave community stakeholders the opportunity to identify problems and solutions relating to homelessness in Hawthorne. In addition, 11 business representatives responded to a phone and email survey. Those participating included members of the business community, people affiliated with faith communities, homeless service providers, first responders, Hawthorne residents, and City employees.

[2] One meeting was for community members including the faith community, one was held with City employees, two were held with outreach workers, and two were held with individuals experiencing homelessness. A phone and email survey was also conducted with eleven business representatives.

**Rationale for Hawthorne Homeless Plan**

In response to the passage of Measure H, which created significant new resources to address homelessness in Los Angeles County, the City of Hawthorne seeks to coordinate with other jurisdictions, including the County, and neighboring cities, so that City residents will experience a visible decrease in homelessness in their community. The City recognizes that this will only be accomplished through an active constituency working together, including government, businesses, and the faith community, to tackle the causes of homelessness, and implement solutions.

During the community outreach meetings participants described Hawthorne's homeless population as diverse, with a variety of needs.

- **Chronically homeless individuals** often have a disabling condition, and have been homeless for a year or more, or have had at least four episodes of homelessness in the past three years. These individuals are well known to Hawthorne city employees, businesses, and the faith community, and are often the source of calls received by the Hawthorne Police Department. They typically have co-occurring substance use and mental illness, and when services are offered, have often been unwilling to begin the process of recovery. Several individuals are long-time, well-known local residents; others are more recent arrivals in Hawthorne. California law has strict limits on the extent to which individuals can be required to engage in treatment. The County's mental health clinician has been a welcome and helpful addition to the Hawthorne Police Department patrol team.
- **Recently or situationally homeless people** have lost their housing during the past year for reasons such as losing a job, medical bills, marital breakdown, or a property owner's decision to go out of the rental business. Most people in this category are local residents who want to stay in the area for school, job, or community accessibility, and some live in their vehicles. These individuals may be known through the school district if their children are enrolled in local schools; Hawthorne's Senior and Teen programs; and faith groups that offer laundry and meals to people who are homeless. They may be able to benefit from emergency rental assistance or other programs available through Harbor Interfaith, St. Margaret's, or PATH.
- **Transients** often find their way to Hawthorne, some of them coming from bordering cities due to recent sweeps of homeless encampments. Some of these people are youth, and some may be willing to return to their home in another state if resources are available.
- **People at imminent risk of homelessness**, including families, seniors, and teens often participate in Hawthorne's senior, teen, and family programs and use the County library as well as laundry, meals, and food pantries offered by the faith community. Intervention with these people prior to homelessness will help prevent additional people from becoming homeless.

The City of Hawthorne currently invests significantly in managing homelessness within its jurisdiction. The Hawthorne Police Department has several officers who have special training and are primarily assigned to respond to incidents involving people who are homeless. They

work with City staff members in Public Works, Code Enforcement, and Parks and Recreation who regularly encounter people who are homeless as part of their duties. The Police Department has access to specialized mental health intervention from the Los Angeles County Department of Mental Health, which assigns a full-time mental health clinician to the South Bay area. Outreach workers from PATH are contracted by the South Bay Cities Council of Governments to respond within 72 hours and St. Margaret's Center performs regular outreach to Hawthorne hotspots.

Solutions may be found that allow those who are homeless in the City to stabilize in permanent housing, and the City can work with neighboring cities, South Bay Cities Council of Governments, homeless service agencies, and the Hawthorne Unified School District to prevent City residents from becoming homeless.

In alignment with the County's purpose in making planning funds available to cities, the Hawthorne Plan to Address Homelessness will:

- Reconfirm that the City's priority is the safety and wellbeing of its residents, businesses, and visitors.
- Create a framework for collaboration with neighboring cities to meet the need for affordable housing in the South Bay region.
- Offer effective interventions to people who are homeless in Hawthorne, with the goal of engaging them in services leading to permanent housing.
- Establish structures and relationships that will allow Hawthorne to reach "net zero" homeless people within five years.

The City of Hawthorne elected to participate in the Measure H planning process because it sees homelessness as a regional problem, and wants to be part of regional solutions. Local efforts will focus primarily on public safety, community education, and prevention of homelessness among City residents.

# Goals of Hawthorne Plan to Address Homelessness

***Goal #1: Reduce the incidence of homelessness by providing diversion or homeless prevention strategies to families and single persons at-risk of becoming homeless.***

**Short term supporting actions:**

Through Senior and Teen Centers, Police Department, Code Enforcement, Housing Department, Public Works, Park Maintenance Division, and other front-line personnel, the City will:

1a. Engage Hawthorne School District, County Library, health providers, faith organizations, service clubs, Meals On Wheels, and other local organizations in identifying local residents who are at risk of homelessness.
1b. Working with local service providers (St. Margaret's, PATH, Harbor Interfaith), develop and/or distribute prepared multilingual homeless prevention services information cards through libraries, City website, schools, and faith organizations.

**Long term supporting actions:**
1c. Working with the SBCCOG and neighboring cities, secure funds from the County to provide financial assistance to residents at risk of becoming homeless.
1d. Explore the feasibility of instituting programs (e.g. landlord incentives and negotiation, increase in benefits, and shared housing, as County funding is made available) for seniors and other vulnerable populations to reduce their loss of housing due to rent increases.

***Goal #2: Reduce the period of time that families and single persons are homeless.***

**Short term supporting actions:**
2a. Work with local service providers such as St. Margaret's Center and Harbor Interfaith Services to identify ways to grow landlord participation in housing assistance programs in order to increase available housing.
2b. Working with Hawthorne Police Department, homeless service organizations, and hospital discharge caseworkers, suggest ways to improve discharge and follow-up services for homeless individuals exiting hospitals.

**Long term supporting actions:**
2c. In collaboration with South Bay Cities Council of Governments, neighboring cities, and service providers (St. Margaret's Center, PATH, Harbor Interfaith Services), explore opportunities to reduce the period of homelessness through methods such as a motel voucher program for homeless families, emergency shelters, and increased County funding for family reunification costs.
2d. Explore a partnership with adjacent cities and the South Bay Cities Council of Governments to secure County funding and reserve a bed in an existing shelter for use by individuals who have been engaged by the City's first responders and outreach teams as well as those of partnering cities.

2e. Working with neighboring cities, determine the feasibility of and County funding for creating a small fund for hotel vouchers to be administered by homeless service agencies (e.g. St. Margaret's, Harbor Interfaith).

***Goal #3: Assist homeless families and single persons to return quickly to self-sufficiency.***

**Short term supporting actions:**
3a. Work with the South Bay Workforce Investment Board to create and promote job opportunities for persons at risk of homelessness or experiencing homelessness.
3b. The City's senior services staff and other front-line staff will connect homeless persons with faith and supportive services organizations that provide peer and intergenerational support.

**Long term supporting actions:**
3c. Strengthen participation in the South Bay Cities Council of Governments Homeless Task Force to build regional services and secure funding.
3d. Work with the South Bay Workforce Investment Board and Chamber of Commerce to determine the feasibility of developing a preliminary business community plan to foster job creation and volunteer service to address homelessness.
3e. Explore the possibility of hosting a WIB case manager at a City of Hawthorne or County Library facility.

***Goal #4: Improve access to services and housing for families and single persons experiencing homelessness or at risk of homelessness.***

**Short term supporting actions:**
4a. Request the Board of Supervisors to increase the availability of a mental health clinician to collaborate with HPD on the Mental Evaluation Team (MET).
4b. Create and/or disseminate ready-made protocols and resource guides through all staff who interact with people experiencing or at risk of homelessness.
4c. Explore the possibility of and available funding for allowing the regular use of a City facility by service providers and outreach workers so that individuals who are homeless can be directed to that location when they request services.

**Long term supporting actions:**
4d. Work with contiguous cities and South Bay Cities Council of Governments to identify government, corporate, and private foundation funding sources for the region's highest priority essential homeless services i.e.: St. Margaret's portable shower program, street clinic, food and clothing distribution.
4e. Consider providing comprehensive Mental Health First Aid training to all front-line City staff members who interact with people experiencing or at risk of homelessness as County funding is available.
4f. Involve front-line City staff members in cross-training with service providers, so that they can develop relationships with service providers in order to facilitate effective referrals.

4g. Work with the South Bay Coalition to End Homelessness and SBCCOG to increase the effectiveness of faith-based community groups in supporting individuals they serve in their homeless ministries by strengthening ties between homeless services providers and homeless ministries. This can be accomplished by sponsoring an annual cross-training event for outreach workers, faith groups and other interested community members. The event will be designed to foster relationships between front-line outreach workers and faith groups interacting directly with the homeless community, so that services can be initiated quickly, personally, and effectively. The South Bay Coalition to End Homeless can assist in organizing this annual event.
4h. Update list of local homeless ministries annually, and repeat the cross-training event annually to encourage linkage of faith groups to agencies that can help people who are homeless become housed.

***Goal #5: End homelessness for persons living in the City of Hawthorne by achieving and retaining functional zero[3].***

**Short term supporting actions:**
5a. Present a resolution to the Hawthorne City Council endorsing United Way's "Everyone In" campaign, which serves to deliver on the promise that was made when 1.5 million voters who passed Measure H and Proposition HHH in 2016 and 2017 and ensure that each dollar is spent wisely and goes to the goal of providing services and creating supportive housing throughout Los Angeles.

**Long term supporting actions:**
5b. Apply for Measure H funds to supplement and reimburse City funds that are already being used to address homelessness.

***Goal #6: Work collaboratively with the Los Angeles County coordinated entry systems (CES)[4].***

**Short term supporting actions:**
6a. Facilitate a meeting with CES lead agency Harbor Interfaith, outreach providers St. Margaret's and PATH, first responders, and City and Library staff to understand how to best use the CES system.
6b. Participate in appropriate County, United Way, COG, and CES lead agency meetings and activities.

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[3] LA County's goal is to achieve and sustain "functional zero" – an efficient community system that assures homelessness is rare, brief and non-recurring. Functional zero recognizes that there will always be people who are homeless or at risk of becoming homeless, but as long as these people can be identified and rehoused effectively, the homeless rate will be effectively or functionally zero.

[4] The Coordinated Entry System (CES) provides for youth, individual adults, and families throughout LA County. The system reduces the length of time person(s) are homeless and permanently houses them as quickly as possible, using Rapid Re-housing and linkages to supportive services. The CES is built upon existing community-based infrastructures to serve homeless families, leverage resources, and provide more targeted and cost-effective interventions.

**Long term supporting actions:**
6c. Support the South Bay Cities Council of Governments in securing County funds to advance the CES.

***Goal #7: Participate in coordinated solutions to end homelessness.***

**Short term supporting actions:**
7a. Participate in South Bay Cities Council of Governments' Homeless Services Task Force meetings to learn about County and regional homelessness programs, services, policy updates, and regional collaborative funding opportunities.
7b. Work with SPA 8 CES lead agency Harbor Interfaith to facilitate access to services and support for people who are homeless or are at risk of homelessness in Hawthorne.

**Long term supporting actions:**
7c. Work with other South Bay cities to secure County funds to increase deployment of dedicated homeless service agency outreach teams.
7d. Help strengthen the role of the South Bay Cities Council of Governments' Homeless Task Force to build regional services, including expanded mental health assistance, coordinated law enforcement, identification of shelter resources, and solutions to housing affordability.
7e. Collaborate with the South Bay Cities Council of Governments on policy initiatives to identify additional resources for our region.

***Goal #8: Help expand the inventory of affordable housing in the region that is available for homeless populations.***

**Long term supporting actions:**
8a. Through the South Bay Cities Council of Governments' Homeless Task Force, explore options to meet the need for affordable housing in the South Bay region including collaboration with Harbor Interfaith Services and St. Margaret's Center to help coordinate their landlord outreach/education regarding opportunities for housing individuals at-risk of homelessness via their Landlord Partnership Programs.
8b. Review the conformance of current City policies to State housing mandates and adopt any required changes.
8c. Explore options to help house vulnerable residents, including seniors, individuals living with disabilities, youth ages 16 to 24, students, and single-parent households, including referrals to service providers and faith-based organizations, and partnerships with non-profit development corporations.

## Glossary of Terms

**ACT Teams (Assertive Community Team) –** A client-centered, recovery-oriented mental health service delivery model that has received substantial empirical support for facilitating community living, psychosocial rehabilitation, and recovery for persons who have the most serious mental illnesses, have severe symptoms and impairments, and have not benefited from traditional out-patient programs.

**Acuity Scale –** A scale used by case managers to assess numbers, and severity of issues, for their clients. Alternatively, the scale can be used by management for balancing the time commitment and caseload of an organization overall.

**At-Risk of Homelessness –** People who are not homeless, but whose current economic and/or housing situation is precarious or does not meet public health and safety standards.

**Affordable Housing –** Housing for which the occupant(s) is/are paying no more than 30 percent of his or her income for gross housing costs, including utilities.

**Bridge Housing –** A housing intervention that provides an interim residence to participants while they work with housing navigators to become document ready and matched with appropriate permanent housing.

**Community Development Corporation (CDC) –** A developer who is building affordable housing.

**Community Development Block Grants (CDBG) –** An annual appropriation allocated between states and local jurisdictions that are distributed to ensure decent affordable housing, provide services to the most vulnerable members of a community, and to create jobs through the expansion and retention of businesses.

**Case Management –** A collaborative and client centered approach to service provision for persons experiencing homelessness. In this approach, a case worker assesses the needs of the client (and potentially their families) and when appropriate, arranges coordinates and advocates for delivery and access to a range of programs and services to address the individual's needs.

**Chronically Homeless –** An individual or family that is homeless and resides in a place not meant for human habitation, a safe haven, or in an emergency shelter, and has been homeless and residing in such a place for at least one year or on at least four separate occasions in the last three years. The head of household must have a diagnosable substance use disorder, serious mental illness, developmental disability, post-traumatic stress disorder, brain injury, or chronic physical illness or disability.

**Co-location –** Refers to the practice of housing services in a single location to improve service access and communication/collaboration between service providers.

**Coordinated Entry System (CES)** – A process through which the most vulnerable homeless residents of Los Angeles County are matched with the available and appropriate housing resources.

**Continuum of Care (CoC)** – Term that serves dual purposes in the arena of homeless service delivery. As a service delivery system, a Continuum of Care is an integrated system of care that guides and tracks homeless individuals and families through a comprehensive array of housing & services designed to prevent and end homelessness. As a jurisdictional body, a Continuum of Care is a regional or local planning body that coordinates housing and services funding for homeless families and individuals. The Los Angeles Homeless Services Authority (LAHSA) serves as the CoC for the City and most of the County of Los Angeles. Through its Continuum of Care program the Department of Housing and Urban Development allocates homeless assistance grants to CoCs.

**Councils of governments (COGs)** – Regional governing and/or coordinating bodies that work together on issues of mutual interest to their constituents.

**Diversion/Prevention** – Service programs that divert persons who are at imminent risk of losing their housing from entering the homeless system.

**Emergency Shelters (Non-Disaster Related)** – Temporary shelter and services designed to facilitate homeless individuals and families' transition from the streets to appropriate housing.

**Everyone In** – United Way's campaign focused on ending homelessness across Los Angeles County by providing critical services to those who need it most and helping transition people experiencing long-term homelessness with short-term and permanent housing solutions.

**Functional Zero** – The County's goal is to achieve and sustain "functional zero" – an efficient community system that assures homelessness is rare, brief and non-recurring. Functional zero recognizes that there will always be people who are homeless or at risk of becoming homeless, but as long as these people can be identified and rehoused effectively, the homeless rate will be effectively or functionally zero.

**Greater Los Angeles Homeless Count** - The Greater Los Angeles Homeless Count gives a snapshot (or a Point-In-Time Count) of homelessness in Los Angeles. It shows us the amount of people experiencing homelessness, the demographics, the distribution across the County, and where they are staying.

**Harm Reduction** – Similar to Housing First, the Harm Reduction philosophy prioritizes housing stability among persons who have experienced homelessness and who may be facing disabilities.

**Home For Good** – United Way's Action Plan to end chronic and veteran homelessness in L.A. County by 2016. The plan was launched in December 2010 by the Business Leader's Task Force

on Homelessness, a partnership of United Way of Greater Los Angeles and the Los Angeles Area Chamber of Commerce.

**Homeless** – (a) People who are living in a place not meant for human habitation, in emergency or transitional housing, or are exiting an institution where they temporarily resided. (b) People who are losing their primary nighttime residence, which may include a hotel or a doubled-up situation, within 14 days and lack resources or support to remain in housing. (c) Families with children, or unaccompanied youth, who are unstably housed and likely to continue in that state, defined as no lease or ownership interest in a housing unit in the last 50 days, have had two or more moves in the last 60 days, and who are likely to continue to be unstably housed. (d) People who are fleeing domestic violence, have no other residence, and lack resources to obtain permanent housing.

**Homeless Outreach Mobile Engagement (HOME) –** DMH's HOME provides countywide field-based outreach and engagement services to homeless persons and the mentally ill who live in encampments or other locations where outreach is not provided in a concentrated manner.

**Homeless Management Information System (HMIS)** – Is a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. Each Continuum of Care is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards.

**Housing First –** An approach that offers permanent housing as quickly as possible for people experiencing homelessness, particularly for people with long histories of homelessness and co-occurring health challenges, while providing the supportive services people need to keep their housing and avoid returning to homelessness. Income, sobriety and/or participation in treatment or other services are voluntary and are not required as a condition for housing.

**Housing Opportunities for Persons with AIDS (HOPWA) –** provides housing assistance and related supportive services.

**Housing and Urban Development (HUD) –** The United States Department of Housing and Urban Development.

**Integrated Case Management Teams (ICM) –** "refers to a team approach taken to co-ordinate various services for a specific child and/or families through a cohesive and sensible plan. The team should include all service providers who have a role in implementing the plan, and whenever possible, the child or youth's family"

**Joint Powers Authority (JPA) –** An entity that is established when two or more public agencies by agreement jointly exercise any power common to the contracting agencies.

**Los Angeles Homeless Services Authority (LAHSA) Commission –** The governing body for LAHSA. It is politically appointed, ten-member board with five members selected by the County Board of Supervisors and five members chosen by the Mayor and City Council of Los Angeles. The Commission has the authority to make budgetary, funding, planning, and program policies. For more information visit https://www.lahsa.org/

**Measure H –** The approval of Measure H by L.A County voters will authorize the County to impose a one-quarter percent (0.25%) tax that will generate $355 million annually for services and programs to prevent and combat homelessness. The tax applies to all the cities within the County of Los Angeles and will be in effect for 10 years.

**Measure HHH –** Assures $1.2 billion over 10 years for construction projects to provide "safe, clean, affordable housing for the homeless and for those in danger of becoming homeless."

**Mental Health First Aid –** An 8-hour course that teaches how to help someone who is developing a mental health problem or experiencing a mental health crisis.

**MET Mental Health Evaluation Team –** Often composed of mental health clinicians, outreach workers, and law enforcement representatives they offer
mental health assessment, treatment and care to people experiencing homelessness.

**Motivational Interviewing –** An evidence based practice in working with clients that has proven to be successful. In this approach, the service provider allows the client to direct the change rather than telling the client what they need to do. This approach is about having a conversation about change.

**No Wrong Door –** A philosophy that helps structure a response to homelessness. Any government agency regularly interacting with the general public is a means of connecting homeless individuals with homeless service providers capable of providing basic care, shelter, and housing. Any interaction between homeless individuals and City employees is an opportunity for meaningful engagement that ultimately results in a homeless person connecting with a care provider or case manager.

**Permanent Supportive Housing (PSH) –** A housing intervention with indefinite rental assistance and supportive services to assist homeless persons with a disability achieve housing stability.

**Point-in-Time (PIT) Count –** A count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). Each count is planned, coordinated, and carried out locally.

**Rapid Re-Housing (RRH) –** A housing intervention that connects homeless individuals and families (from emergency shelters or the streets) to permanent housing through the provision of time-limited financial assistance and targeted supportive services.

**Recovery** – A process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential.

**Safe Parking Program –** A program that provides a safe parking environment and supportive services for transitional homeless individuals living in their vehicles for overnight stays. Onsight service providers work with participants to help develop a plan with a final emphasis on permanent housing, employment and training.

**Service Planning Area (SPA) –** A specific geographic region within Los Angeles County. These distinct regions allow the Los Angeles County Department of Public Health to develop and provide more relevant public health and clinical services targeted to the specific health needs of the residents in these different areas.

**Sheltered Homeless –** A homeless person that resides in an emergency shelter, including temporary emergency shelters only open during severe weather; or in transitional housing for homeless individuals who originally came from the streets or emergency shelters.

**Supportive Services –** The supportive services provided in supportive housing are what distinguish supportive housing from other types of affordable housing. To the extent possible, the supportive services available in a supportive housing project should be customized with the needs of the tenants in mind. Supportive housing support services are intended to help ensure housing stability and to maximize each tenant's ability to live independently.

**Transitional Age Youth (TAY) –** Young people between the ages of sixteen and twenty-four who are in transition from state custody or foster care and are at-risk of homelessness. Once they turn 18 they can no longer receive assistance from the systems of care that previously provided for many of their needs.

**Transitional Housing (TH) –** A housing intervention that provides homeless individuals and families with the interim stability and support to successfully move into and maintain permanent housing.

**Unsheltered Homeless –** A homeless person that resides in a place not meant for human habitation, such as cars, parks, sidewalks, abandoned buildings, or on the street.

**The Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT)** – A pre-screening tool for communities that can be conducted to quickly determine whether a client has high, moderate, or low acuity.

JULY 2018

# CITY OF HERMOSA BEACH

## FIVE-YEAR HOMELESSNESS PLAN

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# Planning Context

The City of Hermosa Beach has a stable population of approximately 19,653, according to the 2016 US Census Bureau estimate. The City is located in County Service Planning Area 8, which is a subdivision of Los Angeles County used for managing homeless and mental health services, and the Fourth County Supervisorial District, represented by Supervisor Janice Hahn.

The January 2018 Greater Los Angeles Homeless Count[1] identified 23 homeless individuals living in Hermosa Beach. This number is on par with official count results from previous years; 19 individuals identified in 2017, 20 individuals identified in 2016, and 17 individuals identified in 2015. While this point-in-time annual snapshot provides valuable benchmark data for Los Angeles County cities, it does not quantify the true number of homeless individuals who pass through our community on a more regular basis (these numbers generally increase during warmer summer months). Also missed in these annual counts are the so-called "hidden homeless" – those individuals who are staying with friends or family on a temporary basis, housesitting, or staying in motels without a permanent residence. Despite the moderate fluctuation and lower population numbers of homeless individuals in comparison to other cities, due to Hermosa Beach's small geographic footprint and high population density, homelessness in Hermosa Beach remains highly visible and a key issue among local stakeholders. Furthermore, the South Bay as a whole has experienced a 41% increase in homelessness since 2015, according to data provided by the South Bay Coalition to End Homelessness.

In November 2015, the Hermosa Beach City Council adopted an initial Homeless Strategy and Action Plan, establishing and committing to a list of preliminary steps toward addressing homeless issues locally and as part of a broader effort to meet growing demands at the regional level. Since that time, Hermosa Beach has taken significant actions to implement the Action Plan, including, but not limited to:

- Leadership in hosting a beach cities deployment site and organizing local volunteers for the annual Greater Los Angeles Homeless Count, conducted each January in partnership with the Los Angeles Homeless Services Authority (LAHSA);
- Participation of the Hermosa Beach Police Department in collaborative outreach and response with Manhattan Beach PD, Redondo Beach PD, and a mental health clinician assigned by the Los Angeles County Department of Mental Health (DMH);
- Collaboration with other South Bay cities in deployment of dedicated outreach teams from PATH (People Assisting The Homeless) under the leadership of the South Bay Cities Council of Governments (SBCCOG);

[1] The Greater Los Angeles Homeless Count is conducted annually across LA County in an effort to gather pertinent data on our region's homeless populations. This data is then trended over time and assists government agencies in determining appropriate local policies, strategies and distribution of resources (https://www.lahsa.org/homeless-count/).

- Participation in Los Angeles County's efforts to develop a set of regional strategies for combating homelessness, which were ultimately adopted by the Los Angeles County Board of Supervisors;
- Collaboration with the South Bay Cities Council of Governments (SBCCOG) and South Bay Coalition to End Homelessness (SBCEH) on policy initiatives to identify additional resources for our region;
- Participation in South Bay Cities Council of Governments (SBCCOG) bi-monthly Homeless Services Task Force meetings to learn about County and regional homelessness programs, services, policy updates, and opportunities; and
- Building a relationship with Harbor Interfaith Services, the lead agency for the Service Planning Area 8 Coordinated Entry System (CES), to access services and support for people who are homeless or are at risk of homelessness in Hermosa Beach.

In March 2017 the voters of Los Angeles County approved Measure H, legislation which raised the county sales tax in order to generate $355 million annually over a 10 year period toward funding homeless services across the County. At the same time, the voters of the City of Los Angeles approved a $1.2 billion bond to fund the production of permanent supportive housing for people who have experienced homelessness.

Subsequently, the County of Los Angeles allocated Measure H funding for cities to create their own plans to address homelessness in their respective communities. In November 2017, the City of Hermosa Beach applied for and was awarded a County grant of Measure H funding to develop a five-year plan to address homelessness locally. Of the 88 cities in Los Angeles County, 48 are engaged in similar planning processes, including all four "beach cities" (Redondo Beach, Hermosa Beach, Manhattan Beach and El Segundo).

Toward these efforts, Hermosa Beach engaged residents, community organizations, businesses, county agencies and other stakeholders in a discussion about what the City's homelessness plan should look like. Over a four-month period from February through May 2018, the City of Hermosa Beach held four stakeholder meetings attended by a total of 112 people and hosted an online public engagement campaign, which gave community stakeholders the opportunity to identify problems and solutions relating to homelessness in Hermosa Beach. Among the participants at those meetings were representatives from various City departments including Hermosa Beach police officers and leadership, members of the faith community, Hermosa Beach City School District, Beach Cities Health District, LA County Department of Beaches and Harbors, LA County Fire District and County Lifeguards, LA County Department of Mental Health, County of LA Public Library System, Hermosa Beach Chamber of Commerce and local business owners, representatives from the Manhattan Beach Police Department, homeless service providers and community organizations, in addition to interested members of the public.

# Rationale for Hermosa Beach Homelessness Plan

The passage of Measure H, which created significant new resources to address homelessness in Los Angeles County, provides an opportunity for the City of Hermosa Beach to align its current efforts and resources with those of the County and other organizations, including local agencies such as the South Bay Cities Council of Governments (SBCCOG), Beach Cities Health District (BCHD), and neighboring cities. Furthermore, as homelessness is a regional issue, it is critical that the City of Hermosa Beach take a regional approach to addressing its impacts. This will require educating the community on the City's vision for curbing homelessness, clearly defining roles/priorities among governmental and community-based partner agencies, and employing a coordinated strategy for outreach and engagement of the homeless population with the ultimate goal of connecting individuals with the proper resources.

The demographics of Hermosa Beach's homeless population appear to be consistent with that of other beach cities in the South Bay, and the City's total homeless population is among the lowest in the region on a per-capita basis. Nevertheless, according to information gleaned through interactions with the City's Police Department, PATH outreach workers and the faith-community, Hermosa Beach's homeless population may be categorized as diverse and displaying varying needs for service.

- *Chronically homeless* individuals often have a disabling condition, and have been homeless for a year or more, or have had at least four episodes of homelessness in the past three years. These individuals are typically well known to HBPD, businesses, and the faith community, and are often the source of calls received by HBPD. They typically have co-occurring substance abuse and mental illness, and most have been unable to take advantage of services when they are offered. Several individuals are long-time, well-known local residents; others are more recent arrivals in Hermosa Beach.
- *Recently homeless* people have lost their housing during the past year for reasons such as losing a job, medical bills, marital breakdown, or a property owner's decision to go out of the rental business. They may be able to benefit from emergency rental assistance or other programs available through Harbor Interfaith or PATH. These individuals may be known to the school district if their children are enrolled in local schools, and may also be known to faith groups that offer laundry and meals to people who are homeless. Most people in this category are local residents who want to stay in the area for school, a job, or community accessibility, and some live in their vehicles.
- *Transients* often find their way to Hermosa Beach, especially in the summer months, seeking beachside living. Some of these people are youth, and some may be willing to return to their home outside of Los Angeles County or out of state if resources are available.
- *People at imminent risk of homelessness*, including families, often use services such as laundry, meals, and food pantries offered by the faith community. Intervention with these people prior to homelessness will help prevent additional people from becoming homeless in the community.

The City of Hermosa Beach currently invests significantly in managing homelessness within its jurisdiction. The Hermosa Beach Police Department has officers with specialized training in response to mentally ill and homeless people, and provides first response to calls about incidents involving homeless people in the City. Officers coordinate with City staff members in Public Works, Code Enforcement, Community Resources, and the City Prosecutor's Office who regularly deal with homeless individuals as part of their duties. Additionally, an HBPD officer is assigned to a multi-jurisdictional team of officers in collaboration with neighboring cities and the Los Angeles County Department of Mental Health, which assigns a full-time rotational mental health clinician to the South Bay area. Outreach workers from PATH are contracted by the South Bay Cities Council of Governments to respond to homeless service calls within 72 hours.

In building upon these efforts to provide a more comprehensive, collaborative regional approach and ensure alignment with the County's Homeless Strategies, the Hermosa Beach Plan to Address Homelessness seeks to:

- Offer effective and compassionate interventions to people who are homeless in Hermosa Beach, with the goal of engaging them in services leading to more permanent, supportive resources.
- Strengthen inter-departmental coordination.
- Review and measure the effectiveness of current methods of addressing the needs of unsheltered residents in Hermosa Beach to ensure that scarce resources are put to good use.
- Establish structures and relationships that will equip Hermosa Beach to educate, inform and engage stakeholders on local homelessness issues.
- Explore opportunities for mitigating/reducing the impacts of homelessness on City residents, visitors, and businesses in key areas over the next five years.
- Create a framework for collaboration with neighboring cities to meet the growing needs for supportive housing and shelters in the SPA 8 region.

# Adoption of Homelessness Plan

The City of Hermosa Beach Homelessness Plan was presented to the City Council on July 24, 2018 and was unanimously adopted by all Councilmembers, including:

Mayor Jeff Duclos

Mayor Pro Tem Stacey Armato

Councilmember Mary Campbell

Councilmember Hany Fangary

Councilmember Justin Massey

# Hermosa Beach Homelessness Plan Goals and Supporting Actions

## Goal #1: Continue to Develop and Strengthen City's Response to Homelessness while Ensuring Community Safety

**Homeless Initiative Strategy Link(s): E4, E6, E12**

**Supporting Actions:**

| | |
|---|---|
| **Action 1a** | Evaluate the effectiveness and outcomes of the Mental Health Evaluation Team (MET) program during the remainder of the existing three-year contract with the Department of Mental Health. Coordinate with partnering cities in identifying areas for improvement and opportunities, as appropriate, for the extension of the MET program in ensuring ongoing services to our community. |
| **Action 1b** | Strengthen effectiveness of local outreach efforts. City staff will meet at least quarterly with regional outreach representatives from PATH and Harbor Interfaith Services to share relevant information, assess service connections made and identify community 'hot spots' where additional attention is needed. |
| **Action 1c** | Provide ongoing education and training opportunities to City staff on available resources and efforts currently being employed at the County/regional level to address homelessness. |
| **Action 1d** | With staff input, create and disseminate protocols and resource guides for City employees, contractors and volunteers who interact with people at risk of, or experiencing homelessness in our community as part of their day-to-day operations. |
| **Action 1e** | Explore options/alternatives for enhancing safety and maintenance at public restrooms, including partnerships with the Los Angeles County Department of Beaches and Harbors, and continue to clear areas that become sleeping places and encampments. These actions should be implemented in coordination with the City's Downtown Enhancement Plan. |
| **Action 1f** | Establish a modest discretionary fund within the City Manager's office to support local response efforts and special circumstances (e.g. Misc. services and materials, Motel vouchers, Laundry services, Hygiene products, Transit vouchers, etc.). |
| **Action 1g** | Begin identifying and tracking City resources that are utilized to address homelessness in Hermosa Beach. |

**Associated Policy Changes:**

- Continued allocation of budgeted discretionary funds for local homeless response efforts. $5,000 is currently budgeted in FY2018/19.

- As appropriate, explore opportunities for extension of MET program services to nights and/or weekends.

**Goal Measurement:**

- Report to City Manager and City Council on MET program success
- Number of homeless or at-risk individuals referred to services
- Staff information sessions/trainings held
- Annual update on City's homelessness data

**Goal Ownership:**

- City Council
- City Manager's Office
- Hermosa Beach Police Department

**Leveraged City Resources:**

- City staff time (City Manager's Office, Code Enforcement, Public Works Department, HBPD and LACoFD deployment)
- Budgeted discretionary funds

**Timeline:**

- Ongoing – full duration of plan

## Goal #2: Expand Community Education Efforts around Homelessness and Raise Awareness about Available Resources and Best Practices

**Homeless Initiative Strategy Link(s): None**

**Supporting Actions:**

| | |
|---|---|
| **Action 2a** | Provide ongoing education to community partners and the public on Homelessness in Hermosa Beach, plan implementation progress, and efforts currently being employed at the City, South Bay region and County levels. |
| **Action 2b** | With the assistance of the Hermosa Beach Chamber of Commerce, PATH and Harbor Interfaith Services, develop a Business-specific resource guide outlining protocols for interacting with the homeless, reporting issues and requesting local services. |
| **Action 2c** | Continue gathering feedback about community challenges and concerns regarding homelessness via the City's community engagement platform 'Speakup', social media, online surveys/polls and in-person stakeholder meetings. |
| **Action 2d** | Develop and implement a communication plan for raising awareness in Hermosa Beach about the annual Homeless Count. |
| **Action 2e** | In collaboration with efforts of the SBCCOG, facilitate landlord outreach/education regarding opportunities for housing individuals at-risk of homelessness via the County Housing Authority's (HACoLA) Homeless Incentive Program (HIP). |
| **Action 2f** | Facilitate public donations toward regional homeless services through crowdfunding initiatives and/or implementation of a 'homeless services donation meter program' wherein individuals can make donations to service providers as an alternative to giving cash to panhandlers. |
| **Action 2g** | Seek public/private partnerships and grant funding toward staffing, production of resource materials and community education planning efforts. |

**Associated Policy Changes:**

- No associated policy changes

**Goal measurement:**

- Creation and implementation of a communications plan
- Established City webpage regarding local homelessness initiatives, data and resources
- Annual community stakeholder meetings

- Updates provided to City Council on progress of actions listed above

**Goal Ownership:**
- City Manager's Office
- South Bay Cities Council of Governments (SBCCOG)

**Leveraged City Resources:**
- City staff time to engage community
- Cost of outreach events and associated programming materials

**Timeline:**
- Community outreach and communication plan to be developed annually

# Goal #3: Enhance Local and Regional Coordination

**Homeless Initiative Strategy Links(s): E3, E4, E6, E7, E12, E14, E17**

**Supporting Actions:**

| | |
|---|---|
| **Action 3a** | Engage in joint advocacy for homelessness-related policies and funding at local, regional and statewide levels. |
| **Action 3b** | Continued participation in the SBCCOG's Homeless Services Task Force. |
| **Action 3c** | Coordinate an annual stakeholder roundtable/workshop for local homeless services providers, first responders, the faith-based community and other community partners. The intent of these discussions will be to strengthen ties between organizations, share information on local resources, and facilitate coordination of homeless services. |
| **Action 3d** | Align Hermosa Beach City staff's outreach and engagement efforts with the County of Los Angeles' Coordinated Entry System (CES) via Harbor Interfaith Services. Educate City and community partners on using the web-based portal for identifying areas where focused street outreach efforts are needed. |
| **Action 3e** | Continue outreach efforts with Police Departments from neighboring beach cities through activities such as quarterly meetings/calls among Mental Health Evaluation Team members and CES case conferencing. |
| **Action 3f** | In partnership with the Los Angeles Homeless Services Authority, provide continued leadership in recruiting, coordinating and hosting community volunteers for the annual Homeless Count of the beach cities. Explore options with assistance from local stakeholders in aligning these efforts with other local winter-season homeless initiatives (e.g. winter clothing drive, benefits enrollment, etc.). |

**Associated Policy Changes:**

- No associated policy changes

**Goal Measurement:**

- Participation in regional initiatives
- Annual stakeholder workshop
- Annual Homeless Count – all beach city tracts reporting
- Updates provided to City Council on progress of actions listed above

**Goal Ownership:**

- City Manager's Office

- Hermosa Beach Police Department

**Leveraged City Resources:**

- City staff time
- Use of City facility space for meetings

**Timeline:**

- Ongoing – full duration of plan

# Goal #4: Expand Homeless Prevention Programming

**Homeless Initiative Strategy Links(s): A1, A5, C2, C3**

**Supporting Actions:**

| | |
|---|---|
| **Action 4a** | As part of annual stakeholder roundtable workshop(s) listed in Goal #3, ensure City staff, law enforcement and homeless services providers understand how to refer clients to Measure H-funded prevention services. |
| **Action 4b** | Facilitate coordination between contracted service providers, the Hermosa Beach City School District, faith-based organizations and Harbor Interfaith Services in establishing connections to prevention services for local youth and families at risk of homelessness. |
| **Action 4c** | Create local resource guides for those at-risk of or experiencing homelessness. Review and update these resource lists annually. Make resource guides available on the City website and distribute widely to community partners and the public. |
| **Action 4d** | Disseminate information about how to reach services through a dedicated page on the City website, via the local library branch, social media, City e-newsletter, SpeakUpHermosa platform, Nixle notifications, HBCSD, and faith-based community network. |
| **Action 4e** | In collaboration with the SBCCOG, actively track available County Measure H funding opportunities to supplement City homeless prevention and response efforts. |
| **Action 4f** | Support efforts of the South Bay Workforce Investment Board in creating and promoting workforce training and job opportunities for persons at risk of, or currently experiencing homelessness. |

**Associated Policy Changes:**

- City Council support of initiatives sponsored by the SBCCOG and the South Bay Workforce Investment Board relating to actions listed above

**Goal Measurement:**

- Homeless Services and Prevention resource guide(s) produced
- Regular reports by the South Bay Workforce Investment Board
- Establishment of dedicated homeless services page on the City website

**Goal Ownership:**

- City Manager's Office

**Leveraged City Resources:**

- City staff time

**Timeline:**

- Ongoing, Homeless services page and digital materials produced in tandem with City's website upgrade project, to be completed by Winter, 2019

## Goal #5: Support Appropriate Local/Regional Opportunities toward Increasing Access to Supportive Housing and Shelters for At Risk Populations in the SPA 8 Region

**Homeless Initiative Strategy Links(s): B3, B4, D7, E8, E13, F2, F4, F5**

**Supporting Actions:**

| | |
|---|---|
| **Action 5a** | Engage in joint advocacy for regional/County supportive and affordable housing preservation, rehabilitation and development, including Enhanced Infrastructure Financing District(s) EIFD. |
| **Action 5b** | Partner with neighboring beach cities and explore opportunities for shared funding of crisis housing beds in existing SPA 8 shelters for local homeless individuals who are receptive to services. |
| **Action 5c** | In collaboration with our SPA 8 cities and local faith-based community, and in accordance with the Housing Element of the City's General Plan, consider options and alternatives for rotational winter weather shelter programs to which persons who are homeless in Hermosa Beach can be referred. This may also include regional nighttime safe parking zones at faith-hosted sites for vehicle dwellers. |
| **Action 5d** | Include vulnerable households and special populations (e.g. veterans, seniors, disabled individuals, etc.) in City consideration when implementing the Housing Element of the City's General Plan and in achieving compliance with State housing mandates. |
| **Action 5e** | Support qualified developers in applications for state funding and tax credits. |
| **Action 5f** | Consider passage of citywide accessory dwelling unit policy and measures to incentivize long-term affordability. |

**Associated Policy changes:**

- As required, update City ordinances and plans to conform to state mandates within acceptable timelines
- City Accessory Dwelling Unit policy

**Goal Measurement:**

- Internal review of Measure H funding opportunities on a quarterly basis
- City Accessory Dwelling Unit policy
- Number of homeless individuals and families referred to/placed in regional housing

**Goal Ownership:**

- City Council
- City Manager's Office
- Community Development Department

**Leveraged City Resources:**

- City staff time
- Potential cost to reserve up to two regional shelter beds

**Timeline:**

- Ongoing – full duration of plan

# APPENDIX A: Glossary of Terms

**ACT Teams (Assertive Community Team) –** A client-centered, recovery-oriented mental health service delivery model that has received substantial empirical support for facilitating community living, psychosocial rehabilitation, and recovery for persons who have the most serious mental illnesses, have severe symptoms and impairments, and have not benefited from traditional out-patient programs.

**Acuity Scale –** A scale used by case managers to assess numbers, and severity of issues, for their clients. Alternatively, the scale can be used by management for balancing the time commitment and caseload of an organization overall.

**At-Risk of Homelessness –** People who are not homeless, but whose current economic and/or housing situation is precarious or does not meet public health and safety standards.

**Affordable Housing –** Housing for which the occupant(s) is/are paying no more than 30 percent of his or her income for gross housing costs, including utilities.

**Bridge Housing –** A housing intervention that provides an interim residence to participants while they work with housing navigators to become document ready and matched with appropriate permanent housing.

**Community Development Corporation (CDC) –** A developer who is building affordable housing.

**Community Development Block Grants (CDBG) –** An annual appropriation allocated between states and local jurisdictions that are distributed to ensure decent affordable housing, provide services to the most vulnerable members of a community, and to create jobs through the expansion and retention of businesses.

**Case Management –** A collaborative and client centered approach to service provision for persons experiencing homelessness. In this approach, a case worker assesses the needs of the client (and potentially their families) and when appropriate, arranges coordinates and advocates for delivery and access to a range of programs and services to address the individual's needs.

**Chronically Homeless –** An individual or family that is homeless and resides in a place not meant for human habitation, a safe haven, or in an emergency shelter, and has been homeless and residing in such a place for at least one year or on at least four separate occasions in the last three years. The head of household must have a diagnosable substance use disorder, serious mental illness, developmental disability, post-traumatic stress disorder, brain injury, or chronic physical illness or disability.

**Co-location –** Refers to the practice of housing services in a single location to improve service access and communication/collaboration between service providers.

**Coordinated Entry System (CES) –** A process through which the most vulnerable homeless residents of Los Angeles County are matched with the available and appropriate housing resources.

**Continuum of Care (CoC) –** Term that serves dual purposes in the arena of homeless service delivery. As a service delivery system, a Continuum of Care is an integrated system of care that guides and tracks homeless individuals and families through a comprehensive array of housing & services designed to prevent and end homelessness. As a jurisdictional body, a Continuum of Care is a regional or local planning body that coordinates housing and services funding for homeless families and individuals. The Los Angeles Homeless Services Authority (LAHSA) serves as the CoC for the City and most of the County of Los Angeles. Through its Continuum of Care program the Department of Housing and Urban Development allocates homeless assistance grants to CoCs.

**Councils of governments (COGs) –** Regional governing and/or coordinating bodies that work together on issues of mutual interest to their constituents.

**Diversion/Prevention –** Service programs that divert persons who are at imminent risk of losing their housing from entering the homeless system.

**Emergency Shelters (Non-Disaster Related) –** Temporary shelter and services designed to facilitate homeless individuals and families' transition from the streets to appropriate housing.

**Everyone In –** United Way's campaign focused on ending homelessness across Los Angeles County by providing critical services to those who need it most and helping transition people experiencing long-term homelessness with short-term and permanent housing solutions.

**Greater Los Angeles Homeless Count -** The Greater Los Angeles Homeless Count gives a snapshot (or a Point-In-Time Count) of homelessness in Los Angeles. It shows us the amount of people experiencing homelessness, the demographics, the distribution across the County, and where they are staying.

**Harbor Interfaith Services –** Harbor Interfaith Services is a nonprofit, secular organization that provides support services including shelter, transitional housing, food, job placement, advocacy, childcare, education, and life-skills training to the homeless and working poor within the South Bay of Los Angeles County, Service Planning Area 8.

**Harm Reduction –** Similar to Housing First, the Harm Reduction philosophy prioritizes housing stability among persons who have experienced homelessness and who may be facing disabilities.

**Home For Good –** United Way's Action Plan to end chronic and veteran homelessness in L.A. County by 2016. The plan was launched in December 2010 by the Business Leader's Task Force on Homelessness, a partnership of United Way of Greater Los Angeles and the Los Angeles Area Chamber of Commerce.

**Homeless** – (a) People who are living in a place not meant for human habitation, in emergency or transitional housing, or are exiting an institution where they temporarily resided. (b) People who are losing their primary nighttime residence, which may include a hotel or a doubled-up situation, within 14 days and lack resources or support to remain in housing. (c) Families with children, or unaccompanied youth, who are unstably housed and likely to continue in that state, defined as no lease or ownership interest in a housing unit in the last 50 days, have had two or more moves in the last 60 days, and who are likely to continue to be unstably housed. (d) People who are fleeing domestic violence, have no other residence, and lack resources to obtain permanent housing.

**Homeless Outreach Mobile Engagement (HOME)** – DMH's HOME provides countywide field-based outreach and engagement services to homeless persons and the mentally ill who live in encampments or other locations where outreach is not provided in a concentrated manner.

**Homeless Management Information System (HMIS)** – Is a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. Each Continuum of Care is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards.

**Housing First –** An approach that offers permanent housing as quickly as possible for people experiencing homelessness, particularly for people with long histories of homelessness and co-occurring health challenges, while providing the supportive services people need to keep their housing and avoid returning to homelessness. Income, sobriety and/or participation in treatment or other services are voluntary and are not required as a condition for housing.

**Housing Opportunities for Persons with AIDS (HOPWA) –** Provides housing assistance and related supportive services.

**Housing and Urban Development (HUD) –** The United States Department of Housing and Urban Development.

**Integrated Case Management Teams (ICM) –** This "refers to a team approach taken to co-ordinate various services for a specific child and/or families through a cohesive and sensible plan. The team should include all service providers who have a role in implementing the plan, and whenever possible, the child or youth's family."

**Joint Powers Authority (JPA) –** An entity that is established when two or more public agencies by agreement jointly exercise any power common to the contracting agencies.

**Los Angeles Homeless Services Authority (LAHSA) Commission –** The governing body for LAHSA. It is politically appointed, ten-member board with five members selected by the County Board of Supervisors and five members chosen by the Mayor and City Council of Los Angeles. The Commission has the authority to make budgetary, funding, planning, and program policies. For more information visit https://www.lahsa.org/

**Measure H –** The approval of Measure H by L.A County voters will authorize the County to impose a one-quarter percent (0.25%) tax that will generate $355 million annually for services and programs to prevent and combat homelessness. The tax applies to all the cities within the County of Los Angeles and will be in effect for 10 years.

**Measure HHH –** Assures $1.2 billion over 10 years for construction projects to provide "safe, clean, affordable housing for the homeless and for those in danger of becoming homeless."

**Mental Health First Aid –** An 8-hour course that teaches how to help someone who is developing a mental health problem or experiencing a mental health crisis.

**Mental Health Evaluation Team (MET) –** Often composed of mental health clinicians, outreach workers, and law enforcement representatives they offer mental health assessment, treatment and care to people experiencing homelessness.

**Motivational Interviewing –** An evidence based practice in working with clients that has proven to be successful. In this approach, the service provider allows the client to direct the change rather than telling the client what they need to do. This approach is about having a conversation about change.

**No Wrong Door –** A philosophy that helps structure a response to homelessness. Any government agency regularly interacting with the general public is a means of connecting homeless individuals with homeless service providers capable of providing basic care, shelter, and housing. Any interaction between homeless individuals and City employees is an opportunity for meaningful engagement that ultimately results in a homeless person connecting with a care provider or case manager.

**People Assisting the Homeless (PATH) –** The South Bay Cities Council of Governments contracts with PATH for local homeless outreach and case management services, including connecting individuals with medical and mental healthcare, interim housing, veteran services, employment services and providing benefits enrollment and advocacy.

**Permanent Supportive Housing (PSH) –** A housing intervention with indefinite rental assistance and supportive services to assist homeless persons with a disability achieve housing stability.

**Point-in-Time (PIT) Count –** A count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care conduct an annual count

of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). Each count is planned, coordinated, and carried out locally.

**Rapid Re-Housing (RRH) –** A housing intervention that connects homeless individuals and families (from emergency shelters or the streets) to permanent housing through the provision of time-limited financial assistance and targeted supportive services.

**Recovery** – A process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential.

**Safe Parking Program –** A program that provides a safe parking environment and supportive services for transitional homeless individuals living in their vehicles for overnight stays. Onsight service providers work with participants to help develop a plan with a final emphasis on permanent housing, employment and training.

**Service Planning Area (SPA) –** A specific geographic region within Los Angeles County. These distinct regions allow the Los Angeles County Department of Public Health to develop and provide more relevant public health and clinical services targeted to the specific health needs of the residents in these different areas.

**Sheltered Homeless –** A homeless person that resides in an emergency shelter, including temporary emergency shelters only open during severe weather; or in transitional housing for homeless individuals who originally came from the streets or emergency shelters.

**Supportive Services –** The supportive services provided in supportive housing are what distinguish supportive housing from other types of affordable housing. To the extent possible, the supportive services available in a supportive housing project should be customized with the needs of the tenants in mind. Supportive housing support services are intended to help ensure housing stability and to maximize each tenant's ability to live independently.

**Transitional Age Youth (TAY) –** Young people between the ages of sixteen and twenty-four who are in transition from state custody or foster care and are at-risk of homelessness. Once they turn 18 they can no longer receive assistance from the systems of care that previously provided for many of their needs.

**Transitional Housing (TH) –** A housing intervention that provides homeless individuals and families with the interim stability and support to successfully move into and maintain permanent housing.

**Unsheltered Homeless –** A homeless person that resides in a place not meant for human habitation, such as cars, parks, sidewalks, abandoned buildings, or on the street.

**The Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT)** – A pre-screening tool for communities that can be conducted to quickly determine whether a client has high, moderate, or low acuity.

# APPENDIX B: City of Hermosa Beach Partnership Report

CITY PLAN TO PREVENT AND COMBAT HOMELESSNESS
PARTNERSHIP REPORT

**Partner Engagement Plan**

| Name of Partner Organization/Entity | Brief Description of Partner's Role in the Community | Planned Engagement | Expected Contributions of Partner |
|---|---|---|---|
| **South Bay Cities Council of Governments (SBCCOG)** | The SBCCOG is a joint powers authority that works to maximize the quality of life and productivity of the South Bay Region, and serves as a forum for local governments on regional issues, including homelessness. Their Homeless Services Task Force meets bi-monthly to discuss challenges and possible solutions. | • SBCCOG staff will participate in Hermosa Beach stakeholder meeting(s)<br>• City/SBCCOG staff will partner in resource development, community engagement, and in the development of regional strategies<br>• SBCCOG to support/ facilitate direct service outreach from partner organizations (PATH, South Bay Coalition to End Homelessness, etc.) | • SBCCOG will host discussions on issues pertaining to the region and facilitate collaborations between member cities.<br>• SBCCOG will work with PATH to continue to improve coordination of regional outreach services. |
| **Harbor Interfaith Services (HIS)** | HIS empowers South Bay's homeless and working poor to achieve self-sufficiency by providing support services including shelter, | • As SPA 8's CES lead for all homeless populations, HIS will be invited to community engagement/ | • HIS will speak at the city's stakeholder meeting(s), educating the public on local resources. |

| | | | |
|---|---|---|---|
| Shari Weaver, Director of the Coordinated Entry System (CES) SWeaver@HarborInterfaith.org | transitional housing, food, job placement, advocacy, childcare, education, and life-skills training. | stakeholder meetings to discuss HB's homeless population needs and how to link them to CES resources.<br>• The City and HIS will continue to work together to find ways to better coordinate services for HB's homeless neighbors and those at risk of experiencing homelessness. | • Coordination of HIS SPA 8 Family, Individual, and TAY CES trainings and meetings<br>• HIS staff will provide ongoing assistance via phone and email to City staff and service providers. |
| **People Assisting the Homeless (PATH)** | PATH provides support to at risk of and homeless individuals and families in order to successfully transition from living on the street to thriving in homes of their own. | • PATH will participate in community and department stakeholder meetings and provide feedback for city plan.<br>• PATH and the City will continue to work together to find ways to better coordinate services for HB's homeless neighbors and those at risk of experiencing homelessness. | • PATH will continue to serve as homeless services contact for the city, providing outreach services to local homeless.<br>• Distribution of 'Outreach Hotline' materials.<br>• Working with South Bay Cities Council of Governments (SBCCOG), PATH will coordinate outreach with City agencies.<br>• PATH will provide city with metrics on annual contacts made, etc. |

| | | | |
|---|---|---|---|
| **LA County Dept. of Mental Health (DMH) – Mental Health Evaluation Team (MET)**<br><br>Mary Hoisington, MET Clinician<br>MHoisington@dmh.lacounty.gov | Working with HBPD, DMH's MET clinician performs outreach and assessments of individuals with mental health needs, and provides linkages to services. | • DMH's MET clinician will participate in community and department stakeholder meetings to discuss existing services/ challenges. | • DMH will provide necessary outreach, assessments, and technical assistance to City staff and service providers so the mental health needs of HB's homeless population are continually monitored and linkages to services are provided. |
| **1736 Family Crisis Center** | 1736 offers tools to develop safe, self-sufficient lives, focusing on domestic violence victims, runaway and homeless youth, and community members who need extra help to create stable lives. 1736 coordinates emergency youth and domestic violence shelters. | • 1736 will be invited to community stakeholder meetings to discuss the services they provide and how services could be improved through access to additional resources and increased coordination with City agencies. | • 1736 will continue to provide emergency youth and domestic violence shelters and supportive services.<br>• 1736 will contribute their expertise and knowledge of the homeless community and work with other stakeholders to improve service coordination. |
| **South Bay Coalition to End Homelessness (SBCEH)** | SBCEH is the lead homelessness collaborative in SPA 8 in the Los Angeles Continuum of Care (CoC). Composed of a wide variety of community stakeholders SBCEH provides coordination of homeless services, advocacy, | • SBCEH will participate in community stakeholder meetings and provide guidance related to homeless services and coordination of services across the South Bay. | • SBCEH will provide assistance to identify service gaps and highlight programs that work.<br>• Provide training and educational opportunities for City staff and community groups. |

| | | | |
|---|---|---|---|
| | education, and technical assistance. | | • SBCEH coordinated a bus tour, attended by 30 individuals representing 8 cities, on February 14, 2018.<br>• Assist with the City's annual homeless count.<br>• Work with the City to refine their resource referral cards. |
| **Hermosa Beach Chamber of Commerce and Visitors Bureau**<br><br>Private Business Owners | The Chamber of Commerce and its over 350 members represent the city's business community, providing information, education and advocacy. | • The City will host at least one stakeholder engagement meeting dedicated to collecting business sector input regarding the city's homelessness plan.<br>• The City will collaborate with the Chamber for the distribution of relevant updates/materials via the city's newsletter, and engagement platforms such as SpeakupHB. | • Feedback from the Chamber and business community will help shape the city's homelessness strategies.<br>• These organizations will serve a critical role in helping educate the community/business patrons/other merchants on available resources, points of contact, and proper procedures for engaging the homeless community in town. |
| **Faith-based Community** | Hermosa Beach's faith-based community (e.g. churches, organizations) work in a variety of ways to support the city's homeless residents. Services may include, but are not limited | • The City will host at least one stakeholder engagement meeting dedicated to documenting feedback from the faith-based community and | • The Faith-based community often serves as a primary point of contact or first line of service for homeless individuals in our community. |

| | | | |
|---|---|---|---|
| | to: free meals, personal care supplies, clothing drives, sponsorship/temporary assistance, etc. | identifying potential collaborative projects and resource sharing initiatives. | • Faith-based groups will articulate the services they provide and work with the City to promote community support and awareness of their activities, in an effort to coordinate service delivery more efficiently. |
| **Hermosa Beach Community Non-Profit Organizations**<br><br>-Kiwanis Club<br>-Rotary Club<br>-THRIVE Hermosa<br>-HB Friends of the Park<br>-Woman's Club of Hermosa Beach<br>-Sandpipers<br>-Leadership Hermosa Beach<br>-Other groups as appropriate | The City's various community organizations represent a variety of interests, often providing information, education and advocacy on various local matters. | • The City will host two stakeholder engagement meetings dedicated to collecting community input regarding the city's homelessness plan.<br>• Feedback will also be extended to organization's broader membership via the city's public engagement platforms such as SpeakupHB. | • These community organizations will serve as liaisons to their respective members, sharing city information on local resources.<br>• Community organizations will play a critical role in engaging the public on this subject. Will support city outreach efforts. |
| **Hermosa Beach Neighborhood Watch (HBNW)** | HBNW is a crime prevention program which enlists the active participation of residents in cooperation with law enforcement to reduce crime in their respective neighborhoods. | • HBNW representatives will participate in community stakeholder meetings and/or regular meetings with HBPD and provide feedback on local needs, resources and opportunities for collaboration. | • In partnership with HBPD, HBNW will provide insight into neighborhood issues and homeless-related activity in town.<br>• HBNW will support community outreach efforts, playing an important role in |

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| | | | educating residents on local protocols and resources via their website and regular communications. |
| **Beach Cities Health District (BCHD)** | BCHD is one of the largest preventive health agencies in the nation, and has served the communities of Hermosa Beach, Manhattan Beach and Redondo Beach since 1955. It offers an extensive range of dynamic health and wellness programs, with innovative services and facilities to promote health and prevent diseases in every lifespan—from pre-natal and children to families and older adults. | • BCHD representatives will participate in community stakeholder meetings and provide guidance related to local health and wellness programs and services. | • BCHD will inform the City Homelessness Plan through linkages to health and wellness service areas including: mental health, teen and youth care, health care, family services, transportation programs, veteran services, senior resources and adult case management. |
| **Hermosa Beach City School District (HBCSD)** | HBCSD educators and staff are in a unique position to identify the needs of local school-aged children and their families. | • HBCSD representatives will participate in community stakeholder meetings and provide guidance related to local needs, resources and opportunities for collaboration at the school-level. | • HBCSD will support community outreach efforts, playing an important role in educating families on local resources via their district website and newsletter. |

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| **Hermosa Beach Library (County of Los Angeles Public Library System)**<br><br>Donald T. Rowe, County Library Regional Administrator<br><br>Christian Burns, County Library Safety and Emergency Management | The Hermosa Beach Library serves as a community anchor and safe space for all residents.<br><br>Library staff are familiar with the needs of homeless neighbors and as much as possible provide them with linkages to services. The library is a site where outreach and engagement with neighbors experiencing homelessness can take place. | • Library representatives will participate in a community stakeholder meeting and provide guidance related to local needs, resources, best practices at other library facilities, and opportunities for collaboration.<br>• Library staff will be provided with an overview of current and upcoming City and County homeless initiatives. | • The Hermosa Beach Library will support community outreach efforts, playing an important role in educating library patrons on local resources via posted materials/ handouts.<br>• LA County's Library Security Administrator will coordinate with HBPD when security/safety issues arise at the facility. |
| **Los Angeles County Department of Beaches & Harbors**<br><br>Kerry Silverstom, Chief Deputy Director<br>KSilverstrom@bh.lacounty.gov | The Department of Beaches & Harbors is responsible for the operation and maintenance of all County-owned and operated beaches. Although the City of Hermosa Beach owns its beach, the County provides cleaning/ maintenance services of the beach and public restroom facilities along the strand. | • County representatives will participate in a community stakeholder meeting and provide information on the department's experiences/interactions with the homeless pop. in Hermosa Beach.<br>• County staff will be provided with an overview of current and upcoming City and County homeless initiatives/resources. | • County Department representatives will provide insight as to existing service gaps and facility needs.<br>• Coordination with City's Public Works Department and Public Safety personnel in addressing cleanliness/safety issues in the coastal zone. |
| **General Public** | Hermosa Beach residents and local advocates are | • The City will host two community engagement | • City residents will help us to better understand |

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| Local Residents<br><br>Previously-homeless Individuals<br><br>Local Homeless Advocates | partners in this process as they possess lived experience and institutional knowledge regarding issues facing our community. | sessions at City Hall to maximize participation of the general public and to gather input on local impacts, service needs and homelessness plan strategies.<br>• An online community engagement forum will also be posted on SpeakupHermosa! | the community's concerns surrounding homelessness and its various local impacts, as well as the needs of people experiencing homelessness, based on their observations and interactions.<br>• Local advocates and individuals with lived experience of homelessness will provide input on how best to reach these populations. |
| **Public Safety Services**<br><br>-LA County Fire District<br>-LA County Lifeguard<br>-Hermosa Beach Police Dept.<br>-Volunteers in Policing (VIP) Program | As the first-responders to emergency needs in the city, these individuals are often the first line of contact with our community's homeless population. | • County representatives will participate in a community stakeholder meetings and provide information on their respective department's experiences/interactions with the homeless pop. in Hermosa Beach and provide guidance related to local needs, resources and opportunities for collaboration at the school-level. | • Training of employees, support with outreach and resource sharing, data and performance measurement/tracking.<br>• Supervision and facilitation of Mental Health Evaluation Team program/services. |
| **Local Elected/Appointed Officials** | Public officials are tasked with representing the | • The city's elected and appointed officials will | • The City Council will ultimately adopt a final |

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| -City Councilmembers<br>-City Commissioners<br>-Council Subcommittees | interests and needs of our broader community. Elected/Appointed bodies set the city's vision and provide policy direction for city operations. | be invited to participate in community stakeholder meetings. Their input will help shape strategies and approaches to addressing homelessness locally. | set of strategies as part of the city's homelessness plan, and consider funding options moving forward.<br>• Council subcommittees and commission members will help us identify actionable/reasonable strategies that fall in-line with the city's broader goals. |
| **City of Hermosa Beach Departments/Divisions**<br><br>-City Manager (Lead)<br>-Code Enforcement<br>-Community Services (Parking Enforcement Division)<br>-Public Works<br>-Community Resources (Parks & Rec, Senior Center)<br>-Emergency Management | The City's Mission is to govern with community engagement and collaborative sentiment, to be financially, environmentally responsible, and to provide 1st class municipal services in a customer friendly manner through valued employees and volunteers. | • City Manager's Office will spearhead city operations and Plan coordination/ development.<br>• Department representatives will attend internal planning meetings and community stakeholder sessions, and provide input on existing resources and opportunities for enhanced services. | • Through a collaborative approach to service planning and delivery, departments will play a critical role in the coordination and implementation of the city's homelessness plan.<br>• Departments will each play a part in public education/outreach, coordination of resources, employee training, and ensuring adherence to city policies/goals. |

Continued →

**Summary List of Planned Engagements**

| Type of engagement | Planned participants | Planned date(s) |
|---|---|---|
| Hemosa Beach City Homelessness Plan Coordination Kickoff Meeting | • City Manager's Department<br>• Code Enforcement Division<br>• Police Department<br>• Homeless Plan Consultants | Thursday February 15, 2018 |
| Outreach Event (Laundry Love Event) | • Homeless Plan Consultants<br>• Regional Service Providers<br>• People Experiencing Homelessness | Wednesday February 28, 2018, 6pm – 10pm |
| Stakeholder Mtg. #1:<br><br>(Internal City Departments, Government Agencies, District Partners) | • City Departments<br>-City Manager's Dept.<br>-HBPD<br>-Community Services Div.<br>-Public Works<br>-Community Resources<br>-Code Enforcement Div.<br>-Emergency Management<br>• Hermosa Beach Mayor<br>• LA County Fire Dist.<br>• LA County Lifeguard<br>• LA County Department of Beaches and Harbors<br>• LA County Library System<br>• LA County Department of Mental Health<br>• Hermosa Beach City School District | Wednesday March 28, 2018, 2pm – 3pm |

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|---|---|---|
| | • South Bay Cities Council of Governments (SBCCOG)<br>• Service Providers<br>• Los Angeles Homeless Services Authority<br>• Homeless Plan Consultants | |
| Stakeholder Mtg. #2:<br><br>(Community Organizations, Faith Community, Business Community, Service Providers) | • City Departments<br>-City Manager's Dept.<br>-HBPD<br>-Code Enforcement Div.<br>• City Councilmember(s)<br>• Various appointed officials<br>• Hermosa Beach Chamber of Commerce & Visitors Bureau<br>• Local Business Owners<br>• Community Organizations<br>• Faith Community (various churches)<br>• Harbor Interfaith Services<br>• Beach Cities Health District<br>• Service Providers<br>• People with lived experience<br>• Community Residents<br>• Homeless Plan Consultants | Wednesday, April 4, 2018, 6pm – 7pm |
| Stakeholder Mtg. #3:<br><br>('Community First' Meeting - General Public) | • City Departments<br>-City Manager's Dept.<br>-HBPD<br>• City Councilmember(s)<br>• Local Residents<br>• Homeless Plan Consultants | Saturday, April 21, 2018 |

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| Online Community Engagement Campaign<br><br>(Speakup Hermosa Beach Online Public Forum/Survey) | Open to the public | Thursday, April 5th – Monday, April 30th, 2018<br>Publicized through City website, social media, newsletters, e-notification system, email lists. |
| Hermosa Beach Online Business Survey | Hermosa Beach Business Community/Chamber Members | Thursday, May 17th – Sunday, June 10th, 2018 |
| Presentation of Draft Homelessness Plan to City Council for Consideration/Adoption | Hermosa Beach City Council<br>Homeless Plan Consultants<br>Nico De Anda-Scaia<br>Assistant to the City Manager | Anticipated for June 12th, 2018 Council meeting. Based on Council feedback/revisions, plan may need to return to Council in July, 2018. |

# APPENDIX C: County of Los Angeles Approved Strategies to Combat Homelessness

**E. Create a Coordinated System**

- E1 – Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits
- E2 – Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services
- E3 – Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness
- E4 – First Responders Training
- E5 – Decriminalization Policy
- E6 – Countywide Outreach System **(H)**
- E7 – Strengthen the Coordinated Entry System **(H)**
- E8 – Enhance the Emergency Shelter System **(H)**
- E9 – Discharge Data Tracking System
- E10 – Regional Coordination of Los Angeles County Housing Authorities
- E11 – County Specialist Support Team
- E12 – Enhanced Data Sharing and Tracking
- E13 – Coordination of Funding for Supportive Housing
- E14 – Enhanced Services for Transition Age Youth **(H)**
- E15– Homeless Voter Registration and Access to Vital Records
- E16 – Affordable Care Act Opportunities
- E17 – Regional Homelessness Advisory Council and Implementation Coordination

**A. Prevent Homelessness**

- A1 – Homeless Prevention Program for Families **(H)**
- A2 – Discharge Planning Guidelines
- A3 – Housing Authority Family Reunification Program
- A4 – Discharges From Foster Care and Juvenile Probation
- **A5 – Homeless Prevention Program for Individuals* **(H)**

**B. Subsidize Housing**

- B1 – Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI **(H)**
- B2 – Expand Interim Assistance Reimbursement to additional County Departments and LAHSA
- B3 – Partner with Cities to Expand Rapid Re-Housing **(H)**
- B4 – Facilitate Utilization of Federal Housing Subsidies **(H)**
- B5 – Expand General Relief Housing Subsidies
- B6 – Family Reunification Housing Subsidy **(H)**
- B7 – Interim/Bridge Housing for those Exiting Institutions **(H)**
- B8 – Housing Choice Vouchers for Permanent Supportive Housing

**C. Increase Income**

- C1 – Enhance the CalWORKs Subsidized Employment Program for Homeless Families
- C2 – Increase Employment for Homeless Adults by Supporting Social Enterprise **(H)**
- C3 – Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to Increase Access to County Jobs
- C4 – Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness **(H)**
- C5 – Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness **(H)**
- C6 – Targeted SSI Advocacy for Inmates **(H)**
- **C7 – Subsidized Employment for Homeless Adults* **(H)**

**D. Provide Case Management and Services**

- D1 – Model Employment Retention Support Program
- D2 – Expand Jail In Reach **(H)**
- D3 – Supportive Services Standards for Subsidized Housing
- D4 – Regional Integrated Re-entry Networks – Homeless Focus **(H)**
- D5 – Support for Homeless Case Managers
- D6 – Criminal Record Clearing Project **(H)**
- **D7 – Provide Services and Rental Subsidies for Permanent Supportive Housing* **(H)**

**F. Increase Affordable/Homeless Housing**

- F1 – Promote Regional SB 2 Compliance and Implementation
- F2 – Linkage Fee Nexus Study
- F3 – Support Inclusionary Zoning for Affordable Housing Rental Units
- F4 – Development of Second Dwelling Units Pilot Program
- F5 – Incentive Zoning / Value Capture Strategies
- F6 – Using Public Land for Homeless Housing
- **F7 – Preserve current affordable housing and promote the development of affordable housing for homeless families and individuals* **(H)**

(H) - Strategies eligible to receive Measure H funding.
* - Strategies in italics were added in the Measure H ordinance approved by the Board of Supervisors on December 6, 2016. All others were approved on February 9, 2016.

03.20.17

# City of Inglewood
# Plan to Prevent and Combat Homelessness

June 26, 2018

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## Introduction:

The City of Inglewood is fortunate to have considerable resources for a city of its size. It has a Housing Authority with an inventory of approximately 1,000 Housing Choice Vouchers (HCVs), receives HOME and Community Development Block Grant (CDBG) funding from the U.S. Department of Housing & Urban Development (HUD), and has previous experience with other federal funding. With the construction of the Crenshaw Metro Line and the Rams Stadium, there are increasingly significant development and business interests within the City that could be leveraged to assist in the implementation of this Homeless Plan. The City interacts directly with persons experiencing homelessness through their Homeless Tenant Based Rental Assistance and motel voucher programs, and the Inglewood Police Department has a Community Affairs Liaison that is active in issues of homelessness. Similarly, there is a substantial homeless services provider community, both Coordinated Entry System (CES) and non-CES agencies, and an active faith community in Inglewood that will be key in implementing many of the strategies outlined in this Plan. These resources will all contribute to the successful implementation of this Plan.

However, Inglewood is also undergoing challenges. Housing affordability has become a significant issue with rapidly increasing rents in the City, a low vacancy rate across LA County, and minimal land available for residential development. Renter household income has not kept up with increases in rent for example, in 2014, over 75% of extremely low-income rental households were paying more than 50% or more of their income towards rent. Although Inglewood has a rich services environment, the City has historically had a limited relationship with providers. Additionally, there are few facility-based services, interim or permanent housing resources for homeless residents. There is no non-veteran supportive housing in Inglewood. The City is having trouble making use of its HCV and motel voucher programs due to the difficulty of finding willing landlords and motel owners who could otherwise rent to the general population. Many of these issues are addressed by this Plan.

A more comprehensive assessment of the key resources and barriers in Inglewood can be found in Attachments A and B, which were collaboratively developed by Shelter Partnership and the Inglewood Homeless Plan Workgroup.

The City does not have capacity to implement many of the strategies outlined in this plan without assistance from the County, State and other sources of funding. The City also needs a staff position with the explicit responsibility of overseeing implementation of this plan, revisiting the plan as needed, and coordinating homelessness-related issues at the City level. This staff member would work closely with the City's Homeless Liaison who is currently spearheading many of the homelessness-related issues impacting Inglewood. The City hopes that Measure H City Plan implementation funding can be used to hire this staff member.

## 1. City and Plan Information

| Name of City | Period of Time Covered by Plan | Date of Plan Adoption |
|---|---|---|
| Inglewood | June 2018-June 2021 | June 26, 2018 |

## 2. Why Inglewood Developed a Homeless Plan:

The City of Inglewood has long been committed to addressing homelessness. The Inglewood Homeless Plan Workgroup, consisting of stakeholders across a range of sectors, identified a set of goals to guide the planning process. The strategies presented in this Plan all relate to at least one of these planning goals:

1) The number of people experiencing homelessness in Inglewood is reduced.
2) Homelessness is prevented by addressing the underlying economic and social factors that can cause homelessness.

3) The City of Inglewood is integrated into the Coordinated Entry System in order to maximize access to resources.
4) People experiencing homelessness in Inglewood are quickly assessed and connected to a range of resources, including housing and supportive services.
5) There is an increase in the interim housing options for people experiencing homelessness in Inglewood.
6) There is an increase in the permanent housing options for people experiencing homelessness in Inglewood, including both affordable and supportive housing units.
7) City representatives, community members, and people experiencing homelessness in Inglewood are educated about available resources and how to access them.
8) City representatives, landlords and community members are educated about homelessness, best practices and solutions for ending homelessness.

The Workgroup also established a set of principles to frame the homeless plan:

1) People experiencing homelessness are treated with respect and dignity.
2) Best efforts are made to connect people experiencing homelessness with connections to Inglewood to housing within the City.
3) The plan is conscientious of people who are the hardest to serve and those with the highest services needs and barriers to housing.
4) All homeless sub-populations are addressed in the plan.
5) Plan reflects a regional framework by incorporating regional coordination and resources.

## 3. Inglewood's Planning Process:*c*

<u>Phase 1 – Research & Stakeholder Interviews</u>
The consultant, Shelter Partnership, started the planning process by reviewing internal City planning documents (e.g., Housing Element, Consolidated Plan) and interviewing key stakeholders. Specifically, Shelter Partnership interviewed City departments, other public agencies, homeless services providers, developers, and other key community stakeholders. This phase of the planning process provided a broad, yet in-depth, understanding of homelessness in Inglewood, its impact on the City and community, the current resource landscape, gaps in services provision and preliminary ideas for strategies that should be included in the plan.

A list of phone calls and interviews conducted can be found in Attachment C.

<u>Phase 2 – Workgroup Sessions</u>
After the bulk of stakeholder interviews were conducted, City staff and Shelter Partnership collaboratively identified key City and community stakeholders that should serve on the Inglewood Homeless Plan Workgroup. Four workgroup sessions were held on the following schedule:

1. Session 1 – Education: educate participants on Measure H and the Homeless Initiative, the Coordinated Entry System, key housing interventions and the purpose of the planning process.
2. Session 2 – Key Issues & Opportunities/Resources: present and collect feedback on the resource landscape and key issues related to homelessness in Inglewood.
3. Session 3 – Homeless Plan Development: present and collect feedback on strategies to be included in plan.
4. Session 4 – Homeless Plan Development: present and collect feedback on strategies to be included in plan.

A roster of workgroup participants is included as Attachment D.

## 4. Goals of the City's plan and related actions:*c*

The City's goals are grouped into categories, with priority goals noted in red.

## A. PERMANENT HOUSING GOALS

### GOAL # 1 (PRIORITY)

**1. Goal**
Increase permanent housing options by developing mixed population projects (i.e., projects with supportive and affordable units).

The goal to increase permanent housing relates to the following LA County Homeless Initiative strategies:

- Provide Services & Rental Subsidies for PSH (D7): LA County Health Agency can fund services and rental subsidies in PSH that is developed in Inglewood.
- Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals (F7): Measure H funds go into a CDC NOFA which provides capital funding, Project-Based VASH and Housing Choice Vouchers (HCVs) for the creation of permanent rental housing units within both Special Needs and Mixed-Population projects.

**2. Supportive Action(s) / Associated Policy Change(s)**

**a. Specific supportive action(s) and policy changes for each identified strategy.**
- Work with LINC on the development of their project on the Metro property.
- Outreach to other developers to encourage the development of mixed population housing in the City.

**b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
- The development of the LINC property and any additional projects will supply much-needed affordable and supportive units to the city's housing stock.
- A local preference tenant selection policy will encourage Inglewood to contribute funding to future housing developments as the city will consider it to be a direct benefit to city residents.

**c. Intended process for enacting the supportive action(s) and policy change(s).**
- Planning Division to continue meeting with LINC to determine project details (e.g., number of special needs/homeless units, target population, service providers partner, property management guidelines).
- Outreach to other developers to encourage the development of mixed-population housing in the city.
- Identify sites and land for potential mixed-population housing projects.
- Advocate for a policy whereby residents of a city that invests in a permanent housing project are prioritized in that project's tenant selection plan.
    - Meet with LAHSA staff to discuss options to implement policy regarding tenant selection.
    - Consult with County CEO staff to discuss their perspective on implementing a policy regarding tenant selection.
- Meet with housing developers and County Community Development Commission to explore additional development opportunities.
- Market to CES providers when supportive units are available.

- Explore supportive housing funding opportunities, including but not limited to, the State's No Place Like Home program and former redevelopment agency funding.

**d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*

- LINC and other housing developers that will be lead on the development of projects. *C*
- Services providers that will be providing services within projects.*C*
- LAHSA, County CDC and County CEO can provide feedback and guidance. *C*

*C*

**3. Goal Measurement**

The success of mixed-population housing project strategy will be measured by:

- Number of affordable and special needs/homeless units at LINC project
- LINC project outcomes will include:
  - Housing retention (6 months; 1 year)
  - Tenant satisfaction
  - Increase in benefits
- Development of mixed population housing projects
- Enactment of local preference policy

**4. Goal ownership**

The Planning Division and Housing & Grants Department will be leads on this strategy. Planning will assist on the development of the project whereas the Housing & Grants Department will be lead on marketing, tenant selection and operating subsidies.

**5. Leveraged City Resources**

- The City's Housing Choice Vouchers can be used in supportive housing projects (project-based or tenant-based).
- The City's HOME Funds may be used in the development of supportive housing.

**6. Timeline**

- The City Planning Division is in ongoing meetings with LINC, which will continue until project is completed. The target date for completion of the project is yet to be determined. A contract was signed in January 2018.
- Policy advocacy will begin fall or winter of 2018
- Outreach to developers will begin in 2019

## GOAL # 2

**1. Goal**

Increase permanent housing options by developing supportive housing projects.

This relates to the following LA County Homeless Initiative strategies:

- Provide Services & Rental Subsidies for PSH (D7): LA County Health Agency can fund services and rental subsidies in PSH.
- Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals (F7): Measure H funds go into a CDC NOFA which provides capital funding, Project-Based VASH and Housing Choice Vouchers (HCVs) for the creation of permanent rental housing units within both Special Needs and Mixed-Population projects.

**2. Supportive Action(s) / Associated Policy Change(s)**

a. **Specific supportive action(s) and policy changes for each identified strategy.**
Develop 100% supportive housing projects within the City of Inglewood.

b. **How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
The development of supportive housing projects will supply much-needed units to the city's housing stock. There are currently no 100% supportive housing projects within the City.

c. **Intended process for enacting the supportive action(s) and policy change(s).**
- Meet with housing developers and County Community Development Commission to explore additional development opportunities.
- Outreach to developers to encourage the development of supportive housing in the city.
- Identify sites and land for potential supportive housing projects.
- Advocate for a policy whereby residents of a city that invests in a permanent housing project are prioritized in that project's tenant selection plan.
    - Meet with LAHSA staff to discuss options to implement policy regarding tenant selection.
    - Consult with County CEO staff to discuss their perspective on implementing a policy regarding tenant selection.
- Market to CES providers when supportive units are available.
- Explore supportive housing funding opportunities, including but not limited to, the State's No Place Like Home program and former redevelopment agency funding.

d. **List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*
- Housing developers that will be lead on the development of projects. *C*
- Services providers that will be providing services within projects.*C*
- LAHSA, County CDC and County CEO can provide feedback and guidance.*C*

*C*

**3. Goal Measurement**

The success of the 100% supportive housing project strategy will be measured by:
- Development of supportive housing projects
- Number of supportive housing units within the City
- Housing project outcomes:
    - Housing retention (6 months; 1 year)
    - Tenant satisfaction
    - Increase in benefits
- Enactment of local preference policy

**4. Goal ownership**

The Planning Division and Housing & Grants Department will be lead on this strategy. Planning will assist on the development of the project whereas the Housing & Grants Department will be lead on marketing, tenant selection and operating subsidies.

**5. Leveraged City Resources**

- The City's Housing Choice Vouchers can be used in supportive housing projects (project-based or tenant-based).
- The City's HOME Funds may be used in the development of supportive housing.

**6. Timeline**

- Policy advocacy will begin fall or winter of 2018
- Outreach to developers will begin in 2019

## GOAL # 3

### 1. Goal
Streamline the development of supportive housing by considering the implementation of a Supportive Housing Ordinance.

### 2. Supportive Action(s) / Associated Policy Change(s)

a. **Specific supportive action(s) and policy changes for each identified strategy.**
Consider the development of a Supportive Housing Ordinance.

b. **How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
Implementing a Supportive Housing Ordinance and removing barriers in the Zoning Code will encourage the development of supportive housing, and shorten the timeline for development.

c. **Intended process for enacting the supportive action(s) and policy change(s).**
- Planning Division to consider feasibility of enacting a Supportive Housing Ordinance, including researching other jurisdictions' ordinances (e.g., LA City ordinance)
- Planning Division to review Zoning Code to identify any barriers that impede the development of supportive housing.
- Develop draft ordinance.
- Conduct hearings on proposed ordinance.
- Adoption of ordinance by City Council.
- Revise Zoning Code as needed.
- Study impacts of ordinance.

d. **List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** C
- Planning Division will be lead on research and analysis of potential ordinance, drafting an ordinance and conducting public hearings. C
- City Council will need to approve the ordinance. C

C

### 3. Goal Measurement
The success of a supportive housing ordinance will be measured by:
- Adoption of Supportive Housing Ordinance
- Development of supportive housing projects
- Number of supportive housing units in the City
- Reduction in supportive housing development timeline (compared to other jurisdictions)

### 4. Goal ownership
Planning Division will be lead, as this is a land use ordinance.

### 5. Leveraged City Resources
Staff time will be used to conduct analysis on this strategy.

### 6. Timeline
Initial analysis of this ordinance will begin late 2018 or early 2019.

## GOAL # 4 (PRIORITY)

### 1. Goal

Increase homeless households' access to Housing Choice Vouchers (HCVs) by establishing a Homeless Set-Aside in the City's Housing Choice Voucher program.

This policy is modeled after what HACoLA is doing as part of the Housing Choice Vouchers for Permanent Supportive Housing (LA County Homeless Initiative Strategy B8). Additionally, this goal relates to LA County HI Strategy D7 (Provide Services & Rental Subsidies for PSH) because the LA County Health Agency can fund services for vouchers that are set-aside for homeless households in Inglewood.

### 2. Supportive Action(s) / Associated Policy Change(s)

a. **Specific supportive action(s) and policy changes for each identified strategy.**
Establish a Homeless Set-Aside in the City's Housing Choice Voucher program in the Inglewood Housing Authority (IHA) Section 8 Administrative Plan.

b. **How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
In June 2018, the Inglewood City Council adopted language in the Section 8 Administrative Plan that established a policy which will set-aside up to 36 tenant-based vouchers for homeless households. Previously, it was difficult for homeless households to access the City's Housing Choice Vouchers. By establishing a homeless set-aside policy, this will now give preference to homeless households and make it easier for them to access the Vouchers.

c. **Intended process for enacting the supportive action(s) and policy change(s).**
- Revise IHA Section 8 Administrative Plan to establish homeless set-aside policy:
  - Draft revisions to IHA Section 8 Administrative Plan.
  - City Council approves revised IHA Section 8 Administrative Plan.
- Develop program guidelines:
  - Determine how housing search and retention services will be provided to clients, including identifying a funding source.
  - Determine referrals source and process.
  - Determine eligibility criteria.
- Review IHA Section 8 Administrative Plan to ensure that policies do not inadvertently place undue barriers to housing for people experiencing homelessness (e.g., excessive criminal background screening criteria).
- Enter into MOUs with any partners, e.g., CES service providers, LA County.
- Roll out program (start receiving referrals of eligible clients from community partners).

d. **List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*
CES/other service providers will be key in ensuring housing retention and housing search for homeless households that receive HCVs. *C*

*C*

### 3. Goal Measurement

The success of the homeless set-aside policy strategies will be measured by:
- Enactment of the policy
- Number or percentage of total inventory of HCVs successfully utilized
- Number HCVs provided to and successfully utilized by homeless households
- Housing retention of homeless households that receive HCVs (6 months; 1 year)

**4. Goal ownership**
Inglewood Housing Authority is the lead on this strategy. CES and services providers will track housing retention via HMIS.

**5. Leveraged City Resources**
This goal leverages the City's inventory of Housing Choice Vouchers.

**6. Timeline**
The Inglewood City Council already approved the draft language that went into the IHA Section 8 Administrative Plan in June 2018. Turnover of vouchers to homeless households will begin once the new community partners are able to refer eligible clients to the City. The City will begin meeting with service providers in July 2018 to explore opportunities to provide services attached to these vouchers.

## GOAL # 5 (PRIORITY)

**1. Goal**
Increase number of units inhabited by formerly-homeless tenants by engaging landlords through the establishment of a landlord incentive program.

This goal is directly linked to LA County HI Strategy B4 (Facilitate Utilization of Federal Housing Subsidies) because the Housing Authority of the City of LA (HACoLA) provides approximately $3,500 in landlord incentives per HCV committed to homeless households. The County can also help with landlord recruitment events, transportation costs and establishing systems.

**2. Supportive Action(s) / Associated Policy Change(s)**

a. **Specific supportive action(s) and policy changes for each identified strategy.**
Develop landlord incentives through LA County's Homeless Incentive Program (HIP).

**b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
Instituting a landlord incentive program will encourage landlords to rent to homeless households, thus increasing the number of units available to Inglewood's homeless residents.

**c. Intended process for enacting the supportive action(s) and policy change(s).**
- Follow up with HACoLA to begin process of entering into an agreement.
- Execute agreement with HACoLA.
- Write program guidelines, including standards and requirements for participating landlords.
  - Research other jurisdictions' program guidelines.
- Coordinate landlord engagement events to advertise the program.
- Educate landlords about renting to homeless households.
- Develop stronger relationships with individual landlords and landlord groups.

**d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*
- HACoLA is providing funding for the landlord incentives and also assists with landlord engagement events and other technical assistance. *C*
- Inglewood Rental Property Owners Association, South Bay Association of Realtors, and other individual landlords will need to be engaged. *C*
- The South Bay Council of Governments can assist in landlord recruitment and other planning. *C*

*C*

**3. Goal Measurement**

The success of the City's HIP program will be measured by the:

- Number of units leased with HIP incentives
- Number of incentives provided
- Number of landlords participating in HIP program
- Number of landlord engagement events held (including number of landlords attending and signing up to learn more)
- Number of landlords attending engagement events

**4. Goal ownership**

Inglewood Housing Authority is the lead for this strategy.

**5. Leveraged City Resources**

Landlord incentives will be coupled with the City's Housing Choice Vouchers that are set-aside for homeless households.

**6. Timeline**

The City and HACoLA will begin negotiations in the summer 2018.

## GOAL # 6

**1. Goal**

Increase the development of permanent housing and increase the utilization of the City's Housing Choice Vouchers (HCVs) by instituting a policy to project-base HCVs.

**2. Supportive Action(s) / Associated Policy Change(s)**

a. **Specific supportive action(s) and policy changes for each identified strategy.**
Establish a policy to project-base HCVs in the Inglewood Housing Authority Section 8 Administrative Plan.

b. **How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
Project-basing vouchers will encourage the development of permanent housing in Inglewood by providing a source of operating subsidies, and will also benefit by the city by increasing Housing Choice Voucher utilization which is currently at approximately 85%.

c. **Intended process for enacting the supportive action(s) and policy change(s).**
- Draft revisions to the Inglewood Housing Authority (IHA) Section 8 Administrative Plan to allow for project-basing.
- City Council approves revised IHA Section 8 Administrative Plan.
- Develop program guidelines.
- Determine process to award project-based vouchers, e.g., procurement, and eligibility criteria.
- Outreach to housing developers.
- Implement project-based voucher program within future supportive housing projects.

d. **List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*
- City Council will need to approve revisions to IHA Section 8 Administrative Plan.*C*

- Housing developers will need to develop housing in which project-based HCVs can be used.*C*

*C*

**3. Goal Measurement**

The success of a policy to project-base HCVs will be measured by:

- Number of housing units developed with project-based vouchers
- Utilization and turn-over of project-based vouchers compared to tenant-based vouchers

**4. Goal ownership**

Inglewood Housing Authority is the lead for this strategy because it requires an administrative change to the IHA Section 8 Administrative Plan.

**5. Leveraged City Resources**

The City's Housing Choice Vouchers will be project-based under this policy change.

**6. Timeline**

Based on schedule for next revision of IHA Section 8 Administrative Plan (targeted for summer 2019).

## GOAL #7 (PRIORITY)

**1. Goal**

Increase permanent housing options in Inglewood by expanding shared housing.

**2. Supportive Action(s) / Associated Policy Change(s)**

a. **Specific supportive action(s) and policy changes for each identified strategy.**
Expand landlord participation in existing shared housing programs.

b. **How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
Encouraging shared housing will utilize existing housing stock as a source of affordable housing and support long-term housing retention.

c. **Intended process for enacting the supportive action(s) and policy change(s).**
- Research existing shared housing programs, such as Self-Help and Recovery Exchange (SHARE!), for recommendations on program operations.
- Consult with CES on how shared housing is currently being used locally to house homeless clients.
- Ensure that IHA Section 8 Administrative Plan allows for shared housing.
- Develop program guidelines.
- Identify available housing stock for shared housing, including the possibility of foreclosed homes.
- Engage landlords interested in using their properties for shared housing.
- Educate landlords on engaging in shared housing with homeless households.
- Engage service providers to ensure clients receive housing retention and other services as needed.
- Enter into MOUs with any partners, e.g., CES service providers.
- Identify funding source for landlord engagement and services provision, if needed.

d. **List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*
   - Inglewood Rental Property Owners Association, South Bay Association of Realtors, and other individual landlords will need to be engaged. *C*
   - Shared housing providers will be responsible for overseeing expanded program.*C*
   - Service providers, including CES, to provide services for participants of shared housing. *C*
   - LAHSA can provide feedback and guidance.*C*

*C*

**3. Goal Measurement**

The success of expanded shared housing will be measured by:

- Number of landlords participating in shared housing program
- Number of homeless households enrolled in shared housing
- Housing retention of shared housing participants (6 months; 1 year)

**4. Goal ownership**

The Housing & Grants Department is the lead for this strategy. Shared housing providers monitor participant outcomes.

**5. Leveraged City Resources**

Shared housing participants may also be eligible to receive the City's Tenant Based Rental Assistance or Housing Choice Vouchers.

**6. Timeline**

Initial exploration will of this strategy begin in fall 2018.

## GOAL #8

**1. Goal**

Increase permanent housing options in Inglewood by exploring opportunities to utilize Accessory Dwelling Units (ADUs) as a source of affordable housing.

The City's ADU ordinance could be modeled after the ADU pilot of the LA County Community Development Commission (LA County Homeless Initiative Strategy F4).

**2. Supportive Action(s) / Associated Policy Change(s)**

a. **Specific supportive action(s) and policy changes for each identified strategy.**
   Develop a policy to allow for the conversion of unpermitted ADUs and to allow for the construction of new ADUs.

b. **How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
   There are currently a substantial number of unpermitted ADUs in Inglewood. By establishing a process to permit ADUs, this can increase the supply of affordable housing and provide an opportunity for property owners to participate directly in addressing the housing crisis.

c. **Intended process for enacting the supportive action(s) and policy change(s).**
   - Research state law and other jurisdictions' policies on ADUs.
   - Explore applicability of an ADU ordinance for Inglewood.
   - Develop policy, and revise Zoning and Building & Safety Codes, as needed.
   - Develop program guidelines, e.g., eligibility criteria.

- Consult with CES on referral and service provision protocols (if ADUs will house homeless clients).
- Educate homeowners on renting to homeless households.
- Ensure compliance with state laws regarding ADUs.

**d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*

- Property owners that would be willing to use their ADU as a source of affordable housing.*C*
- CES which would provide services to homeless households living in ADUs. *C*

*C*

**3. Goal Measurement**

If implemented, the success of an ADU ordinance would be measured by the:

- Number of ADUs permitted and/or constructed
- Number of ADUs housing formerly homeless tenants

**4. Goal ownership**

Planning Division will be lead on the research, analysis and roll-out of this strategy, because it relates to land-use. If implemented, Code Enforcement will also play an important role because this policy requires bringing non-permitted units up to code.

**5. Leveraged City Resources**

Staff time will be used to conduct analysis on this strategy.

**6. Timeline**

The Planning Division will begin developing an ADU ordinance in late 2018 in order to comply with state law.

## GOAL #9

**1. Goal**

Increase permanent housing options in Inglewood by exploring the option of establishing a City rapid re-housing program.

This strategy relates to LA County Homeless Initiative B3 (Partner with Cities to Expand Rapid Re-Housing) because the County will provide matching funding to homeless residents of the City who are eligible for rapid re-housing.

**2. Supportive Action(s) / Associated Policy Change(s)**

**a. Specific supportive action(s) and policy changes for each identified strategy.**
Explore the establishment of a City rapid re-housing (RRH) program.

**b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
By creating a City rapid re-housing program, this will provide additional housing options for homeless residents.

**c. Intended process for enacting the supportive action(s) and policy change(s).**

- Attend coordination meetings with HACoLA to explore the establishment of a City RRH program.
- Explore feasibility of establishing a RRH program in Inglewood.

- Enter into agreements with HACoLA for City/County match (HI Strategy B3).
- Develop program guidelines (e.g., referral mechanisms, service provision).
- Enter into MOUs with any partners, e.g., CES service providers.
- Identify CES partner.

**d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*

- HACoLA is providing matching funding for RRH program.*C*
- Landlords for units to be used in RRH program. *C*
- CES will provide services to RRH participants. *C*

*C*

**3. Goal Measurement**

If implemented, a City funded rapid re-housing (RRH) would be measured by:

- Number of landlords participating in RRH
- Number of RRH participants
- Participant outcomes:
  - Increase in income
  - Number of households who can afford unsubsidized housing at program exit
  - Housing retention of RRH participants (6 months; 1 year)

**4. Goal ownership**

The Housing & Grants Department is lead for this strategy. CES providers will monitor participant outcomes.

**5. Leveraged City Resources**

Rapid re-housing participants could also access the City's Tenant Based Rental Assistance or HCVs.

**6. Timeline**

Exploration of this strategy will begin in 2019.

## B. INTERIM HOUSING & FACILITIES GOALS

### GOAL #10 (PRIORITY)

**1. Goal**
Increase interim housing options in Inglewood by establishing additional dedicated/reserved interim beds for non-veterans at US VETS Inglewood site.

This goal could be funded by LA County HI Strategy E8 (Enhance the Emergency Shelter System). LAHSA will bid out funding for shelter operations, and perhaps additional capital funding, which could be bid on by interim housing operators in Inglewood. Year 2 Measure H allocations increased funding for this strategy by $23 million.

**2. Supportive Action(s) / Associated Policy Change(s)**

a. **Specific supportive action(s) and policy changes for each identified strategy.**
Establish dedicated interim beds at US VETS on a short-term basis prior to facility rehabilitation, and on a long-term basis for post-rehabilitation.

b. **How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
Increasing the number of interim beds at US VETS for non-veterans will be an important resource given the limited short-term housing stock in the city, and will help outreach teams engage with clients. The City is already investing redevelopment funding into the rehabilitation of the site, so it has a vested interest in the site's uses.

c. **Intended process for enacting the supportive action(s) and policy change(s).**
- Negotiate with Cloudbreak and US VETS regarding the number of units that can be dedicated/reserved for non-veterans for the two phases: pre- and post-rehabilitation of the facility.
- Determine eligibility criteria for beds.
- Determine referral process, e.g., CES involvement.
- Enter into agreement with services provider to ensure clients receive appropriate services, including development of a housing plan.
- Procure funding for the operations of these new beds (e.g., Measure H E8 funding).
- Explore opportunities for additional interim housing sites.

d. **List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*
- US VETS Inglewood and Cloudbreak are the key negotiating partners. *C*
- CES will need to be engaged in terms of the referral process and eligibility.*C*
- LAHSA is responsible for procuring operators for interim housing.*C*

*C*

**3. Goal Measurement**
The success of interim housing beds at US VETS will be measured by:
- Number of dedicated beds that are secured
- Bed occupancy rate
- Number of participants exiting beds into permanent housing

**4. Goal ownership**
The Housing & Grants Department is the lead for this strategy. CES monitors client outcomes.

**5. Leveraged City Resources**
The City's redevelopment funding is being used for the rehabilitation of the US VETS site.

**6. Timeline**
Negotiations on the rehabilitation have already begun and discussions around additional dedicated beds will begin in summer 2018.

## GOAL #11 (PRIORITY)

**1. Goal**
Increase interim housing options in Inglewood by continuing the Winter Shelter Program (WSP) at the Inglewood Armory site.

**2. Supportive Action(s) / Associated Policy Change(s)**

a. **Specific supportive action(s) and policy changes for each identified strategy.**
Continue WSP at the Inglewood Armory.

b. **How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
Continuing operation of the WSP will provide an additional interim housing resource for the City.

c. **Intended process for enacting the supportive action(s) and policy change(s).**
- Identify potential operators to apply to LAHSA RFP.
- Identify program modifications to ensure improvements in the operation of the WSP.
- Share with potential operators the concerns from past WSP operations, e.g., pick-up/drop-off locations, services provided, outreach to stakeholders, impact on City.
- Operator to attend mandatory bidder's conference and submit proposal to LAHSA RFP.
- City to draft letter of support for WSP at Inglewood Armory.
- If awarded, work with operator, LAHSA, and CES on establishment of program guidelines, and to develop regular meetings/communication to ensure that any issues are resolved quickly and that all parties are informed on the program's operations.

d. **List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*
- LAHSA procures WSP sites and operators. LAHSA also provides oversight for the WSP. *C*
- Potential operators for WSP site.*C*
- CES provides referrals and support to WSP.*C*
- Homeless residents in neighboring jurisdictions may access WSP site in Inglewood. This will require coordination with the law enforcement and governments of these neighboring jurisdictions. *C*

*C*

**3. Goal Measurement**
The success of the WSP in Inglewood will be measured by:
- Inglewood Armory continuing as a WSP in the 2018/19 winter season
- Bed occupancy rate
  - % participants who are Inglewood residents
- Participant Outcomes:
  - Number of participants exiting beds into other interim housing
  - Number of participants exiting beds into permanent housing
- Reduction in reports of negative impacts from WSP

**4. Goal ownership**
The Inglewood Police Department Community Affairs Liaison is the lead for this strategy.

**5. Leveraged City Resources**
Staff time will be used to provide oversight and coordination for this strategy.

**6. Timeline**
Negotiations with The Salvation Army (TSA) as a potential operator are now in progress. TSA will attend mandatory bidder's conference in June 2018 and will submit proposal in response to LAHSA's RFP in July 2018. The 2018/19 WSP season will begin operations in December 2018.

## GOAL #12

**1. Goal**
Increase interim housing options in Inglewood by establishing a safe parking pilot program.

**2. Supportive Action(s) / Associated Policy Change(s)**

**a. Specific supportive action(s) and policy changes for each identified strategy.**
Establish a safe parking pilot program.

**b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
By establishing a safe parking program, more people experiencing homelessness will have access to safe interim housing that can assist them in the transition to permanent housing.

**c. Intended process for enacting the supportive action(s) and policy change(s).**
- Research existing safe parking models and explore feasibility for implementation of various models within Inglewood.
- Set up site visits with existing program (e.g., SSG site in SPA 6, Safe Parking LA).
- Identify sites (e.g., faith communities, city lots).
- Determine whether any land use policies must be adopted in order to use identified site(s) as safe parking.
- Get approval for safe parking site from site owner.
- Identify service provider.
- Enter into MOUs with any partners, e.g., CES service providers.
- Determine program design (e.g., type of vehicle, number of spaces, services connections, hours of operation, delineation of responsibilities between service provider and site owner).
- Identify source of funding (e.g., Measure H).
- Roll out pilot program.

**d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*
- Interested faith communities will be engaged to identify potential safe parking sites. *C*
- The City should also work with LAHSA to develop a program design for the safe parking pilot and to ensure that the City's program follows best practices within the industry. *C*
- The City will also need to engage service providers to provide case management and other services to safe parking participants. *C*

*C*
*C*

**3. Goal Measurement**
Success of a safe parking pilot program will be measured using the following metrics:
- Number of safe parking spaces in Inglewood
- Number of people enrolled in safe parking program
- Number of participants completing VI-SPDAT assessments
- Number of safe parking participants exiting to permanent housing

**4. Goal ownership**
The Housing & Grants Department and Inglewood Police Department will be responsible for this goal. The Planning division will be responsible for any land use implications of the goal. The service provider/operator will monitor participant outcomes.

**5. Leveraged City Resources**
Staff time will be used to provide oversight and coordination for this strategy.

**6. Timeline**
Exploration of this goal will begin in late 2018/early 2019.

## GOAL #13

**1. Goal**
Increase homeless residents' access to facility-based services (e.g., Navigation Center, storage, hygiene) by expanding the services available to homeless residents of Inglewood.

**2. Supportive Action(s) / Associated Policy Change(s)**

a. **Specific supportive action(s) and policy changes for each identified strategy.**
Provide additional services, such as storage and restrooms/showers, at facilities in or near the City.

b. **How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
Currently, St. Margaret's Center is serving as the access center for the region (e.g., restrooms, access to showers one day a week, in negotiations for laundry access) and the Inglewood Police Department provides limited storage services, but facility-based services are extremely limited within the City. Establishing other facilities, such as a formal Navigation Center, will provide homeless residents with access to a broader range of services and resources to resolve their homelessness and support the transition to permanent housing.

c. **Intended process for enacting the supportive action(s) and policy change(s).**
- Determine what facility-based services are most needed and most agreeable to the community.
- Discuss with The Salvation Army ways to maximize the utilization of their Inglewood site.
- Conduct inventory of other potential sites, including both City-owned and faith-based sites.
- Determine if any revisions need to be made to Zoning Code to allow for establishment of such facilities.
- Inquire with the City of Los Angeles regarding their planned Navigation Center adjacent to Inglewood, and determine if collaboration could benefit Inglewood homeless residents.
    - Identify resources that could be used to transport clients to this site.
- Identify funding for facility-based services, if needed.
- Enter into MOUs with any partners, e.g., CES service providers.

**d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*

- Planning Division to conduct analysis of land-use implications.*C*
- Service providers, including The Salvation Army, to operate facilities.*C*
- Office of City of Los Angeles Councilmember Harris-Dawson if this site is pursued.*C*

*C*

**3. Goal Measurement**

The success of facility-based services will be measured by the following metrics:

- Number of facility sites established
- Number of Inglewood and non-Inglewood residents accessing facilities
- Number of participants completing VI-SPDAT assessments

**4. Goal ownership**

The Housing & Grants Department and Inglewood Police Department will be responsible for this goal. The services provider/operator would monitor client outcomes.

**5. Leveraged City Resources**

Staff time will be used to provide oversight and coordination for this strategy.

**6. Timeline**

Exploration of this strategy will begin in Fall/Winter 2018

## C. PREVENTION & DISPLACEMENT GOALS

### GOAL #14

**1. Goal**
Prevent homelessness among Inglewood residents.

This is tied to County Homeless Initiative Strategies A1 and A5 – Homeless Prevention for Families and Individuals because eligible at-risk persons who come to the City for assistance will be referred to the CES for prevention and diversion resources.

**2. Supportive Action(s) / Associated Policy Change(s)**

**a. Specific supportive action(s) and policy changes for each identified strategy.**
City staff in the Housing & Grants Department who are interacting directly with extremely low-income resident and persons at-risk of losing their housing are referring into the Coordinated Entry System (CES) Homeless Prevention & Diversion Program.

**b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
The homeless prevention and diversion programs require that CES work with a population of people who are not yet homeless, which is a new client population for CES. The City of Inglewood gets many inquiries from persons who are at-risk of losing their housing, and potentially becoming homelessness, and who are seeking resources. The City is a natural referral pathway into the CES prevention and diversion program.

**c. Intended process for enacting the supportive action(s) and policy change(s).**
- Develop protocol for City staff to refer at-risk clients to the CES.
- City is educated on eligibility and targeting tool criteria for the CES homeless prevention and diversion programs.
- Identify how clients referred to homeless prevention and diversion can transition into the City's permanent housing resources (e.g., TBRA, Homeless TBRA, HCV).

**d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*
- CES providers will need to be in close communication with City staff to ensure that the referrals are appropriate. CES providers will also be key in following up on referrals. *C*
- City staff should conduct outreach and market to schools, City departments, faith-based organizations, and other community partners to identify households who are at-risk for homelessness.
  *C*

**3. Goal Measurement**
The effectiveness of City staff making prevention/diversion referrals to CES will be measured by:
- Number of City referrals to CES
- Housing retention of people referred to prevention/diversion (6 mos., 1 year)
- Increase in the number of families and individuals receiving prevention/diversion resources
- Number of new partners identified as referral sources for CES' prevention and diversion programs

**4. Goal ownership**
The Housing & Grants Department is interacting directly with the at-risk population, so they will be the lead for this goal. CES can also help track outcomes via HMIS.

**5. Leveraged City Resources**
Persons at-risk for homelessness may be able to access the City's permanent housing resources, when appropriate.

**6. Timeline**
The City can start making referrals to CES immediately but the procedural guidelines will be put into place later in 2018.

## GOAL #15

**1. Goal**
Prevent displacement of Inglewood residents.

**2. Supportive Action(s) / Associated Policy Change(s)**

**a. Specific supportive action(s) and policy changes for each identified strategy.**
Implement policies that would prevent displacement of Inglewood residents.

**b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
The City needs to develop explicit policies to prevent displacement of Inglewood residents.

**c. Intended process for enacting the supportive action(s) and policy change(s).**

- Set up ad-hoc committee or other group to research what other cities/jurisdictions have done to prevent displacement and explore feasibility for implementation within the City.
- Establish, or explore the opportunity of establishing, ordinances that will incentivize the development or preservation of affordable housing, such as:
  - Inclusionary Housing Ordinance
  - Strengthening the City's Density Bonus by increasing affordability requirements
  - Linkage Fee
- Explore options for affordable housing preservation, such as:
  - Preserving relationships with landlords that rent to households with HCVs
  - Preserving existing affordable deed restrictions

**d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*
This depends on the specific displacement strategies that are pursued. *C*

*C*

**3. Goal Measurement**
A decreased rate of residents being displaced from Inglewood would show that displacement efforts are successful.

**4. Goal ownership**
Depends on the policies implemented. The study of potential displacement efforts would be housed within the Housing & Grants Department or Planning Division.

**5. Leveraged City Resources**
Depending on the policies implemented, the City could strategically connect residents who are at-risk for displacement with housing or supportive services provided by the City.

**6. Timeline**

Although this is a priority for the Homeless Plan, it will take many months to research displacement options, conduct feasibility analysis and go through any procedural or administrative actions to implement. Any displacement strategies would likely not be implemented until 2019 or 2020.

## D. COORDINATION GOALS

### GOAL #16 (PRIORITY)

**1. Goal**
Ensure ongoing coordination and implementation of the Homeless Plan by establishing a Homeless Services Coordinator position to work closely with the City's existing Homeless Liaison.

**2. Supportive Action(s) / Associated Policy Change(s)**

**a. Specific supportive action(s) and policy changes for each identified strategy.**
Establish Homeless Services Coordinator position within the City of Inglewood.

**b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
Currently, City staff do not have the capacity to maintain coordination efforts and to carry implementation of this plan without an internal advocate to take on this role. This position would support and work closely with the City's existing Homeless Liaison.

**c. Intended process for enacting the supportive action(s) and policy change(s).**
- Identify gaps and barriers in the homeless services delivery system in Inglewood that could be addressed by this position.
- Formulate job description for position.
- Delineate roles and responsibilities in relation to the City's Homeless Liaison.
- Identify which department will hold this position.
- Determine funding source for position.
  - Request funding from LA County (e.g., Measure H City Implementation grant) to partially fund this position.
- Recruit, hire and train position.

**d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*
- CES providers should work with the City to collaboratively develop the position description for the Homeless Services Coordinator position. *C*
- Similarly, once the position is hired, they will interact with a wide variety of stakeholders including a variety of City departments, the City's Homeless Liaison, CES providers, other services providers, faith communities, local businesses, regional planning bodies such as the South Bay Council of Governments, and the general public. *C*

*C*

**3. Goal Measurement**
This goal will be fulfilled once the City hires a Homeless Services Coordinator.

**4. Goal ownership**
The Homeless Services Coordinator will likely be situated within the Housing & Grants Department and will work closely with the Inglewood Police Department.

**5. Leveraged City Resources**
If needed, the City may be willing to provide matching funding for this position (e.g., matched to County Measure H funding).

**6. Timeline**

The Homeless Services Coordinator is integral for the implementation of this plan, so the position will be hired within the six months of the plan's adoption.

## GOAL #17 (PRIORITY)

**1. Goal**

Literally homeless and at-risk residents within the City of Inglewood are more effectively served by coordinated efforts between City staff working directly with the population and Coordinated Entry System (CES) providers.

**2. Supportive Action(s) / Associated Policy Change(s)**

**a. Specific supportive action(s) and policy changes for each identified strategy.**
City of Inglewood staff and CES providers work more closely together, integrate resources and strategize to serve clients.

**b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
If City staff working directly with homeless and at-risk populations work more closely with CES providers, it will reduce duplication of efforts, provide more opportunities to leverage resources and ultimately produce better outcomes for clients.

**c. Intended process for enacting the supportive action(s) and policy change(s).**

- Establish Inglewood-specific case conferencing, or integrate Inglewood staff into existing case conferencing meetings. Outreach specific case conferencing should also be established.
- Establish a "by-name" list of persons experiencing homelessness in Inglewood that is shared between service providers and City staff.
- Explore integrating City resources with CES.
- Strengthen written protocol for City's TBRA and motel voucher programs and share widely with community partners.
- Develop written protocol and identify funding for service provision within the City's TBRA and motel voucher programs.
    - Explore how Measure H City Plan implementation funding could be used.
- City to consider becoming a Homeless Count opt-in City.

**d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*

- All CES and non-CES providers working in the City of Inglewood will need to be part of coordinating efforts, including outreach teams. This includes St. Margaret's Center (the CES lead for the region), Harbor Interfaith Services, PATH, US VETS, the LAHSA Homeless Engagement Team, MHA, the VA, The Salvation Army, Didi Hirsch Mental Health Services, the Midnight Mission and others. *C*
- LAHSA, the South Bay COG and the South Bay Coalition to End Homelessness can assist with SPA 8 and regional coordination. *C*
- The Inglewood Police Department is active in homeless engagement and outreach, so they will need to play a major role in coordination efforts. *C*

*C*
*C*
*C*

*c*

**3. Goal Measurement**

The integration of the City and CES will be measured by:

- Number of case conferencing sessions
- Number of referrals (bi-directionally)
- Number of coordination meetings

**4. Goal ownership**

The Housing & Grants Department and Inglewood Police Department are interacting directly with the homeless population, so they will be the leads for this goal. CES can also help track outcomes via HMIS.

**5. Leveraged City Resources**

Integration of resources if part of this goal, so the City can leverage its TBRA, motel voucher program and PATH contract for outreach and community engagement as part of the menu of resources available via the CES.

**6. Timeline**

Coordination meetings have already begun. Case conferencing and the development of a by-name list will begin within the first three months of implementation of the plan. A follow-up planning meeting between CES and the City is already scheduled for July 2018.

## GOAL #18

**1. Goal**

The homeless services delivery system in Inglewood is enhanced by engaging faith communities.

**2. Supportive Action(s) / Associated Policy Change(s)**

**a. Specific supportive action(s) and policy changes for each identified strategy.**
Engage and incorporate faith communities in the homeless services delivery system.

**b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
In Inglewood, many residents experiencing or at-risk of homelessness reach out to the faith community for assistance. Currently, many of these faith communities are providing referrals or a minimal level of service, such as a hot meal or a hygiene kit. These faith communities could be leveraged in a more substantive way to help in the solutions to homelessness.

**c. Intended process for enacting the supportive action(s) and policy change(s).**

- Engage faith communities in Inglewood to assess current homeless programs, interest in getting more engaged, and barriers to past involvement.
- Establish interfaith task force to work on issues of homelessness.
- Conduct analysis of space within faith communities that could be used for homeless services or housing (e.g., mental health services, shelter).
- Develop resource directory of services/assistance available at local faith communities.
- Formalize informal referral networks that involve faith communities.
- Develop protocol for connecting homeless residents to City and CES services, including prevention and diversion resources.

- Explore other opportunities to engage faith communities (e.g., hold an interfaith summit, host educational events at faith communities, co-locate services at faith sites, educate congregations/leadership on issues of housing and homelessness, family reunification)

**d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*

- Faith communities in Inglewood including Faithful Central Bible Church, First Presbyterian, Holy Faith Episcopal, Victory Outreach, Truevine Ministries, Bible Enrichment Fellowship and more. *C*
- CES providers must work closely with faith communities to educate and accept referrals. *C*
- The Ministerial Association in Inglewood could play a leadership role in convening the various faith communities in Inglewood. *C*

*C*

**3. Goal Measurement**

Depending on specific strategies that the task force decides to pursue, the level at which the faith community is engaged in the homeless services delivery system will be measured by:

- Number of faith communities with homeless ministries/programs/services (depending on the strategies pursued)
- Number of events (e.g., Everyone In) hosted by faith communities
- Number of faith leaders trained in homelessness-related topics

**4. Goal ownership**

The Housing & Grants Department is interacting directly with the homeless population, so they will be the lead for this goal.

**5. Leveraged City Resources**

Homeless residents could be linked into the City's housing or supportive services.

**6. Timeline**

Initial outreach to faith communities in Inglewood will begin within the first six months of the plan.

## GOAL #19 (PRIORITY)

**1. Goal**

Homeless residents of Inglewood that are being discharged from hospitals are connected to housing and mainstream resources (e.g., CES case management).

This relates to County HI Strategy A2 (Discharge Planning Guidelines) because Centinela Hospital could adopt the discharge planning guideline developed collaboratively by the County and other stakeholders. This goal also relates to HI Strategy B7 (Interim & Bridge Housing for Those Exiting Institutions). County hospitals (e.g., MLK, Harbor UCLA) already have access to bridge/interim housing to homeless persons being discharged from hospitals and the Health Agency is now engaging private hospitals as well (e.g., Centinela).

**2. Supportive Action(s) / Associated Policy Change(s)**

**a. Specific supportive action(s) and policy changes for each identified strategy.**
Engage local hospitals in discharge planning for homeless patients that are also residents of Inglewood. This includes engaging Centinela Hospital in discharge planning and developing protocol with first responders so homeless residents are more frequently admitted/transported to County hospitals in the area (e.g., MLK and Harbor UCLA).

**b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**

Currently, many homeless residents go to Centinela Hospital when they are in need of emergency medical services. Centinela Hospital does not have clear discharge planning protocol for homeless patients and does not have a strong relationship with CES or the City, so homeless patients are not necessarily discharged in a way that is thoughtful to their homeless status. Due to the existing protocol of first responders, homeless residents are not transported to area County hospitals (e.g. MLK, Harbor UCLA) where they would have access to a wide array of services upon discharge. By engaging Centinela Hospital and developing protocol whereby residents could be transported to County hospitals in the region, homeless patients would have access to more housing and services upon discharge.

**c. Intended process for enacting the supportive action(s) and policy change(s).**

- Engage Centinela Hospital as a key partner in the homeless services delivery system in Inglewood (e.g., set up meetings, invite to coordination/case conferencing meetings).
- CES and City to work collaboratively with Centinela Hospital in discharge planning protocol.
- Invite Centinela Hospital to South Bay Coalition to End Homelessness hospital group.
- Develop protocol whereby first responders are able to transport people to County hospitals (e.g., MLK, Harbor UCLA) where there is more direct access to an array of County services, when appropriate.
- CES to develop stronger relationships with discharge planners at County hospitals so that case managers are aware of discharge planning process for their clients.
- Encourage discharge planners to participate in case conferencing and other City coordination meetings.
    - Develop list of frequent users of Emergency Department.

**d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*

- CES providers are a key partner because the case managers are working with clients pre- and post-hospitalization. CES staff will be the main point of contact with hospital discharge planners. *C*
- First responders (i.e., Inglewood Police Department, LA County Fire Department, LA County Sheriff's Department) are transporting people to hospitals.*C*
- CES and the City will need to work closely with the LA County Health Agency on discharge planning and admissions protocol.*C*
- Discharge planners at MLK and Harbor UCLA. *C*

*C*

**3. Goal Measurement**

Success towards engaging area hospitals will be measured by:

- Number of homeless individuals who are connected to CES upon discharge.
- Number of homeless individuals who are successfully placed into various housing types upon discharge
- Number of homeless individuals who are successfully connected to mainstream services upon discharge
- Reduction in cost and an increase in cost savings by implementing successful discharge plans
- Reduction in Emergency Department visits by homeless patients

**4. Goal ownership**

Housing & Grants Department and the Inglewood Police Department will be lead for this strategy.

**5. Leveraged City Resources**
Staff time will be used to provide oversight and coordination for this strategy.

**6. Timeline**
Initial engagement with Centinela Hosptial and conversations about admissions protocol will begin within the first six months of the plan.

## GOAL #20

**1. Goal**
There are increased employment options for literally and formerly-homeless residents of Inglewood by coordinating closer with the South Bay Workforce Investment Board (SBWIB).

The City can encourage local businesses to become sites for subsidized employment provided via LA County HI Strategy C7 or to work with Social Enterprise Agencies via Strategy C2.

**2. Supportive Action(s) / Associated Policy Change(s)**

a. **Specific supportive action(s) and policy changes for each identified strategy, where applicable.**
CES and City to coordinate closer with the SBWIB.

b. **How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
Currently, the SBWIB has a wide array of employment programs including subsidized employment for persons in GAIN/GROW and for foster care youth, and employment case management, but the City and CES do not have a formal relationship with the WIB. By more closely coordinating with SBWIB, the City and CES will be able to ensure that homeless residents have more opportunity to secure employment, increase their income and achieve self-sufficiency.

c. **Intended process for enacting the supportive action(s) and policy change(s).**
- SBWIB to present to CES and City staff on available programs.
- WIB to distribute homeless programs cards to key community partners.
- Develop written referral protocol between City/CES and SBWIB.
- Execute Inglewood OneStop contract with PATH.
- Implement more regular meetings between SBWIB and CES (e.g., case conferencing).
- Explore ways to strengthen Subsidized Employment program.
- Outreach to private businesses to identify more placement options for the SBWIB's subsidized employment programs.
- Explore the feasibility of facilitating inclusive recruitment opportunities, such as hiring fairs or Project Labor Agreements.
- Explore establishing business leaders task force to increase workforce development opportunities.

d. **List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*
- Private businesses are key to the success of this goal, because they will provide the sites for subsidized and permanent employment. *C*
- The Inglewood Chamber of Commerce can provide a forum for discussing the intersection of homelessness and workforce development.*C*

- PATH, who has a contract to work at the Inglewood OneStop Center, will play a key role in the coordination between the SBWIB, the City and CES. ***C***

***C***

**3. Goal Measurement**

Success of coordination with SBWIB's workforce development initiatives will be measured by:

- Number of employment opportunities available for people experiencing homelessness in Inglewood
- Number of people experiencing homelessness in Inglewood placed in temporary and permanent positions.
- Number of people experiencing homelessness in Inglewood enrolled in workforce development programs
- Increase in income among participants of workforce development programs
- Number of trainings provided by SBWIB

**4. Goal ownership**

The Housing & Grants and Economic & Community Development Departments and CES providers will be key in the coordination with SBWIB.

**5. Leveraged City Resources**

The City already works with SBWIB as a placement site for subsidized employment.

**6. Timeline**

SBWIB will begin conducting presentations, attending more coordination meetings and distributing homeless program cards immediately. The PATH contract will be executed in the summer of 2018, which will facilitate some of the more substantive planning and coordination efforts.

## E. OTHER GOALS

### GOAL #21

1. **Goal**
   Increase local funding for homelessness by utilizing SB 2 (2017) funds strategically within the City.

2. **Supportive Action(s) / Associated Policy Change(s)**

   a. **Specific supportive action(s) and policy changes for each identified strategy, where applicable.**
   The City of Inglewood will explore using some or all of its year two/ongoing SB 2 (2017) funding for homeless programs and services. Additionally, the City will consider applying for a first year SB 2 local planning grant that would assist with the streamlining of affordable housing development.

   b. **How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
   There are limited resources to implement the strategies outlined in this plan. By tapping into SB 2 funding, this provides additional local resources to fund solutions to homelessness and the local housing crisis.

   c. **Intended process for enacting the supportive action(s) and policy change(s).**
   - Monitor correspondences from the California Department of Housing and Community Development (HCD) for any updates on SB 2 funding (both year 1 and ongoing).
   - Apply for affordable housing streamlining planning grants, when funds are available.
   - Identify desired uses for year 2 funds that can be used for homeless services and programs.

   d. **List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*
   - CES and South Bay COG to help in planning efforts*C*

*C*

3. **Goal Measurement**
Because the exact programming and deliverables are yet to be determined, it is impossible to craft metrics at this time.

4. **Goal ownership**
SB 2 first year funding is for planning, so the Planning Division will be the lead for this funding. SB 2 ongoing funding will likely flow through the Housing & Grants Department, so they will be the lead for this funding.

5. **Leveraged City Resources**
Depending on the exact programming and deliverables, there is a wide array of City resources that could be leveraged (e.g., Tenant Based Rental Assistance, Housing Choice Vouchers).

6. **Timeline**
Year 1 funding will be available in the 2018/19 Fiscal Year (around spring 2019) and Year 2 funding will be available in the 2019/2020 Fiscal Year (around summer 2019).

## GOAL #22

**7. Goal**

Inglewood City staff are more educated on homelessness-related issues by instituting a standardized employee training program.

Depending on the curriculum developed, training for staff could incorporate the First Responder Training Curriculum developed as part of LA County Homeless Initiative Strategy (E4), the Centralized Training Academy as part of Strategy E7 (Enhance the CES) and the training that was delivered to County Departments as part of Strategy D5 (Support for Homeless Case Managers).

**8. Supportive Action(s) / Associated Policy Change(s)**

**a. Specific supportive action(s) and policy changes for each identified strategy, where applicable.**

Institute a standardized employment training program for new and existing staff that educates on issues related to homelessness.

**b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**

Currently, the City does not provide any formal training to its staff that are interacting directly with persons experiencing homelessness or are impacted by homelessness. By incorporating training into the on-boarding process and by providing training to existing staff, staff would have the knowledge and capacity to act compassionately and to make a referral to CES, when appropriate.

**c. Intended process for enacting the supportive action(s) and policy change(s).**

- Develop curriculum for city training (e.g., CES 101, homelessness 101).
- Develop protocol for training existing staff and incorporate training into on-boarding for new staff.
- Identify training provider.
- Identify source of funding for training.
- Develop protocol for City staff to make referrals to CES and
- Develop protocol for actions to be taken when staff interact with homeless and incorporate the protocol into training.
- Consider the incorporation of tours that expose city staff to supportive housing projects, emergency shelters and other model homeless service projects (e.g., navigation center).
- Determine how and if First Responder Training should be incorporated into the training.

**d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).** *C*

- LAHSA has developed training for County Departments as part of HI Strategy D5 that could be incorporated. *C*
- The City should reach out to Homeless Health Care LA to see applicability of the Centralized Training Academy curriculum.*C*
- The City should reach out to the LA County Sheriff's Department to see applicability of First Responder Training curriculum. *C*
- CES can help develop training curriculum and would be accepting City referrals.*C*

*C*
*C*
*C*

**9. Goal Measurement**
The following metrics will help measure the effectiveness of this goal:

- Number of trainings delivered to staff
- Number of City staff referrals to CES
- Adoption of homelessness protocol

**10. Goal ownership**
Training is part of staff development, so it would likely be housed within the Human Resources department.

**11. Leveraged City Resources**
City space can be used for training. Staff time will be used to provide coordination for this strategy.

**12. Timeline**
Initial planning on this goal will begin in Spring 2019.

## 5. City employees or other staff who will lead implementation of the plan:c

**Table 1: Primary Contact for Plan Implementation**

| Name & Position | Address & Email | Phone | % of Time* |
|---|---|---|---|
| Cecil Flournoy<br>Damian Pipkins<br>Lori Jones<br>Cinder Eller | cflournoy@cityofinglewood.org<br>dpipkins@cityofinglewood.org<br>ljones@cityofinglewood.org<br>celler-kimbell@cityofinglewood.org | 310-412-8844 | 5%<br>25%<br>20%<br>50% |

*until Homeless Services Coordinator position is hired

## 6. Inglewood's current and planned participation in collaborative efforts:c

The City is already participating in collaborative efforts and plans to expand its collaborations, particularly once the Homeless Services Coordinator position is hired.

The City is already participating in meetings of the South Bay Coalition to End Homelessness, South Bay Council of Governments and additional CES coordination meetings. Additionally, City staff communicates regularly with its CES and other service provider partners (e.g., with St. Margaret's Center, LAHSA Homeless Engagement Team, PATH, The Salvation Army, Arms of Nefertari). The City plans to begin regularly participating in regional case conferencing, Regional Housing Authority Quarterly meetings and would like to establish an ongoing homeless task force to continue exploring and pursuing the strategies outlined in this planning document.

## 7. How Inglewood will participate with County Homeless Initiative Strategies:

**Table 2: City Planning Activities tied to County Homeless Initiative Strategies**

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☒ | ☐ | A1. Homeless Prevention for families |
| | ☒ | ☐ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | ☐ | B3. Partner with Cities to Expand Rapid Rehousing* |

| | | | |
|---|---|---|---|
| | ☒ | ☐ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☐ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☒ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☒ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☐ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☒ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| | ☐ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☒ | ☐ | C7. Subsidize Employment for Homeless Adults |
| | **Plan to participate** | **Currently participating** | **County Homeless Initiative Strategies** |
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☐ | ☐ | D5. Support for Homeless Case Managers |
| | ☐ | ☐ | D6. Criminal Record Clearing Project |
| | ☒ | ☐ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☒ | ☐ | E4. First Responders Training |
| | ☐ | ☐ | E5. Decriminalization Policy |
| | ☒ | ☐ | E6. Expand Countywide Outreach System |
| | ☒ | ☐ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☒ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☒ | ☐ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☐ | ☐ | E14. Enhance Services for Transition Age Youth |
| **F – Increase Affordable/ Homeless Housing** | ☐ | ☐ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |
| | ☒ | ☐ | F4. Development of Second Dwelling Units Program* |
| | ☐ | ☒ | F5. Incentive Zoning/Value Capture Strategies |
| | ☐ | ☐ | F6. Using Public Land for Homeless Housing |
| | ☐ | ☐ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☒ | ☐ | F7. Housing Innovation Fund (One-time) |

*** These strategies need to be explored more before the City can commit to participation.**

# CITY PLAN TO PREVENT AND COMBAT HOMELESSNESS
# CITY OF LA PUENTE

## 1. City and Plan Information

| Name of City | Period of Time Covered by Plan | Date of Plan Adoption |
|---|---|---|
| La Puente | July 1, 2018 - June 30, 2021 | June 12, 2018 |

## 2. Why is the City working to develop and implement a homelessness plan?

Homelessness across Los Angeles County has reached staggering levels and severely impacts the health and well-being of those living without a permanent home, as well as neighborhoods, businesses, and residents. In 2017 the City of La Puente had a homeless population of 26 persons according to the Los Angeles Homeless Services Authority (LAHSA) annual point-in-time count homeless census (PIT Count). This was a 47% decrease from the year before, when the count was 49 people.

It is important to note that personnel with Los Angeles County Sheriff's Department, which holds a contract with the City of La Puente, track individuals experiencing homelessness in La Puente and estimate that in May 2018 there were approximately 74 people living on the street or in vehicles, and not 26 as reported by the PIT Count.

In addition to the adult homeless population, the school districts serving La Puente have relatively high numbers of youth experiencing homelessness, a group that includes youth enrolled in public school who meet the McKinney-Vento definition of homeless—essentially that they must lack a "fixed, regular, and adequate" nighttime residence, but not necessarily be living outside or in a shelter (See Appendix D). In 2016-2017, Bassett Unified School District (USD) had 478 homeless students, Hacienda-La Puente USD had 665, and Rowland USD had 2,875.

It is also useful to examine city-level data from the Coordinated Entry System (CES), the regional database used to track and prioritize adults experiencing homelessness. (Note: minors meeting the McKinney-Vento definition of homelessness may not appear in CES.) This provides an enhanced view of these individuals and their needs using responses to the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) survey and other indicators of a person's overall health and wellbeing.

The VI-SPDAT helps identify the co-occurring social and medical factors that generally contribute to homelessness and assists in prioritizing individuals for limited housing and services resources. It does this by producing an acuity score, which serves as a reference for administrators in charge of local resources.

The survey can also help identify an appropriate housing intervention for someone experiencing homelessness. In LA County it is suggested that people experiencing homelessness who fall into the low-acuity scoring range of the assessment (0-3) should be able to find housing on their own, or self-resolve, those in the mid-acuity scoring range (4-11) are best served by Rapid Re-Housing programs, and high-acuity individuals (12+) generally need supportive housing.[1]

[1] Los Angeles Homeless Services Authority. Draft CES Prioritization Policies. Available: https://www.lahsa.org/documents?id=1896-draft-ces-prioritization-policies.

Other useful indicators in the data set include information about a person's housing history, criminal history, physical and mental health, history of substance use, and general demographic information such as age and race. All of these elements are self-reported by the individuals being assessed.
For the purposes of this Homeless Plan, all data has been de-identified to protect confidentiality. The date range being reviewed is from July 2016 through November 2017. The data results in the following information:

- 76% of assessed individuals who said they are from La Puente are in the mid-acuity range, indicating a substantial need for time-limited housing assistance, such as Rapid Re-Housing. In addition, 9% of individuals were high-acuity (12+) and 15% were low-acuity (0-3).
- 37% of people assessed in La Puente were 25-40 years old, while 32% were 41-55 or older, 18% were 56-plus, and 12% were 18-24.
- Of individuals for whom data on race is available, 65% are white, 6% are black or African American, 6% are Hawaiian or other Pacific Islander, 3% are American Indian, and 3% are Asian.
- 65% of those assessed identified as male and 32% identified as female (data was incomplete for the remaining 3%).
- Of those assessed, 55% reported receiving health care at an emergency room at least once in the last six months
- 34% report having a chronic health condition
- 22% report having a mental health issue
- 5% report a substance use disorder

Demographics at the regional level can serve as a guide and benchmark for local trends. The following provides an informative snapshot of who was experiencing homelessness in SPA 3 in 2017.[2]

- 67% (2,373) were unsheltered and living outside while 33% (1,179) were in some form of temporary shelter accommodations
- 76% were single adults, 18% were families, and 6% were youth and young adults
- 28% were female, 72% were male, .4% were transgender, and .2% did not identify with a gender
- 50% were Hispanic/Latino, 24% were white, 18% were African American, 5% were American Indian, 2% were Asian, and 1% identified as other
- 5% were age 62 and up, 17% between the ages of 55-61, 60% between the ages of 25-54, 7% between the ages of 18-24, and 11% were under the age of 18
- 6% were United States Veterans
- 30% were considered chronically homeless, meaning that they have lengthy or repeated histories of homelessness along with a long-term disability such as mental illness, substance use disorder, or a physical health problem
- 28% had a mental illness, 17% had a substance use disorder, and 2% had HIV/AIDS
- 27% have experienced domestic/intimate partner violence in their lifetime

[2] SPA 3 includes the communities of Alhambra, Altadena, Arcadia, Azusa, Baldwin Park, Claremont, Covina, Diamond Bar, Duarte, El Monte, Glendora, Hacienda Heights, La Puente, La Verne, Monrovia, Monterey Park, Mt Baldy, Pasadena, Pomona, Rosemead, Rowland Heights, San Dimas, San Gabriel, San Marino, Sierra Madre, South Pasadena, Temple City, Walnut, and West Covina

It is the City's intent to create a Plan that will help guide the City over the course of three years with the goal of reducing instances of homelessness in the community. In addition, the Homeless Plan will help La Puente to be proactive in identifying ways to implement the LA County Homeless Initiative strategies identified in this Plan. The City recognizes the need to partner with the County and other public and private agencies to contribute to these strategies.

### 3. Describe your City's planning process

The Homeless Plan was created through a collaborative process that included the input of multiple stakeholders from different sectors. Key activities of the plan process included a ride-along with the Sheriff's Department's Special Assignment Officer team, and two public input sessions targeted to different stakeholders, including the City Council, City Departments, schools, Homeless Services Provider Partners, the general public, businesses, including current and formerly homeless individuals, and the faith-based community. As a part of each stakeholder input session, groups were asked to provide feedback on the challenges of homelessness within the City as well as to provide input into possible strategies, many of which make up the identified goals and strategies for the City within the Plan. For summaries of challenges as well as strategies from each input session see Appendices A and B.

### 4. What are the goals of the City's plan and related actions? Review the example below, then respond to the prompts for your own City goals. Add sections for additional goals if needed.

| **Goal 1: Enhance Coordination Between City and Key Stakeholders, Including the Coordinated Entry System (CES) (Homeless Initiative Strategy Link(s): A1, A5)** |
|---|
| **Action 1a:** Create a comprehensive list of City and regional services available to those experiencing homelessness in La Puente that can be distributed by LASD officers, City Staff, posted on City webpage, and available at City facilities |
| **Action 1b:** Educate City Staff and stakeholders on using County Web-Based Outreach Reporting Portal for reporting unsheltered individuals who may need outreach and engagement services |
| **Action 1c:** Develop strategies for working with youth and Transition Age Youth (TAY) population, in collaboration with Hacienda La Puente Unified School District (HLPUSD), Rowland Unified School District and Bassett Unified School District, for example partnering with CES TAY lead to increase outreach and assessment locations, supporting existing prevention and diversion strategies aimed at helping youth to remain with families |
| **Action 1d:** Encourage City staff, the public, and other partners to participate in regional Point in Time Count to count homeless households within the City |
| **Action 1e:** Provide ongoing education on homelessness and City's Homeless Plan to residents, businesses, City staff, medical providers, and faith-based organizations<br>• Consider enlisting members of these groups for a homelessness task force that would hold a standing meeting and report to the City Council |
| **Action 1f:** Work with service provider partner(s) already operating walk-in services to increase local CES access points |
| **Action 1g:** Engage local hospitals and clinics, including the Bay Area Addiction Research and Treatment (BAART) Center located in the City and Pathway Recuperative Care, to ensure staff at these facilities understand the CES process for housing and prevention (see Action 3b) |
| **Action 1h:** Ensure City staff, homeless services providers, and other stakeholders understand County-funded prevention program, including eligibility requirements and how to make referrals if households are facing an eviction (*A1: Homeless Prevention Program for Families* and *A5: Homeless Prevention* |

| *Program for Individuals*) | | | | |
|---|---|---|---|---|
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 1a, 1b, 1d, 1f, 1g, 1h: No associated policy changes<br><br>1c: Potential update to current protocol for engaging people experiencing homelessness and making referrals<br>1e: Approval and appointment of task force | 1a: Completion of list<br>1b: Completion of training session on Outreach Portal<br>1c: Completion of strategies document<br>1d: Increased participation relative to 2018 count<br>1e: Completion of training plan; formation of homelessness task force<br>1f: Increase in available access points<br>1g: Summary report on engagement efforts<br>1h: Summary report on engagement efforts | Development Services Department | City staff time to accomplish goals and actions | 1a: 6 months<br>1b: 9 months<br>1c: 1 year<br>1d: Prior to 2019 Point-in-Time count<br>1e: 18 months<br>1f: 1 year<br>1g: 9 months<br>1h: 9 months |

| **Goal 2: Increase Income for Households Experiencing or At-Risk of Homelessness (Homeless Initiative Strategy Link(s): C2, C4, C5)** | | | | |
|---|---|---|---|---|
| **Action 2a:** Work with local Adult Education Programs to expand services available to homeless and formerly homeless individuals in the City and potentially neighboring cities | | | | |
| **Action 2b:** Explore possibility of partnering with HLPUSD Adult Education's Innovative Rehabilitation Services to connect individuals experiencing homelessness with employment opportunities *(C2: Increase Employment for Homeless Adults by Supporting Social Enterprise)* | | | | |
| **Action 2c:** Engage local businesses to provide job training or employment opportunities for homeless households engaged in programs and consider City incentives to businesses for these activities | | | | |
| **Action 2d:** Ensure City staff understand the referral process for Countywide Benefits Entitlement Services Teams (CBEST) for individuals requiring assistance with SSI/SSDI/Veteran's benefits/Cash Assistance Program for Immigrants *(C4: Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy and C5: Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness*) | | | | |
| **Action 2e:** Refer individuals to appropriate programs at Bassett, Rowland, and Hacienda-La Puente Unified School Districts which serve La Puente | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 2a-2d: No | 2a-2e: Summary report | Development | Staff time | 2a: 1 year |

| | | | | |
|---|---|---|---|---|
| associated policy changes<br><br>2e: Completion of referral plan | | Services Department | | 2b: 1 year<br>2c: 2 years<br>2d: 6 months<br>2e: 6 months |

| **Goal 3: Expand Temporary and Long-Term Housing Solutions (Homeless Initiative Strategy Link(s): B7, D7, F7)** | | | | |
|---|---|---|---|---|
| **Action 3a:** Work with faith-based organizations (e.g. St. Stephen's Missionary Baptist Church) to explore the creation of Safe Parking Programs for homeless households living in their vehicles and engage the County, CES Leads, and LAHSA for services funding at the site | | | | |
| **Action 3b:** Explore the creation of a City Rapid Re-Housing program in partnership with the County for moderate-acuity individuals experiencing homelessness *(B3: Expand Rapid Re-Housing)* | | | | |
| **Action 3c:** Consider partnering with neighboring cities that fund Rapid Re-Housing programs and hotel/motel vouchers to organize a regional engagement and incentive program for landlords and owners of hotels/motels | | | | |
| **Action 3d:** Work with the developer(s) and the County to identify funding streams for the fully entitled 74-unit senior housing project in La Puente *(F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals)* and consider including permanent supportive housing units and partnering with the County to provide social services funding *(D7: Provide Services and Rental Subsidies for Supportive Housing)* | | | | |
| **Action 3e:** Engage County Community Development Commission around housing preservation and creation strategies *(F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals)* | | | | |
| **Action 3f:** Explore options for acquiring and rehabilitating blighted commercial properties, including hotels/motels, as permanent supportive housing and/or affordable housing *(D7: Provide Services and Rental Subsidies for Permanent Supportive Housing, F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals)* | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 3a, 3c, 3d: No associated policy changes<br>3b: Approval of RRH expenditure | 3a, 3b, 3d, 3f: Summary report<br>3c: Program plan for engagement/incentive program<br>3e: List of properties with expiring covenants completed and sent to CDC | 3a, 3c, 3f: Development Services Department, LASD<br>3b, 3d, 3e: Development Services Department | 3a-3f: Staff time<br>3b: Potential funding for City portion of RRH subsidy<br>3f: Potential grant funding | 3a: 2 years<br>3b: 2 years<br>3c: 2 years<br>3d: 1 year<br>3e: 1 year<br>3f: 2 years |

## 5. Identify City employees or other staff who will lead implementation of the plan.

### Table 1: Primary Contact for Plan Implementation

| Name & Position | Address & Email | Phone | % of Time |
|---|---|---|---|
| John di Mario, Director, Development Services Department | 15900 Main St<br>La Puente, CA 91744<br>jdimario@lapuente.org | 626-855-1517 | TBD |

## 6. Describe the City's participation or plans to participate in any new or ongoing collaborative efforts, within the City and/or with other cities and/or in the Service Planning Area.

The City and its partners are currently providing and participating in the following activities:

- The City conducted a Know Your Rights workshops for immigrants in order to build trust with public officials and utilize available resources.
- The Hacienda LA Puente Unified School District (HLPUSD) has an adult educational program, which includes a culinary arts program with a 90% placement rate.
- La Puente has 291 federally subsidized units of affordable housing for low- and moderate-income families.
- HLPUSD and St. Stephen Missionary Baptist Church offer food pantries once per month.
- La Puente connects people with the East San Gabriel Valley Coalition for the Homeless rotational winter shelter during operating months via a shuttle bus, which provides a pick-up and drop off location in the City.
- La Puente permits the construction of secondary units, or Accessory Dwelling Units (ADUs), per city ordinance.
- 94 residential units are dedicated to senior housing in La Puente, and 74 more units are fully entitled and approved by the City but have yet to secure financing.
- The City facilitated Tax Exempt Financing totaling $15.3 million to rehabilitate 253 low-income family apartment units in the City.
- Local law enforcement maintains a list of individuals experiencing homelessness in La Puente and is familiar with most by name.

## 7. Review specific County Homeless Initiative Strategies from the table below and consider how the City could collaborate and align planning efforts to achieve mutual goals.

### Table 2: City Planning Activities tied to County Homeless Initiative Strategies

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☒ | ☐ | A1. Homeless Prevention for families |
| | ☒ | ☐ | A5. Homeless Prevention for Individuals |

| | | | |
|---|---|---|---|
| **B – Subsidize Housing** | ☒ | ☐ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☐ | ☐ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☐ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☐ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☐ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☐ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☒ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| | ☒ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☐ | ☐ | C7. Subsidize Employment for Homeless Adults |
| | **Plan to participate** | **Currently participating** | **County Homeless Initiative Strategies** |
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☐ | ☐ | D5. Support for Homeless Case Managers |
| | ☐ | ☐ | D6. Criminal Record Clearing Project |
| | ☒ | ☐ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☐ | ☒ | E4. First Responders Training |
| | ☐ | ☒ | E5. Decriminalization Policy |
| | ☒ | ☐ | E6. Expand Countywide Outreach System |
| | ☒ | ☐ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☒ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☐ | ☐ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☐ | ☐ | E14. Enhance Services for Transition Age Youth |
| **F – Increase Affordable/ Homeless Housing** | ☐ | ☐ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |
| | ☐ | ☐ | F4. Development of Second Dwelling Units |

| | | | |
|---|---|---|---|
| | | | Program |
| | ☐ | ☐ | F5. Incentive Zoning/Value Capture Strategies |
| | ☐ | ☐ | F6. Using Public Land for Homeless Housing |
| | ☒ | ☐ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☐ | ☐ | F7. Housing Innovation Fund (One-time) |

# CITY PLAN TO PREVENT AND COMBAT HOMELESSNESS
# CITY OF LA VERNE

## 1. City and Plan Information

| Name of City | Period of Time Covered by Plan | Date of Plan Adoption |
|---|---|---|
| La Verne | July 1, 2018 - June 30, 2021 | June 18, 2018 |

## 2. Why is the City working to develop and implement a homelessness plan?

Homelessness in Los Angeles County has risen dramatically in the past several years, including in the County Service Planning Area (SPA) 3, which includes the City of La Verne. From 2016 to 2017 this area saw an increase of 36% in its total homeless population, according to the Los Angeles Homeless Services Authority (LAHSA) Point in Time Count (PIT Count).[1]

This increase should be viewed as a symptom of the larger housing crisis affecting many large cities in the US, and almost all of the West Coast.[2] The exaggerated lack of housing in Los Angeles County, in particular, has driven the recent unprecedented number of individuals experiencing homelessness.[3] This, in turn, spurred the development of the County Homeless Initiative and passage in 2017 of Measure H. The County, Council of Governments, and cities throughout the County have all made significant efforts to coordinate and drive change that will result in more housing and satisfy other best-practice solutions to homelessness.

Homelessness in the City of La Verne should be looked at in terms of the relatively small adult population (11 people), and the much larger youth population, comprising both Transition Age Youth (TAY) between 18 and 24 years of age, and minors.

La Verne had a population of 26 TAY in 2017, staying in transitional housing operated by David & Margaret Youth and Family Services.[4] In addition, 47 youth were experiencing homelessness within the Bonita Unified School District that same year.[5] This latter group includes youth enrolled in public school who meet the McKinney-Vento definition of homeless—essentially that they must lack a “fixed, regular, and adequate” nighttime residence, but not necessarily be living outside or in a shelter.

City-level data from the regional Coordinated Entry System (CES) provides an enhanced view of individuals who are literally homeless, according to the HUD definition, using responses to

[1] Los Angeles Homeless Services Authority. 2017 Homeless Count-Count by City/Community. Available: https://www.lahsa.org/dashboards?id=13-greater-los-angeles-homeless-count-by-city-community.
[2] Garfield, Leanna . “A map of America’s homeless problem reveals the best and worst states for affordable housing.” Business Insider. March 22, 2018.
[3] Hiltzik, Michael. "California's housing crisis reaches from the homeless to the middle class — but it's still almost impossible to fix." Los Angeles Times. March 30, 2018.
[4] Los Angeles Homeless Services Authority. Housing Inventory Count. 2017
[5] Los Angeles County Office of Education. Aggregated LA County Homeless Student Count 2016-2017 Dataset.

the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) survey and other indicators of a person's overall health and wellbeing.

Based on this data, which was collected from July 2016 through November 2017, 86% of assessed individuals who said they resided in La Verne were TAY between 18-24 years old, while the remainder were over the age of 40. Of this largest subpopulation, 24% reported being homeless because they had run away from home, 29% left due to violence in the home, and 34% left because of an abusive relationship. In addition, 47% reported having spent time in an emergency room within six months of completing the assessment.

A useful aspect of the VI-SPDAT survey is the determination of an acuity score, which can help identify an appropriate housing intervention for someone experiencing homelessness. In LA County it is suggested that people experiencing homelessness who fall into the low-acuity scoring range of the assessment (0-3) should be able to find housing on their own, or self-resolve; those in the mid-acuity scoring range (4-11) are best served by Rapid Re-Housing programs; and high-acuity individuals (12+) generally need supportive housing.
77% of assessed individuals who said they live in La Verne are in the mid-acuity range, indicating a substantial need for time-limited housing assistance, such as Rapid Re-Housing. In addition, 3% of individuals were high-acuity (12+) and 20% were low-acuity (0-3).

### 3. Describe your City's planning process

The Homeless Plan was created through a collaborative process that included the input of multiple stakeholders from different sectors. Key activities of the plan process included a review of interviews with persons experiencing homelessness in the City, and two input sessions targeted to different stakeholders, including the City Council, City departments, homeless services provider partners, the general public, and the faith-based community. As a part of each stakeholder input session, groups were asked to provide feedback on the challenges of homelessness within the City as well as to provide input regarding possible strategies, many of which make up the approved goals and actions for the City within the plan. For summaries of challenges as well as strategies from each input session see Appendices B and C.

The City also conducted an online survey to collect input from the La Verne community. The survey took place from March 28 through April 15 and collected over 300 responses.

### 4. What are the goals of the City's plan and related actions? Review the example below, then respond to the prompts for your own City goals. Add sections for additional goals if needed.

| **Goal 1: Improve Coordination Among Key Stakeholders and Engage the Community (Homeless Initiative Strategy Link(s): A1, A5, B3, C4/C5, E5, E6, E7)** |
|---|
| **Action 1a:** Consider forming a subregional taskforce on homelessness to understand homelessness and its cause in La Verne and subregionally, and to assist with implementation of the Homeless Plan.<br>• The City could coordinate a quarterly meeting in which participants share information and ideas for local and subregional efforts |

- Participants might include faith-based organizations, educators, City law enforcement, members of the business community, and service providers, including TCMHC, David & Margaret Youth and Family Services, Haynes Education Center, and Camp Afflerbaugh-Paige
- Objective should include understanding the causes of homelessness in La Verne and surrounding area, and strategies for addressing these, in order to prevent homelessness

**Action 1b:** Engage City staff and community partners with regard to key Homeless Initiative Strategies that can be used to impact homelessness.

- Ensure Community Services Department staff and Police Department staff, as well as local homeless services providers, know how to use LA County web-based referral system to enable making outreach referrals
- Ensure Community Services Department staff and Police Department staff, as well as local homeless services providers understand the process for accessing housing through regional CES, including Prevention, Rapid Re-Housing and Permanent Supportive Housing (A1: Homeless Prevention Program for Families and A5: Homeless Prevention Program for Individuals, B3: Expand Rapid Re-Housing)
- Encourage homeless services providers to engage SPA 3 CES lead via regional case conferencing
- Ensure Community Services Department staff and Police Department staff, and other community partners are educated on County programs that provide SSI/SSDI/Veterans benefits advocacy and understand referral process (C4: Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy and C5: Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness)

**Action 1c:** Work on a subregional level with other neighboring cities to support local service providers acting as CES access points *(E7: Strengthen the Coordinated Entry System)*. Service providers may include:

- David & Margaret Youth and Family Services (already providing CES access to clients)
- Tri-City Mental Health (working to become CES access point)
- Bonita Unified School District (BUSD), which serves San Dimas, La Verne and part of Glendora, would be a good CES access point for families. In collaboration with other cities, we can work with BUSD to become a CES access point (perhaps a BUSD social worker).

**Action 1d:** Work with LVPD to engage individuals experiencing homelessness and better understand the connection between crime and homelessness in La Verne

- Better understand how City can participate in the HOST program and the requirements of this program
- If appropriate, City could work with the City of Pomona Police Department and LA County to access AB109 funds for homeless outreach services (*E5: Decriminalization Policy, E6: Expand Countywide Outreach System*)

| Associated Policy Changes | Goal Measurement | Goal Ownership | Leveraged City Resources | Timeline |
|---|---|---|---|---|
| 1a, 1b, 1c: No | 1a: Summary report | 1a, 1c: | City staff time | 1a: 6 months, |

| | | | | |
|---|---|---|---|---|
| associated policy changes<br>1d: Potential allocation of staff time to HOST training and ongoing work | 1b: Trainings on referral system, prevention, RRH/PSH, SSI/SSDI/Veterans benefits advocacy programs; Increased local participation in case conferencing<br>1c: Convene/ participate in a subregional meeting on this issue<br>1d: Summary report on HOST program requirements and potential benefit to the City | Community Development Department<br>1b: Community Development Department, Police Department<br>1d: Police Department | to accomplish goals and actions | ongoing<br>1b: 6 months-1 year<br>1c: 6 months, ongoing<br>1d: 6 months |

| **Goal 2: Expand Supportive Housing and Preserve Affordable Housing (Homeless Initiative Strategy Link(s): F7)** | | | | |
|---|---|---|---|---|
| **Action 2a:** Explore developing a shared housing program for TAY and seniors, along with Bonita Unified School District, University of La Verne, David & Margaret Youth and Family Services, and Claremont Senior Services.<br>• This program could also partner with Tri-City Mental Health's roommate training and landlord engagement programs | | | | |
| **Action 2b:** Work with LA County CEO Office and Community Development Commission to catalog affordable housing covenants that are due to expire and explore options for preserving them *(F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals).* | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| No associated policy changes | 2a: Summary report<br>2b: List of housing projects and addresses sent to CDC | Community Development Department | Staff time | 2a: 1 year<br>2b: 3-6 months |

| **Goal 3: Increase Income for People Experiencing Homelessness (Homeless Initiative Strategy Link(s): C2)** |
|---|
| **Action 3a:** Engage Chamber of Commerce, local businesses, and social enterprise organizations (e.g. Dave and Maggie's Café) to explore available opportunities for hiring homeless and formerly homeless individuals *(C2: Increase Employment for Homeless Adults* |

| | | | | |
|---|---|---|---|---|
| *by Supporting Social Enterprise).* Potential opportunities include the federal Work Opportunity Tax Credit for veterans and California New Employment Credit for hiring CalWorks recipients | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| No associated policy changes | Meeting with Chamber, businesses | Community Development Department | Staff time | 3a: 6 months-1year |

| | | | | |
|---|---|---|---|---|
| **Goal 4: Develop Communication Plan for Engaging Community Partners and La Verne Residents (Homeless Initiative Strategy Link(s): None)** | | | | |
| **Action 4a:** Develop a strategy for engaging City residents and informing them about the Homeless Plan and homelessness in general, in particular with regard to perceived links between homelessness and crime; homelessness prevention efforts; and the differing needs of various homeless subpopulations.<br>• Participate in the United Way's "Everyone In" campaign<br>• Consider producing a referral guide and distributing via handout or the City website<br>• Work with Bonita Unified School District and the University of La Verne to better understand homeless and at-risk youth, and TAY population<br>• Make La Verne residents aware of the TCMHC plan on homelessness and how it complements La Verne's Homeless Plan | | | | |
| **Action 4b:** This Plan should be reviewed on an annual basis, at a minimum, at a time corresponding with, or after, the release of the most recent annual Point in Time Count results, and the Community Development Department Director will report plan progress to the City Council. | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 3a: Potential adoption of "Everyone In" messaging<br>3b: No associated policy changes | 1a: Completed plan for participating in "Everyone In" campaign; Completion of referral guide; Community outreach event on TCMHC and City Homeless Plan<br>1b: Annual review of Plan | Community Development Department | Staff time | 4a: 1 year<br>4b: 1 year |

## 5. Identify City employees or other staff who will lead implementation of the plan.

### Table 1: Primary Contact for Plan Implementation

| Name & Position | Address & Email | Phone | % of |
|---|---|---|---|

| | | | Time |
|---|---|---|---|
| Eric Scherer, Director, Community Development Department | 3660 D Street La Verne, CA 91750 | 909-596-8706 | TBD |

**6. Describe the City's participation or plans to participate in any new or ongoing collaborative efforts, within the City and/or with other cities and/or in the Service Planning Area.**

In response to the issues described above, as well as the resulting strain on local resources, the City's leadership has committed to creating a Homeless Plan that will guide the City over the course of three years with reducing instances of homelessness. In addition, the Homeless Plan will help the City to be proactive in identifying ways to implement LA County Homeless Initiative strategies. The City recognizes the need to contribute to these strategies.

Considerable work by City leadership and community partners has already gone into this effort. Recent achievements include the City's becoming compliant with State Bill 2, concerning local planning efforts and homelessness, and the development of affordable housing for Transition Age Youth, in collaboration with the David & Margaret Youth and Family Services organization.

The majority of this work is performed at the city level by the Community Development Department, the Police Department, and the Community Services Department. Representatives from these Departments conduct outreach, issue referrals, and partner with service providers and other stakeholders in the City to create resources for low-income households and people experiencing homelessness.

Another significant partner for La Verne is Tri-City Mental Health Center (TCMHC), a public agency with a Legal Entity Agreement with LA County Department of Mental Health to provide outpatient mental health services to the cities of La Verne, Pomona, and Claremont. In this capacity TCMHC fills a significant role in La Verne, acting as primary responder for calls for service related to mental health treatment or homelessness, as well as operating a homeless outreach team and case management services. The agency also provides supportive services for local supportive housing and conducts other critical homeless-oriented programs, including roommate training and a landlord engagement program.

TCMHC is currently engaged in writing a strategic plan for addressing homelessness in the Tri-City area and has collaborated with City of La Verne staff in coordinating those efforts with the drafting of this plan.

The City and its partners are currently engaged in the following additional activities:

- The University of La Verne operates a student-sponsored food pantry for ULV students
- Sowing Seeds for Life operates a food pantry for LA County residents, who must self-certify income levels upon registering, as well as additional services

- The City of La Verne 2014-2021 Housing Element identified at least 252 affordable units within the City, and additionally, the City has covenants for several other housing properties that have units set aside for very-low-, low-, and moderate-income households. A new multi-family property currently under construction is anticipated to have 6 affordable units, and a multi-family property completed in 2014 includes 26 affordable units.
- The Community Services Director coordinates City staff and community volunteer participation in LAHSA's annual Point in Time Count
- David & Margaret Youth and Family Services operates a CES access point for TAY
- The City is involved in subregional partnership meetings with the Cities of San Dimas, Glendora, Claremont, and Pomona

7. **Review specific County Homeless Initiative Strategies from the table below and consider how the City could collaborate and align planning efforts to achieve mutual goals.**

**Table 2: City Planning Activities tied to County Homeless Initiative Strategies**

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☒ | ☐ | A1. Homeless Prevention for families |
| | ☒ | ☐ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | ☐ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☐ | ☐ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☐ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☐ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☐ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☐ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☒ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| | ☒ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☐ | ☐ | C7. Subsidize Employment for Homeless Adults |
| | Plan to participate | Currently participating | County Homeless Initiative Strategies |

| | | | |
|---|---|---|---|
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☐ | ☐ | D5. Support for Homeless Case Managers |
| | ☐ | ☐ | D6. Criminal Record Clearing Project |
| | ☐ | ☐ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☐ | ☐ | E4. First Responders Training |
| | ☒ | ☐ | E5. Decriminalization Policy |
| | ☒ | ☐ | E6. Expand Countywide Outreach System |
| | ☒ | ☐ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☐ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☐ | ☐ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☐ | ☐ | E14. Enhance Services for Transition Age Youth |
| **F – Increase Affordable/ Homeless Housing** | ☐ | ☐ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |
| | ☐ | ☐ | F4. Development of Second Dwelling Units Program |
| | ☐ | ☐ | F5. Incentive Zoning/Value Capture Strategies |
| | ☐ | ☐ | F6. Using Public Land for Homeless Housing |
| | ☒ | ☐ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☐ | ☐ | F7. Housing Innovation Fund (One-time) |

PROPOSED LANCASTER COMMUNITY

# HOMELESSNESS PLAN

**AUGUST, 2018**

Prepared by

Michael Baker INTERNATIONAL

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# 1. EXECUTIVE SUMMARY

NOTE: The following information is not intended to capture the full essence of homelessness in Lancaster, but rather provides a snapshot of existing conditions and resources available to those experiencing homelessness in the region.

## A. ORGANIZATION OF THE PLAN

**Chapter 1** of the Lancaster Community Homelessness Plan (the Plan) is the **Executive Summary,** which includes a summary of the purpose, challenges, key findings, and recommendations of the Plan. It also contains an introduction describing the background, methodology, and existing conditions in Lancaster as pertinent to the Plan.

**Chapter 2 The Story of Homelessness** discusses the existing conditions regarding homelessness in Lancaster including how homelessness is defined, risk factors for homelessness, numbers of homeless, homeless trends identified by stakeholders, and evaluation of existing homeless services and facilities.

**Chapter 3 Data Analysis and Results** details the methodology used for data collection and analysis, and includes the results for homeless population demographics, characteristics of homelessness in the area, service provision effectiveness, and anticipated needs.

**Chapter 4 Priority Recommendations** lists the goals and supporting actions developed as a result of the information from subsequent chapters. Goals include supporting actions, measurable indicators, and the estimated budget for the goal. A section on how the goals and supporting actions align with the Los Angeles County Homeless Initiative Strategies is also included.

**Chapter 5 Summary of Community Participation** describes the various outreach efforts used to engage the Mayor and City Council, appointed officials, staff, service providers, homeless individuals, and the residents of Lancaster in general. Summaries of meetings, interviews, and surveys are included in this chapter. Key findings from the community participation effort are found at the end of the chapter.

## B. BACKGROUND/PURPOSE OF PLAN

The City of Lancaster (the City), CA is a thriving community of 162,000 located approximately one-hour north of Los Angeles, in the Antelope Valley. Clean air, attainable housing, wide-open spaces, and a close-knit community make Lancaster the ideal place for families, with proven endless potential

to be a municipal leader on many issues, and looks to accomplish the same in addressing homelessness. Lancaster is part of *Los Angeles County's* Fifth Supervisorial District represented by Supervisor Kathryn Barger, and the *Los Angeles Homeless Services Authority's* (LAHSA) County Service Planning Area (SPA) 1.

Homelessness in the City of Lancaster is visible and life threatening, with persons sleeping in the desert with extreme temperatures ranging from below freezing to extreme heat waves. Based on the 2018 Homeless Count, Lancaster experienced a drastic 67% increase in its homeless population since the 2017 count, one year prior. LAHSA identified 1,076 people experiencing homelessness, which is amongst the Fifth Supervisorial District's largest area with such an increase. This increase, representing the largest over the last three years, is undesirable. The total homeless count for Lancaster in 2017 was 642 and 1,055 in 2016. For years, the Lancaster community has taken on this issue resulting in less than desirable outcomes. The landscape of Lancaster's homelessness is unique to the jurisdictional boundaries and junctures due to the very close proximity to its neighboring city and the unincorporated Los Angeles County areas of the Antelope Valley.

Homelessness in the Antelope Valley is dynamic and fluid. With only a few service providers, those in need crisscross jurisdictional boundaries looking for assistance—creating a burden on the service system in Lancaster, as well on its residents. The outcomes of these dynamics were made evident by the 2018 homeless count numbers.

Besides the obvious impacts to the health, public safety, and quality of life for all Lancaster residents, the education and healthcare systems are also affected. Very visible are the impacts on community spaces and the local economy—especially around Downtown Lancaster. Furthermore, all City Departments sustain operational and (unallocated) fiscal impacts from the homeless crisis. The key challenges in addressing homelessness have been a lack of collaborative planning efforts and the absence of: coordination of services and delivery, the necessary wrap-around services, and permanent supportive housing options.

With the passage of Measure H, which bumps the County's sales tax by a quarter-cent and estimated to raise about $355 million annually to implement homelessness strategies, the County of Los Angeles now has a great opportunity and a great obligation to address the state of homelessness like never before. To encourage local participation, the Los Angeles County Board of Supervisors also allocated funding for individual jurisdictions to develop a plan to address homelessness in their respective cities, in collaboration with the County and its contractors. Lancaster is one of 47 cities in Los Angeles County that has received a grant to develop a plan. The City was awarded a $70,000 grant in October 2017 from the County of Los Angeles to help fund the development of this Community Homelessness Plan.

In partnership with the County of Los Angeles, the City of Lancaster embarked upon a process to better understand homelessness and provide solutions that best suit the community in addressing what has been identified as a top priority for the Lancaster City Council. With resources generated through the Los Angeles County Homeless Initiative and Measure H, the City has developed a Lancaster-centric plan to combat homelessness.

The City of Lancaster has prepared the Plan to gain a better understanding of homelessness in Lancaster, the issues that contribute to homelessness, the makeup of the homeless population in the City, and identify goals and strategies to address homelessness and the associated impacts. Along with many other cities in Los Angeles County, the City expects this Plan will add to other previous regional planning efforts and will help set the intentions for addressing homelessness moving forward. The City understands that effectively addressing the issue of homelessness will take flexible and non-traditional approaches, diverse solutions, and many regional partners, each playing important roles. The diligent and creative efforts and ideas of many are needed to make progress on this issue in the City and the surrounding region, along with the necessary funding. In the same manner Measure H was necessary for true implementation of the Los Angeles County's Homeless Initiatives, Lancaster will require additional resources in order to effectively address homelessness.

The Lancaster Community Homelessness Plan aims to:

- Decrease the number of persons experiencing homelessness in the City of Lancaster.
- Reduce the impact of homelessness within the City of Lancaster.
- Align City resources with County investments, through a regional approach.
- Improve quality of life for all residents.

The objectives of the Plan are to:

- Align efforts with the County's Homeless Initiatives
- Consider a true balanced approach (for entire community)
- Provide equal placement of attention on public safety and community vitality
- Seek a collaborative approach
- Engage the community

- Expand the needs assessment regarding homelessness in Lancaster
- Identify best practices and impediments
- Identify criteria and strategies that decreases homelessness
- Identify potential funding sources through Measure H, grants, and other opportunities

Ultimately, the Lancaster Community Homelessness Plan provides the City with an enhanced and localized understanding of homelessness through the engagement of service providers, volunteers, businesses, residents, and most importantly, individuals and families who are experiencing homelessness. Through a community-driven process, the Lancaster Community Homelessness Plan presents a comprehensive look at homelessness and includes customized goals and recommendations to combat it.

## C. PLANNING PROCESS

The Community Homelessness Plan was developed in three phases with input received from a robust community participation effort. Input was received from the Mayor, Lancaster City Council, City staff, County agencies, local service providers, the Homeless Impact Commission, members of the business and faith-based community, school district and healthcare representatives, persons currently experiencing homelessness, and the general public. Each phase of the process is described below:

**Phase 1: Develop an Understanding of Lancaster** – During the first phase of the process, City staff and the consultant collected and analyzed available data and information about community demographics, homeless demographics, housing stock, local services providers, and services available in Lancaster.

**Phase 2: Community Outreach and Participation** – The second phase engaged the community to better understand the unique perspectives and needs in Lancaster. The community outreach process included: two online surveys, one community workshop, five focus group meetings, interviews with stakeholders, interviews with homeless individuals, and a ride-along with LAHSA street team. Refer to **Chapter 5, Summary of Community Participation,** for more details.

**Phase 3: Community Homelessness Plan Development and Completion** – Following the initial data collection and outreach phases, the consultant team worked closely with City staff to identify key findings and develop the Lancaster Community Homelessness Plan.

## Summary of Key Findings

The following key findings resulting from the analysis and input received as part of the Plan development process include:

- Quality of life for the whole community is integral to addressing homelessness
- A multi-faceted innovative approach is needed to successfully address the issue of homelessness
- There is a need for more affordable housing
- There is a need for improved coordination and performance of services provided to the homeless
- There is a regional need for more mental health and substance abuse services and facilities
- There is a need for a greater focus on homelessness prevention and stabilization to support families and keep tenants housed
- The Lancaster community, while very passionate and caring, overwhelmingly believes that homelessness is a serious concern and its impacts have increased over the last years

## Goals and Supporting Actions

A series of *goals*, *priority needs, and supporting actions* relating to the City of Lancaster's efforts to combat homelessness have been derived from the planning process. These *goals* address the anticipated service gaps, needs, and regional/cooperative opportunities and provide ideas to help leverage the anticipated resources made available through Measure H and other potential funding sources. These goals are outlined in **Chapter 3, the Priority Recommendation**.

The Lancaster Community Homelessness Plan Goals are as follows:

1) Prevention
2) Housing
3) Engagement
4) Public Safety
5) Data-Driven Responsiveness
6) Community Vitality
7) Regional Collaboration

The first six goals include supporting actions that can be implemented locally by the City, through identified partnerships and funding. Goal 7 should be implemented at the regional or state level.

Many of the actions apply to multiple goals; yet, they have been placed where they best fit and do not recur from goal to goal. In addition to the proposed goals, the City realizes that in order to truly impact and change the landscape of homelessness in Lancaster, a greater level of staff time commitment is necessary and is the only viable way the Community Homelessness Plan can be implemented.

Implementation of the Goals will need to occur in a phased manner. The City will prioritize the actions based on available funding and those that can be more quickly and easily implemented. Additionally, it may be appropriate to implement some actions in one or more geographic sub-areas of the City as pilot programs.

Preliminary budgets have been developed for each goal, based on research and discussions with stakeholders throughout the planning process. These budgets are necessary for full implementation and are not included in the City's current or future budget allocations. Rather, these budget estimates are provided to help guide and prioritize the (next) steps/actions to be taken in implementing the Community Homelessness Plan and acknowledges the need for an identified funding source(s), in coordination with the County of Los Angeles, to truly combat homelessness in Lancaster.

Implementation of the Lancaster Community Homelessness Plan is estimated to have a first-year cost of $5,121,431 and an on-going cost of $3,311,080.

## D. CONCLUSION

Homelessness affects the entire Lancaster community, not just those who experience homelessness over the course of the year. Homelessness takes on many faces in a community and is not always obvious or easy to identify. As well, the causes of homelessness vary from person to person; therefore, the response to addressing homelessness must be tailored from situation to situation. Goals and strategies must be deliberate and responsive to and for all Lancaster residents and community members. All must be open and flexible to find a solution to an undesirable situation.

The issue of homelessness is multifaceted and has proven very challenging to "solve" in most places. Lancaster's distance from other metropolitan areas in Los Angeles County creates a degree of isolation and disconnect. Consequently, data collection can be challenging and access to programs and funding may not always be proportional to the need. Trying new strategies and commencing unprecedented planning and data gathering systems must be part of the process in order to break the cycle of homelessness in Lancaster. Monitoring and an iterative approach will be key to effective outcomes.

The progressive leadership of the Mayor and City Council has already put in motion many approaches to combat homelessness, including the establishment of a Homeless Impact Commission, the hospitality and security services of the BLVD Ambassadors, and the vision of an unconventional housing concept, Kensington Campus—a campus designed to care for the whole person while providing housing. Continuing with a comprehensive, holistic, "bottoms-up approach" aimed toward meaningful and sustainable solutions, the Plan will build upon and service those in need while also improving the quality of life for all Lancaster residents (unhoused and housed) and address the impacts homelessness has on public safety, public health, and community vitality.

While it is expected that success will require additional focus on the issue and more funding resources, an important part of the City's approach is to develop and implement short- and long-term strategies to address and prevent homelessness. This means breaking the cycle of triage services and supporting homeless persons by helping them build trust with service providers, develop critical life skills, gain confidence and a sense of self-worth, and stabilize in permanent housing, all of which will help them achieve the goal of self-sufficiency, and/or staying housed while also receiving needed services.

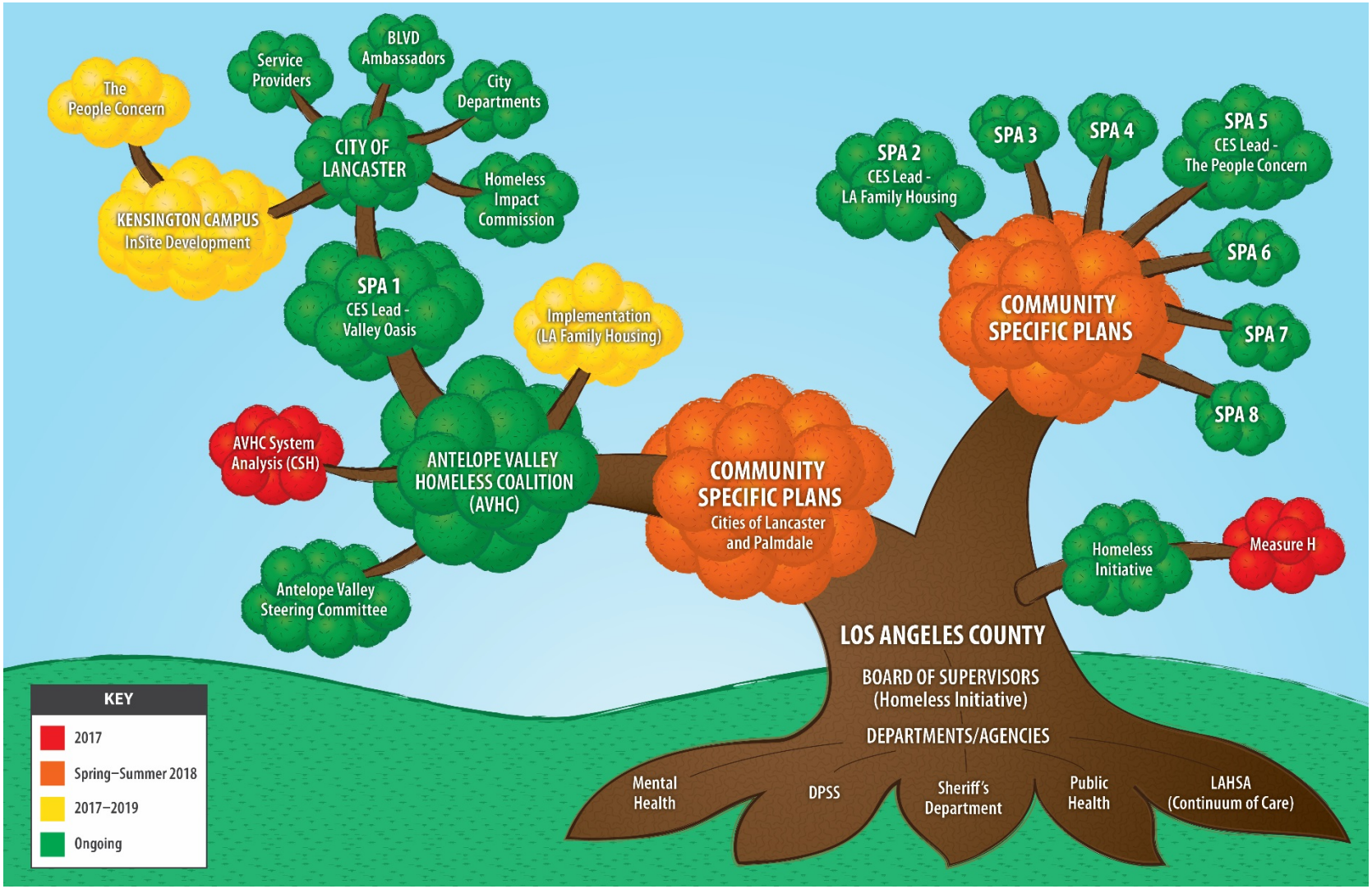
Tackling the issue of homelessness at an intensified level will require additional City staff resources, time, and funding. Anticipated funding sources include the Los Angeles County Homeless Initiative, Measure H, state emergency aid block grants, and other public and private funding opportunities. With such funding and additional resources dedicated to the prevention and coordination of services, the local homeless will begin to have their needs better served, achieve more self-sufficiency, and stay sheltered and the quality of life for the entire Lancaster community will be improved. Moreover, the amount of City (unallocated) resources expended by the Public Safety Department, Parks and Public Works Division, and other City operations will decrease, allowing such resources to be redirected back to core functions and service delivery.

Responsively, as Measure H resources are deployed to combat and prevent homelessness, the City is committed to working with the local community, neighboring cities, public agencies, and regional bodies to develop strategies that will equitably distribute homeless housing and services across the Antelope Valley. Figure 1-1 illustrates the timing and extent of current efforts at a County level, in the Antelope Valley, and in Lancaster. The City should build upon the existing synergy of the Antelope Valley Homeless Steering Committee and the Antelope Valley Homeless Coalition, while also moving forward with a comprehensive, localized approach.

The leadership alignment between the City and the County is significant to combatting homeless in Lancaster and the entire Antelope Valley. The continuation and growth of this City-County partnership is paramount in getting everyone around the table and moving in an aligned, effective way to address homelessness.

There is no prescriptive playbook to address the issue of homelessness. The City anticipates there will be trial and error when implementing some actions but also notes the risk of not trying is too great!

**Figure 1-1.**
Regional Homelessness Efforts



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# 2. THE STORY OF HOMELESSNESS

NOTE: The following information is not intended to capture the full essence of homelessness in Lancaster, but rather provides a snapshot of existing conditions and resources available to those experiencing homelessness in our region.

## A. SPECTRUM OF HOMELESSNESS

Homelessness takes on many faces in a community and is not always obvious or easy to identify. The housing crisis currently facing California has made the homelessness problem even more acute and difficult to address. While each Continuum of Care (CoC) takes efforts to prepare homeless counts intended to accurately scope the problem, many people who are technically experiencing homelessness go uncounted. They may not even consider themselves homeless in the stereotypical definition of the term, but they do not have a permanent home or they "couch surf" with friends and family for shelter. The agencies and service providers that work to help people experiencing homelessness have developed terms and definitions intended to help provide some structure and parameters for the conversation; however, homelessness is a very nuanced and difficult problem to address and even define. It is important to remember when talking about persons experiencing homelessness that they are not a homogeneous population and their lack of housing is not always obvious.

### General Overview of Homeless Populations

Various conditions and experiences contribute to homelessness and keep people from finding housing. These conditions affect people differently. While some people or families can recover from homelessness with little assistance and support, others have become accustomed to living homeless and may have several major underlying issues contributing to their homelessness and preventing them from accessing and benefiting from the available assistance. This spectrum of homelessness means that there is no single response and no one-size-fits-all answer. The solutions to the problem of homelessness will need to be as varied as the factors contributing to the problem in the first place. The following defines the parameters of the different homeless populations as identified by the service providers and public agencies tasked with addressing the problem.

## Definition of Homeless

HUD defines those who are experiencing homelessness to include an "individual who lacks a fixed, regular, and adequate nighttime residence; as well an individual who has a primary nighttime residence that is a supervised publicly or privately operated shelter designed to provide temporary living accommodations, an institution that provides a temporary residence for individuals intended to be institutionalized; or a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings." This definition includes persons living out of their vehicles—including travel trailers, vans, and passenger vehicles.

## Definition of Chronic Homeless

According to HUD, chronically homeless means an "unaccompanied homeless individual with a disabling condition who has either been continuously homeless for a year or more or has had at least four episodes of homelessness in the past three years." Chronic homelessness is among the most visible homelessness because of the pervasive and long-term nature of the problem. Persons experiencing chronic homelessness have often lost or cut ties with friends and family that could provide assistance or support. They frequently have extensive experience (both positive and negative) with the service providers and different programs available to them, and they often have severe underlying issues that directly contribute to their homelessness.

## Definition of At Risk of Homelessness

The definition of those who are at risk of homelessness includes households who experience one or more of the below conditions:

1) Have an annual income below 30 percent of median family income for the area, as determined by HUD;

2) Do not have sufficient resources or support networks immediately available to prevent them from moving to an emergency shelter or place not meant for habitation;

3) Exhibit one or more risk factors of homelessness, including recent housing instability or exiting a publicly funded institution or system of case management—such as foster care or a mental health facility.

More and more, people are becoming at risk of homelessness, especially the most vulnerable populations in the community––seniors, persons with a disability, victims of domestic abuse, and

families with young children. The risk of homelessness disproportionately affects vulnerable populations, particularly in housing markets where the supply does not meet the demand.

Seniors living on fixed incomes, who often have one or more disabilities, may not have a strong local familial support structure, and often have substantial health care needs. Seniors are especially vulnerable to increases in housing costs and can become housing insecure very easily. They will often elect to forego food, utilities, and medical care to pay for housing, which masks the severity of their housing insecurity.

Similarly, persons with disabilities are also especially vulnerable to housing instability, particularly in areas with a shortage of accessible affordable housing units. Inaccessible housing units can be inconvenient or even dangerous, and the shortage of appropriate housing leaves disabled residents with little choice.

Other populations with a high risk of housing instability are victims of domestic violence and female-headed families with young children. These populations will often respond to housing insecurity by separating the family to live with different friends or extended family members, or they may choose to stay in substandard, dangerous, or violent situations to remain housed.

## Overview of Homeless Subpopulations

Subpopulations within the homeless community experience homelessness in different ways, with varying causes and solutions. The subpopulations described below have diverse specific needs, with different resources required to address those needs.

### *Families*

Families with children often become homeless due to an unexpected crisis, such as the loss of a job or a medical emergency, which causes the family to lose their housing. Families experiencing homelessness often have at least one employed family member. They may have some community support, such as extended family members, but do not have enough resources to obtain and retain housing. Children experiencing homelessness are at higher risk of falling behind in school, and even a short bout of homelessness can have long-term impacts on academic performance and overall quality of life.

*Youth/Minors and Young Persons Leaving Foster Care*

Many unaccompanied homeless youth become homeless very suddenly. Homeless youth are different from homeless adults because they often have not learned the life skills essential for living on their own and do not have legal standing independent of their guardian. They are at an increased risk of harm in comparison to other youth their age and are more likely to experience mental illness, suffer poor health, drop out of school, and become involved with or become victims of criminal activity. Youth who have aged out of the foster system are at a particularly high risk of homelessness, and often do not have the social support networks or skills necessary to navigate adulthood without a transition from foster care to independent living.

*Veterans*

Homeless veterans may be living with physical disabilities and/or the lingering effects of post-traumatic stress disorder (PTSD). They may resort to self-medication and substance abuse, which may be compounded by a lack of family and social support networks. Additionally, military occupations and training are not always transferable to the civilian workforce; placing some veterans at a disadvantage when competing for employment. While there has recently been a substantial state and federal push to address homelessness among veterans, the complexity in navigating different resources combined with the possibility of residual distrust of service providers, can make it difficult to align homeless veterans with the right services and housing.

*Mental Illness*

According to the American Psychiatric Association, mental illnesses are, "health conditions involving changes in thinking, emotion or behavior (or a combination of these)." Serious mental illnesses can disrupt a person's ability to carry out essential aspects of daily life. Mental illness may also prevent individuals from forming and maintaining stable relationships, establishing workable daily routines, and meeting the fundamental requirements for self-care. As a result of these factors, people with mental illnesses are much more likely to become homeless than the general population. In 2017, one in four people experiencing homelessness had a serious mental illness. Mental illness can be particularly difficult to address, as there is still a legacy of stigma attached to mental healthcare and the very nature of mental illness can prevent a person who suffers from mental health problems from recognizing the extent or severity of the illness. This challenge is extended to service providers who are not always prepared, trained or have the resources to assist persons suffering from serious mental illness. Additionally, the lack of institutional beds for people suffering from severe mental illness means that many mentally ill homeless persons only get care when they are incarcerated, making the criminal justice system the largest mental healthcare provider in the region.

*Substance Abuse*

A high percentage of homeless struggle with substance abuse, often as a result of self- medicating to address emotional distress, physical disabilities, or mental illness. People with untreated mental illnesses frequently use controlled substances as a form of self- medication. Homeless people with both substance abuse disorders and mental illness experience additional obstacles to recovery, such as an increased risk for violence and victimization and frequent cycling between the streets, jails, and emergency rooms.

*Illness and Physical Disability*

A serious illness or physical disability can initiate a downward spiral into homelessness, beginning with loss of employment and/or expensive medical bills that result in housing instability. Most lower-income households in the United States do not have sufficient savings to cover prolonged medical care, and many people rely on employment for medical insurance. Persistent physical health problems commonly contribute to homelessness and are then aggravated by life without a home, loss of regular healthcare, and self-medication to address persistent pain or trauma. In a national survey of homeless service users, 14 percent reported problems walking, a lost limb, or other handicap. For comparison, the 2015 American Community Survey prepared by the US Census Bureau estimates that about 12.6 percent of the general population has a physical disability. Once a person becomes homeless, the risk of developing a disability also increases due to constant exposure to the elements, nutritional deficiencies, victimization, comorbidities, and limited access to healthcare. Furthermore, day labor available to the homeless population is most often construction work or other physical labor, which can aggravate minor disabilities and increase physical impairments.

*Persons with HIV/AIDS*

According to the National Coalition for the Homeless, HIV/AIDS and homelessness are intricately related. The costs of healthcare and medications for people living with HIV/AIDS are often too high for households without substantial resources to manage. In addition, persons living with HIV/AIDS may be in danger of losing their jobs and housing due to discrimination or because of frequent health-related absences.

*Domestic Violence*

Persons experiencing domestic violence are at increased vulnerability to homelessness. Recognizing the intersection between domestic violence and homelessness and finding effective ways to serve this population is critical in combating homelessness. Domestic violence is defined as emotionally and/or physically controlling a member of a family or household, often involving tactics such as verbal

abuse, physical assault, stalking, and sexual assault. Victims of domestic violence often struggle to leave the relationship and may need several tries to successfully escape the abuse. Additionally, the most dangerous time for persons experiencing domestic violence is when they are trying to escape the relationship or situation. Abusers use isolation as a means to control their victims and to limit their resources to prevent them from leaving the relationship. As a result, many victims have little or no social support network on which they can rely when they leave an abusive situation, which can lead to domestic violence victims not having a safe, fixed regular residence. This is particularly true for victims who were not allowed to work or who are the primary caregivers for children, and who will have few or no financial resources when they leave. The increased risk of violence common during separation means that victims of domestic violence often need shelter with additional security to help protect them from harm.

*Chronic Health Issues*

According to the National Health Care for the Homeless Council, more than half of those living on the streets have at least one chronic disease. Chronic illnesses or diseases are long-term medical conditions that are generally progressive. They are often endemic to the homeless population due to the lack of regular healthcare, unsanitary living conditions, irregular, insufficient, and poor quality nutrition, insufficient resources to maintain personal hygiene, and an absence of basic first aid, adding to the complex health needs of homeless people. Unfortunately, many homeless people needing treatment do not ever receive medical care due to a lack of knowledge, lack of trust in service providers, lack of access to healthcare facilities, or a lack of identification. Conditions that require regular, uninterrupted treatment, such as tuberculosis and HIV/AIDS, are more difficult to treat or control among those lacking adequate housing.

*Brain Injury*

Individuals who experience traumatic brain injuries often suffer from cognitive and behavioral difficulties, including memory limitations and impulsive decision-making, which can lead to an increased risk of economic and housing instability. According to the American Psychological Association, approximately half of the homeless population in the United States has sustained a traumatic brain injury, with 70 percent of this group having sustained the initial injury prior to becoming homeless. For comparison, based on estimates collected from the Centers for Disease Control and Prevention, about 10.5 to 17.4 percent of the general population has a disability resulting from or related to a traumatic brain injury. The high incidence of brain injury among the homeless indicates another substantial need in the homeless population. The homeless are also more vulnerable to the common causes of brain injuries, including substance abuse–related accidents, violence, and victimization.

*Developmental Disability*

Developmental disabilities are relatively common among the homeless population. The Health Research Foundation estimates that between 2.5 percent and 3 percent of the total U.S. population has a developmental disability, with the prevalence of mental retardation rates alone estimated to be around 22 percent among the homeless population, according to the National Center for Biotechnology Information. Many individuals with a disability live on a small, fixed income which limits their ability to pay for housing, despite their increased needs for affordable, accessible housing adapted to address their health issues. Many also need regular assistance to live independently and struggle to maintain routines or keep up with self-care without that support. Individuals suffering from developmental disabilities are often stigmatized and excluded from society, thus increasing their difficulties in successfully integrating into the community and finding stable housing.

*Individuals Exiting the Correctional System*

Individuals exiting the correctional system are at high risk of homelessness due to their limited income, a lack of community support or resources, and the difficulty they may experience in finding employment and housing, especially if they have a disability or drug dependency. Providing individuals who are re-entering society with access to affordable housing and tailored supportive services can significantly reduce their risk of homelessness.

*LGBTQ*

Members of the LGBTQ (lesbian, gay, bisexual, transgender, and queer/questioning) community are highly overrepresented in the homeless population. Members of this community often have limited or no familial support and can face widespread discrimination when seeking assistance. Oftentimes this subpopulation faces harassment and feel unsafe or shamed when seeking help. Some transgender individuals may be turned away from services solely due to their gender identity. These social barriers to safe housing and support services increase their risk of homelessness.

## B. CHARACTERISTICS OF HOMELESSNESS IN LANCASTER

Homelessness in Lancaster is affected by a few unique challenges that relate specifically to the City's size and geographic location. Figures 2-1 and 2-2 show Lancaster's size and placement in relationship to the region.

**Figure 2-1.**
Lancaster City

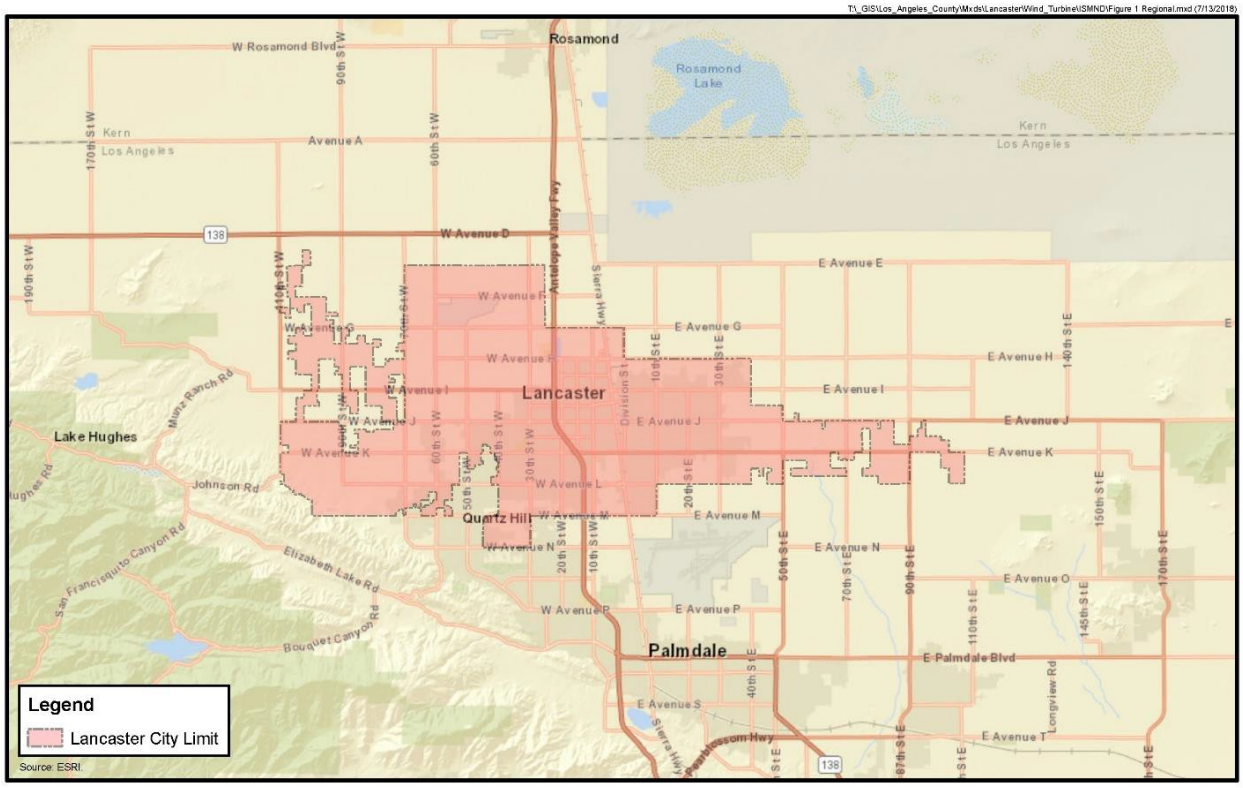
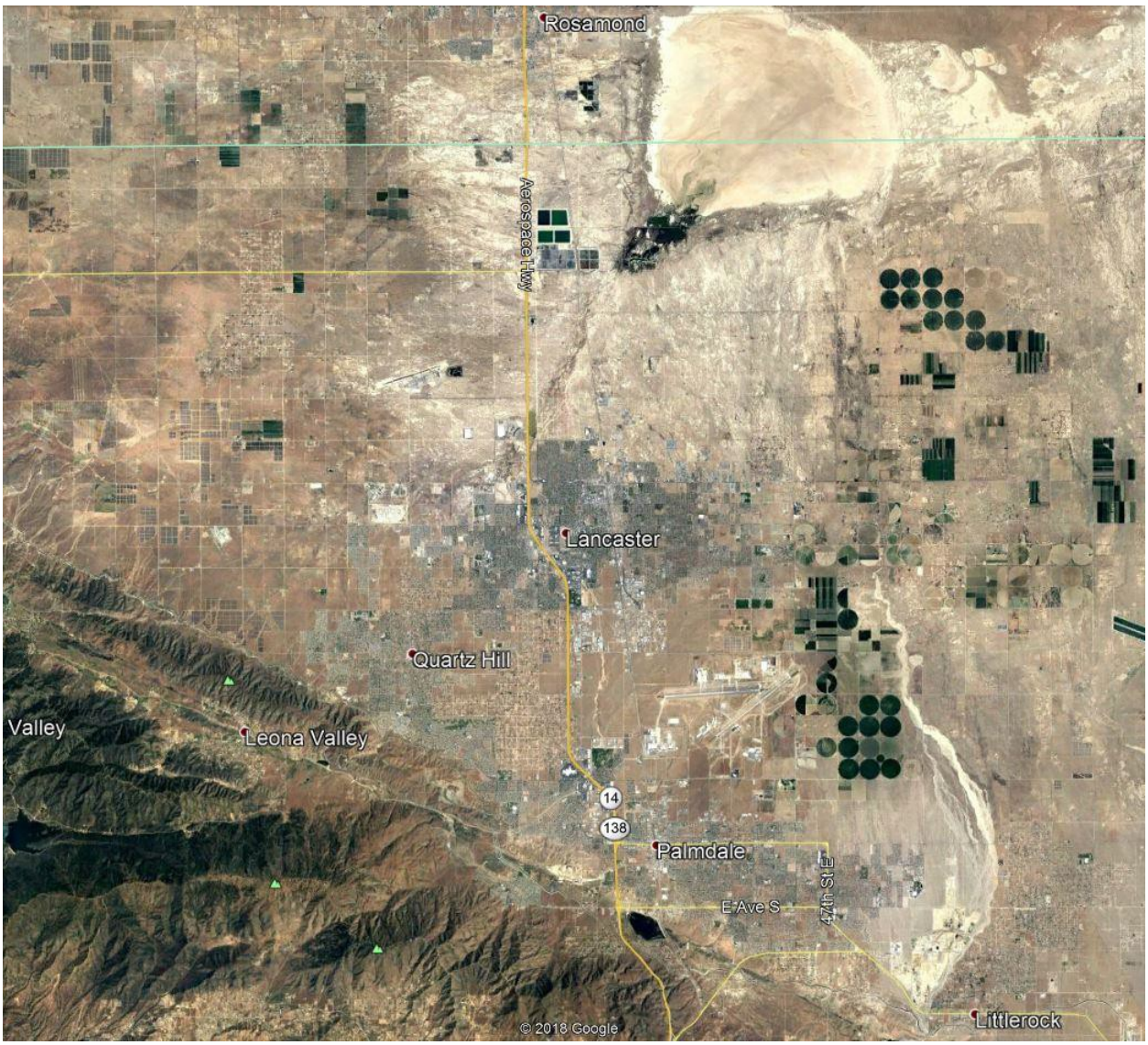


**Figure 2-2.**
Lancaster Region




Lancaster's boundaries encompass a large area, including a substantial amount of vacant land, particularly in the north and west sections of the City. The aerial photograph (Figure 2-2) shows that these areas are not typical urban infill areas but are actually greenfield areas with no previous development. Figure 2-2 also shows Lancaster's relationship to the geographic features of the region. To both the north and west of the City are open spaces with large parcels, few residences, and few major roads. The desert spaces are open, windswept, and have few trees or bushes large enough to provide shade or shelter.

These deserted areas in and around Lancaster are dotted with camps where the homeless have set up tents or moved into abandoned recreational vehicles and travel trailers, or where they have collected large debris from illegal dumping to create lean-to shelters. These camps have no access to potable water or sanitation, have little shade or shelter from the sun and wind, and are remote enough to be out of sight from most major roadways. The homeless people living in these camps are subject to the severe weather conditions and are at risk of dehydration, disease due to poor sanitation, and death from exposure. Many of the homeless in these camps have dogs as companion animals and for security. Both the people and their pets come in regular contact with wildlife, including venomous snakes and smaller predators.

Homeless camps inside the developed areas of the City also pose health and safety risks. Homeless persons set up camps in empty flood drainage infrastructure, which have limited egress options and are designed to address the flash-flooding that is common in high desert environments. During the research conducted in preparing this plan, one encampment in a drainage tunnel caught fire, and while no people were critically injured, the damage to the infrastructure was significant and costly. Homeless camps in public facilities, like parks, discourage public usage and have destructive impacts on park facilities. Camps set up along creeks and other water sources also have severe impacts, including water contamination and trash accumulation.

Homeless persons electing to not live in camps resort to sleeping on the sidewalk or on walkways to public buildings, sheltering in doorways or parking lots, and are often forced to move from place to place during the night for security or in response to a complaint.

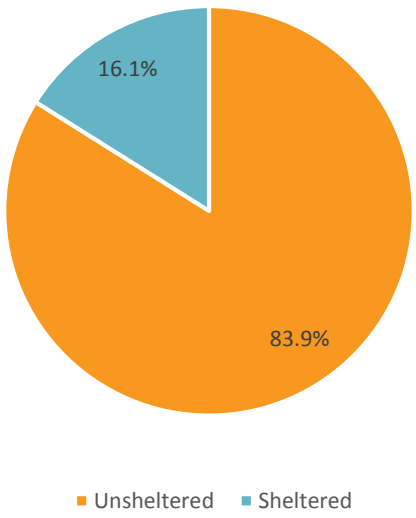
The remote location and conditions in Lancaster reflect a different range and type of homelessness than is common in other more densely developed areas of Los Angeles County and will require a more diverse range of solutions.

## Homeless Counts and Trends

In January 2018, the Los Angeles Homeless Services Authority (LAHSA) performed the annual Homeless Count of the Greater Los Angeles Area with the Los Angeles Continuum of Care (CoC). The 2018 count is the most recent that includes Lancaster- specific numbers. This count found that Lancaster was home to a total of 1,076 homeless individuals, with the vast majority of them unsheltered. Not including the youth count, Lancaster had a total of 901 unsheltered persons (about

83.9 percent of the total) and 173 sheltered homeless individuals (about 16.1 percent of the total), as show in Figure 2-3.

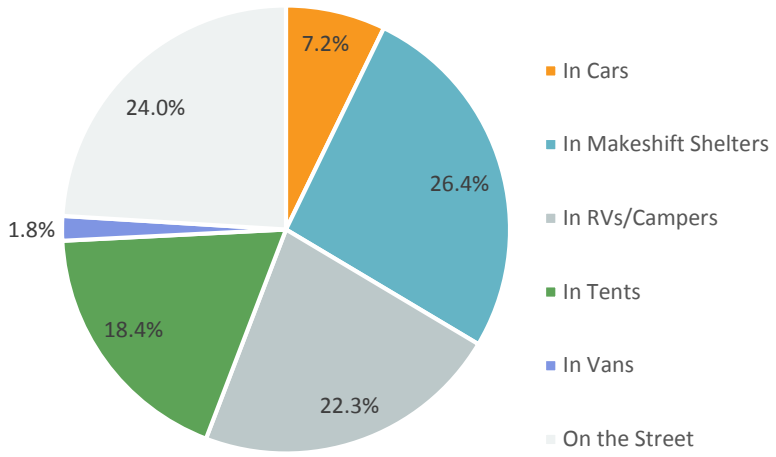
**Figure 2-3.**
Sheltered and Unsheltered Homeless in Lancaster in 2018




*Source: Los Angeles Homeless Services Authority 2018*

As shown in Figure 2-4, approximately 26.4 percent of the unsheltered homeless persons in Lancaster were living in makeshift shelters, followed by 24.1 percent living in RVs, campers, or vans, 23.9, percent living on the street, 18.4 percent living in tents, and the remaining 7.2 percent living in cars. The majority (89.6%) of sheltered individuals were living in emergency shelters, with the remainder living in transitional shelters.

**Figure 2-4.**
Unsheltered Persons in 2018

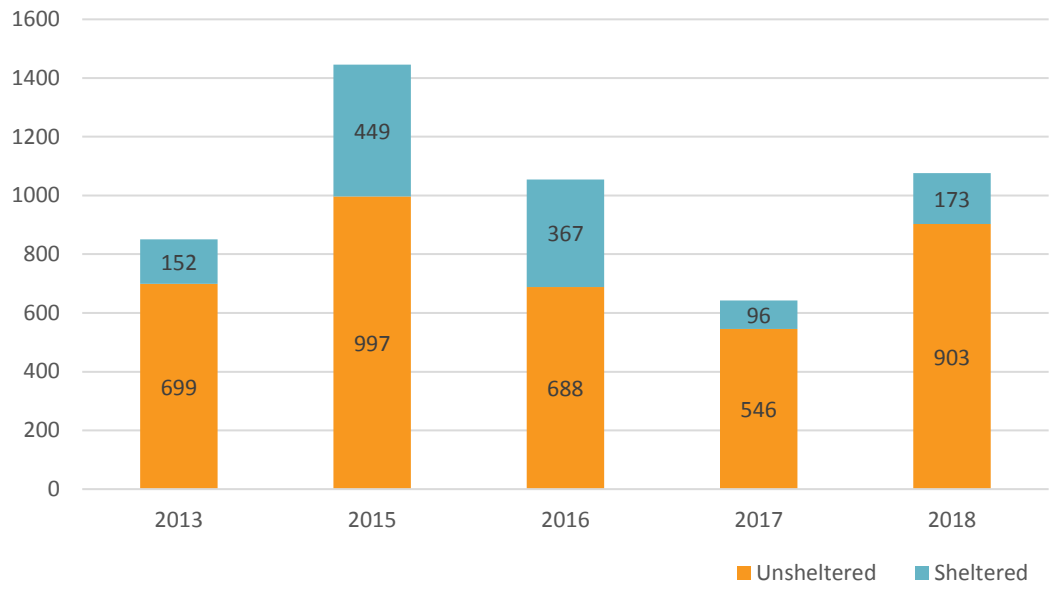



*Source: Los Angeles Homeless Services Authority 2018*

The homeless population in Lancaster has varied over time, with a significant rise in 2015 and in 2018. Homeless counts from the years 2013 to 2018 are shown in Figure 2-5. In 2013, there was a total of 851 homeless persons in Lancaster. Of those, 699 were unsheltered and 152 were sheltered homeless persons. From 2013 to 2015, there was a increase in homeless persons in Lancaster to 1,446 persons, including 997 unsheltered and 449 sheltered individuals. Counts from 2016 to 2017 show a steady decline in homeless individuals, down to 642 individuals reported in the 2017 count. Of those, 546 were unsheltered and 96 were sheltered. It should also be noted that the number of sheltered homeless also rose significantly to 449 in 2015 and then declined to 96 in 2017. Most recently (as previously referred to) between 2017 and 2018, Lancaster's homeless population numbers increased by 67 percent from 642 to 1,076 (901unsheltered; 173 sheltered).

The regional data for LAHSA's Service Planning Area (SPA) 1 is divided by subpopulation in Figure 2-6. Of the 3,203 homeless persons reported in SPA 1 in 2018, 30.6 percent (981) reported a serious mental illness and 22.4 percent (717) have had experience with domestic/intimate partner domestic violence.

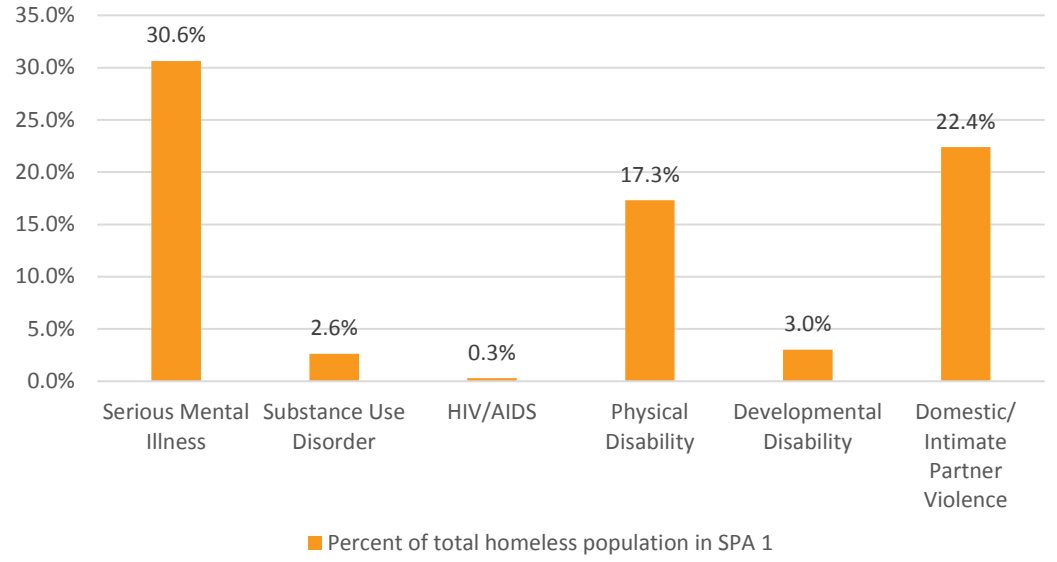
**Figure 2-5.**
Lancaster Homeless Trends 2013-2018




*Source: Los Angeles Homeless Services Authority 2013, 2015, 2016, 2017, 2018*

*Note: No Point-in-Time Count was conducted in 2014.*

**Figure 2-6.**
Homeless Subpopulations in SPA 1 in 2018




*Source: Los Angeles Homeless Services Authority 2018*

## Description of Current Homeless Issues in Lancaster

Stakeholders interviewed included service providers, Mayor and City Council members, members of City Commissions, City staff, and community members. Some of the interviewees indicated there is an imbalance in spending per person for the homeless in SPA 1 as compared to other areas of Los Angeles County. One stakeholder stated that spending per person in SPA 4, which includes Skid Row in the city of Los Angeles, is more than 15 times that in SPA 1. This disparity underscores a key challenge in addressing homelessness in rural or suburban areas versus in higher-density urban centers. Service providers conducting outreach in urban areas where the homeless are concentrated in specific areas benefit from the concentration and can efficiently reach many people fairly rapidly. In contrast, service providers conducting outreach in suburban or rural areas must travel more to reach people, which increases the per-person cost in providing services and reduces the overall efficiency of the outreach process. Urban homeless have access to more robust transportation options, clustered service providers and shelters, and more healthcare providers. Suburban and rural homeless often have less access to public transportation, service providers are scattered across the City or region, and fewer healthcare options are available. Rural homeless are an exceptional challenge, as many set up camps in the periphery of a jurisdiction and often do not have local access to potable water or sanitation and are at increased risk of health problems due to exposure. They can be difficult for service providers and first responders to locate, and they frequently camp on private property, which contributes to illegal dumping and increases liability. Other impacts include environmental damage, increased risk of fatalities, and property damage. The increased cost of rural outreach, combined with lower per-person funding allocations, indicates that homeless persons in rural and suburban areas have access to fewer options to help exit homelessness.

### At-Risk Factors

Lancaster's homeless residents are similar to most homeless in the country in that they did not arrive in their current situation as a result of a single characteristic or life event. The majority of homeless have, or have had, risk factors that led to their current situation and which may contribute to chronic homelessness. The following causes of homelessness have been identified by the Salvation Army, the National Coalition for the Homeless, and the California Homelessness Task Force:

- Poverty (influenced by the lack of employment opportunities and decline in public assistance)
- Unemployment
- Lack of affordable housing
- Poor physical or mental health

- Drug and alcohol abuse
- Gambling addiction
- Family and relationship breakdown
- Domestic violence
- Physical and/or sexual abuse
- Prison release

The discussion below indicates that a large portion of Lancaster's homeless population is affected by one or more of these factors, increasing the difficulty in preventing homelessness, heightening the susceptibility of entering into homelessness, and emphasizing the obstacles of exiting homelessness.

As part of the outreach process, stakeholders and service providers were asked what they thought were the root causes of homelessness in Lancaster or that put residents at risk of becoming homeless. Their responses are shown in **Table 2-1**. It is important to note that each service provider or stakeholder deals or interacts with a different subpopulation, with varying root causes of homelessness.

**Table 2-1.**
Service Provider and Stakeholder Insight: Causes of Homelessness in Lancaster

| Type of Service Provider or Stakeholder | Causes of Homelessness in Lancaster |
|---|---|
| Mental Health Care | • Mental health problems<br>• Substance abuse<br>• Youth exiting foster care<br>• Disability challenges |
| Emergency Housing | • Mental health problems<br>• Economic hardships (sudden job loss or heavy debts)<br>• Substance abuse<br>• Domestic violence |
| Support Services | • Mental health problems<br>• Substance abuse<br>• Youth exiting foster care<br>• Domestic violence<br>• Economic hardships (sudden job loss or heavy debts)<br>• Disability challenges<br>• Criminal record |
| Public Safety | • Institutional departure<br>• Substance abuse<br>• Mental health problems<br>• Economic hardships (sudden job loss or heavy debts) |
| Other Housing | • Disability challenges<br>• Mental health problems<br>• Terminal illness (or illness of a family member) |
| City Officials | • Substance abuse<br>• Mental health problems<br>• Economic hardships (sudden job loss or heavy debts)<br>• Lack of coordination between service providers |

During stakeholder interviews, homeless individuals were asked what they felt was the primary cause of their current homeless situation. Respondents stated many reasons for why they became homeless, sometimes listing more than one reason. The top reasons are as followed:

- The most common cause of homelessness in persons interviewed was family and relationship dissolutions. Most of these dissolutions resulted in one person becoming homeless, while the partner, if applicable, and children found shelter with family or friends in the area. Family and relationship dissolution was frequently accompanied with interruption of employment resulting in evictions and homelessness.

- Rising rents combined with stagnant incomes also resulted in homelessness for several interviewees.

- Other interviewees were either employed or were actively job hunting and were forced to choose between paying for transportation or for housing. All chose to pay for transportation, as it would allow them to keep working.

## Homelessness Response and Homeless Service Utilization in Lancaster

Services to homeless individuals and families are offered by a number of service providers, as well as numerous other government and privately funded service agencies, non-profits, and faith-based organizations. Some organizations coordinate with each other and the City, while some operate independently. The services offered include emergency and temporary shelter, permanent housing, food, case management, public safety, training and education, mental health and other health services, substance abuse treatment, legal services, and other basic needs.

Twenty of these organizations provided information in a survey as part of the development of this Homelessness Plan. In the surveys conducted, three organizations said they provide services to 51–100 individuals annually, and one said it provided service to between 100 and 200 people. Sixteen organizations reported serving over 200 people each year. This means that even accounting for variations in the homeless population, many individuals use services from more than one organization per year. In addition, most organizations reported having a high number of repeat clients annually.

In one-on-one interviews, 20 homeless individuals were asked a series of questions regarding their circumstances, demographics, and needs. In the interviews, food banks, medical and psychological services, job and hiring assistance, and shelters were said to be of the most help regarding services.

### *Kensington Campus*

The City broke ground in June 2018 on the Kensington Campus, which is the future centralized location for homeless services and will include a shelter, wraparound services, and transitional and permanent supportive housing in Lancaster. The Campus will be located on City-owned land at

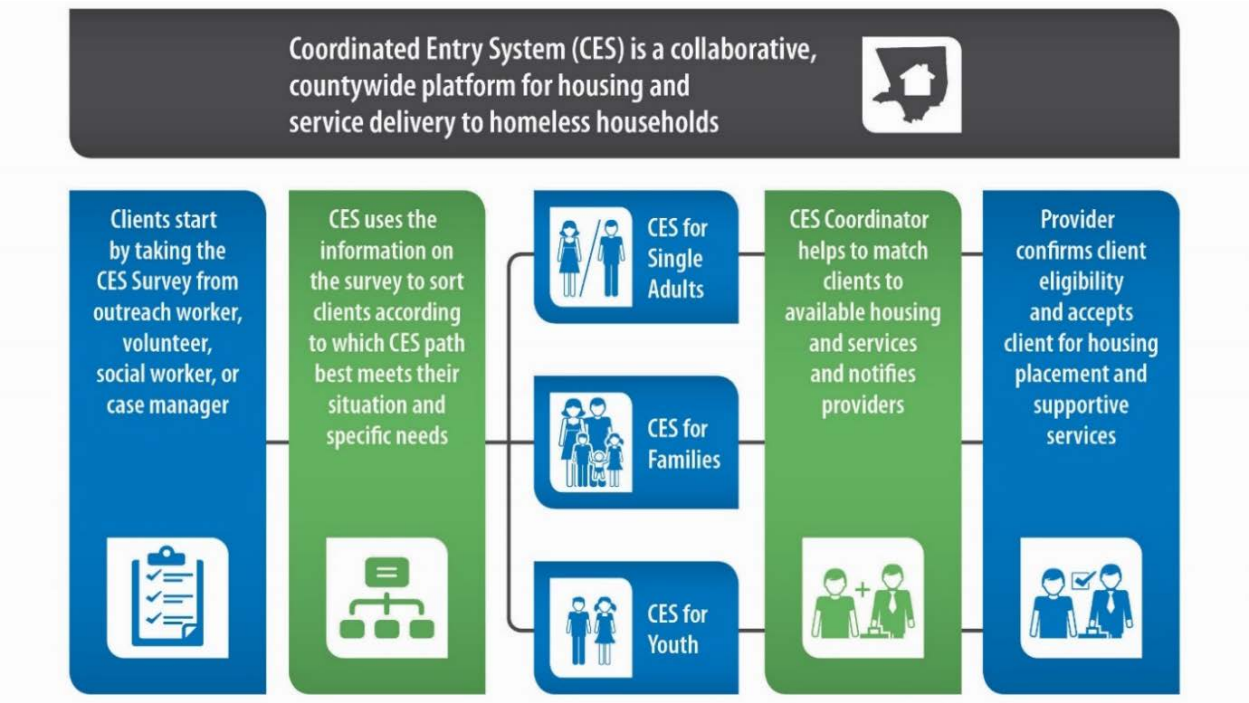
Avenue I and 32nd Street West. This state-of-the-art campus is being developed by InSite Development and will be operated by The People Concern. The People Concern, who recently changed its name from the Ocean Park Community Center (OPCC), is the largest social service provider on the west side of Los Angeles and is headquartered in Santa Monica.

Kensington Campus is designed with a village concept, to promote interaction and a community feel. In addition to a shelter providing bridge housing with 156 beds and 100 permanent housing units, many services and facilities will be located on the Ccampus. The People Concern is currently reaching out to existing Lancaster service providers to develop an approach to incorporate many of them at Kensington Campus and provide a centralized area where people can access a wide range of services. This approach would include mental health services, substance abuse services, employment assistance, and other services currently available in Lancaster. Additionally, the Campus will include a communal kitchen, a medical clinic, an animal kennel and pet therapy center, a mental health therapy building, and a laundry and bed bug eradication facility. There will be communal spaces as well as private spaces including in the emergency shelter part of the facility. Kensington Campus is expected to open in early 2019.

## C. EVALUATION OF EXISTING HOMELESS SERVICES AND FACILITIES

The existing homeless response in Lancaster and the Antelope Valley region follows the Coordinated Entry System (CES) set in place by the Los Angeles Continuum of Care (CoC). The Coordinated Entry System for SPA 1 is led by Valley Oasis. As in many regions, the number of agencies and service providers in Lancaster includes a wide range of services that are being provided by both formal and informal agencies. The CES is intended to centralize intake and processing and streamline the process of connecting homeless persons with services. Figure 2-7 shows how the CES is intended to work. To help understand the challenges and opportunities facing service providers, the following section includes a detailed review of existing service providers and facilities in Lancaster.

**Figure 2-7.**
Lancaster Coordinated Entry System




## Emergency Shelters/Bridge Housing

A challenge facing homeless persons in the region was the closure of the Lancaster Community Shelter, operated by Grace Resources, which served as the only year-round shelter in the Antelope Valley. The shelter was centrally located near downtown Lancaster, which acted as a draw attracting homeless persons to the newly revitalized downtown corridor. The High Desert Multi-Ambulatory Care Center (MACC), currently operated by the Salvation Army, has replaced and expanded the beds lost when the Community Shelter closed. However, its remote location is a challenge for homeless persons with limited transportation options who also receive services from other providers located in and around downtown Lancaster. The City is developing the Kensington Campus project, which intends to centralize services with emergency and transitional beds, to help address this disconnection between shelter and the necessary wraparound services.

Currently, the MACC is the only homeless overnight emergency shelter operating in SPA 1. In addition, Valley Oasis operates a local 65-bed shelter for domestic violence victims.

## Transitional Housing

Valley Oasis, as the SPA CES Lead, in conjunction with Mental Health America, locate and operate transitional housing for homeless individuals in the region. Valley Oasis has a housing-first program for homeless domestic violence survivors. Funding helps participants find housing, employment, and a safe situation. Valley Oasis also operates the Stepping into the Light program, which provides transitional housing for families in an apartment complex setting; as well as the TAY program, which helps homeless youth find appropriate housing. All of these programs include additional support services like transportation, counseling, and employment assistance. One challenge expressed by all the homeless persons interviewed regarding these transitional housing services is the housing options offered require that homeless persons have regular income to qualify for assistance. The interviewees cited this requirement as a major barrier in preventing persons from successfully participating in the programs. Most of the interviewees also remarked that they had tried unsuccessfully at least one previous time to obtain housing through these programs and were now attempting to access housing through other avenues.

Additional facilities include the Tarzana Treatment Center, which provides drug and alcohol rehabilitation services and has sober living and recovery bridge housing available in the Antelope Valley.

One challenge facing the transitional housing providers in the SPA 1 CES is "mission drift." Mission drift is what happens when an entity unintentionally moves away from the organization's original mission; or the entity consciously moves into a new direction from its original mission. Service providers that were originally set up and organized to serve one population are now asked to expand their range to other populations, due the severity of the homeless crisis at hand. As discussed earlier, the conditions contributing to homelessness are very diverse and require different solutions. Increasing services to address the needs of multiple subpopulations can be very challenging to service providers that may not have the experience or capacity to deal with such a wider range of issues/needs. It can result in uneven services, unintentionally (or intentionally) excluded populations, and inefficient service delivery. "Mission drift" has been identified as one of the key factors negatively impacting service provider performance for non-profit organizations; and agencies asked to expand services to additional populations beyond their original target often struggle to maintain effectiveness and efficiency without additional strategic support.

## Permanent Supportive Housing

Mental Health America operates permanent supportive housing for its clients. They also partner with the County to provide care and a housing voucher to clients.

Plans are underway for additional permanent supportive housing through the Penny Lane's Imagine Village.

## Meal/Food Services

Regular meals for homeless persons are provided in Lancaster by Grace Resources, the Salvation Army and other faith-based providers. Grace Resources also operates a groceries/food pantry multiple days per week. Informal faith-based and community groups offer single-instance meals or other donation events. However, these events can often have negative externalities on the public facilities and neighborhoods where they are held and on public health and, as a result, are not generally sanctioned or supported by formal service providers and agencies.

## Support Services

Support service providers for the homeless seek to prevent and end homelessness through a range of offerings.

- The Salvation Army and Grace Resources provides a place for its clients to receive mail and offers case management and referral services.
- The Los Angeles County Homeless Services Authority (LAHSA), Valley Oasis, Mental Health America, Salvation Army, the Mental Health America Military Resource Center, and faith-based organizations provide homeless outreach services.
- Valley Oasis provides case management as part of the welfare-to-work program for domestic violence survivors. The program is funded by the Los Angeles County Department of Public Social Services. Valley Oasis also offers a domestic violence survivor 21-week support group.

## Public Safety Services

The City of Lancaster Public Safety Department regularly interacts with the local homeless community when addressing problems at encampments and addressing community complaints. When encampments are on private land, the Public Safety Department works with LAHSA, then coordinates the property cleanup effort. Similarly, the department interacts with homeless persons setting up camps or sleeping in public parks, public restrooms, and other public spaces. The Public Safety staff will coordinate with service providers when available. The Public Safety Department also runs safety and outreach training for businesses.

The Boulevard Ambassador Program is a quality of life and community vitality program that promotes hospitality and safety in downtown Lancaster focused on Lancaster Boulevard (The BLVD). The BLVD is the recently revitalized downtown area in Lancaster and is home to many restaurants, entertainment venues, shops, and other retail and service industry enterprises. The Ambassador Program is managed by the BLVD Association and staffed by the company Streetplus. The Ambassadors answer questions, offer suggestions for things to do and special events, address panhandling, and augment law enforcement services. They are often the first point of contact to respond to issues identified on the BLVD, and they are familiar with many of the homeless services and specific homeless individuals who frequent the area, which resulted in over 1,600 service provider referrals in the last year.

## Transportation Services

The Antelope Valley Transit Authority (AVTA) operates local public bus service in Lancaster. AVTA also has a Dial-a-Ride curb-to-curb van service for those with disabilities. It also provides commuter buses to downtown Los Angeles, the San Fernando Valley, and Century City on weekdays.

Metrolink provides light rail train service from Lancaster to most areas in Los Angeles County Monday through Saturday. Lancaster is the last stop on the Metrolink train from Los Angeles. Many of the people interviewed during preparation of this plan identified Metrolink as a contributor to the homeless problem in Lancaster. The perception was that homeless persons in other parts of Los Angeles County used Metrolink to access homeless services in Lancaster and then were unable to return to where they originated, leaving them stuck in Lancaster. Inconsistent train fare enforcement and misinformation about available services were identified as key factors to this perceived in-migration of homeless persons to Lancaster. The City, with support from the Public Safety Department, is working with Metrolink to increase fare enforcement and reduce in-migration.

## Medical and Mental Health Services

Medical and/or mental health organizations that provide services to homeless and non-homeless adults are:

- Mental Health America provides integrated services to homeless and non-homeless adults with mental illness. These services include housing assistance, job training and placement, substance abuse recovery, social and living skills training, and money management. These services are intended to break the cycle for mentally ill homeless people who end up in jail for minor offenses and who cycle between incarceration and homelessness. Mental Health America operates an opportunity center for those with mental illness including drop-in services such as laundry, clean clothes, meals, and showers.

- The Tarzana Treatment Center provides substance abuse treatment services in Lancaster.

- The Los Angeles County Department of Mental Health offers over 80 programs and services. The department has services focused on children, adults, and older adults. Countywide services include psychiatric mobile response teams, assisted outpatient treatment, a homeless outreach mobile team, and homeless outreach teams.

- The Antelope Valley Community Clinic provides many different healthcare services, including mental health diagnosis, care, and referrals. The clinic also offers drug, alcohol, and opioid detox services.

- The Catalyst Foundation provides meal delivery, financial assistance to access housing (emergency through permanent), transportation to reach services, referrals for mental health and substance abuse treatment services, support groups, and financial literacy classes.

- BARTZ-Altadonna Community Health Center provides primary care, HIV and Hepatitis C focused services. The center has a sliding scale fee system and doesn't turn anyone away due to inability to pay.

- Antelope Valley Partners for Health targets mental and physical health and wellness services to vulnerable populations, including families struggling with poverty, low-income children, seniors, and pregnant women. They also assist transitional foster youth in finding appropriate housing.

## Other Services (Legal, Employment Training, VA, Faith-Based, etc.)

This section outlines other services available to homeless individuals as well as those individuals at risk of homelessness. These services assist and support them in meeting their needs.

### Legal

- Neighborhood Legal Services of Los Angeles County provides legal services related to affordable housing preservation and tenant rights. The agency works in neighborhoods with the lowest-income residents who are at risk of becoming homeless.

- Valley Oasis offers free legal services to its domestic violence clients.

- Desert Vineyard Church periodically holds free legal clinics in partnership with Christian Legal Aid.

- The Salvation Army assists its clients with obtaining legal identification and other documentation necessary for employment.

### Employment, Education, and Other Training

- Grace Resources provides parenting classes, ethics training, anger management classes, and "writing to succeed" classes.

- The Salvation Army provides life skills tools and resources to residents of its shelter.

- The Antelope Valley Community College (AVCC) Hearts and Hands Pantry provides supplemental nutritional food to homeless and/or hungry AVCC students, to benefit their academic success.

- The Los Angeles County Office of Public Social Services' General Relief Opportunities for Work (GROW) program is intended to assist General Relief recipients in transitioning into the labor market. All employable General Relief recipients must participate in the GROW program. GROW includes education services, training services, youth services, employment development, and other support services.

- America's Job Center of California has a GROW center in Lancaster. They provide training and counseling for clients of all faiths and circumstances.

- Desert Haven offers training and employment for people with developmental disabilities. It is a social enterprise that serves some homeless and formerly homeless people.

Veterans and Military

- Mental Health America operates the Military Resource Center, which provides outreach and services to veterans and returning military personnel and their families—including those who are homeless. Resources include classes, counseling, and housing assistance.

- The William J. "Pete" Knight veterans' home in Lancaster provides assisted living for 60 retired veterans. The home is operated by the California Department of Veterans Affairs.

Children and Transition-Age Youth (TAY)

- Mental Health America has a program for transition-age youth (ages 17–25) with mental illness transitioning out of foster care and mental health care systems. It connects these individuals to adult mental health services and other resources to assist them with self-sufficiency.

- The Los Angeles County Office of Education and local school districts have homeless liaisons and services for homeless students. Some of the services they provide are free or reduced-price meals, bus passes or cab fare, clothing allowances, and homework assistance. The Penny Lane Center provides services for children and families. The center serves foster youth and transition- age youth. Services include employment services, foster care and adoption services, mental health services including case management and medication management, and a transitional-age youth drop-in center.

- First 5 LA is a childhood advocacy organization that focuses resources on the first five years of a child's life.

- The Lost Angels Children's Project provides at-risk, foster, and low-income youth with an educational and safe after-school program that develops the skills of team building and critical thinking via vocational training in classic car restoration and art. The City of Lancaster and Lost Angels are currently exploring the development of a social enterprise for homeless youth to build and sell furniture.

### Seniors

- The Antelope Valley Senior Center in Lancaster is operated by the Los Angeles County Department of Workforce Development, Aging & Community Services. The center provides social, recreational, and educational activities to adults aged 50 and older. It is a food bank distribution site for qualified seniors over the age of 60. Mental health services are also provided at the senior center. The center serves as a warming and cooling center during extreme weather and is home to the Antelope Valley Seniors Network, which helps match seniors with appropriate services.

### Clothing

- Grace Resources collects clothing and other basic needs supplies from the community for those in need, once a month as part of their Abundance Sunday/Monday program. They also collect warm clothing annually before winter and have a program to provide school supplies to children.
- The Salvation Army operates a thrift store and donation center in Lancaster.
- Valley Oasis runs a thrift store that is free for its clients. It also provides job training opportunities for some of its clients.

## Informal Services

- Wayside Christian Church operates the Love On Purpose ministry. The ministry provides a food pantry at their church in Lancaster. They also operate mobile emergency showers and collect basic needs supplies and clothing to provide to those in need.
- Lancaster Church of the Brethren provides hygiene kits to the homeless.
- Desert Vineyard Church provides meals at their church in Lancaster, at a park in Palmdale, and at campsites in the desert. The church also collects warm clothing, blankets, and sleeping bags annually to give to the homeless and needy.

- Lancaster Seventh-day Adventist Church operates the Adventist Community Services ministry serving people in need in the community.

## D. CONCLUSION

There are varying providers, some duplication of efforts, service gaps to be filled, and coordination to be achieved in order to effectively address and combat homelessness locally in Lancaster and regionally in the Antelope Valley. Efforts are underway through the facilitation of L.A. Family Housing and the cooperation of the Antelope Valley Steering Committee and the Antelope Valley Homeless Coalition. The continuation of these efforts is paramount to achieving success.

NOTE: The services and providers listed above are not intended to be a full representation of all available resources. To assist the City with implementation of the Lancaster Community Homelessness Plan and specifically achieve the goal of engagement, please share your agency information at homelessimpact@cityoflancasterca.org.

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# 3. DATA ANALYSIS AND RESULTS

## A. DATA SOURCES

The data presented is essential to the Plan in order to better understand and summarize the collection of information gathered. The following sources were used to develop this plan.

### Public Data

Publicly sourced data was used to identify national and local trends in homelessness. The Los Angeles Homeless Services Authority's (LAHSA) Point-in-Time data was utilized to understand local homeless trends from 2013 to 2018. For national trends, information was gathered from organizations such as the US Department of Housing and Urban Development (HUD), the National Coalition for the Homeless, and the National Health Care for the Homeless Council.

### Community Sourced Data

The community outreach process for this plan was designed to include as many people and interested stakeholders as possible. It included one community-wide workshop, focus group meetings, in-person and phone interviews with key stakeholders, interviews with homeless individuals, a service provider online survey, and an online survey for the public. Overall, more than 500 people provided feedback throughout the process. For more information on the community outreach process, refer to **Chapter 5, Summary of Community Participation**.

### Stakeholder Data

To understand needs in the community, it is critical to have a framework of the existing services, service providers, and barriers facing community members who need services. Homeless needs data was gathered from the LAHSA's Homeless Management Information System (HMIS) and the Continuum of Care (CoC) databases. Additional information was sourced directly from service providers through websites, interviews, and the online survey.

## B. METHODOLOGY

The following section summarizes the methodology used to complete this Lancaster Community Homelessness Plan.

## Data Collection and Analysis

The Lancaster Community Homelessness Plan used a mixed-method (qualitative and quantitative) approach to collecting and analyzing data. Quantitative data sources include Point-in-Time Counts as reported through the HMIS. Qualitative data was gathered from community members, public officials, City staff, and service providers. This report compares the data collected through the outreach process with the data retrieved from the HMIS and the CoC to identify gaps in homeless services, misalignment between services and population needs, and conflicts between the public perception of homelessness and the homeless data for the City of Lancaster. This analysis is the foundation for the actions in **Chapter 4**.

## Developing Results and Recommendations

The results and recommendations provided as goals and actions in **Chapter 4** are based on observations and primary data collected through the service provider interviews, stakeholder meetings, and interviews with homeless individuals, as well as regional and county data sourced through the CoC. Recommendations also address gaps in services based on the results of the review of existing service providers compared with the homeless data available through the HMIS. A small number of recommendations are based on regional and statewide best practices shown to directly help respond to or prevent homelessness.

Many of the recommendations in this plan have not been tested in the Antelope Valley region. In order to determine their effectiveness, pilot programs and tactical implementation of the recommendations may be necessary.

# C. RESULTS

## Results of Analysis

These Results of Analysis detail the outcomes identified for homeless population demographics, characteristics of homelessness in the area, service provision effectiveness, and anticipated needs.

### Service Duplications and Gaps

1) Analysis of the existing homeless services compared to the needs typical of the different homeless populations in Lancaster shows that while there is a wide variety of services available in the City, not all services are proportional to the needs of the homeless. All of the service providers surveyed identified mental health problems as a key contributor to homelessness in Lancaster. However, in addition to the Los Angeles County of Mental Health, only one agency

provides direct mental health assistance, and there is a lack of inpatient facilities and institutional beds to help homeless persons suffering from acute mental illness. National statistics show the significantly higher incidence of traumatic brain injury and developmental disability among homeless populations.

Similarly, almost all the service providers identified substance abuse as a key factor contributing to homelessness. The Tarzana Treatment Center offers substance abuse rehabilitation facilities. However, the prevalence of substance abuse among the homeless population suggests there is a need for additional rehabilitation services, and the correlation between substance abuse and mental health problems suggests there is a significant need for services that address both needs simultaneously.

2) Another gap identified is the need for family counseling services. Based on interviews with homeless persons in Lancaster, the majority of those interviewed lived in Lancaster before they became homeless, and for a substantial number of those persons, homelessness was a response to family breakdown and/or the dissolution of relationships. Family upheaval results in negative impacts that can spread throughout the household structure, resulting in lost employment, lost housing, health problems, and increased incidence of substance abuse. Family counseling services, as part of a robust homelessness prevention plan, could help to prevent unnecessary dissolutions and could help persons at risk of homelessness to find appropriate housing.

3) Homelessness prevention is another area where there is room for additional assistance. The rising costs of housing statewide and the overall shortage in the supply of housing are impacting cities across the state, including Lancaster. Services to help protect tenants and to improve landlord-tenant relationships, such as housing counseling or tenant landlord mediation, can help to prevent homelessness especially among the most vulnerable populations. There is also a need for services that provide one-time or temporary assistance to tenants who are struggling with dramatic rent increases, health expenses, or who have lost employment and need to cover costs between jobs. These services could also be helpful for households who need assistance to afford rental or utility account deposits.

4) Additional homelessness prevention services that could prevent service duplications and eliminate service gaps include:

- Fair housing training for landlords to help prevent discrimination-based evictions.
- Education and incentives to encourage landlords to participate in housing assistance programs to help stabilize housing for vulnerable populations.

- Services that help bridge accessibility needs, make accessibility improvements, and advocate for the disabled to help prevent disabled persons from becoming homeless.

5) The City of Lancaster is located adjacent to the California State Prison in Los Angeles County and the Mira Loma Detention Center, which is located next to the homeless facility operated by the Salvation Army. Changes in state law have impacted how long and where offenders are held and have resulted in decriminalization and reduced sentences for a range of offenses. Interviews with Public Safety staff and with staff from other agencies charged with maintaining public facilities identified the changes in state law combined with the location of the prison and detention center as contributing factors to the homeless problem in Lancaster. Interviewees stated that both the detention center and the prison regularly release offenders who have completed their sentences into the community without any resources or support, and that many of the previous offenders who do not have local family or friends are released directly into homelessness. While there is, a lack of verified data sufficiently detailed to identify whether Lancaster has a higher ratio of previously incarcerated homeless persons than the rest of Los Angeles County, the population itself has been identified as a group that needs additional support and assistance to re-enter the community. This assistance ranges from life skills development, employment training, housing placement and stabilization to mental health services, family counseling, and substance abuse prevention. The lack of these services for previously incarcerated individuals has been correlated with increased recidivism and associated public costs, particularly in areas where higher populations of previously incarcerated persons reside. Regional coordination with the prison and detention center, combined with more robust services and re-entry programs, could help prevent previously incarcerated persons from becoming homeless, and could help mitigate the range of negative externalities resulting from people being released from incarceration into homelessness.

## Homeless Services Coordination

1) A lack of services coordination was identified as one of the most frequent service provider challenges during the interviews and surveys. A wide range of services are available in Lancaster, and these service providers are passionate and committed to their missions. Many operate very efficient and effective agencies and serve hundreds of people annually. Others are community institutions and are fundamental partners in supporting key populations throughout the City. However, many of these service providers operate in partial or complete isolation. There is little coordination between the different providers, though recent efforts to improve communication have started to work toward a solution to this challenge. Due to the CES structure and the need for service providers to partner to make headway against the homeless problem in Lancaster, it is critical for service providers to have a healthy collaborative structure.

Currently that cooperation among service providers is missing, but is being addressed through the creation of the Antelope Valley Homeless Coalition.

Through research, it was discovered that some of the homeless service providers were not plugged into the CES structure or were not directly interacting with the CES lead. Furthermore, the CES lead agency, Valley Oasis, has undertaken the mammoth task of expanding services far beyond its original mission to assist victims of domestic violence and has added staff and service lines for different subpopulations. Moreover, other agencies that are already serving those different subpopulations have had limited or no apparent input in this expansion, resulting in an ungainly and inefficient service model. The lack of coordination and communication between the CES lead and the other agencies providing homeless services or homelessness prevention is a barrier to effectively addressing the homeless problem in Lancaster.

2) Other factors impacting the lack of homeless services coordination include: mission drift; competitive funding that forces service providers to approach services from a protectionist view; and, funding requirements that pay services providers per unit of service. This last issue can actually act as an impediment to problem solving as it rewards service providers for the number of homeless people provided a unit of service, not the number of homeless people successfully housed and stabilized over the long term. The result incentivizes service providers to operate in a constant state of triage, offering intake and initial assistance to as many people as possible. It does not financially incentivize service providers to actively participate in programs or projects intended to provide long-term solutions. Solution-oriented service providers are therefore torn between the mission to provide solutions and the structure to provide triage services. Both competitive and per-service funding contribute to mission drift, weaken service provider coordination and cooperation, and discourage service providers from taking solution-driven risks or engaging in long-term solution-oriented projects or programs.

## Homeless Services Network Performance

One of the biggest challenges in addressing complex social problems like homelessness is that the solution requires many different inputs from many different types of service providers. Over the last few decades, several efforts have been undertaken to encourage service providers to work more collectively and to provide a more fluid response to homelessness. The Continuum of Care (CoC) approach was introduced to help integrate different efforts and to improve coordination among providers. The Coordinated Entry System (CES) is another effort to help improve collaboration and connectivity between service providers and reduce the number and size of the holes in the homeless safety net. Both approaches identify the need to have a centralized lead agency or organization to direct

the coordinated efforts, and both expect those efforts to be multilateral, engaging experts and agencies with a wide range of service models and client types to address the multiple challenges contributing to homelessness. The most successful homeless services networks have embraced this cooperative approach and are actively leveraging and coordinating the wide range of resources that diverse partnerships bring to the table.

1) According to the interviews and communication with numerous service providers in Lancaster and the Antelope Valley, the region has struggled with embracing a collective approach. Many providers operate in near or total isolation, with limited or no support or coordination with the CES; and with inconsistent direction or collaboration with the CoC. A primary goal of this plan is to address this disconnect and work to facilitate a more comprehensive and stable collective action so that all the different service providers in the region can maximize their effectiveness and leverage each other's capacity, expertise, and resources.

2) Another key step to improving coordination is encouraging agencies and service providers to align goals and metrics. Agencies that receive public funding are already required to establish goals and metrics as part of their funding reporting, and are familiar with the process of goal setting and identifying metrics. However, collaboration suffers when agencies and organizations use different metrics and goals in tracking performance. Aligning goals allows agencies to share priorities and learn how to better integrate services. Aligning metrics improves overall tracking and helps organizations to identify what aspects of their services are working and what needs to be revisited. This does not mean that organizations should not have diverse service models, as that diversity is key to an effective response to the homelessness problem. It does mean closer coordination and regular communication between agencies, the CES lead, and the CoC.

3) Part of goal setting should include a close examination of exactly what organizations and agencies are trying to achieve. If the goal is to provide units of service, then the actions and coordination of the agencies will focus on that activity and will track progress accordingly. If the goal is to develop long-term solutions to homelessness that include addressing homelessness prevention, homelessness recidivism, and contributing factors to homelessness, then the actions and coordination of the different agencies and organizations will need to align and focus on the activities that support that goal. Metrics need to be able to show progress toward the goal. Long-term goals should include long-term metrics. Likewise, the developed metrics need to be able to help guide decision-making and program evaluation, and should capture both successes and failures so that service providers can effectively address weaknesses and work to improve efficiency and effectiveness.

## Anticipated Needs

The anticipated needs to address homeless in Lancaster and the Antelope Valley region include a range of physical improvements and operational actions. Housing, mental health, substance abuse and post-incarceration services, and funding were among the top priorities identified throughout the data collection process.

Additional housing, especially affordable housing (either subsidized or lower cost by design), is necessary to make lasting headway against the homelessness problem. Affordable housing needs to be strategically located to take advantage of as much of the existing transportation infrastructure as possible. New housing placement should also take into consideration the availability of community assets—like grocery stores, schools, parks, and public facilities—to help integrate housing into the community in ways that maximizes utilization and lower ancillary housing costs, like long commutes, food deserts, and a lack of school choice.

As well, rapid development of new housing will require shovel-ready sites, with zoning and infrastructure in place and streamlined entitlement processes. It is necessary to plan long term for housing development and placement, including planning for different housing types, in order to address the range of housing needs in the community. This strategy of development will need to include affordable housing for seniors, families and vulnerable populations, such as persons with a disability or persons at exceptionally high risk of homelessness.

Programmatic needs are more difficult to assess because the lack of long-term coordination and communication among service providers makes it hard to identify specific programmatic gaps. All things considered, our assessment identified gaps in mental health services, substance abuse services, and post-incarceration re-entry services. Collective goals and metrics are needed in order to know the extent of these gaps and to identify, which services are working to: reduce homelessness recidivism; get homeless persons placed in housing; and contribute to long-term community stability. In order to effectively make these evaluations, improved coordination and reporting among the different service providers, aligned solution-oriented goals, and appropriate metrics are required.

It is unlikely that the service providers currently on the ground in Lancaster and the Antelope Valley have the resources or capacity to lead this coordinated visioning and planning. They will need significant assistance to be able to improve communication and collaboration. This assistance may include additional staff capacity, a third-party director or coordinator tasked with networking with different agencies, community support with visioning and goal setting, and support with identifying resources and additional funding.

Funding is the most significant need for jurisdictions facing severe homelessness challenges. Los Angeles County has identified funding as a need and Los Angeles County voters passed Measure H, a quarter-cent sales tax increase for homeless services, in response. Homelessness response funding from the State of California is anticipated, and some of the Measure H funding from Los Angeles County will be dedicated to Lancaster and the Antelope Valley, but both funding sources will come with specific requirements and limitations. It is very unlikely that the wide range of programs, services, and facilities that will be necessary to make long-term headway against the problem of homelessness will be universally eligible for these funding sources. This is particularly true of untried solutions or pilot programs without a great deal of supporting data or performance measures.

Likewise, public funding, like state and county money, is risk averse. These funding sources look for projects and programs that have been established or that are in common practice, even if they are not the best response for a specific concern. For example, the homeless outreach challenge facing rural and suburban areas would greatly benefit from a different model than the model typically used in urban areas. However, funding for homeless outreach habitually favors the current method commonly used in dense urban areas. As such, pilot programs or new methods of outreach would be at a disadvantage in a funding environment that favors the status quo. Funding that will be flexible, supports innovation, and can help bridge the gaps in eligible costs will be critical to developing sustainable long-term solutions to homelessness.

# 4. PRIORITY RECOMMENDATIONS

This chapter includes a series of goals, actions, and priority needs related to the City of Lancaster's efforts to combat homelessness. These recommendations address the anticipated needs, service gaps, and regional/cooperative opportunities, as well as provide ideas to help leverage the resources identified in the previous chapter. Many actions apply to multiple goals. They have been placed where they are the best fit and do not recur from goal to goal.

The City realizes that in order to truly impact and change the landscape of homelessness in Lancaster, a greater level of staff time commitment is necessary and is the only viable way the Lancaster Community Homelessness Plan can be implemented. As such, the need calls for several personnel positions to be added in order to effectively execute the Plan. They include:

1) ***Homeless Liaison*** - this full-time position's primary responsibility will be to implement the Plan and ensure all current and future efforts are coordinated.

2) ***Community Ambassadors*** – these six full-time positions will be utilized to expand the current BLVD. Ambassadors Program. As Ambassadors, staff members will provide patrol services that deter illegal and unwanted activities surrounding homelessness, while enhancing quality of life and social support services. Two Ambassadors will specifically be designated to oversee the *Safe Parking Program* and *Restroom Attendant Program*.

3) ***Public Safety Specialist/ Code Enforcement Officer*** - this full-time position's primary function will be addressing and mitigating public safety issues and nuisances that accompany the community homeless crisis.

4) ***Metrolink Public Safety Specialist*** – working in partnership with Metrolink, this full-time position will share the responsibility (with law enforcement) of addressing safety in and around the Lancaster Metrolink Station and on the issue of homelessness in general.

5) ***Marketing Services/ Resource Connect(s)*** – these two part-time positions are tasked with conducting market and resource research relating to community homelessness policies, procedures and issues; as well as organizing campaigns and developing marketing strategies to assist in coordinating, informing and engaging the community with regard to the homeless crisis.

6) ***Volunteer Coordinator*** – housed at the Kensington Campus, this part-time position will assist in organizing and facilitating volunteer services and opportunities, as it relates to homelessness, in Lancaster.

7) ***AmeriCorps Volunteers*** – volunteer positions, facilitated through AmeriCorps Vista and overseen by City staff, will assist with the implementation of programs ensuring the City is putting the Lancaster Community Homelessness Plan into action.

| Community Homelessness Plan<br>PROPOSED BUDGET | ONE-TIME (Pre Plan) | ONGOING (Post Plan Implementation) |
|---|---|---|
| PERSONNEL | | |
| FULL-TIME SALARIES | $ 378,090 | $ 378,090 |
| *Projects Coordinator* | $ 132,330 | $ 132,330 |
| *Public Safety Specialist/ Code Enforcement Officer* | $ 122,880 | $ 122,880 |
| *Metrolink Public Safety Specialist* | $ 122,880 | $ 122,880 |
| PART-TIME SALARIES | $ 54,590 | $ 52,090 |
| *Marketing Services/ Resource Connect (2)* | $ 33,060 | $ 33,060 |
| *Volunteer Coordinator (Kensington)* | $ 16,530 | $ 16,530 |
| *Americorps: VISTAS* | $ 5,000 | $ 2,500 |
| STAFF DEVELOPMENT | $ 5,000 | $ 5,000 |
| *Conference and Training Attendance* | $ 5,000 | $ 5,000 |
| TOTAL PERSONNEL | $ 437,680 | $ 435,180 |

## A. GOALS AND SUPPORTING ACTIONS

### GOAL #1: PREVENTION

***Providing activities or programs designed to prevent the incidence of homelessness and to assist those who are at risk of homelessness in improving their chances of not becoming homeless.***

***Supporting Actions***

**1.1** Provide supportive services at the new Lancaster Community Center such as, drop-off childcare, senior legal services, parenting and family counseling, and other services to help households and families achieve and maintain stability.

**1.2** Provide transportation support for working adults, including bus cards, fuel vouchers, and Uber-like programs.

**1.3** Create a utility assistance program.

**1.4** Research the creation of social enterprise opportunities, to prevent homelessness recidivism, with the Lost Angeles Children's Project.

**1.5** Facilitate training and community resources, such as an incubator "Idea" Space, a job readiness program, and work exchange program, for identified at-risk people.

**1.6** Establish a Community Grant Partnership Program to financially assist community organizations to further meet community needs and enhance services provided to residents.

**1.7** Host a job fair at the year-round shelter.

**1.8** Coordinate transportation to community events, like Homeless Connect Day.

**1.9** Host a "We SEE You" event at the year-round shelter and Kensington Campus.

***Associated Policy Changes: TBD, if any***

***Goal Measurement***

- Decrease in overall homeless numbers in Lancaster.
- Decrease in all homeless categories in Lancaster.
- Increase in rates of prevention and diversion from shelter.

***Goal Ownership: City, in coordination with the County of Los Angeles, School Districts, faith-based organizations, and service providers.***

| |
|---|
| ***Leveraged City Resources: City staff time and meeting/facility space, as needed*** |
| |
| ***Timeline: 2018-2021*** |
| |
| ***Budget: The estimated budget needed for Prevention is $645,000.*** |
| |

## GOAL #2: HOUSING

***Providing a variety of suitable housing options to allow unsheltered homeless and sheltered homeless persons to transition to permanent housing.***

***Supporting Actions***

**2.1** Support the Kensington Campus plan and provide supplemental "residential" services and programs.

**2.2** Research "Single Parent-Only" housing service centers, through collaborative efforts with developers and/or non-profit housing organizations.

**2.3** Research "Senior Shared Living" housing service program options, through collaborative efforts with developers and/or non-profit housing organizations.

**2.4** Work with local partners and developers to develop a Creative Housing Solution Fund.

**2.5** Increase affordable housing stock.

***Associated Policy Changes: TBD, if any.***

***Goal Measurement:***

- Decrease in overall homeless numbers in Lancaster.
- Increase in number of permanent supportive housing units.
- Decrease in unsheltered and sheltered homeless.
- Increase in rates of permanent housing placement.
- Decrease in homeless who have found permanent housing returning to homelessness (recidivism).

***Goal Ownership: City, in coordination with the County of Los Angeles, developers, faith-based organizations, and service providers.***

***Leveraged City Resources: City staff time and meeting space, as needed.***

***Timeline: 2018-2021***

***Budget: The estimated budget needed for Housing is $665,000.***

## GOAL #3: ENGAGEMENT

***Engaging with the homeless community, service provider community, and the community at large on the issue of homelessness. Providing easy access to information and opportunities to access services and volunteer. Providing education about the issue of homelessness in Lancaster.***

***Supporting Actions***

**3.1** Develop a City Communication Plan to educate and inform the community about homelessness.

**3.2** Create a simple service business card to give to those interested in services.

**3.3** Create a website dedicated to the Kensington Campus to enlighten and engage the community.

**3.4** Create a resource kiosk to provide up-to-date information regarding meetings and services available.

**3.5** Establish a Lancaster211 “central nervous system” that provides resources and coordinates the community and service providers.

***Associated Policy Changes: None.***

***Goal Measurement***

- Decrease in level of concern and fear related to issues surrounding homelessness in the community.
- Increase in understanding and perception of effectiveness of the coordinated entry system.
- Improved coordination of services for homeless people in Lancaster.
- Increase in community support.
- Increase of information shared and received.
- Increase in level of community involvement to address the issue of homelessness in the City.

***Goal Ownership: City and Homeless Impact Commission, in coordination with the County of Los Angeles, School Districts, faith-based organizations, and service providers.***

***Leveraged City Resources: City staff time and resources.***

| |
|---|
| ***Timeline: 2018-2021*** |
| |
| ***Budget: The estimated budget necessary for Engagement is $49,200.*** |
| |

## GOAL #4: PUBLIC SAFETY

***Ensuring Lancaster is a safe and clean place that is welcoming to residents and visitors.***

***Supporting Actions***

**4.1** Adopt and Implement a food distribution ordinance to ensure safe handling and distribution of food.

**4.2** Supplement the Los Angeles County Sheriff's Department's law enforcement services with a public private partnership, including the duplication of the Ambassadors Program, that may include quality of life and social outreach support services.

**4.3** Consider a Municipal Code amendment to address private property owners who do not maintain or secure their property from illegal dumping and unauthorized camping.

**4.4** Require property owners with derelict RVs on site to either dispose of or secure the vehicles to prevent unauthorized camping.

**4.5** Work with Metrolink to share the responsibility for addressing safety in and around the Lancaster Station, and on the issue of homelessness in general.

**4.6** Research ramifications for repeat offenders who are cited for nuisance activities, such as panhandling.

**4.7** Continue to work with LAHSA to remove homeless encampments.

**4.8** Install barrier fencing around storm drains, culverts, and basins with proper signage, and consider implementation of a "trespassing" enforcement system.

***Associated Policy Changes: TBD, if any.***

***Goal Measurement:***

- Decrease in the amount of time and money City departments spend on addressing the issue of homelessness from a public safety standpoint.
- Reduced crime committed by and against people experiencing homelessness.
- Decrease in community complaints.

***Goal Ownership: City, in coordination with the County of Los Angeles and service providers.***

| |
|---|
| ***Leveraged City Resources: City staff time and resources.*** |
| |
| ***Timeline: 2018-2021*** |
| |
| ***Budget: The estimated budget for Public Safety is $3,402,851 in one-time costs and $1,720,000 in ongoing costs.*** |
| |

## GOAL #5: DATA-DRIVEN RESPONSEIVENESS

***Implementing solutions that are data-driven and/or have been tested through proven success.***

***Supporting Actions***

**5.1** Utilize the City's CRM (Comcate) system and other resources to share and maintain data about calls for service and other incidents to manage and direct operations, concerning homelessness.

**5.2** Work with LAHSA to gain a better understanding of data collection and usage.

**5.3** Consider a standardized tracking system for Lancaster service providers.

**5.4** Make data more transparent and encourage open-source data analysis.

**5.5** Coordinate information, resources, and efforts amongst the Homeless Impact Commission, Healthy Community Commission, and the Criminal Justice Commission.

***Associated Policy Changes: TBD, if any.***

***Goal Measurement:***

- Streamlined and coordinated operations efforts.
- Reduction in the use of City resources and operational impacts.
- Decrease in duplicative services and responses provided.
- Increase of City's return on investment.
- Prioritization of Plan Implementation.
- Increase "data driven" Grant/Funding opportunities.
- Long-term data regarding service provider coordination shows that it is improving and more homeless people are being successfully and efficiently served.
- Regular reporting on progress toward the Lancaster Community Homelessness Plan's Goals and Supporting Actions

***Goal Ownership: City, in coordination with the County of Los Angeles, LAHSA, and service providers.***

***Leveraged City Resources: City staff time and resources.***

| |
|---|
| ***Timeline: 2018-2021*** |
| |
| ***Budget: The budget under this goal has not yet been determined.*** |
| |

## GOAL #6: COMMUNITY VITALITY

***Reclaiming and increasing the use and enjoyment of public spaces by the entire community. Addressing the needs of all community members, including the homeless.***

### *Supporting Actions*

**6.1** Adopt an ordinance to require shopping cart retention by businesses.

**6.2** Explore the 'Community Ambassador Program' for parks, and communal and commercial areas.

**6.3** Encourage homeless to participate in community cleanup events, especially in parks or other public spaces where camping is prevalent.

**6.4** Research parking meters for change program, to collect change that goes toward coordinated homeless services rather than people giving change to panhandlers.

**6.5** Explore an infection control kiosk, to mitigate spread of communicable disease.

**6.6** Explore a "Pay for Service" program.

**6.7** Train City staff on awareness of and interaction with the homeless.

**6.8** Ensure alignment of internal organizational focuses, such as beautification and illegal dumping.

**6.9** Working with shopping centers to establish and ensure enforcement of best business practices including, but not limited to, loitering, solicitation, cleanliness and maintenance.

**6.10** Consider placement of trash service on property tax to mitigate illegal dumping and promote public health for all residents.

### *Associated Policy Changes: TBD*

### *Goal Measurement:*

- Increase in use of public spaces by all residents.
- Improved sense of security/safety at public spaces, including parks, parking lots, and downtown.
- Increased sense of community pride.
- Decrease in number of homeless encampments in Lancaster.

- Reduced trash and debris resulting from illegal camping and informal charity activities, such as one-time meal services or similar events held in public spaces.

***Goal Ownership: City and Homeless Impact Commission, in coordination with the County of Los Angeles, faith-based organizations, service providers, and the community.***

***Leveraged City Resources: City staff time and resources.***

***Timeline: 2018-2021***

***Budget: The estimated budget for the Community Vitality is $1,510,700 in one-time costs and $2,085,700 in ongoing costs.***

## GOAL #7: REGIONAL COLLABORATION

***Collaborating with regional partners, as well as advocating for solutions related to homelessness at a state and regional level.***

***Supporting Actions***

**7.1** Support 211 LA County and LA HOP in the development of a marketing plan.

**7.2** Support the 5th Supervisorial District regarding the creation of an Antelope Valley Workforce training campus.

**7.3** Support and advocate for psychiatric training for care providers and additional residential mental health centers in the Antelope Valley.

**7.4** Engage with healthcare providers, the Los Angeles County Department of Public Health, and other relevant groups to partner with and alleviate the strain on City services and departments.

**7.5** Monitor and support regional motions and state, and federal legislation that align or are in conflict with the goals of the Lancaster Community Homelessness Plan.

**7.6** Support and partner with the County of Los Angeles on repurposing County facilities (medical and detention) to ensure their new use aligns with the needs identified throughout this plan. Specifically, these facilities should be used to provide mental/behavioral/substance abuse services and job training services.

**7.7** Support the County of Los Angeles' effort to designate a campground in the unincorporated Antelope Valley, for homeless persons who are not ready to participate in permanent housing placement.

**7.8** Support the enhancement of implementation of the Coordinated Entry System (CES).

**7.9** Support a homeless diversion court program.

**7.10** Support the County of Los Angeles' effort to reduce the impact on first responders and emergency services through concepts like "sober stations" that offer a safe, short-term stay for individuals.

**7.11** Support the creation of a safe parking program managed by the faith-based community.

**7.12** Support and strengthen the protection of state disability assistance programs.

**7.13** Support the creation of "minute clinic" pop-ups for those in need of healthcare.

**7.14** Explore the expansion of domestic violence support centers and safe houses.

**7.15** Continue to promote Homeless Connect events.

**7.16** Support the expansion pf programs geared toward persons with developmental disabilities, such as Desert Haven Enterprises.

***Associated Policy Changes: TBD, if any.***

***Goal Measurement***

- Decrease in homelessness across the Antelope Valley.
- Increase in collaboration and coordination of the homeless services network across the Antelope Valley and Los Angeles County.
- Establishment of new facilities.

***Goal Ownership: City and the Homeless Impact Commission, in coordination with the County of Los Angeles, Legislators, the AV Steering Committee, the AV Homeless Coalition, and local service providers.***

***Leveraged City Resources: City staff time and resources.***

***Timeline: 2018-2021***

***Budget: The budget under this goal has not yet been determined.***

## B. COMPREHENSIVE PROPOSED BUDGET FOR PRIORITY RECOMMENDATIONS

| *Community Homelessness Plan* PROPOSED BUDGET | ONE-TIME (Pre Plan) | ONGOING (Post Plan Implementation) |
|---|---|---|
| PERSONNEL | | |
| FULL-TIME SALARIES | $ 378,090 | $ 378,090 |
| *Projects Coordinator* | $ 132,330 | $ 132,330 |
| *Public Safety Specialist/ Code Enforcement Officer* | $ 122,880 | $ 122,880 |
| *Metrolink Public Safety Specialist* | $ 122,880 | $ 122,880 |
| PART-TIME SALARIES | $ 54,590 | $ 52,090 |
| *Marketing Services/ Resource Connect (2)* | $ 33,060 | $ 33,060 |
| *Volunteer Coordinator (Kensington)* | $ 16,530 | $ 16,530 |
| *Americorps: VISTAS* | $ 5,000 | $ 2,500 |
| STAFF DEVELOPMENT | $ 5,000 | $ 5,000 |
| *Conference and Training Attendance* | $ 5,000 | $ 5,000 |
| TOTAL PERSONNEL | $ 437,680 | $ 435,180 |
| Goal 1#: PREVENTION | | |
| COMMUNITY CENTER (MH Strategy A) | $ 275,000 | $ 275,000 |
| *Drop-In Child Care Services* | $ 50,000 | $ 50,000 |
| *Employment Services* | $ 25,000 | $ 25,000 |
| *Parent/ Family Counseling* | $ 150,000 | $ 150,000 |
| *Supplemental Health Programs* | $ 25,000 | $ 25,000 |
| *Legal Services* | $ 25,000 | $ 25,000 |
| TRANSPORTATION SERVICES (MH Strategy A) | $ 15,000 | $ 15,000 |
| *TAP Cards* | $ 5,000 | $ 5,000 |
| *Uber / Lyft Partnership* | $ 5,000 | $ 5,000 |
| *Vehicle Fuel Program* | $ 5,000 | $ 5,000 |
| HOUSING STABILIZATION AND SUPPORT SERVICES (MH Strategy B) | $ 100,000 | $ 100,000 |
| *Emergency Housing Repairs Program* | | |
| *Landlord Incentive Program (Housing Assistance)* | | |
| *Rent Assistance Program* | | |
| *Tenant/ Landlord Counseling* | | |
| *Training (life skills, education, employment)* | | |
| SOCIAL ENTERPRISE (MH Strategy C) | $ 25,000 | $ 25,000 |
| *Kensington Campus* | | |
| *Lost Angels Program* | | |
| MENTORSHIP PROGRAM (MH Strategy A) | $ 65,000 | $ 65,000 |
| | | |
| TRAINING AND COMMUNITY RESOURCES (MH Strategy A) | $ 100,000 | $ 100,000 |
| *Incubator Space* | | |
| *Job Readiness Program* | $ 100,000 | $ 100,000 |
| *Money Management Program* | | |
| *Work Exchange Program* | | |
| COMMUNITY GRANTS | $ 25,000 | $ 25,000 |
| | | |
| UTILITY ASSISTANCE PROGRAM (MH Strategy C) | $ 20,000 | $ 20,000 |
| | | |
| JOB FAIR | $ 5,000 | $ 5,000 |
| | | |
| "We SEE You" PROGRAM | $ 15,000 | $ 15,000 |
| | | |
| TOTAL PREVENTION | $ 645,000 | $ 645,000 |

| *Community Homelessness Plan* PROPOSED BUDGET | ONE-TIME (Pre Plan) | ONGOING (Post Plan Implementation) |
|---|---|---|
| **Goal #2: HOUSING** | | |
| KENSINGTON CAMPUS (MH Strategy F) | $ 180,000 | $ 180,000 |
| *Community Garden* | $ 25,000 | $ 25,000 |
| *On-Site Programs / Services Support (arts, gardening, animal therapy, etc.)* | $ 100,000 | $ 100,000 |
| *Residential Transportation Services* | $ 50,000 | $ 50,000 |
| *Welcome Packets* | $ 5,000 | $ 5,000 |
| INNOVATIVE WORKFORCE HOUSING (MH Strategy F) | $ 120,000 | $ 120,000 |
| | $ 180,000 | |
| SHARED HOUSING (MH Strategy F) | $ 120,000 | $ 120,000 |
| | | |
| TOTAL HOUSING | $ 420,000 | $ 420,000 |
| **Goal #3: ENGAGEMENT** | | |
| COMMUNICATION PLAN | $ 25,000 | $ 25,000 |
| *Comcate System* | | |
| *Community Marketing Plan* | | |
| *Community Outreach Plan* | | |
| *Marketing Plan for 211* | | |
| *Website* | | |
| SERVICE PROVIDER / COMMUNITY MEETINGS | $ 10,000 | $ 10,000 |
| *Supplies* | $ 10,000 | $ 10,000 |
| RESOURCE KIOSK (2) (MH Strategy A) | $ 9,200 | $ 9,200 |
| | | |
| TOTAL ENGAGEMENT | $ 44,200 | $ 44,200 |

| Community Homelessness Plan<br>PROPOSED BUDGET | ONE-TIME (Pre Plan) | ONGOING (Post Plan Implementation) |
|---|---|---|
| **Goal #4: PUBLIC SAFETY** | | |
| COMMUNITY AMBASSADORS | $ 1,000,000 | $ 1,400,000 |
| *Northeast Sector* | $ 250,000 | $ 350,000 |
| *Northwest Sector* | $ 250,000 | $ 350,000 |
| *Southeast Sector* | $ 250,000 | $ 350,000 |
| *Southwest Sector* | $ 250,000 | $ 350,000 |
| INNOVATIVE MUNICIPAL PROGRAMS ACHIEVING COMMUNITY TRANSFORMATION (IMPACT) (MH Strategy A) | $ 2,277,851 | $ 195,000 |
| *Encampment Clean-Ups* | $ 360,000 | $ 180,000 |
| *Hurricane Fencing (3-Year Plan)* | $ 1,899,301 | $ 10,000 |
| *Signage (3-Year Plan)* | $ 18,550 | $ 5,000 |
| TOTAL PUBLIC SAFETY | $ 3,277,851 | $ 1,595,000 |
| **Goal #5: PROVEN PRACTICES / DATA DRIVEN RESPONSES** | | |
| | | |
| | | |
| TOTAL PROVEN PRACTICES / DATA DRIVEN RESPONSES | $ - | $ - |
| **Goal #6: COMMUNITY VITALITY** | | |
| "TAKE BACK OUR PUBLIC SPACES" CAMPAIGN | $ 291,700 | $ 166,700 |
| *Clean-Up Events* | $ 20,000 | $ 20,000 |
| *Infection Control Kiosk (2)* | $ 1,700 | $ 1,700 |
| *"Parking Meters for Change"* | $ 150,000 | $ 25,000 |
| *Pay for Service* | $ 50,000 | $ 50,000 |
| *Restroom Attendants* | $ 50,000 | $ 50,000 |
| *Volunteer Op[opportunities (feedings, Dress for Success, grooming, etc.)* | $ - | $ - |
| *"Would If I Could" Program* | $ 20,000 | $ 20,000 |
| STAFF TRAINING | $ 5,000 | $ 5,000 |
| *Frontline Staff Training* | $ 5,000 | $ 5,000 |
| TOTAL COMMUNITY VITALITY | $ 296,700 | $ 171,700 |

| Community Homelessness Plan<br>PROPOSED BUDGET | ONE-TIME (Pre Plan) | ONGOING (Post Plan Implementation) |
|---|---|---|
| Goal #7: REGIONAL COORDINATION | | |
| CAMPGROUND (MH Strategy F) | *allocated equal share to support* | *allocated equal share to support* |
| *Administration* | | |
| *Construction* | | |
| *Equipment and Supplies* | | |
| *Security Personnel* | | |
| *Service Provider Hub* | | |
| HOMELESS COURT DIVERSION PROGRAM (MH Strategy A) | *allocated equal share to support* | *allocated equal share to support* |
| | | |
| SAFE PARKING PROGRAM (MH Strategy F) | *allocated equal share to support* | *allocated equal share to support* |
| | | |
| SOBER STATION | *allocated equal share to support* | *allocated equal share to support* |
| | | |
| WORKFORCE TRAINING CAMPUS (MH Strategy A) | *allocated equal share to support* | *allocated equal share to support* |
| | | |
| "MINUTE CLINIC" POP-UP SERVICE | *allocated equal share to support* | *allocated equal share to support* |
| | | |
| TOTAL REGIONAL COORDINATION | $ - | $ - |
| OVERALL TOTAL | $ 5,121,431 | $ 3,311,080 |

## C. LANCASTER COMMUNITY HOMELESSNESS PLAN: REGIONAL PARTICIPATION/INVOLVEMENT

The City's involvement has been steadfast since the inaugural Homeless Conference, and continues to participate fully in the coordination efforts of SPA 1. Specifically, the Director of Administrative and Community Services is a member of the Antelope Valley Homeless Steering Committee, and City staff actively participate as a member of the Antelope Valley Homeless Coalition. The City's involvement extends to cooperative relationships and close workings with Supervisor Barger's staff. All of these efforts have allowed new, fresh discussions to occur leading to the expansion and enhancement of relationships with Homeless Initiative staff, service providers, non-profits, and the community as a whole, in an effort to explore creative solutions specific to Lancaster. The City remains committed to such positive regional participation.

**Table 4-1:**
**City Planning Activities Tied to County Homeless Initiative Strategies**

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☒ | ☐ | A1. Homeless Prevention for families |
| | ☐ | ☒ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☐ | ☐ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☐ | ☐ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☐ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☐ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☐ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **C – Increase Income** | ☐ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☒ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| | ☐ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☒ | ☐ | C7. Subsidize Employment for Homeless Adults |
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☐ | ☐ | D5. Support for Homeless Case Managers |
| | ☐ | ☐ | D6. Criminal Record Clearing Project |
| | ☐ | ☐ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☒ | ☐ | E4. First Responders Training |
| | ☐ | ☐ | E5. Decriminalization Policy |
| | ☒ | ☐ | E6. Expand Countywide Outreach System |
| | ☒ | ☐ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☐ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☒ | ☒ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☒ | ☐ | E14. Enhance Services for Transition Age Youth |

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **F – Increase Affordable/ Homeless Housing** | ☐ | ☐ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |
| | ☐ | ☐ | F4. Development of Second Dwelling Units Program |
| | ☐ | ☐ | F5. Incentive Zoning/Value Capture Strategies |
| | ☒ | ☒ | F6. Using Public Land for Homeless Housing |
| | ☒ | ☒ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☐ | ☐ | F7. Housing Innovation Fund (One-time) |

# 5. SUMMARY OF COMMUNITY PARTICIPATION

Community and stakeholder data is critical in clarifying perceptions as well as revealing opportunities for future policy recommendations. Much of what residents actually experience on a day-to-day basis is subjective and integrated into each person's perceptions, which directly influences decision-making and creates a fluid evaluation of their quality of life. Understanding the origins of certain perceptions can be very useful in forming effective policy that addresses both the underlying issues and the perceived symptoms in a way that most benefits the community. The community outreach for this plan was conducted through public discussion at the City Council and Homeless Impact Commission meetings and several other venues:

- Separate community surveys for service providers and the general public
- Five in-person focus group meetings
- A community workshop
- Interviews with key stakeholders
- Interviews with homeless individuals

The survey and community workshop were advertised through a wide range of print and digital sources including the following:

- Flyer posted on City's website and at City Hall, libraries, and community centers
- Electronic billboard advertisement
- E-blast to the City's contact list with reach to over 13,000 emails
- Mailer to residents and businesses
- Social media marketing
- Outreach to service providers

The following sections detail the process for each activity, summarize results, and identify some of the key challenges and solutions encountered during development of the plan.

## A. COMMUNITY SURVEYS

Two community surveys were administered via SurveyMonkey in both English and Spanish. Surveys were promoted via the City's website, distribution of postcards, email, and social media platforms. The following section discusses the key findings and observations identified in the survey.

### Structure

To receive answers from a targeted range of populations, there were separate surveys for service providers and the general public. The surveys had the same overall structure and content, with slight variations in questions. This distinction in questions (and thus analysis of responses) was important because perspectives differ depending on the role respondents have in the community. For instance, the service provider surveys were designed to determine the services rendered to homeless persons and provider needs, while the public survey gathered input regarding the community's perception of homelessness and its impact on the community. Both surveys allowed for respondents to remain anonymous which allowed the responses to be candid and transparent, therefore providing the most accurate data.

### Survey Results

During the six weeks of their availability, the service provider survey received 20 responses and the public survey received 346. Survey respondents were not required to answer all questions, so response rates for each question vary. The homelessness survey was conducted in person and included 20 participants. Select questions from and responses to each of the surveys are summarized below.

#### Public Survey Responses

**Questions 1 through 5.** Public survey questions 1 through 5 included the following:

1) Do you live in Lancaster?

   Just under 80 percent of respondents lived in Lancaster.

2) Do you own a business or work in Lancaster?

   Approximately 66 percent of respondents owned a business or worked in the city.

3) What is your zip code? 93534, 93535, 93536, other

   - 93536 – 43%
   - 93534 – 25%
   - 93535 – 18%
   - Other – 14%

4) What is your business zip code? 93534, 93535, 93536, other

- 93536 – 17%
- 93534 – 51%
- 93535 – 16%
- Other – 16%

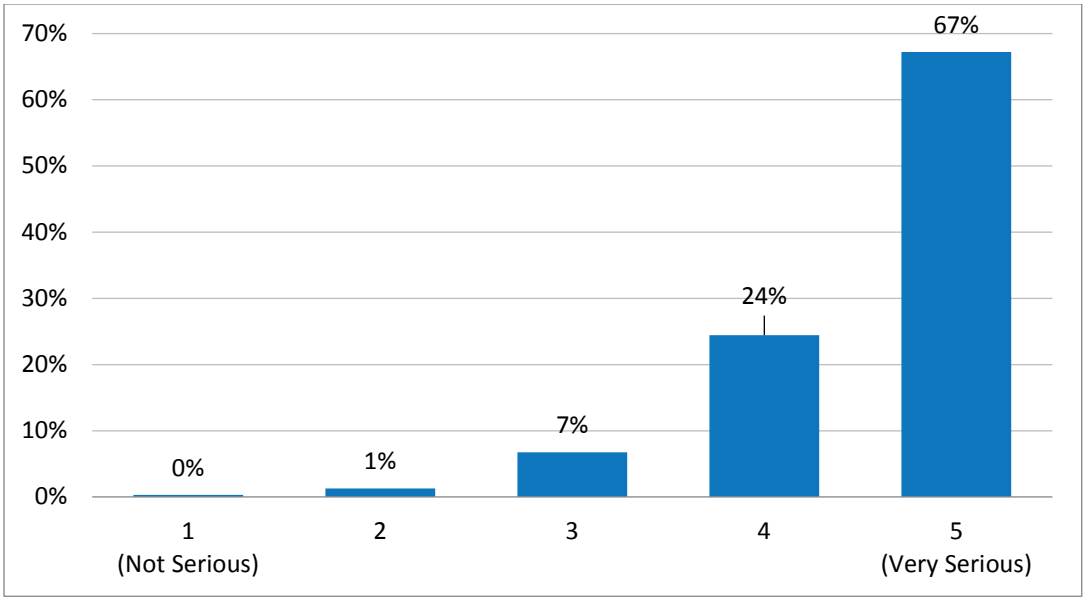
5) If you do not live, own a business, or work in Lancaster, are you a frequent visitor to Lancaster? (Skip this question if you answered "yes" to either questions 1, 3, or 5.)

- I shop in Lancaster – 67%
- I vacation in Lancaster – 7%
- I attend events in Lancaster – 63%
- I have family/friends in Lancaster – 68%
- Other – 23%

**Question 6. On a scale from 1 (not serious) to 5 (very serious), how serious is homelessness in Lancaster?**

Respondents ranked the seriousness of the level homelessness in the community. Thirty- five respondents did not answer the question, resulting in 311 responses.

**Figure 5-1.**
How serious is homelessness in Lancaster?

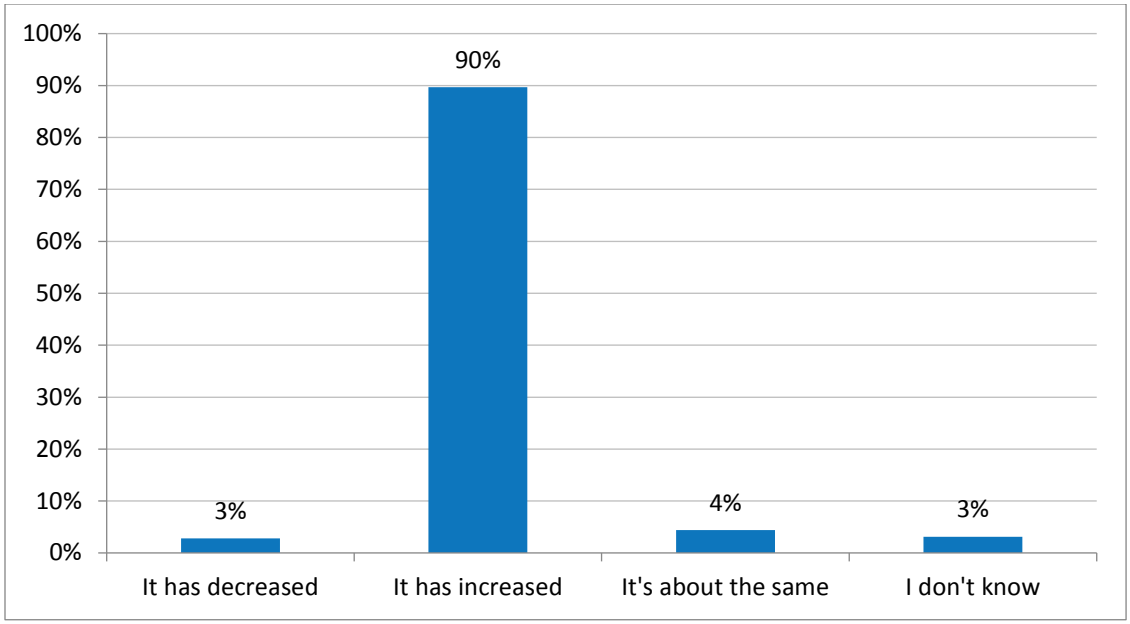



Nearly all respondents believed that homelessness is a serious concern in Lancaster, with over 90 percent rating it as a 4 or 5 on the scale. Only one person selected 1, not serious, as a response, four participants selected 2, and 21 participants selected 3, representing moderately serious.

**Question 7. From your perspective, has homelessness and its impacts decreased, increased, or stayed the same in Lancaster over the last five years?**

Question 7 gauged the public's perception of homelessness trends in Lancaster over the past five years. This question received 319 responses, with 27 participants skipping the question.

**Figure 5-2.**
Has homelessness and its impacts decreased, increased, or stayed the same in Lancaster over the last five years?




The vast majority of survey participants—over 89 percent—were of the opinion that homelessness has increased in the past five years. Nine respondents believed homelessness has decreased, 14 indicated it has remained relatively stable, and 10 weren't sure.

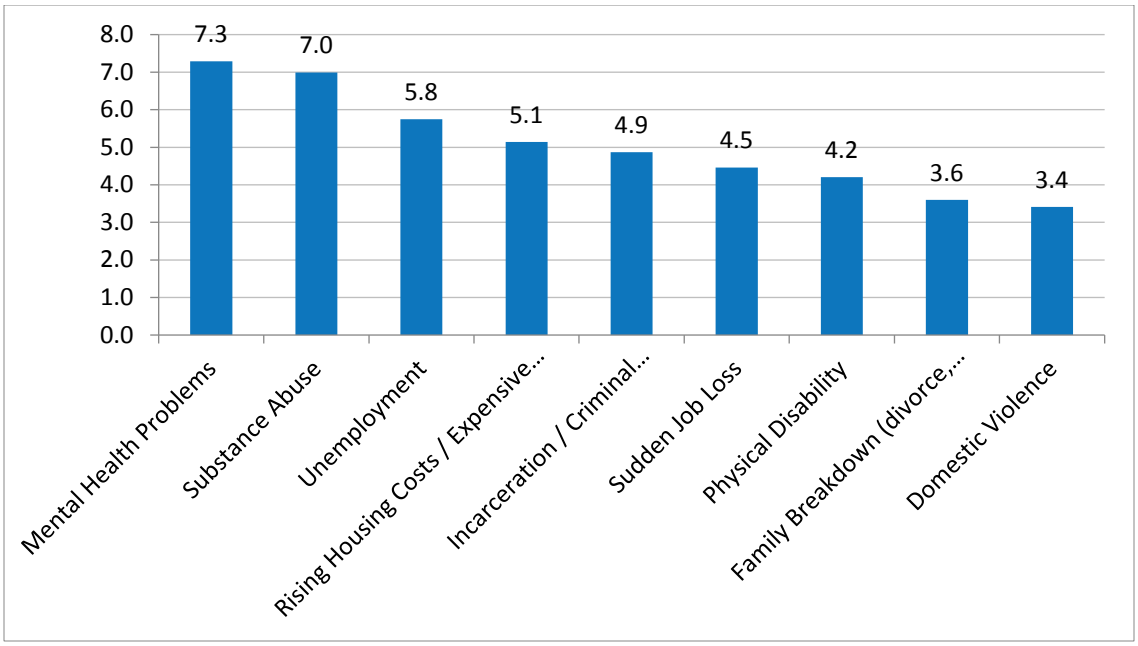
**Question 8. How much do the following factors contribute to homelessness? Please rank by importance, with 1 as the most important.**

This question asked respondents to provide their opinion on how much each given factor contributed to homelessness. This question received 318 responses, with 28 participants declining to answer. To provide an overview of the responses, the rankings were averaged to determine the final rankings below.

- Mental health problems: 7.3
- Substance abuse: 7.0
- Unemployment: 5.8
- Rising housing costs/expensive rents: 5.1
- Incarceration/criminal background: 4.9

- Sudden job loss: 4.5
- Physical disability: 4.2
- Family breakdown: 3.6
- Domestic violence: 3.4

**Figure 5-3.**
How much do the following factors contribute to homelessness?




The public ranked mental health problems and substance abuse as the most common causes of homelessness. Unemployment and the rising cost of housing were also ranked highly, while family breakdown and domestic violence were considered the least common causes of homelessness.

**Question 9. Are there other factors not listed that you believe contribute to homelessness?**

This question allowed respondents to enter their own ideas on what causes homelessness. Common themes among responses included:

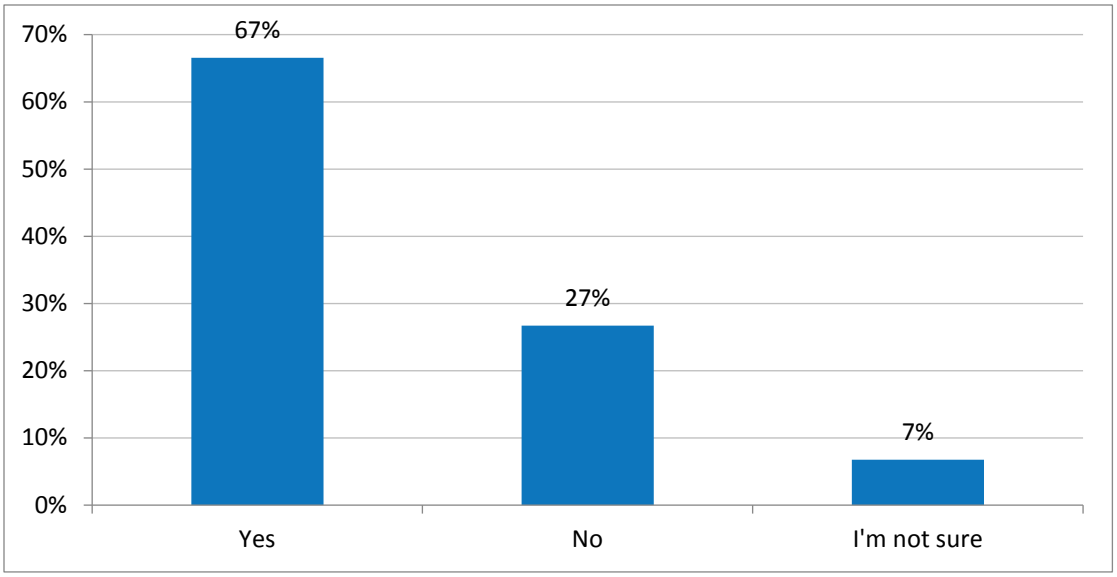
- Lack of suitable education
- Unwillingness to work
- Lifestyle choice

- High cost of living, other than housing
- Los Angeles and other jurisdictions sending homeless people to Lancaster
- Lack of resources for local organizations and homeless populations
- Lack of social network
- Lack of veteran resources

**Question 10. Have you known someone personally who has been homeless?**

Thirty-five respondents skipped this question, leaving 207 people who have known someone who has been homeless and 83 who have not. An additional 21 respondents were not sure if they have known someone who is homeless.

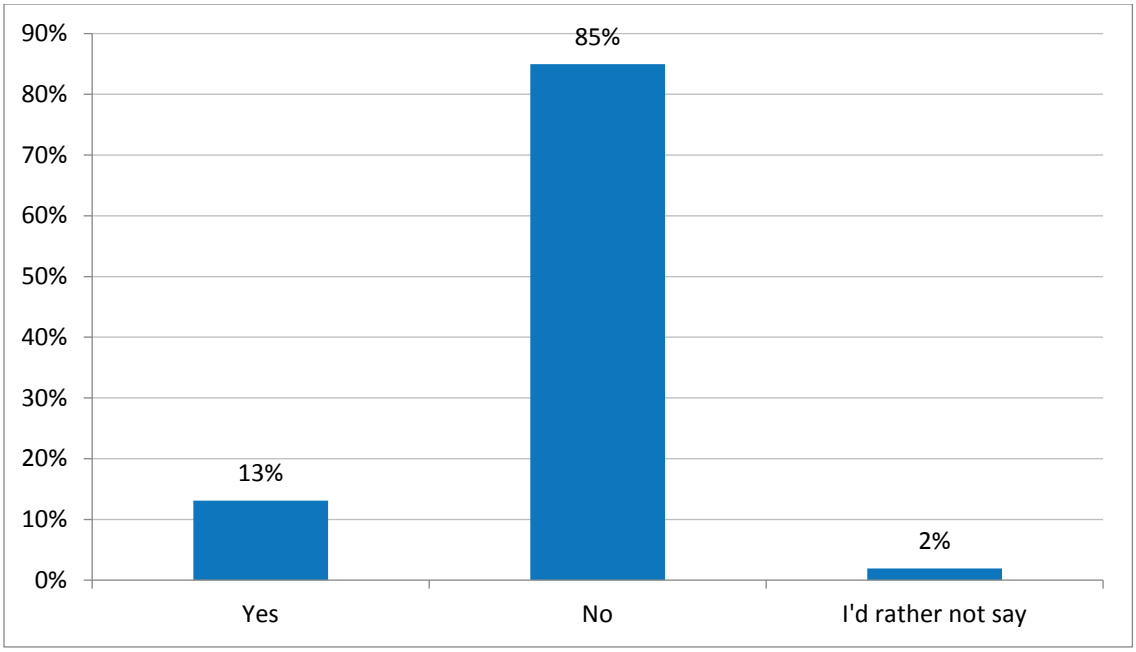
**Figure 5-4.**
Have you known someone personally who has been homeless?




**Question 11. Have you ever been homeless yourself?**

Forty-one of the respondents (13%) said they have been homeless at some point in their lives, and six said they would rather not say. Almost 85 percent of those who responded had not personally experienced homelessness. Thirty-three respondents skipped the question and 313 responded.

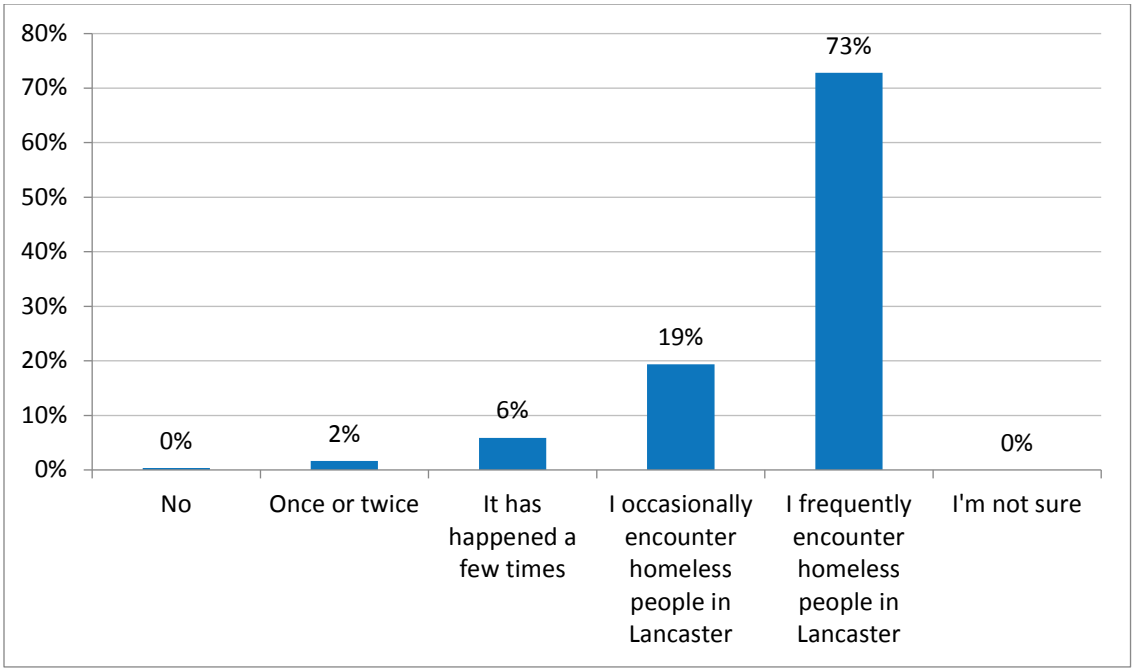
**Figure 5-5.**
Have you ever been homeless yourself?




**Question 12. Have you ever encountered a homeless person in Lancaster?**

Question 12 was answered by 305 respondents, with 41 skipping this question.

**Figure 5-6.**
Have you ever encountered a homeless person in Lancaster?

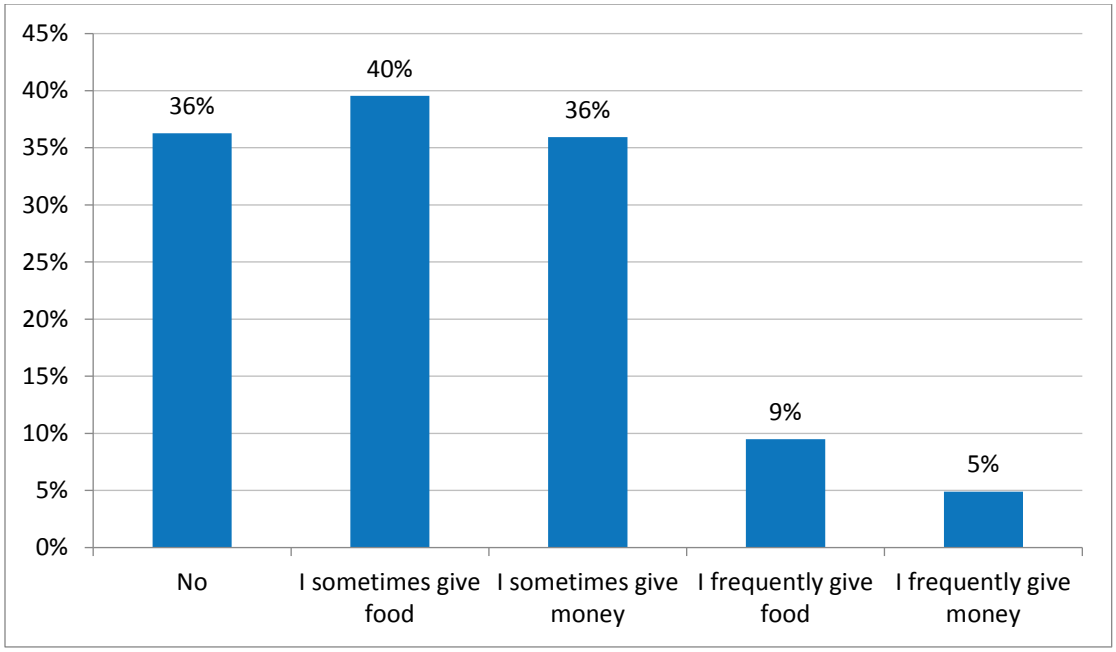



Most respondents encounter homeless people in Lancaster, with 222 (73%) saying they frequently encounter someone who is homeless and 59 (19%) saying they occasionally do. Only six respondents said they have never encountered someone homeless or have only done so once or twice.

**Question 13. Do you ever give money or food to homeless individuals in Lancaster? Please check all that apply.**

Question 13 asked how often respondents give food or money to homeless individuals. Respondents were asked to check all that apply, so there is overlap in the number of people giving each type of resource. The question received 306 answers, with 40 people not answering.

**Figure 5-7.**
Do you ever give money or food to homeless individuals in Lancaster?

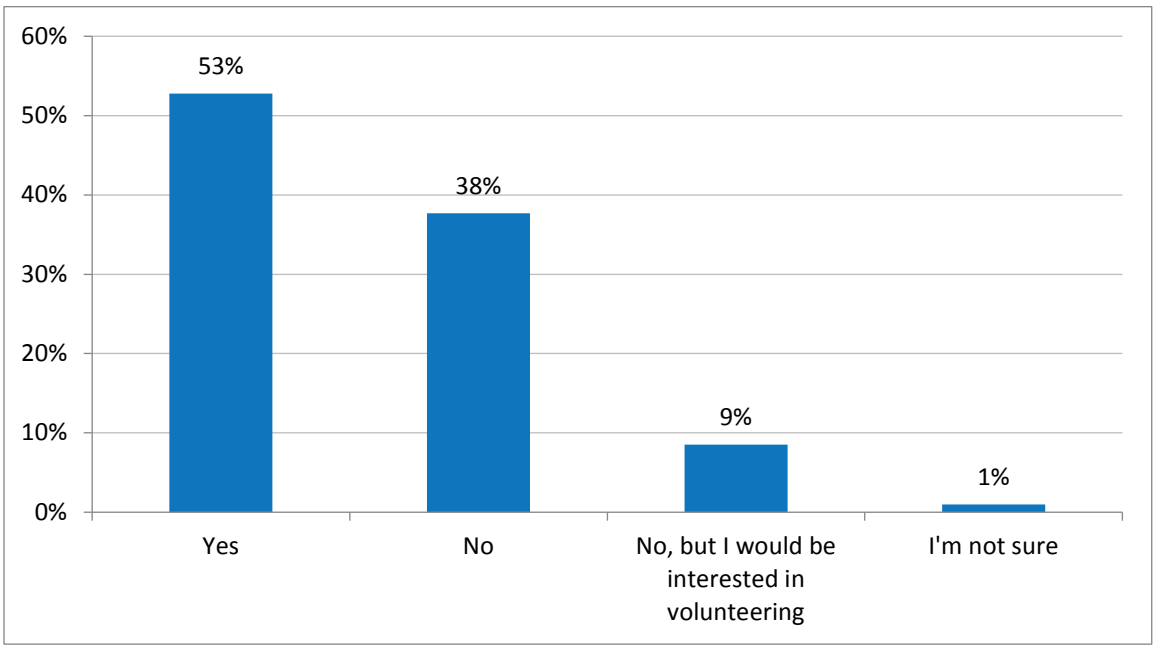



Of those who do provide resources, 121 people (40%) give food and 110 (36%) give money on occasion. Only 15 people (5%) said they frequently give money, and 29 (9%) said they frequently give food. There were 111 respondents (36%) who said they do not give food or money to homeless individuals, and there was not a choice for those who may give resources other than food or money.

**Question 14. Have you ever volunteered at an organization that provides services to the homeless?**

This question asked whether respondents have previously volunteered or would be interested in volunteering at an organization serving homeless individuals. Forty-one respondents skipped the question and 305 answered it.

**Figure 5-8.**
Have you ever volunteered at an organization that provides services to the homeless?

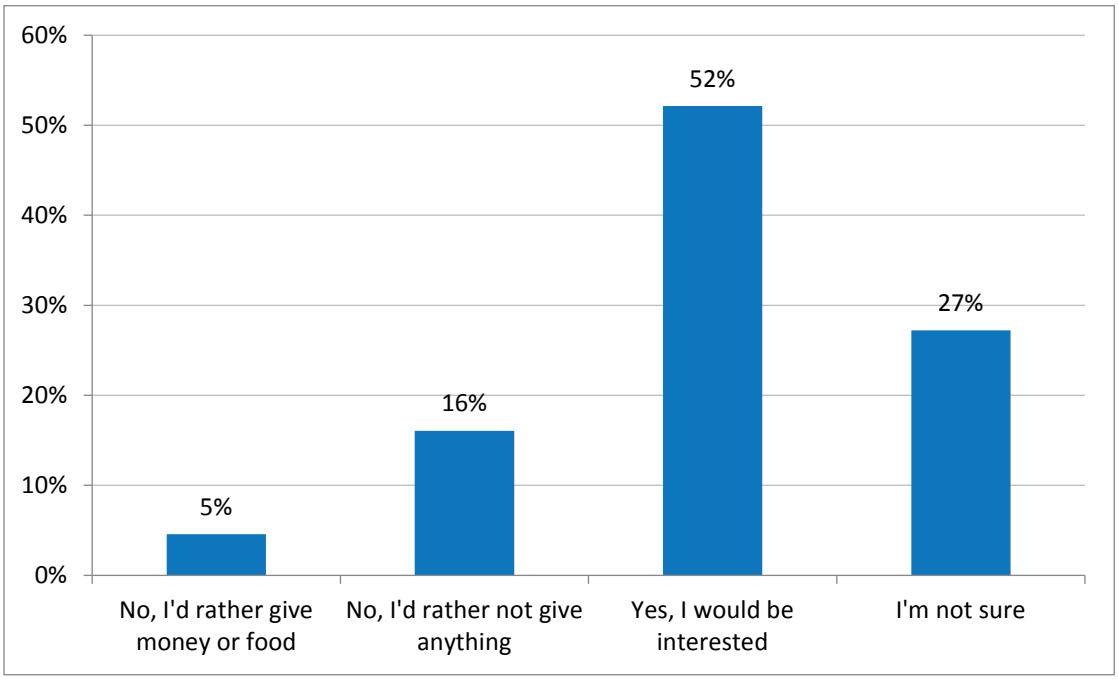



While 26 respondents (9%) said they would be interested in volunteering but have not yet done so, a total of 141 (38%) have not volunteered at an organization that provides services to homeless populations. Just over half of the respondents have previously volunteered at such an organization.

**Question 15. Rather than offering money or food to homeless individuals, would you be interested in providing them with a service card with homeless services contact information?**

Question 15 was posed to determine if residents would be willing to provide an informational resource to homeless individuals they encounter in lieu of food or money. This question was answered by 305 respondents and skipped by 41.

**Figure 5-9.**
Rather than offering money or food to homeless individuals, would you be interested in providing them with a service card with homeless services contact information?




Fourteen (5%) of the respondents preferred to give money or food rather than an informational card. Just over half of the respondents would be interested in providing the card, 49 (16%) would rather not give anything, and 83 (27%) were unsure.

**Question 16. What do you believe are the best ways to address the issues of homelessness? Please check all that apply.**

For this question, respondents were given a list of the potential solutions to homelessness, as listed below, and asked to select all solutions they thought would be effective. Forty- two respondents skipped this question and 304 answered.

| Answer Choices | Responses | |
|---|---|---|
| Expanded treatment for mental illness and substance abuse | 78% | 237 |
| Provide services for families or individuals at risk of becoming homeless | 66% | 202 |
| Coordinate services among all organizations in the community that provide services | 63% | 192 |
| Collaborate with neighboring cities and the County to leverage investments and provide services and housing | 57% | 172 |
| Wraparound services in combination with housing | 48% | 146 |
| Provide expanded job training services | 46% | 141 |
| Provide youth services | 35% | 107 |
| Provide affordable childcare services | 35% | 106 |
| Provide transportation services | 33% | 99 |
| Provide legal services/assistance | 24% | 73 |
| Other (please specify) | 18% | 56 |

Most respondents believed that additional treatment and resources for mental illness would be the most effective technique for improving homelessness, followed by focusing services for those at risk of becoming homeless and coordinating services between organizations and with surrounding jurisdictions. Respondents were also able to submit their own suggestions for methods of reducing homelessness. Suggestions included the following:

- Remove and prohibit homeless encampments
- Stop allowing or providing services and aid
- Build and/or provide housing
- Provide services in exchange for employment or volunteering
- Centralize resources and services

- Create homeless communities or additional shelters
- Enforce criminalization of panhandling, loitering, etc.

Increasing available housing and prohibiting aid and encampments were the most frequently supplied responses.

**Question 17. Do you have additional thoughts on how the City can positively address homelessness in our community?**

Question 17 was an open-ended invitation for respondents to indicate any additional suggestions or thoughts regarding homelessness in Lancaster. Exactly half of the respondents supplied additional thoughts. Many of the responses were similar in nature to the answers to question 16. Select additional suggestions are listed below.

- Repurpose vacant commercial buildings for housing and help centers
- Provide transportation to service locations
- Provide public community service jobs in exchange for wages or services
- Make recovery easier
- Provide ways to improve personal hygiene and wash clothing
- Education and awareness on the causes of homelessness and the difficulty in recovering
- Replicate successes from other cities such as Salt Lake City, Utah, or Mesa, Arizona

## Service Provider Survey Responses

**Question 1. Please provide the following information about your agency/organization.**

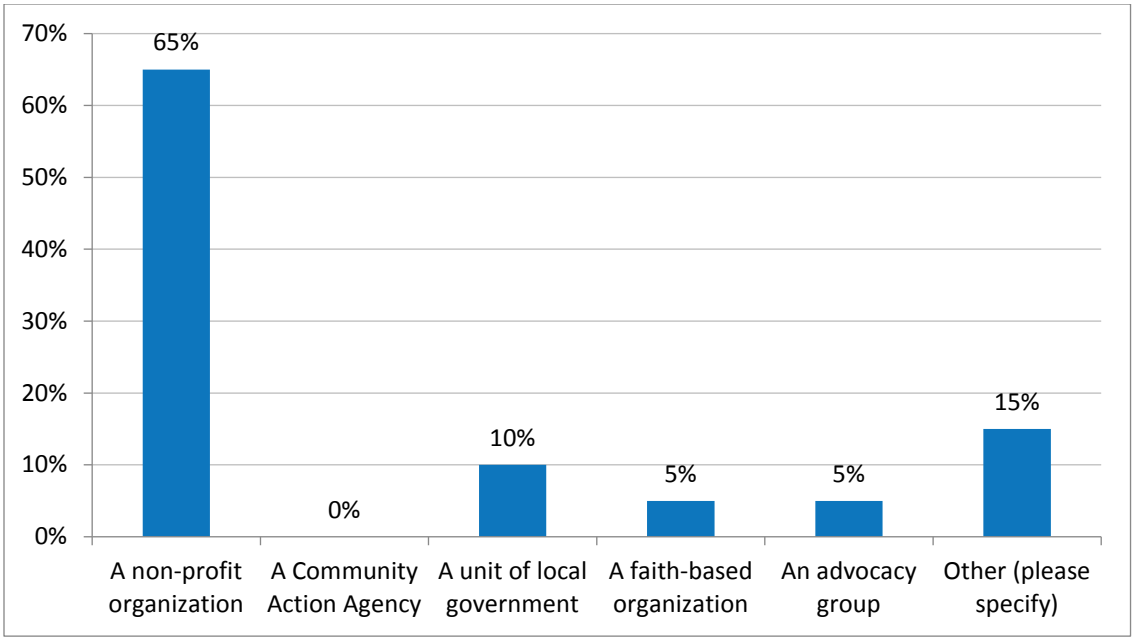
Respondents were asked to provide their name, position, representing agency or organization, and contact information. All respondents supplied their name, position, and organization. None included contact information, although many gave an email address at the end of the survey. The organizations and agencies are all active in Lancaster. Some focus only on Lancaster or the Antelope Valley, while others serve people in many areas of Los Angeles County.

**Question 2. Do you consider your agency/organization to be:**

- A non-profit organization
- A Community Action Agency
- A unit of local government
- A faith-based organization
- An advocacy group
- Other (please specify)

**Question 2 established the types of organizations responding to this survey. All survey respondents answered this question.**

**Figure 5-10.**
Type of Organization

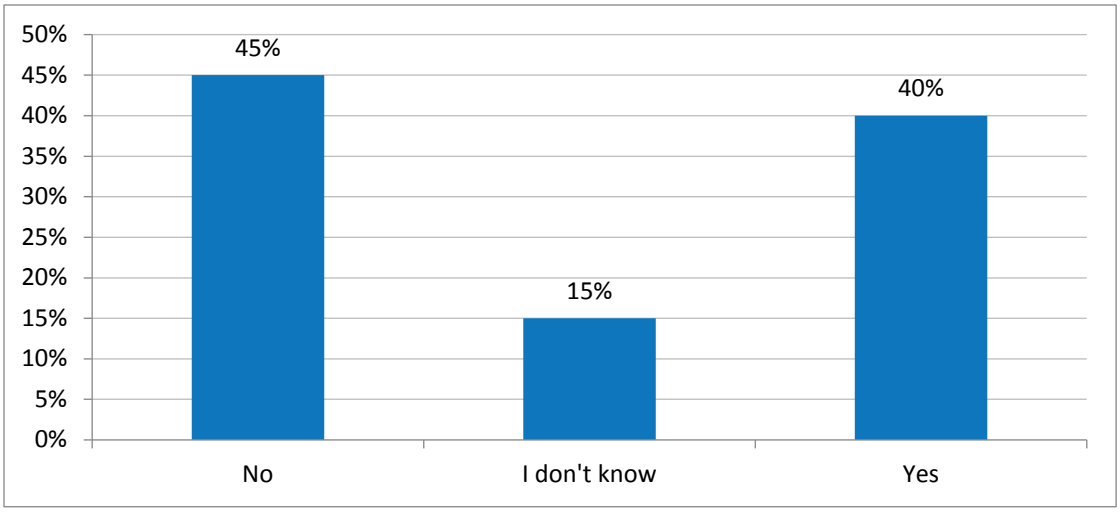



Thirteen respondents were part of a non-profit organization, two were in local government, one was part of a faith-based organization, and one was a member of an advocacy group. Three respondents listed "Other," and specified one State-funded County organization, one faith-based community action non-profit, and one development company.

**Question 3. Is your organization affiliated with any other organizations?**

This question was included on the survey to assess whether organizations are connected. All respondents answered this question.

**Figure 5-11.**
Is your organization affiliated with any other organizations?



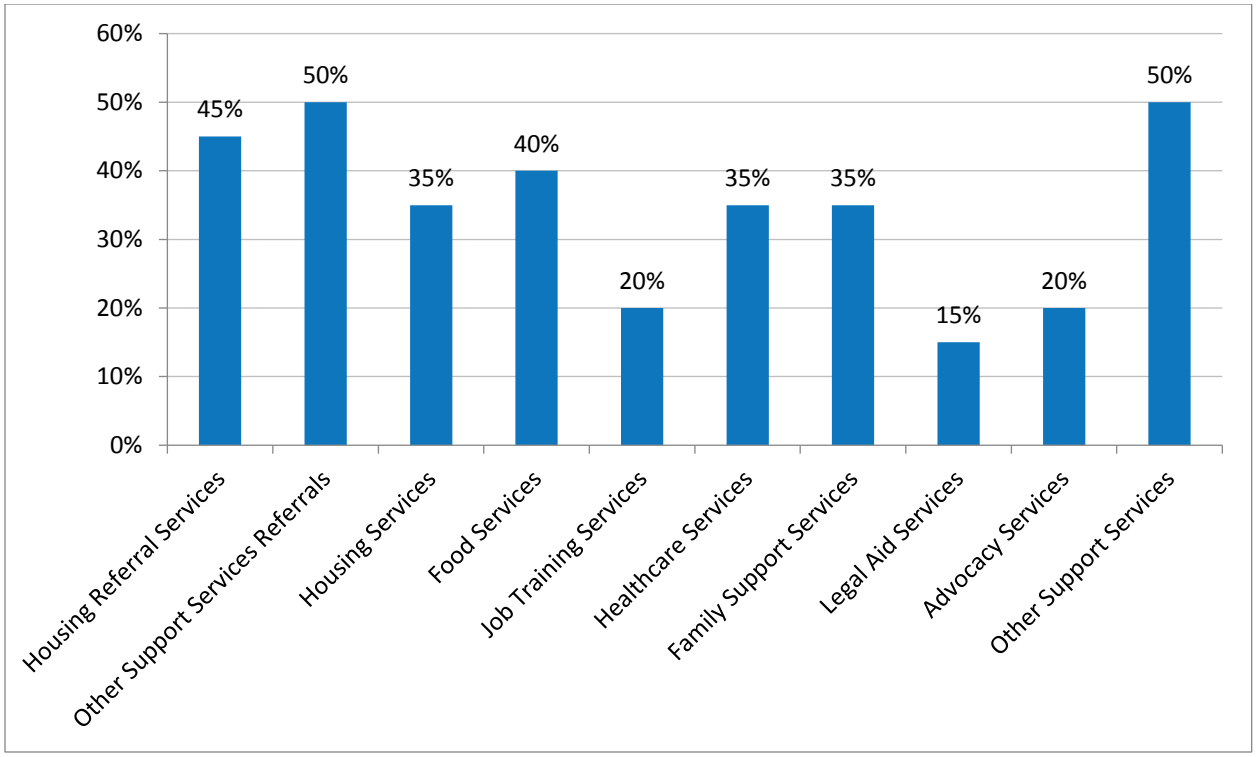

Eight organizations were affiliated with another organization, nine were not, and three respondents weren't sure.

**Question 4. What services does your agency/organization currently provide? (Check all that apply)**

Question 4 requested a general concept of the services provided by the organizations represented in the survey. All respondents answered this question, with results listed below.

| Answer Choices | Responses | |
|---|---|---|
| Housing Referral Services | 45% | 9 |
| Other Support Services Referrals | 50% | 10 |
| Housing Services | 35% | 7 |
| Food Services | 40% | 8 |
| Job Training Services | 20% | 4 |
| Healthcare Services | 35% | 7 |
| Family Support Services | 35% | 7 |
| Legal Aid Services | 15% | 3 |
| Advocacy Services | 20% | 4 |
| Other Support Services | 50% | 10 |

**Figure 5-12.**
What services does your agency/organization currently provide?



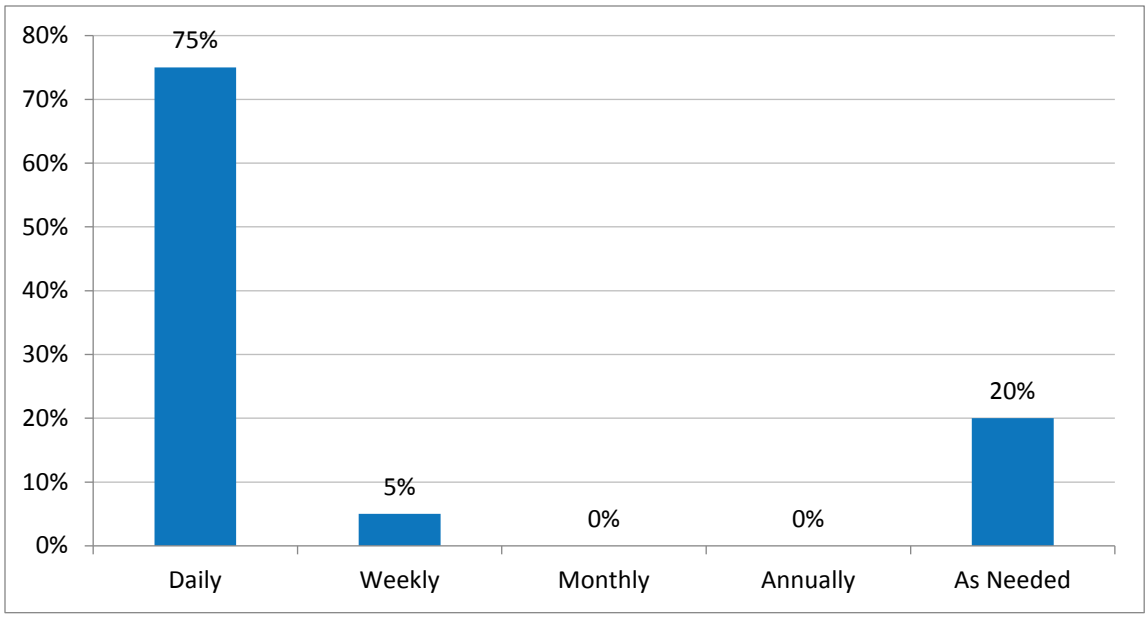

Half of the respondents said their organization provided other support services and referrals. Housing, healthcare, and family support services were the most commonly specified services, while legal aid was the least frequently provided. Under other support services, offerings included the following:

- Funding outside programs
- Mental health services
- Crisis intervention
- Clothing and household products
- Education and employment services

**Question 5. How often are your services available?**

Question 5 asked how often services were available or able to be accessed by those in need. All respondents answered this question, with most saying services are available on a daily basis or as needed.

**Figure 5-13.**
How often are your services available?

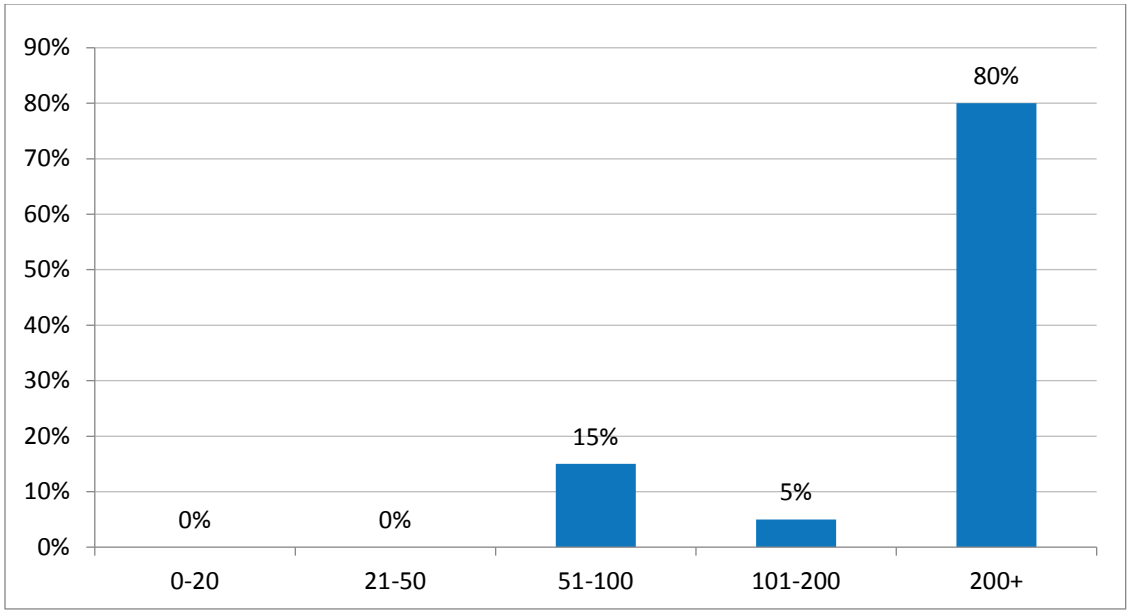



Fifteen organizations had services available daily, and another four offered them as needed. Only one had services available weekly, and none were only available only monthly or annually.

**Question 6. How many people does your agency/organization serve on an annual basis?**

All respondents answered question 6, summarizing on average how many people their organization serves annually.

**Figure 5-14.**
How many people does your agency/organization serve on an annual basis?

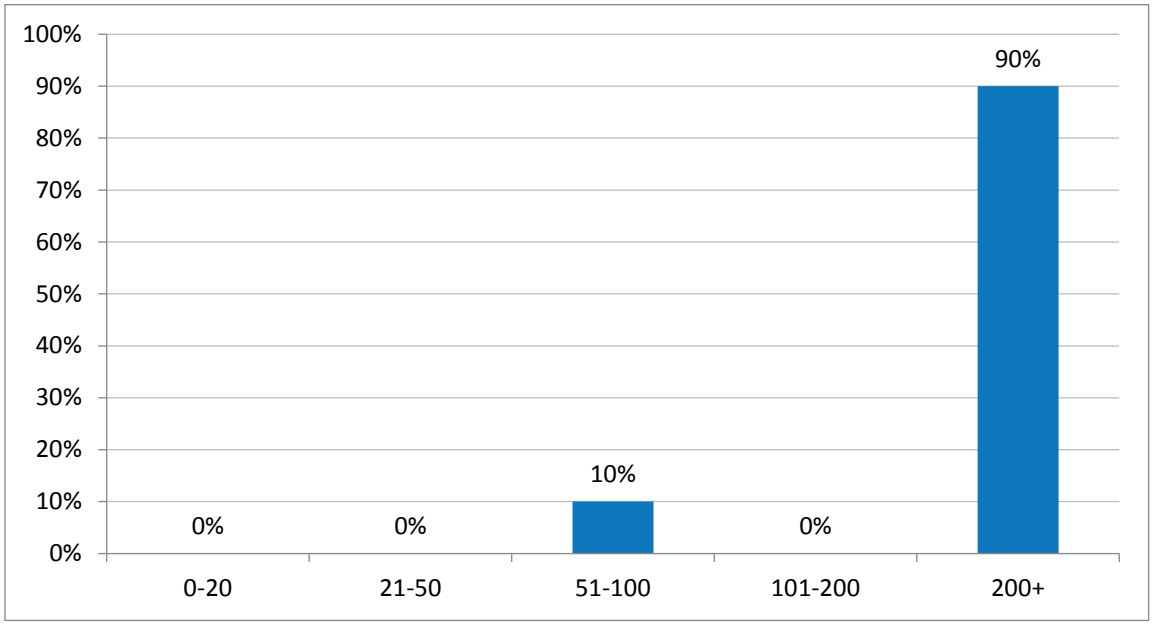



All respondents' organizations served over 50 people annually, with most serving more than 200 per year.

**Question 7. How many people could your agency/organization reasonably serve on an annual basis with current staff and budget resources?**

All respondents answered this question to give an estimated capacity for their services.

**Figure 5-15.**
How many people could your agency/organization reasonably serve on an annual basis with current staff and budget resources?

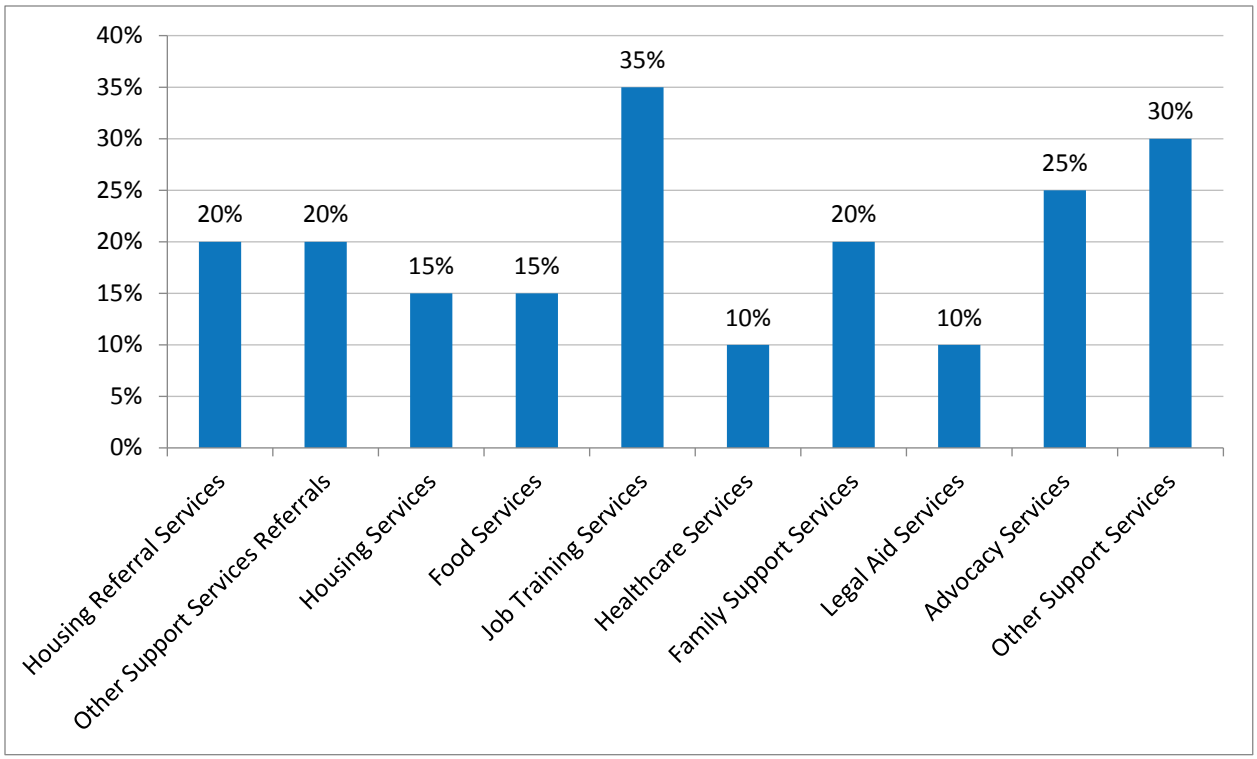



Nearly all organizations have the potential to serve more than 200 individuals, with only two being able to serve fewer than 51–100 people.

**Question 8. Are there additional services that your organization would like to offer? (Check all that apply)**

Question 8 was answered by all respondents, showing the services each organization would like to offer if resources were available to do so.

**Figure 5-16.**
Are there additional services that your organization would like to offer?



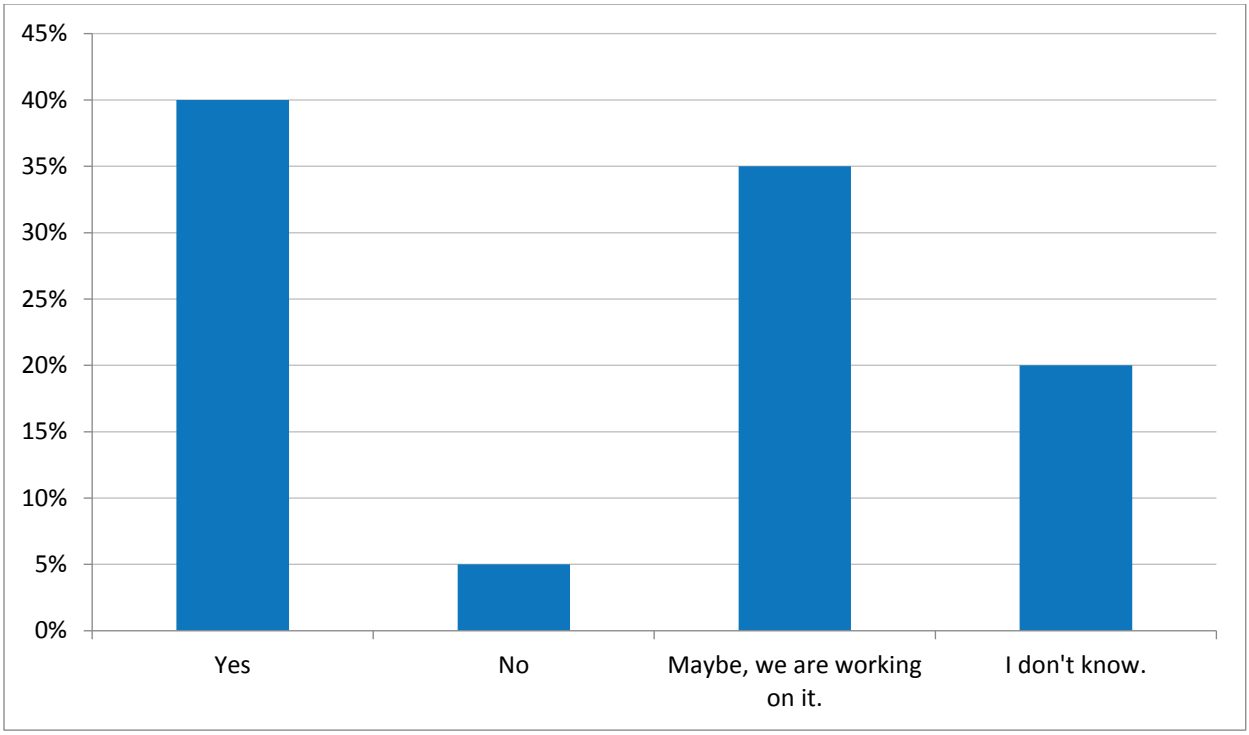

All services were of interest to at least some of the organizations as additional options. Job training services were by far the most desired, and advocacy services, family support services, and housing referral services were also selected by four organizations each.

**Question 9. Are there plans to begin providing these services in the near future?**

Question 9 was answered by all respondents, determining if desired services were currently planned to be provided. All respondents answered this question, with four unsure of the answer.

Eight providers are currently planning additional services, while seven are working on it but unsure of implementation timing.

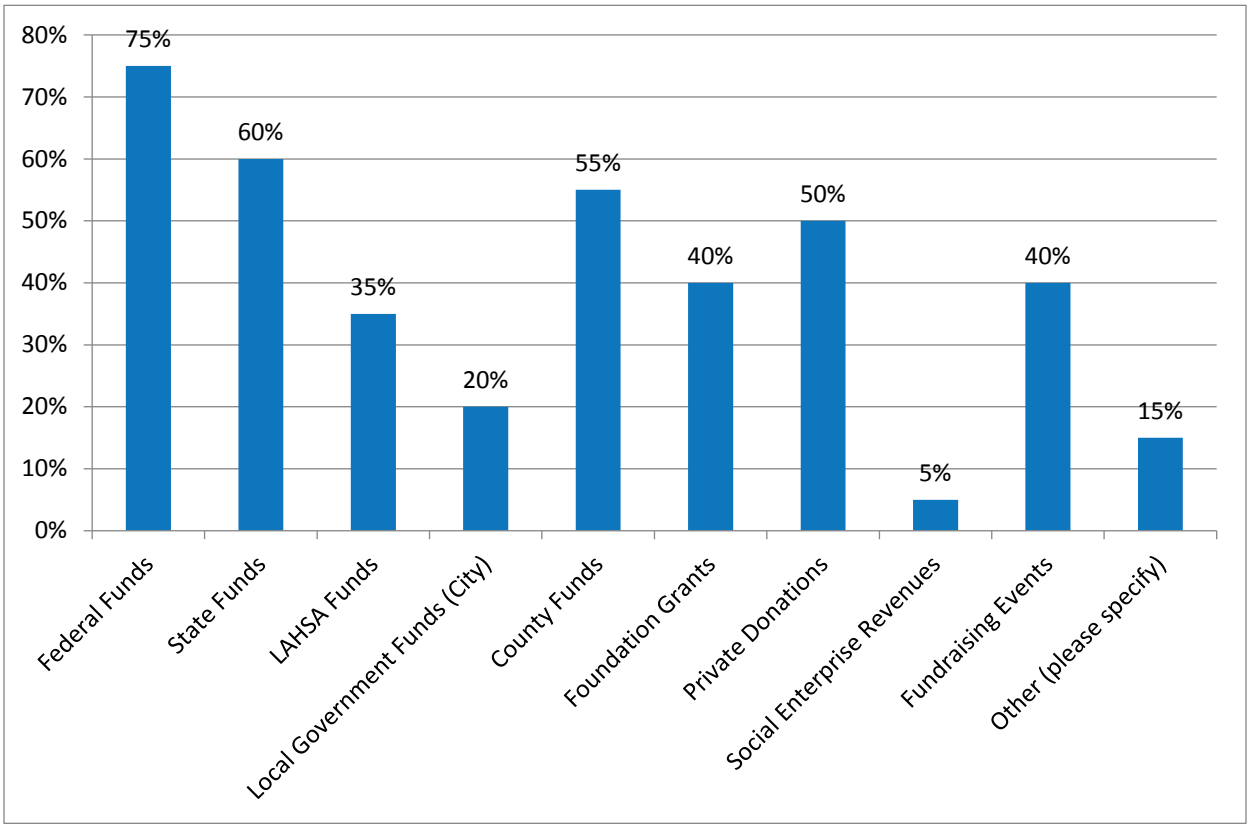
**Figure 5-17.**
Are there plans to begin providing these services in the near future?




**Question 10. What are your organization's funding sources? (Please check all that apply)**

A variety of funding sources are available to service providers, and this information can be used to determine the best method for improving the services provided. All respondents answered this question, with multiple selections possible.

**Figure 5-18.**
What are your organization's funding sources?

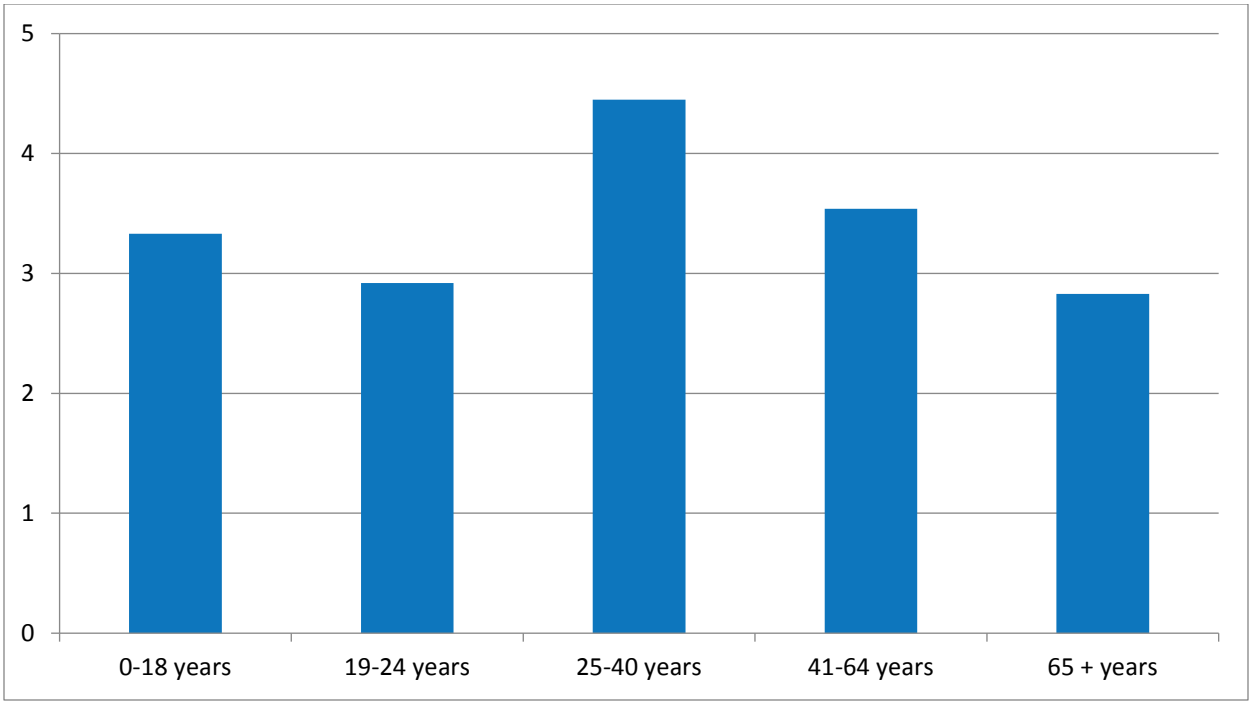



The majority of funding for organizations is derived from government funding, with federal and state grant funding the most common. Grants, private donations, and fundraising were also common methods of funding. Other sources included fees for service and tax initiative funding.

**Question 11. What is the predominant age of your clients? Please rank from the most common age range of your clients to the least common, with 1 as the most common.**

Five respondents did not answer this question, while 15 did. Answers were averaged and ranked according to the most common age range served. Figure 5-19 shows the number of responses for each ranking of 1 through 5.

**Figure 5-19.**
What is the predominant age of your clients?

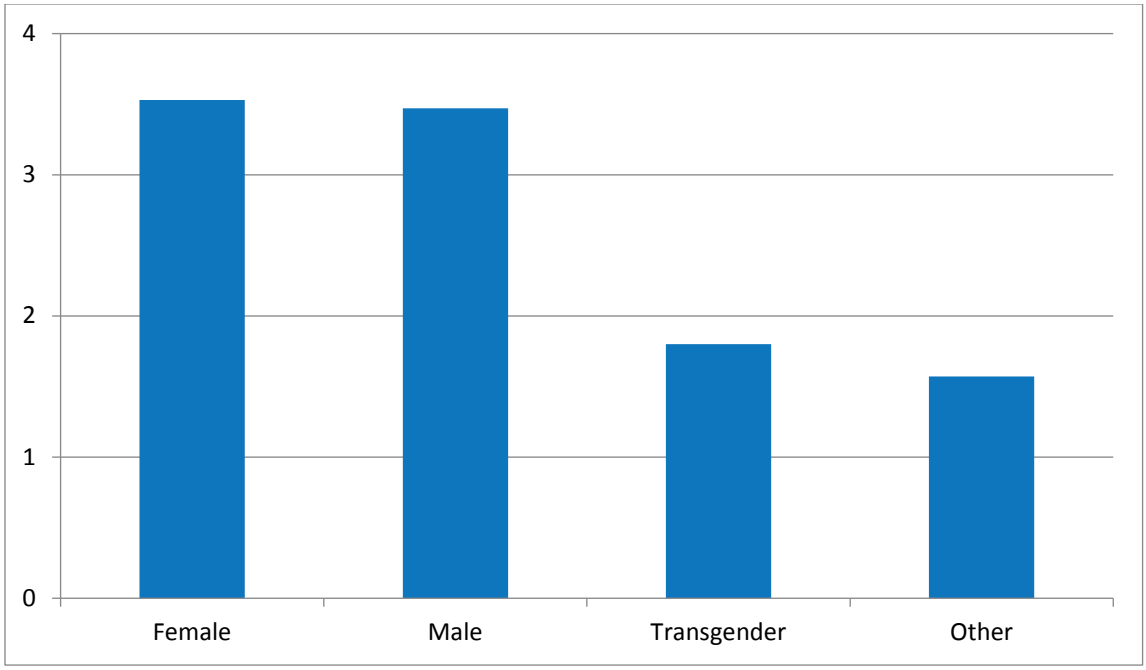



Most organizations serve a large number of clients in the 25- to 40-year-old range, but no age range is dramatically underrepresented in service. Seniors and adults aged 19 to 24 are the least served.

**Question 12. What is the gender of your clients? Please rank according to who most frequently uses your services, with 1 as the most frequent.**

Like question 11, this question was answered by 15 of the 20 respondents. Options for response on gender identity of clients included male, female, transgender, and other. Figure 5-20 shows the number of responses for each ranking of 1 through 4.

**Figure 5-20.**
What is the gender of your clients?

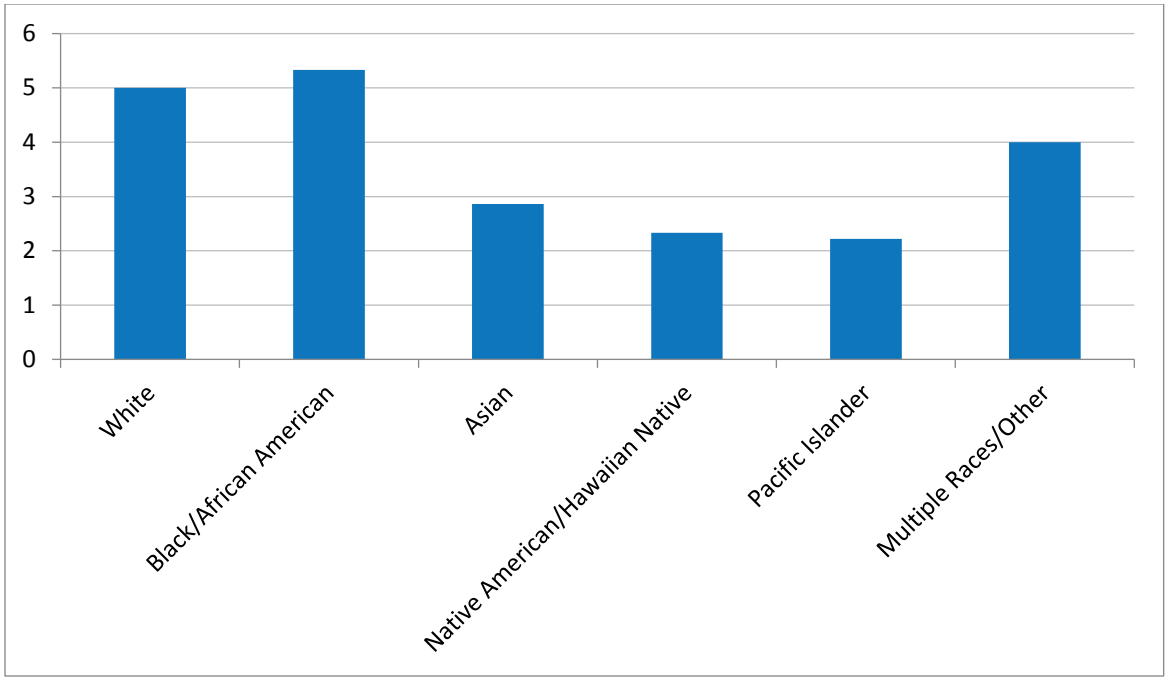



Male and female clients were approximately evenly represented for services, with females served slightly more frequently than males. Transgender and other genders were also similarly distributed.

**Question 13. What is the racial distribution of your clients? Please rank according to who most frequently uses your services, with 1 as the most common.**

This question was also answered by 15 respondents. It continues to explore the demographic makeup of those receiving services by asking respondents to rank the racial composition of clients served from most common to least common. Figure 5-21 shows the number of responses for each ranking of 1 through 6. Because Hispanic or Latino/Latina heritage can be of any race, this demographic is addressed in question 14.

**Figure 5-21.**
What is the racial distribution of your clients?

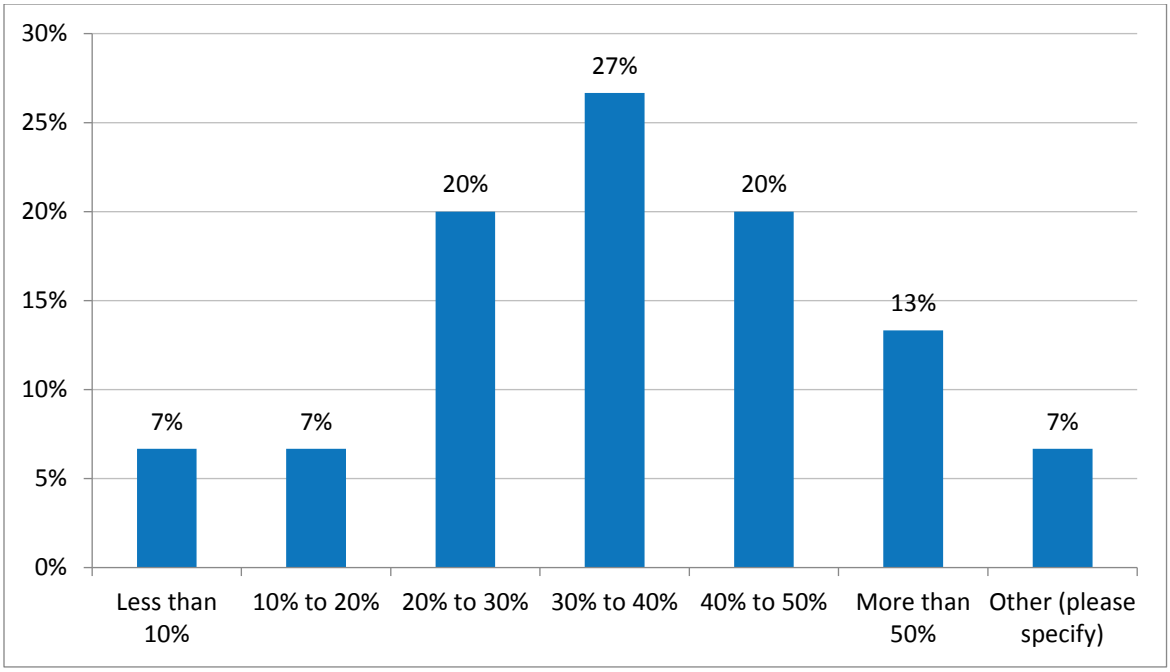



Most clients of the 15 organizations were Black or African American, with White clients the next most common. Multiple or other races were also rather common, while Asian, Native American/Hawaiian Native, and Pacific Islander clients were served less often.

**Question 14. Approximately what percentage of your clients are Hispanic or Latino/Latina?**

Hispanic or Latino/Latina individuals may be of any race and are therefore counted separately from question 13. Fifteen respondents answered this question.

**Figure 5-22.**
Approximately what percentage of your clients are Hispanic or Latino/Latina?

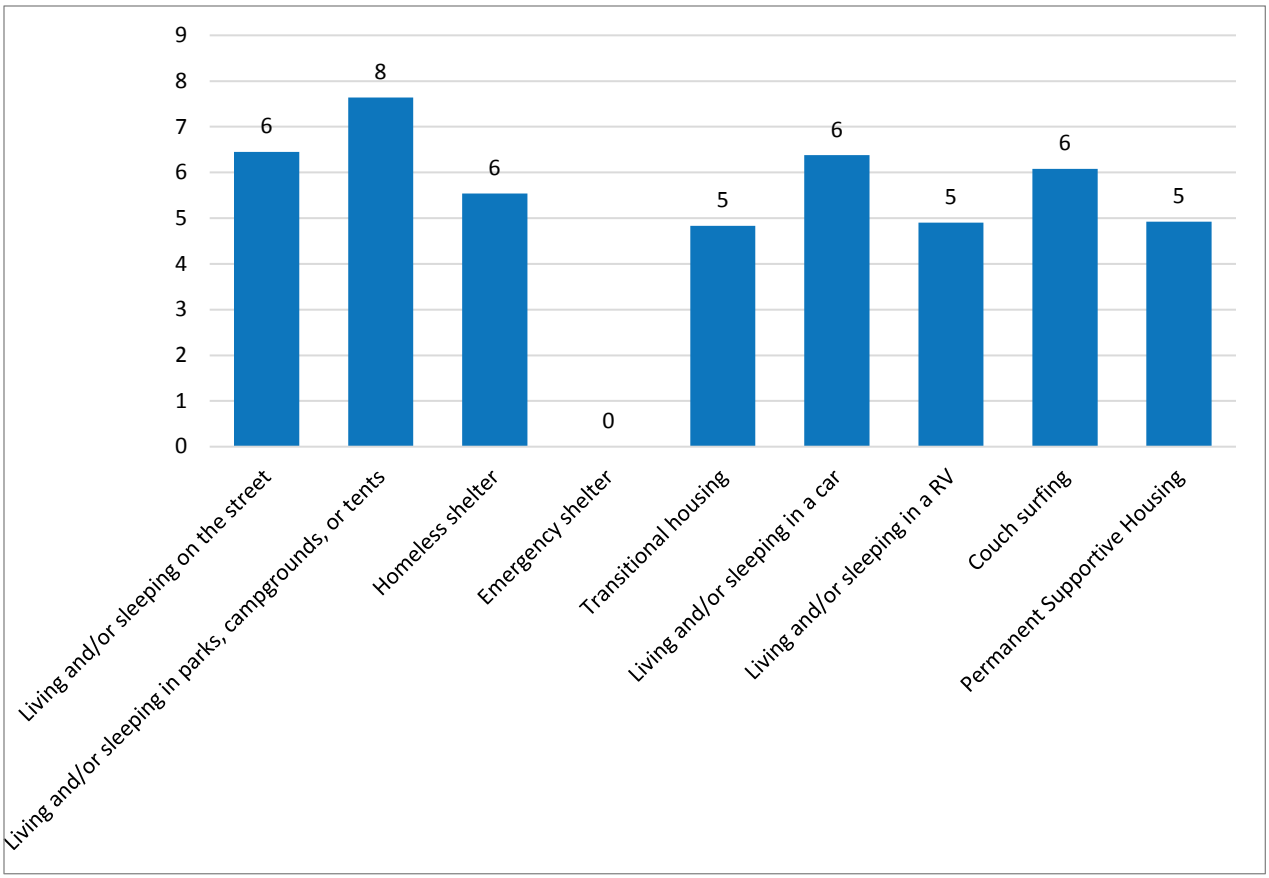



Approximately a quarter of the respondents said 30 to 40 percent of their clientele is Hispanic or Latino/Latina, and 80 percent of the service providers had at least 20 percent Hispanic or Latino/Latina clients. One respondent selected "Other" and noted they were not sure of the answer.

**Question 15. Where in Lancaster are your clients living and/or sleeping? Please rank according to how many clients are in each situation, with 1 as the most clients.**

Because there are many ways to be homeless, this question asked how clients of the responding organizations are living. This was another ranking question, with respondents assigning ranks of 1 through 9 to each living situation. Figure 5-22 shows the number of responses for each ranking. Fifteen responses were received.

**Figure 5-23.**
Where in Lancaster are your clients living and/or sleeping?

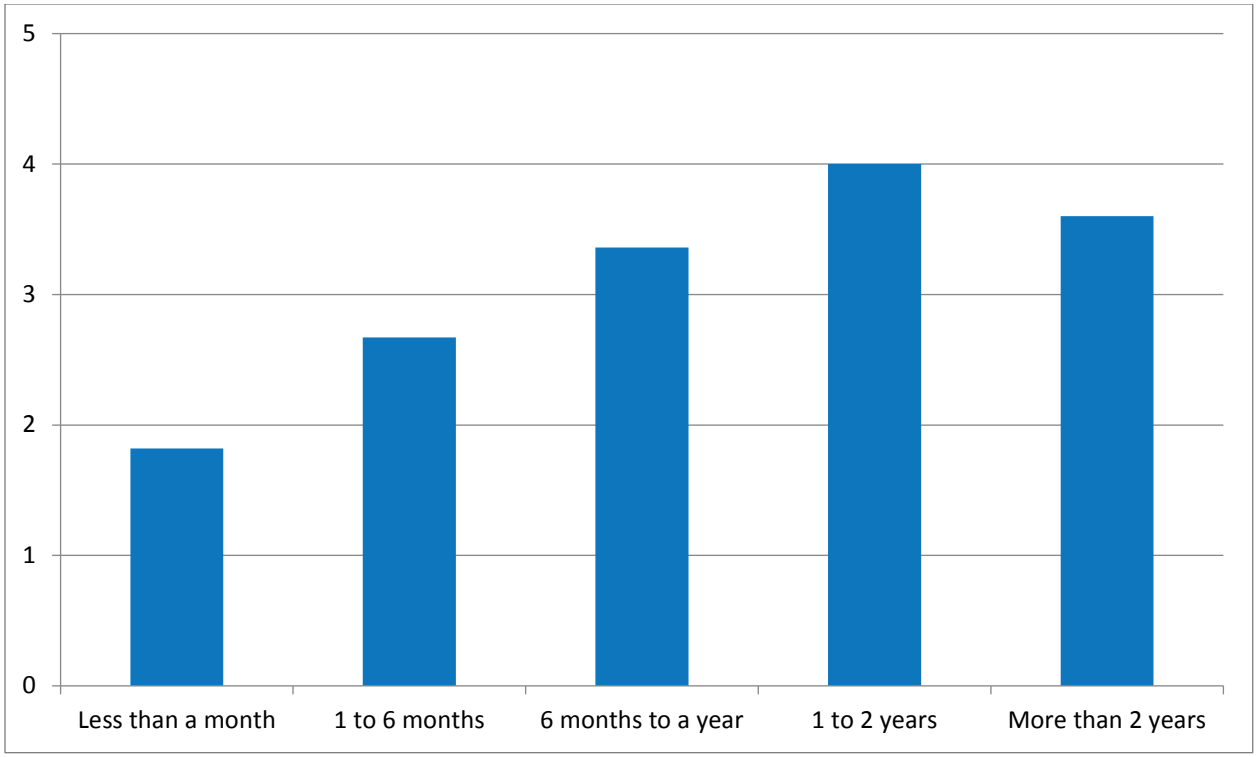



Most of the clients served are living in public outdoor spaces such as campgrounds and parks. Living on the streets, in a car, and couch surfing were the next most common, respectively. Transitional housing, permanent supportive housing, and living in an RV were less common, and no clients were living in an emergency shelter.

**Question 16. What is the average length of time your clients spend homeless? Please rank by most common to least common, with 1 as the most common.**

Question 16 asked respondents to summarize the average length of time their clients are in homeless situations, ranking the responses from the most common situation to the least common. Figure 5-24 shows the number of responses for each ranking of 1 through 5. Fifteen respondents answered this question.

**Figure 5-24.**
What is the average length of time your clients spend homeless?

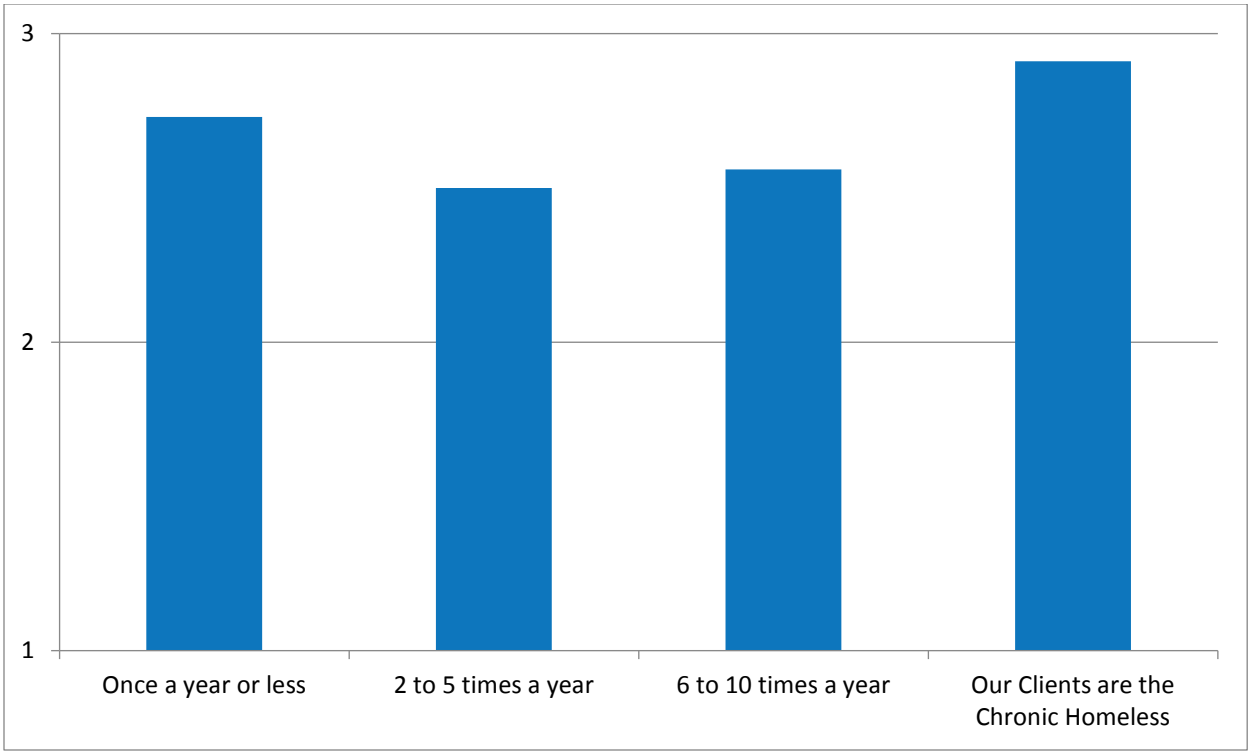



Most clients are homeless for an average of one to two years. Clients being homeless for less than a month was the least common. Strategies for combating homelessness may vary depending on the length of time someone is homeless; this information can help direct funding and resources to the appropriate strategy.

**Question 17. How frequently do your clients become homeless? Please rank by most common to least common, with 1 as the most common.**

While many individuals find housing, it can be difficult for some to maintain a housed situation. Recurrent homelessness can also require different strategies and aid than one-time occurrences, so identifying these scenarios can help in developing an effective strategy. Fifteen service providers responded to this question.

**Figure 5-25.**
How frequently do your clients become homeless?

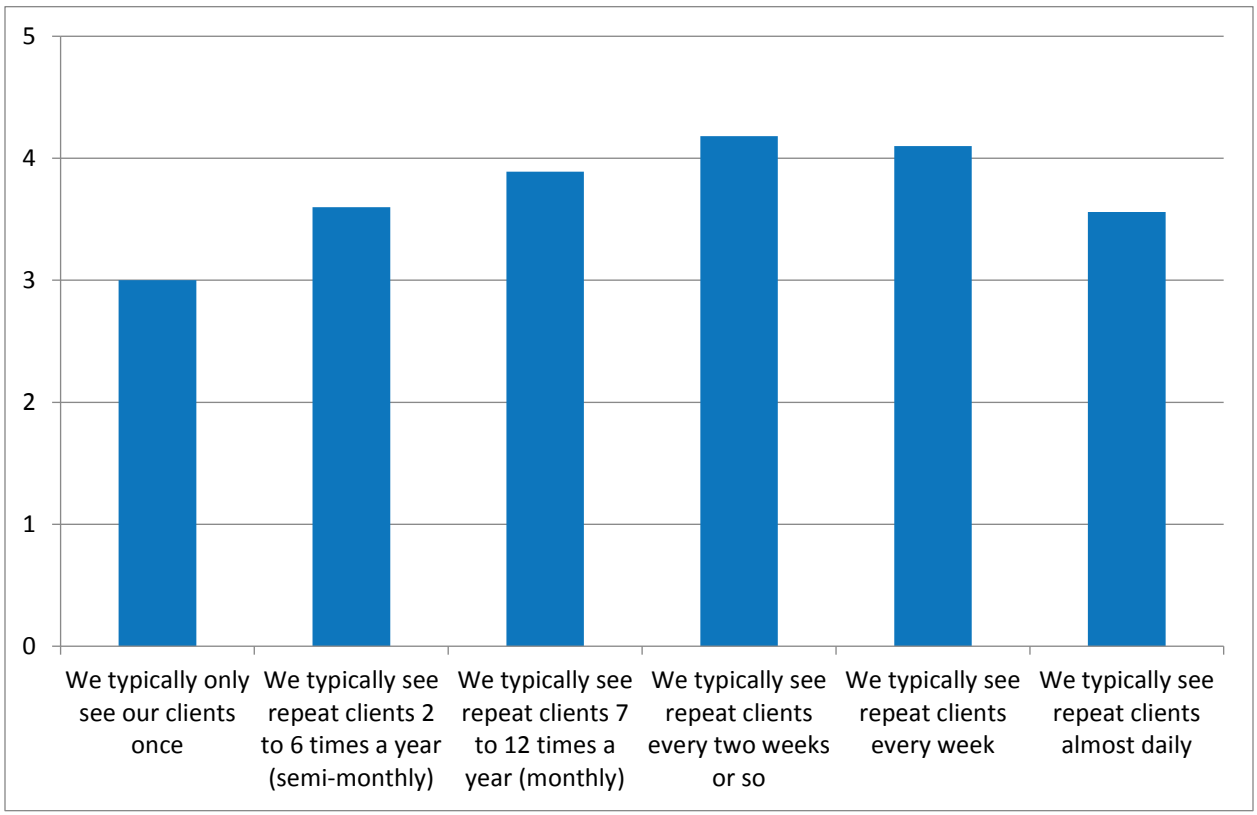



More of the organizations serve the chronically homeless, although many serve those who are often or occasionally housed. Because the organizations were somewhat evenly spread among the four responses, there is no dramatic difference in service for each category.

**Question 18. Based on your observation, do you see/assist the same individuals on a regular basis? Please rank from most common to least common, with 1 as the most common.**

Fifteen respondents answered this question on how often repeat clients are given service. Respondents were asked to rank the given choices, and the responses were averaged and ranked to determine the overall result.

**Figure 5-26.**
Based on your observation, do you see/assist the same individuals on a regular basis?

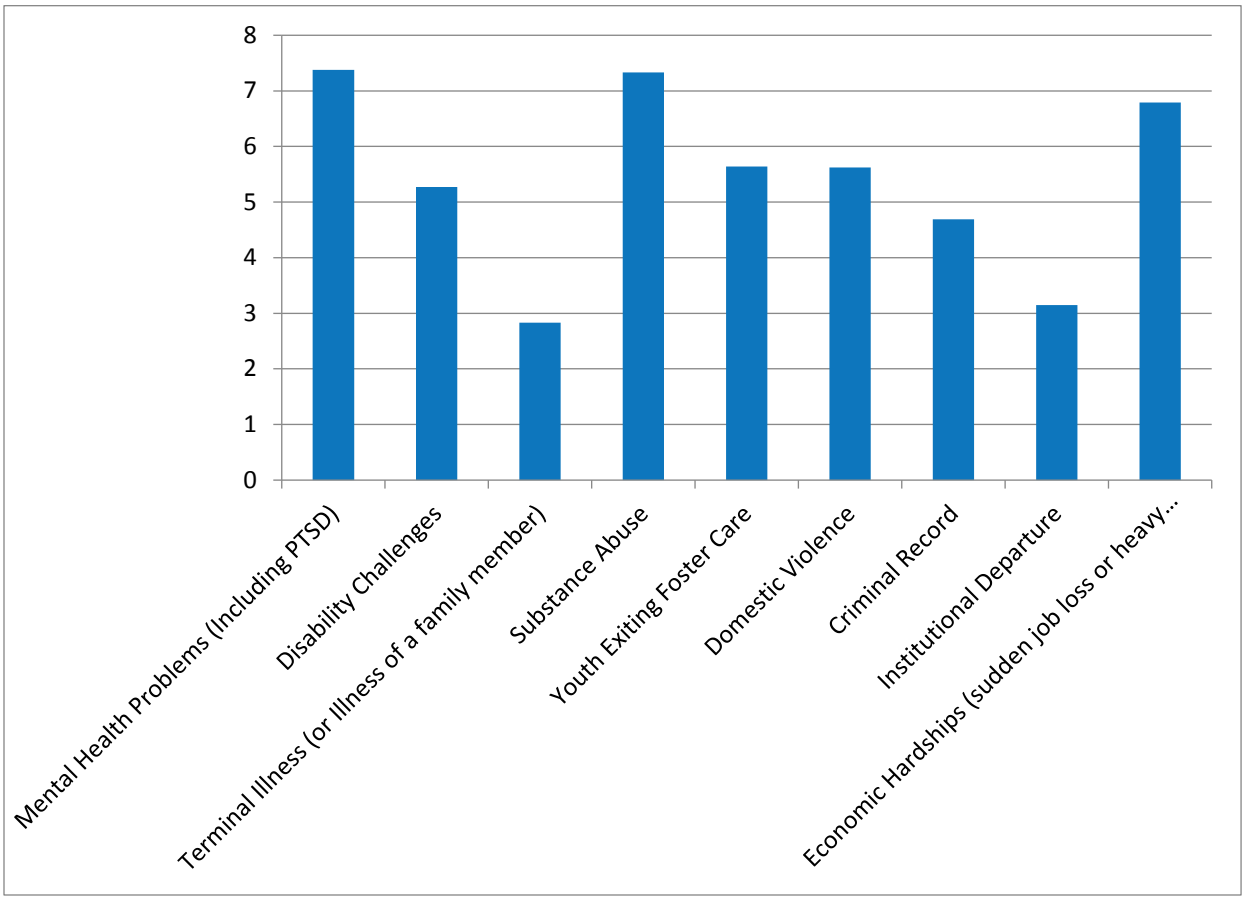



A majority of repeat clients were assisted on a weekly or biweekly basis. Seeing repeat clients daily, monthly, or semi-monthly was also common. The frequency of visits may also be driven by the type of services offered by each organization, and therefore the service type should be considered when evaluating the frequency of services.

**Question 19. What do you believe are the primary root causes of your clients' homelessness, or that puts them at risk of homelessness? Please rank from most important to least important, with 1 as the most important.**

The causes of homelessness are an important factor in providing services and reducing instances of homelessness. This question was intended to gather the service providers' professional opinion on the causes of homelessness for the clients they serve. Fifteen answers were received for this question, and responses were ranked and averaged for the final result.

**Figure 5-27.**
What do you believe are the primary root causes of your clients' homelessness, or that puts them at risk of homelessness?




Mental health problems and substance abuse were the top perceived causes of homelessness for clients served. Also highly ranked were economic hardships such as job loss or severe debt, domestic violence, and youth exiting foster care. Terminal illness and departure from an institution were deemed the least common causes of homelessness for clients.

**Question 20. Are there other primary root causes that we have not identified in this survey?**

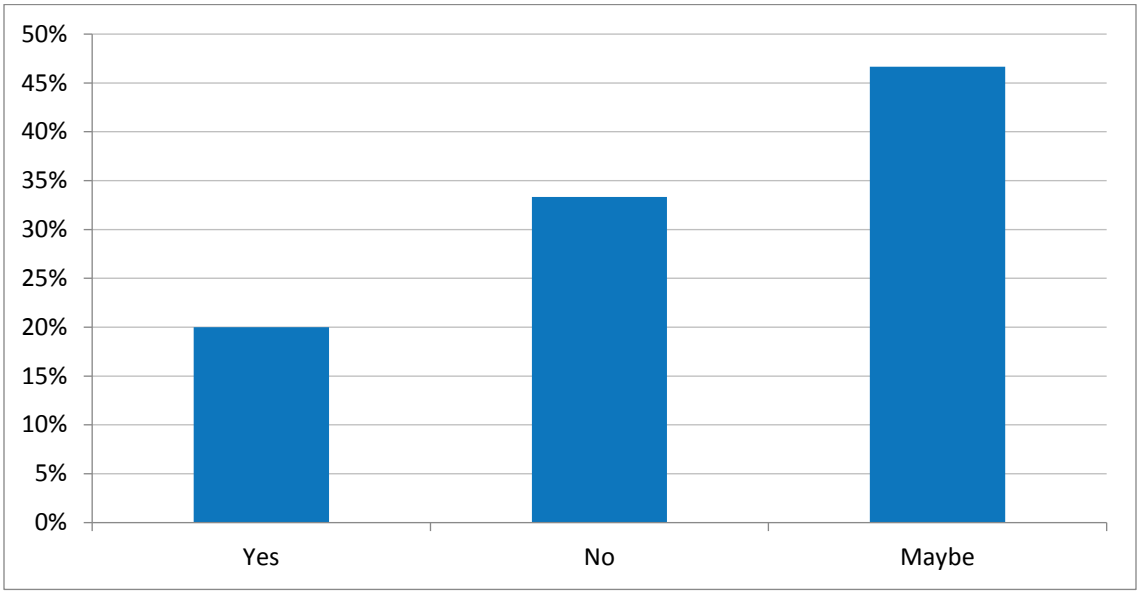
This question was open-ended to allow respondents to list any additional causes of homelessness that were not mentioned in the previous question. Eight responses were received and included:

- Divorce from or death of a spouse
- Lack of education
- Loss of family support
- Sexual assault
- Eviction due to landlords desiring rent increases
- Systemic racism
- Having a fixed income in a region with high housing costs

**Question 21. Do you keep records that we might be able to utilize for this study?**

Having accurate and reliable records can make a plan more successful over time. Fifteen respondents answered this question, with three saying yes, they have records that may be utilized. Five service providers did not have records that could be used, and seven weren't sure.

**Figure 5-28.**
Do you keep records that we might be able to utilize for this study?



## B. COMMUNITY WORKSHOP

A community workshop was held on Tuesday, May 1, 2018, from 6:00 p.m. to 8:00 p.m. at Sgt. Steve Owen Memorial Park. The purpose of the workshop was to introduce the community to the Lancaster Community Homelessness Planning effort and solicit feedback on the impacts of and potential options for combating homelessness in the City. The meeting was publicized via flyer, email, social media and the City's website. Feedback obtained during this workshop accumulated assessments of homelessness challenges, understanding, and possible solutions.

### Workshop Format

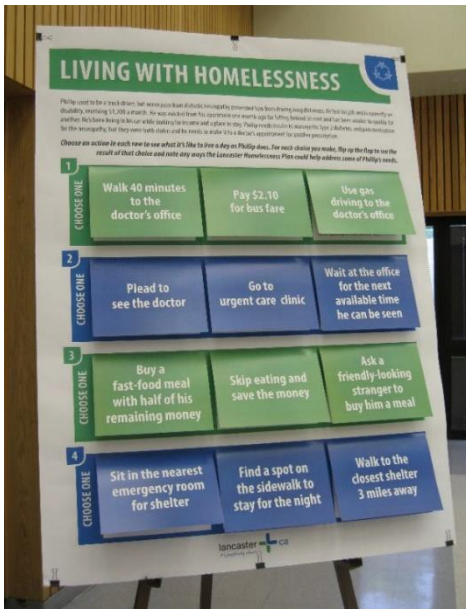
The workshop was in the format of an open house; rather than formal presentations, consultants and City staff were placed at different "stations" where attendees could ask questions and provide input on specific aspects of the study:

**Station 1: Welcome**

- A presentation explaining the Lancaster Homelessness Plan and what it hopes to accomplish.

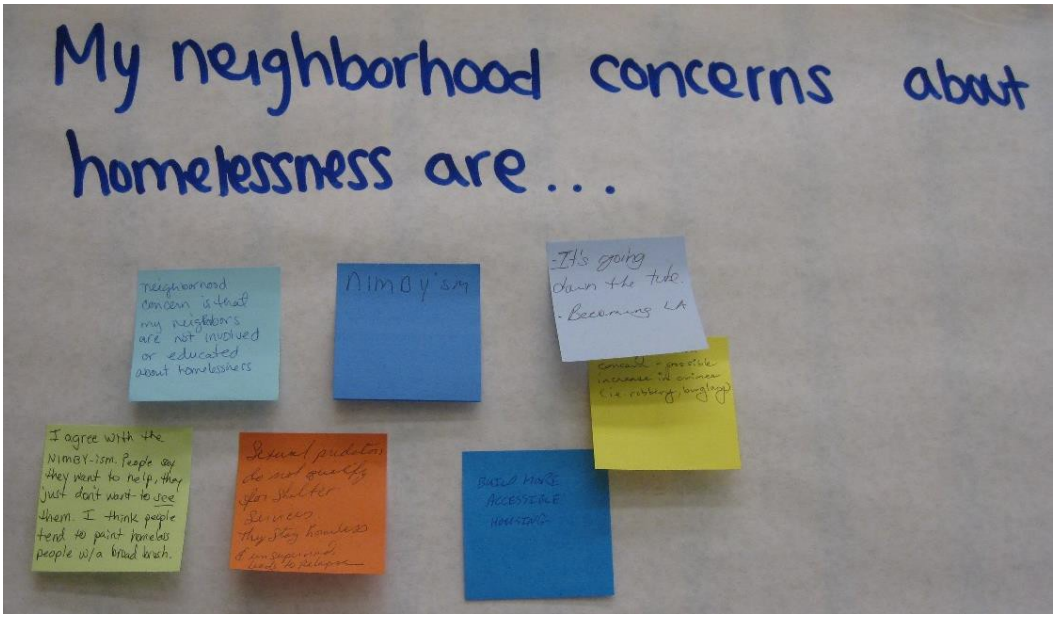
**Station 2: Homeless Services and Gaps**

Poster activity leading someone through a day in the life of someone living with homelessness, with space to provide feelings, thoughts, and ideas on what could help a person in that situation.



**Station 3: Community Concerns**

- Space for attendees to write in community concerns, neighborhood concerns, and personal concerns from their perspective.




**Station 4: Strategies to Combat Homelessness**

- Voting on strategies that are most effective at addressing homelessness by dropping tokens in designated buckets.

**Station 5: Opportunities and Ideas**

- Space for attendees to write in opportunities and ideas on improving homeless services and combating homelessness in Lancaster.

## Summary of Major Themes

### General Concerns

Concerns regarding homelessness included business, personal, neighborhood, and community-wide impacts. Respondents also included both concerns for themselves and their families or neighbors, and concerns for those living in homelessness. Among concerns for themselves were personal safety, potential crime, reduction in business or property values, and being solicited for food or money by homeless persons. Trepidation for the homeless individuals included a lack of shelters and other housing, difficulty streamlining, connecting, and providing services, and an inability to receive mental health or substance abuse treatment. Moreover, most respondents were already working on solutions through their current jobs—though the majority were looking for a way to help and be a part of combatting homelessness.

## Housing

Many attendees mentioned a lack of affordable housing, homeless shelters, and transitional homes in the area. Suggestions included having more shelters, building more affordable housing, and creating transitional living homes to provide living space until individuals and families can obtain permanent housing. Comments also advocated for the allowance of safe, designated outdoor areas for homeless individuals, like safe parking programs.

## Services

Most comments focused on providing better services for substance abuse and mental health concerns, and with streamlining and connecting services to better provide aid. There was also a concern that people do not know how to access services when they are in need and therefore do not get help. Participants suggested that a one-stop-shop of information and services be developed in order for community members to direct such individuals to proper services.

## Education/Training

Several comments emphasized community education on needs and services, as well as training and education for the individuals experiencing homelessness. This includes teaching people to understand and empathize with those in homelessness and what resources are available, as well as more formalized job training and educational services for those who could benefit from developing skills or additional education. Such wraparound services would allow for a holistic method of training that is specific to their individual needs and ensures their success.

## C. FOCUS GROUPS AND STAKEHOLDER OUTREACH

Discussions were held in the spring of 2018 with stakeholders representing six different perspectives: faith-based/non-profit providers, City staff, County agencies, businesses directly impacted by homelessness, healthcare providers/school administrators, and seniors. The purpose of these conversations was to gain an understanding of the diverse community perspectives on homelessness, what resources are available, and insight on potential options.

### Focus Groups

#### Approach

Each focus group followed a list of questions that were geared to gain a better understanding of homelessness in Lancaster, what is currently being done to address homelessness, what is not being done to address homelessness, and solutions moving forward to combat homelessness in Lancaster. These series of questions were utilized as way to guide dialogue among the group and allowed for the conversation to be candid and open, rather than set a rigid structure. Therefore, not all questions were asked and/or answered in every focus group, depending on their relevance and the stakeholders' responses.

#### Discussion Questions

Discussion questions included the following:

- What is the most common way you interact with homeless people?
- From your perspective, has homelessness and its impacts decreased, stayed the same, or increased in Lancaster over the past five years?
- Would you be interested in providing them with a service card with applicable contact information?
- What do you think is contributing to homelessness right now?
- What are the biggest service gaps you see in helping the homeless?
- What do you expect from your city with regard to homelessness?
- What ideas or innovative solution do you think would help end homelessness in Lancaster?
- How is homelessness impacting the services you provide to the community?

- What are the biggest service gaps you see in helping the homeless?
- Are the areas of highest need being adequately provided for? Are those services being utilized by the homeless population in Lancaster?

## Summary of Major Themes

### *Service Providers*

- More education in the community is needed on what homelessness really is.
- People are spending too long waiting for housing after entering into the pipeline/coordinated entry system.
- Increased outreach coordination among service providers is needed.
- Housing First should be a priority.
- The perception that homeless individuals are migrating here is not what is being seen. Many may not have been born in Lancaster, but they migrated here for work or other reasons and then became homeless.
- Services at the back end to help formerly homeless people stay in housing are critical.

### *Business Community*

- There is frustration among business owners who deal with aggressive panhandlers.
- The Ambassador Program provides businesses a point of contact when there is an issue. Ambassadors engage with homeless individuals on a daily basis and develop trust in order to link them to service providers.
- Many of the homeless individuals are moving through Lancaster and don't typically stay longer than one month. The perception is that many are not from Lancaster.
- Businesses would like to see services centralized in one area with wraparound services.

### *City and County Agencies*

- Issues with illegal dumping, panhandling, and vandalism.
- Chronic homelessness is an issue.

- Many of the homeless people in Lancaster are not from Lancaster.
- Dealing with the issue of homelessness has high costs for City departments.
- Safety is also a concern; some people feel unsafe in the parks and other public spaces.
- Centralizing homeless services should help alleviate some problems.
- Solutions include barriers for the storm drains and redesigning freeway on/off ramps.

*Schools and Healthcare Providers*

- Families need places that they are able to live together.
- Life and job training is needed.
- High level of foster youth placement in the Antelope Valley. Some of those youth age out and become homeless.
- Lack of affordable housing and high paying jobs is leading to homelessness.
- Wraparound service center with healthcare and childcare is needed for homeless youth and their families.

*Staff Engagement*

To ensure staff's participation in the process, a special meeting was scheduled for City employees to learn about and discuss the topic of homelessness. This meeting took place on April 19, 2018 with nearly 100 employees in attendance

The following is a summary of the discussion and input received.

- Education and training for both homeless individuals, general public, and City staff.
- Provide options for volunteering and self-empowerment for homelessness individuals.
- Explore options for services in exchange for compensation
- Mental health and substance abuse facilities should be expanded/improved.
- There should be a balance between compassionate aid and legal enforcement.
- Homelessness is impacting the City

*Senior Center*

City staff met with seniors at the Lancaster Senior Center on June 7, 2018, to hear their perspective on homelessness and related issues in the community and to gather suggestions and ideas.

- There are many seniors with backgrounds in mental health, law enforcement, and education who would be willing to volunteer their time.
- While homelessness affects all ages, there was general agreement that there is an increase in the number of young homeless persons in Lancaster.
- The group would like to see more programs to transition inmates to "real life" following release from prison or from drug and alcohol rehabilitation, and to develop a senior work program.
- Many seniors are on a fixed income. Without affordable housing and home maintenance assistance, seniors in the community need local jobs.

## Stakeholder Interviews

Stakeholders identified for the Lancaster Community Homelessness Plan included the Mayor and City Council members, City Staff, Homeless Impact Commissioners, and Criminal Justice Commissioners. Individuals invited to participate in stakeholder interviews included City Staff, City Council members, Homeless Impact Commissioners, and Criminal Justice Commissioners. Many of these stakeholders are community leaders, non-profit directors, and professionals whose day to day tasks are directly impacted by homelessness. Interviews included questions regarding the impacts of homelessness from multiple perspectives, including personal, professional, and community oriented viewpoints.

Stakeholder interviews included three distinct types of outreach. First, stakeholders were invited to take the stakeholder survey. Second, stakeholders that were unable to attend the focus groups were provided questions similar to those asked at the focus groups and invited to respond to the questions via email. Each stakeholder was also offered a 15- to 20-minute follow-up phone conversation if they desired. Finally, a series of one-on-one interviews were held with 18 key stakeholders to provide additional depth and clarity to the existing homelessness problem in Lancaster and potential solutions. Several major themes emerged in these interviews and are discussed below.

### Summary of Major Themes

The most common topics discussed in the interviews included causes of homelessness in Lancaster, service gaps for homeless populations, improvements to coordination between service providers, and changes in the homeless population. While there were contradictions in the responses to questions due to differences in perspective and a lack of solid data, the two most common concerns were

coordination of services between service providers, and a need for services to prevent homelessness before it occurs. The following sections describe the common themes of the interviews.

*Cause of Homelessness*

Economic instability, a lack of economic opportunity, mental health concerns, and substance abuse issues were cited as the most common causes of homelessness in Lancaster, although there was disagreement between stakeholders on which is the most common cause. There has also been a recent increase in the number of young adults who are homeless, potentially due to aging out of foster care or because of opioid addiction. Several interviewees also said Lancaster's location at the end of the Metrolink line contributed to the homeless population, with either individuals choosing to come to Lancaster due to its services or potentially agencies in Los Angeles sending individuals to the city via the Metrolink line. Other reasons commonly cited included release from prison with no support network, family break-ups, and an inability to reach support services due to a lack of transportation.

*Service Gaps*

Service gaps listed by those interviewed included a lack of affordable housing options, transportation aid for both obtaining services and for personal use, 24/7 wraparound services, and education and prevention services to reduce the likelihood of becoming homeless in the first place. Many stakeholders placed an emphasis on the prevention services, as they believe preventing someone from becoming homeless will have greater long-term success than recovery after homelessness has occurred. For the most part, interviewees did not see many service gaps in Lancaster – in that Lancaster has a wide variety of services, but rather a lack of overall funding and coordination of services prevents the existing service providers from providing the breadth and depth of services necessary to make widespread long-term progress in addressing homelessness. Job training and the need for more jobs, particularly entry-level jobs and opportunities designed to help persons re-entering the workforce after a substantial absence was identified as a major need in the community. Additional substance abuse treatment was also identified as a major need, along with more comprehensive mental health services, including in-patient treatment and long-term case management.

*Improved Coordination Between Service Providers*

Nearly all the stakeholders interviewed believed the lack of coordination between service providers was the primary issue in Lancaster. A few noted that the region needed unified leadership with a champion that could coordinate and spearhead efforts. The lack of coordination meant an inability to gather meaningful data that would greatly help future efforts, with an overlap of services that reduces the efficiency of funding and does not allow the providers to coordinate efforts based on individual strengths and allow for greater long-term reach. Additionally, a few interviewees believed having a central location for services would improve marketing, information gathering, and efficiency of providing services.

*Public Perception*

In the interviews, service providers spoke of the perception of homelessness by the general population and of the perception of service providers by those who are homeless. For the general population, there is a perception that homelessness has increased dramatically--creating a safety and health concern. Interviewees disagreed on whether the actual number of homeless individuals has increased, decreased, or remained steady, but most agreed that the recent increase in visibility has spurred most public concerns. There was tentative agreement that many of the homeless in Lancaster were younger than in prior years and were not local residents originally, although a few noted that it was not relevant when providing services.

The service providers interviewed were of the opinion that the perception of the homeless individuals toward those providing services was overall distrust, believing that there is a lack of compassion or respect, and that the needed services would be suddenly removed.

*Perception Challenges*

There were several perception challenges expressed by different interviewees that reflect the difficulty in addressing the wide variety of homeless sub populations. Some interviewees provided insight that the majority of homeless persons in the community were confrontational, aggressive and potentially violent persons. Some conveyed frustration in trying to maintain public spaces and public safety without sufficient resources or options to respond to homeless persons who are unwilling or resistant to engaging with service providers. Additional interviewees were very solution oriented with the goal of addressing the problem with the existing homeless population. Others were very cause focused and saw the need to address the specific challenges posed by the Metrolink station and prison facility located in Lancaster. All of the interviewees identified the need for a multi-lateral approach to address homelessness, and several suggested that service providers needed to be able and willing to try new and innovative approaches to problem solving, including pilot programs and solutions that may at first appear unpopular or contrary to current practices. Many interviewees were frustrated with the pay-per-service homelessness assistance model, the lack of long-term success rate data, and competitive funding requirements that trap service providers in triage and prevent pro-active solution-oriented approaches to ending homelessness. Additionally, a major frustration shared by many interviewees is the prevalence of service-resistance in some of the more visible persons experiencing chronic homelessness, and the lack of options available to assist people unwilling to engage with the existing service providers.

## Homeless Outreach Ride-Along

During the research for this plan, the team joined with Los Angeles Homeless Services Authority (LAHSA) outreach team, to participate in a homeless ride-along. The ride-along included meeting with LAHSA staff outside the Mental Health America facility early in the morning where they loaded a vehicle with dog food and bottled water. Staff drove to a large undeveloped lot on the edge of the city where there were about eight or so homeless campsites scattered throughout the lot.

The lot was large enough with adequate ground to cover which made the camps difficult to view from the road. Camps ranged from tents to shelters built from materials scavenged from illegal dumping to non-operable recreational vehicles. Some of the camps were clustered together while others were more isolated. Approximately half of the camps included a homeless person with a dog, all of which were tied up or on a leash.

LAHSA staff approached each camp offering the homeless people who were on site bottled water, dog food for their dogs, and asked about their general welfare. Staff knew almost all of the people in the camps by name, and had specific information about their challenges and situations. Staff also spoke with the people at the camps about being connected to services. The LAHSA staff had good rapport with the people in the camps, along with personal background information. Not a single person in the camps who were not currently coordinating with service providers expressed interest in receiving assistance.

The conditions in the camp were severe with no water or shade on the lot, and no restrooms or sanitation. LAHSA staff were warned, by homeless individuals, to stay away from one section of the lot where a venomous snake had been identified the day before. As well, staff walked carefully to avoid unhygienic and dangerous debris on the ground. There were several sites on the lot where large piles of debris were scattered--likely from illegal dumping. The camps were not close to any services or facilities, and several of the people in the camps walked or used bicycles to get around.

During the ride-along the LAHSA team encountered an additional outreach team, from a different service provider, who was also meeting with homeless individuals they were assisting. This encounter with other outreach teams indicates good coverage of camps. However, this also verifies the lack of coordination amongst service providers.

## D. HOMELESS INDIVIDUAL INTERVIEWS

In order to understand the challenges and needs of homelessness in Lancaster, 20 homeless individuals were interviewed. Twenty questions were asked of individuals at the Salvation Army, the community workshop, Grace Resources, and Valley Oasis to obtain firsthand information on the situations and issues related to homelessness. Many of the questions involved demographic information such as age and race.

- Five individuals surveyed were in their 20s, three were in their 30s, and five were in their 40s. Six people were in their 50s, and one was 70 years old.
- Six people were Hispanic or Latino/Latina, and five were Black or African American. Two respondents were multiple races, and the remainder were White.
- Seven individuals were female and 13 were male.
- Six people also had children under the age of 18 staying with them.
- Thirteen people had a disability, and three disclosed a current substance abuse problem.
- Six individuals listed employment as a source of income, often in addition to governmental aid. The remaining 14 people cited governmental aid as their source of income.

The individuals interviewed all had places to sleep that were off the street, although four were staying in a vehicle at night. Ten slept at a facility, three of whom were in transitional housing, and two people declined to answer questions regarding their overnight accommodations.

Twelve respondents said this was not their first occurrence of homelessness, and six said it was the first time they have been homeless. Two did not say whether this was the first time they have been homeless. When asked about the reason for leaving their last housing situation, eight people left due to domestic conflicts or dissolutions. Three people lived in rental housing where the rent was raised beyond their ability to pay or the location sold and they were required to move out. Four people declined to answer the questions about previous living arrangements.

Those interviewed were asked what services have been most useful to them and what services seem unavailable that would help improve their situation. The services at Grace Resources and Valley Oasis were considered very useful. The respondents opined that general services such as food banks, medical and psychological services, job and hiring assistance, and shelters provide the best assistance.

Services identified as needed included:

- Additional and permanent shelters
- Help keeping families and couples together
- Restroom facilities
- Support for those making too much to qualify for aid
- Resources on learning to be self-sufficient
- Counseling in learning to adjust to not being homeless
- Life skills coaching
- Showers and laundry services in more easy-to-reach locations
- Mental health aid
- Gas vouchers
- Resources in schools for children, such as hygiene kits
- Transportation services to get to resource centers or critical locations like grocery stores and pharmacies
- Affordable housing and aid in navigating the housing voucher system and placement
- Employment assistance such as resume help, information on local jobs, transportation assistance, and computers to apply for jobs
- Feminine hygiene products
- Help dealing with the "welfare trap" of making too much to qualify for aid but not enough to live off of.

## E. KEY TAKEAWAYS

From April to June 2018, feedback on homelessness in Lancaster was received from over 500 community members including residents, service providers, business owners, elected and appointed officials, City and regional agency staff, school districts, health agencies, and homeless individuals. Individuals who participated in these outreach efforts agreed that homelessness is a critical issue in Lancaster. Although there was variances as to whether homelessness has increased, decreased, or remained the same in recent years or as to whether homeless individuals were originally from Lancaster or coming to the community, many agreed that addressing the issue was a priority. The community is concerned not only about people experiencing homelessness, but also about the quality of life in affected neighborhoods. Homelessness affects the city's neighborhoods, depresses its businesses, and shocks and upsets visitors when they see such extreme deprivation alongside prosperity.

Mental health problems and substance abuse were ranked as the most common causes of homelessness by many of the stakeholders. In response to this ranking, many stakeholders identified a need for additional mental health and substance abuse resources as part of the solution.

There is no one solution to addressing homelessness in Lancaster. However, many participants felt that additional affordable housing was needed in the community, as well as job and life skills training. Participants also agreed that better coordination among service providers in Lancaster and in the region is critical in order to improve conditions. Many stakeholders also welcomed new and innovative ideas to address the issue, noting that the current strategies were not adequately addressing needs. Designated safe camping areas and new incubator spaces for service providers were some examples of this type of idea. Generally, the community believes this is an issue that can be greatly improved with the right combination of coordination, funding, and participation by the community.

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# City of Malibu

## *Homelessness* Strategic Plan

**June 26, 2018**
**Prepared by**
**MIG, Inc.**

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# EXECUTIVE SUMMARY

The City of Malibu developed the Homelessness Strategic Plan to help guide and coordinate efforts to prevent and alleviate homelessness within the Malibu community. The plan was funded through a grant from the Los Angeles County Homelessness Initiative, and it is one of many strategic plans being developed by local cities in Los Angeles County to complement and support regional efforts to address the homelessness crisis.

In order to identify meaningful, substantive and relevant strategies, the City relied on extensive community input, including five interviews and an on-line community survey to which 572 community members responded. Over a three-month period, from February through March 2018, a 30-member community advisory group reviewed findings from this outreach and met in three working sessions to build the content and structure of the plan.

The core of this plan is the Strategic Plan Framework, found in Section V on page 15 of the plan and presented on the following page of this summary. The framework outlines the Vision for Success, Guiding Principles, and seven primary Goals that the plan intends to achieve. Each goal is connected to a series of Supporting Actions, with detailed recommendations for successful implementation. The Supporting Actions are presented in detail in Section VI. Performance measures outlined in Section VII will be used to monitor the effectiveness of the plan.

While this strategic plan aligns with regional efforts led by Los Angeles County, it is based on input provided by the people who live and work in Malibu and so reflects their particular understanding of the local conditions, challenges, and opportunities for addressing homelessness here in our community.

## Our Vision of Success

*Homelessness is declining steadily, as people are finding permanent housing with services as needed, while public safety and health concerns are alleviated.*

Many factors have come together to create this **Vision of Success** in Malibu:

- ✓ There is a plan in place with solid support from all sectors.
- ✓ Our plan is being implemented by a closely coordinated network of local organizations.
- ✓ Our solutions are responsive to the diverse needs of individuals.
- ✓ It is a sustainable initiative that is fully aligned with a larger regional effort.
- ✓ The City is proactively engaged in homelessness advocacy efforts.
- ✓ The services and supports provided are helping to stabilize lives and create hope for the future.

## Guiding Principles

- We believe a **shared framework** with a **clear plan of action** will ensure all involved are **working together** to address homelessness in Malibu.
- We are striving to develop and implement **long-term solutions** using a **field-based model** to help each individual experiencing homelessness find **permanent housing with supportive services**.
- We believe the **safety and well-being of the community is a priority**, including people experiencing homelessness.
- Our **plan is flexible** to adapt to changing conditions over time.
- We assess the effectiveness of our plan to address homelessness by **tracking outcomes** that are meaningful indicators of success.
- **We recognize homelessness is not a crime.**
- We understand **community awareness and involvement** in our initiative is critical to our success.
- We recognize that those experiencing homelessness are **unique individuals** with diverse needs requiring a **tailored case management approach** founded **on trust and respect** for each individual.

## Goals

1. Reduce the number of people experiencing homelessness in Malibu by providing access to temporary and permanent housing solutions within Los Angeles County.
2. Prevent and mitigate any public health and public safety impacts on the community stemming from homelessness.
3. Implement programs to prevent homelessness among residents of Malibu.
4. Provide coordinated outreach and supportive services to homeless individuals and families that promote self-sufficiency and personal stability.
5. Increase community awareness of the Malibu homeless initiative, it's progress, and successes.
6. Advocate for systemic changes at the county, state, and federal levels that will strengthen efforts to prevent and reduce homelessness.
7. Develop governance infrastructure to facilitate collaboration, provide oversight, and support implementation of the homelessness strategic plan.

# I. INTRODUCTION

## Purpose of Strategic Plan

The City of Malibu developed this strategic plan to increase efforts to prevent and alleviate homelessness within the City. The increasing presence of people experiencing homelessness has led to public health and safety concerns, along with a desire to provide compassionate, effective solutions. Community organizations, the City, and residents in Malibu have already taken significant steps to help the homeless living in our community. The City of Malibu has provided funding to support these efforts.

Given the complex nature of the homeless challenge, however, a more coordinated, integrated effort is now required. The challenge is bigger than any single public or private entity or local city acting on its own can surmount. The purpose of developing the plan collaboratively is to leverage existing resources, identify new strategies and resources, and align with a regionwide Homeless Initiative that is being led by the County of Los Angeles. Success requires an overarching strategy and shared goals that will tie all our actions together toward a common purpose.

To create this shared framework for action, the City reached out to form an advisory group of community members who have long dealt with the challenge of homelessness. In a series of meetings, advisory group members shared their ideas and views based on their experience working with and interacting with the homeless, and this input has formed the core content of this strategic plan. The plan is designed to be a three-year plan and was officially adopted by the City Council on June 25, 2018.

## Overview of the Strategic Plan

Following this introduction, **Section II** of the Strategic Plan provides an overview of the current state of homelessness in Malibu and a description of past and current efforts to reach out to and help the homeless members of our community. This section also describes how the Malibu plan relates to and supports the larger regional efforts being undertaken by the County of Los Angeles to address homelessness.

**Section III** is an overview of some of the best practices from other cities and counties around the country.

**Section IV** portrays the community outreach and planning process used to generate information for development of this plan. Findings from the outreach including stakeholder interviews and a community survey are provided in the appendices, under separate cover

**Section V** contains the strategic plan framework, which is the core of this planning document. It consists of a Vision for Success, Guiding Principles, seven primary Goals, and their corresponding Performance Measures.

- The Vision for Success describes the desired impact on homelessness we are striving to achieve in the future through the successful implementation of this strategic plan.
- Guiding Principles are the long term, underlying beliefs and values that have shaped our approach to the homelessness challenge.
- Goals are broad statements of direction that define the key results we are striving to achieve.
- Performance Measures are the metrics that will be used to monitor the progress of the plan and to provide feedback if there is a need to modify the plan to achieve its goals.

**Section VI** presents the Goals with Supporting Actions that will be carried out to achieve each Goal. There is a specific Action Plan for each Goal, which identifies the supporting actions along with:

- An organization that will have lead responsibility for that action
- Supporting partners that will work with the lead agency,
- Required resources, and
- Estimated timeframe for implementation.

**Section VII** concludes with a directory of resources for addressing homelessness, including ways for members of Malibu community to join this effort and for individuals experiencing homelessness to seek help.

# II. BACKGROUND

## State of Homelessness in Malibu

In recent years, Malibu has seen a substantial increase in the number of homeless living in our community. Homelessness in Malibu is not a recent phenomenon, but the homeless surge is. According to the most recently available data, the number of unsheltered homeless individuals in Malibu grew from 161 in 2016 to 180 in 2017, a nearly 12% increase. According to information provided by the Los Angeles Homeless Services Authority (LAHSA), the 180 homeless individuals that were counted in January 2017[1] included:

- 57 persons living on the Street
- 46 persons living in Makeshift Shelters
- 21 persons living in Cars
- 19 persons living in RVs/Campers
- 19 persons living in Tents
- 18 persons living in Vans

These numbers represent a fraction of what is being experienced at the regional level, which has seen the unsheltered homeless population in Los Angeles County reach epidemic proportions—climbing from 33,000 in 2010 to nearly 58,000 in 2017, a 75% increase. Los Angeles now has the largest concentration of homeless in the western United States and is second only to New York City nationally.

[1] A new homeless count was conducted on January 25, 2018. Data from that count has not yet been released at the time of this writing.

## Community Efforts to Address Homelessness

Efforts to help the homeless in Malibu have been underway for many years, including several community-led initiatives. It is extremely likely that the number of homeless in Malibu would be even higher than it is today were it not for the dedicated efforts of these groups, most of whom collaborate with each other while receiving financial support from the City of Malibu.

### *Community Assistance Resource Team (C.A.R.T.)*

C.A.R.T. is a community-based team of volunteers founded in 2015 to help the homeless and others in need. Among its various efforts, C.A.R.T. provides food, clothing, medical attention, and other immediate needs to people without homes. They also work closely with local cities to provide transportation to winter shelters, host the "Homeless Connect Days" in Malibu, and partner with local churches to offer dinners to the homeless.

### *Malibu Task Force on Homelessness*

The Malibu Task Force on Homelessness was formed in early 2016 as an offshoot of CART for the primary purpose of raising funds to engage the support of a professional organization with expertise in working with homeless individuals. The Task Force succeeded in raising $500,000 in donations and two City General Fund Grants to pay for two full-time, dedicated outreach workers from The People Concern to assist the homeless in Malibu.

### *The People Concern*

The People Concern, based in Santa Monica, is the largest social services agency in the West Los Angeles area, and its services have become the heart of local efforts to assist the homeless population in Malibu. The People Concern brings with it over 50 years of experience. It provides fully integrated "wraparound" services to the most vulnerable and needy members of our community, including individuals who are chronically homeless, people dealing with severe mental or physical illness or substance addiction, victims of domestic violence, and challenged youth.

Since September 30, 2016, the two outreach workers provided by The People Concern have worked with Malibu's homeless population—engaging with homeless individuals on the streets, hillsides, and beaches of Malibu and gradually building their trust until they are ready and open to accept assistance. As of March 31, 2018, these workers have succeeded in getting 49 homeless individuals off the streets and 29 of them into permanent housing. Additional private funding was recently secured and as a result, the two-person Malibu outreach team is now supported by a medical doctor, a psychiatrist, a full-time Housing Locator and a full-time Clinical Case Manager.

### *Project Homeward Bound*

Affiliated with St. Aidan's Episcopal Church, Project Homeward Bound works directly with homeless individuals who find themselves stranded in Malibu without sufficient funds to support themselves. Unlike those who may be suffering from mental illness or substance abuse, these individuals simply need funds to return to their family and friends in other states where they can get a fresh start. At a total cost of only $1,790, St. Aidans has succeeded in returning 11 people to their homes outside California by simply reconnecting them with their families and providing their travel expenses.

### *Standing on Stone (S.O.S.)*

Possibly the first such community group in Malibu, S.O.S. is a volunteer organization founded in the early 2000's to help Malibu's homeless population.  A faith-based organization, S.O.S. partners with local churches—originally with Malibu Presbyterian Church and later with Malibu United Methodist—to host dinners for the homeless.

### *Malibu Community Labor Exchange*

The Malibu Community Labor Exchange is a 501©3 non-profit organization founded in 1990 to provide day labor job connections, including services for homeless people.

## City of Malibu and LA County Sheriff Homeless Programs

### *City of Malibu*

The City of Malibu works to address issues related to homelessness on many fronts including providing funding to several of the community-based initiatives described in the previous pages.

Over the past several years, the City has worked closely with the Malibu Task Force on Homelessness (MTFH) to help fund two full-time dedicated outreach workers from The People Concern to engage the homeless in Malibu. In Fiscal Year (FY) 2016-2017, the City Council provided a general fund grant in the amount of $38,000 to help establish The People Concern outreach team in Malibu. In the following fiscal year, the City Council doubled the grant amount to $76,000. In the proposed budget for FY 2018-2019, the City Council has created a line item in the Public Safety budget in the amount of $200,000 to continue to fund The People Concern outreach workers. The City also supports the efforts of the MTFH and The People Concern with an annual Holiday Outreach Donation Drive. Donated items are used by The People Concern outreach team as they initiate and develop relationships with homeless individuals, which can make them more amenable to receiving other assistance such as medical care and counseling.

The City Council supports other local initiatives to address homelessness through the General Fund Grant Program including:

- Malibu Community Labor Exchange: $30,000 in FY 2017-2018 and $30,000 in FY 2016-2017
- Children's Lifesaving Foundation (provides services for low income and homeless children): $7,500 in FY 2017-2018 and $8,400 in FY 2016-2017
- Standing on Stone (SOS): $1,000 in FY 2016-2017
- Malibu Presbyterian Church: $1,000 in FY 2016-2017
- Community Assistance Resource Team (CART): $1,500 in FY 2017-2018 and $2,000 in FY 2016-2017

In addition, the City utilizes its federal Community Development Block Grant (CDBG) funds to support local initiatives. Every year, the City Council allocates the maximum amount of its CDBG funds to community service organizations serving low income individuals (approximately $7,000). The funds have generally been awarded to the Malibu Community Labor Exchange, a local community service organization that meets the Department of Housing and Urban Development criteria of benefiting low and moderate income residents. In FY 2017-2018, the City was given the opportunity to utilize surplus CDBG funds to assist people without homes. The City Council allocated $100,000 in CDBG funds to support the County's Homeless Initiative. This includes $50,000 for the County's Rapid Rehousing Program and $50,000 for the County's Shelter Partnership Program. The Rapid Rehousing funds will be used primarily for homeless individuals in Malibu's Service Planning Area.

In recent years, as the Malibu Branch of the Los Angeles County Public Library has become a popular location for many homeless, the City Council has approved the use of Library Set Aside Funds to hire a full-time security guard for the Malibu Library. In December 2017, the City Council voted to continue funding the dedicated security guard in 2018 in the amount of $130,000.

The City also provides staff assistance and other resources to support Los Angeles County's Homeless Connect Days, which are scheduled twice a year at the old County Courthouse and provide an array of free services for homeless residents.

In addition to helping to fund community-based initiatives, the City also expanded its own organizational capacity to address homelessness. In FY 2016-2017, the City Council created the Public Safety Manager position with responsibilities that include overseeing issues related to homelessness. The City's Public Safety Manager has been in place since April 2017 and spends approximately 40% of her time on issues related to homelessness, which includes working closely with the many community-based initiatives in Malibu, as well as the Sheriff's Department. Going forward, the City plans to expand its organizational capacity with the support of a $30,000 grant from the County to hire an assistant for the Public Safety Manager to assist with regional coordination and implementation of the Plan.

### *Los Angeles County Sheriff*

As in other communities, law enforcement officers in Malibu frequently interact with the homeless. The City contracts its law enforcement services through the Los Angeles County Sheriff's Department (LASD). Operating out of the Malibu/Lost Hills Sheriff's Station, the Sheriff's Office responds to calls related to homelessness and conducts regular outreach among Malibu's homeless population. Similar to the two outreach workers from The People Concern, LASD deputies have acquired in-depth experience with the homeless, and report that the number of calls for services related to homeless residents has been climbing in recent years.

To assist on calls with mentally-ill people, particularly those who are experiencing acute psychological distress, the LASD has 23 Mental Evaluation Teams (MET) that are comprised of specially-trained Sheriff's deputies that are paired with mental health clinicians. Currently the MET teams operate throughout the County, supported by funding authorized by the LA County Board of Supervisors. The City of Malibu and the Malibu/Lost Hills Sheriff's Station have requested and received assistance from MET services on numerous occasions and are working to have a team dedicated to this area. Their purpose is to direct individuals suffering from mental health challenges to support services where they can receive psychological help, rather than enter the criminal justice system and remain untreated.

LASD recognizes that the presence of homeless individuals creates public safety concerns for Malibu residents and business owners, as well as among the homeless community. For this reason, the LASD maintains a proactive approach by responding to all calls for service regarding homeless individuals.

## Malibu Homelessness Program and LA County Homeless Initiative

On March 7, 2017, Los Angeles County voters approved Measure H, a ¼ cent special sales tax dedicated to combatting and preventing homelessness. As Measure H resources are deployed throughout Los Angeles County, many cities in the County including Malibu are broadening the collective impact by undertaking local planning initiatives to combat homelessness.

The Los Angeles County Homelessness Initiative is comprised of 47 interlocking strategies, focused on six key areas to combat homelessness: prevent homelessness, subsidize housing, increase income, provide case management and services, create a coordinated system and increase affordable/homeless housing.

Many of the regional strategies that support these key areas are beyond the capabilities of a city the size of Malibu with no housing authority or dedicated homeless services infrastructure. However, the City is actively working with Los Angeles County to support the regional effort and Malibu's Homelessness Strategic Plan includes meaningful contributions, as follows:

### *Prevent Homelessness*

Malibu Goal 3: Implement programs to prevent homelessness among residents of Malibu.

### *Provide Case Management and Services*

Malibu Goal 4, Supporting Action 4a: Provide field-based outreach to connect homeless individuals with services and permanent housing options.

### *Create a Coordinated System*

Malibu Goal 4, Supporting Action 4c: Establish regular communication among all who regularly interact with the homeless in order to share information.

Malibu Goal 7c. Align the Malibu program with the Los Angeles County Homeless Initiative and coordinate with nearby cities on shared strategies.

The City of Malibu Homelessness Strategic Plan provides a framework to coordinate and leverage the local community-initiated efforts undertaken in recent years by organizations such as CART, the Malibu Task Force on Homelessness, and the faith-based community. The Homelessness Strategic Plan Working Group (Goal 7, Supporting Action 7a) will serve as the primary forum for this coordination. And, just as the County is providing funding to support development of this strategic plan, the City is providing funding to support many of the local efforts, such as the People Concern homeless outreach workers.

# III. BEST PRACTICES FOR ADDRESSING HOMELESSNESS

Communities throughout the nation and elsewhere in the world are engaged in efforts to address and alleviate homelessness. While some strategies have proven more effective than others in practice, the process of learning what works best continues. The "best practice" model for identifying effective approaches has proven effective through rigorous scientific research in other fields and can be adapted and applied to other contexts such as this. The *Homelessness Task Force Report* recently released by the League of California Cities and the California State Association of Counties features numerous case studies of current best practices applied by cities and counties throughout California. The following paragraphs offer a brief overview of many of the current best practices specifically applied to address homelessness.

## Housing First

The Housing First strategy provides homeless persons safe and secure housing with few or any preconditions and includes needed supportive services with that housing. This approach reverses the traditional shelter model that requires people without homes to demonstrate they are "housing ready" by undergoing treatment for issues such as drug and alcohol addictions or mental health problems. The Housing First model first removes or reduces financial barriers for those with substance use issues, poor credit or financial history, or past involvement with the criminal justice system. This model is used successfully in communities across the nation and provides homeless individuals with a stable environment in which to improve their mental and physical health, as well as their future employability and capacity to live independently.

## Rapid Rehousing

The Rapid Rehousing approach is designed to help homeless individuals and families entering the emergency shelter and transitional housing system to quickly exit homelessness and return to permanent housing. It is a version of the Housing First strategy that is particularly effective for those who have only recently become homeless and remain open and willing to receive assistance. This assistance is typically in the form of temporary rental assistance and case management to stabilize and maintain their housing once it has been established.

## Supportive Housing

Supportive Housing is a variation of the Housing First strategy designed for people experiencing chronic homelessness, or those leaving institutional and restrictive settings. It provides affordable housing in combination with an array of on-site services such as case management, substance abuse or mental health counseling, advocacy, independent living skills, child care, and employments services. It is “permanent” in that it is not time limited and is not transitional. Housing tenants are not expected to pay more than 30 percent of their income toward rent and utilities.

## Coordinated Outreach Teams

Coordinated Outreach Teams identify and engage with people experiencing chronic homelessness and link them to housing and services. The outreach is person-centered and intended to build rapport and trust over time in order to help them accept the assistance they need. Outreach teams may include law enforcement officers as well as health and human service representatives and clinicians.

## Landlord Outreach

Landlords are provided financial incentives to encourage them to rent units to homeless individuals or families. Incentives can include payments to hold the rental unit while a tenant is being referred, money for the security deposit, and financial assistance to the landlord to mitigate any potential damage caused by tenants.

## Homeless Prevention

Prevention assistance can help individuals and families preserve their current housing situation and avoid becoming homeless in the first place. This may take the form of short-term rental assistance to prevent evictions or more long-term support through vocational and job training to increase self-reliance and earning potential.

## Coordinated Entry System (CES)

CES is an assessment process designed to quickly identify, assess, refer and connect people in crisis to housing and assistance no matter where they initially ask for help. It is a shared tool that is used by homeless programs working collaboratively within a community to match people experiencing homelessness to the most appropriate housing and services. CES is meant to help people move through the system faster by reducing the amount of time they spend moving from one program to another before finding the right match. It can also reduce homelessness by offering prevention and diversion services upfront when that is the most appropriate solution, rather than entering the homelessness system.

# IV. PLANNING PROCESS

Homelessness is an issue that affects everyone, and any strategies designed to prevent and alleviate homelessness should have community involvement. The City reached out to the Malibu community for its help when it came time to develop the Homelessness Strategic Plan, understanding that if it were to be an effective guide for the work to come, the plan must be based on public knowledge of local conditions, challenges, and opportunities for addressing homelessness. With this goal in mind, the City designed a process centered on public participation and input. The City retained a strategic planning consultant, MIG, Inc., to assist with the implementation of this process.

Community participation encompassed interviews, an on-line survey, and an advisory group composed of 30 community members, many of whom had prior extensive experience with the homeless, who worked together to help develop the plan. The process began with stakeholder interviews held with five community leaders who shared their insights based on their experience with the homeless. Complementing these in-person interviews was a questionnaire sent out to all 30 members of the Community Advisory Group (CAG) that explored many of the same topics covered in the interviews.

Information generated by the interviews and the questionnaire responses was used to develop an online survey posted on the City of Mailbu's public website from late January through mid-March. During this six-week period 572 community members completed the 15-question survey. Results from all outreach (including survey results received to date) were shared with the CAG during its first meeting in February. A summary of the community outreach results is available in the appendices of this Strategic Plan.

Between February and April 2018, the CAG met three times to generate the overall structure, content and substance of the Strategic Plan. During the first meeting held on February 13 the CAG reviewed results from the public outreach activities and drew upon these findings and their own expertise to clarify the homeless issues, challenges, and opportunities facing Malibu and defined what "success" would look like—what the plan should aspire to and what they believed the community would support.

At the second meeting held on March 20, the CAG was presented with a draft vision for success and an initial set of goals and proposed actions for achieving these goals, derived from input provided during the prior meeting. CAG members reviewed and refined the draft materials and worked together in breakout groups to further refine the vision and goals of the Strategic Plan and to craft the actions that would be carried out to implement them effectively.

During the third and final meeting held on April 25, the CAG determined there was a need for additional goals, continued to refine the action plans, and considered potential performance measures that would be used to monitor the progress of the plan once implementation began. The Strategic Plan was finalized after it was shared with the public in a community meeting held in late May, after which it was presented to the Malibu City Council for adoption in June.

# V. STRATEGIC PLAN FRAMEWORK

The core of the Homelessness Strategic Plan is expressed by the strategic plan framework, which is defined by the following elements:

**Vision for Success:** The preferred future that the City and community of Malibu are striving to achieve through their efforts to address homelessness.

**Guiding Principles:** The beliefs, principles and values that guided the development of the plan and its implementation.

**Goals:** The key outcomes that must be accomplished to achieve the vision and around which all actions are organized

**Performance Measures:** The indicators that will be used to monitor the progress of the Homelessness Strategic Plan and to provide feedback to modify the plan if needed to achieve its goals.

## Our Vision of Success

*Homelessness is declining steadily, as people are finding permanent housing with services as needed, while public safety and health concerns are alleviated.*

Many factors have come together to create this **Vision of Success** in Malibu:

- ✓ There is a plan in place with solid support from all sectors.
- ✓ Our plan is being implemented by a closely coordinated network of local organizations.
- ✓ Our solutions are responsive to the diverse needs of individuals.
- ✓ It is a sustainable initiative that is fully aligned with a larger regional effort.
- ✓ The City is proactively engaged in homelessness advocacy efforts.
- ✓ The services and supports provided are helping to stabilize lives and create hope for the future.

## Guiding Principles

- We believe a **shared framework** with a **clear plan of action** will ensure all involved are **working together** to address homelessness in Malibu.
- We are striving to develop and implement **long-term solutions** using a **field-based model** to help each individual experiencing homelessness find **permanent housing with supportive services**.
- We believe the **safety and well-being of the community is a priority**, including people experiencing homelessness.
- Our **plan is flexible** to adapt to changing conditions over time.
- We assess the effectiveness of our plan to address homelessness by **tracking outcomes** that are meaningful indicators of success.
- **We recognize homelessness is not a crime.**
- We understand **community awareness and involvement** in our initiative is critical to our success.
- We recognize that those experiencing homelessness are **unique individuals** with diverse needs requiring a **tailored case management approach** founded **on trust and respect** for each individual.

## Goals

1. Reduce the number of people experiencing homelessness in Malibu by providing access to temporary and permanent housing solutions within Los Angeles County.
2. Prevent and mitigate any public health and public safety impacts on the community stemming from homelessness.
3. Implement programs to prevent homelessness among residents of Malibu.
4. Provide coordinated outreach and supportive services to homeless individuals and families that promote self-sufficiency and personal stability.
5. Increase community awareness of the Malibu homeless initiative, it's progress, and successes.
6. Advocate for systemic changes at the county, state, and federal levels that will strengthen efforts to prevent and reduce homelessness.
7. Develop governance infrastructure to facilitate collaboration, provide oversight, and support implementation of the homelessness strategic plan.

## Performance Measures

| Measure | Data Source | Goal |
|---|---|---|
| Number of people experiencing homelessness in Malibu | Annual Homeless Count/LA County | Goal 1<br>Homelessness Reduction |
| Number of homeless that are off the streets, i.e. housed in interim housing or stable permanent housing | The People Concern | Goal 1<br>Homelessness Reduction |
| Number of calls for service regarding homeless individuals | LA County Sheriff | Goal 2<br>Public Safety |
| Number of known encampments | City of Malibu | Goal 2<br>Public Safety |
| Number of Malibu residents at risk of becoming homeless that were able to retain housing due to local efforts | City of Malibu | Goal 3<br>Homelessness Prevention |
| Number of homeless who have consented to receive homeless services | The People Concern | Goal 4<br>Outreach/Support |
| Increased community awareness and support for services provided to the homeless in Malibu | Options – complaint log, media coverage, social media counts, community survey | Goal 5<br>Community Awareness |

# VI. ACTION PLANS

This section presents the detailed Action Plans identified by the Community Advisory Group as the means for achieving the goals of the strategic plan. There is one action plan for each of the seven goals.

| **Goal 1:** Reduce the number of people experiencing homelessness in Malibu by providing access to temporary and permanent housing solutions within Los Angeles County. | | | | | |
|---|---|---|---|---|---|
| **Supporting Actions** | | **Lead** | **Partner(s)** | **Resources** | **Timeline** |
| **1a.** | Conduct outreach to encourage landlords to accept housing and rental subsidies for the homeless. | LA County Supervisor Kuehl's Office/<br><br>City | The People Concern & Other Homeless Service Providers<br>Chamber of Commerce<br>Realtor association | | Mid-term |
| **1b.** | Establish a flexible spending account funded by donations and City grants which complements Measure H by helping fund rapid rehousing and other related services for homeless individuals who may not qualify for Measure H eligibility. | Community Organization | Homeless Service Providers<br>Community Stakeholders | City Grants | Mid-term |
| **1c.** | Explore the feasibility of developing a new building or converting an existing building to provide bridge/permanent housing. | Community Organization | City<br>County<br>Pepperdine<br>Non-Profit or For-Profit Developers | | Long-term |
| **1d.** | Explore creative housing solutions to create more affordable housing. | Community Organization | City<br>County<br>Pepperdine<br>Non-Profit or For-Profit Developers | | Long-term |

**Goal 2:** Prevent and mitigate any public health and public safety impacts on the community stemming from homelessness.

| Supporting Actions | | Lead | Partner(s) | Resources | Timeline |
|---|---|---|---|---|---|
| **2a.** | Expand public safety enforcement and surveillance capacity by organizing and training volunteers to support the LA County Sheriff and Fire Departments. | City | Pepperdine<br>Private property owners<br>Arson Watch | | Short-term |
| **2b.** | Provide access to temporary housing during red flag warnings through vouchers that can be used at motels and local shelters. | County | City | | Short-term |
| **2c.** | Reduce fire risk through an encampment management initiative designed to ensure that fire restricted zones are not used by the homeless or other community members for illegal camping. | City | Sheriff<br>Fire<br>Faith-based Institutions<br>Arson Watch | Sheriff | Ongoing |
| **2d.** | Develop strategies for increasing access to sanitation facilities (showers and bathrooms) for the homeless. | County | City,<br>Stakeholders | County<br>Beaches | Short-term |
| **2e.** | Develop a plan to prevent and mitigate potential impacts on nearby neighborhoods from the homeless meal services that will be held at the old courthouse. | City | Stakeholders<br>County | Sheriff<br><br>CART | Short-term |
| **2f.** | Seek opportunities for safe haven parking areas (modeled after the LA Safe Parking Program). | CART | City<br>Faith-based Institutions<br>Safe Parking LA | | Mid-term |
| **2g** | Request help from a peer-advocate group of the homeless (see action 4h) to improve cooperation between Sheriff deputies and the homeless community. | The People<br>Concern | St. Josephs Center<br>LAC Sheriff | | Short-term |

| **Goal 3:** Implement programs to prevent homelessness among residents of Malibu. | | | | | |
|---|---|---|---|---|---|
| **Supporting Actions** | | **Lead** | **Partner(s)** | **Resources** | **Timeline** |
| **3a.** | Create a mechanism to identify and assist individuals or families at imminent risk of becoming homeless (such as receiving an eviction notice). | Community Organization | City | | Short-term |
| **3b.** | Implement an emergency housing fund to assist Malibu residents who are at risk of becoming homeless. (complements action 1b. | Community Organization | City<br>Foundations<br>United Way<br>Donors | City Grants | Short-term |
| **3c.** | Establish a pilot inter-generational affordable housing program for single moms and their children, students, and seniors modeled after Home4Veterans that uses “sweat equity” to empower individuals and build community. | Community Organization | City<br>Pepperdine | | Long-term |
| **3d.** | Support/advocate for ordinance to reduce the impact of short-term rentals on affordable housing. | City | Chamber of Commerce | | Mid-term |
| **3e.** | Explore strategies to encourage developers to provide more affordable housing by allowing increased density for projects that set aside a minimum percentage for affordable units. | City | Chamber of Commerce | | Long-term |

**Goal 4:** Provide coordinated outreach and supportive services to homeless individuals and families that promote self-sufficiency and personal stability.

| Supporting Actions | | Lead | Partner(s) | Resources | Timeline |
|---|---|---|---|---|---|
| **4a.** | Provide field-based outreach to connect homeless individual with services and permanent housing options. | The People Concern | City<br>St. Joseph Center | The People Concern<br>City<br>St. Joseph Center | Ongoing |
| **4b.** | Use the Old County Courthouse as a centrally located facility for providing meals and services to the homeless. | County of Los Angeles | City<br>Faith-Based Organizations<br>Sheriff<br>DMV<br>DPH<br>DPSS<br>SOS<br>Library | Old County Courthouse | Short-term |
| **4c.** | Establish regular communication among all who regularly interact with the homeless in order to share information. | City | Sheriff<br>People Concern<br>Faith-Based Organizations<br>Malibu Labor Exchange | Technology | Short-term |
| **4d.** | Expand outreach to homeless individuals by using trained volunteer teams to remain in touch with the homeless population. | Community Organization | Non-profits<br>Faith-Based Organizations | Community members | Ongoing |
| **4e.** | Establish partnership with Pepperdine University social work students and faculty to strengthen local outreach capacity. | City | Pepperdine | Pepperdine | Short-term |
| **4f.** | Expand availability and access to case management services in Malibu. | City/County | The People Concern<br>St. Josephs Center | St. Josephs Center | Short-term |
| **4g.** | Incorporate best practices for addressing homelessness from other municipalities which are applicable to Malibu. | City | Chamber<br>Faith-Based Organizations<br>Non-profits | | Short-term and Ongoing |
| **4h.** | Create a peer-advocate group to self-regulate the homeless community. | The People Concern | St. Josephs Center | | Short Term |
| **4i** | Partner with local businesses to create jobs for the homeless. | Community Organization | City<br>Chamber of Commerce | | On-going |

| **Goal 5:** Increase community awareness of the Malibu homeless initiative, it's progress, and successes. | | | | | |
|---|---|---|---|---|---|
| **Supporting Actions** | | **Lead** | **Partner(s)** | **Resources** | **Timeline** |
| **5a** | Implement strategies to change the public perception of affordable housing by demonstrating it meets the real need of members of the Malibu community (e.g. seniors). | City | County<br>United Way<br>Task Force<br>Future Stakeholders | "Everyone In Campaign" | Short Term & Ongoing |
| **5b.** | Host regular community meetings and educational workshops to improve community understanding of homelessness and progress in implementing the Homelessness Strategic Plan. | City | Faith-Based Organizations<br>Pepperdine<br>Santa Monica College | City Hall<br>Pacific Palisades Task Force on Homelessness<br>Library<br>Malibu High School | Short Term & Ongoing |
| **5c.** | Create and disseminate FAQs. | City | Chamber<br>Service providers<br>Non-profits | Reference Existing FAQs from The People Concern<br>MFTH | Short Term & Ongoing |
| **5d.** | Create a website. | City | Community Stakeholders | Domain & Maintenance<br>Volunteer / Staff Time | Short Term & Ongoing |
| **5e.** | Develop a social media strategy. | City | Community Stakeholders | Local Press | Short Term & Ongoing |
| **5f.** | Promote hotlines for the homeless living in Malibu. | City | The People Concern<br>County | The People Concern<br>Los Angeles County 2-1-1<br>LA County Homeless Outreach Portal (coming soon) | Short Term & Ongoing |

**Goal 6:** Advocate for systemic change at the county, state, and federal levels that will strengthen efforts to prevent and reduce homelessness.

| Supporting Actions | | Lead | Partner(s) | Resources | Timeline |
|---|---|---|---|---|---|
| ***6a.*** | Work with the U.S. Department of Housing and Urban Development to reform housing voucher rules and restrictions that will broaden housing opportunities for the homeless. | County of Los Angeles | City of Malibu<br>The People Concern<br>St. Joseph Center | | |
| ***6b.*** | Collaborate with other local agencies to lobby for policy changes in the criminal justice system to help prevent and reduce homelessness. | County of Los Angeles | City of Malibu<br>The People Concern<br>St. Joseph Center | | |
| ***6c.*** | Collaborate with other local agencies to lobby at a state and national level to expand and improve mental health services to reduce the number of mentally ill individuals who are living on the street. | County of Los Angeles | City of Malibu<br>The People Concern<br>St. Joseph Center | | |
| ***6d.*** | Advocate for a system-wide assessment of the capacity and effectiveness of homelessness programs and services available in Los Angeles County. | County of Los Angeles | City of Malibu<br>The People Concern<br>St. Joseph Center | | |
| ***6e.*** | Advocate for budget allocations at the city, county, state, and federal levels to increase funding for programs that prevent and end homelessness. | County of Los Angeles | City of Malibu<br>The People Concern<br>St. Joseph Center | | |

| **Goal 7:** Develop governance infrastructure to facilitate collaboration, provide oversight, and support implementation of the homelessness strategic plan. | | | | | |
|---|---|---|---|---|---|
| **Supporting Actions** | | **Lead** | **Partner(s)** | **Resources** | **Timeline** |
| ***7a.*** | Establish an 8 to 12-member Working Group on homelessness to oversee the implementation of the homeless initiative in Malibu. | City | Homeless Service Providers<br>Community Stakeholders<br>County | Community Advisory Group for Homelessness Strategic Plan | Short term |
| **7b.** | Increase the City's capacity to manage all matters related to homelessness in Malibu. | City | | | Short-term |
| **7c.** | Monitor and evaluate the effectiveness of the Homelessness Strategic Plan through the Performance Measures (page 17). | City | The People Concern<br>Other Homeless Service Providers<br>Sheriff's Department | | Short Term & Ongoing |
| **7d.** | Align the Malibu program with the Los Angeles County Homeless Initiative and coordinate with nearby cities on shared strategies. | City | Homeless Service Providers<br>Community Stakeholders | | Ongoing |

# VII. MALIBU HOMELESSNESS RESOURCES

The following are organizations and resources available in Malibu to assist the homeless, to respond to concerns and questions about the homeless, and that offer volunteer opportunities for those who wish to be more involved in responding to the needs in our community.

**Homeless Hotlines**
Los Angeles County: 211
The People Concern: 310-460-2638

**Immediate Safety Concerns**
Call 911 or
Malibu /Lost Hills Sheriff's Station – 310-456-5552

**City of Malibu**
Susan Dueñas, Public Safety Manager

SDuenas@malibucity.org
310-456-2489, ext. 313

**The People Concern – Malibu Outreach Team**
To request assistance or provide information:
310-460-2638
MalibuOutreach@ThePeopleConcern.org
Contact Information Form: http://malibutaskforce.org/malibu-outreach/community-contact-procedure/

To volunteer at The People Concern:
323-334-9000, ext. 463

**Malibu Task Force on Homelessness (MTFH)**
info@malibutaskforce.org
Contact Information Form: http://malibutaskforce.org/contact/

**Labor Exchange Center of Malibu**
(310) 317-4717

**Community Assistance Resource Team (CART)**
Contact:
malibucart@gmail.com.

Provide donations:
424-781-7347
23708 Malibu Colony Road, Malibu, CA., 90265

**St. Joseph Center**
Front Desk/General Information: 310-396-6468

Non-urgent community concerns or questions:

community@stjosephctr.org
24-hour call center for non-urgent community concerns: 310-358-2835

Volunteer Services:
volunteer@stjosephctr.org

Gifts or Contributions:
contributions@stjosephctr.org
Monetary Contributions: 310-396-6468 x336
Food/Supply Drives and other non-monetary contributions: 310-396-6468 x326

**Los Angeles Homeless Services Authority**

https://www.lahsa.org/contact-us

Phone - (213) 683-3333

**Volunteer for the next Homeless Count**
https://www.theycountwillyou.org/

# City of Manhattan Beach
# Five-Year Plan to
# Address Homelessness in Our Community

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## PLANNING CONTEXT

The City of Manhattan Beach has a population of approximately 35,741, according to the 2016 US Census Bureau estimate. We are in County Service Planning Area 8, which is a subdivision of Los Angeles County used for managing homeless and mental health services, and the Fourth County Supervisorial District, represented by Supervisor Janice Hahn.

At first glance, it is easy to assume that Manhattan Beach doesn't have a "homeless problem." In 2016, the Greater Los Angeles Homeless Count[1] identified four homeless individuals in Manhattan Beach; in 2017, it was 6. However, on January 24, 2018, the Greater Los Angeles Homeless Count identified 41 persons experiencing homelessness.

While that snapshot in time provides one version of homelessness in Manhattan Beach, it misses the bigger picture of homelessness, including those who are just passing through our City, typically in warmer months. Also missed in the count are those who are staying with friends or family on a very temporary basis, house-sitting, or staying in motels without a permanent residence, after losing a job, experiencing a sudden rent increase, returning from college, becoming divorced, retiring with an inadequate resources, or fleeing domestic violence.

The South Bay as a whole (SPA 8) has experienced a 41% increase in homelessness since 2015, according to the South Bay Coalition to End Homelessness. This means that even though our City doesn't always see the issue in our streets or parks, as a part of the South Bay community, it impacts us. We have the opportunity to play an important role in connecting individuals experiencing homelessness to those resources in a constructive way.

The County of Los Angeles allocated Measure H funding for cities to create plans to address homelessness in their communities. To do this, Manhattan Beach engaged residents, community organizations, businesses, staff and other stakeholders in a discussion about what the City could do. Many participants felt that the City lacked a standard response to homelessness and creating a process or expectation would be a beneficial step. While the City's current Housing Element mentions resources and the issue of homelessness, it does not set out clear steps or expectations for how to address them.

The Manhattan Beach Police Department (MBPD) has several officers with specialized training to effectively interact with mentally ill and homeless people, and provides first response to calls about incidents involving homeless people in the City. Over the past

[1] The Greater Los Angeles Homeless Count is conducted annually across LA in an effort to gather as much information about the region's current homeless population as possible and assist in making informed decisions and designing creative solutions (https://www.theycountwillyou.org/).

year, MBPD has gained skills in managing people who are homeless on the streets of Manhattan Beach, and has developed channels to engage homeless individuals into services leading to a change in their housing status.

One MBPD officer is assigned to a multi-jurisdictional team of officers, in collaboration with the Cities of Hermosa Beach and Redondo Beach and the Los Angeles County Department of Mental Health, that responds to calls for service and outreach related to mentally ill subjects. Approximately half of the individuals contacted by this team have no known address, and are considered homeless.

Through the South Bay Cities Council of Governments (SBCCOG), Manhattan Beach is able to obtain response from People Assisting the Homeless (PATH) and Harbor Interfaith Services, the lead agency for homeless services in Service Planning Area 8. The LA County Library, LA County Beaches and Harbors Department, Manhattan Beach Unified School District, and Beach Cities Health District also devote budgetary and human resources to addressing homelessness. These agencies all participated in the planning process.

Over a two-month period, in February and March, 2018, the City's consulting team conducted seven meetings[2] with a total of 110 participants, which gave community stakeholders the opportunity to identify problems and solutions relating to homelessness in Manhattan Beach. In addition, 79 individuals responded to a survey posted on the City's website. Those participating included members of the business community, people affiliated with faith communities, Manhattan Beach residents, and City and County employees.

[2] Two meetings were held with businesses, one meeting was for community members, three were held with City and other governmental employees, and one meeting was held with outreach workers, including the faith community.

# RATIONALE FOR MANHATTAN BEACH HOMELESS PLAN

In response to the passage of Measure H, which created significant new resources to address homelessness in Los Angeles County, the City of Manhattan Beach seeks to coordinate with other jurisdictions, including the County, the Beach Cities Health District, and neighboring cities, so that City residents will experience a visible decrease in homelessness in their community. The City recognizes that this will only be accomplished through an active constituency working together, including government, businesses, and the faith community, to tackle the causes of homelessness, and implement solutions.

During the community outreach meetings, members of the Manhattan Beach Police Department (MBPD), along with other participants, described Manhattan Beach's homeless population as diverse, with a variety of needs.

- Chronically homeless individuals often have a disabling condition, and have been homeless for a year or more, or have had at least four episodes of homelessness in the past three years. These individuals are well known to MBPD, businesses, and the faith community, and are often the source of calls received by MBPD. They typically have co-occurring substance use and mental illness, and when services are offered, have been unwilling to begin the process of recovery. Several individuals are long-time, well-known local residents; others are more recent arrivals in Manhattan Beach. California law has strict limits on the extent to which individuals can be required to engage in treatment. The County's mental health clinician has been a welcome and helpful addition to the MBPD patrol team.
- Recently or situationally homeless people have lost their housing during the past year for reasons such as losing a job, medical bills, marital breakdown, or a property owner's decision to go out of the rental business. Most people in this category are local residents who want to stay in the area for school, job, or community accessibility, and some live in their vehicles. They may be able to benefit from emergency rental assistance or other programs available through Harbor Interfaith or PATH. These individuals may be known to the school district if their children are enrolled in local schools, and may also be known to faith groups that offer laundry and meals to people who are homeless.
- Transients often find their way to Manhattan Beach, especially in the summer months, seeking beachside living. Some of these people are youth, and some may be willing to return to their home in another state if resources are available.
- People at imminent risk of homelessness, including families, often use services such as laundry, meals, and food pantries offered by the faith community. Intervention with these people prior to homelessness will help prevent additional people from becoming homeless.

The City of Manhattan Beach currently invests significantly in managing homelessness within its jurisdiction. The Manhattan Beach Police Department has several officers who have special training and are primarily assigned to respond to incidents involving people who are homeless. They work with City staff members in Public Works, Code Enforcement, Legal Services, and Parks and Recreation who regularly encounter people who are homeless as part of their duties. They have access to specialized mental health intervention from the Los Angeles County Department of Mental Health, which assigns a full-time mental health clinician to the South Bay area. Outreach workers from PATH are contracted by the South Bay Cities Council of Governments to respond within 72 hours.

Although there are relatively few homeless people in Manhattan Beach, solutions may be found that allow those who are homeless in the City to stabilize in permanent housing, and the City can work with neighboring cities, the Beach Cities Health District, and the Manhattan Beach Unified School District to prevent City residents from becoming homeless.

In alignment with the County's purpose in making planning funds available to cities, the Manhattan Beach plan to address homelessness will:

- Reconfirm that the City's priority is the safety and wellbeing of its residents, businesses, and visitors.
- Create a framework for collaboration with neighboring cities to meet the need for affordable housing in the South Bay region.
- Offer effective interventions to people who are homeless in Manhattan Beach, with the goal of engaging them in services leading to permanent housing.
- Establish structures and relationships that will allow Manhattan Beach to reach "net zero" homeless people within five years.

The City of Manhattan Beach elected to participate in the Measure H planning process because it sees homelessness as a regional problem, and wants to be part of regional solutions. As a City with a small homeless population, local efforts will focus primarily on public safety, community education, and prevention of homelessness among City residents.

# GOALS OF MANHATTAN BEACH PLAN TO ADDRESS HOMELESSNESS

**GOAL #1:**
**TO ENSURE RESIDENT SAFETY AND WELLBEING BY SUPPORTING POLICE DEPARTMENT, FIRE DEPARTMENT, AND CITY STAFF IN RESPONDING APPROPRIATELY, SAFELY, AND EFFECTIVELY TO PERSONS WHO ARE EXPERIENCING HOMELESSNESS IN MANHATTAN BEACH.**

SHORT TERM SUPPORTING ACTIONS:

**1A.** Request the board of supervisors to increase the availability of a mental health clinician to collaborate with MBPD on the mental evaluation team (met).

**1B.** With staff input, create and disseminate protocols and resource guides for all staff who interact with people experiencing or at risk of homelessness.

LONG TERM SUPPORTING ACTIONS:

**1C.** Provide comprehensive mental health first aid training to all City staff members who interact with people experiencing or at risk of homelessness.

**1D.** Involve City staff members in cross-training with service providers, so that they can develop individual relationships with service providers in order to facilitate effective referrals.

POLICY CHANGES:

- Explore extension of met to nights and weekends.
- Establish protocols and training standards.
- Identify existing appropriate staff members or positions for training.

GOAL MEASUREMENT:

- Hold preliminary meetings with County Supervisor's staff in fall 2018.
- By May 1, 2019, staff protocols and resource guide will be created and disseminated to all city staff who interact with people experiencing or at risk of homelessness.
- By May 1, 2019, at least 10 MB staff members will complete mental health first aid training.
- By May 1, 2019, the first cross-training meeting with service providers will be held, and at least annually thereafter.
- By May 1, 2020, a preliminary evaluation of these activities will be included in the annual report on plan implementation, prepared by the city manager's office.

GOAL OWNERSHIP:

- City Manager's Office

TIMELINE:

- Submit request to Board of Supervisors in Fall 2018.
- Establish staff working group on protocols in Fall 2018.

**GOAL #2:**
**TO HELP RESIDENTS AND BUSINESSES TO RESPOND SAFELY AND EFFECTIVELY TO INDIVIDUALS WHO ARE HOMELESS IN MANHATTAN BEACH.**

SHORT TERM SUPPORTING ACTIONS:

**2A.** Offer an individualized safety assessment to businesses and residents to identify ways to deter and prevent crimes. The availability of this service can be announced through business license and utility bill mailings, and on the City website.

**2B.** With the assistance of the south bay coalition to end homelessness, develop a Manhattan Beach-specific resource card to be distributed to businesses and residents, with simple instructions and contact information for various populations, including when and how to call police, referrals for homeless people seeking services, and where to make donations. Review the resource card quarterly, and update as needed. Distribute the card widely through community groups, business organizations, and faith communities.

LONG TERM SUPPORTING ACTIONS:

**2C.** Work with beach cities health district, south bay coalition to end homelessness, MBPD school resource officers, and homeless patrol unit to develop an educational program that can be presented to service clubs, student groups, and other community gatherings.

**2D.** Provide online resources, regular articles in city newsletter, community trainings that help our community feel prepared and up-to-date on the current challenges.

**2E.** Work with the business community to develop approaches to job creation, volunteer service, and other interactions between residents and members of community who are homeless.

POLICY CHANGES:

- Seek measure h funding for staffing, production of resource card, community education efforts, and networking and cross-training events.

GOAL MEASUREMENT:

- By April 1, 2019, the MBPD and BCHD will have a community education plan in place, for implementation beginning May 1, 2019.
- By April 1, 2019, a Manhattan Beach-specific resource card will be printed and ready for distribution to city businesses and residents, with the same material posted on the city website.
- The card will be updated at least once each year.
- By May 1, 2019, a preliminary business community plan should be in place to begin the process of fostering job creation and volunteer service to address homelessness in Manhattan Beach.

GOAL OWNERSHIP:

- City Manager's Office

TIMELINE:

- Beginning in Fall 2018.

**GOAL #3:**
**TO SHARE RESPONSIBILITY FOR ADDRESSING HOMELESSNESS WITH NEIGHBORING CITIES, IN ORDER TO EXPAND PERMANENT SOLUTIONS TO HOMELESSNESS.**

SHORT TERM SUPPORTING ACTIONS:

**3A.** Strengthen the role of the South Bay Cities' Council of Governments Homeless Task Force to build regional services, including expanded mental health assistance, coordinated law enforcement, identification of shelter resources, and solutions to housing affordability.

**3B.** Establish a working group with adjacent cities to collaborate on immediate actions, including the possibility of reserving a bed in an existing shelter for use by individuals who have been engaged by MBPD and the police departments of partnering cities.

LONG TERM SUPPORTING ACTIONS:

**3C.** Work with the South Bay Workforce Investment Board to create and promote job opportunities for persons at risk of homelessness or experiencing homelessness.

POLICY CHANGES:

- None

GOAL MEASUREMENT:

- City Manager's Office will provide an annual report on progress toward accomplishing these goals through regional collaboration.

GOAL OWNERSHIP:

- City Manager's Office

TIMELINE:

- Annual progress report submitted to City Council each May.

**GOAL #4:**
**TO SUPPORT FAITH GROUPS TO EFFECTIVELY HELP INDIVIDUALS EXPERIENCING HOMELESSNESS IN MANHATTAN BEACH.**

SHORT TERM SUPPORTING ACTIONS:

**4A.** Increase the effectiveness of faith community groups in supporting individuals they serve in their homeless ministries by strengthening ties between homeless services providers and homeless ministries. This can be accomplished by sponsoring an annual cross-training event for outreach workers, faith groups and other interested community members. The event will be designed to foster relationships between front-line outreach workers and faith groups interacting directly with the homeless community, so that services can be initiated quickly, personally, and effectively. The South Bay Coalition to End Homeless can assist in organizing this annual event.

LONG TERM SUPPORTING ACTIONS:

**4B.** Update list of local homeless ministries annually, and repeat the cross-training event annually to encourage linkage of faith groups to agencies that can help people who are homeless become housed.

POLICY CHANGES:

- None

GOAL MEASUREMENT:

- By June 1, 2019, the City will hold its first cross-training with city staff, Manhattan Beach community groups, faith communities, and outreach workers from community-based organizations. This event will be held annually in 2020, 2021, and 2022.

GOAL OWNERSHIP:

- City Manager's Office

TIMELINE:

- Annual progress report submitted to City Council each May.

## GOAL #5:
## TO REDUCE HOMELESSNESS AMONG MANHATTAN BEACH RESIDENTS.

LONG TERM SUPPORTING ACTIONS:

**5A.** Engage Manhattan Beach Unified School District, Beach Cities Health District, faith organizations, service clubs, and other local organizations in identifying local residents who are at risk of homelessness.

**5B.** Connect residents to prevention services through non-profit agencies with expertise and funding for homelessness prevention.

**5c.** Disseminate information about how to reach services through library, City website, schools, faith communities.

POLICY CHANGES:

- None

GOAL MEASUREMENT:

- Include activities and results in annual report to City Council.

GOAL OWNERSHIP:

- City Manager's Office
- Parks and Recreation/Senior Services

TIMELINE:

- Call together partners during Fiscal Year 2018-2019

## GOAL #6:
## TO IMPROVE CITY RESPONSE TO HOMELESSNESS BY OBTAINING ADDITIONAL RESOURCES TO ADDRESS HOMELESSNESS IN MANHATTAN BEACH, AND BY CREATING EFFICIENCIES IN THE USE OF CURRENT RESOURCES.

LONG TERM SUPPORTING ACTIONS:

**6A.** Identify and track city resources that are used to address homelessness, such as MBPD, Public Works, and City Prosecutor.

**6b.** Apply for Measure H funds to supplement City funds that are already being used to address homelessness.

POLICY CHANGES:

- Direct staff to develop a system for identifying City resources dedicated to solving homelessness.

GOAL MEASUREMENT:

- By January 1, 2019, City will be able to create a report tracking City resources expended to address homelessness.
- During the 2018-2019 fiscal year, the City will apply for any funding from Measure H that provides resources needed by the City.

GOAL OWNERSHIP:

- City Manager's Office

TIMELINE:

- Begin tracking City resources in July 2018.

**GOAL #7:**
**TO SUPPORT THE AVAILABILITY OF REGIONAL HOUSING OPPORTUNITIES IN THE SOUTH BAY FOR POPULATIONS AT RISK OF HOMELESSNESS.**

LONG TERM SUPPORTING ACTIONS:

**7A.** Work with contiguous cities to identify the need for senior housing for local residents, and collaborate to identify innovative approaches, resources, and locations.

**7B.** Review the conformance of current city policies to state housing mandates, and adopt any required changes.

POLICY CHANGES:

- In collaboration with neighboring cities, apply for funding to address senior housing needs.
- As required, update city ordinances and plans to conform to state mandates.

GOAL MEASUREMENT:

- As funding is available, produce plan for senior housing.
- Within state mandated timelines, conform to state mandates.

GOAL OWNERSHIP:

- Director of Community Development

- Parks and Recreation/Senior Services

TIMELINE:

- Include update in annual report to Council.

# APPENDIX A: COUNTY OF LOS ANGELES APPROVED STRATEGIES TO COMBAT HOMELESSNESS

## Approved County Strategies to Combat Homelessness

### E. Create a Coordinated System

- E1 – Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits
- E2 – Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services
- E3 – Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness
- E4 – First Responders Training
- E5 – Decriminalization Policy
- E6 – Countywide Outreach System (H)
- E7 – Strengthen the Coordinated Entry System (H)
- E8 – Enhance the Emergency Shelter System (H)
- E9 – Discharge Data Tracking System
- E10 – Regional Coordination of Los Angeles County Housing Authorities
- E11 – County Specialist Support Team
- E12 – Enhanced Data Sharing and Tracking
- E13 – Coordination of Funding for Supportive Housing
- E14 – Enhanced Services for Transition Age Youth (H)
- E15– Homeless Voter Registration and Access to Vital Records
- E16 – Affordable Care Act Opportunities
- E17 – Regional Homelessness Advisory Council and Implementation Coordination

### A. Prevent Homelessness

- A1 – Homeless Prevention Program for Families (H)
- A2 – Discharge Planning Guidelines
- A3 – Housing Authority Family Reunification Program
- A4 – Discharges From Foster Care and Juvenile Probation
- **A5 – Homeless Prevention Program for Individuals* (H)

### B. Subsidize Housing

- B1 – Provide Subsidized Housing to Homeless Disabled Individuals Pursuing SSI (H)
- B2 – Expand Interim Assistance Reimbursement to additional County Departments and LAHSA
- B3 – Partner with Cities to Expand Rapid Re-Housing (H)
- B4 – Facilitate Utilization of Federal Housing Subsidies (H)
- B5 – Expand General Relief Housing Subsidies
- B6 – Family Reunification Housing Subsidy (H)
- B7 – Interim/Bridge Housing for those Exiting Institutions (H)
- B8 – Housing Choice Vouchers for Permanent Supportive Housing

### C. Increase Income

- C1 – Enhance the CalWORKs Subsidized Employment Program for Homeless Families
- C2 – Increase Employment for Homeless Adults by Supporting Social Enterprise (H)
- C3 – Expand Targeted Recruitment and Hiring Process to Homeless/Recently Homeless People to Increase Access to County Jobs
- C4 – Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness (H)
- C5 – Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness (H)
- C6 – Targeted SSI Advocacy for Inmates (H)
- **C7 – Subsidized Employment for Homeless Adults* (H)

### D. Provide Case Management and Services

- D1 – Model Employment Retention Support Program
- D2 – Expand Jail In Reach (H)
- D3 – Supportive Services Standards for Subsidized Housing
- D4 – Regional Integrated Re-entry Networks – Homeless Focus (H)
- D5 – Support for Homeless Case Managers
- D6 – Criminal Record Clearing Project (H)
- **D7 – Provide Services and Rental Subsidies for Permanent Supportive Housing* (H)

### F. Increase Affordable/Homeless Housing

- F1 – Promote Regional SB 2 Compliance and Implementation
- F2 – Linkage Fee Nexus Study
- F3 – Support Inclusionary Zoning for Affordable Housing Rental Units
- F4 – Development of Second Dwelling Units Pilot Program
- F5 – Incentive Zoning / Value Capture Strategies
- F6 – Using Public Land for Homeless Housing
- **F7 – Preserve current affordable housing and promote the development of affordable housing for homeless families and individuals* (H)

(H) - Strategies eligible to receive Measure H funding.
* - Strategies in italics were added in the Measure H ordinance approved by the Board of Supervisors on December 6, 2016. All others were approved on February 9, 2016.
03.20.17

## APPENDIX B: CITY OF MANHATTAN BEACH PARTNERSHIP REPORT

| Name of Partner Organization/Entity | Brief Description of Partner's Role in the Community | Planned Engagement | Expected Contributions of Partner |
|---|---|---|---|
| **South Bay Cities Council of Governments (SBCCOG)** | The SBCCOG provides a forum for local governments on regional issues, including homelessness. Their Homeless Services Task Force meets bi-monthly to discuss challenges and possible solutions. | • City representatives continue engaging with the SBCCOG Homelessness Task Force and discuss possible regional solutions.<br>• Participate in development of the proposed SBCCOG Homeless Plan<br>• Continue endorsing efforts of the SBCCOG to support direct service outreach from other partner organizations (PATH, South Bay Coalition to End Homelessness, etc.) | • SBCCOG will host discussions on issues pertaining to the region and facilitate collaborations between member cities.<br>• SBCCOG will work with PATH to continue to improve coordination of outreach services. |
| **Harbor Interfaith Services (HIS)**<br>**Shari Weaver, Director of the Coordinated Entry System**<br>**SWeaver@HarborInterfaith.org** | HIS empowers South Bay's homeless and working poor to achieve self-sufficiency by providing support services including shelter, transitional housing, food, job placement, | • As SPA 8's CES lead for all homeless populations, HIS will be invited to community engagement meetings to discuss MB's homeless | • City staff and service providers will attend HIS SPA 8 Family, Individual, and TAY CES trainings and meetings. Participation in HIS CES events will assure staff receive relevant training, |

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| | advocacy, childcare, education, and life-skills training. | population needs and how to link them to CES resources.<br>• The City and HIS will continue to work together to find ways to better coordinate services for MB's homeless neighbors and those at risk of experiencing homelessness. | stay current with CES best practices, and participate in case conferencing and coordination of care activities as needed.<br>• HIS staff will provide ongoing assistance via phone and email to City staff and service providers. |
| **People Assisting the Homeless (PATH)** | PATH provides support to at risk of and homeless individuals and families in order to successfully transition from living on the street to thriving in homes of their own. | • PATH will be invited to community engagement meetings to discuss the services they provide.<br>• PATH and the City will continue to work together to find ways to better coordinate services for MB's homeless neighbors and those at risk of experiencing homelessness. | • PATH will continue to provide outreach to homeless and be listed in all OR materials as primary contact for accessing homeless services.<br>• Working with South Bay Cities Council of Governments (SBCCOG) PATH will coordinate outreach with City agencies and DMH. |
| **LA County Dept. of Mental Health (DMH)**<br><br>**Mary Hoisington, MET Clinician**<br>**MHoisington@dmh.lacounty.gov** | Working with MBPD, DMH's MET clinician performs outreach and assessments and provides linkages to services. | • DMH's MET clinician will be invited to City staff and community engagement meetings to discuss the services they provide. | • DMH will provide necessary outreach, assessments, and technical assistance to City staff and service providers so the mental health needs of MB's |

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| | | | homeless population are continually monitored and linkages to services are provided. |
| **1736 Family Crisis Center** | 1736 offers tools to develop safe, self-sufficient lives, focusing on domestic violence victims, runaway and homeless youth, and community members who need extra help to create stable lives. 1736 coordinates emergency youth and domestic violence shelters. | • 1736 will be invited to community engagement meetings to discuss the services they provide and how services could be improved through access to additional resources and increased coordination with City agencies. | • 1736 will continue to provide emergency youth and domestic violence shelters and supportive services.<br>• 1736 will contribute their expertise and knowledge of the homeless community and work with other stakeholders to improve service coordination. |
| **South Bay Coalition to End Homelessness (SBCEH)** | SBCEH is the lead homelessness collaborative in SPA 8 in the Los Angeles Continuum of Care (CoC). Composed of a wide variety of community stakeholders SBCEH provides coordination of homeless services, advocacy, education, and technical assistance. | • SBCEH will be invited to community engagement meetings to provide guidance related to homeless services and coordination of services across the South Bay. | • SBCEH will provide assistance to identify service gaps and highlight programs that work.<br>• Provide training and educational opportunities for City staff and community groups.<br>• SBCEH coordinated a bus tour, attended by 30 individuals representing 8 cities, on February 14, 2018.<br>• Assist with the City's annual homeless count. |

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| | | | • Work with the City to refine their resource referral cards. |
| **Manhattan Beach Downtown Professional and Business Association (DPBA)**<br><br>**Chamber of Commerce** | Composed of business representatives, DPBA and the Chamber of Commerce promote MB's economic and job development. | • The City will host at least one engagement meeting dedicated to collecting business sector input regarding MB's homeless population including the challenges they face and resources they are able to contribute to helping homeless neighbors. If business representatives are unable to attend an online survey will be available to them. | • Business sector representatives will provide their unique experiences and best practices regarding the City's homeless population.<br>• Businesses will determine what resources they can contribute to support neighbors experiencing homelessness.<br>• These organizations will help to educate other businesses to provide a helpful response for individuals experiencing homelessness, and to engage in efforts to end homelessness. |
| **Faith-based groups** | MB's faith-based groups work in a variety of ways to support their homeless neighbors, including offering meals, personal care supplies, and warm clothing. | • The City will host at least one engagement meeting dedicated to documenting faith-based groups' experiences serving homeless populations, resources needed to increase their | • Faith-based groups will continue to provide at-risk-of and homeless neighbors with services including emergency shelter, meals, access to clothing and hygienic products, and employment assistance.<br>• Faith-based groups will articulate the services |

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| | | program's effectiveness, and potential collaborative projects and resource sharing initiatives. | they provide and work with the City to promote community support and awareness of their activities. |
| **Manhattan Beach Residents Association (MBRA)** | MBRA provides information, education and support to residents of Manhattan Beach in dealings with local government. | • The City will host at least one engagement meeting dedicated to gathering resident experiences with homeless neighbors and provide an overview of how they can be involved with supporting City and County homeless initiatives. | • MBRA will provide insight into resident concerns.<br>• MBRA will understand the City and County's homeless initiatives and how they can participate. |
| **Manhattan Beach Neighborhood Watch (MBNW)** | MBNW is a crime prevention program which enlists the active participation of residents in cooperation with law enforcement to reduce crime in their communities. | • The City will host at least one engagement meeting dedicated to gathering resident experiences with homeless neighbors and provide an overview of how they can be involved with supporting City and County homeless initiatives. | • MBNW will provide insight into resident concerns and homeless neighbor activity.<br>• MBNW will understand the City and County's homeless initiatives and how they can participate.<br>• MBNW will have access to trainings so they may be better equipped when engaging homeless neighbors. |

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| | | • MBNW participants will have access to training related to best practices when communicating with homeless neighbors. | |
| **Beach Cities Health District (BCHD)** | BCHD is one of the largest preventive health agencies in the nation, and has served the communities of Hermosa Beach, Manhattan Beach and Redondo Beach since 1955. It offers an extensive range of dynamic health and wellness programs, with innovative services and facilities to promote health and prevent diseases in every lifespan—from pre-natal and children to families and older adults. | • BCHD will participate in appropriate City homeless planning community engagement meetings. | • BCHD will provide health and wellness programs to City residents who are at risk of or experiencing homelessness including families with children, seniors, and individuals.<br>• BCHD will inform the City homeless plan through providing linkages to the following services: mental health, teen and youth care, health care, Medi-Cal, family services including child protection, domestic and senior abuse, sexual assault assistance, alcohol and drug recovery, meals and groceries, transportation, veteran services, older adult case management. |
| **Manhattan Beach Unified School District (MBUSD)** | MBUSD school staff are often aware of student population families housing status and are | • MBUSD representatives will participate in a meeting with other | • MBUSD, City agencies, and service providers will establish coordinated communication |

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| | often able to link families to essential services that may prevent them from becoming homeless. | City service providers and share their experiences with at risk of/homeless families. | procedures so that MBUSD students and their families are linked to appropriate supportive services. |
| **Manhattan Beach Community Service Organizations:**<br><br>**Kiwanis Club**<br>**Rotary Club 2530**<br>**Soroptimist International**<br>**Neptunian Women's Club** | Service organizations support activities serving the City's homeless neighbors through volunteering, funding, and donations of goods and services. | • Service organizations will be invited to at least one community engagement meeting to discuss their experience supporting homeless initiatives.<br>• Service organization representatives will be provided with an overview of current and upcoming City and County homeless initiatives. | • Service organizations will provide insight into how they support homeless initiatives.<br>• Service organizations, City agencies, and other community groups will discuss how to expedite efficient distribution of funding and goods and services to direct service providers.<br>• Service organizations will understand the City and County's homeless initiatives and how they can participate. |
| **Manhattan Beach Library (LA County Library System)**<br><br>**Melissa McCollum, Head Librarian**<br><br>**Donald T. Rowe, County Library Regional Administrator**<br><br>**Christian Burns, County Library Safety and Emergency Management** | MB's library provides at risk of and homeless neighbors with a safe and quiet environment. Library staff are familiar with the needs of homeless neighbors and as much as possible provide them with linkages to services. The library is a site where outreach and | • The City will host at least one engagement meeting where the following will be articulated: MB Library staff experiences serving homeless populations, necessary resources to support their | • MB's Library staff will contribute to the City's homeless plan through providing insight into MB's homeless population, services that are most effective within the library environment, and what resources are necessary to provide effective services. |

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| | engagement with neighbors experiencing homelessness can take place. | efforts, and potential collaborative projects and resource sharing initiatives.<br>• Library staff will be provided with an overview of current and upcoming City and County homeless initiatives | • LA County's Library Security Administrator will work with MB's staff to fine tune the role of security staff within the interior and exterior library environments. |
| **LA County Beaches & Harbor Agency (LACBHA)**<br><br>**Kerry Silverstom, Chief Deputy Director**<br>**KSilverstrom@bh.lacounty.gov** | LACBHA is responsible for the operation and maintenance of all County owned and operated beaches. | • The City will host at least one engagement meeting where the following will be articulated: LACBHA staff experiences serving homeless populations, necessary resources to support their efforts, and potential collaborative projects and resource sharing initiatives.<br>• (LACBHA) staff will be provided with an overview of current and upcoming City and County homeless initiatives | • LACBHA staff will contribute to the City's homeless plan through providing insight into MB's homeless population, services that are most effective within the beach environment, and what resources are necessary to provide effective services. |

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| **Manhattan Beach Police and Fire Department** | Police and Fire Department representatives come in contact with the City's homeless neighbors on a daily basis and coordinate outreach efforts and warm handoffs with service providers. | • The City will host at least one engagement meeting dedicated to collecting the Police and Fire Department's insights regarding the City's homeless population including the challenges they face and resources that would strengthen their ability to link homeless neighbors to appropriate services. | • The Police and Fire Departments will contribute to the City's homeless plan through continuing day-to-day proactive communication with the City's homeless population.<br>• The Police and Fire Departments will continue to coordinate outreach with City agencies and service providers. |
| **Manhattan Beach Public Works** | Public Works provides maintenance, repair and improvement services to City-owned or leased buildings, parks, medians, associated landscaped areas, streetscape improvements and vehicles. Public Works representatives come in contact with the City's homeless neighbors on a daily basis and are aware of their overall health conditions and often communicate with | • The City will host at least one engagement meeting dedicated to collecting Public Works representatives' experiences with homeless neighbors. | • Public Works representatives will contribute to the City's homeless plan through providing recommendations related to maintaining facilities and outside areas where homeless neighbors regularly congregate.<br>• Public Works representatives will contribute to the City's homeless plan through continuing day-to-day |

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| | patrol officers to connect them to services. | | proactive communication with the City's homeless population. |
| **Manhattan Beach Parks and Recreation Staff** | City Parks and Recreation staff maintain parks and provide recreational programs to residents. On a daily basis they communicate with homeless neighbors and provide linkages to services. | • The City will host at least one engagement meeting dedicated to explaining the planning process and collecting feedback from City Parks and Recreation staff. | • City Parks and Recreation staff communicate and provide support to homeless neighbors on a daily basis. Their experiences will help to improve the City's homeless services and protocols for communicating with and connecting homeless neighbors to services. |
| **Manhattan Beach Division of Code Enforcement** | Code Enforcement Officers conduct regular patrols of the City to ensure compliance with the Manhattan Beach Municipal Code. Officers respond to complaints regarding violations including: zoning, property maintenance, illegal dwelling units, trash container regulations, sign violations, and many others. Code Enforcement Officers come in contact with the | • The City will host at least one engagement meeting dedicated to explaining the planning process and collecting feedback from the Division of Code Enforcement. | • Code Enforcement Officers will contribute to the City's homeless plan through providing recommendations related to securing unoccupied buildings where homeless neighbors may congregate and enforcing private and public property codes to assure the safety of the community at large.<br>• Code Enforcement Officers will contribute to |

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| | City's homeless neighbors and are aware of their overall health conditions and often communicate with patrol officers to connect them to services. | | the City's homeless plan through continuing day-to-day proactive communication with the City's homeless population. |
| **Manhattan Beach Homeless Neighbors** | Manhattan Beach's residents who are experiencing homelessness provide key insights to shaping effective outreach and supportive services. | • The City will host or attend at least one engagement meeting where MB's homeless neighbors will share their day-to-day experiences including navigating City and community organization services.<br>• Homeless neighbors will be provided with an overview of current and upcoming City and County homeless initiatives | • Homeless neighbors will inform MB's City Plan through articulating barriers to housing and services.<br>• Individuals and families experiencing homelessness who move into permanent housing will be invited to stay involved in City efforts to support homeless initiatives and provide peer support. |
| **MB Older Adults Program**<br>**Jan Buike, Program Supervisor**<br>**jbuike@citymb.info**<br>**(310) 802-5447** | The City of Manhattan Beach provides a variety of activities and services for older adults including Dial-A-Ride transportation, bus excursions, classes, activities and Senior Club events. | • MB's Older Adults Program staff are often the first to know that senior residents are at risk of or are experiencing homelessness.<br>• Older Adults Program staff will attend at | • MB's Older Adults Program staff will contribute to the City's homeless plan through providing insight into MB's senior population who are at risk of or are experiencing homelessness. |

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| | | least one engagement meeting where the following will be articulated: staff experiences serving seniors vulnerable to or experiencing homelessness, necessary resources to support their efforts, and potential collaborative projects and resource sharing initiatives.<br>• Older Adults Program staff will be provided with an overview of current and upcoming City and County homeless initiatives | • MB's Older Adults Program staff will understand the City and County's homeless initiatives and how they can participate. |

# CITY OF MONROVIA PLAN TO PREVENT AND COMBAT HOMELESSNESS

HELP

SUPPORT

COORDINATE

REVISION 1 / 2018

## City of Monrovia Plan

In July 2017, the County of Los Angeles and the United Way Home for Good Funders Collaborative launched a program which invited cities to apply for funds aimed at developing a plan to prevent and combat homelessness. Recognizing that the planning process represented an opportunity to coordinate with service organizations, businesses, and residents within Monrovia to address the challenges associated with homelessness, the City of Monrovia applied for and received the funding. Monrovia's Plan to Prevent and End Homelessness will formalize and build upon the existing homelessness programs and services, which were originally developed in 2014.

In February 2018, the City hosted a Kick-Off Meeting in an effort to gather feedback in developing the Plan. Assistance from these community stakeholders was critical in the creation of the Plan.

- San Gabriel Valley Council of Governments
- Monrovia Unified School District
- Azusa Pacific University
- Foothill Unity Center
- Los Angeles County Department of Mental Health
- Los Angeles Housing Services Authority
- Pasadena Union Station
- Monrovia Foothills Kitchen
- St. Vincent De Paul Society
- Pasadena Humane Society
- Baldwin Park Housing Authority Section 8
- Flintridge Center, Salvation Army
- Santa Anita Family Services
- Pasadena Superior Court.

From March through June 2018, the City held several community meetings, conducted many stakeholder interviews, and gathered data to inform the goals and strategies for the Plan. The planning process also began the movement toward connecting all of Monrovia's service organizations with the Los Angeles County Coordinated Entry System (CES) and the Los Angeles County Homeless Initiative adopted by the Board of Supervisors and funded through Measure H. This Plan to Prevent and Combat Homelessness was presented to and adopted by the Monrovia City Council on July 17, 2018.

**Mayor Tom Adams**
**Mayor Pro Tem Becky A. Shevlin**
**Councilmember Alexander C. Blackburn**
**Councilmember Gloria Crudgington**
**Councilmember Larry J. Spicer**

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## Facts and Purpose of Monrovia's Homeless Plan

Homelessness throughout Los Angeles County has increasingly become more visible. More people than ever before are displaced for myriad reasons including, but not limited to, substance abuse, mental health crises, and an inability to obtain affordable housing, employment, or access to social services. Homelessness in Los Angeles County rose from approximately 47,000 in 2016 to 58,000 in 2017, a 23.3% increase.

In 2017, voters recognized the impact of homelessness on individuals and communities countywide, and overwhelmingly approved Measure H to fund new service systems, as well as expand existing programs to help prevent and combat homelessness. In June 2017, funding allocations to these services were approved by the Los Angeles County Board of Supervisors, which included funding for cities to develop homeless plans or expand upon existing plans, such as in Monrovia.

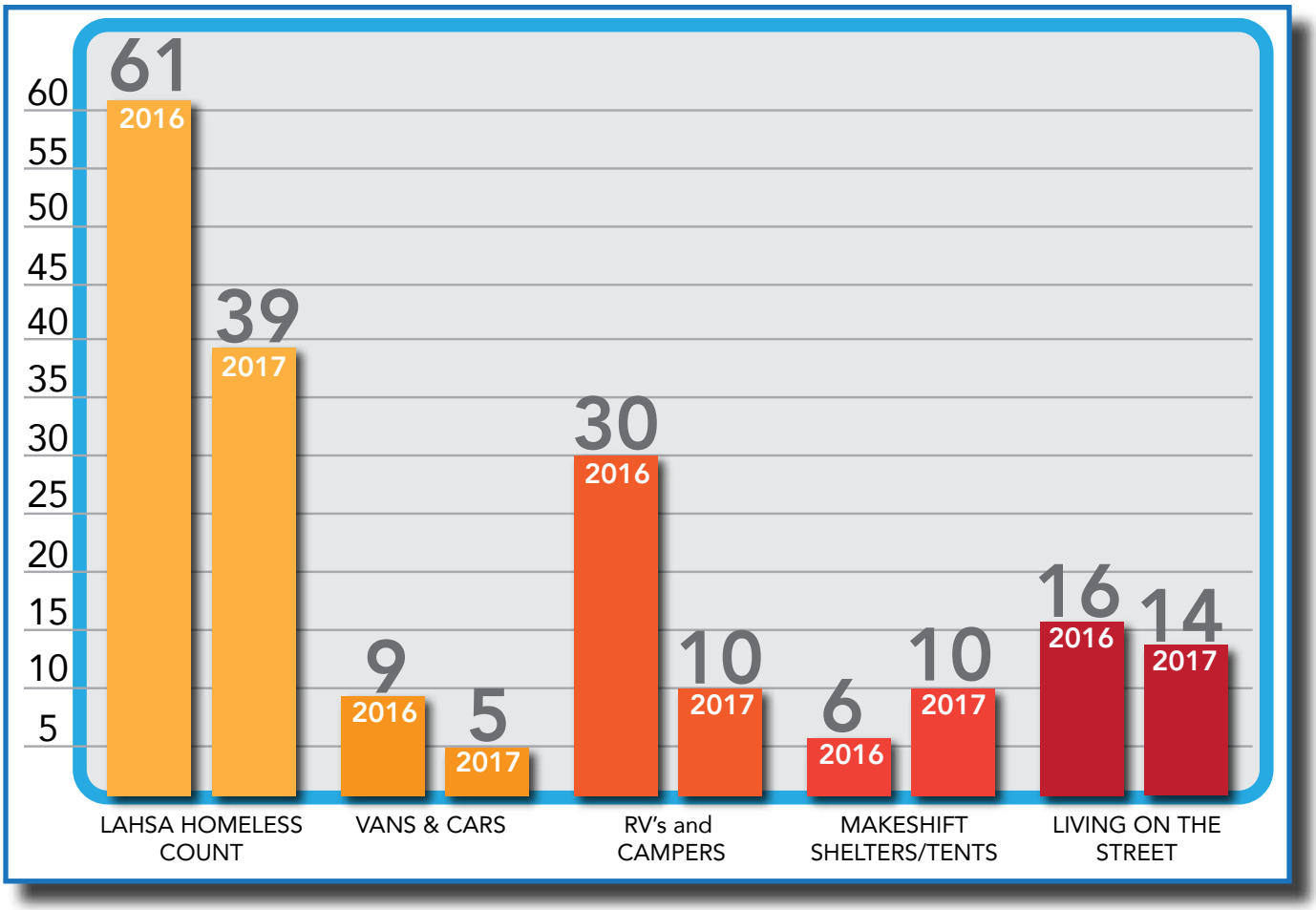
The City of Monrovia is located in Service Planning Area (SPA) 3, a geographic region comprised of cities in the San Gabriel Valley. SPA 3 saw a 36% overall increase in the number of people experiencing homelessness, from 2,612 in 2016 to 3,552 in 2017. In that same time period, the homeless population in Monrovia decreased from 61 to 39 with the implementation of the City Manager's Homeless Outreach Team working in partnership with LAHSA Housing Navigators (see Figure 1). Similarly, there was a 3% decrease throughout the County for the first time in 4 years, as discovered during the LAHSA homeless count conducted in January 2018.

Due to LAHSA data limitations, the demographics of people experiencing homelessness in Monrovia are difficult to determine; however, demographic data is available for SPA 3 from the 2017 Point-In-Time Count provided to the Department of Housing and Urban Development (HUD) from the Los Angeles Continuum of Care (LACOC).

## 2017 Point-In-Time Count Service Planning Area 3

- 2,373 (or 2/3) of the people counted were unsheltered and living outside on the streets, while 1,179 (or 1/3) were in some form of temporary shelter.
- 76% were single adults, 18% were families, and 6% were youth or young adults.
- 72% were male, 28% were female, 0.4% were transgender, and 0.2% did not identify with any gender or refused to answer.
- 50% identified as Hispanic/Latino, 24% as white, 18% as African American, 5% as Native American, 2% as Asian, and 1% as other.
- 60% were between the ages of 25 - 54, 17% were between the ages of 55 - 61, 7% were between the ages of 18 - 24, and 5% were seniors age 62 and older. 11% of SPA 3's homeless population were children under the age of 18, however, this does not necessarily mean they were living on the street.
- 30% were classified as chronically homeless, which means that they have repeatedly been homeless, even though receiving assistance in the past, or have been homeless over a lengthy period of time along with a long-term disability, which could include mental illness, substance abuse or a physical disability.
- 28% had a mental illness, and 17% were addicted to either alcohol or narcotics.
- 27% had previously experienced intimate partner violence, and 6% were U.S. Military Veterans.

## Figure 1: Homelessness in the City of Monrovia




Finally, City of Monrovia data on economic and housing trends serve as indicators of residents who may be at risk of becoming homeless. As Figure 2 illustrates, Monrovia's median household income is well above the average across Los Angeles County. Monrovia also has a lower poverty rate than the County average. For people between the ages of 20 – 64 years old, Monrovia has less unemployment than the County's average, and its labor force participation is much higher than the County as a whole. Notably, Monrovia does not have a high housing vacancy rate compared with the County as a whole, indicating that the City has been utilizing its housing surplus. Monrovia does have affordable rentals managed by the Baldwin Park Housing Authority Section 8, which assists families with low-rent housing, thereby preventing homelessness.

## Figure 2: 2016 Selected Demographic Statistics

**Unemployment (20 - 64 years old)**
Monrovia – Out of 23,696 people, 2,038 are unemployed
LA County – Out of 6,254,331 people, 519,110 are unemployed

**Labor Force Participation (20 - 64 years old)**
Monrovia 82.2% LA County 76.9%

**Poverty Rate**
Monrovia 7.31% LA County 14.33%

**Median Household Income**
Monrovia $70,358 LA County $56,196

**1 Bedroom Median Gross Rent**
Monrovia $1,301 LA County $1,231

**Housing Vacancy Rate**
Monrovia 5.5% or 773 vacant units from a total of 14,078
LA County 6.0% or 208,273 vacant units from a total of 3,490,118

**Annual Eviction Rate**
Monrovia 0.76% (55 total evictions or 0.15 per day)
LA County 0.58% (10,462 evictions or 28.5 per day)

**Median Property Value**
Monrovia $562,700 LA County $441,900

Sources: U.S. Census Bureau (2012 - 2016 American Community Survey 5-Year Estimates), Princeton University Eviction Lab - evictionlab.org

## Monrovia's Response to Prevent and Combat Homelessness

The City of Monrovia has been an active member in the housing and homelessness response efforts of the San Gabriel Valley Council of Governments (SGVCOG) Homelessness Committee, as well as being host to all of its monthly public meetings at the Monrovia Public Library. Monrovia Mayor Pro Tem Becky Shevlin has previously served as the Committee's Chair and currently serves as its Vice-Chair. The SGVCOG Homelessness Committee played a vital role in the passing of Measure H in Los Angeles County, which increased funding for supportive housing, and an expansion of existing services available through the Los Angeles County Homeless Initiative and partner organizations. The Committee studies problems, programs, and other matters which pertain to the regional issues surrounding homelessness, and provides policy direction to the Governing Board. Community Activist Policing staff have attended the Cities' Summits to Combat Homelessness hosted by the Los Angeles County Homeless Initiative.

The City Manager's office has guided the City's strategy for preventing and combating homelessness, ensuring that the goals in the plan are consistent with the Los Angeles County Homeless Initiative. Monrovia has also continuously participated in the annual LAHSA Homeless Point in Time Count and was assisted in January 2018, by Los Angeles County Supervisor Kathleen Barger.

In 2014, the City began receiving reports of criminal activity occurring in parks and around the downtown core related to those experiencing homelessness; primarily connected with narcotics use in park where children were playing. In response, the City established the Homelessness and Park Conduct Committee, which met throughout 2014 - 2015 to study the issues and

develop and overall response to the situation. The study found that approximately 55% of Monrovia's homeless persons were not desirous of receiving services leading to supportive or transitional housing. Those in this group were resistive homeless, who were known narcotics users and who also refused rehabilitation assistance. The Committee developed five initial responses to combat these community concerns:

• **Community Outreach and Education Programs:** The Committee developed a presentation that was used to educate the public about homelessness. The presentation also discussed strategies related to preventing criminal activity as well as the best way to assist individuals experiencing homelessness. The presentation emphasized that homelessness is not a crime and was shown at many service clubs and organizations. This outreach and education was enhanced in 2016 when the City Manager's Office developed the Monrovia Homeless Outreach Team, whose sole purpose was to assess the needs of individuals and connect them with the Los Angeles County Coordinated Entry System (CES).

• **Directed Giving Campaign:** Monrovia's Directed Giving Campaign was modeled after the San Luis Obispo United Way program. It established a partnership between the City and the Monrovia Foothill Unity Center. The goal is to encourage everyone in Monrovia to give what they can to an established and recognized charity organizations rather than individual pan-handling. The City and the Monrovia Foothill Unity Center would then connect the individual experiencing homelessness (or on the verge of becoming homeless) to the specific organization that would best assist them with their needs.

• **Populate the Park with Programs:** The City has populated the parks with additional programming, which encourages a safe environment. Monrovia found that with an active park, vagrancy and criminal behavior is less likely to occur. The added activities in the park can also enhance the community feeling and served as an encouragement for those experiencing homelessness to accept available services.

• **Park Watch Program:** The Park Watch Program, very similar to the Neighborhood Watch Program, was founded on the Broken Windows Theory in criminology, developed by Professor James Q. Wilson, University of California Los Angeles. This theory proposes that if a problem does not get addressed with immediate intervention, the problem will progressively get worse. The placement of signs around the parks are designed to encourage all people, including homeless persons, to report criminal activity if they see it happening and provides a direct telephone number to the Monrovia Police Department.

• **Security Cameras:** Security cameras placed on the exterior of public buildings linked directly to a police dispatcher could assist in stopping any criminal activity. Many reports of criminal activity in the parks were found to be after the event had already occurred, sometimes days or weeks after resulting in the problem was not being deterred. Cameras can be used as deterrence to criminal activity and can provide immediate reporting.

In 2016, the City Manager's Office determined that more was needed to respond to the community need. Therefore, to build on the lessons learned, the City formed the Homeless Working Group comprised of department heads and selected staff. One of the primary outcomes of the working group was the development of the Monrovia Homeless Outreach Team, which launched in October 2016. The team would be managed by the Community Activist Policing Bureau (CAP), and comprised of 12 peace officers, who were required to attend the Los Angeles County District Attorney's training on the mentally health awareness and crisis intervention. The team also included a clinician from the Los Angeles County Department of Mental Health. The clinician connects homeless individuals with the LACDMH SB-82 Homeless Outreach Team, which can provide supportive housing for those with a mental health problem. The team leaders attend regular monthly regional Mental Evaluation Team (MET) meetings, and monthly regional Homeless Outreach Team meetings hosted by the Pasadena Union Station and attended by various area service providers including the Los Angeles County Department of Health, Department of Mental Health, LAHSA, and by special invitation from Monrovia's Homeless Outreach Team, and is also attended by the SGVCOG's Management Analyst, Christian Cruz.

### Monrovia Police Department Community Activist Policing Bureau Homeless Research

CAP researched all services in Los Angeles County to partner with those that would best effect the reduction of homelessness in Monrovia and created a resource guide that would be handed to the individual during contact. The resource guide included housing services, job placement services, rehabilitation services, financial services, and counseling services. The team was divided into pairs with one pair conducting outreach service once a week, contacting every homeless person in Monrovia. They explain all options available to the individual and connect them with the CES if the person asks to be connected. The outreach team also includes the Monrovia City Jail staff. When someone is to be released from custody and have nowhere to go, they are given the resource guide and offered services through the CES. City staff can call the services for the individual if they are not able to communicate over the telephone, and hearing impaired individuals have access to the Police Department's sign language interpreter. For those newly released from jail or prison who may find it difficult to secure a job due to their criminal history, the team will connect the individual with support and job services through the Pasadena Flintridge Center, which provides training and an immediate job. Those leaving the jail or prison system are at high risk of becoming homeless or returning to criminal behavior if support and intervention is not received upon release back into the community. The Flintridge Center provides this service for Monrovia.

The primary CES service provider the team partnered with in 2016 was the Los Angeles Housing Services Authority (LAHSA). Through this partnership, the team and LAHSA were able to connect seven of Monrovia's homeless persons into permanent supportive housing. In January 2016, Monrovia had 61 homeless persons, but by January 2017, the numbers were reduced down to 39 people. Monrovia's efforts were highly effective, in connecting people to the available services. The largest reduction was with those living in RV's. Thirty people were counted as living in RV's in January 2016, but this number was reduced to 10 by January 2017 (see Figure 1). Monrovia's partnership with the Los Angeles County Department of Mental Health has been able to help reduce the instances of people being displaced from their homes in Monrovia due to mental health problems by providing them with necessary support and services through their agency.

Multiple complaints about unattended abandoned property in parks where children were playing were received by the City. To address this problem, the Homeless Working Group developed a strategy to safe guard property for a period of time, allowing the owner time to claim and recover the items. The strategy mirrors the acceptable standard agreement between the City of Fresno and the United States Federal District Court. Unattended abandoned property would be marked with a notice of intent to remove the property, and after three days if the property was still unattended and not moved from the location, it would be considered abandoned. Once abandoned, city staff could remove the property to an individualized storage container near, where it was taken from, and another notice of removed property would be left in its place. The abandoned property is stored for free for up to 90 days.

## Monrovia's Public Services Department provides several services for those experiencing homelessness and to help prevent homelessness:

- **Public Restrooms:** Provides access to public restrooms.
- **Emergency Shelter:** Provides short term access to the indoors during extreme heat.
- **Free Electricity:** Allows access to charge cellphones or laptops.
- **Free WiFi:** Allows access to connect to the internet for services or any other needs.
- **Community Events:** Invitations through advertisements to community events providing a person struggling with homelessness a sense of dignity by being a member of the community.
- **Free Helmets:** Free helmets are provided to low-income families who have children required to wear helmets to ride a bicycle.
- **Free Water:** Drinking water to maintain health and hydration.
- **Telephone Access:** Allows access to a telephone if needed to receive help.
- **Coordinated Entry System:** Connects homeless persons to the CES through LAHSA or LACDMH. Encourages them to accept services offered through these organizations.
- **Emergency Services:** Staff will call emergency services when they find someone in distress.
- **Space for Service Providers:** Allows access to the Community Center for Bridgetown Church to hold services on Sun days. Bridgetown Church invites all homeless to service and to have a free meal with the congregation members. Bridgetown is a support to individuals who need rehabilitation help, but are afraid to receive the help.
- **Park Maintenance:** Maintains the parks and provides for a clean and safe environment for all people accessing and using the parks.

In February 2018, due to the news of a Hepatitis A outbreak reaching Los Angeles County, the Public Services staff coordinated with the Monrovia office of the Los Angeles County Department of Health (LACDH) to provide free Hepatitis A vaccination clinic. The Homeless Outreach Team contacted every individual homeless person in Monrovia, educated them about the dangers of Hepatitis A through an educational packet provided by the LACDH, and invited them to receive the vaccination at the Monrovia Community Center. In addition to the Hepatitis A vaccine, homeless individuals were also offered a free flu shot and hygiene kit. The City also offers Hepatitis A vaccinations to all City Staff who interact with the public.

**The Monrovia Public Library not only hosts the monthly San Gabriel Valley Council of Governments Homelessness Committee, but also provides the following services to those experiencing homelessness and to those on the verge of becoming homeless:**

- **Monrovia Veteran Services:** Assists local veterans and their families by connecting them to benefits and resources they have earned through their years of service. Also, provides resources that assist with resumes, interview skills, and test preparation. The Veterans Affairs (VA) provides supportive housing for veterans experiencing homelessness.

- **Computer Access:** Free access during library hours (both on public computer and on personal laptops with free (Wi-Fi) which provides connections to family and friends, job searching, skill building, and a variety of other resources, including the CES.

- **Substance Abuse & Recovery Materials:** Assists individuals experiencing substance abuse issues in finding help and support.

- **Literacy Services:** Provides help for adults 18 years and older to improve reading and writing skills so they can reach their potential and prevent or overcome homelessness. Trained volunteer tutors meet one-on-one or in a small group setting with the learners. Tutors help learners apply new skills to their lives, including passing the GED, achieving U.S. Citizenship, or enhancing job prospects.

- **Printing & Document Creation:** Provides individuals with access to copies of important governmental and health documents.

- **Readers Advisory:** A fundamental library service which involves suggesting titles to a reader to meet their personal needs.

- **Job Skills Building:** Build job skills with help from library staff, materials, and resources. These resources include career books, GED & ASVAB test books, and civil service examination preparation books.

- **Newspapers and Magazines:** Provide information about current events as well as supporting job searches, specialty knowledge, and life skills.

- **Reference and Research Support:** Professional librarians provide users with direction to access materials, collections, and services.

- **Spiritual and Self-Guidance Materials:** Provide library materials that help readers change or improve some aspect of their personal or professional lives.

- **Private Study Rooms:** Provides individuals or groups with a quiet study area for special projects and collaboration.

- **Safe Spaces:** The library exists as a safe place that provides access to information to all members of the community. It also provides space for public meetings to address homelessness.

Monrovia's Community Development and Planning Division oversees long-term planning and land use, including demographic trends, housing development, building permits and approvals. City Municipal Code currently complies with SB2.

Monrovia Fire and Paramedics provide service to all individuals in need of emergency medical care, and coordinates transport to the hospital.

Monrovia Public Works assist by removing unattended abandoned property and moves it to the individual storage containers maintained by the Police Department Property Officer. They keep the parks, sidewalks, alleys and publicly owned space clean by removing debris or contaminated materials.

Monrovia Code Enforcement and Neighborhood Services assist by connecting people in need with Monrovia's Homeless Outreach Team. They frequently contact people who may be getting evicted and in need of assistance with housing.

The City of Monrovia employee's We Care Foundation has existed for over twenty years and provides financial assistance to anyone referred to them who may be in crisis of losing their home or who is already experiencing homelessness. The funds are generated through employee donations. The We Care Foundation also partner's with the Foothill Unity Center's Angel Project by employees donating gifts to be given to children in low-income families during the winter holidays.

**The Monrovia Unified School District (MUSD) assists individual homeless persons with access to education and families who have students in the system from becoming homeless by providing the following services:**

- **Homeless Liaison:** A counselor designated to identify children whose families may be on the verge of becoming homeless and connecting them with services which might prevent this from occurring. The liaison identifies students who are at risk for dropping out of school by connecting them with support services and the School Resource Officer.

- **School Resource Officer:** Trained by the Department of Homeland Security to identify and prevent human trafficking, the SRO educates school staff to identify the signs of human trafficking and connects "at risk" youth with prevention services. Prevention includes the Monrovia Police Department's Monrovia Anti-gang Intervention Committee (MAGIC) program which is designed for youth that are "at risk" of joining gangs, entering into criminal activity, or becoming homeless by habitually running away.

- **Village After School Program:** Provides before and after school supervision to the students of MUSD. Afternoon sup per is serviced for free to all students provided by the MUSD Food Services Department. Students are assisted with homework, enrichment and development.

- **Advancement Via Individual Determination Program (AVID):** Supports high school and junior high students to over come obstacles and achieve success regardless of their life circumstances. This program has proven to help students graduate and attend college at higher rates, but more importantly, helps them to think critically, collaborate with others, and set high expectations to confidently conquer the challenges that await them. 75% of AVID students are from a low socioeconomic status background, and 80% are underrepresented students. Nevertheless, they outper form their peers in crucial metrics nationwide, thus helping to prevent future homelessness.

- **Feed the Children Program:** The Los Angeles County Office of Education (LACOE) supports Monrovia's students whose families may be on the verge of homelessness by providing a donation to the MUSD Feed the Children Pro gram every other month. MUSD receives donations from various groups to support homeless and low-income family students.

- **Free Clothing and Backpacks:** LACOE provides gift cards to MUSD students in need to purchase clothing and back packs. Clothing, school supplies and backpacks are also donated to MUSD by the Monrovia Foothill Unity Center. Donation boxes are kept in the lobbies of City buildings, such as in the Police Department lobby.

- **Training:** MUSD staff are trained and given guidance by the LACOE on how best to support homeless and foster youth by connecting them with shelter, summer food sites when school is closed, and county medical assistance.

- **College Pathways and Careers:** MUSD enrolls at risk high school students into early college courses through Citrus Community College in Glendora. They are provided with student group support called Adelante, encouraging them to take college courses and taking them on field-trips to various colleges.

**In addition to all the resources offered by the City to combat homelessness, Monrovia is also actively involved with connecting people with those who provide services. Here are some examples of these partnerships.**

The Pasadena Superior Court provides free legal services and guidance through the self-help clinic with volunteers from the Bet Tzedek Justice for All attorneys. Services include directions on how to complete legal documents to protect an individual's rights, such as domestic violence restraining order form and fee waiver completion for low-income or homeless persons. Assistance is provided for families who need to obtain conservatorship over individuals not capable of caring for themselves. Pasadena Union Station, prior to the summer of 2017, was not providing Homeless Outreach Navigators to the City of Monrovia. All outreach prior to this time was conducted only by LAHSA. Today, Monrovia receives outreach navigators from both LAHSA, Union Station as well as LACDMH SB-82. All coordination for Monrovia is now being conducted through Union Station. Everyone in Monrovia will soon have access to the Coordinated Entry System through the launching of its new website, linking individuals directly to Union Station Homeless Services and Outreach Coordinators, who then can assign the appropriate case manager. Pasadena Union Station has been a partner with the City of Monrovia for decades by providing temporary shelter, case management services and connecting people to transitional housing.

Monrovia Saint Vincent De Paul Society provides financial assistance to prevent loss of housing from the inability to pay the mortgage or rent. They are affiliated with Immaculate Conception Catholic Church in Monrovia. Funds are received by the society through donations. Saint Vincent De Paul can provide transitional housing at their headquarters in downtown Los Angeles; however, beds are limited.

Masonic Assistance protects and nurture the most vulnerable members of their society in living in Monrovia through senior outreach and interim financial assistance. Their youth and family services provides integrated psychological care for youth who struggle with behavioral, academic, emotional or social difficulties, and free counseling for families experiencing complex life challenges, including divorce, the stresses of caring for a special needs child, and economic factors, such as job loss. They provide free eye care, and free speech therapy for youth with speech impediments, and free dentistry for children with special needs. Free medical care is provided for youth through their Shriner's Hospital in Pasadena, including pediatric orthopedics, burn care, cleft lip and palate, and spinal cord injury care.

Second Baptist Church in Monrovia provides meals and supplies for low-income families and those experiencing homelessness. Supplies include toiletries, clothing and items needed for a better quality of life. They provide financial assistance through their benevolence fund to help Monrovia families who are on the verge of becoming homeless. They also provide free school supplies for youth returning to school.

Church of Jesus Christ of Latter Day Saints in Monrovia provides financial assistance to their members living in Monrovia who may be on the verge of homelessness. Funds are provided through member donations to their benevolence fund. They also provide them with meals, clothing, toiletries or any other needed items to improve their quality of life. Support and counseling are provided free of charge to all members who need these services.

Pasadena American Red Cross provides food, shelter and other services to Monrovia families or individuals who have been displaced due to loss of housing from fire or earthquake. The City of Monrovia accesses their services when people have temporarily lost their homes due to emergency evacuation.

Pasadena Humane Society & SPCA is a contract agency for the City of Monrovia, providing the City with domestic animal control and care services. The Humane Society provides free pet food on a monthly basis to low-income or homeless persons in Monrovia. The pet food is provided to the Humane Society through donations from volunteers. They also provide low-cost vaccinations, free dog training classes and free shelter for pets belonging to homeless people who may not be able to take their pet with them to a temporary shelter or transitional housing.

Rehabilitation services for substance abuse is provided by American Recovery in Pomona, and the Salvation Army in Pasadena. In addition, staff tracks the availably of additional rehabilitation service locations as needed.

Pacific Clinics and Santa Anita Family Services in Monrovia provide mental health services for individuals and families who are in crisis and on the verge of becoming homeless, or already experiencing homelessness. Services are provided free of charge for low-income individuals and families which include parenting classes, individual therapy, empowerment groups for victims and survivors of domestic violence, anger management groups, chemical dependency groups, drug testing, drug diversion classes, drug prevention and intervention for adolescents, case management referrals to housing, shelters, food, clothing, veteran services, and Los Angeles County DCFS/DPSS support. Former Monrovia Police Chief Joseph Santoro and Pacific Clinics created the Mental Illness and Law Enforcement Systems (MILES) which provides mental health training to law enforcement and clinicians as well as assisting both groups to work more closely together to solve long term problems, such as combatting and preventing homelessness.

Monrovia Foothills Kitchen provides food, clothing, available job lists, connection to other social service organizations within Los Angeles County, temporary shelter, and a safe space to gather and feel welcome. These services are for people who are on the verge of becoming homeless or already experiencing homelessness.

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In early 2018, City staff began discussions with representatives from Mountainside Communion Church (Mountainside) regarding issues of homelessness, and the displacement of Monrovia residents due to increasingly high housing costs. The discussions were initiated in response to Mountainside becoming more engaged in issues related to housing affordability. Initially, these concerns were raised as members of the Mountainside church community started becoming displaced due to high housing costs in Monrovia. These individuals were forced to move to lower cost communities located east of Monrovia, and Mountainside became increasingly concerned about housing affordability locally.

In an effort to engage in productive discussions, Monrovia has partnered with Mountainside to identify different ways we can work together to address their concerns. From those discussions was born an idea to create a Housing Displacement Response Program in Monrovia. Key concepts within the program include:

- The Housing Displacement Response Program is designed to prevent homelessness for Monrovia residents by providing a "hand-up" to support current Monrovians who are in danger of displacement.

Through the program, those who are in danger of being displaced may apply for interim and temporary funds, but could only access those funds after engaging in a thorough review process that would include the following components:

- A process through which Monrovia residents who are identified as being in danger of displacement can apply for interim financial assistance to avoid becoming homeless.
- An overall assessment form and corresponding review process to identify the true needs of the applicant.
- Work with the applicant to develop a Transition Plan.
- The Transition Plan will be geared towards establishing a pathway to sustain a stabilized housing situation for the applicant within a set period of time.

As part of the partnership with Mountainside, Monrovia has committed a financial contribution of no more than $25,000 for the first year pilot program.

Monrovia's homelessness prevention effort extends beyond its current response strategies and has its roots in the City's partnership with the Monrovia Foothill Unity Center. The Foothill Unity Center has been assisting families and individuals in need for the past 40 years. The Foothill Unity Center was established through a collaboration of Monrovia's faith community who wanted to prevent homelessness and the displacement of families. The program includes a coordinated strategy to help people who needed assistance due to reasons such as a recent job loss or family crisis. This service has expanded to helping anyone who needed assistance throughout the San Gabriel Valley. Originally, the Foothill Unity Center provided food, social services, case management, volunteer opportunities, job training, job placement and, if necessary, temporary housing when available. The Unity Center today provides free medical assessments through Azusa Pacific University's School of Nursing, free eye care through the Tzu Chi Medical Foundation's mobile eye clinic, free medical care through Chap Care, free mail service, and free school supplies, backpacks and clothes for students in need in partnership with the Monrovia School District. They have expanded their infrastructure to include a food distribution center in Pasadena, and now have a new larger campus in Monrovia. For the past 25 years the Monrovia Police Department's Chief of Police, officers and staff, have volunteered their time to help with the Foothill Unity Center's annual Christmas and Thanksgiving food distribution providing food to thousands of families and individuals over the years. Monrovia is the only San Gabriel Valley City to volunteer at these events in an effort to help prevent and end homelessness.

This five-year homeless plan is designed to enhance efforts already taking place in the City of Monrovia to further address the needs of those at risk of becoming homeless or those already experiencing homelessness. It is also promoting increased cooperation and coordination with regional solutions and to align efforts with those of the Los Angeles County Homeless Initiative. The plan will coordinate and increase the capacity of existing programs and services, better coordinate outreach efforts and engagement activities, continue to educate and build community support for best practices. Monrovia will continue to work with neighboring city outreach teams, as well as regional organizations to develop evolving solutions and strategies to efficiently deploy resources thus maximizing the impact to end homelessness.

## Homeless Plan Process

In July 2017, Los Angeles County and the United Way launched a grant program available to cities for funding to develop a plan to address homelessness in collaboration with the County's Homeless Initiative and various service providers. The City of Monrovia viewed this grant as an opportunity to review and enhance current strategies as well as develop new goals, and in November 2017 received funding to develop the plan. In February 2018 Monrovia hosted a kick-off community meeting at the Monrovia Public Library, which was attended by the City Manager, several council members, department heads and over 80 members from the community.

From March - June 2018 City staff met with police department staff, fire department staff, community services staff, public works staff, library staff, code enforcement staff, neighborhood services staff, development and planning staff and staff from finance and accounting. The meetings provided an overview of the Measure H Homeless Initiative and the purpose and development of a City Homelessness Plan. Input received provided a view of what each department in the City was currently doing and how they were being impacted by homelessness. City staff then met with community groups, service providers, business owners, faith-based organizations, churches, non-profit service groups, and Azusa Pacific University in Monrovia. All groups received the same details regarding the City Plan, however, input from the different groups varied, which provided an expanded view of the impact homelessness was having on the community as a whole. City staff also met one-on-one with homeless individuals which provided insight into their perspective of what they believe they needed, as well as the difficulties they experienced from being homeless.

City staff facilitated the meetings, conducted research, and included the findings into the goals and strategies that should maximize Monrovia's response to ending homelessness.

## Goals and Supporting Actions

While Monrovia's homeless population has been decreasing through the partnerships the City entered into with LAHSA and other organizations; the vulnerability of the homeless residents is clearly present in City parks and in the Old Town District. The visibility has created an increased perception as it relates to homeless issues in Monrovia and has prompted the City to create a five-year plan to help direct its efforts to end homelessness.

The following six (6) goals and implementation steps were formulated from input received during community meetings and stakeholder interviews, as well as research into the data regarding homelessness in Monrovia, research from partnering agencies, and best practices / emerging opportunities. If a goal is related to a County Homeless Initiative strategy, it will be noted in the goal.

### Goal 1:

**Be relentless in our contact with anyone suffering from homelessness**

- City Staff to gather an enhances view of the homeless individuals in Monrovia and their unique circumstance

### Goal 2:

**Expand Community Coordination in support of ending homelessness**

- Develop service coordination between all community service groups

### Goal 3:

**Promote the use of the new Coordinated Entry System (CES)**

- Promote the use of the new Coordinated Entry System (CES) website by all service providers, community leaders, and residents.

### Goal 4:

**Develop educational materials to promote health and safety**

- Develop educational materials in partnership with the Los Angeles County Department of Health or the CDC to promote health and safety.

### Goal 5:

**Develop a Monrovia Centric Directed Giving program**

- Finalize planes with Foothill Unity Center to develop a "Monrovia Centric" Directed Giving program

### Goal 6:

**Develop a Housing Displacement Response Plan**

- Finalize plans with Mountainside as it relates to the Housing Displacement Response Plan

Monrovia City Manager's office will be responsible for oversight of the goals and their implementation, reporting progress to the City Council, and updating or adding new goals and implementation strategies. The plan will be reviewed annually and the City Manager's office will report on its progress and successes to the City Council.

## Goal 1:

**Be relentless in our contact with anyone suffering from homelessness**
**Homeless Initiative Strategy: D5, D7, E4, E7.**

### Action 1a

- Develop a confidential survey that enhances the outreach team leaders view of each of the 39 homeless residents in Monrovia.
- Measurement: Self-reporting survey.
- Ownership: City Manager's Office, Monrovia Homeless Outreach Team, and Public Services Staff
- Leveraged City Resources: City staff time.
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: 4 months - 1 year. Once every subsequent year as needed.

### Action 1b

- The survey data will be used to develop best practices for outreach staff and to provide updated training for staff on those best practices.
- Measurement: Results of self-reporting survey will dictate direction for best practices. Possible reduction in homeless persons in Monrovia.
- Ownership: City Manager's Office, Monrovia Homeless Outreach Team, and Public Services Staff
- Leveraged City Resources: City staff time.
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: 5 months - 1 year. Once every subsequent year as needed.

## Goal 2:

**Expand Community Coordination in support of ending homelessness**
**Homeless Initiative Strategy: A1, A5, D5, E6, E7, E14.**

### Action 2a

- Create a training power point about the Coordinated Entry System (CES) that will be used to train all service groups listed in this plan.
- Measurement: Power point and practical application of the CES to demonstrate how it works and why it's important to use it.
- Ownership: City Manager's Office, Monrovia Homeless Outreach Team, and Public Services Staff
- Leveraged City Resources: City staff time.
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: 5 months - 1 year.

### Action 2b

- Train all service groups listed in this plan and verify that they will be using the CES to coordinate all services available to end homelessness.
- Measurement: Increased use of the CES.
- Ownership: City Manager's Office, Monrovia Homeless Outreach Team, and Public Services Staff.
- Leveraged City Resources: City staff time.
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: 6 months - 1 year. Once every subsequent year thereafter as needed, especially if any of the service organizations hire new staff.

## Goal 3:

**Promote the use of the new Coordinated Entry System (CES) - This website is being funded by the Homeless Initiative.**
**Homeless Initiative Strategy: A1, A5, D5, E6, E7.**

### Action 3a

- Advertise the new CES website on the City's website and on resource guides and materials distributed to the public.
- Measurement: Increased use of the CES.
- Ownership: City Manager's office and Public Services Staff.
- Leveraged City resources: City staff time.
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: Immediately upon launching of the CES website - 6 months.

### Action 3b

- Host a community meeting to update the public on the progress of Monrovia's plan to end homelessness and educate attendees on how to use the CES. Provide community education at the Monrovia Area Partnership conferences and Neigh borhood Watch meetings.
- Measurement: Increased use of the CES.
- Ownership: City Manager's office, Monrovia Homeless Outreach Team, and Public Services Staff
- Leveraged City resources: City staff time.
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: Annually

## Goal 4:

**Develop educational materials to promote health and safety**
**Homeless Initiative Strategy: D5, E4.**

### Action 4a

- Partner with these two organizations to develop materials that can be used to promote health and safety for everyone in the community. This could prevent food from rotting in parks where children play.
- Measurement: Visibly cleaner and healthier parks and public spaces.
- Ownership: City Manager's Office and Public Services Staff
- Leveraged City resources: City staff time, and cost of publication.
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: 5 months - 1 year.

### Action 4b

Distribution of materials with an invitation to those who developed the materials assist in passing them out. The distributors will be able to contact the recipients thereby providing them the opportunity for dialogue.

- Measurement: Visibly cleaner and healthier parks and public spaces.
- Ownership: City Manager's Office, Monrovia Homeless Outreach Team, and Public Services Staff
- Leveraged City resources: City staff time.
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: 5 months - 1 year, and annually as needed.

## Goal 5:

**Develop a Monrovia Centric Directed Giving program**
**Homeless Initiative Strategy: A1, A5, D7, E6, E7, E8.**

### Action 5a

- Educate the community about the importance of giving to supportive services as opposed to giving directly to the homeless individual, then direct that individual to receive help from the support services. Post street signs at freeway off-ramps to educate the public to only give to support services and to direct individuals to go to those services.
- Measurement: Increased admissions into support service organizations, which then can connect the individual into the CES.
- Ownership: City Manager's Office, Monrovia Homeless Outreach Team, and Public Services Department Staff
- Leveraged City resources: City staff time, cost of signs.
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: 5 months - 1 year, and annually thereafter as needed.

### Action 5b

- Expand the City's directed giving methods by considering the use of directed giving parking meters in strategic locations around Monrovia. Meters purchased through the Flintridge Center or other venders. Meters accept cash, coin or credit cards.
- Measurement: Increased admissions into support service organizations, which then can connect the individual into the CES.
- Ownership: City Manager's Office and Public Services Department Staff
- Leveraged City resources: City staff time, and possibly the cost of meters unless donated or privately purchased through sponsorship.
- Associated Policy Changes: No policy changes are required for this action at this time.
- Timeline: 1 year - 5 years.

## Goal 6:

**Develop a Housing Displacement Response Plan**
**Homeless Initiative Strategy: A1, A, B8, D7, E8**

### Action 6a:

- Finalize plans as it relates to the Housing Displacement Response Plan. Key concepts within the program include applicant review process, applicant need assessment, transition plan development, and sustainability
- Measurement: Completed process development and trained staff on review
- Ownership: City Manager's Office and Public Services Department Staff
- Leveraged City resources: City Staff time and $25,000 to support pilot program
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: 1 year

### Action 6b

- Implement the Housing Displacement Response Plan
- Measurement: Number of families assisted by the program who avoided homelessness
- Ownership: City Manager's Office and Public Services Department Staff
- Leveraged City resources: City Staff time and $25,000 to support pilot program
- Associated Policy Changes: No policy changes are required for this action at this time.
- Timeline: 1year

## Appendix A: City Planning Activities Related to Los Angeles County Homeless Initiative Strategies

A1. Homeless prevention for families - currently participating.
A5. Homeless prevention for individuals - currently participating.

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B3. Partner with cities to expand rapid rehousing -
B4. Facilitate utilization of federal housing subsidies -
B6. Family reunification housing subsidies -
B7. Interim/Bridge housing for those exiting institutions -
B8. Housing choice vouchers for permanent supportive housing –

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C1. Enhance the CalWORKs subsidized employment program for homeless families -
C2. Increase employment for homeless adults by supporting social enterprise -
C4-6. Countywide supplemental security, Social Security disability income, and veteran benefits advocacy - currently participating.
C7. Subsidize employment for homeless adults -

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D2. Jail in-reach -
D5. Support for homeless case managers - currently participating.
D6. Criminal record clearing project -
D7. Provide services for permanent supportive housing -

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E4. First responders training - currently participating.
E5. Decriminalization policy -
E6. Expand countywide outreach system - currently participating.
E7. Strengthen the Coordinated Entry System (CES) - plan to participate.
E8. Enhance the emergency shelter system -
E10. Regional coordination of Los Angeles County Housing agencies - currently participating.
E14. Enhance services for transition age youth - currently participating.

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F1. Promote regional SB2 compliance and implementation - currently compliant with state regulations.
F2. Linkage fee Nexus study -
F4. Development of second dwelling units program – in compliance.
F5. Incentive zoning/value capture strategies – Monrovia utilizes density bonus (SB-1818).
F6. Using public land for homeless housing -
F7. Preserve and promote the development of affordable housing for homeless families and individuals – Monrovia promotes development through high density zoning.
F7. Housing innovation fund (one-time) -

# CITY PLAN TO PREVENT AND COMBAT HOMELESSNESS TEMPLATE

## Planning Context

As Measure H resources are deployed to combat and prevent homelessness throughout Los Angeles County, each City in the County can broaden the collective impact and accelerate change by undertaking a locally specific City Plan to Combat Homelessness. This Plan template is intended to assist your City in undertaking a comprehensive assessment of homelessness in your local jurisdiction, assessing the resources currently available to address the challenge, identifying opportunities for City and County collaboration and marshalling a plan to collaborate in the implementation of identified strategies.

## 1. City and Plan Information

| Name of City | Period of Time Covered by Plan | Date of Plan Adoption |
|---|---|---|
| City of Montebello | 2018-2021 | June 27, 2018 |

## 2. Why is the City working to develop and implement a homelessness plan?

According to the Los Angeles Homeless Services Authority (LAHSA), the City of Montebello (City) experienced an increase in its homeless population from 2016 to 2017. In 2017, LAHSA identified 362 people experiencing homelessness in the City—an increase from 52 people in 2016. In 2017, most of the homeless individuals identified in the City were living in RVs/Campers, cars, vans, and makeshift shelters.

The City is committed to working with the local community, neighboring cities, public agencies, and regional bodies to develop strategies that will equitably distribute homeless housing and services across the San Gabriel Valley according to need. Specifically, the Plan aims to achieve the following overarching goals to address homelessness:

- Reduce the impact of homelessness within the City
- Align City resources with County investments
- Improve quality of life for all residents

## 3. Describe your City's planning process

The City coordinated a series of stakeholder input meetings and interdepartmental interviews over the course of six months with the assistance of LeSar Development Consultants (LDC). The input sessions educated stakeholders about best practices in addressing homelessness, current city efforts to prevent and combat homelessness, and solicited feedback about the challenges and opportunities related to addressing homelessness in the City. The meetings engaged a broad network of stakeholders from public, private, and non-profit sectors, including city departments directly serving or impacted by homelessness, service providers, residents, and community and business leaders.

- Input Session #1: City Departments
    - Attendees included the following departments: Montebello Police Department, Montebello Fire Department, LA County Department of Mental Health, Los Angeles County Sheriff's Department, Public Works, Planning, Parks & Recreation, Code Enforcement, and Administration

- Input Session #2: Service Providers, Faith-Based Organizations, and Chamber of Commerce
    - Attendees included Mayor Pro Tem Jack Hadjinian and representatives from the following organizations: Montebello Chamber of Commerce, PATH, Whole Child,

Montebello Unified School District, Jovenes, Habitat for Humanity, East San Gabriel Valley Coalition for the Homeless, and Heart of Compassion

- Input Session #3: Service Providers, Faith-Based Organizations, and Gateway Cities Council of Governments
  - Attendees included the Gateway Cities COG representative, as well as representatives from the following local faith-based organizations and service providers: PATH, Whittier First Day Coalition, West LA Veterans Affairs Kekoa Veteran Foundation, New Hope Extended Living, The Lords Grace Church, Heart of Compassion, Park Avenue Christian Church, New Harvest Christian Fellowship, and Montebello Plymouth Congregation Church

- Input Session #4: Community Meeting
  - Attendees: Members from the local community

## 4. What are the goals of the City's plan and related actions? Review the example below, then respond to the prompts for your own City goals. Add sections for additional goals if needed.

**GOAL #1**

1. **Goal**
   Better understand the City's homeless population

2. **Supporting Action(s)**

   a) Explore and identify homeless staff to assist the City of Montebello in coordinating with regional partners and overseeing the implementation of the Montebello Homelessness Plan
      i. Engage in a discussion with neighboring cities in the feasibility of sharing a dedicated homeless staff among cities

   b) Collect data on the City homeless population and analyze the data to inform decision making
      i. Work with PATH and Whittier First Day to analyze CES and Homeless Management Information System (HMIS) data on homelessness in Montebello - Including responses to the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) assessment and other indicators of a person's overall health and wellbeing
      ii. Analyze the data to determine the acuity score to identify appropriate housing intervention strategies in the City as resources and funding become available

3. **Associated policy change(s)**
   No associated policy changes

4. **Goal Measurement**
   - Homeless coordinator designated for the City
   - Summary report of homeless data with analysis

5. **Goal ownership**
   Homeless Coordinator, PATH, Whittier First Day

6. **Leveraged City Resources**
   City staff time

7. **Timeline**
   Year 1

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**GOAL #2**

1. **Goal**
   Coordinate with regional partners on homelessness plan implementation
   - E6: Expand Countywide Outreach System
   - E7: Strengthen the Coordinated Entry System

2. **Supporting Action(s)**

   a) Participate in regional coordination activities with the San Gabriel Valley Council of Governments and partnering cities (E6: Expand Countywide Outreach System; E7: Strengthen the Coordinated Entry System
      i. Identify and coordinate shared resources
      ii. Participate in the forthcoming Regional Riverbed Cities Workgroup convened by SGVCOG to develop a strategy to reduce homeless encampments along the riverbeds in the San Gabriel Valley region to address public health and public safety concerns in the community
      iii. Identify "hotspot" locations for engagement
      iv. Identify and facilitate the relocation of encampment inhabitants into shelters or other housing
      v. Learn best practices in addressing encampments located in the riverbeds
      vi. Work with SGVCOG to develop a joint outreach strategy with other cities to refer homeless individuals along the riverbed to housing and services
      vii. Montebello to apply a similar outreach strategy to address homeless encampments located at the City's parks, public library, and businesses
      viii. Host town hall meetings to educate community members on homeless issues and solutions along the riverbeds

3. **Associated policy change(s)**
   No associated policy changes

4. **Goal Measurement**
   - Participation in activities related to regional coordination of homelessness plan implementation
   - Shared resources
   - Interjurisdictional Partnerships
   - Number of town hall meetings hosted

5. **Goal ownership**
   Homeless coordinator

6. **Leveraged City Resources**
   City staff time

7. **Timeline**
   Year 1; ongoing

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**Goal #3**

1. **Goal**
   Explore the feasibility of shelter options and services
   - B7: Interim/Bridge Housing for those Existing Institutions
   - D5: Support for Homeless Case Managers
   - E6: Expand Countywide Outreach System
   - E8: Enhance the Emergency Shelter System

2. **Supporting Action(s)**

   a) Identify public and privately-owned sites for development of an emergency shelter and pursue funding for shelter development, operation, and services
      i. Pursue Measure H acquisition/rehab funding (Strategy E8) and other County Homeless Initiative capital funds
      ii. Pursue Measure H funding (Strategy B7) for shelter beds serving as interim/bridge housing for persons exiting institutions
      iii. Identify community organizations and individuals interested in sponsoring shelter beds
      iv. Consider MOU with other cities that can contribute funding/resources to accommodate shelter referrals from their jurisdiction

   b) Identify underutilized public-owned sites for development of an access center serving homeless individuals and families
      i. Potential office space for local homeless service providers (e.g., PATH, Whole Child, Whittier First Day, Jovenes, etc.)
      ii. VI-SPDAT assessment and CES access point
      iii. Portable showers, bathrooms
      iv. Storage facility
      v. Medical and mental health services
      vi. Transportation vouchers for access to offsite services
      vii. Explore converting underutilized municipal buses to be used for services, such as mobile showers, service clinics, etc.

   c) Explore a temporary safe parking program that will provide a safe place for those living in their vehicles to stay overnight and be connected to services (D5: Support for Homeless Case Managers, E6: Expand Countywide Outreach System)
      i. Identify public or privately-owned locations suitable for establishing a temporary safe parking program
      ii. Explore potential partners and funding opportunities to operate the program
      iii. Explore options for onsite mobile showers and mobile health unit
      iv. Link safe parking program to the Coordinated Entry System (CES)
      v. Include security onsite

3. **Associated policy change(s)**
   No associated policy changes

4. **Goal Measurement**
   - Sites identified and vetted for potential shelters, access center, and safe parking lot program
   - Decision made regarding pursuit of opportunities
   - List of potential services onsite for the access center
   - Funding sources and partnerships established for the safe parking lot program

5. **Goal ownership**
   City Planning & Community Development, CES leads, other partners

6. **Leveraged City Resources**
   City staff time

7. **Timeline**
   Year 1-3

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**GOAL #4**

1. **Goal**
   Promote the development of affordable housing
   - F2: Linkage Fee Nexus Study
   - F6: Using Public Land for Homeless Housing
   - F7: Incentive Zoning/Value Capture Strategies

2. **Supporting Action(s)**

   a) Strengthen policies that facilitate the development of affordable, bridge, and supportive housing. Explore feasibility of developing or expanding
      i. Incentive zoning policies (e.g., density bonus)
      ii. Housing overlay zoning
      iii. Development agreements
      iv. Ease restrictions for Accessory Dwelling Units (ADU)

   b) Pursue strategies that generate funding to develop affordable and supportive housing
      i. Explore the feasibility of a linkage fee or inclusionary housing program as a strategy to generate revenue sources to fund the development of more affordable housing

   c) Identify blighted or underutilized sites for affordable and supportive housing development
      ii. Generate list of all public and private underutilized properties within and surrounding the city that are potentially suitable for affordable housing development
      iii. Engage affordable housing developers and property owners when applicable to discuss development opportunities

3. **Associated policy change(s)**
   Potential policy changes and revised ordinances related to incentive zoning policies, housing overlay zoning, and accessory dwelling units.

4. **Goal Measurement**
   - Policy and updated ordinances to promote the development of affordable housing
   - Potential sites identified for affordable housing
   - Draft feasibility studies prepared for linkage fee and inclusionary housing

5. **Goal ownership**
   City Planning & Community Development

6. **Leveraged City Resources**
   City staff time

7. **Timeline**
   Year 1; ongoing

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**GOAL #5**

1. **Goal**
   Enhance current homelessness engagement activities
   - E4: First Responders Training
   - E7: Strengthen the Coordinated Entry System

2. **Supporting Action(s)**

   a) Ensure First Responders in <ontebello participate in the County's First Responders Training and the Law Enforcement Homeless Outreach Services Team (HOST) Program
      i. Attend the County's First Responders Training as a prerequisite to participate in the Law Enforcement Homeless Outreach Services Team (HOST) Program
      ii. Execute the Memorandum of Agreement (MOA) between the County of Los Angeles and other agencies in connection with the County Homeless Initiative
      iii. Develop and implement a protocol to submit documentation and invoices (e.g., number of hours of outreach conducted, number of homeless individuals contacted, types of services provided, etc.) of homeless outreach activities eligible for reimbursement, including making referrals to housing, rehabilitative services, and support

   b) Enhance the existing homeless resource guide of available services and facilities supporting those who are currently homeless or on the brink of becoming homeless
      i. Work with faith-based organizations and other homeless service providers
      ii. Make the hard copies of the guide available for the community, including local businesses and the public library, as well as make it available online

   c) Continue to participate in the LAHSA Greater Los Angeles Homeless Count
      i. Encourage community members to volunteer for the annual Greater Los Angeles Homeless Count to increase engagement between leaders, residents, and stakeholders, as well as to ensure an accurate count of homeless individuals

3. **Associated policy change(s)**
   Update the Police Department protocol to facilitate the recommendations from the First Responders training, if necessary

4. **Goal Measurement**
   - Number of first responders trained
   - MOA executed with the LA County and other agencies
   - Number of homeless individuals entered in the Coordinated Entry System and referred to services
   - Completion of the updated resource guide
   - Number of volunteers for the homeless count

5. **Goal ownership**
   Police Department; Fire Department; Homeless Coordinator

6. **Leveraged City Resources**
   City staff time

7. **Timeline**
   Years 1; ongoing

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**GOAL #6**

1. **Goal**
   Expand access to workforce development and employment programs
   - C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families

2. **Supporting Action(s)**

   a) Encourage the Chamber of Commerce and local businesses to participate in the CalWORKS program
      i. Collaborate with the Chamber of Commerce and local businesses

3. **Associated policy change(s)**
   No associated policy changes.

4. **Goal Measurement**
   Annual increase in the number of local businesses employing homeless and formerly homeless people through the CalWORKS program (administered by the County of Los Angeles)

5. **Goal ownership**
   Homeless Coordinator

6. **Leveraged City Resources**
   City staff time

7. **Timeline**
   Year 1; ongoing

## 5. Identify City employees or other staff who will lead implementation of the plan.

### Table 1: Primary Contact for Plan Implementation

| Name & Position | Address & Email | Phone | % of Time |
|---|---|---|---|
| Andrew Pasmant<br>City Manager | 1600 W. Beverly Boulevard<br>Montebello, CA 90640<br>APasmant@cityofmontebello.com | 323-887-1437 | 50% |
| Danilo Batson<br>Assistant City Manager | 1600 W. Beverly Boulevard<br>Montebello, CA 90640<br>DBatson@cityofmontebello.com | 323-887-1462 | 50% |

## 6. Describe the City's participation or plans to participate in any new or ongoing collaborative efforts, within the City and/or with other cities and/or in the Service Planning Area.

The City is planning to participate on cohort calls with the San Gabriel Valley Council of Governments in an effort to address homelessness issues throughout the region.

## 7. Review specific County Homeless Initiative Strategies from the table below and consider how the City could collaborate and align planning efforts to achieve mutual goals.

For each of the County Homeless Initiative Strategies listed in the table below, identify whether the City plans to participate in the Strategy's implementation and/or if the City is currently participating in the Strategy's implementation. If the City is already participating in the implementation of any of the Strategies, please attach an explanation.

- The City is already in compliance with SB2.

### Table 2: City Planning Activities tied to County Homeless Initiative Strategies

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☐ | ☐ | A1. Homeless Prevention for families |
| | ☐ | ☐ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☐ | ☐ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☐ | ☐ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☐ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☒ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☐ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☒ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☐ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |

| | | | |
|---|---|---|---|
| | ☐ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☐ | ☐ | C7. Subsidize Employment for Homeless Adults |
| | **Plan to participate** | **Currently participating** | **County Homeless Initiative Strategies** |
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☒ | ☐ | D5. Support for Homeless Case Managers |
| | ☐ | ☐ | D6. Criminal Record Clearing Project |
| | ☐ | ☐ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☒ | ☐ | E4. First Responders Training |
| | ☐ | ☐ | E5. Decriminalization Policy |
| | ☐ | ☐ | E6. Expand Countywide Outreach System |
| | ☒ | ☐ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☒ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☐ | ☐ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☐ | ☐ | E14. Enhance Services for Transition Age Youth |
| **F – Increase Affordable/ Homeless Housing** | ☐ | ☒ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☒ | ☐ | F2. Linkage Fee Nexus Study |
| | ☐ | ☐ | F4. Development of Second Dwelling Units Program |
| | ☒ | ☐ | F5. Incentive Zoning/Value Capture Strategies |
| | ☒ | ☐ | F6. Using Public Land for Homeless Housing |
| | ☐ | ☐ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☐ | ☐ | F7. Housing Innovation Fund (One-time) |

# CITY PLAN TO PREVENT AND COMBAT HOMELESSNESS
# CITY OF NORWALK

## 1. City and Plan Information

| Name of City | Period of Time Covered by Plan | Date of Plan Adoption |
|---|---|---|
| Norwalk | July 1, 2018 - June 30, 2021 | April 10, 2018 |

## 2. Why is the City working to develop and implement a homelessness plan?

The City of Norwalk has experienced a significant increase in its total homeless population, from 256 people in 2016 to 469 people in 2017. Although Norwalk saw an increase in the City's sheltered count the majority of the increase was in the unsheltered count that includes those living on the streets, in cars, or other places not meant for human habitation (from 159 in 2016 to 279 in 2017). This increase is similar to the increase in homelessness experienced by neighboring cities in Service Planning Area (SPA) 7, other cities across Los Angeles County, and the entire West Coast. Of those living unsheltered in Norwalk on the night of the 2017 Point In Time (PIT) Count 27% (74 persons) were living outside, 56% (155 persons) were living outside in a tent or other form of makeshift shelter, and 18% (50 persons) were living in a car, RV, or van. Regarding those counted as sheltered, it should be noted that the City of Norwalk does not have a shelter so all sheltered persons on the night of the PIT Count were staying in motels through the provision of vouchers by the County Department of Public Social Services.

At the current time is hard to ascertain "who" is experiencing homelessness within the City limits because of data limitations, however demographic data is available at the SPA level from the 2017 PIT Count which includes surrounding cities. The following data provides a snapshot of who was experiencing homelessness in SPA 7 in 2017:[1]

- 76% were unsheltered and living outside while 24% were in some form of temporary shelter accommodations
- 67% were single adults, 14% were families, and 19% were youth and young adults
- 33% were female, 66% were male, and .3% were transgender
- 71% were Hispanic/Latino, 17% were white, 11% were African American, and 1% identified as other
- 5% were age 62 and up, 14% between the ages of 55-61, 52% between the ages of 25-54, 18% between the ages of 18-24, and 11% were under the age of 18
- 3% were United States Veterans
- 18% were considered chronically homeless, meaning that they have lengthy or repeated histories of homelessness along with a long-term disability such as mental illness, substance use disorder, or a physical health problem
- 11% had a mental illness, 10% had a substance use disorder, and 1% had HIV/AIDS
- 23% have experienced domestic/intimate partner violence in their lifetime

Because of the vulnerability of the homeless population and the increases in persons experiencing homelessness within the City, the City of Norwalk committed to creating a homeless plan that will guide the City over the course of 3 years with preventing and combatting homelessness. Specifically, the City of Norwalk decided to create a homeless plan for the following reasons:

[1] Los Angeles Homeless Services Authority – Homeless Count 2017 SPA 7 Fact Sheet

1. To create a City-specific homeless plan that outlines a common vision and strategy for the City to adopt and implement. The City, although a part of the Gateway Cities Council of Governments (GCCOG) which created a homeless plan several years ago, has never had its own homeless plan with key goals developed by the City.
2. To Improve the lives of all City residents including those experiencing homelessness or at risk of homelessness and ensure the use of best practices
3. To address the increase in homeless persons within the City jurisdiction, especially those living unsheltered and decrease the cost to City departments such as Public Services, Public Safety, and Recreation and Parks Services, who are responding to trash, vandalism, calls for service, and encampments.
4. To position itself and align with Los Angeles County Homeless Initiative goals to better take advantage of forthcoming Measure H and other County funding opportunities to address City residents experiencing homelessness.
5. To position itself with forthcoming state funding to increase housing opportunities for those experiencing homelessness within the City
6. To better coordinate housing and services among partners within the City as well as better coordinate housing and services with the broader GCCOG, SPA 7, and County of Los Angeles.

Although the City witnessed an increase in homelessness from 2016 to 2017, the City has been working hard to address the issue. The City includes two key departments that are responsible for addressing the issue; the City Department of Social Services and the City Housing Authority. Although these two departments are primarily tasked with addressing homelessness in the City, many other City departments are severely impacted by homelessness including Public Safety, Public Services, and Recreation and Parks Services. The City also works closely with various non-profits, the faith-based community, schools, business sector, healthcare partners, and advocates to address the issue.

### 3. Describe your City's planning process

The City plan was created through a collaborative process that included the input of multiple stakeholders from different sectors. Key activities of the plan process included multiple input sessions targeted to different stakeholders including the City Council, City Departments, Homeless Services Provider partners including Coordinated Entry System (CES) leads, County departments, and the Los Angeles Homeless Services Agency (LAHSA), the general public including current and formerly homeless individuals via the Social Services Commission meeting, and the faith-based community (See Appendix C. for a list of organizations who provided input to plan). As a part of each stakeholder input session, groups were asked to provide feedback on the challenges of homelessness within the City as well as to provide input into possible strategies, many of which make up the approved goals and strategies for the City within the plan.

### 4. What are the goals of the City's plan and related actions? Review the example below, then respond to the prompts for your own City goals. Add sections for additional goals if needed.

| **Goal 1: Better Understand the Population and Impacts, and Educate the Community** |
|---|
| **Action 1a:** Collect data specifically on the City of Norwalk's homeless population and analyze to inform decision making |
| **Action 1b:** Quantify the costs incurred to City departments for managing homelessness |
| **Action 1c:** Provide on-going education to key stakeholders and the public on homelessness in Norwalk, impacts, and best practices for solving the issue |

| | | | | |
|---|---|---|---|---|
| **Action 1d:** Ensure the County of Los Angeles provides training to first responders in the City and engage the County for conducting training to other City departments *(E4: First Responder Training)* | | | | |
| **Action 1e:** Create a City policy outlining the City's response to homelessness and commitments to best practices, including Housing First | | | | |
| **Action 1f:** Develop Educational Materials or Toolkits To Be Distributed to Community Stakeholders Including Churches on Available Resources | | | | |
| **Action 1g:** Place homelessness as a standing quarterly topic on the Social Services Commission and Public Safety Commission meeting agenda to allow the general public, stakeholders, business owners, and those experiencing homelessness to have a voice to share concerns, solutions, and educate others | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| There are no associated City policy changes for this goal. | The following are specific measurements to ensure completion for each action:<br><br>1a: Summary report of City homeless data with analysis<br><br>1b: Summary report with estimated costs across all City departments<br><br>1c: At minimum, provide updates to City Council on Plan<br><br>1d: Completed training to Norwalk first responders<br><br>1e: Adopted policy by City Council<br><br>1f: Completed educational materials<br><br>1g: Homelessness on Social Services Agenda quarterly | Director of Social Services | City staff time to accomplish goals and actions. | The following are anticipated completed timelines from plan adoption:<br><br>1a: 6 months<br>1b: 6 months<br>1c: Ongoing<br>1d: 6 months<br>1e: 9 months<br>1f: 3 months and ongoing |

| **Goal 2: Improve Coordination of Housing and Services Among City and Key Stakeholders** |
|---|
| **Action 2a:** Increase coordination among City departments as well as regional outreach partners and the Coordinated Entry System and ensure City staff are educated and trained in using the County Web-Based Communication Platform for outreach requests *(E6: Countywide Outreach System and E7: Strengthen the Coordinated Entry System)* |
| **Action 2b:** Create a City protocol for addressing encampments that will align with partner protocols such as County Sheriff's Department, the Rail Road, and Caltrans *(E6: Countywide Outreach System and E7: Strengthen the Coordinated Entry System)* |

| | | | | |
|---|---|---|---|---|
| **Action 2c:** Consider allocating a portion of Public Safety staff time towards outreach coordination and services *(E6: Countywide Outreach System and E7: Strengthen the Coordinated Entry System)* | | | | |
| **Action 2d:** Create faith-based homeless committee to ensure coordination and connection with regional faith-based efforts and explore new opportunities for partnerships | | | | |
| **Action 2e:** Increase coordination with local school districts including Cerritos College who may have students experiencing homelessness and/or food insecurity | | | | |
| **Action 2f:** Continue Housing Authority participation in regional coordination of LA County Housing Authorities Homeless Issues Roundtable *(E10: Regional Coordination of Los Angeles County Housing Authorities)* | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 2b: Will require drafting of new protocol and revising of any existing policies and protocols | The following are specific measurements to ensure completion for each action:<br><br>2a: Creation of City Department Committee on Homelessness and completed training on Outreach Web-Based portal<br><br>2b: Adopted protocol by City Council<br><br>2c: Decision made regarding allocation of staff time to outreach<br><br>2d: Creation of Committee and first meeting<br><br>2e: Initial meeting between City and school districts/colleges and ongoing communication<br><br>2f: Continued attendance | Director of Social Services (2a-2e)<br><br>Housing Authority Manager (2f) | Staff time to assist with coordination activities and participate in regional meetings<br><br>Space at City facilities to hold meetings | The following are anticipated completed timelines from plan adoption:<br><br>2a: 3 months and ongoing<br>2b: 6 months<br>2c: 6 months<br>2d: 2 months<br>2e: 3 months and ongoing<br>2f: Ongoing |

| **Goal 3: Explore the Creation of Immediate Short-Term Solutions** |
|---|
| **Action 3a:** Increase City coordination with Homelessness Prevention Programs for families and single adults and ensure City funds currently dedicated to prevention are coordinated with CES *(A1: Homeless Prevention Program for Families and A5: Homeless Prevention Program for Single Adults)* |
| **Action 3b:** Identify underutilized public property/land (City, County, State) that could be used for a year-round Crisis and Bridge Housing Program and explore creation of program *(B7: Interim Housing for those Exiting Institutions and E8: Enhance the Emergency Shelter System)* |

| | | | | |
|---|---|---|---|---|
| **Action 3c:** Engage the County of Los Angeles, neighboring cities, and other stakeholders to provide funding for Crisis and Bridge Housing Program *(B7: Interim Housing for those Exiting Institutions and E8: Enhance the Emergency Shelter System)* | | | | |
| **Action 3d:** Explore the use of City facilities or other community locations to host occasional County Criminal Record Clearing Project events with the Public Defender that assist individuals clear/remove criminal records so as to remove barriers to housing and employment *(D6: Criminal Record Clearing Project)* | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 3a: Direct current prevention funding to align with CES<br><br>3b: Update any zoning policies to allow shelter depending on site | The following are specific measurements to ensure completion for each action:<br><br>3a: Alignment of Prevention funding with CES<br><br>3b: Completed list of all potential property and decision on creation of shelter<br><br>3c: Depending on 3b, executed contract with County for services<br><br>3d: Agreement with County to provide location for occasional project | Director of Social Services and Housing Authority Manager<br><br>Planning Manager (3b) | 3a: Leverage current prevention funds to coordinate with CES<br><br>3b: City land as necessary<br><br>3d: Use of City facility space such as Social Services building | The following are anticipated completed timelines from plan adoption:<br><br>3a: 9 months<br>3b: 12 months<br>3c: Dependent on 3b<br>3d: 3 months |

| | | | | |
|---|---|---|---|---|
| **Goal 4: Develop New Strategies to Increase Income through Employment and Public Benefits Attainment** | | | | |
| **Action 4a:** Explore creation of City Employment Model to provide temporary and permanent jobs *(C1: Enhance the CalWORKS Subsidized Employment Program for Homeless Families)* | | | | |
| **Action 4b:** Engage Chamber of Commerce and business community and explore providing incentives to businesses to hire homeless individuals, provide Job Training Programs, or become an employment site through local workforce development and/or CalWORKS programs *(C1: Enhance the CalWORKS Subsidized Employment Program for Homeless Families)* | | | | |
| **Action 4c:** Ensure City Departments and other partners are educated on County programs that provide SSI/SSDI/Veterans benefits advocacy and understand referral process *(C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness and C5: Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness)* | | | | |
| **Associated Policy Changes** | **Measurement** | **Ownership** | **Leveraged City Resources** | **Timeline** |
| There are no associated City policy changes for this goal. | The following are specific measurements to ensure completion for each action: | Director of Social Services | Staff time to assist with coordination activities and | The following are anticipated completed timelines from plan adoption: |

| | | | | |
|---|---|---|---|---|
| | 4a: Research other City employment models and make recommendation to City Council<br><br>4b: Completed discussion with Chamber<br><br>4c: Completed training with City departments | | participate in meetings as necessary<br><br>4b: Potential funding for incentive payments | 4a: 18 months<br>4b: 18 months<br>4c: 6 months |

| **Goal 5: Create New Supportive and Affordable Housing Opportunities** | | | | |
|---|---|---|---|---|
| **Action 5a:** Enhance landlord engagement strategies, such as workshops, signing bonuses, and damage mitigation funds *(B4: Facilitate Utilization of Federal Housing Subsidies)* | | | | |
| **Action 5b:** Explore using current funds for Rapid Re-Housing to partner with County and expand program to serve more households *(B3: Partner with Cities to Expand Rapid Re-Housing)* | | | | |
| **Action 5c:** Housing Commission to explore prioritizing the use of turnover Housing Choice Vouchers for homeless Individuals and families for Supportive Housing and engage County of Los Angeles for supportive services funding, and consider HACoLA's Homeless Incentive Program to fund landlord engagement *(B4: Facilitate Utilization of Federal Housing Subsidies, B8: Housing Choice Vouchers for Permanent Supportive Housing, and D7: Provide Services for Supportive Housing)* | | | | |
| **Action 5d:** Explore sites for the development of supportive and affordable housing that includes City owned property, private property, potential church owned property, and existing hotels/motels that could be acquired and rehabbed *(F6: Using Public Land for Homeless Housing and F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals)* | | | | |
| **Action 5e:** Identify and make available funding for supportive housing and new affordable housing units, such as project-based vouchers, HOME, and Low and Moderate Income Housing Asset Funds *(F6: Using Public Land for Homeless Housing and F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals)* | | | | |
| **Associated Policy Changes** | **Measurement** | **Ownership** | **Leveraged City Resources** | **Timeline** |
| 5a: Approval of funding for engagement programs<br>5b: Update Housing Authority Administrative Plan<br><br>5d: Establish policy for the use of the Low and Moderate Income Housing Asset Funds | The following are specific measurements to ensure completion for each action:<br><br>5a: Executed Landlord Engagement model that includes proposed enhancements<br><br>5b: City decision to move forward with RRH partnership with County<br><br>5c: Housing Authority decision on using turnover vouchers | Housing Authority Manager<br><br>Planning Manager (5d) | 5a: City or Housing Authority funds for landlord engagement strategies<br><br>5b: Turnover Housing Choice Vouchers<br><br>5d: Housing Choice Vouchers, HOME, and Low and Moderate Income Housing Asset Funds | The following are anticipated completed timelines from plan adoption:<br><br>5a: 12 months<br>5b: 12 months<br>5c: 18 months and ongoing<br>5d: 24 months<br>5e: 24 months |

| | | | | |
|---|---|---|---|---|
| | 5d: Identification of potential property/land<br><br>5e: City Council decision to use funds for housing development | | | |

## 5. Identify City employees or other staff who will lead implementation of the plan.

**Table 1: Primary Contact for Plan Implementation**

| Name & Position | Address & Email | Phone | % of Time |
|---|---|---|---|
| Veronica Garcia, Social Services Director | City of Norwalk<br>12700 Norwalk Blvd<br>Norwalk, CA 90650<br><br>vgarcia@norwalkca.gov | (562)-929-5506 | 25% |

## 6. Describe the City's participation or plans to participate in any new or ongoing collaborative efforts, within the City and/or with other cities and/or in the Service Planning Area.

The City and its partners are currently providing and participating in the following activities:

- The City provides nearly $1 million per year in CDBG funds for housing rehabilitation, commercial façade improvements, job training, and other social service programs.
- The Housing Authority administers 705 Housing Choice Vouchers (HCV) yearly to low-income qualifying households
- City staff participate in various community and regional groups on homelessness including the Homeless Issues Roundtable, SPA 7 Los Angeles Homeless Services Authority (LAHSA) Homeless Coalition Meetings, GCCOG Homelessness Committee, and the Local Coordinating Area meeting.
- City staff partner with the Norwalk-La Mirada Unified School District to ensure supports and services are providing to children who are homeless and attending school
- City staff coordinate with the LA County Sheriff's Department on issues related to homelessness
- City staff work with Coordinated Entry System Partners including PATH, who provides street outreach services and is the SPA 7 lead for single adults, the Whole Child who is the family lead, and Jovenes who operate the youth system.
- The Social Services Department operates the Social Services Center and the Senior Center providing an array of activities and services available to all Norwalk residents including those experiencing homelessness.
- The City Department of Public Safety actively responds to requests from the public regarding homeless individuals and quickly goes out and engages individuals and tries to offer services and referrals.
- The Housing Authority Manager chairs the Southern California Association of Housing Authorities' Landlord Outreach Committee and participates in Regional Housing Authorities Homeless Issues Roundtable.

The City will continue to remain active in the various activities above and participate in any new regional efforts to address homelessness.

## 7. Review specific County Homeless Initiative Strategies from the table below and consider how the City could collaborate and align planning efforts to achieve mutual goals.

### Table 2: City Planning Activities tied to County Homeless Initiative Strategies

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☐ | ☒ | A1. Homeless Prevention for families |
| | ☐ | ☒ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | ☐ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☒ | ☐ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☐ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☒ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☒ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☒ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☐ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| | ☒ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☐ | ☐ | C7. Subsidize Employment for Homeless Adults |
| | **Plan to participate** | **Currently participating** | **County Homeless Initiative Strategies** |
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☐ | ☐ | D5. Support for Homeless Case Managers |
| | ☒ | ☐ | D6. Criminal Record Clearing Project |
| | ☒ | ☐ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☒ | ☐ | E4. First Responders Training |
| | ☐ | ☐ | E5. Decriminalization Policy |
| | ☒ | ☐ | E6. Expand Countywide Outreach System |
| | ☒ | ☐ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☒ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☒ | ☐ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☐ | ☐ | E14. Enhance Services for Transition Age Youth |

| | | | |
|---|---|---|---|
| **F – Increase Affordable/ Homeless Housing** | ☐ | ☐ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |
| | ☐ | ☐ | F4. Development of Second Dwelling Units Program |
| | ☐ | ☐ | F5. Incentive Zoning/Value Capture Strategies |
| | ☒ | ☐ | F6. Using Public Land for Homeless Housing |
| | ☒ | ☐ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☐ | ☐ | F7. Housing Innovation Fund (One-time) |

# Palmdale's Plan to Prevent and Combat Homelessness

*Presented June 26, 2018*

## Background

In 2017, voters approved Measure H to provide an estimated $355 million countywide for 10 years to fund ongoing services and housing to address the homelessness crisis in Los Angeles County. With these new resources and the 47 approved strategies to prevent and combat homelessness as a framework, the Los Angeles County Homelessness Initiative provided planning grants to cities interested in developing local strategies and partnerships that will provide the housing and program services necessary to successfully and permanently house homeless residents in our community.

This City of Palmdale Plan to Prevent and Combat Homelessness (Plan) provides an assessment of homelessness in Palmdale, a description of the resources available to address the challenge, opportunities for local and regional collaboration and locally-developed goals to address the specific housing and supportive service needs of Palmdale's homeless residents.

Progress shall be measured periodically and the Plan shall be updated and modified as necessary over time until all residents of the City are housed. The City anticipates the period of performance for the goals of this Plan to be July 1, 2018 to June 30, 2023.

## Why did Palmdale develop a homelessness plan?

The City and its local community partners developed this Plan and shall implement this Plan over the next five years to:

- Provide a process to identify the extent of homeless individuals and families in the City and their needs;
- Identify regional and local funding for local community partners to provide resources and services for identified needs of individuals and families who are homeless; and
- Improve coordination among community partners when addressing the needs of homeless individuals and families.

## Methodology

The City followed the planning framework established by the Los Angeles County Homelessness Initiative as part of the planning grant. This report is organized in the order of the suggested format supplied during the Los Angeles County Homelessness Initiative's technical assistance workshops. Over the course of six months from December 2017 through May 2018, the homelessness planning process that culminated with this Plan included the following actions:

- Met with Community partners to help collaborate, plan and identify the City's homeless in order to assist in developing a comprehensive plan based on current facts and data to address current and future needs in relation to homeless issues
- Gathered sample survey questions from different national sources to help create our local survey for the homeless and the community
- Sent draft survey to community partners and City staff for recommendations and input
- Contract for fieldwork executed and approved with Advancing Communities Together (ACT), a local community partner

- Planning Grant Statement of Work submitted to county and contract between the County and City approved
- Invoice submitted to County in order to receive a portion of the grant money
- Public outreach material including informational video, media outreach prepared for release (both English and Spanish) – Press releases, Survey posted on City website for resident input (English and Spanish) – Facebook ads letting residents know everything the City is currently doing for homelessness, how Measure H funds can make an impact and inviting residents to complete the online survey
- Community Outreach teams selected and trained (four teams made up of two group leaders from Victory Outreach Ministry per team and two or three YouthBuild Students per team) so they would be prepared and better able to interact with homeless in the field
- Community meetings were held to engage with the public about the issue of homelessness, their current perception of the issue, and to seek community-specific solutions. Three Community Outreach meetings were held to take place during the canvassing period:
    - March 6, 2018 - Victory Outreach Church
    - March 13, 2018 - Antelope Valley YouthBuild Campus
    - March 20, 2018 - The Highlands Christian Fellowship Church.
- Canvassing of the City was divided into four areas with each area canvassed for one week and follow-up to all areas was conducted as needed
- Canvassing started February 26, 2018 for a period of four weeks concluding on March 22, 2018 to identify homeless individuals and their current needs
- Field team debriefings with City staff to discuss progress and any adjustments to procedures. Surveys were submitted weekly to the City for data collection and statistical summary
- Staff attended County training sessions, Homeless Initiative meetings, strategy meetings and the 1st Annual Conference
- Participated in webinars and conference calls
- Surveys were collected from 180 homeless individuals and data entered into database for analysis of the needs of local homeless residents
- Hosted a Partners review/debrief meeting with various community partners including ACT, Antelope Valley YouthBuild, Victory Outreach, Antelope Valley Partners for Health (AVPH), Mental Health America – AV (MHA), Valley Oasis, Salvation Army, Los Angeles Homeless Services Authority (LAHSA), Los Angeles Sheriff's Department (LASD), South Antelope Valley Emergency Services (SAVES), LDM Associates, Inc. (Plan consultant), outreach team members and City staff
- Hosted meeting and debriefing with Antelope Valley YouthBuild Outreach team members, students, City Manager, City staff and consultant to provide a synopsis of the field study and to hear team members' personal accounts of individuals they encountered, sharing their personal experiences of homelessness, answering questions asked of City staff and providing feedback
- Provided names of 77 homeless individuals that requested follow-up to Valley Oasis and/or MHA for follow-up to provide resources, resulting in:
    - 47 people called from the list

    - 19 were left voicemails – follow-ups are in process as of this writing
    - 18 numbers were disconnected
    - 7 housed themselves (self-resolved)
    - 3 needed enrollment to Coordinated Entry System (CES) - completed
- A Homelessness partners community team and Neighborhood Advisory Committee meeting on May 22, 2018 to review the draft Plan and provide additional input
- A City Council workshop is scheduled for June 26, 2018 to present the draft Plan

## Homeless Survey Results

Through an extensive four-week canvass of the City, the outreach teams built a bridge of trust and understanding between the community of service providers and the homeless community. Often, the survey interactions confounded expectations in the sense that the homeless truly opened up to the outreach team members and provided an honest assessment of their individual needs and their willingness to accept help. Through repeated compassionate contact, relationships were formed and the outreach team gained an in-depth understanding of the issues homeless individuals in Palmdale are facing. Based on the four weeks spent surveying the homeless and the 188 homeless individuals encountered during that time, there were many instances where the outreach team would have multiple contacts with a single homeless individual. This approach built trust and understanding between the outreach team and a given homeless individual. It said "we are here" and "we care" about you. The challenge that lies ahead for the greater Palmdale community is to consistently deliver on these sentiments – "we are here" and "we care"—so that the small amount of trust and credibility built during the last four weeks draws people closer to local service providers, housing opportunities and economic opportunities—and further away from homelessness.

> "We judge the homeless, but when you talk to them, they are not out of their mind. They've just lost hope. They were surprised to see us out there a second, third or fourth time. They were uplifted. They want hope and faith restored. They are counting on us this time."
>
> *-David Ayon*
> *YouthBuild Outreach Team Member*

The survey included 22 questions designed to provide an in-depth understanding of the factors contributing to an individual person becoming and remaining homeless in Palmdale, the help that each individual homeless person needs to become stably housed, the barriers to assisting that person and their willingness to accept help. Evaluation of the 180 completed surveys provides the following sections profile homeless individuals in Palmdale.

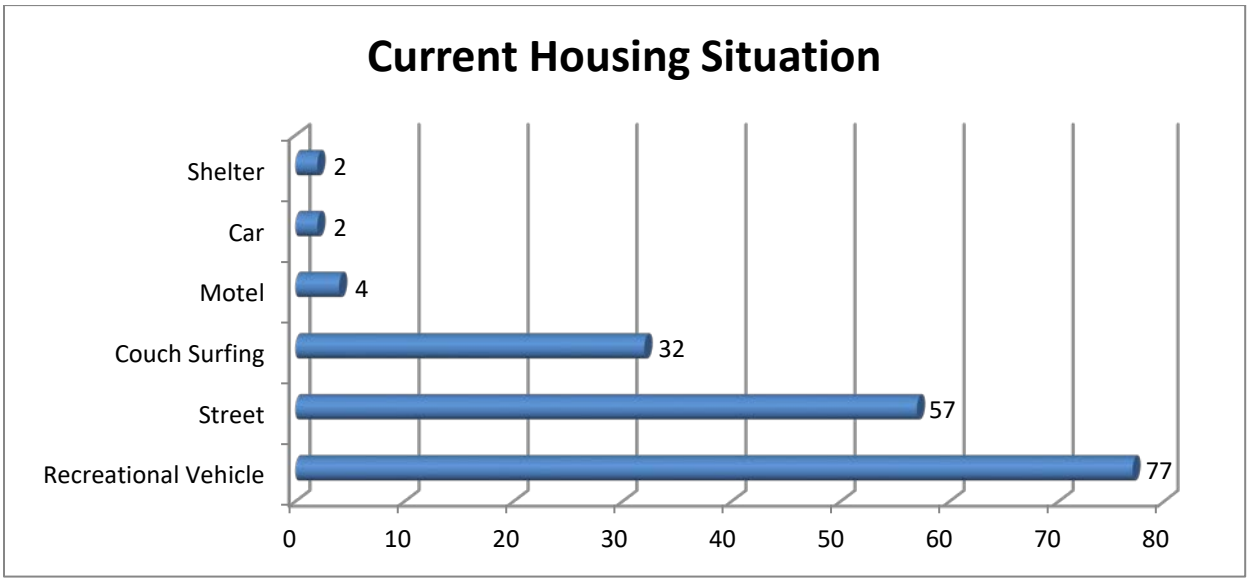
*Demographics*

- 103 people identified as male
- 77 people identified as female
- 0 people identified as transgender or other
- The racial/ethnic breakdown includes:
    - 34 percent Black/African American
    - 32 percent Hispanic/Latino
    - 28 percent White

  - 5 percent Other
  - 1 percent Did not respond
- 70 percent of those responding to the interview question were single
- 78 percent of those responding to the interview question were heterosexual

*Support Networks*

- Nearly 40 percent of homeless people interviewed have family in the Antelope Valley and would prefer to reunite with them instead of staying homeless
- Over 30 percent of homeless people interviewed indicated that they have family or friends that might be able to help them in some way; however, less than 10 percent granted the outreach team permission to contact them
- 49 percent of respondents who were asked if they would be willing to share a housing unit with someone else indicated yes, 39 percent said no and 12 percent said they were not sure




*Education*

- More than half of those responding to the education question have a High School Diploma
- Nearly a quarter of those responding to the question have either some college level coursework or a degree
- Nearly a quarter of those responding to the question have a vocational certificate
- Over 40 percent of those responding to the question were willing to enter an educational program to complete their education

*Employment*

- Over 60 percent of respondents are receptive to employment in their field of skill
- Over 15 percent of respondents currently have at least part time employment

*Pets*

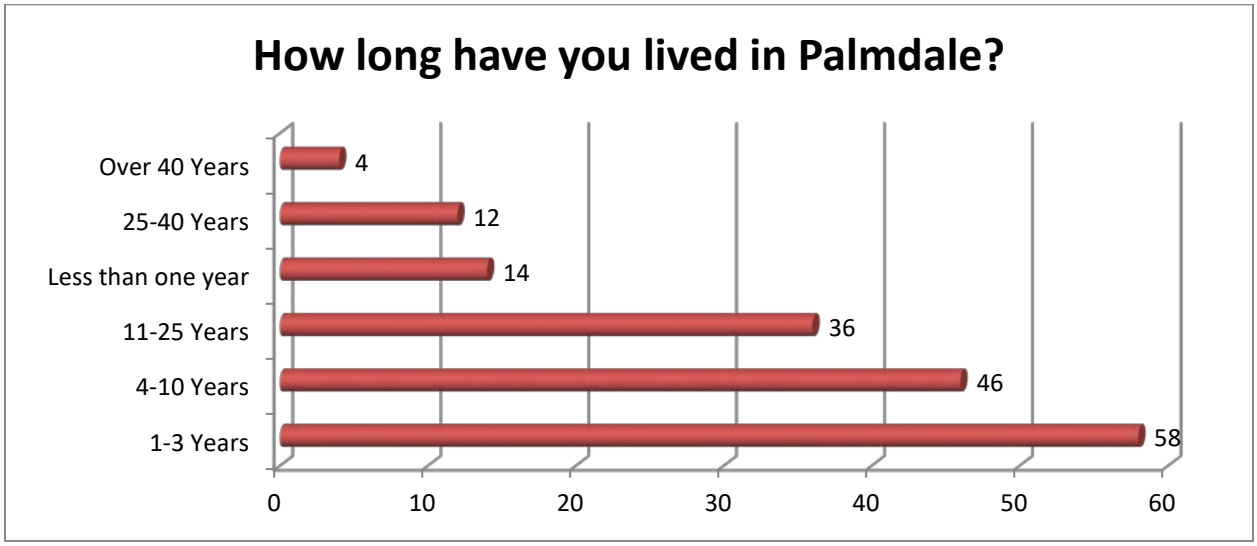
- Only 15 percent of respondents had pets (e.g., dogs, cats, other)
- Of those respondents with pets, more than half (55 percent) indicated that the presence of pets is the reason they cannot find a suitable place to stay

*Substance Abuse*

- 140 people indicated recent drug use and of those, 136 responded to a question asking if they were willing to enter a program to end their addiction
    - 40 people answered yes

*Domestic Violence and Abuse*

- 34 percent of those responding to the question have been a victim of domestic abuse
- 23 percent of those responding to the question were a victim of parental or adult abuse in their childhood
- 14 percent of those responding to the question indicated they are currently homeless due to abuse
- 23 percent of respondents indicated they have been a victim of sexual abuse



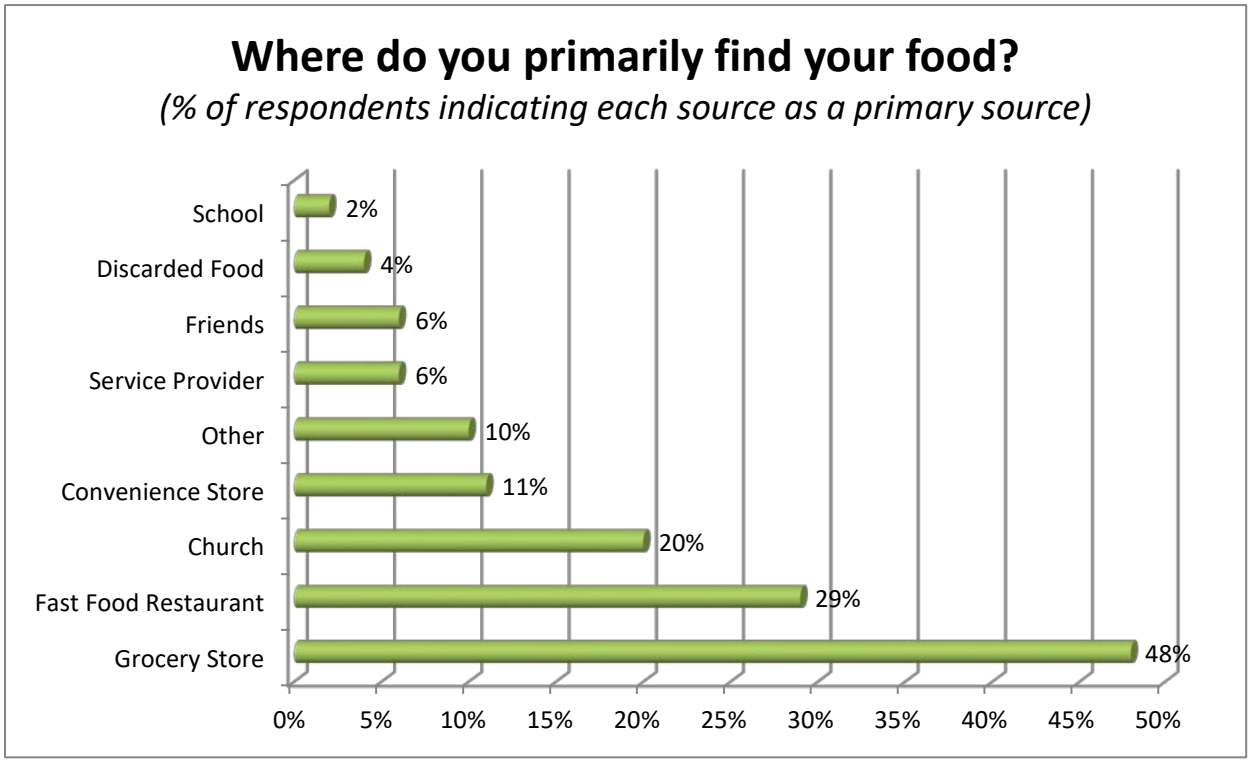

*Crime*

- 95 people indicated they had previously been incarcerated
- Of those previously incarcerated, the amount of time that had passed since last being incarcerated was:
    - 17 percent recently
    - 17 percent within the last 6 months
    - 10 percent 1 year ago
    - 23 percent 2-5 years ago
    - 6 percent 6-8 years ago
    - 9 percent 9-10 years ago
    - 18 percent over 11 years ago

*Health and Nutrition*

- 16 percent of respondents eat less than once a day
- 40 percent of respondents eat at least once a day
- 44 percent of respondents eat at least twice a day
- 45 percent of respondents have a physical disability or condition that needs treatment now
- 44 percent of respondents are receiving or need to receive dental services

- 44 percent of respondents suffer from a mental or emotional condition that requires medical treatment
- 24 percent of respondents have been previously hospitalized for a mental health condition in the past
- 38 people indicated they feel anxious 24/7
- 38 people indicated they feel angry, resentful or have aggressive tendencies to others at most times
- 36 people reported they previously attempted suicide




## Goals

Palmdale's goals include homelessness prevention, creation of pathways to housing including new housing opportunities, empowerment of local service providers with resources/information and measuring/tracking local progress. Collaboration and accountability are at the heart of the local approach to prevent, reduce and ultimately end homelessness. In accordance with the Los Angeles County Homelessness Initiative's suggested format for the Plan, each of Palmdale's four goals consists of the seven elements listed below.

1. The corresponding County Homeless Initiative Strategies
2. The supporting action(s) to be taken by the City and local community partners
3. Associated policy changes
4. Goal measurement
5. Goal ownership
6. Leveraged resources
7. Timeline

**GOAL 1: Prevent episodes of homelessness within the community, including individuals and families.**

1. **County Homeless Initiative Strategies:**
   A1. – Homeless Prevention for Families
   A5. – Homeless Prevention for Individuals

2. **Supporting Action(s)**

   **Identify risk and protective factors to prevent episodes of homelessness for at-risk populations.**

   - Identify and promote the use of effective, evidence-based homelessness prevention intervention programs, such as Tenant-Based Rental Assistance (TBRA) and Homelessness Prevention and Rapid Re-Housing (HPRP). Provide opportunities for case management through local service providers, the SAVES program, and the Neighborhood House program that include but are not limited to legal assistance and safety planning for victims of abuse; services for veterans; services for transitional age youth; landlord mediation, and family strengthening, along with organizational and cross-organizational level strategies.

   - Promote organizational development and horizontal coordination between local agencies such as housing, services/prevention, mental health and substance abuse treatment and prevention, and criminal justice to provide integrated comprehensive services to prevent homelessness.

   - Promote within the community in partnership with local service providers and community partners the opportunity for Placement Diversion/Family Reunification programming that can provide comprehensive home-based intervention to families who have children that are at-risk of out-of-home placement or families that have children who have been placed in an institutional level of care as a result of being at risk homeless or formerly homeless and needing assistance to reunite the family.

   - In partnership with local service providers and community partners, continue efforts to create opportunities to provide housing for Transitional Age Youth (TAY), ages 18 to 24, who are identified within the community who are unserved, underserved and inappropriately served. This effort includes the support for youth to complete or continue their education, have the opportunity to receive education in construction or other trades, reduce involvement in the criminal justice system, assist in health care concerns, and reduce homelessness. Along with these actions the City also supports the ability to promote traditional benefits and services available to victims of abuse, veterans, transitional age youth that are offered by local service providers and community partners.

   - Examine how the City can bring together one or more services for an individual or household that is presently at risk of homelessness in a way that addresses the household's social and/or economic needs to the extent necessary to effectively prevent homelessness.

   - Enhance coordination of and access to services for those in need of help by bringing the planned SAVES facility online during the period of this Plan. Provide the conditions necessary within the facility for service providers to establish contact with those in need of

help and to maintain those contacts until an individual or household is stably housed and economically secure. This will provide better opportunities for providers to coordinate various elements of service and for those needing help to receive services from co-located providers at a "one-stop shop". Services available would be adjusted in terms of availability, timing and location to meet the changing housing, economic and social service needs of the homeless and those at risk of becoming homeless in Palmdale. While the "one-stop shop" would serve as a central hub for service providers and residents, it would not be the only place where services are provided because it is equally important that services are delivered to people where they are.

- Encourage the County of Los Angeles, regional and local service providers, and community partners to experiment with various approaches to creating a coordinated, comprehensive approach to addressing homelessness prevention (e.g. establish an infrastructure that supports prevention activities, allows flexibility in the use of funds, and fosters the development of systematic relationships between providers and across systems of care).

**Identify risk and protective factors to prevent chronic homelessness among persons who are already homeless. Implement and support programs focused on homeless prevention that include various forms of funding for sustainability of housing and providing food and other resources.**

- Review and identify risk factors associated with chronic homelessness and protective factors that reduce the risk for chronic homelessness. Protective factors include any conditions or attributes (skills, strengths, resources, supports or coping strategies) in individuals, families, communities or the larger society that help people deal more effectively with stressful events and mitigate or eliminate risk in families and communities.
- Examine how the City with local and regional service providers along with community partners can sponsor or conduct intervention, health service outreach for at-risk, and protective factors for chronic homelessness, and to identify preventive interventions that could be provided that are effective at preventing currently homeless individuals from becoming chronically homeless. This includes efforts to divert people from homelessness through reunification with former support networks including family and friends.
- Develop targeted interventions preventing chronic homelessness specifically for use in City and regional programs that are serving currently homeless persons.
- Address economic insecurity through local services that connect homeless individuals with mainstream income resources and/or employment for those able to work.

**Develop, test, disseminate, and promote with local service providers and community partners the use of evidence-based homelessness prevention and early intervention programs and strategies.**

- Sponsor, conduct or compile and interpret research and evaluation information concerning interventions that focus on primary, secondary, and tertiary homeless prevention strategies, as well as the organization, effectiveness, and cost of such preventive interventions.
- Identify and develop workforce development strategies and program incentives that foster the adoption and implementation of evidence-based homelessness prevention programs and practices.

- Promote the availability of technical assistance and training documents on services and policy issues related to homelessness prevention via the internet, distribution at relevant meetings, and other settings offering instruction on the issue of homelessness and other listings of effective program models.

**3. Associated policy change(s)**

The City of Palmdale will strengthen its working relationships with various agencies, service providers and community partners to increase service to the homeless and those at risk of becoming homeless.

Stakeholders/partners to engage to enact the policy change include:

- Local nonprofits
- SAVES
- Local churches
- Local school districts
- Charter schools

**4. Goal Measurement**

As an organization the City currently measures progress and success by the number of households it serves with TBRA and HPRP programs, the number of people served and the total weight of food distributed through the various SAVES programs. The City will continue to monitor service levels of current and future programs under this goal.

With Community Partners and as a City, track and monitor data related to the types and levels of services provided to the community by the service providers and community partners related to homeless prevention. Create a baseline for annual measurement to determine areas of priority and demand for additional support.

During the Plan period, the City will establish a new SAVES facility as a "one stop shop" for services.

**5. Goal Ownership**

Programs under this goal are monitored and measured by the City of Palmdale Department of Neighborhood Services - Housing Division. Monthly, quarterly and annual reporting (the interval shall be established as appropriate) under the Plan is crucial to measure the success of the various programs. The community partners agreed that data must be shared in order for the Plan to be successful.

**6. Leveraged City Resources**

- Community Development Block Grant (CDBG) funding
- Neighborhood Stabilization Program (NSP) funding
- HOME Investment Partnerships (HOME) funding
- Housing Asset Funds
- Measure H funding
- City staff time
- Other county, state, federal or private resources passed through the City

**7. Timeline**

- Provide $150,000 per year, subject to available HOME funds, of TBRA to assist 33 households per year between July 1, 2018 and June 30, 2023.
- Provide $250,000 per year of HPRP to assist 50 households per year between July 1, 2018 and June 30, 2023, utilizing Housing Asset funds.
- Distribute over 870,000 pounds of food per year by SAVES between July 1, 2018 and June 30, 2023.
- Support Measure H homelessness prevention funding applications to be submitted by and administered by local service providers.
- Secure $3,000,000 in funding, including NSP funding, for rehabilitating a blighted site for the new SAVES "one stop shop" facility.

**GOAL 2: Assist homeless individuals and families by providing relevant and accurate information that creates a path for them to no longer be homeless and also create housing opportunities that meets their needs.**

**1. County Homeless Initiative Strategies:**

B1. - Provide Subsidized Housing to Homeless, Disabled Individuals Pursuing SSI
B3. - Partner with Cities to Expand Rapid Rehousing
B7. - Interim/Bridge Housing for those Exiting Institutions
D7. – Provide Services for Permanent Supportive Housing
E6. – Expand Countywide Outreach System
F7. - Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals

**2. Supporting Action(s)**

**Strengthen outreach and engagement activities.**

- Encourage mainstream programs that support outreach and case management to identify individuals and families experiencing homelessness as potentially eligible candidates for services targeted to populations including veterans, youth, seniors, or for general services.

- In partnership with local service providers and community partners, identify and promote innovative outreach and engagement activities successfully operating in existing programs and encourage new strategies.

- Support practical studies and demonstration projects that develop and test the effectiveness of outreach and engagement strategies for various populations in response to emerging conditions causing risk for homelessness as they are identified.

**Improve the eligibility review process.**

- Develop tools and resources for local service providers and community partners that simplify or streamline the service referral process and also define the eligibility review process in an effort to help connect those in need of available service with the applicable resource.

- Promote the inclusion of homeless assistance programs among the entities conducting eligibility and enrollment functions for mainstream programs.

**Explore ways to maintain the production of permanent supportive housing with relationship to smaller property acquisition with local non-profit service providers, community partners, and larger affordable housing developments with reserved units for the homeless.**

- In partnership with local service providers and community partners, explore and encourage opportunities for the development of housing units for homeless individuals and families that provide the needed supportive services along with housing. Maximize the opportunities to create housing units in both small scale properties and large integrated developments.

- Promote and support efforts by community partners to bring interim, bridge, and permanent supportive housing providers/funders to the Antelope Valley region with local effective case management.

**Examine the outreach efforts by the City of programs, particularly mainstream programs that serve both non-homeless and homeless persons, to improve the provision of services to persons experiencing homelessness.**

- On a regular basis, review available programs and services that serve the homeless, identifying barriers to access for persons experiencing homelessness, and propose strategies to reduce and eliminate these barriers to programs and services.

- Identify regulatory barriers and other challenges faced by the City while implementing the Plan to increase access to mainstream resources.

**Foster coordination across the area of service providers and community partners to address multiple problems of individuals and families experiencing homelessness.**

- Continue to use the regularly scheduled meetings within the community and on the regional level related to Homelessness, such as those of the Antelope Valley Homeless Steering Committee and also the Antelope Valley Homeless Coalition as a means to promote collaboration and coordination and develop joint activities and approaches to address various aspects of homelessness.

- Work with local service providers and various agencies to ensure that the City's disaster planning efforts address the special needs of the elderly, individuals with disabilities, and other vulnerable populations affected by disasters. Where feasible and appropriate, identify ways to mitigate the long-term impact of homelessness as a result of disasters.

- Develop opportunities which can enable outreach and research by local service providers and community partners to develop and initiate pilot projects and programs within the City to increase the effectiveness of the resulting proposed projects and programs, utilizing evidence-based results.

**Annually assess progress toward zero homelessness in Palmdale.**

- Support an application from a local service provider for Measure H funding to annually assess the social, economic, behavioral/mental health and housing needs of homeless persons in Palmdale, subject to funding availability and use of a survey instrument that includes, at a minimum, the data elements of the original survey instrument used in the fieldwork for this Plan in 2018.

**Explore opportunities with local service providers and community partners to develop joint initiatives related to homelessness, including chronic homelessness and homelessness as a result of severe weather conditions or a disaster.**

- Promote joint initiatives through interagency and community partner cooperative agreements, pooled funding for special projects or evaluations of mutual interest or benefit.

- Jointly develop and disseminate policy or program guidance to assure consistency with various regional partner policies and statutory and programmatic definitions, and/or consider joint issuance of key policy or programmatic guidance, especially where such issuance has the potential of having a significant impact on City clients and/or grantees.

**3. Associated policy change(s)**

The City of Palmdale will create housing opportunities that meet the needs of homeless individuals and families in Palmdale.

Stakeholders/partners to engage to enact the policy change include:

- Local service providers
- Local community partners

- County Agencies
- Affordable housing developers

**4. Goal Measurement**

For the Affordable Housing Goal:

- Develop and lease 60 units of permanent supportive affordable housing in Palmdale by June 30, 2023. Working with local partners and developers, these units may be developed and leased at a single site or at several scattered sites or as a portion of larger affordable housing developments.

- Acquire and rehabilitate 30 units of affordable housing dedicated to those who are homeless.

- Assist in the outreach of local property owners to participate in the dedication of 30 units dedicated for lease under programs that combat homelessness.

For the Annual Assessment Goal:

- The number of homeless persons who transition to permanent housing during the year.

- The number of homeless persons who continue to remain in permanent housing.

- The number of homeless persons previously identified in a survey who were not able to become permanently housed due to lack of resources or services in the community. The Department of Neighborhood Services – Housing Division will maintain the secure database of survey results and cross-tabulate to identify those previously surveyed who still need help. This information would then be shared with the CES Lead Agency and other appropriate service providers for follow-up.

- The number of homeless persons previously identified in a survey who refused an offer of subsidized or other affordable housing.

- The number of new homeless persons identified in Palmdale.

- If applicable, the number of persons assisted or in need of assistance due to severe weather conditions or a disaster.

**5. Goal ownership**

The Department of Neighborhood Services - Housing Division will work with local service providers, local community partners, nonprofits and affordable housing developers to develop and disseminate information and to identify units of permanent housing, units of supportive housing, new and previously identified homeless persons and their current status.

6. **Leveraged City Resources**

- Community Development Block Grant (CDBG) funding
- HOME Investment Partnerships Program (HOME) funding
- Housing Asset Funds
- City staff time
- Other county, state and federal affordable housing resources

7. **Timeline**

- Identify, secure and provide $3,000,000 to be leveraged with other funding for the development of 30 units of affordable housing by June 30, 2023.
- Annual Assessment – Annually by April 1 through 2023.

**GOAL 3: Empower local service providers, community partners and those with a vested interest to improve their response to individuals and families experiencing homelessness that formulates working as a collective with City support.**

1. **County Homeless Initiative Strategies:**
   E1. - Advocate with Relevant Federal and State Agencies to Streamline Applicable Administration Processes for SSI and Veteran Benefits
   E3. - Creating Partnerships for Effective Access and Utilization of Affordable Care Act (ACA) Services by Person Experiencing Homelessness
   E4. - First Responders Training

2. **Supporting Action(s)**

   **Work with local service providers and community partners to effectively implement the City's Homeless Plan.**

- Encourage local agencies, service providers and community partners to incorporate language into their program funding guidance that authorizes applicants to use City and other federal funds to create and/or support programmatic strategies that formulate an integrated safety net for poor and disabled individuals and families, where appropriate. This language should also include a requirement that provides for the ability to evaluate the effectiveness of the coordinated efforts.

- In furtherance of this Plan, actively support the efforts of local service providers seeking appropriate funds or other resources to address the needs of homeless persons or those at risk of homelessness in Palmdale.

- Support local service provider and community partner efforts to implement and/or expand efforts to address the needs of City of Palmdale clientele including homeless families and individuals at risk of homelessness, particularly veterans, youth, seniors and victims of abuse.

**Work with service providers and community partners to maintain the City policy that focuses' on homelessness.**

- Encourage and support the efforts of local service providers and community organizations that hold regular and annual meetings focused on improving service delivery and developing specific actions tailored to the needs of homeless individuals and families in Palmdale.

- Share information, success stories and best practices with regional intergovernmental and community organizations who will publicize this information in newsletters and other communications with their members. These efforts should both inform and inspire efforts in Palmdale to proactively address homelessness and to build a more robust social safety net to address the needs of those at-risk of homelessness. These communications should also aim to build broad support in the community for specific actions to address homelessness.

**Examine options to expand flexibility in paying for services that respond to the needs of persons who are homeless with multiple problems or issues.**

- Identify regulatory barriers faced by local service providers and local community partners utilizing housing and homeless funding—particularly those barriers that impede the ability of local service providers and local community partners to provide timely, comprehensive services to families and individuals experiencing homelessness. Examine options for reducing identified regulatory barriers and take specific actions to address these barriers.

- On a local and regional level, identify lessons learned from the jointly funded Measure H Homeless Initiative program which allowed for pooled funds from mainstream programs and targeted homeless programs to create a collaborative and comprehensive approach to addressing homelessness.

- In partnership with local service providers and local community partners, develop and distribute information that will help explain the various medical, behavioral health, and support services available in Palmdale that would benefit individuals who are homeless—particularly those services that are eligible for reimbursement through Medicaid.

**On a regional level encourage localities to coordinate services and housing.**

- Encourage the County of Los Angeles and surrounding communities to establish the partnerships and approaches necessary to address homelessness and chronic homelessness in the Antelope Valley. Such approaches may include establishing

systemic relationships among providers for more effective client referral and treatment, more effective leveraging of fiscal and human resources, cross-system training, increased focus on sustainability of activities, and transportation to services.

- In partnership with local service providers and local community partners, utilize available grant funds to support community infrastructure development efforts, including expenses for staff associated with administration of activities, incentive funds, and other funding mechanisms that can support infrastructure development efforts.

- Where feasible, encourage the development of policy or guidance language by regional agencies to encourage local service providers and local community partners to address the needs of the homeless residents through closely coordinated services and housing.

**Address the health and safety and public safety risks associated with those dwelling in or on private property and provide a systematic process that provides paths for individuals to receive services to meet their needs and protects the interest of the property owner.**

- When the public, local service providers or City staff identify a situation where someone is homeless and dwelling on private property, refer the appropriate local or regional service providers to follow up with the homeless person to ensure the person in need is aware of the services and alternative housing opportunities available in Palmdale.

- When contacted by a private property owner who is formally reporting a complaint of an individual or individuals who are illegally dwelling on private property, inform the private property owner of their rights and the appropriate steps necessary to initiate the action to have their property cleared of any potential for liability related to anyone dwelling on their property.

- Where encampments that have five or more individuals are identified by the public or City staff, utilize the request form process through LAHSA and LASD to engage with those dwelling at the identified encampment in an effort to direct and/or provide the services the encampment residents may require or need.

**In partnership with local service providers and local community partners, develop, disseminate and utilize toolkits and blueprints to strengthen outreach, enrollment, and service delivery.**

- Continue interagency collaborations between the City and local community partners to develop informational resources and procedures that are designed for use by homeless service providers and local community partners, as well as individuals who are homeless.

- Disseminate resources that may be directed toward integrating private individuals and faith-based providers into mainstream approaches to address homelessness and may focus on "train the trainer" approaches to enhance local capacity to recruit and deploy help to those in need. Develop, assemble, provide training, disseminate, and promote

the use of informational resources developed by various agencies and community partners.

**Provide information through outreach on homelessness, including chronic homelessness, to the community in partnership with local service providers and community partners to raise awareness.**

- Support and assist efforts to maintain jointly-funded and non-funded collaborations to support the City, regional agencies, local service providers and local community partners in the implementation of this Plan in Palmdale. This may include, when appropriate, "train the trainer" approaches to enhance local capacity to recruit and deploy help to those in need.

- Utilize local and regional meetings with service providers and community members who are Measure H grantees, such as those of the Antelope Valley Homeless Steering Committee and also the Antelope Valley Homeless Coalition, to highlight best practices that will help the City implement this Plan. Such efforts may include workshops, focus groups and peer learning.

**3. Associated policy change(s)**

The City of Palmdale will consult and collaborate with the CES Lead Agency, local service providers and local community partners in the development and dissemination of information targeted to those individuals and families in need of help.

Stakeholders/partners to engage to enact the policy change include:

- County Agencies
- Local service providers
- Local community partners

**4. Goal Measurement**

- Progress will be gauged as part of the Annual Assessment and through comparison of Assessment data with CES Lead Agency data.
    - Increase/decrease in number of homeless cases handled comparing years
    - Increase/decrease in number diverted persons comparing years
    - Increase/decrease in number housed by type of housing comparing years

- Track and monitor service providers performing work related to the homeless within the community. This data should include local service providers, community groups, City and County assistance.
    - Number of first responders trained annually
    - "Train- the trainers" and community information training held
        - Number of workshops per year
        - Number of participants

- Number seeking assistance who had contact with outreach service providers or received information for services

**5. Goal Ownership**

The Department of Neighborhood Services – Housing Division will implement this Plan to support the efforts of local service providers, community partners and those with a vested interest to improve and target their response to individuals and families experiencing homelessness in Palmdale.

**6. Leveraged City Resources**

- Community Development Block Grant (CDBG) funding
- Housing Asset Funds
- Measure H funding
- City staff time

**7. Timeline**

Monthly, quarterly, and/or annually receive reports of data from service providers July 1, 2018-June 30, 2023.

**GOAL 4: Develop an approach to track City, local service providers and local community support group progress in preventing, reducing, and ending homelessness within the City with the intent to increase opportunities for the homeless to create and maintain a sustainable lifestyle that includes affordable housing, education, and employment/ vocational training opportunities.**

**1. County Homeless Initiative Strategies:**
C1. - Enhance the CalWORKs Subsidized Employment Program for Homeless Families
C2. - Increase Employment for Homeless Adults by Supporting Social Enterprise
C7. - Subsidize Employment for Homeless Adults
E12. - Enhanced Data Sharing and Tracking

**2. Supporting Action(s)**

**Inventory data relevant to homelessness currently collected within the City and mainstream programs including program participants housing status.**

- Inventory and compile the data currently collected within the City organization relevant to homelessness including information provided through the annual Homeless Count and Palmdale Homeless Survey and develop a process to bridge outreach to the homeless that occurs on a regular basis that include effective information gathering where those in need of service will be provided with quality customer service.

- Review data elements relevant to homelessness and housing status currently collected by service providers and community partners related to homeless programs and

services in order to identify opportunities to compare data across programs, gaps in data collection, as well as opportunities to link data across administrative systems within the City organization.

**Develop an approach for establishing baseline data on the number of homeless individuals and families served in various available programs.**

- Explore the feasibility of collecting data regarding the housing status of program participants of mainstream homeless service programs. Develop, implement and support a process to collect data that could be used to identify the number of homeless persons currently accessing mainstream homeless programs and services within the City of Palmdale. Utilizing service provider, community partner and City initiated outreach efforts, information will be collected to utilize the current homeless status data base that could help to refer homeless persons to mainstream programs and services that may serve individuals or families experiencing homelessness.

**Explore a strategy to track improved access to mainstream and targeted programs for persons experiencing homelessness, including individuals experiencing chronic homelessness with options to find gainful employment including opportunities to complete their education and participate in vocational training.**

- Partner with all regional agencies that support homeless programs and identify incentives and standard policy language that provides recipients access to mainstream educational and vocational programs.

- Collaborate with agencies, community partners and local entities to support efforts to educate and train homeless or formerly homeless individuals in an effort that if possible they can gain employment to create a sustainable lifestyle for themselves.

- Perform outreach to local businesses and organizations that would be willing to provide job opportunities for graduates of a service provider or community partner training program.

**Coordinate data activities with other local service providers and community partners related to Homelessness**

- Compare the City of Palmdale survey data with the data of other agencies, service providers and community partners to insure that individuals are being assisted and providing an opportunity for follow-up on individuals identified through the annual survey.

- Monitor the development and implementation of the City of Palmdale Plan and seek opportunities to partner with other agencies, local service providers and community partners regarding future outreach initiatives utilizing collected data, while maintaining the confidentiality of personally identifying information about individuals served by programs and service providers.

- On a consistent basis, disseminate the findings and results of Homelessness data collection efforts with all agency partners and collaborate on efforts to improve data quality on homelessness.

**3. Associated policy change(s)**

The City of Palmdale's will continue to review information provided by County agencies, local service providers, and community partners for progress in preventing, reducing, and ending homelessness within the City with the intent to increase opportunities for the homeless to create and maintain a sustainable lifestyle that includes affordable housing.

Stakeholders/partners to engage to enact the policy change include:

- County Agencies
- Local service providers
- Local community partners
- City Economic Development Division
- City Planning Division
- City Housing Division

**4. Goal Measurement**

To better inform the allocation of resources within the City's control, the City shall measure success on a monthly, quarterly or annual basis as appropriate depending on the metric to be measured. For example:

- On a quarterly basis, track how many individuals and households receive assistance based on Goal #1, #2 and #3.

- On a quarterly basis, track how adjustments based on need show effective service level success at reducing homelessness.

- Utilize County, service provider and City data to establish a baseline for services including all funding source data as applicable.

**5. Goal Ownership**

The City of Palmdale Department of Neighborhood Services shall obtain and maintain information from partners concerning the number of people served, resources obtained and expended, and results relative to preventing, reducing, and ending homelessness. This information will be used to adjust the City's approach to Plan implementation as needed and will inform future modifications of the Plan.

**6. Leveraged City Resources**

- Community Development Block Grant (CDBG) funding
- HOME Investment Partnerships Program (HOME) funding

- Housing Asset Funds
- City staff time
- Other county, state and federal resources passed through the City

**7. Timeline**

Receive, review, and track monthly, quarterly, and/or annually reports of data from service providers July 1, 2018 - June 30, 2023.

## Implementation

The City of Palmdale staff members listed in Table 1 shall be primarily responsible for implementation of the Plan in collaboration with community partners and in consultation with stakeholders and residents.

**Table 1: Primary Contact for Plan Implementation**

| Name & Position | Address & Email | Phone | % of Time |
|---|---|---|---|
| Mike Miller, Director of Neighborhood Services | 38250 Sierra Highway, 2nd Floor Palmdale, CA 93550<br><br>mmiller@cityofpalmdale.org | 661-267-5126 | 5% |
| Sophia Reyes, Senior Housing Coordinator | 38250 Sierra Highway, 2nd Floor Palmdale, CA 93550<br><br>sreyes@cityofpalmdale.org | 661-267-5126 | 10% |
| Stacey Andrews, Senior Administrative Assistant | 38250 Sierra Highway, 2nd Floor Palmdale, CA 93550<br><br>sandrews@cityofpalmdale.org | 661-267-5126 | 10% |

## Collaboration

Collaboration frequently occurs between City departments, with non-governmental City partners, and with other cities or regional entities throughout Los Angeles County. The City is an active member of the Antelope Valley Homeless Steering Committee and also the Antelope Valley Homeless Coalition. The City already has existing working relationships with local/regional service providers and community organizations that are currently providing and/or developing housing units specifically for the homeless. By participating on the regional level the City intends to support the effort of combating homelessness through its listed goals and focus on the creation and development of permanent supportive housing based on the documented need within the City. The City will also continue to work with its community partners who are based within the City of Palmdale and continue to meet with those groups on a monthly basis to discuss and develop and implement strategies that directly bring positive change within the immediate community. Table 2, below, indicates each of the County Homeless Initiative Strategies that the City is currently participating in, and those that the City intends to participate in as a result of this Plan.

**Table 2: City Planning Activities tied to County Homeless Initiative Strategies**

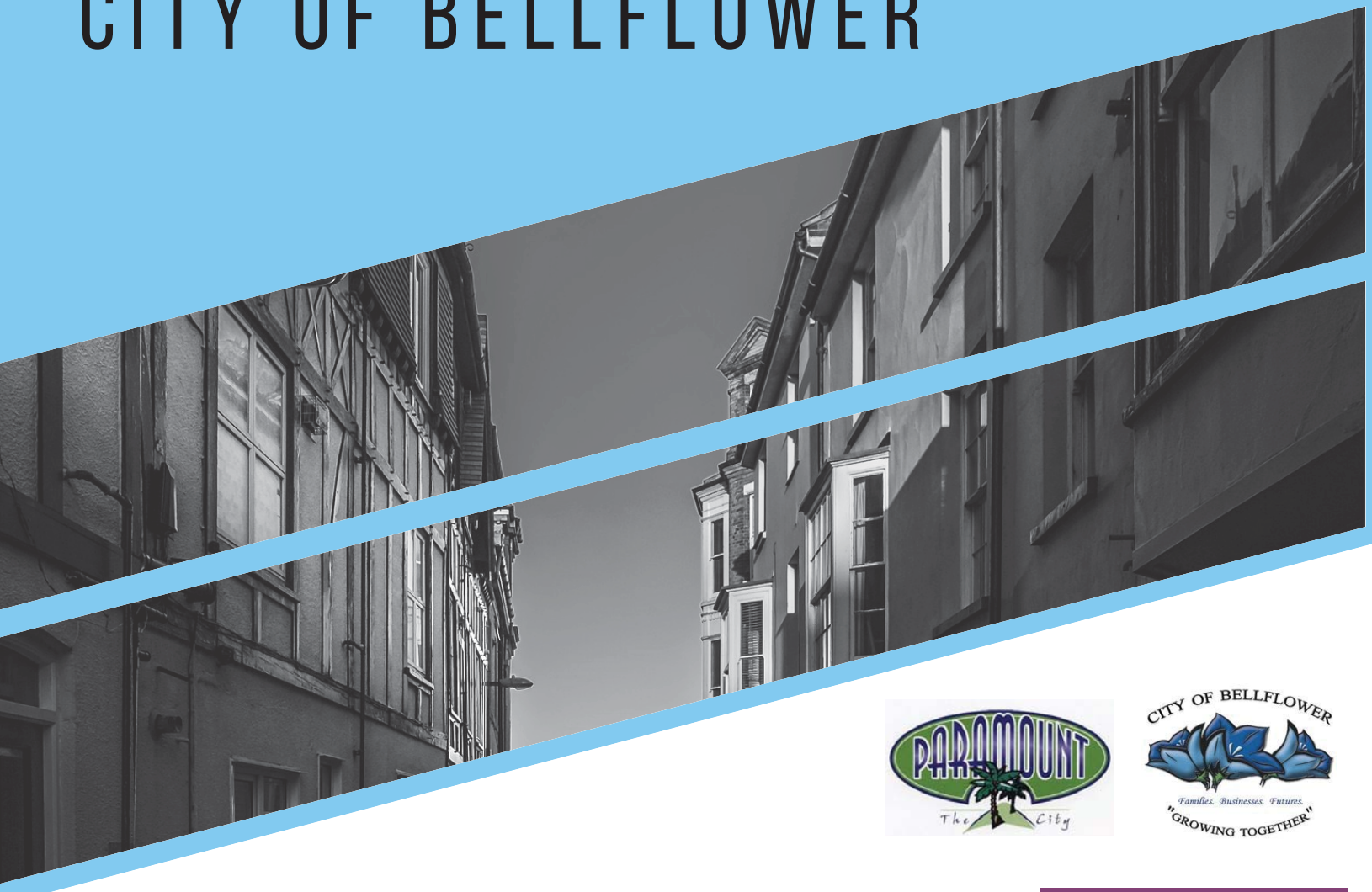
| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☐ | ☒ | A1. Homeless Prevention for families |
| | ☐ | ☒ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | ☐ | B1. Provide Subsidized Housing to Homeless Disabled Individuals Pursuing Supplemental Social Security Income |
| | ☐ | ☒ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☐ | ☐ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☐ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☐ | ☒ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☐ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☐ | ☒ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☐ | ☒ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| | ☐ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☐ | ☒ | C7. Subsidize Employment for Homeless Adults |
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☐ | ☐ | D5. Support for Homeless Case Managers |
| | ☐ | ☐ | D6. Criminal Record Clearing Project |
| | ☐ | ☒ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☒ | ☐ | E1. Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits |
| | ☒ | ☐ | E3. Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness |
| | ☐ | ☒ | E4. First Responders Training |
| | ☐ | ☐ | E5. Decriminalization Policy |
| | ☐ | ☒ | E6. Expand Countywide Outreach System |
| | ☐ | ☐ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☐ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☐ | ☐ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☒ | ☐ | E12. Enhanced Data Sharing and Tracking |
| | ☐ | ☐ | E14. Enhance Services for Transition Age Youth |

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **F – Increase Affordable/ Homeless Housing** | ☐ | ☐ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |
| | ☐ | ☐ | F4. Development of Second Dwelling Units Program |
| | ☐ | ☐ | F5. Incentive Zoning/Value Capture Strategies |
| | ☐ | ☐ | F6. Using Public Land for Homeless Housing |
| | ☐ | ☒ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☐ | ☐ | F7. Housing Innovation Fund (One-time) |

2018

# PLAN TO PREVENT AND COMBAT HOMELESSNESS

## CITY OF PARAMOUNT AND CITY OF BELLFLOWER



PARAMOUNT The City

CITY OF BELLFLOWER
Families. Businesses. Futures.
"GROWING TOGETHER"

PATH MAKING IT HOME

The Los Angeles County HOMELESS INITIATIVE
REAL HELP. LASTING CHANGE.

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# Executive Summary

The Cities of Paramount and Bellflower are neighboring cities in Southeast Los Angeles County. The Plan to Prevent and Combat Homelessness in Paramount and Bellflower was created to outline the Cities' priorities in addressing issues related to homelessness in both Cities. A joint plan was created because of the regional nature of homelessness and the funding associated with addressing it. Funding from Measure H through the County Homeless Initiative made the creation of this plan possible.

Both Cities have already worked to address homelessness prior to the creation of this Plan. The Goals and Supporting Actions reflect the collaborative process involving stakeholder meetings, expert interviews, and City policy document analysis. This process was conducted by City officials in partnership with PATH and identified the challenges and solutions to ending homelessness in each respective city.

The Goals that follow are a reflection of the process and represent the Cities' priorities for addressing homelessness, as well as opportunities for the Cities to pursue high impact policy adoption. Detailed Supporting Actions associated with accomplishing each Goal are included in the body of the Plan.

City of Paramount's Goals

- Goal 1: Educate residents about homelessness and increase awareness of the City's current efforts to address homelessness
- Goal 2: Increase access to homeless services in the City of Paramount
- Goal 3: Mobilize the community to proactively address homelessness
- Goal 4: Ensure efficient use of City resources when responding to requests related to homelessness
- Goal 5: Prevent Paramount residents from becoming homeless
- Goal 6: Increase stock of supportive and affordable housing available in the City

City of Bellflower's Goals

- Goal 1: Increase engagement with individuals experiencing homelessness in the City of Bellflower
- Goal 2: Ensure City staff are equipped to address the intersection of homelessness and their department through increased training on proper engagement techniques and available resources
- Goal 3: Educate residents about how to combat misconceptions about homelessness and how to utilize available resources
- Goal 4: Mobilize the community to proactively address homelessness
- Goal 5: Prevent Bellflower residents from becoming homeless
- Goal 6: Increase stock of bridge, supportive, and affordable housing available in the City

# Background and Purpose

## City Information

The Cities of Paramount and Bellflower are located in Southeast Los Angeles County. Paramount covers an area of 4.8 square miles and Bellflower covers an area of 6.17 square miles. The two Cities share a border on Paramount's eastern edge and Bellflower's western edge. As of 2016, Paramount has 56,400 residents and Bellflower has 76,363 residents.

*Images courtesy of Google Maps*

There are 55,048 people experiencing homelessness in Los Angeles County, according to the Los Angeles Homeless Services Authority's (LAHSA) 2017 Homeless Count. From 2016 to 2017, Los Angeles County saw a 17 percent increase in the number of people experiencing homelessness on a given night (2017 Homeless Count results). While the 2017 Homeless Count reported a decrease in the number of people experiencing homelessness in the City of Bellflower and an increase in the City of Paramount, service providers and City staff from both cities cited a noticeable increase in the number of people in the City who are in need of homeless services.

For the purposes of delivering homeless services to people, the county is divided into eight Service Planning Areas (SPA). While Paramount and Bellflower are neighboring cities, they are in different SPAs, Paramount in SPA 6 and Bellflower in SPA 7.

*Image courtesy of LAHSA*

| 2017 Homeless Count Results | | | |
|---|---|---|---|
| **LA County 2017 Total** | 55,048 | | |
| **SPA 6 2017 Total** | 9,036 | **SPA 7 2017 Total** | 4,533 |
| Paramount 2017 Total | 111 | Bellflower 2017 Total | 166 |
| Unsheltered | 111 | Unsheltered | 131 |
| *Persons in Cars* | 16 | *Persons in Cars* | 22 |
| *Persons in RVs/Campers* | 8 | *Persons in RVs/Campers* | 13 |
| *Persons in Vans* | 25 | *Persons in Vans* | 20 |
| *Persons in Tents* | 14 | *Persons in Tents* | 3 |
| *Persons in Makeshift Shelters* | 17 | *Persons in Makeshift Shelters* | 33 |
| *Persons on the street* | 30 | *Persons on the street* | 40 |
| Sheltered | 0 | Sheltered | 35 |
| **2016 Homeless Count Results** | | | |
| **LA County 2016 Total** | 46,874 | | |
| **SPA 6 2017 Total** | 7,459 | **SPA 7 2017 Total** | 3,469 |
| Paramount 2016 Total | 50 | Bellflower 2016 Total | 241 |

Data limitations restrict access to detailed demographic information of people experiencing homelessness in the cities at any one time. However, demographic information is available at the SPA level. The following demographic information from each SPA provides a more holistic understanding of people experiencing homelessness in the region. Please note, results have been rounded and may not equal 100 percent.

**SPA 6 (2017 Homeless Count)**

Location:
- 73% of people were unsheltered and living outside
- 27% of people were in some form of temporary accommodations

Family Type:
- 76% of people were single adults
- 18% of people were families
- 6% were transitional age youth

Gender:
- 62% were male
- 38% of people were female
- 0.3% were transgender

Ethnicity:
- 68% were African American
- 23% of people were Hispanic/Latino
- 5% were white
- 1% identified as other

Age:
- 11% of people were under the age of 18
- 7% were between ages 18-24
- 53% between ages 25-54
- 19% between ages 55-61
- 9% were age 52 or older

Other Demographics

*These are not mutually exclusive categories, and an individual may fall into more than one category.*
- 7% were United States Veterans
- 35% have experienced domestic/intimate partner violence in their lifetime
- 30% were considered chronically homeless
- 31% had a mental illness
- 17% had a substance use disorder
- 1% had HIV/AIDS

**SPA 7 (2017 Homeless Count)**

Location:
- 76% of people were unsheltered and living outside
- 24% of people were in some form of temporary accommodations

Family Type:
- 67% of people were single adults
- 14% of people were families
- 19% were transitional age youth

Gender:
- 66% were male
- 33% of people were female
- 0.3% were transgender

Ethnicity:
- 71% of people were Hispanic/Latino
- 17% were white
- 11% were African American
- 1% identified as other

Age:
- 11% of people were under the age of 18
- 18% were between ages 18-24
- 52% between ages 25-54
- 14% between ages 55-61
- 5% were age 52 or older

Other Demographics

*These are not mutually exclusive categories, and an individual may fall into more than one category.*
- 3% were United States Veterans
- 23% have experienced domestic /intimate partner violence in their lifetime
- 18% were considered chronically homeless
- 11% had a mental illness
- 10% had a substance use disorder
- 1% had HIV/AIDS

## Background on Plan Development

In March 2017 Los Angeles County voters passed Measure H, a quarter cent sales tax, to generate funding for homeless services. During the first year of Measure H implementation, the County created an opportunity for cities to develop city-specific Plans to Prevent and Combat Homelessness (“the Plan”).

Before the opportunity to create a Plan to Prevent and Combat Homelessness became available, Paramount and Bellflower (“the Cities”) worked to address homelessness in the following ways:

- Contracting with community based organizations to provide services to people experiencing homelessness
- Conducting outreach through Public Safety Department and the LA County Sherriff’s Department and providing referrals to regional bridge housing and other available resources
- Participating in the work of regional homeless coalitions
- Updating zoning to allow for more bridge and supportive housing development

## Purpose of Developing Plan

It is important to recognize that the larger housing affordability crisis in California and Los Angeles County exacerbates the homelessness crisis at the city level. California holds 21 of the 30 most expensive rental markets in the nation, and LA County needs 551,807 more affordable rental

homes for very and extremely low-income households (Homeless Task Force Report, 1; 2017 Homeless Count). At the city level, Bellflower's Housing Element recognizes that "very low-income households would not be able to afford rental apartments in the City given the current market trends" (71). Paramount also recognizes the insufficient number of "housing units affordable to people with very low-income" (Paramount's 2017-2021 Consolidated Plan, 83).

Paramount and Bellflower acknowledge their roles in addressing the housing affordability and homelessness crisis. The Cities are working to meet their Regional Housing Needs Allocation (RHNA) for the current cycle and have updated or are in the process of updating their zoning code accordingly. Paramount makes clear that "the ultimate solution to ending homelessness is transitional to permanent housing closely aligned with supportive services that ensure housing stability can be maintained" (Paramount's 2017-2021 Consolidated Plan, 139). Both cities are currently subject to SB 35 streamlining for developments with some percentage of affordable units, reflecting the fact that the Cities have not met the needed production of housing (see Appendix I for additional details).

People experiencing homelessness often travel between cities to access resources and to avoid interactions with law enforcement. "A regional approach is the best strategy to address the needs of the homeless," which is why Paramount and Bellflower decided to create a joint plan (Bellflower's 2015 Consolidated Plan, 8). Further, the majority of funding from the County and State levels is distributed in a regional way. While this plan is specifically targeted to address homelessness in Paramount and Bellflower, the Cities are also committed to participating in and supporting regional efforts to address homelessness. Participation in the Gateway Cities Council of Governments (GCCOG) efforts is a priority for City Councils and the GCCOG Homeless Action Plan 2018 Regional Goals have been included in Appendix D.

## Plan Development Process

The Cities of Paramount and Bellflower, in partnership with PATH, developed a collaborative plan through input from City staff, residents, homeless service providers that operate in the Cities, and an individual who experienced homelessness in the City of Bellflower. Five stakeholder meetings were convened to hear from specific stakeholders groups (Appendix A contains notes from the stakeholder meetings and Appendix B is a list of stakeholders engaged in this process). Expert interviews were conducted with a number of organizations, City departments, and individuals that had unique insight into the state of homelessness in the Cities. Each stakeholder meeting or expert interview was formatted to first discuss the challenges that exist in addressing homelessness in the Cities, followed by a conversation about the possible solutions to each identified challenge.

The Goals and Supporting Actions listed in this Plan are primarily influenced by the discussions that occurred at stakeholder meetings and in expert interviews. Also included with each Action Item is alignment with the City's current guiding policy, as it relates to homelessness and funding opportunities, outlined in the following publicly approved documents:

- City of Paramount
  - *2014-2021 Housing Element*
  - *2016 General Plan Annual Report*
  - *2016-2017 Consolidated Annual Performance and Evaluation Report (CAPER)* (Details the City's achievements in meeting the goals and objectives outlined in the 2016-2017 Action Plan and the 2012-2017 Consolidated Plan)

  - *2017-2021 Consolidated Plan* (federal requirement by the U.S. Department of Housing and Urban Development (HUD) to receive Federal Community Development Block Grant (CDBG) and HOME Investment Partnership funds)
  - *2017-2018 Annual Action Plan* (provides HUD with one-year goals and projects for the investment of CDBG and HOME funds to meet the housing and community development needs identified in the Consolidated Plan)
  - *2018-2019 Annual Action Plan* (provides HUD with one-year goals and projects for the investment of CDBG and HOME funds to meet the housing and community development needs identified in the Consolidated Plan)

- City of Bellflower
  - *2014-2021 Housing Element*
  - *2015 Consolidated Plan* (federal requirement by the U.S. Department of Housing and Urban Development (HUD) to participate in formula programs such as Community Development Block Grant (CDBG) and HOME Investment Partnership)
  - *Consolidated Annual Performance Evaluation (CAPER) Fiscal Year 2016-2017* (summary of the City's progress toward meeting the goals specified in the City's Consolidated Plan)
  - *2017-2018 Annual Action Plan* (details the City's proposed uses of its CDBG and HOME funds)
  - *2018-2019 Annual Action Plan* (details the City's proposed uses of its CDBG and HOME funds)
  - *Low and Moderate Income Housing Asset Funds Program Guide*

The Cities also recognize their roles in regional efforts to combat homelessness. As such, the following regional documents were consulted in the development of this plan:

- *Gateway Cities Homeless Action Plan*
- *Homelessness Task Force Report-Tools and Resources for Cities and Counties*, prepared by the League of California Cities, California State Association of Counties, and the Institute for Local Government
- *Local Zoning Best Practices for Shelter and Transitional and Supportive Housing*¸ prepared by Public Counsel

Goals and Supporting Actions have been identified for each City separately, though there is considerable overlap between the two sets of Goals. This was done to ensure each City could independently implement their Goals and Supporting Actions.

## Paramount's Goals and Supporting Actions

*See Appendix K for definitions of table categories and other industry specific words used in the Plan. For the purpose of this section, use of "the City" refers to the City of Paramount.*

| Goal 1: Educate residents about homelessness and increase awareness of the City's current efforts to address homelessness |
|---|
| The *Everyone In* Campaign, spearheaded by United Way of Greater Los Angeles, says that, "With committed resources and political and community desire, Los Angeles can end homelessness." In order to address the multi-faceted nature of homelessness, everyone, including concerned residents, business owners, and local governments, need to accept their role in the process. |

| Goal 1 aims to proactively engage residents around the issues related to homelessness in the City. Open and frequent discussion about efforts to address homelessness in the City increases resident knowledge about available resources, situations that warrant calls to law enforcement, and actions they can take to help address homelessness in the City. | |
|---|---|
| **Approachable Action Items** | |
| Action 1a: Invite service providers to have booths or tables at community events to educate residents about 1) Current efforts to address homelessness in the City, including limitations of City departments and law enforcement, 2) Resources available to people experiencing homelessness, and 3) How interested residents can help end homelessness in the City. | |
| Policy Changes | No associated policy changes required |
| Measurement | Service providers are present at City events |
| Timeline | 6 months |
| Ownership | Community Development |
| Leveraged City Resources | Space at City facilities |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | E7 |
| City Policy Alignment | **2017-2021 Consolidated Plan:** The City provides for the ability to support "activities implemented by local nonprofit organizations that provide services to help prevent and eliminate homelessness" (140). |
| **Growth Action Items** | |
| Action 1b: Utilize City social media to disseminate information about homelessness, available resources, and current City efforts to address homelessness. | |
| Policy Changes | No associated policy changes required |
| Measurement | Enhanced community awareness about homelessness |
| Timeline | 24 months |
| Ownership | Public Safety |
| Leveraged City Resources | Staff time |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | E7 |
| City Policy Alignment | N/A |
| Action 1c: Voice City support for the *Everyone In* Campaign spearheaded by United Way of Greater Los Angeles and invite representatives from the *Everyone In* Campaign to City Council meetings. | |
| Policy Changes | No associated policy changes required |
| Measurement | Sign *Everyone In* Resolution (Appendix G) |
| Timeline | 6 months |
| Ownership | Public Safety |
| Leveraged City Resources | Staff time, time at City Council meetings |
| Funding Opportunities | Funding not required |

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|---|---|
| County Strategy Alignment | N/A |
| City Policy Alignment | N/A |

## Goal 2: Increase access to homeless services in Paramount

Providing case management services to people experiencing homelessness is a specialized skill and requires access to a variety of resources. The limited number of both case managers and services provided in Paramount was a concern discussed at all stakeholder meetings. City staff primarily requested more immediate access to services like mental health care and rehabilitation programs.

Goal 2 aims to increase the number of services and service providers in the City. It also explores innovative solutions to make it easier for people experiencing homelessness to access the available services.

| Approachable Action Items | |
|---|---|
| Action 2a: Increase the number of service providers in the City and enhance the relationship with the Coordinated Entry System (CES) lead agencies in SPA 6. | |
| Policy Changes | The 2014-2021 Housing Element states that the "primary agency that deals with the issue of homelessness in Paramount is the Los Angeles County Sheriff's Department that serves Paramount" (36). The entity responsible for addressing homelessness in the City should be modified |
| Measurement | Increased number of service providers in the City |
| Timeline | 6 months |
| Ownership | Public Safety |
| Leveraged City Resources | Staff time |
| Funding Opportunities | General Fund; Grants from the Community Services and Recreation Department |
| County Strategy Alignment | E7 |
| City Policy Alignment | **2017-2021 Consolidated Plan:** "In support of CoC efforts, this Strategic Plan provides for the use of General Funds to support activities implemented by local nonprofit organizations that provide services to help prevent and eliminate homelessness" (140).<br><br>**2017-2021 Consolidated Plan**: "The City of Paramount will support homeless and other special needs activities through community grants administered by the Community Services and Recreation Department. Each year, the City allocates approximately $70,000 to support community-based nonprofits – many of which focus their work on addressing homelessness and providing services to special needs populations" (168). |
| Action 2b: Allow outreach workers to utilize office space at City parks and public safety offices. | |
| Policy Changes | Update allowable City park and public safety office space uses |
| Measurement | Service providers have home bases at City parks and public safety facilities |
| Timeline | 6 months |
| Ownership | Public Safety |

| | |
|---|---|
| Leveraged City Resources | Space at City facilities |
| Funding Opportunities | Grants from the Community Services and Recreation Department |
| County Strategy Alignment | E7 |
| City Policy Alignment | **2017-2021 Consolidated Plan:** The Plan indicates six priority needs for the City including, but not limited to, "Provide services to low-income residents, those with special needs, and the homeless" (3). By allowing outreach teams to utilize City office space as a home base, services are more accessible to City residents and therefore in line with a priority outlined in the Consolidated Plan. |
| Action 2c: Explore creative resource solutions tied to case management such as 1) Non-City trash pick-up near encampments, 2) Daily storage options for belongings of people experiencing homelessness, 3) Increased accessibility to hygiene resources like showers and bathrooms, and 4) Access to laundry services. | |
| Policy Changes | Modifying allowable uses in public spaces, as needed |
| Measurement | More diverse resources are accessible to people experiencing homelessness during the housing navigation process |
| Timeline | 12 months |
| Ownership | Community Development; Public Safety; Consider partnering with local nonprofit(s) for implementation |
| Leveraged City Resources | Staff time; Space at City facilities |
| Funding Opportunities | General Fund; HUD Continuum of Care; Partnership with local nonprofits |
| County Strategy Alignment | E7 |
| City Policy Alignment | **2017-2021 Consolidated Plan:** "In support of CoC efforts, this Strategic Plan provides for the use of General Funds to support activities implemented by local nonprofit organizations that provide services to help prevent and eliminate homelessness" (140). |
| Action 2d: Ensure resources related to homeless services are available in Spanish. | |
| Policy Changes | No associated policy changes required |
| Measurement | Resources related to homeless services are available in Spanish |
| Timeline | 12 months |
| Ownership | Public Safety |
| Leveraged City Resources | Staff time |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | E7 |
| City Policy Alignment | N/A |
| Action 2e: Work to promote homeless services at City and County facilities (parks, libraries, City Hall, and other public spaces) through the distribution of flyers and informational cards. | |
| Policy Changes | No associated policy changes required |
| Measurement | Increased accessibility to information about homeless services |

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|---|---|
| Timeline | 6 months |
| Ownership | Community Development |
| Leveraged City Resources | Staff time |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | E7 |
| City Policy Alignment | **2017-2021 Consolidated Plan:** The City provides for the ability to support "activities implemented by local nonprofit organizations that provide services to help prevent and eliminate homelessness" (140). |
| **Growth Action Items** | |
| Action 2f: Pursue partnership with a nonprofit to establish an access center, where people experiencing homelessness in the City can access resources and bridge housing. | |
| Policy Changes | No associated policy changes required |
| Measurement | An access center is established in the City |
| Timeline | 24 months |
| Ownership | Community Development |
| Leveraged City Resources | Staff time |
| Funding Opportunities | Affordable Housing Program (2014-2021 Housing Element, 57); HOME; CDBG |
| County Strategy Alignment | E8 |
| City Policy Alignment | **2014-2021 Housing Element – "Emergency Shelter Rezoning Program/HUD Emergency Shelter Grants**": "This program provides for the creation of an overlay zone within a specific area of the City where an emergency shelter would be permitted by right" (64).<br><br>**2017-2021 Consolidated Plan:** The City identified several actions that "promote housing accessibility for homeless individuals and protected classes" (72). One of the actions includes "amending the City's Zoning Ordinance and Municipal Code… to include transitional housing as a defined permitted use by right" (72).<br><br>**2016-2017 CAPER:** "The City of Paramount Zoning Ordinance does not currently provide zoning and development standards that facilitate the siting and development of transitional housing" (12). However, the CAPER indicates that the City is in the process of amending the City's Zoning Ordinance and Municipal Code to allow for the previously mentioned siting (12). With the update, Action 2f will be more accessible for the City. |
| Action 2g: Fund motel vouchers as a component of case management. | |
| Policy Changes | No associated policy changes required |
| Measurement | City-funded motel vouchers are a component of case management in the City |
| Timeline | 24 months |
| Ownership | Community Development |
| Leveraged City Resources | Staff time |

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|---|---|
| Funding Opportunities | General Fund; Grants from the Community Services and Recreation Department |
| County Strategy Alignment | E6, E8 |
| City Policy Alignment | **2017-2021 Consolidated Plan:** "In support of CoC efforts, this Strategic Plan provides for the use of General Funds to support activities implemented by local nonprofit organizations that provide services to help prevent and eliminate homelessness" (140).<br><br>**2017-2021 Consolidated Plan**: "The City of Paramount will support homeless and other special needs activities through community grants administered by the Community Services and Recreation Department. Each year, the City allocates approximately $70,000 to support community-based nonprofits – many of which focus their work on addressing homelessness and providing services to special needs populations" (168). |

| Goal 3: Mobilize the community to proactively address homelessness | |
|---|---|
| Homelessness is a multi-faceted issue that requires multi-faceted solutions – with support from community members, residents, and local government. Thus, involving people from various groups that can uniquely address different aspects would be a tool for addressing homelessness in the City. | |
| **Approachable Action Items** | |
| Action 3a: Create a Paramount Homeless Coalition that includes providers, interested residents, law enforcement, faith communities, and business owners that 1) Meets monthly to discuss concerns, challenges, possible solutions, and opportunities for volunteering, 2) Provides regular updates to the City Council on resources, programs, and client stories that are active within the City, 3) Identifies businesses that would be willing to hire people with a history of homelessness, 4) Coordinates the efforts of faith communities to ensure efficient provision of short term resources and easy access to long term case management, and 5) Identifies and promotes volunteer opportunities with local civic clubs, community organizations, and service providers. | |
| Policy Changes | Pass a Motion recognizing the Paramount Homeless Coalition |
| Measurement | Establish Coalition |
| Timeline | 12 months |
| Ownership | Public Safety (shifted to Paramount resident once established) |
| Leveraged City Resources | Space at City facilities; Time during City Council meetings; Social Media promotion |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | E7 |
| City Policy Alignment | N/A |

| Goal 4: Ensure efficient use of City resources when responding to requests related to homelessness | |
|---|---|
| Goal 4 is included in Paramount's Plan as a direct result of input received from City staff during stakeholder meetings. Many staff are very knowledgeable about the causes of homelessness and ultimate solutions, but requested more training about how to address homelessness as it intersects with their jobs. Goal 4 works to empower City staff to address homelessness, de-stigmatize homelessness among City staff, and encourage resource sharing across City departments. | |
| **Approachable Action Items** | |
| Action 4a: Conduct regular staff training in partnership with a local service provider on 1) The causes of homelessness, 2) Resources available to address homelessness, and 3) Techniques for engaging people experiencing homelessness. | |
| Policy Changes | Revise City staff training requirements |
| Measurement | Minimum of 4 trainings offered per year |
| Timeline | 6 months |
| Ownership | Human Resources Division |
| Leveraged City Resources | Existing staff training events; Space at City facilities |
| Funding Opportunities | General Fund; Partnerships with local homeless service providers |
| County Strategy Alignment | E4 |
| City Policy Alignment | **2014-2021 Housing Element – "Emergency Shelter Program/HUD Emergency Shelter Grants":** The Housing Element states that the City will undertake certain activities to address the "priority needs" of people experiencing homelessness, including: monitoring the number of people experiencing homelessness, developing opportunities for additional affordable housing, and promoting the homeless program by noticing the special service agencies and providers of available funds and appropriate sites (64). The activities identified in the Housing Element would be supported through Action 4a. |
| Action 4b: Create a City Interdepartmental Task Force in partnership with a service provider to 1) Generate solutions-oriented discussion about homelessness in the City, 2) Increase awareness of available external resources to address homelessness, 3) Use social media and public meetings to present a consistent City message regarding homelessness and efforts to combat homelessness, and 4) Ensure collaboration with service providers when engaging people experiencing homelessness. | |
| Policy Changes | Pass a Motion to establish a City Interdepartmental Task Force |
| Measurement | Establish Interdepartmental Task Force |
| Timeline | 12 months |
| Ownership | City Manager's Office |
| Leveraged City Resources | City staff time; Space at City facilities |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | E7 |

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|---|---|
| City Policy Alignment | **2014-2021 Housing Element – "Emergency Shelter Program/HUD Emergency Shelter Grants":** The Housing Element states that the City will undertake certain activities to address the "priority needs" of people experiencing homelessness, including: monitoring the number of people experiencing homelessness, developing opportunities for additional affordable housing, and promoting the homeless program by noticing the special service agencies and providers of available funds and appropriate sites (64). The Interdepartmental Task Force would allow for direct collaboration with partnering nonprofits. |

| Goal 5: Prevent Paramount residents from becoming homeless | |
|---|---|
| As a proven strategy in decreasing homelessness, prevention programs work to help individuals at risk of homelessness with temporary assistance. Service providers communicated a need for increased funding for prevention programs and the City currently prioritizes HOME and CDBG funds for prevention purposes. | |
| **Approachable Action Items** | |
| Action 5a: Educate residents on programs that exist to prevent people from experiencing homelessness. | |
| Policy Changes | No associated policy changes required |
| Measurement | More residents are aware of available homeless prevention programs |
| Timeline | 12 months |
| Ownership | Community Development |
| Leveraged City Resources | Staff time; Space at City facilities |
| Funding Opportunities | Funding not required to complete action |
| County Strategy Alignment | A1, A5 |
| City Policy Alignment | **2017-2021 Consolidated Plan:** "Housing cost burden, severe housing costs burden, and overcrowding are the most common housing problems in Paramount" (42). The problems indicated in the Consolidated Plan are conditions that can put households at risk of homelessness.<br><br>**2017-2021 Consolidated Plan:** Housing cost burden is a leading indicator of risk for homelessness (43). In the City, "73 percent of low- and moderate-income households… pay more than 30 percent of their monthly gross income for housing costs" (43).<br><br>**2017-2021 Consolidated Plan:** The City successfully provided public services to 68 residents at risk of homelessness in 2012-2016. Furthermore, according to 2009-2013 ACS data, there are not enough housing units affordable to people with incomes less than 50 percent of AMI (83). |
| **Growth Action Items** | |
| Action 5b: Increase funding for prevention programs on an ongoing basis. | |
| Policy Changes | Consideration of LMIHAF uses |
| Measurement | Increased funding for prevention programs |

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|---|---|
| Timeline | 24 months |
| Ownership | Community Development |
| Leveraged City Resources | Staff time |
| Funding Opportunities | CDBG; HOME; General Fund; Low and Moderate Income Housing Asset Funds (LMIHAF); Emergency Solutions Grant (ESG) |
| County Strategy Alignment | A1, A5 |
| City Policy Alignment | **2014-2021 Housing Element:** According to the 2010 Census, 14.1 percent of the City's total occupied units were identified as being overcrowded while 10 percent of the total occupied units in the City were considered severely overcrowded (34). Overcrowded living conditions can be a factor that puts a household at risk of homelessness.<br><br>**2017-2021 Consolidated Plan:** "The City will use General Funds to support local service providers to prevent homelessness for low- and moderate-income residents" (139). |

| Goal 6: Increase stock of supportive and affordable housing available in the City | |
|---|---|
| The proven solution to ending homelessness is housing (see Appendix L for additional details about supportive housing). Goal 6 aims to increase the number of units accessible to people experiencing homelessness. Further, every stakeholder meeting cited the lack of affordable and supportive housing options as a challenge that needs to be addressed – a view also reflected in the 2016-2017 Paramount CAPER (18).<br><br>City staff, including Public Safety, Public Works, and Community Development, acknowledged that interactions with people experiencing homelessness were often with the same people. They cited increasing the number of affordable and supportive housing units as the ultimate solution to breaking the cycle of homelessness in the City, | |
| **Approachable Action Items** | |
| Action 6a: Track vacant rental units and through education about various landlord incentive programs, encourage Paramount landlords to rent units to people exiting homelessness. | |
| Policy Changes | No associated policy changes required |
| Measurement | List of vacant rental units throughout the City is created, maintained, and submitted to housing.lacounty.gov; Landlords are aware of incentive programs |
| Timeline | 24 months |
| Ownership | Community Development |
| Leveraged City Resources | Staff time |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | D7, E7 |
| City Policy Alignment | **2017-2021 Consolidated Plan:** During 2016-2017, approximately 600 Section 8, tenant-based vouchers were utilized in Paramount (60). According to the 2009-2013 ACS data, the City estimates a need for |

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|---|---|
| | approximately 4,290 additional units that are affordable to households with less than 50 percent AMI (87).<br><br>**2014-2021 Housing Element – "RHNA Objective/Constraints Monitoring Program":** "To ensure adequate sites are available throughout the planning period to meet the City's RHNA, the City will continue to annually update an inventory that details the amount, type, and size of vacant and underutilized parcels to assist developers in identifying…" suitable development sites for all income levels (68). |
| **Growth Action Items** | |
| Action 6b: Conduct a land use assessment to identify additional underutilized lots or buildings that could be turned into affordable housing while actively pursuing partnerships with nonprofit developers to build on or rehabilitate the identified lots or buildings. | |
| Policy Changes | No associated policy changes required |
| Measurement | Land use assessment indicates where additional affordable units could be built |
| Timeline | 24 months |
| Ownership | Community Development; Consider hiring a Planning Consultant |
| Leveraged City Resources | Staff time |
| Funding Opportunities | General Fund |
| County Strategy Alignment | F1, F6 |
| City Policy Alignment | **2014-2021 Housing Element**: For the 2014-2021 planning period, the City needs to add 105 units to the City's housing inventory – including 13 units for extremely low-income households, 13 units for very low-income households, and 16 units for low-income households (7). Furthermore, the City is also responsible for the unmet need of 961 units from the 2008-2014 planning period (44). The RHNA calls for Paramount to allow for a total of 1,064 additional units by 2021 (45).<br><br>**2014-2021 Housing Element – 3.3 – "Land Available to Accommodate RHNA Housing Need":** "The City of Paramount is fully developed and, as a result, any new residential development will consist of infill development within properties that are currently vacant or underutilized" (54).<br><br>**2014-2021 Housing Element – 3.4.2 Issue Area No. 2 – "Development of New Housing":** The City is committed to the development of new housing for "all income groups" (55). Policy 2.1 indicates that the City will promote new residential development – including affordable development (56).<br><br>**2014-2021 Housing Element – "Developer Consultation Program":** The program "promotes consultation with developers to assist in expanding housing opportunities in order to assist in the development of affordable housing" (62). This program is in direct support of pursuing partnerships with nonprofit developers. |

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|---|---|
| | **2014-2021 Housing Element – "Single Room Occupancy Housing Program":** "A single room occupancy (SRO) may serve as an important source of affordable housing for lower-income individuals, seniors, and persons with disabilities… As a means to finance this program, the City will prioritize affordable housing funds towards the provision of housing for extremely low-income households as part of the development of SRO housing" (66).<br><br>**2014-2021 Housing Element – "Lot Consolidation Program":** "The City will work with nonprofit developers and owners of small sites to identify and consolidate parcels to facilitate the development of housing affordable to lower-income households" (68).<br><br>**2014-2021 Housing Element – "RHNA Objective/Constraints Monitoring Program":** "To ensure adequate sites are available throughout the planning period to meet the City's RHNA, the City will continue to annually update an inventory that details the amount, type, and size of vacant and underutilized parcels to assist developers in identifying land suitable for residential development" (68).<br><br>In addition, the City has made insufficient progress toward the City's RHNA allocation and is subject to SB 35 streamlining for proposed developments with at least 10 percent of units restricted for affordable housing (See Appendix I for additional details about SB 35).<br><br>**2014-2021 Housing Element – "Other Programs to Create Affordable Housing":** "The City is currently operating a program to purchase residential properties that have posed public safety and property maintenance problems in neighborhoods throughout the City" (79).<br><br>**2017-2021 Consolidated Plan:** "The City is committed to identifying and engaging a nonprofit housing development partner that qualifies as a HOME Community Housing Development Organization to leverage CHDO reserve funds and local Affordable Housing Fund resources for the creation of additional affordable housing units where infill opportunities exist" (142). |
| **High Impact Action Items** | |
| Action 6c: Update zoning and policies to support 1) More multi-family development in residential zones, 2) By-Right development approval process, 3) Residential development in commercial zones, and 4) Fee waivers to developers of affordable and supportive housing | |
| Policy Changes | Update existing Zoning and Development policies |
| Measurement | Zoning code updated |
| Timeline | 36 months |
| Ownership | Community Development |
| Leveraged City Resources | Staff time |
| Funding Opportunities | General Fund |
| County Strategy Alignment | F3, F5, F7 |

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|---|---|
| City Policy Alignment | **2014-2021 Housing Element – "Land Use Controls":** "The General Plan was recently amended to permit mixed-use development with the approval of a conditional use permit [in Commercial Zones]" (43).<br><br>**2014-2021 Housing Element – "Development Standards in the Zoning Ordinance":** "The City works closely with developers to expedite approval procedures so as not to put any unnecessary timing constraints on development" (47).<br><br>**2014-2021 Housing Element – 3.4.4 Issue Area No. 4 – "Removal of Governmental Constraints":** One of the policies outlined to address this issue area is continued implementation of the "streamlined" review process (56).<br><br>**2014-2021 Housing Element – "Affordable Housing Bonuses and Incentives Ordinance":** The program provides incentives to developers who create projects with affordable housing units (57).<br><br>**2014-2021 Housing Element – "Affordable Housing Program":** The program "provides grants or subsidized interest rate loans for purchase, construction, and/or rehabilitation of owner-occupied housing by or for very low, low, and moderate-income households and/or to finance the purchase, construction, or rehabilitation for rental housing" (57). The allowable uses of the Program include, but are not limited to homeless shelters, new rental housing, and transitional housing (57).<br><br>**2014-2021 Housing Element – "Extremely Low-Income Housing Program":** "The City shall adopt a resolution waiving 100 percent of the application processing fees for developments in which 5 percent of the units are affordable to extremely low-income households" (62).<br><br>**2014-2021 Housing Element – "Underutilized Parcel Information":** "To encourage and facilitate the development of housing affordable to lower income households on sites zoned R-M (Multiple-family Residential) the City will continue to work with residential developers that are constructing affordable units to identify alternatives that may represent a cost savings on a case-by-case basis" (75). |

## Bellflower's Goals and Supporting Actions

*See Appendix K for definitions of table categories and other industry specific words used in the Plan. For the purpose of this section use of "the City" refers to the City of Bellflower.*

| Goal 1: Increase engagement with individuals experiencing homelessness in the City | |
|---|---|
| In order to end homelessness in the City of Bellflower, it is important to responsibly engage people experiencing homelessness. This type of engagement fosters trust that empowers people to move out of homelessness. Goal 1 aims to increase the number of service providers in the City and enhance service provider coordination with City and County departments operating in Bellflower. Inclusion of Goal 1 reflects direct input from City staff and residents. | |
| **Approachable Action Items** | |
| Action 1a: Increase community and City staff involvement in the annual Homeless Count conducted by LAHSA. | |
| Policy Changes | No associated policy changes required |
| Measurement | Increased City staff involvement in the annual Homeless Count |
| Timeline | January 2019 |
| Ownership | Public Safety |
| Leveraged City Resources | Space at City facilities |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | N/A |
| City Policy Alignment | **2015 Consolidated Plan**: The City describes its coordination with the Continuum of Care by stating the following: "The City of Bellflower consults and collaborates with the Los Angeles Homeless Services Authority (LAHSA) and the local service providers to determine the available resources to address the needs of chronically homeless persons in Bellflower" (8). The City is committed to working with LAHSA, therefore Action 1a is in line with the Consolidated Plan. |
| Action 1b: Allow service providers to use office space at City park and public safety facilities as a home base when conducting outreach in the City. | |
| Policy Changes | Update allowable City park and public safety office space uses |
| Measurement | Service providers have home bases at City parks and public safety facilities |
| Timeline | 6 months |
| Ownership | Public Safety |
| Leveraged City Resources | Space at City facilities |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | E7 |
| City Policy Alignment | **2018-2019 Action Plan:** The City currently addresses the needs of people experiencing homelessness by referring "persons needing shelter or housing to agencies with funding to help homeless and those near homeless" (29). Allowing service providers to use office space at City park |

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| | and public safety facilities would allow the City to have increased accessibility to the referral process. |
| Action 1c: Increase the number of outreach workers in the City in order to move people out of homelessness more quickly. The additional outreach workers should include mental health workers, case managers, and Spanish speakers. | |
| Policy Changes | Transfer of "Outreach" LMIHAF funds from Public Safety/LA County Sheriff |
| Measurement | Increased number of outreach workers in the City |
| Timeline | 12 months |
| Ownership | Public Safety |
| Leveraged City Resources | N/A |
| Funding Opportunities | CDBG; Low and Moderate Income Housing Asset Funds (LMIHAF); HUD Continuum of Care |
| County Strategy Alignment | E6 |
| City Policy Alignment | **2015 Consolidated Plan:** "While a variety of services are available to homeless and those at risk of becoming homeless through LAHSA and local nonprofits, the amount of services available is limited and does not meet all of the needs" (92). Therefore, increasing the presence of outreach workers in the City would assist with efforts to address the identified weakness in the Consolidated Plan.<br><br>**2015 Consolidated Plan:** Through surveys, public meetings, and research, the City identified "Priority Needs" with corresponding priority levels of "High Priority," "Medium Priority," and "Low Priority" (86). The designation of "High Priority" translates to "activities to address [the identified] need will be funded by the City during the five-year period" of 2015-2020 (86). "Support Continuum of Care for the Homeless" is identified as a "High Priority" need (82) and therefore will be funded by the City in 2015-2020.<br><br>**Low and Moderate Income Housing Asset Funds Program Guide:** The current use of LMIHAF Funds includes $162,500 for Homeless Prevention and Rapid Re-housing Services, Extremely Low Income Rental Vouchers Services, and associated case management. With the current total allocation of $250,000, there is $87,500 left for "Outreach" to be administered by the City and LA County Sheriff. |

| Goal 2: Ensure City staff are equipped to address the intersection of homelessness and their department through increased training on proper engagement techniques and available resources |
|---|
| Goal 2 is included in Bellflower's Plan as a direct result of input received from City staff during stakeholder meetings. The Goal aims to increase the coordination between service providers, City departments, and County departments operating in Bellflower. Goal 2 works to empower City staff to address homelessness, de-stigmatize homelessness among City staff, and encourage resource sharing across City departments. |
| **Approachable Action Items** |

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| Action 2a: In partnership with a service provider, regularly convene City and County departments in Bellflower to 1) Generate solutions-oriented discussion about homelessness in the City, 2) Increase awareness of available external resources to address homelessness, 3) Ensure efficient use of City resources when responding to requests associated with homelessness, and 4) Provide regular training to City staff on engagement techniques and available resources. | |
| Policy Changes | No associated policy changes required |
| Measurement | Meetings occur on regular and reliable schedule |
| Timeline | 6 months |
| Ownership | Public Safety; Public Works; Human Resources Division |
| Leveraged City Resources | Space at City facilities |
| Funding Opportunities | General Fund |
| County Strategy Alignment | E4, E7 |
| City Policy Alignment | N/A |
| Action 2b: Adhere to the LA County Sheriff Department cleanup protocol (see Appendix J) when conducting clean ups of large encampments in the City. The protocol allows for time to conduct outreach at the site of an encampment before the cleanup, coordination between all parties involved, and a clear understanding of the appropriate way to engage people experiencing homelessness. | |
| Policy Changes | Utilize LA County Sheriff Department cleanup protocol more frequently |
| Measurement | Protocol is followed for cleanups of large encampments |
| Timeline | 6 months |
| Ownership | Public Safety; Public Works |
| Leveraged City Resources | Staff time |
| Funding Opportunities | Funding not required to complete action |
| County Strategy Alignment | E4, E5 |
| City Policy Alignment | See County Homeless Encampment Protocol in Appendix J. |

| Goal 3: Educate residents to combat misconceptions about homelessness and how to access available resources |
|---|
| City staff, service providers, and residents recognized the need to engage community members around the causes of homelessness and the resources available to address homelessness. City staff reported a high volume of calls from residents that they are unable to address due to legal and resource limitations. Service providers recognized the need to have an informed community to comprehensively address the needs of people experiencing homelessness. Increased education addresses the concerns and opportunities brought up by all stakeholders. |
| **Approachable Action Items** |
| Action 3a: Invite service providers to have booths or tables at community events to educate residents about 1) Current efforts to address homelessness in the City, including limitations of |

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| City departments and law enforcement, 2) Resources available to people experiencing homelessness, and 3) How interested residents can help end homelessness in the City | |
| Policy Changes | No associated policy changes required |
| Measurement | Service providers are present at City events |
| Timeline | 6 months |
| Ownership | Economic Development |
| Leveraged City Resources | Space at City facilities |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | E7 |
| City Policy Alignment | N/A |
| **Growth Action Items** | |
| Action 3b: Coordinate public messaging about homelessness between and among service providers, City Council, and City staff. | |
| Policy Changes | No associated policy changes required |
| Measurement | Service providers, City Council, and City staff utilize fact-based messaging when communicating with the public about homelessness |
| Timeline | 12 months |
| Ownership | Economic Development; Public Safety |
| Leveraged City Resources | Staff time |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | E7 |
| City Policy Alignment | N/A |
| Action 3c: Utilize City social media to combat misconceptions about individuals experiencing homelessness and enhance awareness of available resources for people experiencing homelessness. | |
| Policy Changes | No associated policy changes |
| Measurement | City social media communication about homelessness is informative and effective |
| Timeline | 12 months |
| Ownership | Public Safety |
| Leveraged City Resources | Staff time |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | E7 |
| City Policy Alignment | N/A |

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| Goal 4: Mobilize the community to proactively address homelessness | |
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| Involving concerned residents from various groups that can uniquely address different aspects of homelessness would be beneficial to the City. Residents and service providers cited the community as an asset needed to successfully address homelessness in the City. Goal 4 aims to ensure this group is utilized to address homeless as much as possible. | |
| **Approachable Action Items** | |
| Action 4a: Create a Bellflower Homeless Coalition that includes providers, interested residents, law enforcement, faith communities, and business owners that 1) Meets regularly to discuss concerns, challenges, possible solutions, and opportunities for volunteering, 2) Identifies businesses that would be willing to hire people with a history of homelessness, and 3) Coordinates the efforts of faith communities to ensure the provision of short-term resources does not interfere with long-term resources that help to reduce homelessness. | |
| Policy Changes | Pass a Motion recognizing the Bellflower Homeless Coalition |
| Measurement | Establish Coalition |
| Timeline | 12 months |
| Ownership | Public Safety |
| Leveraged City Resources | Staff time; Space at City facilities; Time during City Council meetings; Social Media promotion |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | E7 |
| City Policy Alignment | N/A |

| Goal 5: Prevent Bellflower residents from becoming homeless | |
|---|---|
| Prevention programs both prevent and break the cycle of homelessness. The City has recognized the inability of its lowest earning residents to pay the current market rate for rental units (2014-2021 Housing Element, 71). Service providers and City residents also reported Prevention as a needed program. It is a proven strategy in efforts to address homelessness. | |
| **Approachable Action Items** | |
| Action 5a: Educate residents on programs that exist to prevent people from experiencing homelessness. | |
| Policy Changes | No associated policy changes required |
| Measurement | More residents are aware of available homeless prevention programs |
| Timeline | 12 months |
| Ownership | Economic Development |
| Leveraged City Resources | Staff time; Space at City facilities |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | A1, A5 |
| City Policy Alignment | **2015-2021 Housing Element:** In 2010, 53 percent of households in Bellflower paying mortgage or rent were spending more than 30 percent of their incomes on housing and, therefore, overpaying for housing (50). This |

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| | cost-burdened portion of the community is at risk of experiencing homelessness.<br><br>**2014-2021 Housing Element:** "Very low-income households would not be able to afford rental apartments in the City given the current market trends" (71). |
| **Growth Action Items** | |
| Action 5b: Enhance the spending efficiency of prevention funding | |
| Policy Changes | Consideration of LMIHAF uses |
| Measurement | Increase the number of Bellflower residents served |
| Timeline | 24 months |
| Ownership | Economic Development |
| Leveraged City Resources | Staff time |
| Funding Opportunities | Low and Moderate Income Housing Asset Funds (LMIHAF); HOME; CDBG |
| County Strategy Alignment | A1, A5 |
| City Policy Alignment | **2014-2021 Housing Element:** "Very low-income households would not be able to afford rental apartments in the City given the current market trends" (71).<br><br>**2015 Consolidated Plan:** The plan acknowledges that "lower-income families, especially those earning less than 30 percent of the median income and those that pay more than 50 percent of their income on housing are at imminent risk of becoming homeless" (25).<br><br>**2015 Consolidated Plan**: As of 2015, Bellflower has seen a 65 percent increase in median rent since 2000 (54). |

| Goal 6: Increase stock of bridge, supportive, and affordable housing available in the City | |
|---|---|
| The proven solution to ending homelessness is housing (see Appendix L for additional details about supportive housing). Service providers and the majority of residents at the Community Listening Session cited their interest in creating bridge, supportive, and affordable housing in the City. Further, Bellflower is not currently meeting the state mandated Regional Housing Needs Allocation (RHNA) goals and is subject to SB 35 streamlining for proposed developments with at least 50 percent of units restricted as affordable housing. | |
| **Approachable Action Items** | |
| Action 6a: Track vacant rental units and encourage Bellflower landlords to rent units to people exiting homelessness through education about various landlord incentive programs. | |
| Policy Changes | No associated policy changes required |
| Measurement | List of vacant properties throughout the City is created, maintained, and submitted to housing.lacounty.gov; Landlords are aware of incentive programs |
| Timeline | 24 months |
| Ownership | Planning; Economic Development |

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| Leveraged City Resources | Staff time |
| Funding Opportunities | Funding not required |
| County Strategy Alignment | E7 |
| City Policy Alignment | **2014-2021 Housing Element: Goal 1, Program 3 – "Monitor and Preserve Affordable Housing":** The Program Objectives indicated in the Housing Element including maintaining a "list of affordable units throughout the City including affordability information to ensure landlords are compliant with deed restrictions and to preserve affordable units" (18).<br><br>Adopted Objectives also include collecting "information on units without deed restrictions…and communicate with land owners and/or property managers of unrestricted units to encourage the establishment of an affordability covenant" (18).<br><br>**2014-2021 Housing Element: Goal 4, Program 22 – "Section 8 Rental Assistance":** The Program Objective states that the City will "continue to provide assistance to households through continued participation in the Section 8 program and encourage rental property owners to register their units with the Housing Authority" (33).<br><br>As of 2010, 689 Section 8 vouchers were leased to Bellflower residents (2014-2021 Housing Element, 138). Therefore, the City must continue to identify landlords willing to accept Section 8 vouchers. |
| Action 6b: Ensure sufficient progress toward Lower Income RHNA by actively pursuing partnerships with nonprofit developers to build on or rehabilitate underutilized lots or buildings. | |
| Policy Changes | Allow the Economic Development Department to actively pursue partnerships with nonprofit developers |
| Measurement | Lower Income RHNA allocation reached |
| Timeline | 24 months |
| Ownership | Economic Development; Planning |
| Leveraged City Resources | Staff time |
| Funding Opportunities | CDBG; HOME |
| County Strategy Alignment | N/A |
| City Policy Alignment | The City is required to plan for RHNA allocation from the 2008-2014 planning period and the 2014-2021 planning period (2014-2021 Housing Element, 104). For the combined planning period, the total allocation for the City is 1,069 units, including 263 units for very low-income and 164 units for low-income households (2014-2021 Housing Element 104).<br><br>Between 2006 and 2014, the City approved or developed 220 units (6 units for very low-income, 67 units for moderate-income, and 147 units for above moderate-income households) (2014-2021 Housing Element 105). Therefore, the City is responsible for making sites available to accommodate for 849 units in this planning period. |

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Due to the fact that Bellflower has made insufficient progress toward their Lower Income RHNA (Very Low and Low Income), the City is subject to SB 35 streamlining for proposed developments with at least 50 percent of units restricted as affordable housing (SB 35 Statewide Determination Summary, 6). "SB 35 streamlines multi-family project approvals, at the request of a developer, in a city that fails to issue building permits for its share of the regional housing need by income category" (*A 2018 Guide to New Housing Law in California*, League of California Cities, 6). See Appendix I for additional details about SB 35.

**2014-2021 Housing Element: Goal 5, Program 25 – "Ensure Adequate Sites to Accommodate the RHNA":** "To facilitate the development of affordable housing and accommodate the City's remaining RHNA… the City will establish and implement the Bellflower/Alondra Mixed-Use (BAMU) Overlay Zone" (35). The BAMU Overlay Zone will help encourage higher density residential development (35).

**2015 Consolidated Plan:** "The greatest housing needs in Bellflower include affordable housing units for large families, elderly, female head of household with children, and affordable housing to serve special needs persons and the homeless and those that are at risk of homelessness" (53). The identified "greatest housing needs" in the City align with the aim of Action Item 6b and can be addressed through nonprofit partnerships.

**2014-2021 Housing Element: Goal 1, Program 3 – "Monitor and Preserve Affordable Housing":** Program Objectives include pursuing partnerships with nonprofits to "preserve and expand affordable housing in the City" (18).

**2014-2021 Housing Element: Goal 2, Policy 2.2:** "Facilitate and encourage the development of affordable housing for seniors, large families, persons with disabilities, and other identified special housing needs" (20).

**2014-2021 Housing Element: Goal 3, Program 14 – "Prioritize Housing Program Activities":** "Based on the needs analysis in this Housing Element, there is a need to provide affordable rental units for large families" (28).

**2015 Consolidated Plan:** The Consolidated Plan provided a Needs Assessment related to housing. Based on the housing needs, the City established priorities, including the following: "Housing Acquisition/Development: Funds will be invested to acquire and develop affordable housing" (16).

**2015 Consolidated Plan:** Through surveys, public meetings, and research, the City identified "Priority Needs" with corresponding priority levels of "High Priority," "Medium Priority," and "Low Priority." (86). The designation of "High Priority" means that "activities to address [the identified] need will be funded by the City during the five-year period" of 2015-2020 (86). The

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| | "Development of Affordable Housing" is identified as a "High Priority" need (82). |
| **Growth Action Items** | |
| Action 6c: Conduct a land use assessment and create a catalog of underutilized lots or buildings to determine where additional affordable units could be built in Bellflower. | |
| Policy Changes | No associated policy changes required |
| Measurement | Land use assessment indicates where additional affordable units could be built |
| Timeline | 24 months |
| Ownership | Planning; Consider hiring a Planning Consultant |
| Leveraged City Resources | Staff time |
| Funding Opportunities | General Fund |
| County Strategy Alignment | F1, F6 |
| City Policy Alignment | **2014-2021 Housing Element: Goal 2, Program 5 – "Second Units":** With certain parcel requirements, the City allows second unit developments in residential zones (21).<br><br>**2014-2021 Housing Element: Goal 4, Program 23 – "Homeless Assistance":** The Program Objective is to "expand transitional and temporary housing opportunities and support services within the area" (34).<br><br>**2014-2021 Housing Element: Goal 5, Program 25 – "Ensure Adequate Sites to Accommodate the RHNA":** "To encourage the development of residential projects with affordable units, the City will meet with land owners to facilitate redevelopment on vacant sites and severely underutilized sites within the BAMU Overlay Zone (36).<br><br>**2014-2021 Housing Element: Goal 5, Program 26 – "Lot Consolidation":** "To encourage the development of residential and mixed-use projects, the City will establish a lot consolidation program, which offers incentives such as reduction in development standards (i.e. lot size, parking, and open space requirements) to merge adjacent lots" (37).<br><br>**2015 Consolidated Plan**: The plan reports that there are zero beds available at any point in time for people in need of emergency shelter, transitional housing, or permanent supportive housing (64). The identified lack of resources could be addressed through Action 6c's implementation.<br><br>**2015 Consolidated Plan:** The City indicated "Decent Housing" and seeking "opportunities to expand affordable housing, retain affordable housing stock, and or increasing the availability of affordable permanent housing" as an objective in the Plan Needs Assessment Overview (1).<br><br>**2017-2018 Annual Action Plan:** "The City is built-out and has no available land to build upon. To address this deficiency, the City has prepared a mixed-use development zone in the town center area and the Bellflower |

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| | Alondra Mixed Use Overlay Zone so that underutilized sites may be considered for housing development" (31). |
| Action 6d: Identify motels that could be converted into bridge or supportive housing. | |
| Policy Changes | Amend the municipal code to allow motel conversion to transitional or supportive housing if the motel owner has an executed contract agreement that demonstrates that it will provide onsite supportive services. With the executed contract, eliminate current limit of stay for the motel. |
| Measurement | Motel(s) converted into bridge or supportive housing |
| Timeline | 36 months |
| Ownership | Planning; Consider hiring a Planning Consultant |
| Leveraged City Resources | Staff time |
| Funding Opportunities | CDBG; HOME |
| Measure H Alignment | E8 |
| City Policy Alignment | **2017-2018 Annual Action Plan:** "The City will provide funding to CHDO's that may develop new construction of transitional housing for women with alcohol and substance abuse problems" (29).<br><br>**2015 Consolidated Plan:** The City indicated "Decent Housing" and seeking "opportunities to expand affordable housing, retain affordable housing stock, and or increasing the availability of affordable permanent housing" as an objective in the Plan Needs Assessment Overview (1). |

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## Plan Implementation

Below is the name and contact information for the city employees who will lead the implementation of this Plan in each City.

| **Paramount** | | | |
|---|---|---|---|
| Adriana Lopez, Public Safety Director | 15001 Paramount Blvd Paramount, CA 90723 | 562.220.2001 | alopez@paramountcity.com |

| **Bellflower** | | | |
|---|---|---|---|
| Joel Hockman, Director of Public Safety | 16600 Civic Center Drive Bellflower, CA 90706 | 562.925.0124 | jhockman@bellflower.org |

# Appendix A: Stakeholder Meeting Notes

## Paramount Notes

**Service Provider Stakeholder Meeting (held jointly with Bellflower)**
**Clearwater Building, 10-11:30am, March 30, 2018**

### Challenges

- Limited role of Department of Public Health in SPA 6 currently
- Lacking coordination with Public Safety/Sheriff's Department
- No service provider located in the City
- Misperception of the homeless as criminals
- Real estate market is tight and people are tied to these communities so they don't want to leave
- Lack of shelter, winter shelter pick-ups aren't local
- Veterans are from here; lack of affordable units
- Timeliness of service connection/housing
- Community education is limited
    - Perception of homeless as from other communities
- At discharge from TX (SUD, MH) they are ineligible for homeless services & transitional housing
- Large scale clean ups displace people
- Unrealistic expectation from law enforcement and service providers
- Faith based organizations focus on short term solutions

### Solutions

- Make prevention funds available
- Make the homeless count more approachable
- Community education
    - LAHSA community toolkit
    - Share individual stories
    - Public information officer (online, TV Media)
    - Champions on social media page
    - Invite providers to attend community gatherings
- City council/staff/community member outreach experience
    - Public meetings/town halls for public info sharing
    - Engage faith based organizations around long term solutions -> shift focus from short term to long term
- Engage community colleges
- Increased communication between public safety, law enforcement, providers
- Money for prevention
- Eviction defense and work with building managers

### Approachable Goals

- Social media education

- Increased educational social media, community meetings
- Regional alignment with City plans
- Educate landlords about incentives

**Growth Goals**

- Use housing successor agency funds for prevention
- Council member education (mandatory, yearly)
- CDBG for low-income households to prevent homelessness
- Encourage local businesses to hire homeless individuals

**Reach Goals**

- Development of transitional/supportive housing
- Rent control
- More involvement with the homeless count & use for education

**City Staff Stakeholder Meeting**
**Paramount Sherriff Substation, 10-11:30am, April 11, 2018**

**Intersections**

- Community Development
    - Calls from business owners complaining
- Public Works
    - Calls from residents about encampments
    - Clean ups after people move away
- Parks and Recreation
    - People experiencing homelessness hang out in parks
    - Calls about people hanging out on bus benches
    - School district referrals
    - (People think the Parks Department has resources to address homelessness)
- Public Safety
    - Respond to City department calls
    - Finding people who have left their belongings on City property
    - Posting clean ups
    - Coordinate with other non-City agencies
    - Engaging the Sheriff's Department
    - Refer people to KCB

**Challenges**

- Residents misunderstanding/lack of education around homelessness causes, services, and enforcement
- Lack of services, immediate need
    - DMH
    - KCB is only resource
- High volume of calls demands a lot of City resources in order to respond

- Threat of lawsuits, navigating laws
- Difficult to balance compassion and enforcement
- Current zoning doesn't allow for shelters, supportive housing
- People think the Senior center has homeless services
- Threats of violence against parks staff
- Home conversions are breaking code
- Lack of affordable housing
- Density limits are low

**Solutions**

- Staff Education/Training
    - What resources are available
    - What is enforceable
    - Basic engagement
- Community Education at City events, Senior center, and social media
    - Tables/booths for service provides
- Motel Vouchers tied to case management/housing plan
- Landlord Engagement
- Updating zoning to allow for siting of shelter/higher density/affordable housing
- More outreach staff dedicated to City
    - Co-location at parks/Sheriff substation
- Coordinated messaging across City departments
    - Interdepartmental Task Force
- More Success Stories/Face of Homelessness that can be shared with residents
- Incentivize shared housing
- Better communication between City/County departments
- Storage units/lockers
- Coordinated trash pickup at encampments

**Community Input Session**
**Paramount Community Center, 7-8:30pm, May 2, 2018**

1. What questions do you have about homelessness?
    a. Who transports the belongings of people experiencing homelessness and where do they store the items for 90 days?
    b. Any particular reason why the deputies who treat the homeless are female?
    c. Why is an encampment five or more people? What happens when it's just 1 person?
    d. Are there parking lots in Paramount that welcome people that live in their cars?
    e. Since this process is grant funded:
        i. When will the grant money run out?
        ii. There's a surplus now, however, who will continue to subsidize funds when grant monies run out?
    f. Driving here I passed by at least two lots on Colorado Ave that could be re-appropriated to shelter the homeless. Is there any way we could get that done, given the bureaucracy?
    g. Who pays for clean ups?

   h. How much is the grant in total?
   i. Seems like we are going to work with already established services. Is there anything the City can do to build shelter?
   j. What has Paramount done so far to help the homeless?
   k. What percent of the homeless accept the help and are rehabilitated from it?
   l. Is PATH also using “Keep Your Home California” for housing assistance?
   m. How do you deal with people who don’t want to leave the area?
2. What are the three biggest obstacles to ending homelessness in the City? (small group discussion; answers compiled; + indicates the number of groups that identified the obstacle)
   a. Safe parking and getting neighborhoods to “buy in” +
   b. Available shelters are far away and have a lot of restrictions ++
   c. Lack of information about available services +++
   d. Mental Health Concerns +
   e. Lack of affordable housing ++++
   f. Lack of collaborative community effort
   g. People don’t always accept help +
   h. Limited resources, mobilize volunteers +
   i. NIMBYism
   j. Need more local service providers
   k. Need for employment opportunities
   l. Overcrowding in homes
   m. Selling of publically owned land that could be used to site shelters or affordable/supportive housing to private companies
   n. Lack of compassionate design
   o. Lack of community education
3. What solutions do you think could address these obstacles?
   a. Get the churches and civic clubs to buy in to solutions
   b. Use prevention for individuals and families. Involved LADPH and Center for Health Equity. Look at Century Villas of Cabrillo as a model.
   c. Identify the different groups that exist for homelessness and break them into groups that specialize and could help.
   d. The working class doesn’t qualify for apartments because of high requirements like making 2.5 or 3 times the rent, good credit, working for at least a year, etc. This is an issue that is not only part of the City of Paramount.
   e. **Vacant land and buildings located at Long Beach Harbor-Port that are government owned and not being used**.
   f. Address the lack of resources as a community and advocate through the City website by holding events or reaching out to Paramount High School for volunteers to steward a problem that is represented by the City of Paramount.
   **g. Development of comprehensive programs that provide shelter, mental health care, job placement, education, and long term resources that are needed.**
   h. Provide well designed public bathrooms, showers and laundromats (see Portland Loo)
   **i. Build affordable housing on publically owned lands, don’t sell it**
   **j. Build shelter in Paramount**

k. **Develop a community land trust**
l. **Work together with the upcoming metro rail to build near transit lines**
m. Include restaurants and markets with the distribution of food
n. Get the community educated and involved
o. **We have empty land that can be developed. Also, trucks are not housing, let's clean out the trailers and get them on real lots.**
p. **Use the Paramount Swap Meet or other privately owned properties to create safe parking. Use other lots and empty spaces to build shelter.**
q. Get information in public areas, parks, libraries, churches, schools
r. To address NIMBYism we have to de-stigmatize homelessness. Connect transit oriented development with supportive housing that is actually affordable and not "market-rate" housing. Prevent gentrification and increasing housing costs.
s. Disperse info cards at all City facilities.

## Bellflower Notes

**City Staff Stakeholder Meeting**
**Bellflower City Hall Greenroom, March 22, 2017 10-11:30am**

1. How does your job interest with Homelessness
    a. Parks and Recreation
        i. Unsure how to interact
        ii. Parks are unsupervised after dark
        iii. Encampments in parks
        iv. Public restrooms in parks have to be cleaned more frequently
        v. The unpredictable reaction of people experiencing homelessness
    b. Public Works
        i. Responding to constituent requests requires immediate action
        ii. Difficult relationship with CalTrans in cleaning up under freeways
    c. Code Enforcement
        i. Vacant Buildings
    d. Public Safety
        i. Criminal Activity
    e. City Manager
        i. Receives calls from people on the verge of homelessness
    f. Planning
        i. Complaints about transitional housing that is under the limits of requiring certification (means they can't do anything about the complaints)
2. Opportunities
    a. More involvement in Homeless Count
    b. Service Provider ride alongs to identify encampments
    c. More ability to enforce laws
    d. More immediate response
    e. Better collaboration between Sheriff and City Departments
    f. Advocating for laws to be changed
    g. Effectively triaging people to appropriate resources
    h. Linkage to Employment

i. Adopt area currently controlled by CalTrans to have ability to do clean ups and enforcement in that area
j. Secure funding & resources specifically to address overtime for City staff that is spent on addressing issues related to homelessness
    i. Measure H Funds?
    ii. Ocean Blue bills for cleanup of items/encampments that require special cleanup
**k. Interdepartmental/Agency Team**
    **i. City departments: public works, code enforcement, parks & rec**
    **ii. Providers: mental health, substance use counselors, homeless services**
    **iii. County Sheriff (access Measure H funds for an additional officer who only addresses issues related to homelessness)**
l. Have service providers co-located at parks
m. By Name List of people in the City experiencing homelessness, so we can truly measure impact
    i. Better data in general
n. Training for the Sheriff Deputies in Bellflower on how to better address homelessness

**Service Provider Stakeholder Meeting (held jointly with Paramount)**
**Clearwater Building, 10-11:30am, March 30, 2018**

1. Challenges
    - More limited coordination with public safety
    - PATH really engaged in SPA 7
    - Expedited clean up press (2-3 hrs.)
    - Misperception of homeless as criminals
    - Real estate market is tight and people are tied to these communities so they don't want to leave
    - Lack of shelter, winter shelter pickups aren't local
    - Veterans are from here; lack of affordable units
    - Timeliness of service connection/housing
    - Community education is limited
        - Perception of homeless as from other communities
    - At discharge from TX (SUD, MH) they are ineligible for homeless services and transitional housing
    - Large scale clean ups displace people
        - Unrealistic expectation from law enforcement and service providers
    - Faith community focus on short term solutions

2. Solutions
    - Caring Connection- BUSD
    - Service provider booth to educate community at Street Fest
    - Volunteer program
    - Homeless neighbor volunteering
    - Motel voucher (temporary housing)
    - Landlord buy in, incentives

- Communicate the need so community members can find a role
- Make the homeless count more approachable
- Community education
    - LAHSA community toolkit
    - Share individuals stories
    - Public info officer (online, TV Media)
    - Champions on social media pages
    - Service provider resource fair at community gatherings
- City council/staff/community member outreach experience
    - Information sharing at public meetings
    - Engage faith communities - how to help/ long term solutions and shift focus from short term to long term
- Engage community colleges
    - Increased communication between public safety, law enforcement, and providers
- Money for prevention
- Eviction defense and work with building managers

3. Goals
    - Approachable Goals
        - Social media education
        - City backed multi-agency training and booths at City events
        - Regional alignment of City plans
        - Increased outreach (services at or before clean up)
        - Coordinated outreach
    - Growth Goals
        - Train councilmembers annually
        - Funding for prevention
        - Goals around service providers at clean ups
        - Mobilize volunteers with specialized skills
        - Educate faith community thinking from short to long term goals
    - Reach Goals
        - Concentrated case management to keep people housed
        - Education of motel owners and landlords to rent to homeless individuals
        - Rent control policies
        - Zoning changes to allow supportive housing on church properties

**Community Listening Session**
**Kiwanis Hall, 9302 Laurel St, Bellflower CA, 7-8:30pm, May 3, 2018**

1. What Questions do you have about homelessness in Bellflower?
    a. In addition to financial reasons, are there are causes of homelessness, such as medical/mental health reasons? What percent financial? What percent medical/mental health?
    b. How can a homeless person whose belongings are being stored find out where they are?
    c. What are some things City leaders have already discussed for the City's plan?

2. What are the three biggest obstacles to ending homelessness in your city? (Small group discussion; responses combined)
    a. Understanding the complex causes of homelessness
    b. Helping people who don't want help
    c. Lack of resources
    d. Lack of affordable housing
    e. Access to higher paying jobs
    f. Need more mental health services
    g. Public misunderstanding of homelessness
    h. Lack of collaboration between cities
    i. Substance Use/Dependence
    j. Prioritizing open space for supportive housing
    k. Lack of Compassion
    l. Public Collaboration and input
    m. Resources aren't available in Spanish
3. What solutions do you think address these obstacles? (taken from public comments and comment cards)
    a. Come up with single County wide plan to address homelessness that all cities are required to participate in
    b. Use social media groups, or things like "next door" to encourage attendance at meetings and have quarterly or monthly meetings to let residents know what challenges exist and how they can get involved
    c. The City should have an office/department where people experiencing homelessness could go to get consultation and help
    d. Each city should have an emergency shelter
    e. Increase employment
    f. Help for families and single parents
    g. Utilize unused properties to build permanent supportive housing with supplemental services on site (MHSA units)
    h. The City should consult with local service providers about issues of homelessness and proposed solutions
    i. Direct Measure H funding into rehabilitation of buildings for housing, not more staff
    j. Easier application process for public housing.
    k. The state should invest in building mental health hospitals to care for individuals that have mental health disorders
    l. Continue open forums in the various locations sharing reasons and helping the every day man know/clarify that "all homeless" is not because they want to be
    m. Work with community organizations to be more proactive
    n. Find more easily available transition beds locally
    o. Create a pop-up medical facility
    p. Think outside the box when utilizing public land
    q. Invest in materials and items needed to translate and create community outreach for speakers of other languages
    r. Identify locations within the City for shelter and funding to run the shelter
    s. Utilize empty buildings to create affordable/supportive housing instead of building new buildings.

# Appendix B: List of Participating Organizations

A special thank you to all the City departments and community based organizations, listed below, that contributed to the development of this plan.

**Representatives from the following City Departments**

- Bellflower City Manager's Office
- Bellflower Code Enforcement
- Bellflower Economic Development
- Bellflower Parks and Recreation
- Bellflower Planning
- Bellflower Public Safety
- Bellflower Public Works
- Paramount Community Development
- Paramount Community Services & Recreation
- Paramount Public Safety
- Paramount Public Works

**Community Partners**

- Care More
- Kaiser Permanente
- Kingdom Causes Bellflower
- LA County Department of Public Health
- LA County Sherriff's Department
- Little House
- Los Angeles Homeless Services Authority (LAHSA)
- Partners in Health (PIH)
- The Office of Supervisor Janice Hahn
- Veteran's Affairs
- Whittier First Day

# Appendix C: Citizen's Guide to Engaging People Experiencing Homelessness

Please see the Citizens' Guide to Engaging People Experiencing Homelessness provided by PATH on the following two pages. Please note that the Citizens' Guide to Engaging People Experiencing Homelessness will be updated in Summer 2018 to reflect new County policies and the implementation of a Countywide hotline system: LA-HOP (Homeless Outreach Portal).

# Citizen's Guide to Engaging People Experiencing Homelessness

PATH supports thousands of individuals, Veterans, and families move off the streets and into permanent homes every year. You can support our neighbors experiencing homelessness by understanding how to best respond when someone asks for help. These are just a few best practices, as shared by PATH staff.

## The Basics

Saying hello, smiling, or nodding is always appropriate!

Agencies like PATH collaborate with other homeless service providers. Outreach Teams are contracted by local Councils of Governments (COGs), Supervisorial Districts, and local city governments to engage people still living on the streets. People that you see every day may already be on the road to building relationships with these local providers. This is called the Coordinated Entry System (CES), and you are a big part of this system as well!

**WHAT DO YOU SAY TO SOMEONE WHO IS HOMELESS?**

**HELLO.**

## Offering Assistance

Remember that no matter the circumstances, anyone can Make it Home when they're supported with the right services. Unfortunately, for a variety of reasons, some people are distrustful of the system.

PATH's philosophy is to do whatever it takes to rebuild that trust and help people Make it Home!

People often ask for money. If you would like to support them with a resource other than money, acknowledge them, and say that you don't have any cash to donate, but would like to assist them with some food or clothing. If they decline, you can always offer them PATH's outreach hotline number listed below.

If a person seems receptive and you feel comfortable and safe, please share PATH's hotline:

# (562) 373-5264

*This number can be called for PATH services in any of the following areas: Artesia, Avalon, Bell, Bell Gardens, Bellflower, Cerritos, Commerce, Compton, Cudahy, Downey, Hawaiian Gardens, Huntington Park, Industry, La Mirada, Lakewood, Long Beach, Lynwood, Maywood, Montebello, Norwalk, Paramount, Pico Rivera, Santa Fe Springs, Signal Hill, South Gate, Vernon, Whittier, and Unincorporated Areas.*

***If there is a medical emergency, please call 9-1-1.***

***For resources like food, emergency shelter, clothing, translators, and shower services, please call 2-1-1. They will text or email information regarding services in the area.***

## Contacting Outreach Teams

If an individual is not receptive at all, politely end the conversation and report the encounter to your local Outreach Team. Leave a voicemail detailing descriptive information about the prospective client, and where they regularly ask for support.

> "*My name is Joe, and I'm calling to ask that a Street Outreach team member be dispatched to 'X' corner at 'Y' times during the week. Thank you!*

Even if you do not interact with someone, please leave the same detailed voicemail. Outreach teams should be dispatched within 24-72 hours (Monday through Friday, 7:00 am to 3:30 pm). ●

## Educating Minors

Conversations about homelessness with children can be difficult. Many of our supporters are already setting an example of compassion and understanding for younger generations of Los Angelinos.

Those experiencing homelessness are people just like you and me. Our YouTube channel can be a great resource to educate minors on homelessness, and to hear the stories of those we serve. Visit www.youtube.com/pathpartners.

Contact your local homeless service providers, like PATH, to ask about volunteer opportunities for minors. Young supporters will then have the opportunity to see first hand the types of solutions in ending homelessness.

Should minors ask you about homelessness, acknowledge their compassion for even asking, and ask whether they're open to exploring the issue further.

> *"You're amazing for asking! It shows how much you care for our homeless neighbors! Do you want to check out PATH's website to learn more? Do you want to volunteer to help out one day?"*

## Quick Tips

Again, thank you for supporting our neighbors experiencing homelessness! Here are a few quick tips to help you navigate ways to support:

- If there is a medical emergency, please call 9-1-1.
- For resources like food, emergency shelter, clothing, translators, and shower services, please call 2-1-1. They will text or email information regarding services in the immediate area.
- If you don't feel comfortable or safe, please do not engage with a person experiencing homelessness. You can still contact your local Outreach Team to report a prospective client. Be sure to include as much detail as possible (ex. "*I see a homeless senior on X corner at Y time every day of the week. Please send your Outreach Team to support.*")
- Empower minors to listen to client stories, and join local volunteer opportunities!

PATH MAKING IT HOME

PATH is ending homelessness for individuals, families, and communities. We do this by building affordable housing and providing supportive services throughout California. To learn more visit **www.epath.org**

# Appendix D: Gateway Cities Council of Governments Homeless Action Plan 2018 Regional Goals

Please see the 2018 Regional Goals of the GCCOG Homeless Action Plan on the following three pages.

**Gateway Cities Council of Governments**
**Regional Goals to Prevent and Combat Homelessness**

1. **Goal:** Increase coordination between homeless service providers and cities.

   **Approachable Action Items:**
   - Conduct consistent (quarterly/annually/by department) staff training hosted by a local service providers to train staff and elected officials throughout Gateway Cities
   - Education on homelessness, regional resources available, and engagement techniques

   **Growth Action Items**
   - Hold annual workshops of elected officials and city managers to brainstorm regional solutions to homelessness
   - Each city will designate at least one staff person who is the primary contact for issues related to homelessness in the city.

   **High Impact Action Item:**
   - Increase availability of homeless services in the region through additional investments from cities

**Reasoning:** Measure H has dramatically expanded services in the region, but cities need guidance on how to access the resources and refer individuals and families. Creating a "no wrong door" for service access is critical for service providers and cities to be able to effectively address homelessness. Cities have also expressed a need for more coordination in the way trainings for their staff are made available, not just having them at the city level, but at the regional level. Regional trainings would also ensure that the efforts to address homelessness are more coordinated across the region, not just by service providers, but by city staff as well.

**GCCOG Homeless Action Plan, 2011:** The original plan included a goal of enhancing government-wide collaboration. Training city staff builds on the collaboration of elected officials and city managers and ensures staff at all levels of government are approaching homelessness using the same strategy.

2. **Goal:** Engage residents and special groups

   **Approachable Action Items:**
   - Conduct service provider and city co-hosted community meetings to engage residents around the issues
   - Use social media and city messaging platforms to educate residents around the causes of and efforts to address homelessness.
   - Hold regular gatherings of groups that are working to end homelessness (faith communities, school districts, health care providers, etc)
   - Coordinate faith communities in each city to better address the needs of people experiencing homelessness in each city.

   **Growth Action Items:**

- Voice public support for the United Way Greater Los Angeles Everyone In Campaign, aimed at siting additional units of supportive housing throughout Los Angeles County.

**Reasoning:** Service providers and government agencies can't end homelessness on their own, it requires everyone doing their part. Engaging and educating residents is a necessary step in addressing their concerns and misconceptions to the point where they become allies in addressing homelessness in their cities. It's also important to ensure that the special groups, like faith communities, that are already addressing homelessness be encouraged to continue their work and link their efforts to long term solutions. This will also help to divert calls for service from Law Enforcement to service providers.

**GCCOG Homeless Action Plan, 2011:** One of the plan's original goals was to engage various sectors of the community to foster support for the strategy and efforts. These action items build on the mindset and effort taken in the last seven years to create community support for solutions to homelessness in the region.

**3. Goal:** Increase stock of interim, affordable, and supportive housing

**Approachable Action Items:**

- Engage property owners around the importance of renting to people moving out of homelessness. Inform them of the various subsidies, incentives, and risk mitigation programs available.

**Growth Action Items:**

- Conduct a land use assessment to determine where additional affordable and supportive units could be built in the region.
- Expand interim housing capacity regionally by 10% of current stock. Currently there are 1829 interim housing beds, so the goal is to add 183 additional shelter beds.

**High Impact Action Items:**

- Identify and engage the owner/manager of at least one site per Local Coordinated Area (LCA) that is appropriate for supportive housing development.

**Reasoning:** Housing is recognized as the only way to end the revolving door of homelessness. The problem is compounded by the housing affordability crisis that the State of California and the County of Los Angeles are facing. Increasing the stock of affordable and supportive housing requires a multi-faceted approach because of the diverse group of people experiencing homelessness, thus reflecting the diversity of action items listed above. Some people need ongoing support because of the challenges they face in their life. Others, however, only need short term support to get

back on their feet after experiencing a financial set back in life that kept them from paying their rent. It's important to note that cities do not need front the bill for these developments. Measure H includes funding for the refurbishing of existing buildings.

**GCCOG Homeless Action Plan, 2011:** Goal 3 of the implementation goal is to increase the stock of supportive housing, aimed at meeting the needs of the people experiencing homelessness in the region. This goal gets at some of the challenges that have arisen in the last seven years, specifically the increasing unaffordability of housing in the region alongside the stagnant wages.

# Appendix E: County Homeless Initiative Alignment

The following table provides a summary of the alignment of actions identified in this plan with strategies of the County Homeless Initiative

| County Homeless Initiative Strategy | Action in Paramount's Goals | Action in Bellflower's Goals | Description | Measure H Funded |
|---|---|---|---|---|
| A1 | 5a,b | 5a,b | Homelessness Prevention | Yes |
| A5 | 5a,b | 5a,b | Homelessness Prevention | Yes |
| D7 | 6a | - | Case Management and Services | Yes |
| E4 | 4a | 2a, 2b | First Responders Training | No |
| E5 | - | 2b | Decriminalization | No |
| E6 | 2g | 1c | Outreach | Yes |
| E7 | 1a,b; 2a,b,c,d,e; 3a; 4b, 6a | 1b; 2a; 3a,b,c; 4a; 6a | Enhancing the CES | Yes |
| E8 | 2f,g | 6d | Emergency Shelter | Yes |
| F1 | 6b | 6c | Affordable/Homeless Housing | No |
| F3 | 6c | - | Affordable/Homeless Housing | No |
| F5 | 6c | - | Affordable/Homeless Housing | No |
| F6 | 6b | 6c | Homeless Housing | No |
| F7 | 6c | - | Homeless Housing | Yes |

# Appendix F: Description of County Homeless Initiative Strategies

The following are descriptions of County Homeless Initiative strategies that align with strategies in Paramount's Plan. The descriptions are taken directly from the County Homeless Initiative Action Plan (http://homeless.lacounty.gov/the-action-plan/).

**Strategy A1: Homeless Prevention Program for Families**

Los Angeles County has an opportunity to build on current programs and services to develop an integrated, comprehensive system to assist families on the verge of homelessness.

DPSS provides homeless prevention assistance to certain CalWORKs families in the form of eviction prevention, temporary rental subsidies and other financial services, but provides limited case management services and no legal services. First 5 LA funds home visitation programs which could play a role in identifying families who are at risk of homelessness. The County and City of Los Angeles fund the HRSS to expedite the delivery of housing and other supportive services to families experiencing homelessness, but has provided very limited homeless prevention services. The Board recently allocated $2 million to HFSS for prevention purposes that could be useful to learn from and build upon.

LAHSA should develop, in collaboration with County agencies and family system partners, a comprehensive strategy to effectively identify, assess, and prevent families from becoming homeless, and to divert families in a housing crisis from homelessness. The strategy should consist of a multi-faceted approach to maximize and leverage existing funding and resources, evaluate and potentially modify policies that govern existing prevention resources to allow greater flexibility, prioritize resources for the most vulnerable populations, and create an outreach and engagement strategy to identify access points for families at risk of homelessness. The major areas critical to developing a homeless prevention system in Los Angeles County involve identifying additional and targeting current resources from multiple systems to focus on homeless prevention.

**Strategy A5: Homeless Prevention Program for Individuals**

This Strategy will provide screening and a targeted intervention to single adults and youth who are currently at risk of becoming homeless and have been screened and identified as having high risk factors. The goal of Homeless Prevention is to provide a short-term targeted intervention to address people's housing crisis before they become homeless.

According to the January 2016 Los Angeles Homeless Services Authority (LAHSA) Housing Gaps Analysis, there were approximately 2,500 households that could benefit from prevention services each year; however, in looking at recent data of people newly experiencing homelessness this number appears to be increasing. Additionally, the data used for the Gaps Analysis did not identify all households that become homeless.

If programs are able to provide targeted intervention services and resources, this Strategy can reduce long-term biological, psychological, social, and economic impacts often caused by the experience of becoming homeless. An objective during the initial implementation of the A5 Strategy will be to improve intervention screening and targeting.

**Strategy D7: Provide Services for Permanent Supportive Housing**

The proposed strategy is to support the increase in access to supportive housing by funding high quality tenant services, and when necessary, a local rent subsidy to ensure that housing units are affordable to homeless people. This is the only strategy directly aimed at providing long-term housing supports for chronically homeless people…The strategy assumes the funding of 15,000 units of housing over 5 years. 3,000 of the units receive all of the support services funding from Whole Person Care and other local non-Measure H sources, therefore not requiring measure H funding.

**Strategy E4: First Responders Training**

The proposed training program would educate law enforcement, fire departments, and paramedics, i.e., first responders, about the complex and diverse needs of the unsheltered homeless population and how to connect homeless individuals to appropriate services, so as to better prepare first responders when interacting with people experiencing unsheltered homelessness. The proposed training would emphasize awareness of, and strategies for dealing with, situations that arise among unsheltered homeless individuals due to an array of issues, such as, mental illness; alcohol and/or substance abuse/addiction (training in overdose Narcan protection/prevention is one component for addressing substance abuse); co-occurring substance abuse and mental illness; and/or physical health ailments. LASD and other police agencies interested in participating in the training will develop the training and protocol based on local and national best practices.

The proposed Countywide encampment/unsheltered homeless protocol would ensure that LA County, and police forces across the County, are responding to the crises of encampments and unsheltered homelessness in a manner that both improves efficiencies across jurisdictional boundaries and achieves more effective outcomes and collaboration among police agencies and homeless service providers.

At a minimum, the protocol must:

- provide first responders with real time information on service providers in the immediate area where they are engaging people on the streets and encampments with the desirable end result being a warm transfer to a homeless service provider who can continue the engagement process, build rapport, and assist the homeless individual to move into housing.
- address the needs of victims of domestic violence (DV) so that first responders are prepared when they engage couples/DV victims on the street and in encampments.
- address the role of Adult Protective Services (APS) in addressing the needs of endangered seniors and dependent adults.
- address best practices for serving the LGBT population.
- incorporate the concepts of Trauma-Informed Care, as applicable to first responders.

**Strategy E5: Decriminalization Policy**

The criminalization of homelessness has long been seen in some communities as a strategy to address some of the more visible aspects of homelessness; however, over the past few years, there has been an increased understanding that criminalization harms individuals and communities and in fact can make it more difficult to address homelessness. With new efforts by

the Federal Government to encourage communities to roll back these measures, there is an increased need for the County to build on current Sheriff's Department policy and practice and take a leading role in promoting the decriminalization of homelessness throughout Los Angeles County. The decriminalization policy should:

1. Include a protocol that complements the County's Homeless Encampment Protocol (the Encampment Protocol also includes best practices that can be applied to street homelessness), to ensure that the County does not disproportionately enforce existing County ordinances against homeless families and individuals;
2. Include a process to ensure greater collaboration between judicial agencies and local alternative courts, e.g., County Homeless Court, DMH's Co-Occurring disorders Court, etc., to enable homeless individuals to address citation fines before they become a warrant and already-incurred warrants and fines, which are often a barrier to services and housing; and,
3. Support statewide efforts to stop criminalizing homelessness

**Strategy E6: Countywide Outreach System**

There would be at least one team in each Service Planning Area (SPA) of the County and each team should include the following staff: case manager(s), health outreach worker, mental health outreach worker, substance abuse provider, and LA Homeless Services Authority Emergency Response Team personnel. As needed, the teams would include outreach personnel from agencies that specialize in engaging TAY, Veterans, victims of domestic violence (DV) and Families. The strategy requires a telephone hotline to connect to the street-based team(s) in each SPA with staff trained and well-versed in the services and housing opportunities in their respective SPA/region of the County. For this strategy to be successful, it is imperative that all street teams operate with the same understanding of what it means to conduct outreach and what it means to engage homeless on the streets or in encampments. Department of Health Services' County+City+Community (C3) project, including a connection to Intensive Case Management Services (ICMS), is an appropriate model to emulate. Additionally, the outreach teams need to be aware of DV protocols and have a relationship with DV service providers. The definitions are as follows:

*Outreach*

Outreach is the critical first step toward locating and identifying a homeless person who is not otherwise contacting a government agency or service provider who can connect him/her to available services and housing resources. Outreach is a means of educating the community about available services, in this case for homeless individuals and families. Outreach is also a process for building a personal connection that may play a role in helping a person improve his or her housing, health status, or social support network.

*Engagement*

Engagement, when conducted properly, is a process that establishes a trusting relationship that can lead to a homeless person's participation in services and housing. The process begins after the initial street outreach contact or, for example, when a homeless person presents at an agency such as DPSS, a CES provider agency, or an HFSS Family Support Center. The engagement process can take weeks to months. There is no standard timeline for successful engagement and an outreach worker/team should never be discouraged by initial rejections of their offers to assist

a homeless individual. If an agency's policies and resources do not allow for this time and consistent/persistent effort, the worker will more often than not fail at building the necessary relationship and the homeless person will likely not trust the next outreach worker/team who tries to engage them and offer housing and services.

**Strategy E7: Strengthen the Coordinated Entry System**

The move toward CES culminated with the implementation of the Federal "Opening Doors" Strategic Plan to prevent and end homelessness, the HEARTH Act, and the requirement that Continuums of Care (CoC) create a coordinated or centralized assessment and housing placement system. This system must be used to prioritize access to housing and services based on service need in order for a CoC to be eligible for federal homeless assistance funding. Coordinated entry is the process through which people experiencing homelessness or at-risk of homelessness can easily access crisis services through multiple, coordinated entry points, have their needs assessed and prioritized consistently, and, based upon those needs, be connected with appropriate housing interventions and supportive services. For special sub-populations, such as victims fleeing domestic violence or human trafficking, or those who are HIV-positive, CES must ensure that data-tracking and matching protocols do not conflict with confidentiality provisions to maintain individual safety and overall well-being. The County and City of Los Angeles have come a long way in coordinating the delivery of homeless services and housing. Over the last several years, there has been greater service integration and cooperation among County departments, city agencies and community organizations. For example, in early 2013 CES for single adults rolled out in Skid Row and is now operational in all SPAs and coordinates housing and supportive services not only with the County and City of Los Angeles, but with networks of over 100 local housing providers as well. CES could be strengthened through more standardization and an enhanced administrative/ technology infrastructure for the coordinated entry systems for single adults and families, as well as the youth system which is currently in pilot. In fiscal year 2014-15, 9,720 individuals were assessed for homeless services and roughly 1,738 were housed.

The plan to strengthen CES and HFSS should include, but should not be limited to, the following three elements:

1. Strengthen the network of housing locators in each service planning area (SPA) to enhance communication, capitalize on best practices and housing/real-estate expertise in securing units, increase efficiency, and minimize duplication of landlord contacts.
2. Develop and implement a common core curriculum training for outreach workers, case managers and other staff participating in CES, inclusive of the various applicable protocols and processes, as well as how others, such as local law enforcement, should be directed to access CES.
3. Implement the following database improvements to the CES module within the Homeless Management Information System (HMIS): A) Assess the CES/HMIS platform to enhance functionality for local users, including the development of a system design workflow; B) Review and evaluate new user training for CES/HMIS, including the time to receive HMIS log-ins and identify process improvements to remedy deficiencies; and C) Identify data software that can support a CES/HMIS report feature by service planning area (SPA) and site specific reports, as well as a proposed budget for implementing this reporting feature.

**Strategy E8: Enhance the Emergency Shelter System**

The emergency shelter system should be enhanced to be an effective point-of-access to and component of an integrated homeless services system. An adequate crisis housing system ensures that individuals, families, and youth have a safe place to stay in the short-term, with access to resources and services that will help them exit homelessness quickly – optimally within 30 days

The emergency shelter system should be enhanced as follows:

1. Keep shelters open 24-hours a day/7 days a week. This would enable the shelter system to serve as a staging ground to triage/assess clients for housing, health, mental health, substance use disorder, and social service needs, particularly for outreach and engagement teams.
2. Transform emergency shelters and transitional housing into interim/bridge housing from which homeless families/individuals/youth could transition to the best suited form of permanent housing, such as rapid re-housing or permanent supportive housing. Housing location search assistance should be provided at each shelter by community-based housing locators, since such assistance is key to ensuring that the shelter system operates as effectively as possible with enough "throughputs" to move people out of the shelter system, thereby creating shelter capacity for additional homeless families/individuals/youth, including individuals and families fleeing domestic violence.
3. Establish "low threshold" common criteria for shelter eligibility across the county so that homeless families/individuals/youth can easily enter and remain in shelter without restrictive requirements that either preempt entry into the shelter system or force people to leave before they can transition to permanent housing.
4. Fully utilize the shelter bed assignment system in LAHSA's Homeless Management Information System so that any provider seeking a shelter bed could readily identify any available beds.
5. When possible, ensure that there is storage for belongings.
6. There needs to be confidentiality for those fleeing domestic violence and others who require it.
7. If shelters cannot accommodate pets for homeless individuals and families seeking shelter, have Animal Care and Control make alternative arrangements for pets. There should also be a "diversion" component that helps at-risk households avoid entering shelter if alternatives can be identified and implemented, e.g. remaining in their current housing and/or placement into stable housing elsewhere, which might include living with family/and or friends.

**Strategy F1: Promote Regional SB 2 Compliance and Implementation**

SB 2 (Cedillo) is enacted state legislation that requires each city and County (for the unincorporated areas) to:

1. identify at least one zone where emergency shelters are permitted as a matter of right; and
2. treat transitional and supportive housing as a residential use of property, subject only to restrictions that apply to other residential dwellings of the same type in the same zone.

SB 2 was crafted with the objective not only of ensuring that emergency shelters, transitional housing, and supportive housing are permitted in each jurisdiction, but also to ensure a realistic potential for development, when there is a willing, private developer with adequate funding.

While the County is in full compliance with SB 2 in the unincorporated areas, a number of cities in the County are not in compliance with SB 2.

**Strategy F3: Support Inclusionary Zoning for Affordable Housing Rental Units**

Inclusionary housing, also known as inclusionary zoning or mixed-income housing, is a policy tool that requires or encourages private housing developers to include a certain percentage of income-restricted units within new market rate residential developments. The Costa-Hawkins Act, enacted in 1995, provides owners in rent control communities the right to establish initial rental rates when there is a change in occupancy of a dwelling unit and exempts housing constructed after 1995 from local rent controls. California courts have interpreted the Costa-Hawkins Act to mean that inclusionary zoning is prohibited for all newly constructed rental units. Specifically, in Palmer/Sixth Street Properties v. City of Los Angeles (175 Cal. App. 4th. 1396 (2009), the Court of Appeals (Second District)) held that the Costa-Hawkins Act preempted local inclusionary housing ordinances for new rental units.

Los Angeles County (LAC) could support amending or clarifying the interpretation of the Costa-Hawkins Rental Housing Act (Costa-Hawkins Act) to allow an inclusionary housing requirement for new rental housing. Such authority would apply to the County for the unincorporated areas and to each of the 88 cities in the County within its own boundaries. Support for such a proposal would be consistent with the County's State Legislative Agenda, section 5.1 Housing and Community Development, which reads: "Support proposals that provide incentives to local governments and/or developers to increase and protect affordable housing and flexibility for counties to promote a diversity of affordable housing types through local policies."

**Strategy F5: Incentive Zoning/Value Capture Strategies**

Incentive Zoning (IZ)/Value Capture (VC) is the concept that investments such as new transportation infrastructure and planning actions such as a zone change or density bonus can increase land values, generating increased profit opportunities for private landowners. Value capture strategies seek to redirect some of the increases in land values for public good. Value capture strategies include:

1. Public Benefits Zoning;
2. Incentive Zoning/Density Bonus;
3. Housing Overlay Zoning;
4. Tax Increment Financing;
5. Community Benefits Agreements;
6. Special Assessment Districts;
7. Development Agreements;
8. Infrastructure Financing Districts; and
9. Business Improvement Districts.

Incentive Zoning/Value Capture strategies could generate funding to support the preservation of existing affordable/homeless housing and/or construction of new affordable/homeless housing units. Such funding could be used for a range of specific uses, from preserving existing Single Room Occupancy (residential) hotels to construction of permanent supportive housing and workforce housing.

**Strategy F6: Using Public Land for Homeless Housing**

In Los Angeles County, there are opportunities for using public land for affordable housing on many different types of sites, including vacant publicly owned land, under-utilized sites, parcels where existing public facilities are no longer needed, and as part of the development of new public facilities such as community centers, libraries, fire stations, and police stations. Discounted public land can provide a valuable subsidy to the development of affordable housing, as well as facilitate the development of affordable housing in transit-accessible, amenity-rich locations. The joint development of public facilities and housing properties can lead to infrastructure cost savings, better design, and more accessible public services.

Opportunities that support using public land for homeless housing include:

- AB 2135, which provides affordable housing projects the right of first refusal to obtain surplus land held by local governments, gives project developers more time to negotiate the purchase of the surplus land, and allows the land to be sold for less than fair market value as a developer incentive; and
- Establishing a Joint Powers Authority to acquire, hold, and dispose of public land for housing.

Various examples of discounted public land are available throughout the country. Examples of Public Land being used for Affordable Housing in Los Angeles County include:

- Affordable Housing on Metro Joint Development Sites;
- Affordable Housing on Los Angeles Unified School District property;
- Homeless Housing on surplus Department of Motor Vehicle site in Hollywood;
- Affordable Housing on land purchased by former redevelopment agencies; and
- Housing for Homeless Veterans on U.S. Department of Veteran Affairs Property in Westwood.

**Strategy F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals**

This Strategy proposes to promote the development and preservation of affordable housing for homeless families and individuals by funding proposal(s) which expedite and/or lower the cost of developing homeless/affordable housing through a one-time Housing Innovation Grant of $5,000,000.

# Appendix G: *Everyone In* Resolution

RESOLUTION NO. XXXX

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF

XXXX, CALIFORNIA, EXPRESSING SUPPORT FOR EVERYONE

IN, A COALITION OF PEOPLE WHO EMBRACE THE COMMON

GOAL OF ENDING HOMELESSNESS

WHEREAS, the [insert city] and the County of Los Angeles is facing a growing homelessness problem, endangering the health and safety of our homeless neighbors; and

WHEREAS, 1.5 million voters across the County, and XX voters in [insert city] committed to ending homelessness by passing Measure H; and

WHEREAS, voters passed a comprehensive set of coordinated, well-funded solutions providing the services, rental subsidies, outreach, housing, and prevention we need to bring our homeless neighbors off the streets, for good; and

WHEREAS, accountability and transparency will be needed to give the public clear picture of where progress is being made and where we need more action to meet the following ambitious countywide goals by July 1, 2022:

- End homelessness for 45,000 families and individuals;
- Prevent homelessness for 30,000 families and individuals; and
- Approve 5,000 units of supportive housing for our most vulnerable neighbors.

WHEREAS, the Everyone In movement, powered by the United Way of Greater Los Aneles, will help keep the promise to end homelessness by creating ways for the public to get involved; tracking, measuring, and sharing progress; and lifting up successes and celebrating wins.

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF XXXX, CALIFORNIA DOES HEREBY FIND, DETERMINE AND RESOLVE AS FOLLOWS:**

SECTION. The City Council finds that the foregoing Recitals are true and correct.

SECTION 2. The City Council of the City of XXXX supports, endorses and hereby directs the City Manager to communicate this support of the Everyone In campaign to the Los Angeles County Board of Supervisors, XXXX residents, and the media.

SECTION 3. This Resolution shall take effect immediately upon its approval by the XXXX City Council.

PASSED AND ADOPTED by the City Council of the City of XXXX at its regular meeting on this DATE.

_____

Mayor, City of XXXX

ATTEST:

_____

City Clerk, City of XXXX

# Appendix H: Potential Funding Opportunities

According to the *Homelessness Task Force Report* prepared by the California State Association of Counties, League of California Cities, and Institute for Local Government**,** the City and City residents are eligible to access the Federal and State Funding Sources, Potential Future Funding Sources, and Local Funding Sources listed below. While the Cities may not be eligible direct recipients for all sources listed, knowledge of available funding can assist with collaboration and advocacy efforts. For a complete list of funding options recommended by the Homelessness Task Force Report, see pages 11-15 of the *Homelessness Task Force Report 2018.*

**Federal and State Funding Sources:**
*Provided by the Homelessness Task Force Report 2018*

| Item | Funding Source |
|---|---|
| Shelters and Prevention | Emergency Solutions Grant (ESG) |
| Housing | HOME Investment Partnerships Program (HOME) |
| Housing and Services | HUD Continuum of Care Program |
| Housing | Community Development Block Grant (CDBG) |
| Housing | Section 8 Housing Choice Vouchers |
| Housing | HUD-Veterans Affairs Supportive Housing (VASH) vouchers |
| Behavioral Health | Substance Abuse and Mental Health Services Administration (SAMHSA) Grants |
| Prevention | U.S. Department of Veterans Affairs' Supportive Services for Veteran Families (SSVF) |
| Prevention, Employment | Temporary Assistance for Needy Families (TANF)/CalWORKs |
| Housing, Case Management | CalWORKs Housing Support Program |
| Youth | McKinney-Vento grants |
| Law Enforcement<br>Prevention<br>Housing<br>Behavioral Health | Law Enforcement Assisted Diversion (LEAD) Grant |
| Housing<br>Rehabilitation<br>Services<br>Rental Assistance | CalHFA Mental Health Services Act Funds |

**Potential Future Funding Sources**
*Provided by the Homelessness Task Force Report 2018*

**SB 2:** Passed in 2017, the details related to SB 2 funding are still emerging. SB 2 creates a permanent source of funding for affordable housing with 50 percent of the first year of funding specifically for people experiencing or at risk of homelessness. After the first year of funding, 70 percent of the funding will be allocated to local governments for uses including affordable housing development, matching funds for programs that assist people experiencing or at risk of homelessness.

**SB 3:** Passed in 2017, SB 3 places a $4 billion affordable housing and Veterans housing bond on the November 2018 statewide ballot. Cities and counties are eligible to apply for various programs that would be funded by the bond.

**Local Funding Sources:**

- Public safety funding and resources
- Local sales and use tax
- Animal care and regulation fees
- Transit or transportation assistance
- Development fees
- Transient occupancy taxes
- Bond proceeds
- General Fund

# Appendix I: SB 2 and SB 35

### Senate Bill 2: Definition and Expectations of Local Governments

Senate Bill 2 (SB 2) amended the State Housing Element Law and the State Housing Accountability Act (HAA) to require local governments to remove zoning barriers that prevent or discourage the development of emergency shelters, transitional housing, and supportive housing (Public Counsel 2). Therefore, in General Plan Housing Element updates, local governments are required to do the following:

- Assess the need for emergency shelter
- Identify zone(s) where shelters are permitted without discretionary approval (by-right)
- Treat transitional and supportive housing the same as other residential uses
- Include shelters, transitional housing, and supportive housing as protected by the HAA (Public Counsel, 3)

While SB 2 does not require local governments to build or fund emergency shelters, transitional housing, or supportive housing, it does require local governments to have a zoning code that encourages the previously stated uses.

### Senate Bill 2: The Cities of Paramount and Bellflower

The City of Paramount is not in compliance with SB 2 Emergency Shelter Zoning.
The City of Bellflower is in compliance with SB 2 Emergency Shelter Zoning.

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### Senate Bill 35: Definition and Expectations of Local Governments

If a city fails to issue building permits for its designated share of the Regional Housing Needs Allocation (RHNA), then SB 35 streamlines eligible multifamily housing project approvals.
In California, all local governments are required to adopt a Housing Element as part of a General Plan to show that the city plans to meet the housing needs of community members at all income levels. According to SCAG, the RHNA "quantifies the need for housing within each jurisdiction during specified planning periods" (scag.ca.gov). If the California Department of Housing and Community Development (HCD) finds that a city issued fewer building permits than the city's RHNA identifies, then the city is subject to SB 35 streamlining (League of California Cities, 6).

Passed in 2017, SB 35 requires cities to approve qualified housing developments on eligible sites as a ministerial act and without CEQA review or public hearings (League of California Cities, 6). Under the streamlining, project approval is through "objective standards" and involves "no personal or subjective judgment by a public official" (League of California Cities, 6).

### Senate Bill 35: The Cities of Paramount and Bellflower

Paramount has made insufficient progress toward the City's Above Moderate Income RHNA and is therefore subject to SB 35 streamlining for proposed developments with at least 10 percent of units restricted for affordable housing.

Bellflower has made insufficient progress toward the City's Lower Income RHNA (Very Low and Low Income) and is therefore subject to SB 35 streamlining for proposed developments with at least 50 percent of units restricted for affordable housing.

For additional information about SB 2, see Public Counsel's *Local Zoning Best Practices for Shelter and Transitional and Supportive Housing.*
For additional information about SB 35, see the League of California Cities *2018 Guide to New Housing Law in California.*

# Appendix J: County Protocol for Clean Ups of Homeless Encampments

### *Memorandum*

*TO:* *The Cities of Paramount and Bellflower*
*DATE:* *May 2018*
*SUBJECT:* *Overview of the LA County Homeless Encampment Protocol and the Guiding Legal Decisions for the Treatment of People Experiencing Homelessness by Law Enforcement*

**LA County Homeless Encampment Protocol**

The Los Angeles County Chief Executive Office and Sheriff Department, and Los Angeles Homeless Services Authority Protocol for Reporting and Responding to Homeless Encampments or Concentrated Homeless Activities ("the Protocol") provides guidance for addressing homeless encampments in the unincorporated areas of LA County, cities where the Sheriff Department is the contracted law enforcement agency, County parks, and County-owned property.

According to the protocol, a series of steps must be executed when responding to a homeless encampment where five or more people are identified (see the pages following the Memorandum for the full Protocol). The Protocol requires time for outreach/engagement, CES Assessments, posting of ordinance/trespassing signage, and collaboration with outreach teams upon cleanup. During and after the cleanup, the Protocol requires any personal belongings that cannot be taken with an individual from the encampment to be tagged and store d for 90 days.

**Legal Decisions for the Treatment of People Experiencing Homelessness by Law Enforcement**

**Allen v. City of Pomona (2016)**

The class-action lawsuit challenged Pomona's practice of homeless cleanups, alleging that city officials who confiscated property violated the constitutional rights of people experiencing homelessness.

The settlement provides protection from enforcement of unlawful overnight camping until there are more shelter beds available in the City, among other items in the settlement, including:

- The City must provide written notice of the City's intent to remove property at least 48 hours prior to collection of property.
- The City must securely attach written notice to the property that will be collected.
- The City must provide adequate post-collection notice within 10 feet of the location where the property was collected.
- The Settlement prohibits the city from seizing personal property unless the property poses a serious and immediate risk to human health and safety, among a few additional exceptions.
  *(Allen v. City of Pomona*)

The settlement required the city to pay $49,000 in damages to be distributed among the 15 plaintiffs in the case and no more than $160,000 in attorney fees. In the settlement, the City also

agreed to build 388 lockers for the property of people experiencing homelessness (LA Times, Doug Smith).

**Jones v. City of Los Angeles (2006)**

The City of Los Angeles enacted an ordinance prohibiting any individual from sitting, lying, or sleeping on a public street or sidewalk. The ACLU brought the suit against the ordinance on behalf of six people experiencing homelessness who were arrested or cited for violating the ordinance (ACLU). The *Jones* decision found that because the appellants may have become homeless involuntarily and because the appellants did not have any options other than to sleep on the street, criminalization of the appellants' presence on the street was in violation of the Eighth Amendment prohibition against cruel and unusual punishment. The decision ordered the District Court to stop enforcement of the Los Angeles City ordinance that allowed law enforcement to arrest people for sleeping on the street when there are no available shelter beds. The settlement agreed to permit sleeping on sidewalks between 9pm and 6am until additional housing could be built.

**Mitchell v. City of Los Angeles (2016)**

Filed in March 2016, the lawsuit alleged that people experiencing homelessness on Skid Row have had personal property, including medication and legal documents, seized or destroyed by law enforcement and city sanitation personnel. The U.S. district court judge ruled that the City of Los Angeles needed to discontinue seizing property of people experiencing homelessness on Skid Row and surrounding areas without notice.

**Lavan v. City of Los Angeles (2012)**

Nine people experiencing homelessness on Skid Row claimed that the City of Los Angeles violated their Fourth Amendment and Fourteenth Amendment rights when the City seized and destroyed their personal possessions, temporarily left unattended on public sidewalks (*Lavan v. City of Los Angeles*). The injunction bars the City from:

- Seizing property in Skid Row absent an objectively reasonable belief that it is abandoned, presents an immediate threat to public health or safety, or is evidence of a crime, or contraband
- Absent immediate threat to public health or safety, destruction of seized property without maintaining it in a secure location for a period of less than 90 days
  (*Lavan v. City of Los Angeles*)

The Ninth Circuit held that the seizing and destruction of a homeless individual's personal property, even if left temporarily unattended, was an unreasonable seizure and therefore a Fourth Amendment violation. The Court also ruled that the failure to provide notice before seizing and destroying personal property is a violation of the Fourteenth Amendment right to due process (ACLU). The City paid $822,000 to settle the case.

*Please see the Los Angeles County Chief Executive Office & Sheriff Department, and Los Angeles Homeless Services Authority Protocol* for Reporting & Responding to Homeless Encampments or Concentrated Homeless Activities on the following two pages.*

**Los Angeles County Chief Executive Office & Sheriff Department, and Los Angeles Homeless Services Authority Protocol* for Reporting & Responding to Homeless Encampments or Concentrated Homeless Activities**

| Steps | Tasks | Responsible Party/Entity/Comments |
|---|---|---|
| **1. Complete the Homeless Encampment Identification (Report) Form** | Complete Section I of the Homeless Encampment Identification (HEI) form upon identification of a homeless encampment and/or a high concentration of homeless in a given area. Email the completed form to Michael Castillo of the Chief Executive Officer (CEO) Homeless Initiative (HI) Team at mcastillo@ceo.lacounty.gov. | Sheriff Department Designee and/or LAHSA ERT |
| **2. Submit Form to the CEO's Office / Board Office Approval** | The CEO's office will review the form to ensure all applicable information is included. Barring any need for additional information, the CEO's HI Team will submit the form to the respective Board Office to obtain the approval for addressing the site via the Protocol. Once a response is received from the Board Office, CEO will inform the Los Angeles Homeless Services Authority (LAHSA) and the Sheriff Department (LASD) of the status and next steps. | CEO<br><br>The Homeless encampment Protocol will only apply if five (5) or more persons are identified at a given site. |
| **3. Conduct Outreach** | 1. LAHSA will dispatch an Emergency Response Team (ERT) to the site to conduct a more in-depth assessment and resubmit the HEI form (with Sec. II completed) to the CEO's HHU within 72 hours of receipt of the Board's approval. LAHSA will be accompanied by an LASD Deputy familiar with LAHSA's ERT assessment process whenever unlawful activity is identified in the initial report. LASD will determine if it is safe for LAHSA to begin their assessment/outreach.<br>2. LAHSA will complete a Coordinated Entry System (CES) assessment for all dwellers present, when possible, and connect clients to the appropriate CES Outreach Coordinator.<br>3. Based on the CES findings, the appropriate County Department(s), e.g., Mental Health, Public Health, Public Social Services, Community & Senior Services, etc, may be contacted by the CEO HI Team and asked to conduct benefits/program eligibility assessment of homeless persons at the encampment. When necessary, the aforementioned Departments will conduct ongoing visits with LAHSA.<br><br>NOTE: LAHSA may request a Sheriff escort to an encampment or homeless activity location at any time during the course of their outreach efforts. | LAHSA & Sheriff<br><br>Based on the geographic location of each site the CES Outreach Coordinator will compile a list of identified agencies with potential housing opportunities and local community based organizations. |
| **4. Next Steps** | Based on LAHSA's reported findings and recommendations, the CEO HI Team, with engagement from the CES Outreach Coordinator will determine future action(s) needed to address the issue. Actions include:<br><br>1. A timeline will be issued for ongoing outreach/engagement.<br>2. LASD will conduct ongoing visits to active sites to address any unlawful activity that involves a victim or a potential safety hazard to the community at large and to discuss trespassing laws and applicable ordinances with homeless inhabiting a site. | CEO, Sheriff, & LAHSA<br><br>CEO staff will be responsible for contacting the complainant to: 1) answer any questions he/she may have; 2) keep them informed of the action being planned/taken; 3) advise |

| Steps | Tasks | Responsible Party/Entity/Comments |
|---|---|---|
| | 3. If the owner of an encampment property is unknown, LASD will assist with identifying the property owner(s) to advise them of the situation, including their rights and responsibilities. LASD will also assist with identification of jurisdiction in relation to site clean-up and maintenance, e.g., DPW, State of CA, Army Corp of Engineers, etc.<br>4. Two weeks prior to the expiration of a given timeline (#1 above), LASD, with the assistance of the appropriate agency, will post ordinance/trespassing signage, if applicable, and inform the inhabitants that it is unlawful for them to be on the site.<br>5. Two weeks prior to the expiration of a given timeline, the Encampment Team (CEO, LAHSA, and LASD) will identify the appropriate action for "closing down" an encampment (see #5 below):<br><br>A. If there are no longer inhabitants on the site a clean-up will be conducted by the appropriate agency and steps will be taken to ensure that the encampment is not recreated, e.g., ongoing LAHSA and LASD observation of the location, erecting or repair of fencing/walls (paid for by the property owner*), outreach and ongoing contact with the local community,<br>B. If there are still homeless on site a collaborative engagement effort will be conducted on the date the timeline expires with participation from LAHSA, the CES Outreach Coordinator, LASD, CEO HI Team, appropriate County departments, and community based organizations. The goal of the event is to provide a final opportunity to connect homeless to services and housing prior to the closing of the encampment. | them of the timeline for addressing the issue; and, 4) provide them with periodic updates regarding the issue and our progress.<br><br>Prior to a collaborative event, LAHSA is responsible for continued outreach/engagement and identifying housing opportunities that can be offered to the homeless persons still on site. |
| **5. Resolution & Closure** | The CEO HI Team will convene monthly scheduled meetings with the Encampment Team to discuss the status of all encampments, e.g., "a reduction in the number of homeless at the site, but continued engagement is required;" "no further homeless activity has been observed at the site and the encampment no longer exists;" etc. | CEO |

**Note**: the Protocol only applies to unincorporated areas of LA County, County parks, and cities where the Sheriff Department is the contracted law enforcement agency.

CEO HI Team is responsible for providing ongoing updates to respective Board offices and informing Board offices of the final disposition of encampments in their district.

*Owner of private property to decide if they want to erect a fence/wall or repair existing fence/wall.

# Appendix K: Definitions

**Access Center**: A brick and mortar facility where people experiencing homelessness or at risk of experiencing homelessness can access supportive services

**Affordable Housing**: A housing unit that a household can obtain for 30 percent or less of its income.

**Bridge Housing**: Safe, reserved, 24-hour emergency shelter to be utilized by eligible homeless individuals, identified through the Coordinated Entry System (CES). The intention of this emergency housing is to provide individuals with some stability, so they can more easily maintain contact with their Housing Navigator, as they are assisted in their efforts to housing. Crisis Housing bed converts to a Bridge (Reserved Crisis) Housing bed if the program participant does not self-resolve their episode of homelessness within 14 days. (LAHSA, 2017)

**Case Management**: Case management is defined by the Case Management Society of America as "a collaborative process of assessment, planning, facilitation, care coordination, evaluation, and advocacy for options and services" to meet individual needs. Case Management in the context of the Coordinated Entry System (CES) should be voluntary and client centered, with the goal of identifying strengths and client directed goals, while promoting "health, recognition, and well-being" (USICH, 2016). Case management in CES should ultimately focus on linking the client to permanent housing resource and providing necessary services needed to promote housing stability. (LAHSA, 2017)

**Chronically Homeless**:

1. An individual who:
    a. Is homeless and lives in a place not meant for human habitation, a safe haven, or in an emergency shelter

    AND

    b. Has been homeless and living or residing in a place not meant for human habitation, a safe haven, or in an emergency shelter continuously for at least twelve months or on at least four separate occasions in the last three years *where those occasions cumulatively total at least twelve months*

    AND

    c. Can be diagnosed with one or more of the following conditions: substance use disorder, serious mental illness, developmental disability (as defined in section 102 of the Developmental Disabilities Assistance Bill of Rights of 2000 [42 U.S.C. 15002]), post-traumatic stress disorder, cognitive impairments resulting from brain injury, or chronic physical illness or disability;

2. An individual who has been residing in an intuitional care facility, including a jail, substance abuse or mental health treatment facility, hospital, or other similar facility, for fewer than 90 days and met all of the criteria in paragraph (1) of this definition before entering that facility

3. A family with an adult head of household (or if there is no adult in the family, a minor head of household) who meets all of the criteria in paragraph (1) of this definition,, including a family whose composition has fluctuated while the head of household has been homeless. (LAHSA, 2017)

**Continuum of Care (CoC)**: A community plan to organize and deliver housing and services to meet the specific needs of people who are homeless as they move to stable housing and maximize self-sufficiency. It includes action steps to end homelessness and prevent a return to homelessness. In Los Angeles County, there are four CoCs. The Los Angeles Homeless Services Authority serves all cities of the county with the exception of Long Beach, Pasadena, and Glendale, who have their own CoC. (LAHSA, 2017)

**Coordinated Entry System**: CES is a regionally based system that connects new and existing programs in to a "no-wrong-door network" by assessing the needs of individuals/families/youth experiencing homelessness and linking them with the most appropriate housing and services to end their homelessness. The goal of the CES is to streamline processes through which communities assess, house, and support housing retention for individuals/families who are homeless; to ensure all of our homeless neighbors are known and supported; to target and maximize limited housing resources; and to comply with the federal mandate to adopt a standardized intake and coordinate assessment process for housing. The essential components of CES are: 1) a system that is low-barrier and easy to access; 2) a system that identifies and assesses people's needs; and 3) a system that prioritizes and matches housing resources based on those needs. (LAHSA, 2017)

**Families**: A family unit composed of an adult head of household with a dependent minor child or a woman in her third trimester of pregnancy.

**Homeless:** an individual who belongs to one of the following categories:

1. An individual who lacks a fixed, regular, and adequate nighttime residence, meaning

    a. An individual with a primary nighttime residence that is a public or private place not designed for or regularly used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, or camping ground;

    b. An individual living in a supervised publically or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels or motels paid for by charitable organizations or by federal, state, or local government programs for low-income individuals

    c. An individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution;

2. An individual who will imminently lose their primary nighttime residence, provided that;

a. The primary nighttime residence will be lost within 14 days of the date of application for homeless assistance;

b. No subsequent residence has been identified; and

c. The individual lacks the resources or support networks, *e.g.*, family, friends, faith-based or other social networks, needed to obtain other permanent housing;

3. An individual who:

a. Is fleeing, or attempting to flee domestic violence, dating violence, sexual assault, stalking, or other dangerous, life threatening conditions that relate to violence against the individual that has either take place within the individuals primary nighttime residence or has made the individual afraid to return to their primary nighttime residence;

b. Has no other residence; and

c. Lacks the resources or support networks, *e.g.*, family, friends, faith-based or other social networks, to obtain other permanent housing. (LAHSA, 2017)

**Measure H:** A voter approved quarter cent sales tax to generate funding for homeless services in Los Angeles County.

**Outreach:** In the context of the CES system, outreach is defined as the activity of engaging a homeless individual through the process of rapport building with the goal of linking the individual to a permanent housing resource. Outreach and engagement is an ongoing process that "involves creativity, flexibility, may take months or years, and involves establishing a relationship" to connect a client to services (Olivet, Bassuk, Elstad, Kenny, and Jassil, 2010). Outreach can be viewed as a "service in itself" and "a process of building a personal connection that make play a role in helping a person improve his or her housing, health status, or social support network" (Olivet, Bassuk, Elstad, Kenny, and Jassil, 2010). Outreach and engagement should be approached in a client-centered and voluntary manner that does not create any time constraints as to the alacrity in which the client voluntarily seeks permanent housing. Outreach workers should have the capacity to refer clients to resources and services such as Crisis & Bridge (Reserved Crisis) Housing and should regularly participate in a case conferencing to ensure clients entering CES are matched to the appropriate permanent housing resource. (LAHSA, 2017)

**Prevention:** The goal of Homeless Prevention is to provide a short-term targeted intervention to address people's housing crisis before they become homeless. (A5 strategy description)

**Stakeholder:** A person with an interest or concern in addressing homelessness in the community

**Supportive Housing**: Long-term, community-based housing that has supportive services for homeless persons with disabilities. This type of supportive housing enables the special needs of populations to live as independently as possible in a permanent setting. Permanent housing can be provided in one structure at one site or in multiple structure at multiples sites. (LAHSA, 2017)

**Supportive Services**: Services that may assist homeless participants in the transition form the streets or shelters into permanent or supportive housing, and that assist person with living successfully in housing. (LAHSA, 2017)

**Transitional Age Youth**: An individual between the ages of 16 and 24. (LAHSA, 2017)

**For definitions with (LAHSA, 2017) at the end, the definition was taken from LAHSA's* Homeless Services Delivery System Glossary of Terms/Acronyms, May 2017.

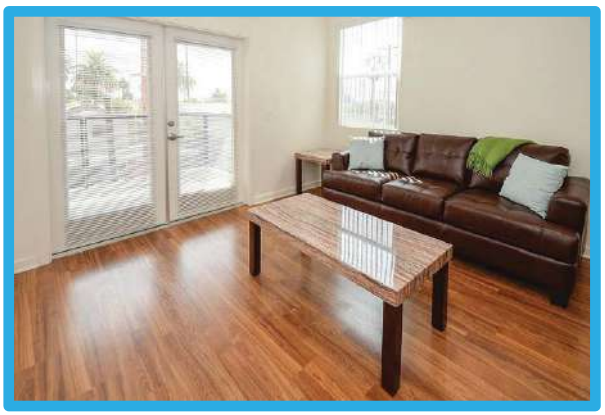
**Description of categories in the Goals and Supporting Actions table:**

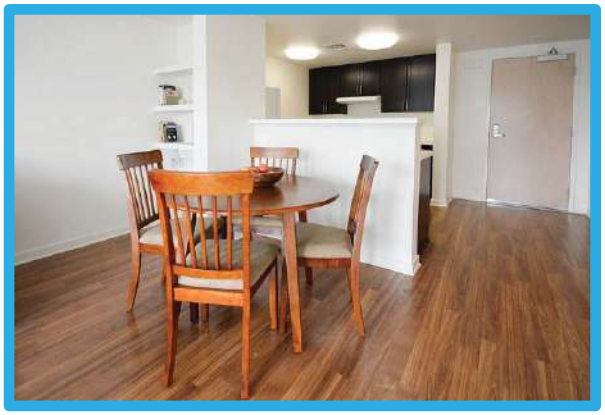
| Approachable Action Items |
|---|
| Action Items that are simple to accomplish and consistent with current City efforts, but have the potential to make a noticeable impact on decreasing homelessness in the City. |
| **Growth Action Items** |
| Action Items that will push the City to increased commitment and resource dedication, but that are not too far from current City practice. |
| **High Impact Action Items** |
| Action Items that will have the highest and longest lasting impact on decreasing homelessness in the City and on the people experiencing homelessness. |

| | |
|---|---|
| Policy Changes | A brief description of what policy changes need to be made in order to ensure completion of the Action Item. |
| Measurement | How to measure whether or not the Action Item has been executed. |
| Timeline | The timeframe in which the task should be started. |
| Ownership | The City department that is responsible for the execution of the Action Item. |
| Leveraged City Resources | The City resources that can be utilized for the execution of the Action Item. |
| Funding Opportunities | Possible sources of funding that can be applied for, advocated for, or redirected to execute the Action Item. |
| County Strategy Alignment | The Los Angeles County Homeless Initiate Strategy to Combat Homelessness that aligns with the Action Item. |
| City Policy Alignment | The clauses in publicly approved City documents that align existing City policy with the Action Item. |

# Appendix L: Supportive Housing Information

Please see the Supportive Housing information sheet provided by United Way's *Everyone In* Campaign on the following two pages.





*Photos above are of the Long Beach & 21st Apartments, a supportive housing development in Long Beach, CA.*

# SUPPORTIVE HOUSING THE FACTS

**Supportive housing combines affordable homes with resources such as health and job services to help people successfully overcome homelessness and lead stable lives.**

## Residents of supportive housing:

- Have experienced long-term homelessness and/or have physical/mental health or substance abuse disorders.
- Are people of different ages, backgrounds, cultures and education levels who have struggled in the past to find stable housing.
- Have gone through traumatic life events such as domestic violence, a debilitating injury or illness, or a sudden loss of income.
- Are prioritized for housing based on vulnerability, such as having a physical disability.

## In addition to safe, clean and stable homes, residents receive:

- Physical and mental health services
- Job training and life skills
- Addiction treatment
- Counselling and support groups
- And many other resources

## Supportive housing ensures the safety and well-being of the community.

- Each building is run by a property management company or a nonprofit service provider who is highly trained in managing these types of buildings.
- Apartments have qualified staff on-site, including building managers who are available to respond to community concerns.
- Residents are expected to abide by building rules which include not engaging in illegal, dangerous or disruptive activities.

## How does supportive housing help tenants with mental health or substance abuse disorders?

Supportive housing provides the stability and services individuals need to recover. When moving in, residents may be put on a treatment plan and meet regularly with psychiatrists, therapists and other skilled professionals. They work one-on-one with a case manager, a dedicated staff member who helps them to reach their goals and ensure they return to living stable lives.

**"The great change in my life came when I got the letter and I finally got on the list for housing. We had a safe place."**

***— Larae, Supportive Housing Resident***

## Supportive Housing in Los Angeles County

There are nearly 150 supportive housing buildings throughout Los Angeles County. These homes are an important part of the solution to ending homelessness for our neighbors including women, families and veterans.

# City of Pomona Enhanced Strategic Plan to Prevent and Combat Homelessness

Prepared By:

LESAR DEVELOPMENT CONSULTANTS

In collaboration with:

The Los Angeles County HOMELESS INITIATIVE REAL HELP. LASTING CHANGE.

SGVCOG

# About the City of Pomona Enhanced Strategic Plan to Prevent and Combat Homelessness

In October 2017, the County of Los Angeles awarded the City of Pomona a City Planning Grant to develop a plan to prevent and combat homelessness. City Planning grants were also awarded to 45 other cities throughout the County, including 19 that are located within the San Gabriel Valley region and under the jurisdiction of the San Gabriel Valley Council of Governments (SGVCOG).

Because the City of Pomona had an existing strategic plan addressing homelessness, “A Way Home: Solutions for Pomona’s Homeless”, that was adopted on January 7, 2017, it was proposed that Pomona would use this opportunity to enhance its plan. The areas of enhancement included: further planning for the three urgent strategies identified in “A Way Home”; aligning the current plan with the County Homeless Initiative strategies and Measure H resources; and, incorporating new strategies identified during the planning process. In addition, the City wanted to solicit input from individuals experiencing homelessness in Pomona, as well as obtain current demographic information regarding those unsheltered in Pomona, all to better inform the planning process.

On December 17, 2017, the Pomona City Council awarded a contract to LeSar Development Corporation (LDC) to assist the City in various planning activities that would inform the enhanced plan. The City had been working with LDC as part of its efforts to create the Homeless Service Center that it is developing and felt that continuing this collaboration would be beneficial to both processes.

In January 2018, the City began reviewing its existing plan to provide an annual update on the progress of implementation. From February through May 2018, the City and LDC hosted a variety of meetings to solicit input, these included: a Lived Experience Summit, for nearly 100 currently homeless persons; a focus group of recently housed persons with lived experience; presenting to the Pomona Continuum of Care Coalition, Community Life Commission and a community service organization; and, consulting with various City Departments. The solicited feedback was then incorporated through the creation of new strategies and activities that are outlined in the following strategic plan enhancements.

The Enhanced Strategic Plan provides an opportunity to revisit the planning efforts of the City to combat homelessness. The input of those with lived experience, the creation of new strategies that align with current resources and realities, and the opportunity to solicit feedback, all build on the City’s existing efforts to help the most vulnerable among our community - find “A Way Home”.

The City of Pomona Enhanced Strategic Plan was presented to the City Council on July 2, 2018 and was unanimously adopted by all Council Members, including:

| | |
|---|---|
| Mayor Tim Sandoval | Mayor of Pomona |
| Rubio Gonzalez | District 1 Council Member |
| Adriana Robledo | District 2 Council Member |
| Cristina Carrizosa | District 3 Council Member |
| Elizabeth Ontiveros-Cole | District 4 Council Member |
| Ginna Escobar | District 5 Council Member |
| Robert Torres | District 6 Council Member |

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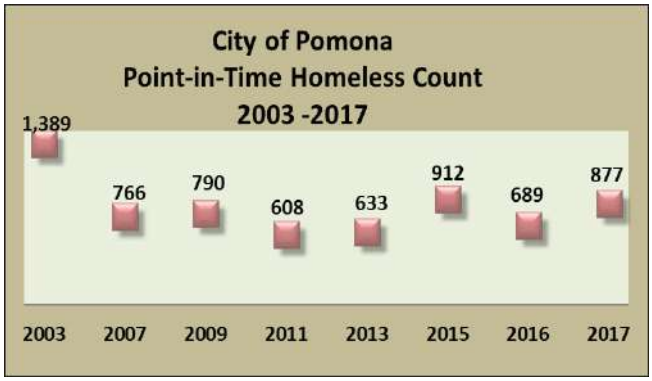
## BACKGROUND AND PURPOSE

The City of Pomona has actively been working to address homelessness in Los Angeles County for many years starting in 1999 with forming of the Pomona Continuum of Care Coalition (PCOCC) by two City Councilmembers to advise the City on homelessness and to coordinate efforts. The City of Pomona was also one of the first cities in Los Angeles County to dedicate a staff position to specifically address issues surrounding homelessness. The City's first Homeless Services Coordinator was hired in October 2000. In November 2015, the City created the Homeless Advisory Committee, under the umbrella of Pomona's Promise, the City's community-based approach to address citywide issues using a collective impact approach. The Homeless Advisory Committee was formed to develop a comprehensive community-wide strategy to end homelessness, focusing on areas that were identified during a Community Forum on Homelessness that was hosted by the City in August 2015. In January 2017, the City adopted that plan, "A Way Home: Community Solutions for Pomona's Homeless".

### HOMELESSNESS IN POMONA




The streets of Pomona have historically been home for many unsheltered persons in our region. From 2004 to 2017, over 35,000 homeless individuals were assisted with homeless prevention, shelter, housing or other essential services through City and community partner programs. Yet, in 2017, per the point-in-time homeless count, there remained 877 persons without homes, and it is believed the 2018 count will show more. It was determined early on, that the unsheltered homeless of Pomona must be the focus of any plan for success, but equally important, any plan must meet the needs of the whole Pomona community as well.

With this in mind, the four guiding principles of "A Way Home" are:

1. Homelessness is a crisis in Pomona
2. If homelessness occurs, it should be brief and one-time only
3. Homelessness is solvable
4. Pomona is addressing our fair share, we encourage other cities to do the same

The plan also identifies four overarching goals that include:

1. Reduce the number of Pomona's unsheltered homeless
2. Reduce the negative impacts on community neighborhoods and public spaces through the coordination of services
3. Have an engaged and informed community regarding homelessness and homeless solutions
4. Balance the needs and rights of homeless persons and the larger community through updated fair, legal, and enforceable policies and ordinances

### STRATEGIC PLANNING ENHANCEMENTS

Because the City of Pomona has an adopted plan in place, it utilized this Planning Grant opportunity to enhance its plan, addressing areas not previously explored and updating strategies and activities to include Los Angeles County's Homeless Initiative, the passing of Measure H, and a new reality of resources focused on homelessness.

## THE CITY'S PLANNING PROCESS

To develop "A Way Home", the City engaged an array of stakeholders with convening a Community Forum on Homelessness in 2015. From the summit the City created the Homeless Advisory Committee that helped with plan creation.

As part of the 2017 City Homeless Planning Grant process, the City of Pomona wanted to enhance their existing plan by further planning for the three urgent strategies highlighted above and incorporating new strategies that arose from this current process. Specifically, the City wanted to better understand the perspectives of individuals experiencing homelessness in Pomona and engage individuals in providing recommendations both on the services and new shelter site as well as what it will take to address homelessness in Pomona.

To solicit this information, the City hosted a Lived Experience Summit on February 28, 2018 for close to 100 persons that were currently homeless. Some of the attendees were sheltered at the armory and some were without shelter. All were given the opportunity to provide input on the environment, operations and services of the new shelter. They were also given the opportunity to share about their experience of homelessness to better inform the City in moving forward to solutions. To solicit additional input, the City also hosted a Lived Experience Focus Group attended by those who had previously been homeless, but attained housing within the last few years. This group focused on what are the paths that lead to deciding to be housed, what does it take to stayed housed, and how can their experience help service providers and those who are currently housed. Details of the both the Lived Experience Summit and Focus Group can be found in "The Lived Experience Report" found in the Appendices.

Other planning activities focused around the coordination of the partners currently identified to provide core services at the new Homeless Service Center. These partners include, Volunteers of America Los Angeles, Tri City Mental Health Center, and East Valley Community Health Center. These site partners will provide the backbone of services at the Center. To create a complete picture of the service partnership and to identify what each partner is contributing, a series of meetings were held to discuss service provision, data collection, unique contributions, collaborative contributions and client focused outcomes. To further inform this conversation an analysis of Coordinated Entry System (CES) data for those living in Pomona was performed. Both the meeting and the data analysis were used in the development of an output and outcomes summary document for the new shelter site, along with a performance monitoring plan, a summary document of all services that will be provided by site partners, and lastly a document that highlights what policies and procedures will need to be developed for the site including those related to data entry and collection in the Homeless Management Information System (HMIS). All documents related to the planning process are included as Appendices.

In addition to the above input, the City hosted three meetings soliciting community input from various stakeholders. The first meeting was held as part of the regular meeting of the Pomona Continuum of Care Coalition. The second was hosted by the City of Pomona Community Life Commission, and the third was hosted by a Pomona business service club. At all meetings, an update on "A Way Home" was provided, outlining what has been accomplished to date with each of the strategies, what has been delayed and what measures have taken place to address the three identified urgent strategies of shelter, a communal kitchen and centralized service provision. In addressing the urgent strategies, a presentation on the Homeless Service Center was also provided outlining where the project is currently, what partnerships have been formed and showing renderings of how it will look. During each meeting community input was solicited to inform the enhanced strategy.

Finally, staff from the City's Neighborhood Services Department met with other City Departments, including Administration, the Police Department, Public Works and Development Services, to solicit input as to what if any new services or programs have been developed within City Hall since the adoption of "A Way Home", and asking what new strategies or enhancements should be captured in the City's Enhanced Strategic Plan.

## Goals and Enhanced Strategies

After incorporating the Homeless Advisory Committee's recommendations and community input, a strategic plan was crafted and brought to City Council for input in November 2016. After receiving and incorporating Council input, the plan was brought back and on January 7, 2017, the Pomona City Council adopted the City's strategic plan on homelessness.

"A Way Home: Community Solutions for Pomona's Homeless", is organized around four broad goals to have a significant impact on those experiencing homelessness and on our community that is impacted by the outcomes of homelessness. Together, these goals represent a comprehensive and ambitious approach to ending homelessness by developing a more efficient, effective and coordinated delivery system for services and housing.

| | |
|---|---|
| **Goal A** | Reduce the Number of Pomona's Unsheltered Homeless |
| **Goal B** | Reduce the Negative Impacts on Community Neighborhoods and Public Spaces through the Coordination of Services |
| **Goal C** | Have an Engaged and Informed Community Regarding Homelessness and Homeless Solutions |
| **Goal D** | Balance the Needs and Rights of Homeless Persons and the Larger Community through Updated Fair, Legal and Enforceable Policies and Ordinances |

In addition to the above identified goals, "A Way Home" incorporated 30 strategies and over 150 activities that strived to balance the desire to be a compassionate community, with the need to address quality of life issues for all residents. Each of those strategies was prioritized and given a timeframe to be completed or implemented.

Specifically, there are three urgent strategies identified in the plan that the City and partners have been actively addressing:

1. Establish as Year-Round Shelter Able to Provide for Multiple Populations
2. Establish as Service Center for Centralization and Coordination of Services
3. Establish as Communal Kitchen for the Provision of Food Services

These original goals, strategies and activities remain and have not been changed as part of the City's current planning grant activities.

What has changed as a result of the County's City Planning Grant award and above mentioned planning and outreach efforts, is that several new strategies and activities were identified and will be incorporated into "A Way Home", upon adoption of the Plan by the Pomona City Council. Many of the new strategies/ activities were included as a direct result of input from those with Lived Experience, those providing services to the homeless and City Departments.

These new strategies and activities are incorporated below into the existing framework of Pomona's "A Way Home", but the following table only provides 1) all original goals, 2) all original strategies, 3) newly identified strategies and activities **(as highlighted in color)**, and 4) original activities that align with Los Angeles County's Homeless Initiative and Measure H Funding opportunities. To see a complete listing of all goals, strategies and activities as adopted by the Pomona City Council on July 2, 2018, with new enhancement incorporated, please see the attached 2018 Updated Strategic Plan Outline.

| *Enhanced Strategies with County Homeless Initiatives Alignment identified* (IDENTIFIED CITY PLANNING ENHANCEMENTS) | | **Measure H Funding** (**bold =** eligible for funding) |
|---|---|---|
| **GOAL A** | **Reduce the Number of Pomona's Unsheltered Homeless** | |
| Strategy A1 | *Establish a Year-Round Shelter(s) Able to Provide for Multiple Subpopulations* | |
| A.1.1. | Promote SB2 compliance and implementation. | F1 |
| A.1.4. | Shelters should provide individualized active engagement, case management, and supportive services. | **E8** |
| A.1.5. | For rapid implementation, and to accommodate those who would have difficulty transitioning to an indoor setting, consider open or outdoor shelter options. | **E8** |
| A.1.6. | Design a program that can be entered during the nighttime and on weekends including drop-off by Police as appropriate diversion from jail or staying on the street and by the Pomona Homeless Outreach Program staff. | E4, E5 |
| A.1.7. | Design the shelter program to implement components of a Housing First approach, which include: 1) linkage with rapid re-housing and permanent supportive housing and 2) incorporation of shelter diversion and maximum lengths of stay. | E13 |
| A.1.8. | Include a kennel and day area for pets. Include a "good pet owner" policy and active participation in pet and kennel care while on site. | **E8** |
| A.1.9. | Consider homeless subpopulation types for appropriate shelter design. Designate enough shelter beds to meet the needs by subpopulation, including: 1) high-tolerance (mental health and substance abuse); 2) single men; 3) single women; 4) couples and multiple adult households; and 5) families with children. | **E8** |
| **A.1.10*** | **Create and Enter Into Memorandums of Understanding (MOU) With and Between All Homeless Service Center Site Partners Delineating Roles and Responsibilities and Establishing Data Sharing/Collection/Reporting Protocols.**<br><br>Policy Change: Develop Memorandum of Understanding that all Site Partners agree to and follow.<br><br>Partners: Volunteers of America Los Angeles, Tri City Mental Health, East Valley Community Health Center<br><br>Measurement: Following the attached Logic Model to inform MOU, data will be collected to support desired Output and Outcome.<br><br>Ownership: City of Pomona and HSC Site Partners<br><br>Leveraged City Resources: 20 hours of Neighborhood Services Director and .05 of Homeless Programs Supervisor.<br><br>Timeline: Implemented with first quarter of HSC opening. | E12, **E8** |
| Strategy A2 | *Support and Encourage the Development of Affordable and Supportive Housing Across the Spectrum of, and Proportionate to, the Need by Household Types* | **F7** |
| A.2.1. | The City and its partners assist homeless households in accessing and sustaining permanent affordable rental housing in residential neighborhoods as quickly as possible with a focus on those meeting the Pomona residency criteria. | **D7** |
| A.2.2. | Support the development of quality, affordable rental housing. Such developments should reflect the style of the surrounding neighborhood and be operated by a proven property management team. | **F7** |
| A.2.6. | Establish a clear correlation between Pomona's Regional Housing Needs Assessment (RHNA) requirement and the development of affordable housing for all income levels including extremely low, very low, low, and moderate. | **F7** |
| A.2.7. | Engage landlords and property managers to offer and/or sustain affordable housing options in the City. Establish landlord incentives to assist with: preparing units to meet Housing Quality Standards inspections, extraordinary repairs needed when a unit is vacated, security deposits, utility turn-on, or to help hold a unit for an identified homeless household. | **D7** |

| | | |
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| A.2.12. | Implement a 25% set-aside of available vouchers to be used by homeless households, meeting Pomona homeless residency criteria, who are currently on the Pomona Housing Authority Waiting List. | **B4** |
| Strategy A3 | *Increase Incomes for Self-Sufficiency and Housing Sustainability* | |
| A.3.1. | Include an Income Opportunities (IO) office in the Homeless Service Center (See Strategy B1). The IO shall have both employment and benefits specialists. Partner with benefits organizations such as the Department of Social Services, Social Security, and benefits advocacy organizations for the benefits segment. Partner with employment organizations such as America's Job Center of California, EDD, DPSS' GAIN, GROW and CalWORKs programs, VA Employment Services, Department of Rehabilitation, Chrysalis, temporary employment agencies, Goodwill, the Small Business Association, the Chamber of Commerce, City of Pomona Human Resources, private companies' human resources, County human resources and micro loan nonprofits to staff the employment desk. | C2, C5, C7, |
| A.3.3. | Develop a targeted recruitment and hiring process to assist homeless people in accessing County, City and local employers' jobs. | C3 |
| A.3.5. | Link the benefits arm of the Homeless Service Center (HSC) to the Countywide SSI Advocacy program established as part of the LA County Strategies to Combat Homelessness. | **C4** |
| A.3.6. | Work with agencies with a mission to develop innovative jobs programs. | **C2** |
| A.3.7. | Focus in the areas of job training with placement, entrepreneurship, mentorship, and micro-loans. | **C7** |
| ***A.3.8**** | **Work with local Public Workforce Systems to enhance workforce opportunities by providing program and office space at the Homeless Service Center (HSC)**<br><br>Policy Change: Develop MOU with public workforce system agencies to provide onsite employment training an opportunities<br><br>Partners: America's Job Center of California, Employment Development Department, DPSS' GAIN, GROW and CalWORKs programs, VA Employment Services, Department of Rehabilitation<br><br>Measurement: % of participants gainfully employed upon entry into HSC; % of participants enrolled in employment services after entry in HSC; % of participants gainfully employed prior to leaving HSC.<br><br>Ownership: City of Pomona and Volunteers of America.<br><br>Leveraged City Resources: Intermittent City Staff Time<br><br>Timeline: Implemented within first 12 months of HSC opening. | **C7** |
| ***A.3.9**** | **Develop a Work Program at the Homeless Services Center (HSC) that allows those seeking housing an opportunity to earn income onsite to help end their homelessness.**<br><br>Policy Change: Develop payment protocols for apprentice work onsite of HSC.<br><br>Partners: Volunteers of America Los Angeles (VOALA)<br><br>Measurement: Baseline information of last time participant was gainfully employed; % of HSC participants enrolled in HSC Work Program; % of participants that move from HSC Work Program to outside gainful employment.<br><br>Ownership: City of Pomona and VOALA<br><br>Leveraged City Resources: Community Development Block Grant Funds<br><br>Timeline: Implemented within 3-6 months of awarded program funding. | **C2, C7** |
| Strategy A4 | *Strengthen, Expand and Support the Pomona Homeless Outreach Program* | |
| A.4.1. | Enhance the success of the Pomona Homeless Outreach Program; expand the Team to include a professional mental health and health outreach worker. | **E6** |
| A.4.2. | Create a direct linkage between Tri-City Mental Health, the Homeless Services Coordinator, the Pomona Homeless Outreach Team, and when necessary, the Pomona Police Department to quickly respond, link, and house homeless persons with potential mental health challenges. | **E6** |

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| A.4.3. | Implement crisis response system, coordinating all outreach efforts of agencies located within the City of Pomona to enhance efforts to reach the unsheltered homeless population. | **E6** |
| A.4.4. | Expand the Outreach Team staffing to cover evenings and weekends. | **E6** |
| *A.4.5.* | Strengthen linkages between the Outreach Team, Code Compliance and the Police Department. | **E6** |
| A.4.6. | Provide the Homeless Outreach Team with a wheelchair accessible van to enhance outreach efforts to those homeless individuals with mobility limitations. | **E6** |
| A.4.7. | House the Outreach Team at the site of the Homeless Service Center (HSC) for better and more streamlined service coordination. | **E6** |
| **A.4.8*** | **Provide service referral, resources and linkage to the Pomona HEART Team and Pomona Police HOST program through Outreach Team efforts.**<br><br>Policy Change: Coordinate outreach efforts of all agencies providing street outreach services within the City of Pomona; Create protocol for the HEART Team and PD HOST Team to request service assistance when needed.<br><br>Partners: Volunteers of America Los Angeles, Tri City Mental Health, Regional Outreach Team, LAHSA Emergency Response Team<br><br>Measurement: # of HEART Team and HOST Team activities per month, # of homeless persons encountered as a result HEART Team and HOST activities; # of homeless persons receiving service and/or service referral as a result of HEART/HOST/Outreach Team interaction.<br><br>Ownership: Pomona PD, Homeless Programs Supervisor, Outreach Teams<br><br>Leveraged City Resources: .10 FTE Homeless Programs Supervisor<br><br>Timeline: Implemented within 3-6 months. | E4 |
| **A.4.9*** | **Coordinate local Outreach efforts with County and Regional outreach efforts to better serve the homeless and reduce duplication of effort.**<br><br>Policy Change: Establish quarterly meetings of all Outreach Teams working within Pomona City limits; Establish protocols for outreach activities to reduce duplication and increase collaborative efforts when needed.<br><br>Partners: Volunteers of America Los Angeles, Tri City Mental Health, Regional Outreach Team, LAHSA Emergency Response Team<br><br>Measurement: # of outreach interactions per unit; Uniform reporting of outreach location, number of homeless persons encountered, and service referrals made.<br><br>Ownership: Homeless Program Supervisor and Outreach Team Leads<br><br>Leveraged City Resources: .10 FTE Homeless Programs Supervisor<br><br>Timeline: Implemented within 3-6 months. | **E6** |
| ***Strategy A5**** | ***Establish a Homeless Prevention Program (HPP) for Families and Individuals***<br><br>Policy Change: Apply for additional funding sources intended for Homeless Prevention effort; Revisit use of Emergency Solution Funds for Homeless Prevention.<br><br>Partners: Volunteers of America Los Angeles and Catholic Charities<br><br>Measurement: # of households receiving HPP funds; # of households averted from homelessness because of funding intervention; # of families with children vs single adult households requesting funds.<br><br>Ownership: City of Pomona Homeless Unit to administer grant funds<br><br>Leveraged City Resources: ESG funds; .10 Homeless Service Unit<br><br>Timeline: Implemented within 12-24 months, unless dedicated funding is secured. | ***A1, A5*** |

| | | |
|---|---|---|
| ***Strategy A6**** | ***Utilize the Pomona Housing Authority to Access Programs and Resources that will Increase Access to Permanent, Stable Housing for Homeless Persons***<br><br>Policy Change: Prioritize the use of the Pomona Housing Authority Housing Choice Voucher program to house homeless households. Change the PHA Administrative Plan to support these efforts.<br><br>Partners: Volunteers of America, Tri City Mental Health, East Valley Health<br><br>Measurement: # of vouchers used to house homeless households within a year.<br><br>Ownership: Pomona Housing Authority<br><br>Leveraged City Resources: .10 FTE Family Self-Sufficiency Coordinator<br><br>Timeline: Implemented within 6-12 months. | A3, **B1, B3, B4, B6,** B8, **D7**, E10 |
| ***Strategy A7**** | ***Explore Development of All Housing Options including: Tiny Homes, Shared Housing, Roommate Matching, Accessory Dwelling Units, Motel Conversions, Rehabilitation of Aging Housing Stock, Inclusionary Housing, Public Land Use for Homeless Housing, and Preserving Current Affordable Housing.***<br><br>Policy Change: Work to address zoning codes, City ordinances, or program policies that may hinder the development of alternative housing options.<br><br>Partners: City Development Services, City Neighborhood Services, ICON, Tri City Mental Health, VOALA<br><br>Measurement: # of new alternate housing units created annually. # of persons housed in alternative housing situations through City or partner referral.<br><br>Ownership: Neighborhood Services/Pomona Housing Authority/Housing Successor Agency<br><br>Leveraged City Resources: Possible Housing Successor Agency property, Rental Assistance Programs<br><br>Timeline: Implemented within 9-12 months. | F3, F4, F6, **F7** |
| **GOAL B** | **Reduce the Negative Impacts on Community Neighborhoods and Public Spaces through the Coordination of Services** | |
| Strategy B1 | *Establish a Service Center for Centralization and Coordination of Services* | |
| B.1.1. | Develop a Homeless Service Center (HSC) for the homeless of Pomona. | **E8** |
| B.1.2. | Create a core service collaboration that includes: engagement/case management, health services, mental health services, benefits attainment and housing navigation. | E3, E13, E16 |
| B.1.3. | Design the HSC with a waiting area and space where distribution lines will be contained within the building site, minimizing the impact on surrounding properties. | **E8** |
| B.1.4. | Utilize the Collective Impact approach as well as evidence-based solutions (utilizing research, standards, and best practices) to organize, inform, and deliver Programs, Services, and Resources (PSR) for the homeless within the HSC. | **E8** |
| B.1.5. | Provide pet services, a kennel and day space for pets. Outline rules and regulations regarding use of this pet service. | **E8** |
| B.1.6. | Partner with employment, legal aid, benefits assistance, basic needs, mental health support, substance abuse support groups, medical and dental care providers, and faith groups homeless outreach and assistance programs. | **C2**, C3, **C5, C7**<br>D5<br>E3, **E8**, E12 |
| B.1.7. | Partner with local universities and PUSD for special classes, training and community service opportunities for students. | C3 |
| B.1.8. | Provide for restrooms and showers, storage lockers, laundry facilities for, a location to expand and support the work of the PCOCC by providing a location for meetings, and the provision of service and special events such as Project Connect., Portable and Mobile Medical and Dental Services. | **E8** |
| Strategy B2 | *Establish a Communal Kitchen for the Provision of Food Services* | |
| B.2.1. | Construction of a communal kitchen with indoor/outdoor eating space, sanitation facilities and a commercial kitchen with both dry and refrigerated food storage. | **E8** |
| B.2.2. | Waiting and food distribution area contained within a well-defined space. | **E8** |

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| B.2.3. | Security to provide a safe environment and ensure that people use the facilities and do not loiter in the surrounding areas. | **E8** |
| B.2.4. | A well-coordinated meal plan and schedule. | **E8** |
| B.2.5. | A well-coordinated donation and volunteer program. | **E8** |
| B.2.6. | A job-training program for food services and management. | **C7** |
| B.2.7. | A job-training opportunity for custodial and maintenance services. | **C7** |
| B.2.8. | Require that food donations meet Food Facility Operators Guidelines for Safe Food Donation published by the LA County Department of Public Health Environmental Health. | **E8** |
| Strategy B3 | *Coordinate Community-Based Volunteer Services for the Homeless and Agencies Serving Them* | |
| Strategy B4 | *Collaborate with the County, Tri-City Mental Health and Pomona Valley Medical Center to Address Systems Impacting Homelessness in Pomona* | |
| B.4.1. | Develop a County City Collaboration Board with a mission to coordinate services for homeless assistance in Pomona. The City, the County and Tri-City Mental Health will together determine the mission, objectives and structure of the Board. The City and County will each identify the key decision makers and influencers to sit on the Board. | **D7**<br><br>E3 |
| B.4.3. | Meet collaboratively with Tri-City Mental Health Services, Los Angeles County Sheriff's Department, Los Angeles County Homeless Court, Los Angeles Homeless Services Authority, Los Angeles County Probation and the Department of Public Social Services to address challenges, work to address factors contributing to homelessness in Pomona, and fill gaps in homeless solutions. | E3 |
| B.4.4. | Assess whether programs under the purview of each government create unintended impact on the community. Identify solutions, method, and parties to implement solutions. | E3 |
| Strategy B5 | *Advocate for Fair-Share Participation with Neighboring Cities* | |
| B.5.1. | Neighborhood Services Department will provide City management and leadership with data of the homeless count for neighboring cities, as available, as well as the calculations for expected rates of homelessness of neighboring cities based upon HUD's Pearson analysis of contributing factors to homelessness. | City Planning Grant Effort with SGVCOG |
| B.5.2. | City develops policies regarding residential criteria, establishing ties to Pomona in order to receive homeless services funded by the City of Pomona. (Strategy D1) | City Planning Grant Effort with SGVCOG |
| B.5.3. | Pomona advocates with the San Gabriel Valley Council of Governments (SGVCOG) to adopt a regional standard for homeless residency criteria, calculation of fair-share participation in solutions, and expected rates of homelessness in each city based upon the annual PIT homeless count conducted by the LA Continuum of Care. | City Planning Grant Effort with SGVCOG |
| B.5.4. | Pomona develops a "fair share" position regarding homeless people who come to Pomona, but do not meet the Pomona residency criteria for homeless services. | City Planning Grant Effort with SGVCOG |
| B.5.5. | Pomona develops referral options for those who do not meet the residency requirement and offers assistance to access these services and housing. | City Planning Grant Effort with SGVCOG |
| B.5.6. | The Mayor, City Council members, City administration and staff develop and implement a communication campaign with neighboring cities for peer-to-peer discussion, making clear Pomona's position, and advocating for fair-share participation in homeless solutions. | City Planning Grant Effort with SGVCOG |
| Strategy B6 | *Direct the City's "Neighborhood Improvement Task Force" to Focus on Solutions Related to Homelessness and Reducing its Impact on Pomona Neighborhoods* | |
| Strategy B7 | *Provide Lockers for Storage of Personal Belongings and Implement a Complementary Travel Lite Campaign* | |
| B.7.1. | Fabricate and install lockers at a specified location. | **E8** |
| B.7.2. | Produce Use and Operations Guidelines for the Transitional Storage Center. | **E8** |
| B.7.3. | Provide security and program operations staff through a community partner. | **E8** |
| B.7.4. | Open Operation Warm Heart to accompany the opening of the Winter Shelter Program. | **E8** |
| Strategy B8 | *Coordinate a "Filling the Gap" Transportation System for Clients Referred to Agencies and Appointments* | |

| | | |
|---|---|---|
| B.8.1. | Design a "Filling the Gap" Homeless Transportation System for those enrolled in Pomona programs. | **E8** |
| B.8.2. | Identify participating agencies including:<br>• The Homeless Service Center/Homeless Outreach Team<br>• Qualifying shelters (participate in Pomona Homeless Solutions Strategic Plan Initiatives, Community / HMIS Reporting, and CES)<br>• Healthcare Providers<br>• Tri City Mental Health<br>• Department of Public Services/Social Security Administration | **E8** |
| B.8.3. | Fund service provider running the HSC to provide an accessible van and driver. | **E8** |
| B.8.4. | Advocate for the Pomona's Homeless Transportation System with the Regional Transportation Authority, Foothill Transit, and/or Pomona Valley Transit Authority (PVTA) boards and the San Gabriel Valley Council of Governments Transportation and Homeless Committees. | **E8** |
| B.8.5. | Transportation System Activated. | **E8** |
| Strategy B9 | *Launch a "Positive Change NOT Spare Change" Campaign Addressing Panhandling and Donations* | |
| Strategy B10 | *Enhance, Strengthen and Support the Pomona Continuum of Care Coalition to Help Implement "A Way Home" Strategies* | |
| Strategy B11 | *Implement Ongoing Health Interventions to Identify and Provide Services to the Most Vulnerable and Medically Fragile Homeless* | |
| B.11.1. | The Fragile Health Collaborative reconvenes. | E3, E16 |
| B.11.2. | The Collaborative will identify a Chairperson and develop a regular schedule. | E3, E16 |
| B.11.3. | Identify the most vulnerable individuals in the Winter Shelter program and develop care and housing plans for those persons. | E3, E16 |
| B.11.4. | Work with service providers and healthcare providers to affect the individual plans. | E3, E16 |
| B.11.5. | When open, identify the most vulnerable individuals in Pomona's Homeless Service Center and develop care and housing plans for those persons. | E3, E16 |
| B.11.6. | Partner with trained Compassionate Companions to provide needed support and assistance for vulnerable individuals. | E3, E16 |
| B.11.7. | Design, develop, and sustain a community-based coordinated health care model for the homeless, consistent with current evidence-based standards and best practices. | E3, E16 |
| **B.11.8.*** | **Establish a recuperative care program that provides safe shelter options for the most vulnerable homeless that are in need of intermediate medical care.**<br><br>Policy Change: Dedicated use of current crisis housing location to house homeless individuals in need of temporary acute medical care. Medical/Hospital facility cooperation and funding dedication.<br><br>Partners: Pomona Valley Hospital, Recuperative Care Partner Agency, DHS<br><br>Measurement: # of homeless person referred to recuperative care program; % of persons moved from recuperative care program to mainstream shelter; % of persons moved from recuperative care program to permanent housing;<br><br>Ownership: Homeless Programs Supervisor<br><br>Leveraged City Resources: City owns property proposed to be utilized for the program<br><br>Timeline: Implemented within 9-12 months. | E3 |
| ***Strategy B12**** | ***Establish a Lived Experience Advisory Council at the Homeless Service Center to provide policy input, peer programming and consumer evaluation***<br><br>Policy Change: Develop policy and protocols for establishing a Lived Experience Advisory Council to be convened at the Homeless Service Center. Utilize input from the Advisory Council to determine policies and programs.<br><br>Partners: Volunteers of America Los Angeles and Tri City Mental Health<br><br>Measurement: # of meeting of the Lived Experience Advisory (LEA) Council held annually; # of homeless persons participating in the LEA Council; # of programs established or evaluated by the LEA Council. % of LEA Council members that move into permanent housing in comparison to non-council shelter participants. | **E8** |

| | | |
|---|---|---|
| | Ownership: Homeless Program Supervisor<br>Leveraged City Resources: Homeless Programs Unit<br>Timeline: Implemented within 6-9 months. | |
| ***Strategy B13**** | ***Host Lived Experience and Housed (LEH) group meetings at the Homeless Services Center periodically, inviting Center members to participate prior to reaching housing and creating peer mentoring opportunities for LEH members***<br>Policy Change: Establish policy and protocol for group<br>Partners: Volunteers of America Los Angeles and Tri City Mental Health<br>Measurement: # of persons attending meetings; % of attendees that successfully move to permanent housing; % of those housed that return as a peer mentor.<br>Ownership: Homeless Program Supervisor<br>Leveraged City Resources: .5 FTE Homeless Programs Supervisor<br>Timeline: Implemented within 6-9 months. | **E8** |
| ***Strategy B14**** | ***Ensure that core principles such as Motivational Interviewing, Trauma Informed Care, Harm Reduction and Housing First are incorporated into the operation of the Homeless Service Center and City funded homeless programs.***<br>Policy Change: Create policy and procedures that reflect these core principles. Incorporate these core principles throughout the design of the Homeless Service Center Campus. Create a mandatory policy that all persons working at the Homeless Service Center are trained in these core principles within 3 months of hire. Provide ongoing training opportunities for all persons working at the Homeless Service Center in these core principles. Provide training opportunities for all persons volunteering at the HSC.<br>Partners: Volunteers of America Los Angeles, Tri City Mental Health, East Valley Community Health Center, other training partners as identified<br>Measurement: # of staff members trained annually. # of volunteers trained annually. % of positive participant satisfaction evaluations.<br>Ownership: Homeless Program Supervisor and Tri City Mental Health as lead trainers.<br>Leveraged City Resources: Funding for the development of the Homeless Service Center Campus. Fund training if needed.<br>Timeline: Implemented within 1-3 months upon opening of HSC. | **E8** |
| **GOAL C** | **Have an Engaged and Informed Community Regarding Homelessness and Homeless Solutions** | |
| Strategy C1 | *Communicate Accurate Information Effectively* | |
| Strategy C2 | *Inform the Community of Homeless Solutions Initiatives* | |
| Strategy C3 | *Enhance, Strengthen and Support the Pomona Continuum of Care Coalition as an Engagement Arm of the "A Way Home" Strategies* | |
| Strategy C4 | *Create "A Way Home" Strategies Webpage and Dashboard* | |
| Strategy C5 | *Provide an Annual Report on Homeless and Housing Development Efforts Within the City* | |
| C.5.1. | Obtain baseline data on the number of homeless people and number of people housed: HMIS data and programs not reporting on HMIS. | E12 |
| C.5.6. | Develop data sharing agreements with County programs housing Pomona's homeless. | E12 |
| C.5.7. | Obtain annual report from the Coordinated Entry System. | E7 |
| **C.5.12*** | **Implement Performance Review Monitoring for the Homeless Service Center and Site Partners using process improvement tools based on the Plan, Do, Study, Act (PDSA) model** | E12**, E8** |

| | | |
|---|---|---|
| | Policy Change: As established in the HSC Performance Monitoring Plan (see Attachment):<br>• City will meet monthly with VOALA to review Crisis Housing Performance;<br>• A Monthly HSC Site Partner Performance Monitoring Meeting will be mandatory;<br>• Create HSC Performance Dashboards<br>Partners: Volunteers of America Los Angeles, Tri City Mental Health, East Valley Community Health Center, other training site partners as identified<br>Measurement: # of meetings held annually; measurements are outlined in the HSC Performance Monitoring Plan (see Attachment)<br>Ownership: Homeless Program Supervisor and all Site Partners<br>Leveraged City Resources: .10 FTE Homeless Programs Supervisor<br>Timeline: Implemented within 1-3 months upon opening of HSC. | |
| Strategy C6 | *Provide Training on When, Where, and How Food and Basic Needs Items May be Distributed within the City. Provide Connections to the Volunteer Coordination Program* | |
| Strategy C7 | *Increase Business Owners' Knowledge of Homeless Solutions and Provide Supportive Tools* | |
| Strategy C8 | *Engage and Inform the Residents of Pomona in Issues Regarding Homelessness* | |
| Strategy C9 | *Strengthen Service Provider Networks and Increase Resource Visibility* | |
| Strategy C10 | *Increase Homeless Persons Access To and Use of Resources* | |
| C.10.1. | Explore where respite care referrals are insufficient and examine the reasons for disconnects in this system. Work with hospitals administration and social services staff and respite care providers to remove barriers and enhance communications regarding this vital service for vulnerable homeless persons exiting the hospital system. Provide complete information with pictures about respite care. | **E8** |
| C.10.3. | Incorporate the Whole Person Care Model and Compassionate Companions training for successful engagement of persons experiencing homelessness to reduce recidivism to homelessness. (Strategy B3) | **E8** |
| C.10.9. | Provide information on the Filling the Gap Transportation System (Strategy B8) through a brochure at participating service providers. | **E8** |
| C.10.10. | Educate homeless persons on available resources and how to access them through ongoing conversations. | **E8** |
| C.10.11 | Provide tours of available shelter facilities to homeless families and individuals refusing "Housing First" options and assist in moving when possible. | **E8** |
| ***Strategy C11**** | ***Establish a Protocol for Identifying Homeless Service Center (HSC) Site Partners, Service Partners, Community Partners and Site Volunteers; Delineating the Responsibilities, Authority and Interactions of each Entity.***<br>Policy Change: Adopted policy outlining the varying roles and responsibilities of each entity; establish a method to track the number of agencies/persons that contribute to the site.<br>Partners: Volunteers of America Los Angeles, Tri City Mental Health, East Valley Community Health Center; community and faith based organizations; service and educational organizations; residents<br>Measurement: # of contributing agencies listing contributions to site; # of new agencies annually; # of agencies that only engage HSC site once.<br>Ownership: Homeless Program Supervisor<br>Leveraged City Resources: .5 FTE Homeless Programs Supervisor<br>Timeline: Implemented within 3-6 months. | ***E8*** |

| GOAL D | Balance the Needs and Rights of Homeless Persons and the Larger Community through Updated Fair, Legal and Enforceable Ordinances and Policies | |
|---|---|---|
| Strategy D1 | *Evaluate Current Policies and Ordinances and Create Policies and Enforceable Ordinances that Support the Strategies* | |
| Strategy D2 | *Create a Safe and Secure Park and Civic Plaza Experience* | |
| Strategy D3 | *In Conjunction with the Opening of a Communal Kitchen, Create and Enforce Policies and Ordinances Around the Provision of Food in the City* | |
| Strategy D4 | *Secure Additional Resources to Address Homelessness* | |
| D.4.1. | Work with the Pomona Community Foundation and the implementation leads to proactively seek government and non-government funding. | Measure H Related |
| D.4.2. | Assess the funding needs, the time and expertise required to pursue those leads and additional staff or consultants required to obtain appropriate funding for the various strategies. Different strategies will require different funding sources. | Measure H Related |
| D.4.3. | Develop a project and funding timeline and goals. | Measure H Related |
| D.4.4. | Identify funding that requires a nonprofit partner to apply and identify partners. | Measure H Related |
| D.4.8. | Submit identified grant proposals. | Measure H Related |
| Strategy D5 | *Evaluate Staffing Needs to Ensure Adequacy of Program and Strategy Implementation* | |

## City Staff Responsible for Implementation

| Name & Position | Address & Email | Phone | % of Time |
|---|---|---|---|
| Benita DeFrank, Director of Neighborhood Services | 505 South Garey Avenue<br>Pomona CA, 91766<br>benita_defrank@ci.pomona.ca.us | (909) 620-2094 | 25% |
| In Process of Hiring, Homeless Program Supervisor | 505 South Garey Avenue<br>Pomona, CA 91766 | (909) 620-2571 | 75% |

## City Collaborations

- The City of Pomona is establishing the Homeless Service Center and will be one of four core partners that will act in an advisory role in oversite of the campus and program.
- The City of Pomona convened the Pomona Continuum of Care Coalition (PCOCC) in 1999 and as a result has an ongoing collaboration with over 60 service providers and local governmental agencies located within the City and region.
- The City has been actively involved in addressing homelessness within the larger San Gabriel Valley for over 20 years as an active and founding member of the San Gabriel Valley Consortium on Homelessness. They have also met with many other cities regarding the issue of homelessness within Service Planning Area 3.
- The City currently participates in the San Gabriel Valley Council of Governments (SGVCOG) Homelessness Committee and is active in various other homeless coalitions and groups in the region and LA County.
- A staff member of the City of Pomona represents the SGVCOG on the LA COC's Regional Homeless Advisory Committee.
- The City has met with and is considering forming a sub-regional group with the neighboring cities of Claremont and La Verne, as these cities along with Pomona make up the Tri-City Mental Health Authority jurisdiction.
- The City provided funding to enhance the SGVCOG's regional planning activities to better collaborate on a regional approach to addressing homelessness.

## POMONA'S ALIGNMENT WITH THE COUNTY HOMELESS INITIATIVE STRATEGIES

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☒ | ☐ | A1. Homeless Prevention for families |
| | ☒ | ☐ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | ☐ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☐ | ☒ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☒ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☒ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☒ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☐ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☒ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| | ☒ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☒ | ☐ | C7. Subsidize Employment for Homeless Adults |
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☒ | ☐ | D5. Support for Homeless Case Managers |
| | ☒ | ☐ | D6. Criminal Record Clearing Project |
| | ☐ | ☒ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☐ | ☒ | E4. First Responders Training |
| | ☒ | ☐ | E5. Decriminalization Policy |
| | ☐ | ☒ | E6. Expand Countywide Outreach System |
| | ☐ | ☒ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☐ | ☒ | E8. Enhance the Emergency Shelter System |
| | ☐ | ☒ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☒ | ☐ | E14. Enhance Services for Transition Age Youth |
| **F – Increase Affordable/ Homeless Housing** | ☐ | ☒ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |
| | ☒ | ☐ | F4. Development of Second Dwelling Units Program |
| | ☐ | ☐ | F5. Incentive Zoning/Value Capture Strategies |
| | ☒ | ☐ | F6. Using Public Land for Homeless Housing |
| | ☐ | ☒ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☐ | ☐ | F7. Housing Innovation Fund (One-time) |

# APPENDICES


APPENDIX A: INCORPORATING VOICES FROM THOSE WITH LIVED EXPERIENCE

APPENDIX B: COORDINATED ENTRY SYSTEM DATA ANALYSIS

APPENDIX C: HOMELESS SERVICE CENTER SUMMARY OF SERVICE

APPENDIX D: HOMELESS SERVICE CENTER OUTPUT AND OUTCOME SUMMARY

APPENDIX E: HOMELESS SERVICE CENTER PERFORMANCE MONITORING PLAN

APPENDIX F: A WAY HOME: COMMUNITY SOLUTIONS FOR POMONA'S HOMELESS

APPENDIX G: A WAY HOME ANNUAL UPDATE JUNE 2018

# Appendix A:

# Incorporating Voices from Those With Lived Experience

# Incorporating Voices from Those with Lived Experience

LESAR DEVELOPMENT CONSULTANTS

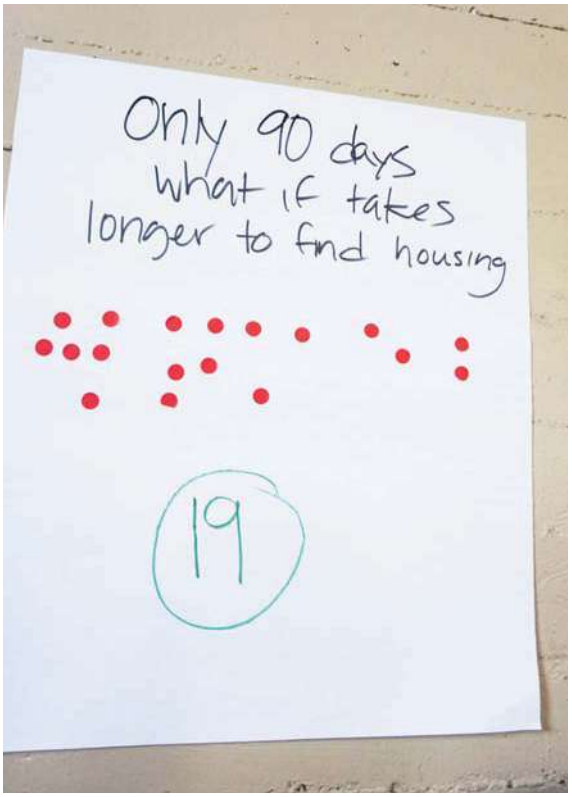
The Los Angeles County HOMELESS INITIATIVE REAL HELP. LASTING CHANGE.

**CITY OF POMONA**
MAY 2018

# Executive Summary

**People who are currently or formerly homeless have unique insight on how to create policies, programs, and practices that can help to prevent and end homelessness. When engaged in a meaningful way, they can be an integral part of homeless systems and services planning, policy design, and ongoing process improvement. Their insights are also necessary to meet the person-centered standard required within a Housing First approach. As part of its ongoing efforts to address homelessness, in Spring 2018 the City of Pomona recently engaged people who have experienced homelessness through a summit and a focus group to provide feedback on the design of a year-round crisis shelter site and what supports they would need to end their homelessness and be successful in their own home.**

The development of a year-round crisis shelter was among the short-term strategies identified in the City's comprehensive plan to end homelessness, A Way Home: Community Solutions for Pomona's Homeless, when the plan was adopted in January 2017. Since then, the City has been pursuing the development of a site that would allow not only for crisis shelter beds, but also for outreach and engagement, coordinated entry system services, behavioral health, primary care through a Federally Qualified Health Center (FQHC), and array of other supportive services. To ensure that the shelter's design would meet the needs of individuals who have experienced homelessness, the City engaged LeSar Development Consultants (LDC) to facilitate a Lived Experience Summit (Summit) with individuals in the City's winter shelter program and to conduct a focus group with individuals who are already in their home or are very close to move-in. These planning activities were funded through a City Homeless Planning grant provided by the County of Los Angeles to support cities in creating or enhancing their homeless plan.




Input from Summit participants affirmed many of the strategies the County of Los Angeles is pursuing to combat homelessness. For example, Summit participants echoed the need for enhancing services and operations within the emergency shelter system, provide employment support, assist individuals with accessing public benefits, perform criminal record clearing

services, encourage landlords to rent to homeless households, and conduct many of the activities funded under the Coordinated Entry System, such as housing navigation and location services and support with gathering necessary documents.

Summit participants also had specific ideas about which services and amenities the shelter should offer. Specifically, participants stressed the need for Wi-Fi access on-site, opportunities for employment, and larger and increased storage opportunities. However, many participants struggled to articulate what a permanent housing situation could look like after exiting services. Once facilitators helped make that vision more concrete, many described their needs in basic terms: a place where they felt safe, secure, and "at home." Some described this setting as having their own place while others mentioned have a roommate or sharing a room in a house.

Individuals who had successfully exited homelessness shared that having the support of a caring, non-judgmental staff member who was knowledgeable about resources for finding housing and rental assistance was essential to helping them navigate the path to their home. Many said that homelessness was a daily struggle, which made it hard to see the future. Having someone to provide hope and walk them through the process to get back in a stable place was extremely beneficial. Participants also shared that ongoing support and follow-up was critical to keep them in housing. Other key factors related to participants' housing stability were access to primary care and behavioral health care and having an array of community-based social support systems, such as a life skills group, AA, NA, and Tri City Mental Health's Wellness Center in Pomona. Lastly they said finding time for themselves whether that was through doing activities such as prayer or meditation and remembering to live every day at a time was mentioned.

Again while much of the input from Summit and focus group participants mirrored many of the strategies identified in the County of Los Angeles Homelessness Initiative, participants also brought forward several new ideas—including the idea that people experiencing homelessness may find it difficult to envision what their permanent home will look like.

This idea underscores the point that homeless systems need to engage the people they serve as early and as often as they can in all aspects of planning and ongoing implementation of homeless assistance programs. The feedback from the Lived Experience Summit and focus group participants shared will greatly influence the development of the new proposed shelter site, as well as other strategies outlined in Pomona's plan. In addition, the City of Pomona needs to continuously provide individuals with lived experience with opportunities to participate in homeless system policy decision making and in informing programming and services. These individuals are the true experts who understand the challenges and needs of being homeless, and what it will take to end homelessness in Pomona and throughout Los Angeles County.

# Incorporating Voices with Lived Experience

**Incorporating the perspectives and "voices" of people with lived experience is extremely important** across of the spectrum of human services systems including health care, behavioral health care, foster care, and housing and services dedicated to individuals and families experiencing homelessness. Individuals who have gone through or are currently experiencing homelessness and who are accessing homeless services need to be viewed as "experts" by the professionals who are supporting them. Increasingly, service providers and individuals with lived experience have established a movement to ensure that people with lived experience are involved in all aspects of the homeless delivery system. In many cases, homeless programs and other sectors, such as healthcare, are creating advisory boards comprised of those with lived experience and employing individuals to serve in peer support roles. The United States Interagency Council on Homelessness (USICH) recently stated:

***"Creating that inclusion (of those with lived experience) enriches the systems we are building and drives our strategies. Many of our best innovations, such as Housing First, were born from the lessons of people who have experienced homelessness. And now, because of national, state, and local work to involve people with lived experience, we have the benefit of understanding how our response can best reflect the insight and expertise of these critical voices. The first step is to ensure that there is a shared commitment and framework to include everyone — especially people with lived experience — in planning, implementation, and evaluation. To sustain this effort, communities should measure and report how effective they have been at including people with lived experience throughout their systems."*** [1]

Although including the voices of those with lived experience is imperative, any effective and sustainable approach must translate into meaningful participation in decision making at all levels. At a system level, those with lived experience can be extremely beneficial in providing input on homelessness policy decisions, crafting new policies and program design, as well as becoming strong advocates by telling their story. Equally important, at more local or programmatic levels, those with lived experience should be involved in providing feedback on how they are experiencing services and what services are needed, and to raise issues and concerns with programs in which they are participating. As with other communities across the country, the City of Pomona (City) recognizes the value of including perspectives and input from individuals who have experienced homelessness in current and future planning efforts, ensuring that they move forward in addressing homelessness in a compassionate, respectful, and person-centered manner.

[1] United States Interagency Council on Homelessness. (2016). People with Lived Experience Must Be Meaningful Partners in Ending Homelessness; blog by Amy Sawyer, USICH Regional Coordinator.

# A Way Home: Community Solutions for Pomona's Homeless

**The City has been actively working to address homelessness in Los Angeles County since 1999** when the City Council decided to form the Pomona Continuum of Care Coalition (PCOCC) to advise the City and coordinate efforts on homelessness. Still active today, the PCOCC includes stakeholders from a variety of settings, including homeless services providers, local government representatives, advocates, faith-based organizations, local citizens, and individuals with lived experience. In 2000, the City of Pomona also created a dedicated homeless liaison position to coordinate services on the City's behalf and engage the community at large on the issues surrounding homelessness. The City also has a Homeless Programs Unit embedded in the Pomona Housing Authority. This unit administers grants and works with community agencies to coordinate homeless services throughout the City. In 2015, under the umbrella of Pomona's Promise—the City's community-based approach to support youth and family services, the City created the Homeless Advisory Committee and initiated the process to develop a comprehensive community-wide strategy to end homelessness. Although individuals with lived experience were encouraged to participate in the plan development, the City struggled with engaging these individuals in a meaningful way. In January 2017, the City adopted the final plan, A Way Home: Community Solutions for Pomona's Homeless, which included four overarching goals:

### FOUR OVERARCHING GOALS

1. **Reduce the Number of Pomona's Unsheltered Homeless**
2. **Reduce the Negative Impacts on Community Neighborhoods and Public Spaces through the Coordination of Services**
3. **Have an Engaged and Informed Community Regarding Homelessness and Homeless Solutions**
4. **Balance the Needs and Rights of Homeless Persons and the Larger Community through Updated Fair, Legal, and Enforceable Policies and Ordinances**

Similar to efforts across Los Angeles County, the City has been focused on addressing those living unsheltered. Within goals 1 and 2 above, the City's plan identified three key urgent strategies:

### THREE URGENT STRATEGIES

1. **Establish a Year-Round Shelter Able to Provide for Multiple Populations**
2. **Establish a Service Center for Centralization and Coordination of Services**
3. **Establish a Communal Kitchen for the Provision of Food Services**

To date, the City has purchased a site for the creation of a Homeless Services Center (HSC), which will serve as a year-round shelter providing crisis beds, as well as essential services such as access to meals, restrooms, and showers for those living unsheltered. The site will also serve as an access site for the Coordinated Entry System (CES) in the eastern region of the San Gabriel Valley, and include an array of behavioral health services and primary care services through an on-site community clinic. Key site partners have been established and include Volunteers of America Los Angeles (VOALA), Tri-City Mental Health Center, and East Valley Community Health Center.

Although many of the core services have been established to adhere to available funding requirements for the HSC, the City is still actively developing the detailed policies, protocols, and amenities required to launch the site. Reflecting on the difficulty engaging individuals with lived experience in the homeless plan development process, the City wanted to ensure that individuals currently experiencing homelessness within the City and those who have been successful exiting homelessness were actively engaged in informing the development of the HSC and providing input on addressing homelessness, which could then be incorporated into updates to the City's homeless plan.

As a starting point to incorporating voices of those with lived experience, the City engaged LeSar Development Consultants (LDC) to facilitate a summit at the current winter shelter program and to conduct a focus group with individuals who have successfully exited homelessness and currently reside in their own homes.

**The following report summarizes the highlights from these two events as well as key takeaways and recommendations for the City.**

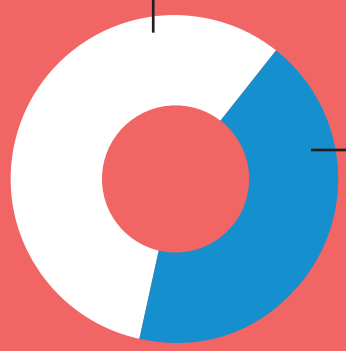
# Lived Experience Summit at the Winter Shelter

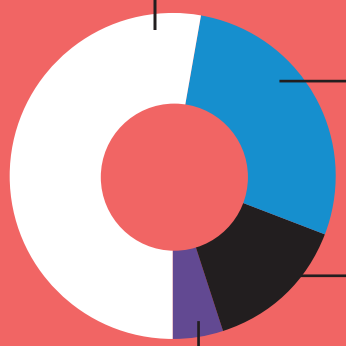
**On February 23, 2018, the City held a Lived Experience Summit (Summit) at the Pomona Armory,** the site of the current emergency winter shelter, to elicit feedback from individuals who were living in the shelter as well as individuals living on the streets of Pomona on the proposed HSC, what they ultimately need to end their homelessness, and how they City can support those needs (See Appendix A for a list of questions). The Summit was facilitated by LDC with assistance from City and VOALA staff.

In the days leading up to the Summit, the shelter operator, VOALA, encouraged the individuals staying in the shelter to attend the event and had their outreach teams within the City ensure that those living outside were aware and encouraged participation. Individuals who participated in the summit received gift bags that included various necessities, as well as a hot breakfast and lunch, and raffle prizes.

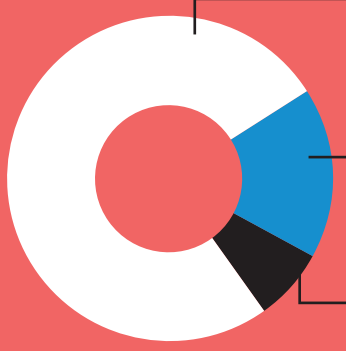
In total, 95 individuals participated in the Summit. Each individual who arrived for the Summit was asked to fill out a survey to help the City understand who was participating in the event. A total of 88 individuals completed the survey and returned them to Summit organizers (See Appendix B for a copy of the survey.)

## Basic demographics and responses of those who completed the survey:




**6%**
**United States Veterans**




**49%**
Reported this was their **first time homeless**

**51%**
Reported they originally **became homeless in Pomona**

**26%**
Reported they **previously had a house or apartment in Pomona**

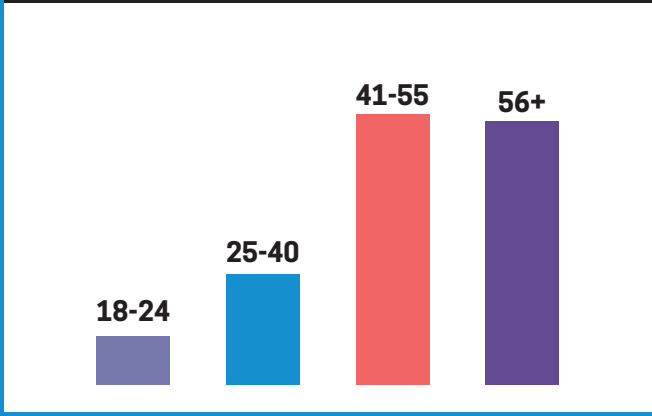
**78%**
Reported having **health insurance**

**43%**
Reported having **CalFresh benefits**

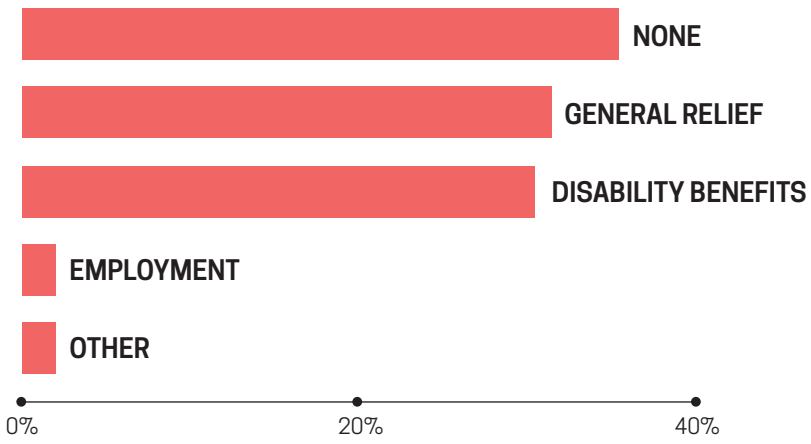
**29%**
Said they believe **people choose to be homeless**

**The following charts provide additional information regarding the participants who participated in the Summit, who ranged in age from 19 years old to 74 years old**

## AGE

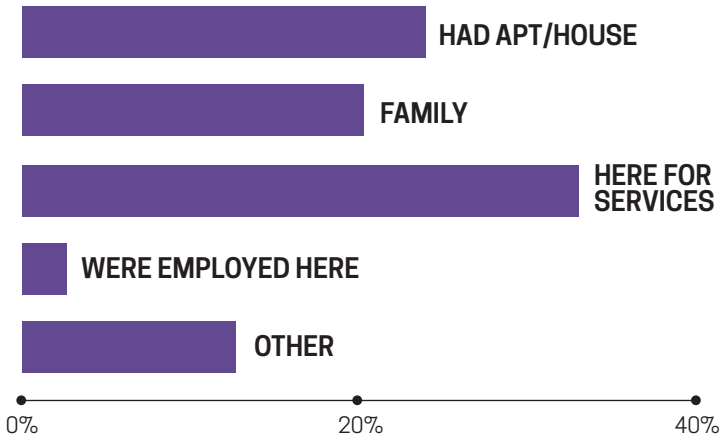



## INCOME SOURCES




Nearly two-thirds (65%) of Summit participants reported having some current source of income of which General Relief and disability benefits such as SSI or SSDI were the most reported sources.

## CONNECTION TO POMONA




When asked about their connection to the City of Pomona, over a quarter of participants reported previously having an apartment or house in Pomona and nearly a quarter have family in the City. However, the largest response category was from individuals who were in the City to access homeless services. Many participants noted that they originally became homeless in cities within Los Angeles County with several from neighboring cities in the San Gabriel Valley. Others reported becoming homeless in nearby Counties including San Bernardino, Riverside, and Orange.

## Feedback on Centralized Service Center

The first half of the Summit focused on eliciting feedback on the proposed HSC. The City's Neighborhood Services Director, the person at the City who has been leading the creation of the HSC, provided a brief overview of the plans for the shelter and key services. Following the presentation, participants were asked about their initial thoughts or impressions. The most pressing concern voiced immediately after the presentation was whether they would be able to transition to the new site. At the current time, the winter shelter program has no maximum time limit that a person can stay and participants wanted to know if they would be the ones having first access to the new shelter beds. Although the participants living at the shelter understood that their current situation was not permanent, they were extremely concerned about the potential loss of not having a place to sleep, even if only a shelter bed.

Once participants overcame their initial fear and understood that they would most likely be transitioning to the new site, participants asked simple questions regarding program operations, such as whether they would have to leave during the day or whether they would have the option to stay at the site, what the curfew was, and whether there would be rules about bringing their pets. Below are some participants' direct concerns on the proposed HSC:

***"Will we be able to stay inside during the day? Is it open 24 hours a day?"***

***"What do people do after 90 days in shelter are done? What happens if I have not found a place to live?"***

***"Will I have support with maintaining my sobriety after I leave the program?"***

***"Some residents have health issues and are sick, how will the program ensure our safety and health?"***

***"Will my pet be able to come with me? Will they be able to stay on my bed with me?"***

***"The new site will need to continue to have policies for zero tolerance of abuse (verbal, physical, theft, etc.)."***

***"The new site must be accessible for people with disabilities."***

When participants raised concerns, the City and VOALA did their best to field the questions; however, some questions prompted the need for additional discussion and potential changes that may need to be made. When participants were asked to rank their biggest concern with the new site, they were most concerned that the program offered shelter for 90 days and were fearful of what would happen to them if they did not find housing within that timeframe.

**"What do people do after 90 days in the shelter are done? What happens if I have not found a place to live?"**

**—Summit participant when asked about concerns with new site.**

## What Services Are Most Important to You?

After some initial discussion and input on the rules and operations, participants were asked what type of services would be most beneficial to them at the site. Participants noted essentials, such as having 24/7 access to showers and the facility, as well as having access to laundry and hygiene supplies, eye-glasses, and hot meals. Many expressed gratefulness for the current storage units that the City has provided at the Armory and were happy to hear that the Storage Center would be moving to the site. Many also hoped for expanded storage space, including storage space in the close proximity to their bed.

When asked about specific services that they would want to access, many expressed strong interest in having employment services such as job training, job search assistance, access to computers, and transportation for job searching, and several participants asked about potential opportunities for employment at the HSC. Other services mentioned included assistance with obtaining disability benefits, support resolving legal barriers, and assistance with credit checks and credit repair.

**MOST REQUESTED SERVICES FOR THE SITE**

1. **Support finding housing**
2. **Wi-Fi and high speed internet access**
3. **Employment assistance and job training**
4. **Expanded storage opportunities**

Besides basic needs and employment services, the most sought after site service or amenity was a request for Wi-Fi, high speed internet access, and places to charge cell phones. Nearly all individuals at the shelter have a phone or device and expressed a strong desire

to have access to the internet for a variety of needs, which included job and housing searches, staying connected to family and friends, and access to social media. Along these lines, some participants voiced a need to have a garden where they could go for quiet time or to relax.

Lastly, when asked to rank the services that they would need the most, the highest ranked request was, "Support with finding housing." This sought after service aligns with their most pressing concern of what happens after 90 days in the program and ultimately demonstrates that what they would like most is a place of their own. This data also shows that people will need and want assistance finding a suitable place to live that is affordable to them, because navigating that process can be difficult for participants.

## Input on What They Will Need to End Their Homelessness

The latter half of the Summit focused on understanding what participants will need to end their homelessness, as well as identifying what their ultimate permanent housing situation would look like and any perceived challenges with obtaining that goal. Participants were also asked what the general public should know about homelessness and how they would respond to people who think that they choose to be homeless.

The services that participants mentioned as things they would need to end their homelessness closely mirrored the list that was identified earlier in the day as what they would want at the HSC. Top services again included support finding housing, employment assistance, legal services, and transportation. To elicit different responses and new ideas, participants were asked about current challenges they encounter when trying to access a place to live. One of the immediate responses was that housing was just too expensive; however, people did mention more concrete challenges such as not having enough money for first and last month's rent, having poor credit and outstanding loans, and having prior evictions on their record. Participants also identified challenges related to prospective landlords accepting vouchers or other forms of rental assistance such as Rapid Re-housing as well as the ability to have their pet with them. Lastly, some people noted that their criminal history was a barrier to accessing a place to live, and a few people stated that their undocumented status made finding housing difficult.

By asking about the challenges people experience, the City can identify issues and help craft policies and solutions to address them, as well as guide resource allocation.

**CURRENT BARRIERS TO ACCESSING HOUSING**

- Lack of affordable housing opportunities
- First and last month's rent
- Landlords not willing to accept vouchers or other rental assistance
- Poor credit, outstanding loans, prior evictions
- Criminal background and undocumented status

## What Does Your Ideal Home Look Like?

When asked what their ideal housing situation looks like, participants responded with an approximately two-minute moment of silence. The difficulty participants had with responding revealed that they had a hard time envisioning what they would actually want. When asked why people were having a hard time describing their ideal housing situation, one man replied, "It's hard to see. Been too long since I had my own place." Another mentioned, "Hard to imagine it's possible because it's too expensive." On the other hand, some people responded with a stereotypical perfect vision that included a large house, white picket fence with a yard, and a nice car.

> **"It's hard to see. Been too long since I had my own place."**
>
> **—Summit participant when asked to describe his ideal home.**

To help to get people to envision their home, the facilitator asked a simple question to the crowd, "What would you be cooking for dinner?" From there, people began thinking about the meals they would prepare—

**"It takes an extraordinary amount of energy to survive every day."**

**—Summit participant when asked what would you like people to know.**

fried chicken smothered in BBQ sauce and macaroni and cheese were shouted out. Once a few people began to open up, participants acknowledged that first and foremost they want a place that is their "sanctuary" where they feel safe and secure. Some mentioned that it does not have to be much and could be fairly simple, but wanted it to serve as a "solid base" for them to tackle life's stressors and take care of responsibilities. Some mentioned that they would be happy having roommates and living in a shared home or having a small apartment in a complex where they could interact with their neighbors.

## What Would You Like People to Know?

Participants were asked a few questions on what they would want people such as the general public and local elected officials to know. Specifically, they were asked: What would you say to people who believe that homelessness is a choice? Several responses are as follows:

***"Try being homeless. It's not pretty. It's a struggle. Have them come sleep on a cot for a week."***

***"It takes an extraordinary amount of energy just to survive every day."***

***"Being a homeless Veteran with PTSD, I need time to acclimate to housing. Homelessness exacerbates my PTSD."***

***"Sometimes we run into financial struggles or situations or just other problems in our life that we may need some help."***

***"Not everyone is homeless because of drugs or alcohol. I lost my job and was not able to pay my rent after that and didn't have anywhere to go."***

***"The resources are limited out here. It's hard to get the things you need. Many times I don't qualify for things because I don't have a mental illness, I'm not a veteran, I don't have a drug problem."***

The last question that was asked was what would they like the City and/or the County to know? Someone offered the following simple statement:

***"We're people just like them. They shouldn't judge. We should be able to use restrooms and all other things they can do. We want to be productive members of society. We want a hand up."***

# Perspectives from Those Who Exited Homelessness

In addition to the Summit, which focused on gaining insight and feedback of those currently experiencing homelessness, the City also sought feedback from those who have been successful exiting homelessness. To gather their feedback, LDC facilitated a focus group with individuals who are in their own housing or who soon will be entering permanent housing and currently attend a group VOALA offers to help provide coaching on things such as essential life skills. These group members primarily consisted of individuals who were on some form of disability benefits or permanent fixed income and were in some type of subsidized affordable or supportive housing, although some individuals were employed. LDC staff joined the group on April 13, 2018, and facilitated a session to gather input from approximately 25 group members. The questions focused on two main areas: understanding what was important to be successful with getting into their own place and what steps they are taking to remain stable in their housing situation (See Appendix C for a list of questions). Lastly, City staff were present and asked additional questions about what these individuals thought was most important to consider with Pomona's new shelter site as the majority of participants previously had gone through the winter shelter program.

**"Making the decision to make finding housing a priority and then taking opportunities as they came."**

**—Focus Group participant**

Although many were successful alumni of the winter shelter program, the group is diverse in that some people have been living in their own place for several years while others have only been in their home for a few months. However, despite the varying lengths of time in housing, their experiences with being homeless still connects them all, and they share something that many will never know. Collectively, the input voiced during the focus group was echoed among the participants either by verbal acknowledgement or head nodding.

## What Helped You Get into Housing?

When asked questions about their journey from homelessness to a home, many said that the most important thing was making the initial decision to get out of homelessness. This sentiment was not described as though they had been choosing to be homeless and were finally making a decision to get out of that situation, but rather that their experience being homeless was a day in and day out struggle just to survive. Some mentioned that they had developed tremendous survival skills to endure each moment of each day but when all of their focus and effort went to surviving, they were not in the mindset to make plans to get out of their situation.

**"I was hesitant about going to the shelter. Never been in this situation before. I was trying to find a place on my own and after a week in the shelter someone let me know that they (shelter staff) had people there to help me find a place."**

**—Focus Group participant**

Some mentioned that going to the shelter allowed them the opportunity to get out of that daily survival way of living, because it provided a safe and reliable place to rest their head each night although it was just a bed in a shelter. Another mentioned that while initially hesitant to go to the shelter since she had never been homeless before and was scared, she was able to receive support finding a place to live, and had not known that was available to her.

A handful of participants mentioned that having access to various services, such as mental health services and substance use disorder services were critical in taking those first steps getting their own place; however, the most important aspect participants mentioned was having a compassionate and trusting staff member helping them to navigate through the process of getting back into a home. Some mentioned that being able to trust someone to help them through the process was initially difficult, but once they engaged, having that staff member with them throughout the process was the main reason why they had their own place.

Overwhelmingly, participants mentioned specific staff members and said that the person always kept them on track with making appointments and managing a schedule, held them accountable for following up on items such as getting their identification card or Social Security card, and provided encouragement that having a place to call home was possible. They mentioned that these staff members made housing the priority for them, were persistent, and acted with a sense of urgency.

## What are you doing to remain stable in your place?

After being asked what things participants were doing to remain stable in their homes, initially people mentioned just ensuring they are "Taking care of the basics." When asked specifically about these basics, participants mentioned paying their rent on time and keeping their place clean so it would pass inspection. Others mentioned making sure that they follow the rules of their lease agreement and being a good neighbor.

Doing the "basics" was followed with staying connected to their case manager who some mentioned helped them with the basics, especially with remembering when their inspection was coming up and providing budgeting support for paying their rent. One person mentioned that when budgeting, they really have to weigh their "wants versus their needs." Participants acknowledged the support that their ongoing case manager provides, and not just with assisting with budgeting, keeping them on track with appointments, and connecting them to other services, but with overall support, encouragement, and having a smiling face in their life who genuinely cares. It was also observed during the focus group that all of the participants were using a personal calendar to keep track of upcoming important events and appointments. Some participants were using their phone as their calendar while others had a small calendar book and used a pen or pencil. This idea of keeping a calendar was in stark contrast to what participants shared earlier about how when they were homeless they lived in the moment and focused on surviving the day.

**"I trusted them and believed they would deliver."**

**—Focus Group participant**

Other services participants mentioned as important to remaining stable was consistent and proactive participation in health care services. All participants raised their hand when asked if they had a primary care doctor who they regularly see. Many also said that they are consistent with attending appointments for their mental health care and that addressing their mental health challenges has been critical in being successful. Another critical success factor mentioned by participants was having a network of support systems in their life. These ranged from the life skills group they were participating in the day of the focus group to other supports such as AA/NA, church, and the Tri-City Wellness Center in Pomona.

Lastly, several participants mentioned the idea of "Having gratitude for my situation." Many members say they take each day at a time but that having time for themselves whether it was "quiet time" or "meditation or prayer" was important. One person mentioned "Just having consistency in my life" was essential and having the ability to give back. It should be noted that part of the Life Skills Group is to volunteer as peer mentors for those who are currently experiencing homelessness and living at the shelter. When asked what they thought was needed at the new shelter site, many suggested having a someone like a mentor or a peer who could help shelter participants through that process and provide advice from the perspective of someone who has previously gone through that experience.

# Recommendations

When considering the key takeaways from the Summit as well as the focus group with formerly homeless individuals, many of the suggestions, concerns, and feedback are well known to policy makers, homeless services providers, and advocates. In many cases, the input from individuals with lived experience in Pomona affirms multiple strategies identified in the County of Los Angeles's Approved Strategies to Combat Homelessness. For example, County strategies such as enhancing the emergency shelter system that makes shelters open 24/7 and provides more supports closely align with the feedback of homeless and formerly homeless people in Pomona. Other County Homeless Initiative strategies around employment, assistance accessing public benefits, support addressing a criminal record, encouraging landlords to rent to homeless households, and many of the activities funded under the Coordinated Entry System, such as housing navigation and location services and support gathering necessary documents, were all highlighted by those currently experience homelessness and formerly homeless in Pomona.

While much of the feedback from those with lived experience aligned with County priorities and strategies, several new ideas emerged. Specifically, participants proposed having Wi-Fi, larger storage areas and lockers, and assistance dealing with poor credit and unpaid loans were voiced. Also, it was very apparent that people had trouble initially envisioning what their ultimate housing situation would look like. Therefore, staff need to be trained and thoughtful about helping people to articulate their goals and motivating change. Strategies such as ensuring frontline staff are trained in Motivational Interviewing (MI) and trauma-informed approaches are critical. County funding for many homeless system activities require the use of best practices such as MI, trauma-informed care, and Housing First so systems need to ensure that staff receive training and develop their skills in these areas. Also, as people started to articulate their housing goals, many mentioned that they saw themselves in a shared bedroom or living with roommates, so homeless system needs to find ways to better implement approaches to shared housing whether that involves matching up homeless individuals to live together as roommates or working with homeowners who may have a spare room in their house to rent out to homeless individuals.

Once in a place, participants' stability will depend on having an ongoing relationship with people who can support them in covering the "basics," such as paying their rent, complying with a lease, and passing inspections if necessary are achieved. Housing-based case managers that can fulfill this role and assist with other life skills tasks such as budgeting all in a non-judgmental and compassionate way are critical. Staff also need to focus on ensuring people are accessing community-based health care, including primary care and behavioral health if needed, and that each person has a strong network of social supports that fosters ongoing participation and that they can access in a time of need.

**Lastly, the process of engaging those with lived experience, soliciting feedback, and hearing their rich insight about what is needed and what has been helpful, affirmed the importance of including people who are currently and formerly homeless in policy, program, and practice development in a meaningful way as early as people. The City of Pomona and other cities across Los Angeles County need to create ongoing opportunities and platforms for people with lived experience to provide input, be engaged, and participate in advisory and decision making roles, because those who have experienced homelessness are the experts in what is needed and what works.**

# Appendix A.

## Questions from Lived Experience Summit

### Input on HSC site:

1. What are your general thoughts about the site? What are some of your concerns?
2. Would you be interested in going there? Why or Why not?
3. What services at the site are most important to you?
4. Are there services that were not mentioned that you would like to see there?
5. Are you interested in employment opportunities at the site?
6. What is important for City and shelter operators to hear?

### General Input

1. What services are you in need of the most?
2. What services do you have a hard time accessing in Pomona?
3. What are the challenges with accessing housing right now?
4. When I say permanent housing what image comes to your mind? What do you see yourself living in? Apartment, shared room in a house, with family or friends? Mobile home? House?
5. If you can imagine this goal, what are current barriers for you with achieving this? What would you need help with to achieve this goals? What would you be willing to do to achieve this goal?
6. How many of you have a hard time envisioning yourself in a permanent place? Why? Why don't you think this will happen?
7. There are many members of the public that feel that persons who are homeless are resistant to accessing any services. If they were standing here right now, how would you respond to them?
8. What are the most important things for the City of Pomona and those working on addressing homelessness across the County should know about homelessness?

# Appendix B.

## Lived Experience Summit Survey

**City of Pomona Lived Experience Summit**
**Participant Survey**

Thank you so much for participating in the summit. We value your input to help us better meet the needs of individuals experiencing homelessness in the City of Pomona. As part of the Summit we are hoping to gain a better understanding of who you are. We are hoping that you can complete the survey below. **Please DO NOT put your name on this.**

| | | | | |
|---|---|---|---|---|
| **Gender:** | ☐ Female<br>☐ Trans Female | ☐ Male<br>☐ Trans Male | ☐ Gender Non-conforming | |
| **Race:** | ☐ American Indian or Alaska Native<br>☐ Native Hawaiian or Other Pacific Islander | ☐ Asian<br>☐ White | ☐ Black or African | |
| **Ethnicity:** | ☐ Non-Hispanic/Non-Latino | ☐ Hispanic/Latino | | |
| **Veteran:** | ☐ Yes | ☐ No | Age: | |

## HOUSING

**1. Where are you staying right now?**

☐ Street ☐ Emergency shelter (including hotel or motel paid for with emergency shelter funds) ☐ Other

a. Did you sleep in Pomona last night?

☐ Yes ☐ No

**2. Is this your first time being homeless?**

☐ Yes ☐ No

**3. How long have you been homeless this time?**

_____

**4. How many times have you been on the streets, in Emergency Shelters, or Safe Havens in the past 3 years?**

_____

**5. How many months have you been homeless on the street, in Emergency Shelters or Safe Havens in the past 3 years?**

☐ Less than 1 month ☐ 1-3 months ☐ 4-6 months ☐ 9-18 months ☐ More than 18 months

**6. What do you think is the primary reason for your homelessness?**

_____

## INCOME

**7. Do you currently have a source of income?**

☐ Yes ☐ No

a. If yes, what is the source of your income, and how much do you receive every month?

Source of income: _____ Amount received per month: _____

**8. Do you have any of the following non-cash benefits?**

☐ Supplemental Nutrition Assistance Program (SNAP)

☐ Special Supplemental Nutrition Program for Women, Infants and Children (WIC)

**9. Do you have health insurance?**

☐ Yes ☐ No

## LIVING IN POMONA

**10. Did you become homeless in Pomona?**

☐ Yes ☐ No

a. If not, where did you become homeless? _____

b. How long have you been homeless in Pomona? _____

c. If you could live anywhere in Los Angeles County, where would you want to live?

_____

**11. What is your connection to Pomona?**

- ☐ Had house/apartment here
- ☐ Family/ friends here
- ☐ Used to be employed here
- ☐ Used to go to school here
- ☐ Pomona has good homelessness service
- ☐ Other (Please specify) _____

**12. What type of assistance would be most helpful for ending your homelessness?**

_____

_____

**13. Which of the following types of assistance have you already received?**

- ☐ Outreach (which agency?) _____
- ☐ VI-SPDAT Assessment
- ☐ Help obtaining docs
- ☐ I use the Transitional Storage Center lockers
- ☐ I have been asked if I would like housing
- ☐ Help finding work or getting benefits
- ☐ I don't want services
- ☐ Other (Please specify) _____

**14. Do you think people choose to be homeless? Why or why not?**

☐ Yes ☐ No

Explain: _____

_____

_____

_____

# Appendix C.

## Questions from Focus Group of Housed Individuals

### Pre-housing

1. Tell me about how you were able to secure your own place?
2. What were key things that happened to you that allowed you to be successful?
3. What hurdles or challenges did you have to overcome?
4. What were important services that you participated in to get into your place?
5. Was their specific people or staff that helped you? What did they do?
6. What motivated you to get your own place and exit homelessness?
7. Are there things that you wish would have been available to you to make transition from homelessness to housed?

### Post-Housing

1. What kind of place are you in now? What is the rent?
2. Do you receive any type of rental assistance? Section 8, supportive housing, rapid re-housing?
3. Do you have a case manager currently? What do they assist you with?
4. What are the key things that are ensuring you are stable in your place?
5. What do you do or who do you reach out to when you have challenges?
6. What things have you been able to do now that you have a home?
7. Are there things that you need?

# Incorporating Voices from Those with Lived Experience

LESAR DEVELOPMENT CONSULTANTS

The Los Angeles County HOMELESS INITIATIVE REAL HELP. LASTING CHANGE.

CITY OF POMONA

MAY 2018

# APPENDIX B:

# COORDINATED ENTRY SYSTEM DATA ANALYSIS

LESAR DEVELOPMENT CONSULTANTS

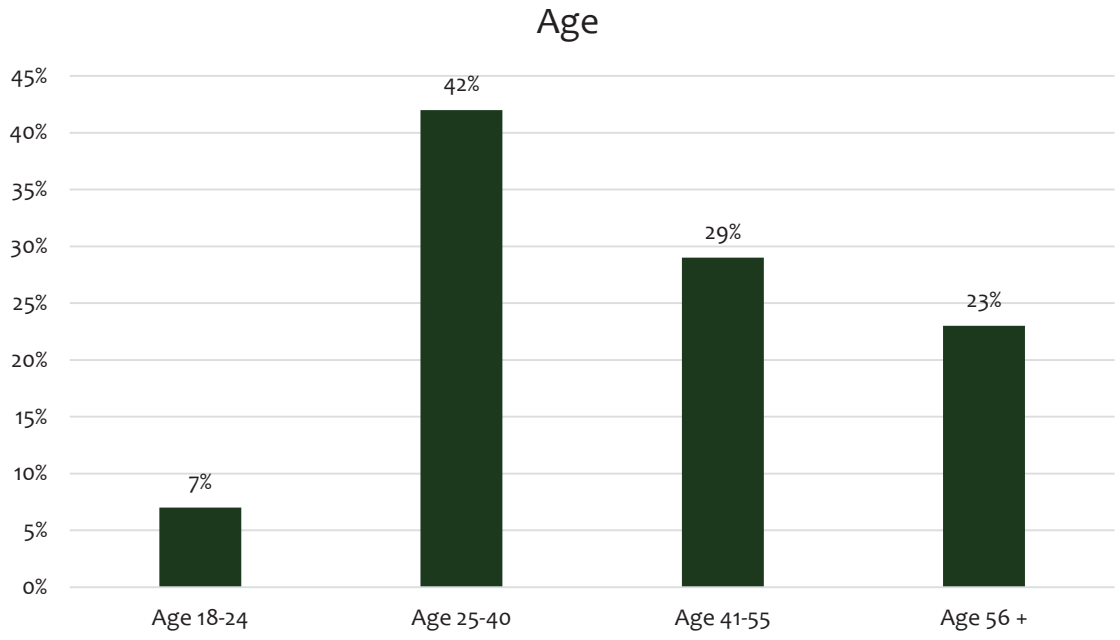
**City of Pomona Coordinated Entry System Data Analysis**

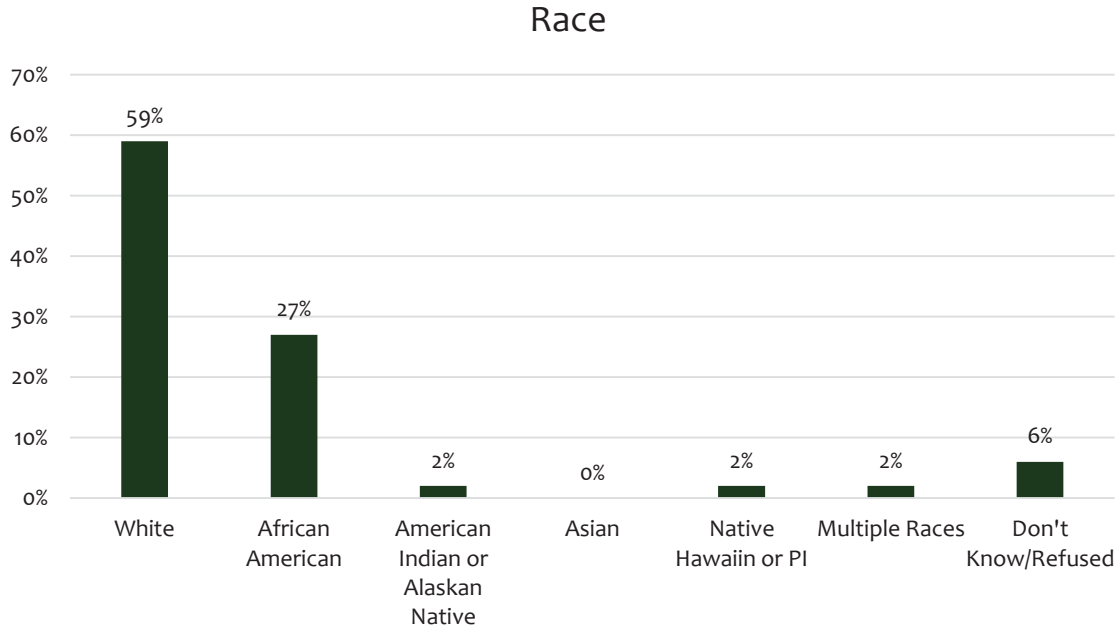
The following analysis is from a de-identified dataset provided by Union Station to LeSar Development Consultants as part of the San Gabriel Valley City Homeless Planning Grants through the San Gabriel Valley Council of Governments. The data is from the time period of July 2016 to November 2017 and includes Single Adults who were assessed through the Coordinated Entry System (CES) across the San Gabriel Valley. All information is self-reported and collected by a trained staff completing the CES assessment. During the period there were a total of 321 individuals who were assessed and reported that they live in the City of Pomona. The charts included in this report highlight the data from the CES assessment for the 321 Single Adults who identified the City of Pomona as their current living location. Below are some summary findings from the analysis:

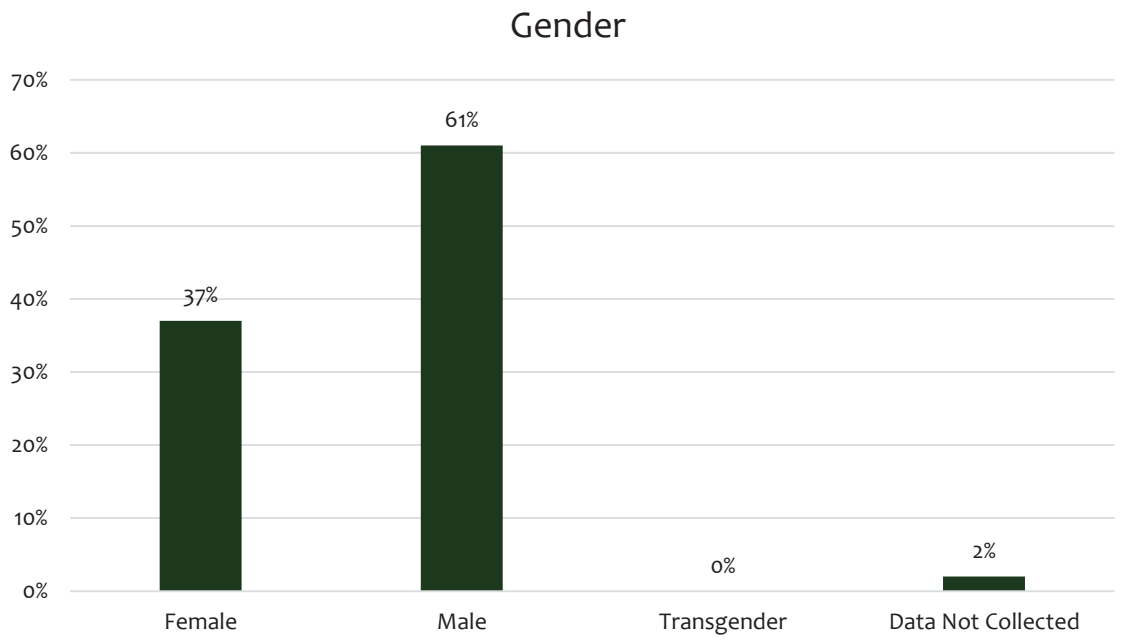
- The majority of individuals are age 25-40, however nearly a quarter of those assessed were age 56+ and 7% (22) were youth age 18-24.
- The majority of individuals are white with a little over a quarter African American.
- About two-thirds of individuals were male with about one-third female
- Nearly 50% have been out of a permanent housing situation for 1-2 years with 22% being out of home for 2 years or more. Nearly 15% have only been out of a place for 3 months or less.
- The majority (69%) scored as mid-range acuity on the VI-SPDAT and were recommended for Rapid Re-Housing (RRH) as their housing and service intervention. 20% scored high acuity and were recommended for Permanent Supportive Housing (PSH).
- About a quarter reported having a mental health issues while only 12% reported having a drinking or drug problem that would impact housing stability. 29% reported having a chronic health condition.
- 50% reported going to the Emergency Room at least once in the last six months, with 14% reporting they have been 5 or more times in the last six months.
- 29% reported taking an ambulance at least once in the last 6 months with 5% reporting taking an ambulance 5 or more times in the last six months.
- 33% reported being hospitalized as an in-patient at least once in the last 6 months with 3% reporting being hospitalized 5 or more times in the last six months.
- 33% reported spending at least one night in jail or prison in the last 6 months with 2% reporting they were incarcerated 5 or more times in the last six months.

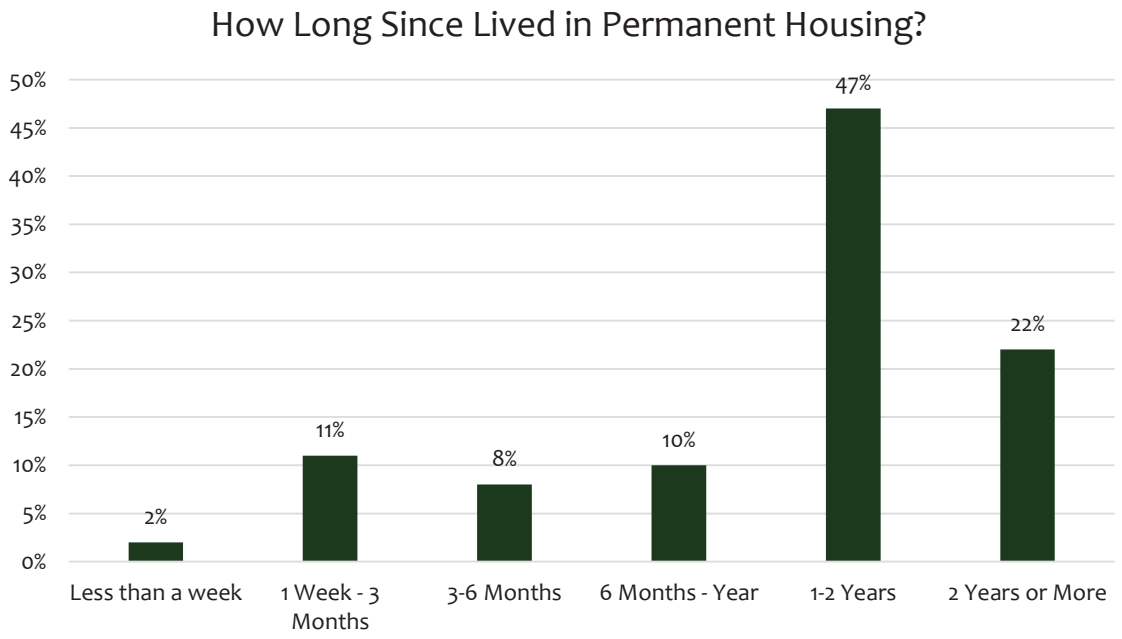
**Demographics**

The following graphs provide data on specific demographics asked during the assessment including age, race, gender, and the length of time it's been since they were last in a permanent housing setting.


Age
45%
40%
35%
30%
25%
20%
15%
10%
5%
0%
7%
42%
29%
23%
Age 18-24
Age 25-40
Age 41-55
Age 56 +

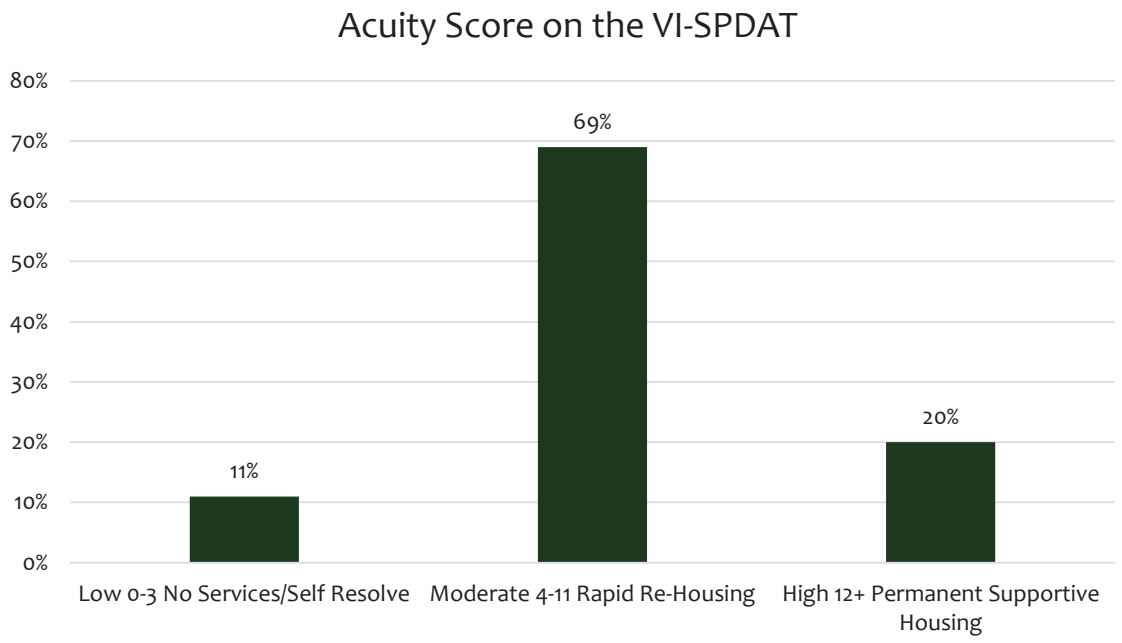

Race
70%
60%
50%
40%
30%
20%
10%
0%
59%
27%
2%
0%
2%
2%
6%
White
African American
American Indian or Alaskan Native
Asian
Native Hawaiin or PI
Multiple Races
Don't Know/Refused

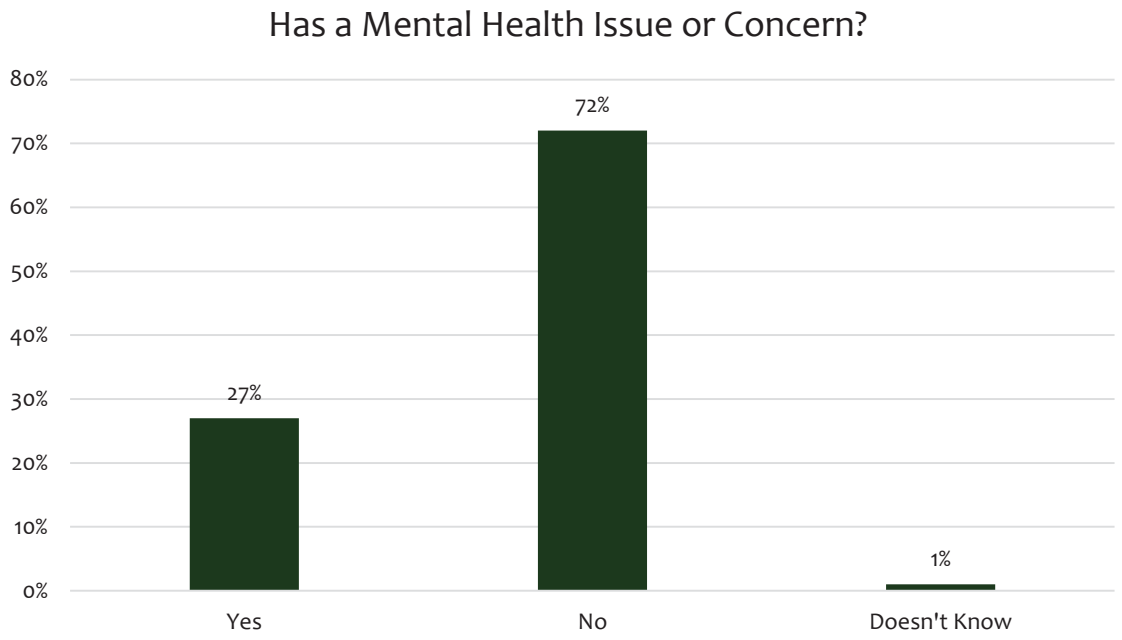

Gender
70%
60%
50%
40%
30%
20%
10%
0%
37%
61%
0%
2%
Female
Male
Transgender
Data Not Collected

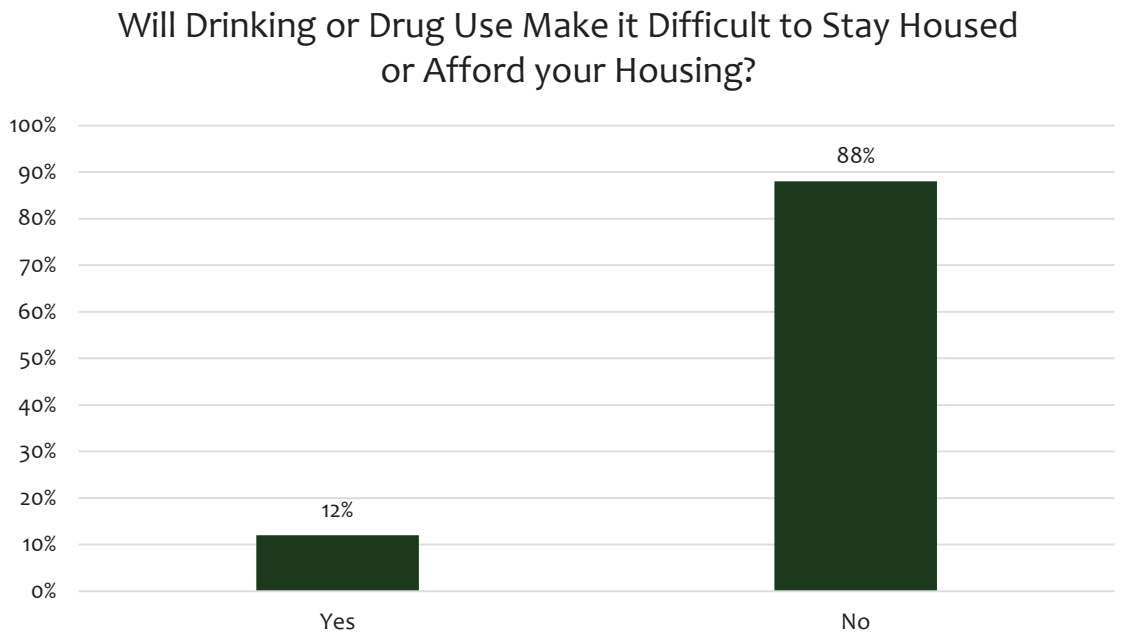

How Long Since Lived in Permanent Housing?
50%
45%
40%
35%
30%
25%
20%
15%
10%
5%
0%
2%
11%
8%
10%
47%
22%
Less than a week
1 Week - 3 Months
3-6 Months
6 Months - Year
1-2 Years
2 Years or More

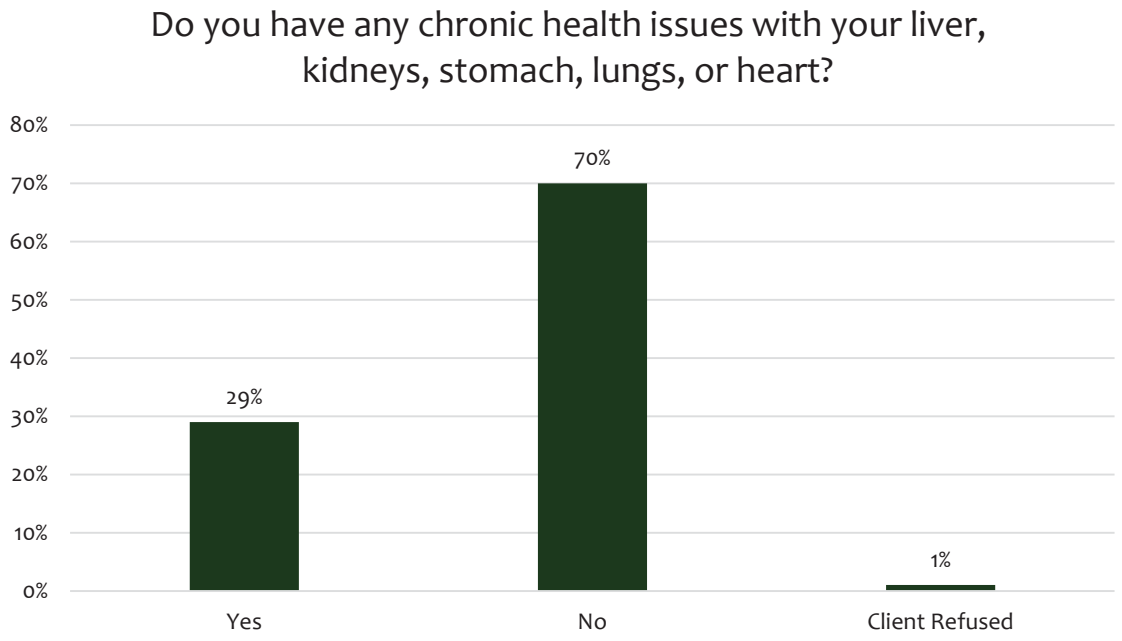
**Vulnerability and Use of Public Resources**

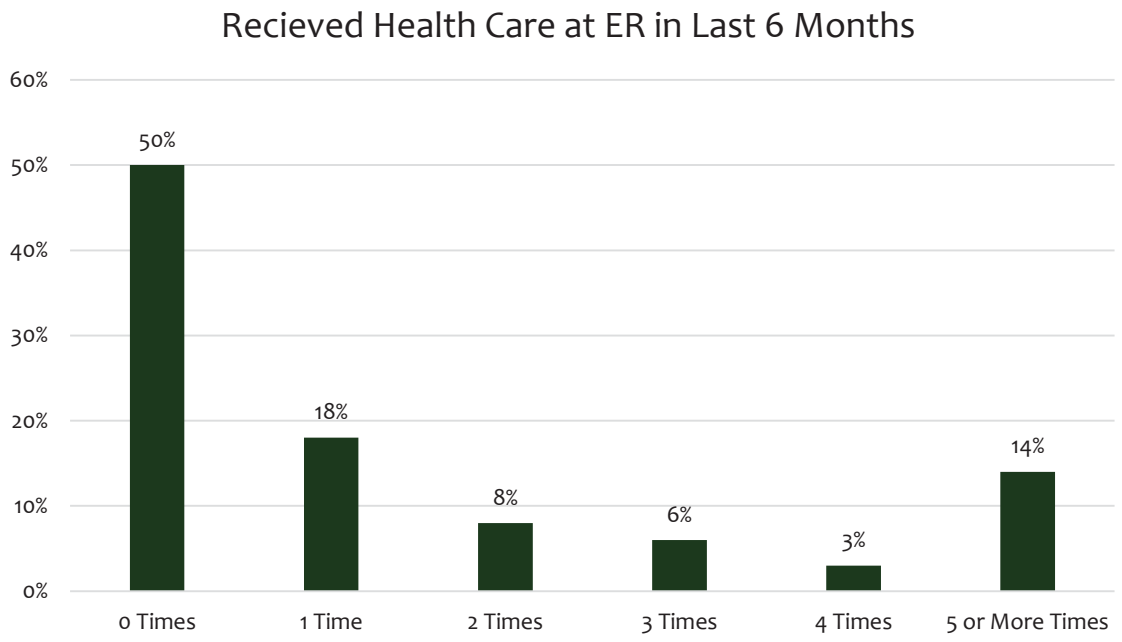
The following graphs provide data on the vulnerability of those assessed including their overall score and housing recommendation from the Vulnerability Index – Service Decision Assistance Tool (VI-SPDAT), mental health issues, substance use issues, chronic health conditions, and use of public services including the emergency room, ambulances, hospitals, and jails.

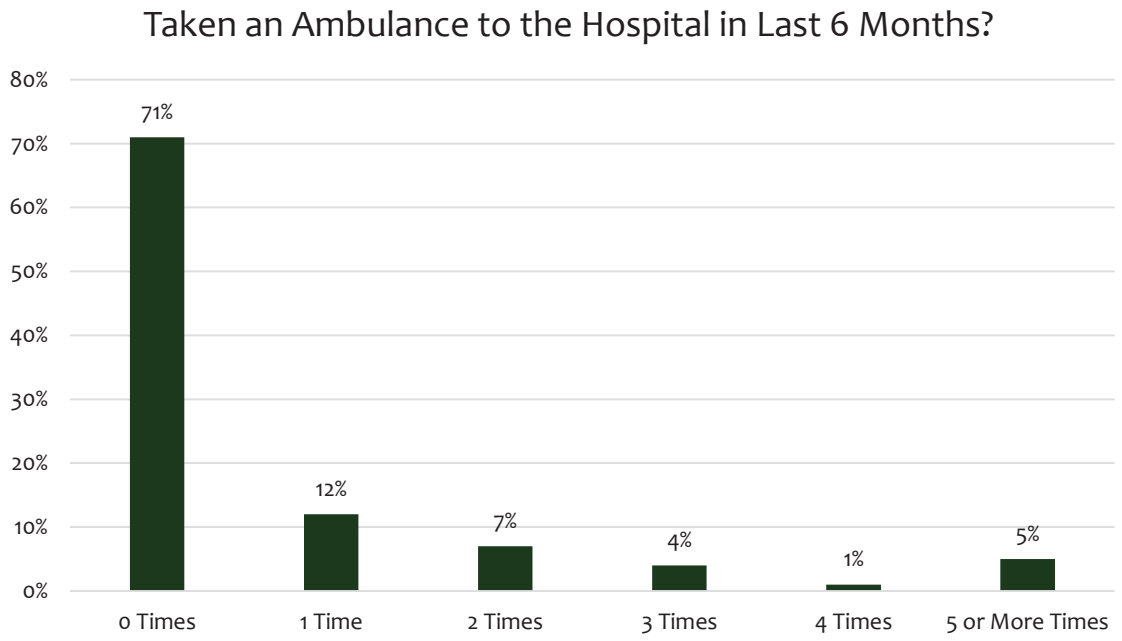


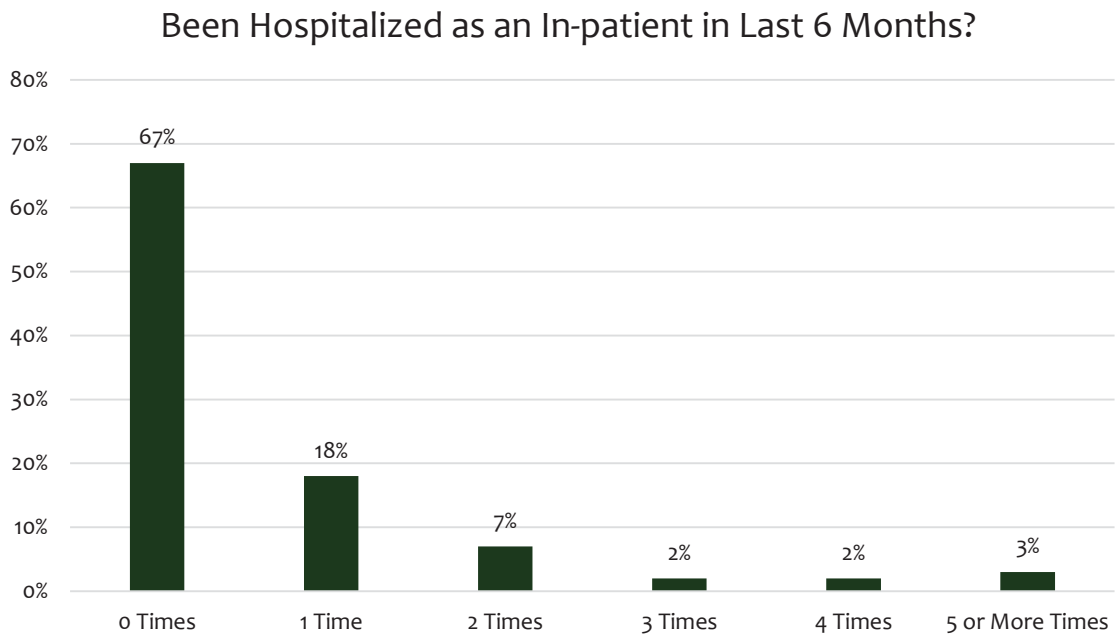



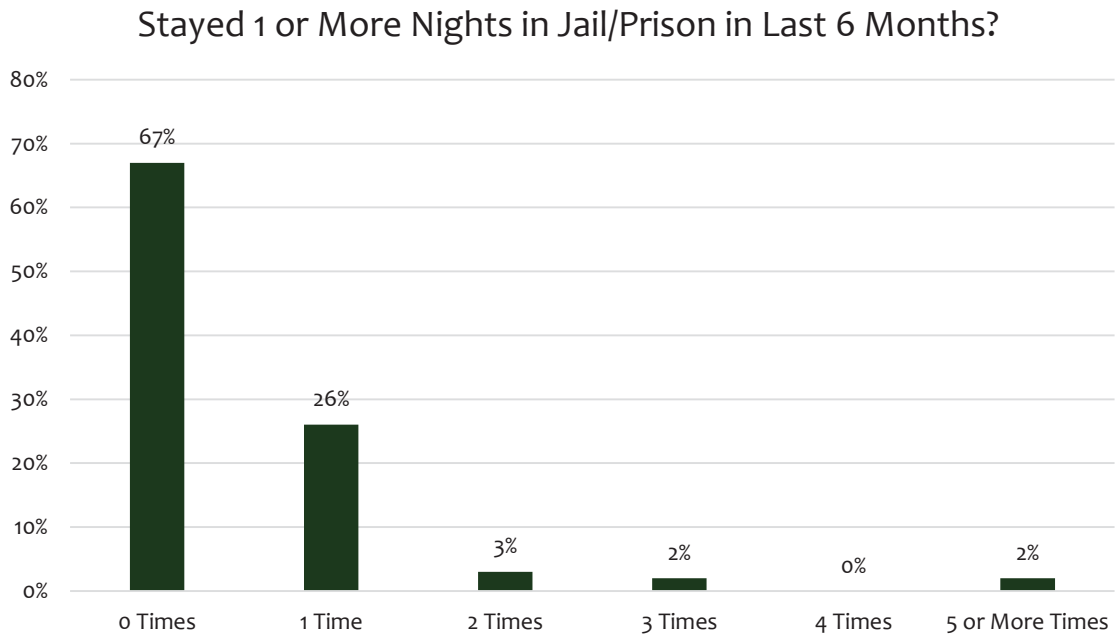

Will Drinking or Drug Use Make it Difficult to Stay Housed or Afford your Housing?
100%
90%
80%
70%
60%
50%
40%
30%
20%
10%
0%
12%
88%
Yes
No


Do you have any chronic health issues with your liver, kidneys, stomach, lungs, or heart?
80%
70%
60%
50%
40%
30%
20%
10%
0%
29%
70%
1%
Yes
No
Client Refused


Recieved Health Care at ER in Last 6 Months
60%
50%
40%
30%
20%
10%
0%
50%
18%
8%
6%
3%
14%
0 Times
1 Time
2 Times
3 Times
4 Times
5 or More Times


Taken an Ambulance to the Hospital in Last 6 Months?
80%
70%
60%
50%
40%
30%
20%
10%
0%
71%
12%
7%
4%
1%
5%
0 Times
1 Time
2 Times
3 Times
4 Times
5 or More Times


Been Hospitalized as an In-patient in Last 6 Months?
80%
70%
60%
50%
40%
30%
20%
10%
0%
67%
18%
7%
2%
2%
3%
0 Times
1 Time
2 Times
3 Times
4 Times
5 or More Times


Stayed 1 or More Nights in Jail/Prison in Last 6 Months?
80%
70%
60%
50%
40%
30%
20%
10%
0%
67%
26%
3%
2%
0%
2%
0 Times
1 Time
2 Times
3 Times
4 Times
5 or More Times

# APPENDIX C:

# HOMELESS SERVICE CENTER SUMMARY OF SERVICE

LESAR DEVELOPMENT CONSULTANTS

**City of Pomona**
**Summary of Services at Homeless Services Center**

The following table provides a summary of all of the services that will be available at the Homeless Services Center (HSC) and which partner will be providing them.

**HSC Category: Site Operations**

| Services | VOALA | Tri-City | EVCHC | Other Partners |
|---|---|---|---|---|
| Kitchen/Meals | X | | | |
| Shelter Monitors | X | | | |
| Shelter Intake | X | | | |
| Bathrooms/Showers | X | | | |
| Storage Lockers | X | | | |
| Laundry | X | | | |
| Dog Kennel | X | | | |
| Wireless/Computers | X | | | |
| Transportation | X | | | |
| Maintenance/Janitorial | X | | | |
| Cell Phone Charging Stations | X | | | |
| Bike Racks | X | | | |
| Volunteer Training/Coordination | X | | | |

**HSC Category: Housing and Social Services**

| Services | VOALA | Tri-City | EVCHC | Other Partners |
|---|---|---|---|---|
| CES Assessment | X | | | |
| Housing Navigation | X | X | | |
| Housing Location | X | X | | |
| Rapid Re-Housing | X | | | X |
| Tenant Based Rental Assistance | X | | | |
| Supportive Housing | X | X | | X |
| Case Management | X | X | | |
| Prevention | X | | | |
| Outreach and Engagement | X | X | | |
| Life Skills Group | X | | | |
| Employment Services | X | | | |
| Veterans Services | X | | | |
| Benefits Assistance | X | X | | |
| Pet Training | X | | | |
| Financial Literacy | X | | | |

| | | | | |
|---|---|---|---|---|
| Legal Services | X | | | X |
| Peer Mentors | X | | | |
| Training Site Partners | X | | | |

**HSC Category: Behavioral Health**

| Services | VOALA | Tri-City | EVCHC | Other Partners |
|---|---|---|---|---|
| Outreach | | X | | |
| Referrals to MH Services | X | X | X | |
| Intake/Screening | X | X | X | |
| Counseling | | X | | |
| FSP Services | | X | | |
| Medication Management/Education | | X | X | |
| Dual Recovery Groups | | X | | |
| Substance Use Disorder Services/Referrals | X | X | X | X |
| AA/NA | X | | | |
| Support Groups | X | X | | |
| Suicide Intervention | | X | | X (Police) |
| Training Site Partners | | X | | |

**HSC Category: Health**

| Services | VOALA | Tri-City | EVCHC | Other Partners |
|---|---|---|---|---|
| Primary Care | | | X | |
| Dispensary/Pharmacy | | | X | |
| Immunizations | | | X | |
| Referrals to Specialty Care | | | X | |
| Transportation | | | X | |
| Mobile Dental | | | X | |
| Diet/Nutrition Counseling | | | X | |
| Lab work | | | X | |
| TB Tests | | | X | |
| Health Insurance enrollment | | X | X | |
| HIV and Hep C Services | | | X | |
| Coordination with Public Health | X | | X | |
| Training Site Partners | | | X | |

# Appendix D:

# Homeless Service Center

# Output and Outcome Summary

# City of Pomona Homeless Services Center
# 2018 Output and Outcome Summary

**Program Component 1: Basic Services**
**Provider: Volunteers of America Los Angeles**

| Outputs | Outcomes | Outcome Methodology | Data Source | Data Collection Strategy |
|---|---|---|---|---|
| XXX total persons served annually at the HSC.<br><br>Served Definition: Person entered the site seeking services during a specific time period. | **Outcome 1**: Of those served, 100% receive at least one basic service at the HSC | VOALA will track entry to the site for all persons who access and report will count unduplicated persons served. | Homeless Management Information System (HMIS) | All persons who enter the site regardless of what services they participate in will be entered into HMIS.<br><br>The City and VOALA will need to work with LAHSA to set up the "Day area" as a specific project in HMIS. Ideally a scanner is used to scan people in so they don't have to wait long to access services. |

**Program Component 2: Coordinated Entry System**
**Provider: Volunteers of America Los Angeles**

| Outputs | Outcomes | Outcome Methodology | Data Source | Data Collection Strategy |
|---|---|---|---|---|
| Regional Coordinators will facilitate 26 regional case conferencing sessions<br><br>325 total persons annually complete a CES Assessment<br><br>125 total persons annually move into safe and stable housing including<br><br>Participants will be matched to available housing vacancies within 3 days of availability | **CES Coordination Outcomes:**<br><br>**Outcome 1**: Of those who receive an assessment, 25% will be assigned a Housing Navigation within 80 days<br><br>**Outcome 2:** Of engaged participants, 50% will be provided services or have successfully attained a referral for services.<br><br>**Outcome 3**: Bridge housing and other interim housing will be provided within 95 days of identifying the need during the assessment process, or when the participant requests it.<br><br>**Outcome 4:** 20% of engaged participants will successfully attain a referral to crisis or bridge housing or exit to a crisis or bridge destination from outreach.<br><br>**Housing Navigation Outcomes:**<br><br>**Outcome 5:** 20% of engaged participants will successfully attain a referral to a permanent housing program or enroll in a Rapid Re-Housing Program or other Housing Search and Placement Program<br><br>**Outcome 6**: Participants will move-in within 95 days of a successful match to a housing resource<br><br>**Outcome 7:** For individuals housed through CES, 95% will remain stably housed after one year of placement.<br><br>**Outcome 8:** Of those who qualify, 100% of participants previously not connected will be enrolled in mainstream benefits. | VOALA will use existing CES reports in HMIS to measure | HMIS | CES staff follow LAHSA protocols for tracking CES in HMIS. |

# City of Pomona Homeless Services Center
# 2018 Output and Outcome Summary

**Program Component 3: Crisis Housing**
**Provider: Volunteers of America Los Angeles and Tri-City Mental Health Center**

| Outputs | Outcomes | Outcome Methodology | Data Source | Data Collection Strategy |
|---|---|---|---|---|
| X total persons served annually<br><br>Average Lenth of Stay 30 days or less | **Outcome 1:** Of participants who exit Crisis Housing program to non-permanent destinations, 30% exit to Bridge Housing.<br><br>**Outcome 2:** Of participants who exit Crisis Housing to permanent housing, at least 25% attain referrals to Rapid Re-Housing or other Housing Search and Placement Services.<br><br>**Outcome 3:** Of participants who exit Crisis Housing, 25% exit to permament housing.<br><br>**Outcome 4**: Providers average a 95% occupancy rate. | VOALA will use LAHSA HMIS Crisis Housing reports to capture program outcomes | HMIS | VOALA staff will follow LAHSA HMIS protocols for collecting and entering Crisis Housing data in HMIS. |

**Program Component 4: Community Health Clinic**
**Provider: East Valley Community Health Center**

| Outputs | Outcomes | Outcome Methodology | Data Source | Data Collection Strategy |
|---|---|---|---|---|
| A total of XXX persons served annually | Outcome 1: 62% of females ages 24-64 will receive a Cervical CA Screening<br><br>Outcome 2: 80% of sexually active females under the age of 25 will receive a Chlamydia Screening<br><br>Outcome 3: 82% of females age 50-74 will receive a Breast Cancer Screening<br><br>Outcome 4: 80% will receive a Body Mass Index Screening and follow up services<br><br>Outcome 5: 95% will receive a Tobacco Use Screening and cessation intervention<br><br>Outcome 6: 60% will receive Asthma Pharmcologic Therapy<br><br>Outcome 7: 73% of those with Coronary Artery Disease will receive Lipid Therapy<br><br>Outcome 8: 76% of those with Ischemic Vascular Disease will receive Aspirin or Antithrombotic Therapy<br><br>Outcome 9: 60% of adults age 50-75, will receive a Colorectal CA Screening<br><br>Outcome 10: 30% of patients will receive a screening for Depression and follow up<br><br>Outcome 11: 30% of patients will receive a screening for Anxiety and follow up<br><br>Outcome 12: 70% will have their blood pressure under control<br><br>**Diabetes Care:**<br><br>Outcome 13: 100% will receive a diabetes screening<br><br>Outcome 14: 75% will have their diabetes under control<br><br>Oucome 15: 67% will receive a diabetes eye exam<br><br>Outcome 16: The average HbA1c will be less than 8<br><br>Outcome 17: Of patients with diabetes, 80% will have their blood pressure at <140/90<br><br>Outcome 18: Of patients with diabetes, 75% will have a foot exam done in the last 12 months | EVCHC will use their existing reporting processes within their Electronic Health Record data system. These outcomes will be reported on only individuals who accessed services at the HSC. | EVCHC will use their existing HER data system to track and report all health services delivered and outcomes. | EVCHC will use their existing protocols for data collection that they use at other clinic sites. |

# City of Pomona Homeless Services Center
## 2018 Output and Outcome Summary

**Program Component 5: Communal Kitchen**
**Provider: Volunteers of America Los Angeles**

| Outputs | Outcomes | Outcome Methodology | Data Source | Data Collection Strategy |
|---|---|---|---|---|
| A total of XXX persons served annually receive a total of XXX meals<br><br>A total of XXX community groups served meals at the HSC | The City of Pomona will see a decrease in public meals being served by various groups in the community, and rather the groups will serve meals at the HSC | Track number of different groups who help serve/prepare meals at the HSC and survey which ones were serving meals in the community prior to the HSC opening | For the total number of persons who received a meal and total meals, this data will come from HMIS.<br><br>VOALA will need to set up scanners that link to HMIS for this service.<br><br>For the groups providing meals, the Volunteer Coordinator will survey new groups | VOALA will scan badges each time a person receives a meal.<br><br>The Volunteer Coordinator will survey each new group and ask if they were providing meals in public prior to providing meals at the HSC. The Volunteer Coordinator will also ask if they plan to continue serving meals in public now that the HSC is operational. |

**Program Component 6: Community Partners**

| Outputs | Outcomes | Outcome Methodology | Data Source | Data Collection Strategy |
|---|---|---|---|---|
| A total of XXX community partners provided services at the HSC | NA | NA | The Volunteer Coordinator will track all volunteer groups providing services or donations to the site including what type of service/donation. | The Volunteer Coordinator will track all groups and services/donations. |

# APPENDIX E:

# HOMELESS SERVICE CENTER

# PERFORMANCE MONITORING PLAN

LESAR DEVELOPMENT CONSULTANTS

**City of Pomona Homeless Services Center**
**Performance Monitoring/Process Improvement Plan**

Ongoing performance monitoring is a best practice and the Homeless Services Center (HSC) will be using a process improvement model based on the Plan, Do, Study, Act (PDSQ) model. Regularly reviewing performance data from the HSC with key stakeholders will be critical for ensuring high quality services are provided as well as to meet various funder requirements. Regular performance monitoring can assist with resolving simple issues such as basic data quality as well as tackle harder problems including identifying system challenges with the focus on engaging in problem solving and making mid-course corrections. This document can serve as a plan with specific steps to ensure that ongoing performance monitoring is happening and done in a collaborative manor. The accompanying HSC Logic Model identifies the key outputs and outcomes for specific components of the HSC and should be used as the central document that synthesizes all HSC targets. The following steps should be considered by the City of Pomona, VOALA, and key stakeholders:

1. **Monthly City and VOALA Crisis Housing Performance Review:**

The Los Angeles Homeless Services Authority (LAHSA) requires the following performance monitoring activities for Crisis Housing as outlined in the Scope of Required Services:

- Contractor shall review all programmatic HMIS data on a monthly basis
- Contractor must run the Data Integrity Report at the end of each month and make data quality corrections as needed. Contractor must submit to LAHSA a certification report demonstrating that is maintaining at least 95% overall data integrity with certain data elements at 100%
- Submit certification to LAHSA for program reports within 10 business days after each quarter. The table below outlines the due dates.

| Quarter | Reporting Period | Submit Report Certification to LAHSA |
|---|---|---|
| First | July 1-September 30 | October 10 |
| Second | October 1- December 31 | January 10 |
| Third | January 1-March 31 | April 10 |
| Fourth | April 1-June 30 | July 10 |

To ensure that the City and VOALA are compliant with LAHSA requirements for Crisis Housing, the City and VOALA should set up a monthly meeting that happens during the first week of the month to review the prior month's data. During this meeting they can review the various reports for the programs and put a plan in place to immediately fix any data quality issues, and submit certifications for quarterly reports as necessary.

## 2. Create Monthly Key Stakeholder HSC Performance Monitoring Meeting:

From the beginning, the HSC should implement a monthly performance monitoring meeting with all key stakeholders, not just the City and VOALA. This meeting would be on a set day and time each month for approximately 2 hours where the entire focus would be presenting certain data from key HSC components (Not just Crisis Housing) and engaging staff in interpreting the data (What is it telling us?) as well and collective brainstorming on what, if anything, needs to changed. By meeting as a team of various stakeholders it will promote that all stakeholders are responsible for the overall success of the HSC not just the component they are directly overseeing/operating. Also many of the site components are interrelated and different components will share overlapping clients. Below are details regarding Monthly Key Stakeholder HSC Performance Monitoring Meeting:

**Who:** The meeting should include key City of Pomona staff, VOALA HSC management/director staff, and management/director staff from HSC partner agencies such as the health clinic.

**When:** Monthly around the middle or latter half of the month

**Where:** Location that has access to show PowerPoint (PPT) presentation

**What:** On a monthly basis, 2 HSC components could be presented. For each component, the Manager/Director would populate a standard PPT presentation that includes the following:

- Progress towards outputs during the last quarter – Identify targets, both numbers and %'s, and then display performance
- Progress towards outcomes during the last quarter – Identify targets, both numbers and %'s, and then display performance
- Exceed, Meet, Not Meet – Display if program exceeded target (+5% above), met the target (within 5% above or 5% below), did not meet target (below 5%)
    - If exceeded explain why
    - If did not meet explain why
        - Offer solutions to improve performance
- Any trends they are seeing with the data and/or trends they are observing through the provision of services. For example, any demographic trends that may impact performance.
- Allow for audience questions/input
- Finalize next step improvement strategies
- At the beginning of the next monthly meeting, the manager/director would report back what has been implemented from the next step strategies from the prior month.

**Calendar of HSC Performance Monitoring Presentations:**
The following is a tentative calendar of the Monthly Performance Monitoring Meetings that highlights the HSC component, month of presentation, and the data reporting period.

| HSC Component | Month of Performance Presentation | Reporting Period |
|---|---|---|
| Basic Services | October 2018 | July 1-September 30, 2018 |

| | | |
|---|---|---|
| Coordinated Entry System | October 2018 | July 1-September 30, 2018 |
| Crisis Housing | November 2018 | August 1-October 31, 2018 |
| Community Clinic | November 2018 | August 1-October 31, 2018 |
| Communal Kitchen | December 2018 | September 1-November 30, 2018 |
| Community Partners | December 2018 | September 1-November 30, 2018 |
| Basic Services | January 2019 | October 1-December 31, 2018 |
| Coordinated Entry System | January 2019 | October 1-December 31, 2018 |
| Crisis Housing | February 2019 | November 1-January 31, 2019 |
| Community Clinic | February 2019 | November 1-January 31, 2019 |
| Communal Kitchen | March 2019 | December 1-February 28, 2019 |
| Community Partners | March 2019 | December 1-February 28, 2019 |
| Basic Services | April 2019 | January 1-March 31, 2019 |
| Coordinated Entry System | April 2019 | January 1-March 31, 2019 |
| Crisis Housing | May 2019 | February 1-April 30, 2019 |
| Community Clinic | May 2019 | February 1-April 30, 2019 |
| Communal Kitchen | June 2019 | March 1-May 31, 2019 |
| Community Partners | June 2019 | March 1-May 31, 2019 |

### 3. Create HSC Performance Dashboards

As a part of ongoing performance monitoring the City along with VOALA should create data dashboards that display performance data over time. The dashboards should include outputs and outcomes from the HSC Logic Model. The dashboards could be publically viewable and hosted on the Cities website or could be private dashboards that only key stakeholders have access to. There are a number of business intelligence tools that can be used to create interactive dashboards, such as Tableau which is used by LAHSA for their dashboards.

# Appendix F:

# A Way Home: Community Solutions For Pomona's Homeless

# A WAY HOME:
## COMMUNITY SOLUTIONS FOR POMONA'S HOMELESS

*Strategies to Help Pomona's Homeless Find Their Way Home*

Prepared by:
Benita DeFrank, Neighborhood Services Director
Jan Cicco, Homeless Services Coordinator

Authorized by the Pomona City Council on January 9, 2017

*At the end of life we will not be judged by how many diplomas we have received, how much money we have made, how many great things we have done. We will be judged by "I was hungry and you gave me something to eat, naked and you clothed me, I was homeless and you took me in".*

*- Mother Teresa*

# A Letter from the City Manager

The City has taken an active role in addressing homelessness since 1999, when it helped form the Pomona Continuum of Care Coalition (PCOCC) by working with non-profit, faith-based, local government and regional partners to plan and implement programs addressing homelessness. Many of the existing organizations and services in Pomona reflect the spirit of collaboration initiated in those early years. Our system has always been a combination and/or partnership of government, non-profits, faith organizations and community members working together.

The City has played various roles in the system, but, in general, its approach has been to help lead, organize and partially fund the system of services that are primarily delivered by non-profit organizations and other public agencies. As an entitlement city we have helped where we could by obtaining and maintaining needed funding received directly from HUD. We have been a key funder of services, but certainly not the only one. We have been a facilitator and supporter of community planning and dialogue to address homelessness and a participant and leader in regional planning and decision-making.

As we present this plan, “A Way Home”, for review and eventual adoption, we envision the City, in collaboration with Pomona’s Promise, continuing to play these roles, but also taking a more active role as a catalyst and/or mobilizer of networks of organizations that will address key homelessness challenges. The City will also act as a funding conduit when necessary for key and required elements of the more comprehensive and organized system necessary to successfully reduce homelessness in Pomona.

Our current system of homeless services, in many ways, has “just grown” over time through the efforts of many groups and individuals. This is both a strength and a weakness. It is a strength because of the diversity of effort exerted, the initiative of each individual, faith congregation, non-profit and government partner, and the induced creativity generated to address this very complex social problem. The weakness lies in a lack of consistent consensus on the approaches to solve homelessness, a non-cohesive system to address homelessness, and lack of a unified decision-making process. Given that our system will always be composed of independent organizations, it will, to a certain extent, continue to depend on the good will of all involved to work cooperatively. As cooperation and coordination are also mandated for those who receive Federal funds, we expect that significant progress shall be made, while striving to maintain the balance between coordination and independence.

Most significantly, the City’s role in the process to end homelessness is to engage and represent all members of the Pomona community, to establish a common vision, to provide strong leadership, and to exert whatever influence it can to garner support from other sources. Intervention of local government cannot be the answer on its own. A community coming together to support common and shared goals is always a more effective catalyst for change and the most likely opportunity for innovative and successful solutions. This plan, with its goals and strategies represents that shared vision, and the City is grateful to all who participated in the process of developing “A Way Home”.

Sincerely,

*Linda Lowry*

Pomona City Manager

**The City of Pomona Gratefully Acknowledges the Work of…**

The Homeless Advisory Committee

Pomona's Promise Community Engagement Board and
Healthy in Pomona

Jessica J. Chairez
Randall Lewis Health Policy Fellow

The Corporation for Supportive Housing

Demographic Analysis and Reporting conducted by
Joseph F. Cabrera, Ph.D., M.U.P.
Assistant Professor of Sociology
University of La Verne

# CITY OF POMONA

## Vibrant, Safe Beautiful

**Mission Statement**

The City of Pomona improves the quality of life for our diverse community.

**Vision Statement**

Pomona will be recognized as a vibrant, safe, and beautiful community that is a fun and exciting destination and the home of arts and artists, students and scholars, business and industry.

**Core Values**:

Cultural diversity
Fiscal Responsibility
Focusing on the Future
Excellent Customer Service
Leadership
Quality of Life
Clear and Open

**Important Themes of Our Community**

- Strong Families, Safe Neighborhoods, and a Healthy Quality of Life – ***Pomona's Promise***
- People Feel Safe in Pomona - ***Pomona's Promise Public Safety***
- The Community is the solution for a vibrant Pomona. – ***Pomona's Promise Community Engagement and Communication***
- People in Pomona have a Healthy Quality of Life – ***Healthy in Pomona Common Agenda***
- To measurably address and to the extent possible, end homelessness. – ***Pomona Homeless Services***
- To share resources in the effort of collaboratively ending homelessness in the City of Pomona. – ***Pomona Continuum of Care Coalition***

# Guiding Principles of this Plan

There are many reasons why families and individuals become homeless: job loss; mental illness; family breakup; substance abuse; inability to afford housing costs; and health care costs. The impact of homelessness on an individual or family is significant. The impact of homelessness on a community is far reaching and long-lasting. The crisis of homelessness perpetuates itself in poor educational, health, employment and family outcomes for our community's most vulnerable residents. The cost to the community as a whole can be measured by expenditures for police intervention, code enforcement, incarceration, medical treatment and hospitalization, academic remediation and emergency assistance.

From 2004 to 2015, over 33,000 homeless individuals were assisted with homeless prevention, shelter, housing or other essential services through City of Pomona funding. Countless others were assisted through the City's community partner programs. Yet, in 2016, per the Pomona point-in-time homeless count, there remain 689 people experiencing homelessness and 53% or 366 of them are unsheltered. With virtually no emergency or bridge housing options within the City, the unsheltered homeless of Pomona must be the focus of any plan for success. Equally, any plan must meet the needs of the whole Pomona community, not just the few. It is with this in mind that the following four guiding principles are provided:

1. **Homelessness is a crisis in Pomona**. Our neighbors who are without homes need housing. Many also need jobs. We are a compassionate and caring community that wants to take action to assist those living outside and in unstable housing.

   This strategic plan, A Way Home: Community Solutions for Pomona's Homeless, has taken a collective impact approach to ending homelessness under Pomona's Promise which means that all goals, strategies and potential funding sources must align towards shared outcomes. Our partners include residents, the housed and unhoused, alongside the faith, business, government, philanthropic, and nonprofit sectors. We realize that we need to work collectively, across sectors and across community, region and county, to end homelessness.

2. **Make homelessness brief and one-time**. To accomplish this we need to provide people with what they need to gain housing stability quickly. This is the responsibility of funders of homeless housing and services, and nonprofit providers. Implementing more effective, efficient, "Housing First" program models will allow us to serve more people.

3. **Homelessness is solvable**. While the crises that impact housing stability will never be fully prevented, we can end a person's homelessness very quickly. Other cities and states are making significant progress, and we must continue to learn and adapt to new data and ideas.

   To make greater strides locally, we must address the symptoms while also working with others at the local, state, and federal levels to address the causes. We must commit fully to using the most effective, proven approaches to support people experiencing homelessness to quickly gain housing stability and employment, prioritizing those who are most vulnerable. We save money and have a stronger, more stable community when people have a place to call home.

4. **Addressing our Fair Share**. Finally, we must commit to providing housing and services to the homeless of Pomona, just as our surrounding city, region and county partners must commit to providing needed housing and services to their fair share of their unhoused community members. Each community needs to commit resources of housing and services equal to their homeless count and community need. If each city addressed the issue of supplying at least housing options for the people of their homeless count, we could reduce homelessness significantly. Each city needs to have a plan to help their unsheltered find - A Way Home.

A Way Home: Community Solutions for Pomona's Homeless is organized around four broad goals to have a significant impact on those experiencing homelessness and on our community that is impacted by the outcomes of homelessness. Together, these goals represent a comprehensive, ambitious approach to ending homelessness by developing a more efficient, effective and coordinated delivery system for services and housing.

| | |
|---|---|
| **Goal A** | Reduce the Number of Pomona's Unsheltered Homeless |
| **Goal B** | Reduce the Negative Impacts on Community Neighborhoods and Public Spaces through the Coordination of Services |
| **Goal C** | Have an Engaged and Informed Community Regarding Homelessness and Homeless Solutions |
| **Goal D** | Balance the Needs and Rights of Homeless Persons and the Larger Community through Updated Fair, Legal and Enforceable Policies and Ordinances |

**Two key provisions of the Strategic Plan are:**

**Develop a year-round, 24-hour shelter**: Developing one or more shelters, suitable for the various subpopulations of Pomona's homeless, will provide a place for people to sleep at night as an alternative to living in parks, streets and alleys.

**Develop a Centralized Service Center and Communal Kitchen**: A designated space, that is properly designed and managed, will provide a place for Pomona's homeless to obtain the food and services they need as they find their way home, while providing a centralized location for those who wish to assist the homeless. This centralized delivery of services and food will reduce the impact of such activities on Pomona's public spaces, businesses, and neighborhoods.

These, and other strategies offered in this plan, have been carefully considered by stakeholders that represent a cross-section of both experts in the field of homeless services and community members of Pomona. By providing shelter and services, communicating clearly and engaging all, and ensuring that policies and ordinances are fair, legal and enforceable, the City of Pomona can dramatically reduce the number of homeless persons in Pomona.

It is also important to know that people move in and out of homelessness on an ongoing basis so we cannot point to a single number and say that we have successfully assisted every person or family who will ever become homeless. *But what we can do* is to drastically reduce the number of people that become homeless, shorten the length of time that they experience homelessness, and provide shelter and comfort until they find A Way Home. That is our definition of ending homelessness.

# A Way Home: The Strategic Plan Overview

| GOAL A | Reduce the Number of Pomona's Unsheltered Homeless | Priority | Timeframe |
|---|---|---|---|
| Strategy A1 | *Establish a Year-Round Shelter(s) Able to Provide for Multiple Subpopulations* | ***URGENT*** | ***6 -12 months*** |
| Strategy A2 | *Support and Encourage the Development of Affordable and Supportive Housing Across the Spectrum of, and Proportionate to, the Need by Household Types* | ***Medium*** | ***24-36 months*** |
| Strategy A3 | *Increase Incomes for Self-Sufficiency and Housing Sustainability* | ***Medium*** | ***24-36 months*** |
| Strategy A4 | *Strengthen, Expand and Support the Pomona Homeless Outreach Program* | ***Medium*** | ***24-36 months*** |
| **GOAL B** | **Reduce Negative Impacts on Community Neighborhoods and Public Spaces Through the Coordination of Services** | **Priority** | **Timeframe** |
| Strategy B1 | *Establish a Service Center for Centralization and Coordination of Services* | ***URGENT*** | ***6 -12 months*** |
| Strategy B2 | *Establish a Communal Kitchen for the Provision of Food Services* | ***URGENT*** | ***6 -12 months*** |
| Strategy B3 | *Coordinate Community-Based Volunteer Services for the Homeless and Agencies Serving Them* | ***High*** | ***12-24 months*** |
| Strategy B4 | *Collaborate with the County, Tri-City Mental Health and Pomona Valley Medical Center to Address Systems Impacting Homelessness in Pomona* | ***Medium*** | ***24-36 months*** |
| Strategy B5 | *Advocate for Fair-Share Participation with Neighboring Cities* | ***High*** | ***12-24 months*** |
| Strategy B6 | *Direct the City's "Neighborhood Improvement Task Force" to Focus on Solutions Related to Homelessness and Reducing its Impact on Pomona Neighborhoods* | ***URGENT*** | ***1-3 months*** |
| Strategy B7 | *Provide Lockers for Storage of Personal Belongings and Implement a Complementary Travel Lite Campaign* | ***URGENT*** | ***Operational by November 30, 2016*** |
| Strategy B8 | *Coordinate a "Filling the Gap" Transportation System for Clients Referred to Agencies and Appointments* | *Low* | *40-60 months* |
| Strategy B9 | *Launch a "Positive Change NOT Spare Change" Campaign Addressing Panhandling and Donations* | *Low* | *40-60 months* |
| Strategy B10 | *Enhance, Strengthen and Support the Pomona Continuum of Care Coalition to Help Implement "A Way Home" Strategies* | ***Medium*** | ***9-12 months*** |
| Strategy B11 | *Implement Ongoing Health Interventions to Identify and Provide Services to the Most Vulnerable and Medically Fragile Homeless* | ***Medium*** | ***24-36 months*** |

| GOAL C | Have an Engaged and Informed Community Regarding Homelessness and Homeless Solutions | Priority | Timeframe |
|---|---|---|---|
| Strategy C1 | *Communicate Accurate Information Effectively* | ***Medium*** | ***3-12 months*** |
| Strategy C2 | *Inform the Community of Homeless Solutions Initiatives* | ***Medium*** | ***3-12 months*** |
| Strategy C3 | *Enhance, Strengthen and Support the Pomona Continuum of Care Coalition as an Engagement Arm of the "A Way Home" Strategies* | ***Low*** | ***24-36 months*** |
| Strategy C4 | *Create "A Way Home" Strategies Webpage and Dashboard* | ***Low*** | ***24-36 months*** |
| Strategy C5 | *Provide an Annual Report on Homeless and Housing Development Efforts Within the City* | ***Medium*** | ***9-24 months*** |
| Strategy C6 | *Provide Training on When, Where, and How Food and Basic Needs Items May be Distributed within the City. Provide Connections to the Volunteer Coordination Program* | ***High*** | ***12-24 months*** |
| Strategy C7 | *Increase Business Owners' Knowledge of Homeless Solutions and Provide Supportive Tools* | ***High*** | ***12-24 months*** |
| Strategy C8 | *Engage and Inform the Residents of Pomona in Issues Regarding Homelessness* | ***High*** | ***12-24 months*** |
| Strategy C9 | *Strengthen Service Provider Networks and Increase Resource Visibility* | ***Low*** | ***24-48 months*** |
| Strategy C10 | *Increase Homeless Persons Access To and Use of Resources* | ***Medium*** | ***18-24 months*** |
| **GOAL D** | **Balance the Needs and Rights of Homeless Persons and the Larger Community through Updated Fair, Legal and Enforceable Ordinances and Policies** | **Priority** | **Timeframe** |
| Strategy D1 | *Evaluate Current Policies and Ordinances and Create Policies and Enforceable Ordinances that Support the Strategies* | ***Urgent*** | ***Parallel Supported Strategy Implementation*** |
| Strategy D2 | *Create a Safe and Secure Park and Civic Plaza Experience* | ***High*** | ***6-48 months*** |
| Strategy D3 | *In Conjunction with the Opening of a Communal Kitchen, Create and Enforce Policies and Ordinances Around the Provision of Food in the City* | ***High*** | ***12-24 months*** |
| Strategy D4 | *Secure Additional Resources to Address Homelessness* | ***High*** | ***12-24 months*** |
| Strategy D5 | *Evaluate Staffing Needs to Ensure Adequacy of Program and Strategy Implementation* | ***Medium*** | ***24-36 months*** |

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# *A WAY HOME:*

## *Community Solutions for Pomona's Homeless*

*A Strategic Plan to Help Pomona's Homeless Find Their Way Home*

# Background

On a single night in January 2015, 564,708 people were experiencing homelessness across our nation - meaning they were sleeping outside or in an emergency shelter or transitional housing program. Pomona is one of the cities counted on that night that has been negatively impacted by the number of homeless persons living on the streets. There are many social factors contributing to homelessness in Pomona including: economic hardship, high unemployment rate, unaffordable housing and, more recently, the release of formerly incarcerated individuals with non-violent drug offenses.[i]

## 2013 State of Homelessness Report

In 2013, the City Council approved recommendations provided in the 2013 State of Homelessness in Pomona report. This report consisted of four major areas: 1) The history of homelessness in Pomona from 1995 to 2013; 2) What homelessness looked like in 2013, which included the current homeless count, data from a consumer survey providing demographics and a gaps analysis; 3) Best practices and proven strategies in addressing homelessness; and 4) Recommendations for City Council consideration in moving forward.

Since that time, the community landscape has changed with regard to homelessness, as it has throughout Los Angeles County, the state and the nation. Between 2013 - 2015 homelessness increased in Los Angeles County by 12.41%, in the Los Angeles Continuum of Care by 15.9%, in Service Planning Area 3 by 10.7 % and in Pomona by 44.76%.[ii] A significant decrease in funding for homeless programs paralleled the increase in homelessness in Pomona, realizing a 25% decrease in dedicated funding. Pomona also noted a significant gap between needed beds and beds available for the homeless.

## Homeless Summit

Communities, neighborhoods and businesses all felt the impact of the increase in homelessness, as the City tried to balance the needs of those on the streets with the needs of other community members and their property. To answer questions about homelessness and engage the community in finding solutions, the City in partnership with Pomona's Promise, Western University and the Pomona Unified School District, convened the 2015 Community Forum on Homelessness on August 26, 2015. Over 200 stakeholders attended the forum to provide input. The forum resulted in the community identifying four key areas of concern regarding homelessness in Pomona: 1) Insufficient Housing and Shelters; 2) the Provision of Programs, Services and Resources; 3) Community Perceptions; and 4) City Policies. One outcome of this summit was to bring together an ad hoc Homeless Advisory Committee (HAC) to research these issues and develop recommendations for strategies to address homelessness.

## Homeless Advisory Committee

The Homeless Advisory Committee (HAC) was convened under the umbrella of Pomona's Promise, a collective impact approach to addressing issues of concern within the Pomona community. Under Pomona's Promise five areas of public concern were identified, including: academic success, economic development, health, public safety, and community engagement. [iii] The issue of homelessness was placed under the health or Healthy in Pomona initiative and therefore the HAC was formed under its leadership. The end result of this ad hoc committee was to recommend strategies to address homelessness within Pomona and to present these strategies to Pomona's City Council for consideration and guidance or adoption. The first HAC meeting was held in November 2015 and represented many stakeholders including residents, business owners, community and faith based organizations, educational institutions, public agencies and elected officials.

## HAC Working Groups

The HAC strategic planning process required the development of various working groups within the Homeless Advisory Committee (HAC). These working groups covered the areas of concern identified at the 2015 Community Forum: 1) Housing and Facilities; 2) Programs, Services and Resources; 3) Community Perceptions and Public Relations; and 4) Public Policy. Each working group was comprised of various stakeholders including Pomona residents, business owners, community and faith based organizations, homeless services providers, academic institutions, elected official representation, local government and law enforcement. [iv] Each group collaborated to develop a portion of the strategy recommendations by meeting at least once a month as a working group and once a month with the entire HAC. Meeting times allowed for communication of best practices regarding homelessness and design of the strategic plan components. In addition, many groups researched best practices from across the country and some of the groups took field trips to see best practices in action. A new Point in Time Homeless Count was conducted in January 2016 and this data was used by the working groups to inform the recommendations provided.

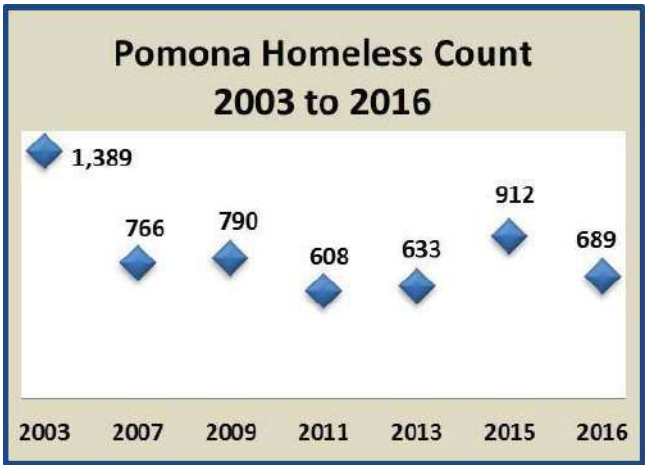
## 2016 Point in Time Count

Since 2007, a biennial Point in Time (PIT) Homeless Count of the homeless has been conducted within the City of Pomona. Requested by the U.S. Department of Housing and Urban Development (HUD), this count is conducted nationally and is locally spearheaded by the Los Angeles Homeless Services Authority (LAHSA). Data analysis of the count is conducted by the University of North Carolina (UNC) and the same methodology is used each year to ensure consistency.

As of January 2016, the PIT Homeless Count became annual, instead of biennial, allowing for more accurate, real time information for county, regional and local planning. The City of Pomona participates in this count with an opt-in status, which means that local volunteers count every street and block within each census tract in teams and count the number of homeless persons, tents, encampments, makeshift shelters, RVs and vans in which people live that they encounter. These enumerations are then submitted to LAHSA where they collect the information and provide a county-wide report on homelessness, giving each opt-in city its own count, as well as providing Service Planning Area (SPA) counts. Annually, LAHSA also includes a demographic review as part of the count.

The Homeless Count seeks to answer key questions about homelessness, including:

- How many people are experiencing homelessness on a given night?
- What are their demographic characteristics?
- Where are they staying?




The 2016 PIT Homeless Count enumerated 689 homeless persons in Pomona; 323 were sheltered and 366 were unsheltered. It is of note that the sheltered count was virtually the same as in 2015, which was 324. This indicates that shelter resources are used to capacity when available. The unsheltered homeless count decreased from the 2015 count by 213, a 36.75% reduction.

The 2016 PIT report informs the recommendations contained within this strategic plan. A copy of the Pomona specific report can be found in the addenda.

## Demographic Information

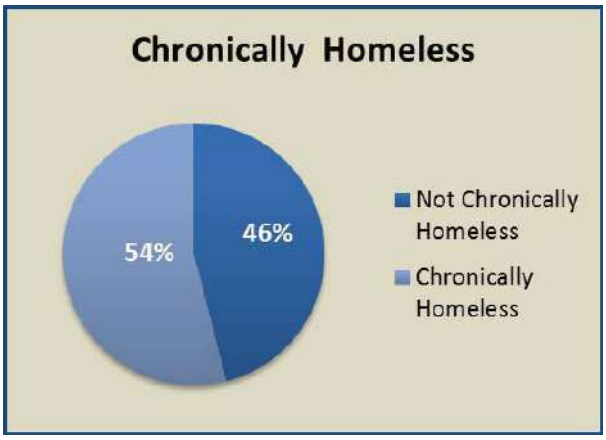
To inform the City's planning, a complete demographic survey was conducted in conjunction with the 2016 PIT Count. The methodology for the survey was created by LAHSA and UNC. The same methodology and survey were used in obtaining the County-wide demographics. Those performing the survey focused directly on those homeless who were not in shelters or transitional housing. Their focused efforts resulted in them surveying 306 of the 366 unsheltered in Pomona. This is statistically significant, resulting in a 95% confidence level in the data and a confidence interval +/- 2.3.

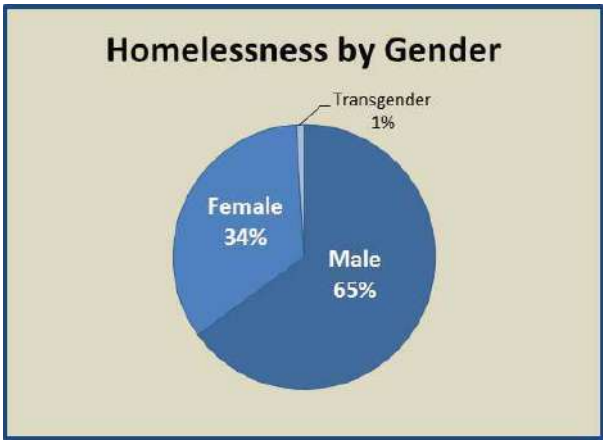
The City demographic survey was conducted between March and April 2016. The volunteers were students from the University of La Verne under the instruction of Professor Jaye Houston and each volunteer underwent training on proper surveying techniques. Pomona residents concerned about homelessness in the City also volunteered to help survey. Volunteers were trained by LAHSA.

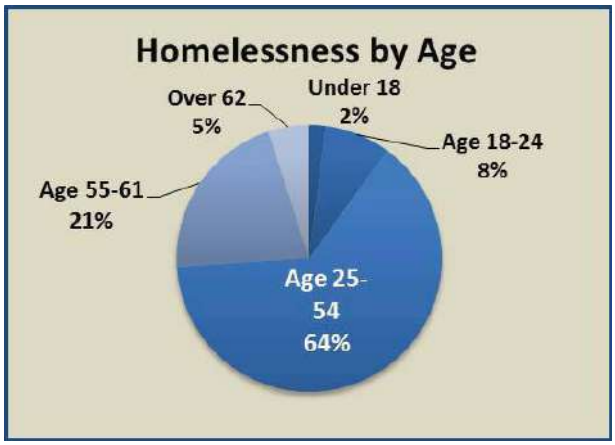
The demographic survey consisted of 33 questions that focused on information such as gender, age, family household size, veteran's status, income/benefits, and homelessness specific data. This data reveals that to significantly address homelessness in Pomona, the majority of services would need to be directed to individual adults, for the most part male, ages 25-61, of whom more than half are "chronically homeless", defined as a homeless individual with a disabling condition who has either been continuously homeless for a year or more OR has had at least four episodes of homelessness in the past three years.

Demographic analysis and reporting was conducted by Joseph F. Cabrera, Ph.D., M.U.P., Assistant Professor of Sociology, University of La Verne. For the detailed demographic results, compared side-by-side with those provided by LAHSA for SPA 3, please refer to the addenda.

The accompanying charts provide a snapshot of the demographics of the unsheltered homeless population in the City of Pomona.

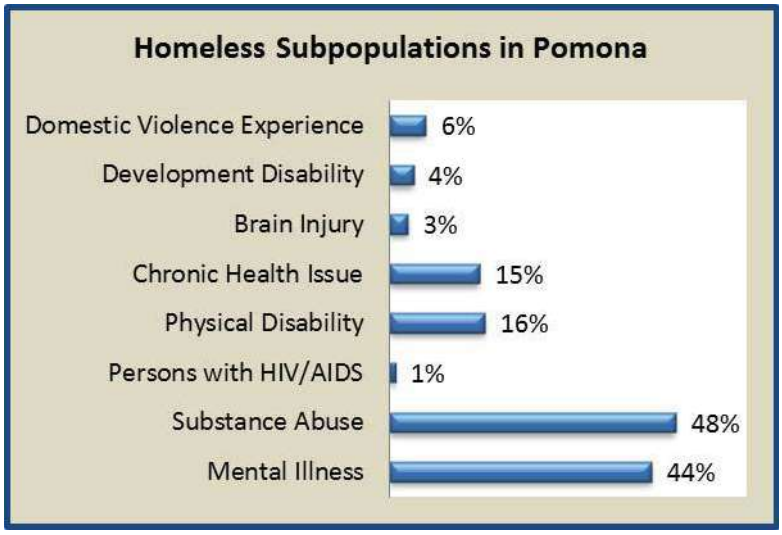


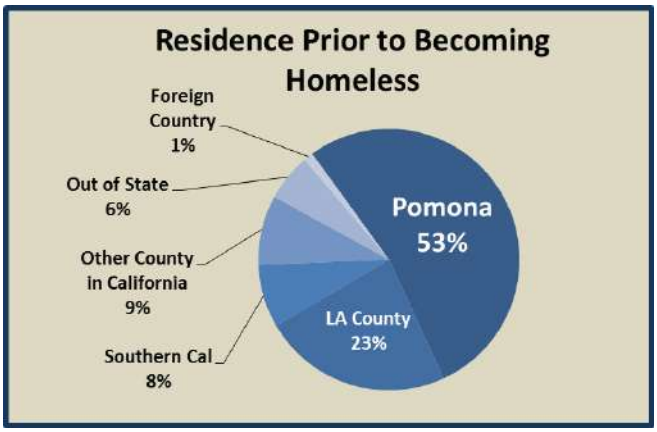



## Homeless Subpopulations

In addition to the basic demographic data, information on subpopulation identification was collected with the survey. This information focuses on what specific concerns the homeless person was dealing with either currently or historically, such as, mental health issues, domestic violence, addiction and/or other health concerns. As with all of the demographic data collected, this information is self-reported by those experiencing homelessness.



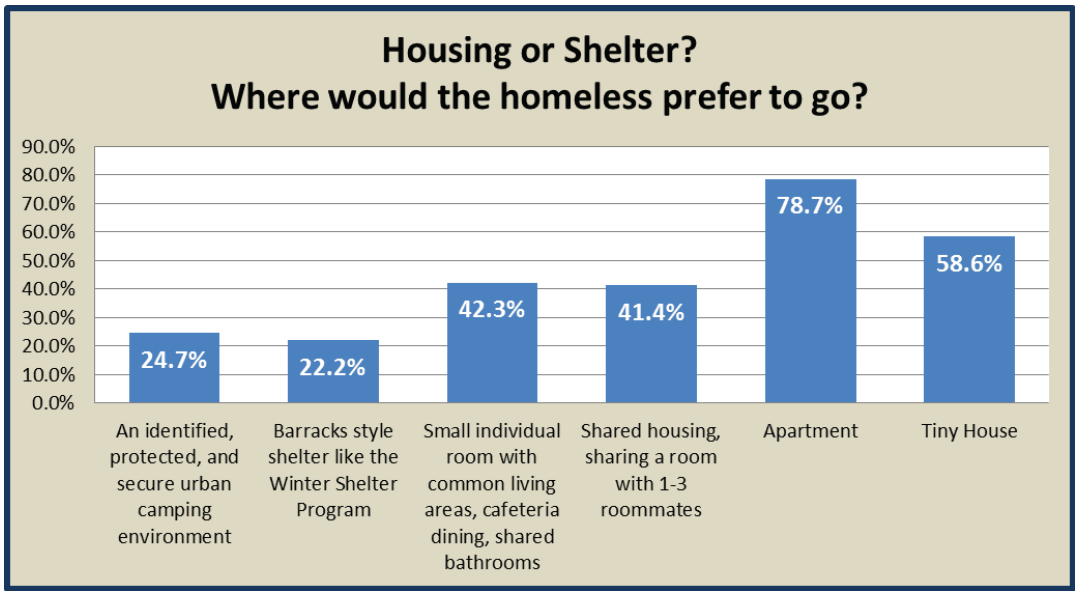




## Where Did They Come From?

One of the primary questions that Pomona community residents ask is "Where did the homeless come from?" When the demographic survey was conducted, this question was asked of over 250 unsheltered persons. The results were consistent with prior surveys that more than half of Pomona's homeless report ties to Pomona and of those who have ties, the average length of being a resident was 17 years.

## Where Would the Homeless Prefer to Go When Exiting the Streets?

When asked "If some sort of shelter or housing were available to you today, would you be willing to move from the streets?", the answers showed the majority would accept housing options.



## Corporation for Supportive Housing Pomona Homeless System Analysis

As part of the strategic plan development process, the City retained the Corporation for Supportive Housing (CSH) to produce an analytical report on Pomona's homeless system. CSH has supported communities across the nation in addressing specific issues related to homelessness at the local level, through technical assistance, trainings and tailored products such as the homeless system flow map contained in the Pomona System Analysis Report.

Corporation for Supportive Housing focuses on supportive housing solutions and, as the name suggests, has a solid understanding of the role of supportive housing in resolving homelessness. Within their analysis, CSH reviewed the shelters and housing options currently available to Pomona's homeless and built upon that for the recommendations included in the report.

The report provides information to support an effective housing interventions framework to address homelessness within Pomona. Activities conducted to generate the report included community data analysis, document review, and research. Report elements include an examination of the City's homelessness and system interventions, identification of the strengths which can be built upon, areas for growth, specific recommendations, and action steps to build and strengthen Pomona's homeless intervention system.

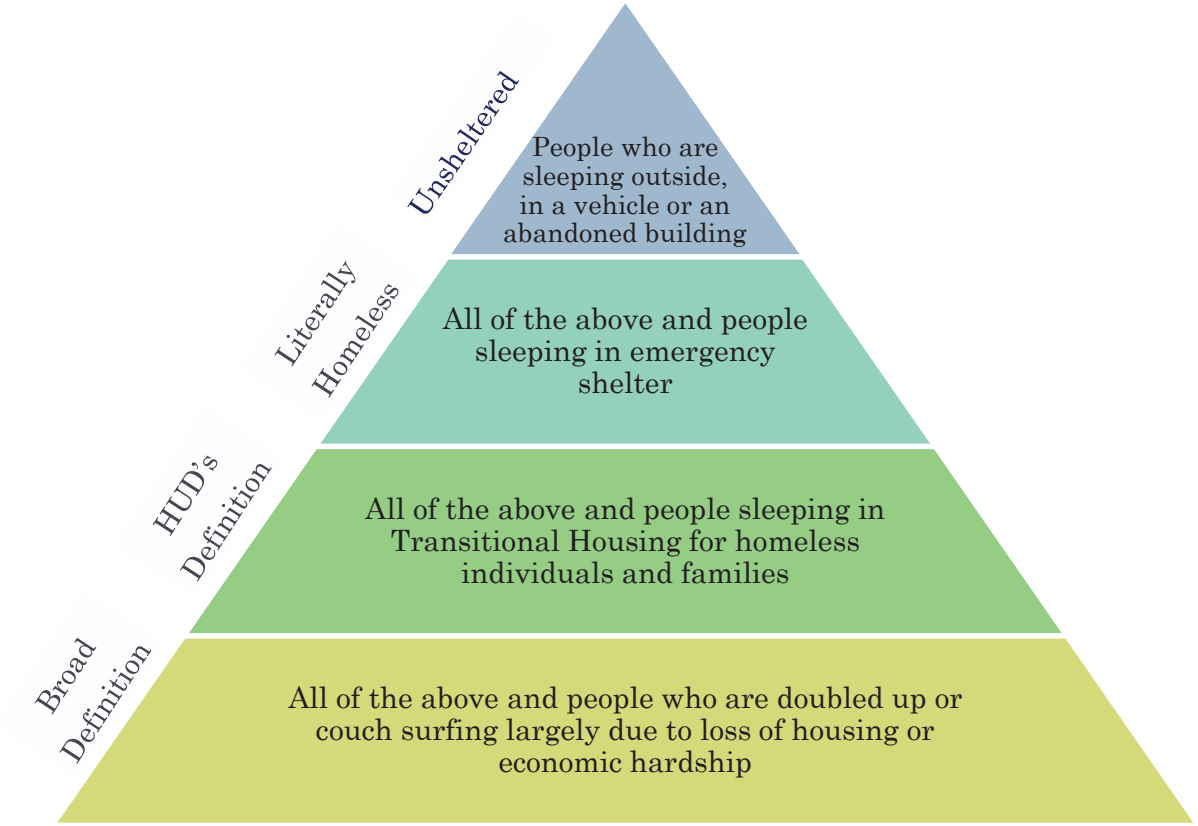
The Homeless Systems Map contained within the report provided key information. First, it showed that the Pomona Homeless Outreach Team is the most effective tool we have in housing the unsheltered homeless, with a 78% success rate in permanent housing placement at outcome of service. Second, it showed the importance of data collection to enhance the ability to review the system of service. And finally, it showed that many of the agencies working in Pomona that serve homeless clients, do not submit service data to the Homeless Management Information System (HMIS) provided by LAHSA and therefore it is difficult to ascertain the effectiveness of their service provision.

Specific recommendations resulting from Corporation for Supportive Housing Analysis include:

- Operationalize Housing First
- Create a homeless program dashboard report
- Ensure that agencies are performing exit interviews and that data is reported into the LAHSA's Homeless Management Information System (HMIS) to ensure accurate and reliable data is gathered to be used in service review and planning.
- Bring shelter diversion services to shelters and embed such services in outreach teams
- Ensure accessible housing search services
- Convert transitional housing to permanent supportive housing
- Increase supply of permanent housing
- Strengthen support for those exiting health care and criminal justice institutions

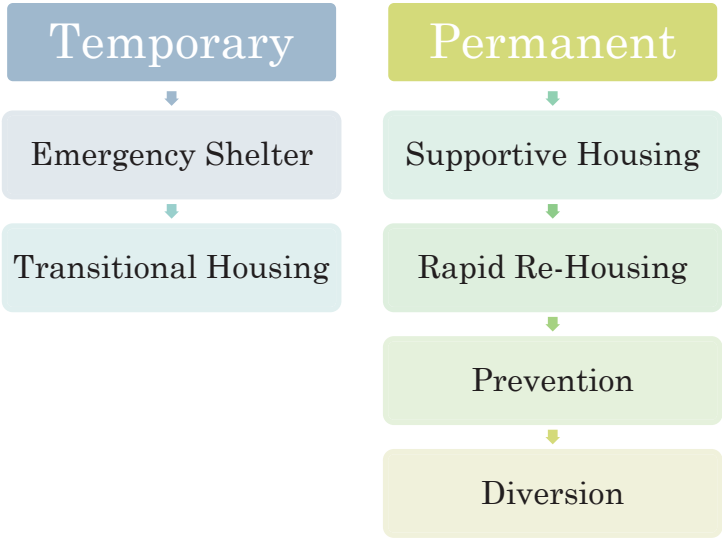
The CSH report provides key recommendations that have informed the development of the City of Pomona's strategic plan. The full CSH report can be found on the City of Pomona website under Homeless Resources and Information.

# CORPORATION FOR SUPPORTIVE HOUSING
## DEFINING HOMELESSNESS AND HOUSING INTERVENTIONS




*Defining Homelessness*

*Housing Interventions*



## Crisis Response: The Foundation of a Community Solution to Homelessness

On September 12, 2016, the Pomona City Council declared a "shelter crisis", finding that a significant number of persons within the City's jurisdiction are without the ability to obtain shelter, and that the situation has resulted in a threat to the health and safety of such persons and in many cases to the community at large. In addition to the human crisis, the absence of sufficient shelter spaces has significantly impeded the ability to legally address the impact of public space encampments, as well as other community quality of life issues. In reply to such a declaration, it is imperative that the City create a crisis response, in coordination with a long-term plan that focuses on a community solution to homelessness.

Shelters, street outreach, and other crisis intervention services are the front-lines of any community's response to homelessness and assisting the unsheltered. These crisis interventions serve a critical function in helping people meet basic survival needs like shelter, food, clothing, and personal hygiene, and are often the first form of a compassionate response. Within this response, emergency shelter and stabilization services are readily available to provide immediate safety and address crisis needs. Stabilization services may include access to public benefit programs, employment services, reunification services, and/or health care, including substance use and mental health services.

But homelessness is only truly ended for people when they obtain and maintain stable housing. To be effective in addressing homelessness the City must make a shift from a set of *homeless services* that only ameliorate the immediate crisis of homelessness to a *crisis response system* that can help prevent and resolve it.

In an effective crisis response system, all outreach providers within the City would coordinate with one another to ensure full community coverage, connect people to coordinated assessment and emergency services, and work as part of a system that is focused on connecting people to stable housing.

A homeless crisis response system, as defined by the United States Interagency Council on Homelessness, is "an overall system that involves the coordination and reorientation of programs and services to a Housing First approach, and emphasizes rapid connection to permanent housing, while also mitigating the negative and traumatic effects of homelessness."

Housing First is a proven approach in which people experiencing homelessness are provided with permanent housing directly and with few to no treatment preconditions, behavioral contingencies, or barriers. It is based on overwhelming evidence that all people experiencing homelessness can achieve stability in permanent housing, regardless of their service needs or challenges, if provided with appropriate levels of services.

In many ways, to be successful in Housing First, a crisis response system must be in place to help those who are unsheltered in Pomona – find a way home.

# CITY OF POMONA SOLUTIONS FOR POMONA'S HOMELESS

*GOAL A:*

*REDUCE THE NUMBER OF POMONA'S UNSHELTERED HOMELESS*

## GOAL A: REDUCE THE NUMBER OF POMONA'S UNSHELTERED HOMELESS

### STRATEGY A1: ESTABLISH YEAR-ROUND SHELTER(S) ABLE TO PROVIDE FOR MULTIPLE SUBPOPULATIONS

*"Housing and shelter is the #1 priority. The shelter needs to be safe, especially for women and children. Care services are needed for the disabled and mentally ill." - Interview with homeless person*

## DESCRIPTION

The research of the HAC's Housing and Facilities Workgroup, and the Programs, Resources and Services Workgroup, identified a major gap: Pomona's lack of emergency shelter, crisis housing and motel vouchers. A year-round emergency shelter, in coordination with a centralized service center, would provide homeless persons with a transitioning place to live, an alternative to living on the streets while finding "A Way Home". Because of the unique needs of homeless subpopulations, the type of year-round shelter or services needed may vary.

Homeless subpopulations include: singles, families, couples, youth, and persons with special needs. Once the City has provided a sufficient number of shelter beds for the number of homeless persons estimated in the Point in Time Count as "unsheltered", it can enforce a "not here, but there" expectation because there will be a viable option to living in places not meant for human habitation. At the time of this report, the estimated number of unsheltered homeless persons is 366,[v] with most of that population being individual adults.

Some of the most vulnerable people living on the streets, and those who have the greatest impact on the broader community, are persons living with substance abuse addiction, mental illness or in the case of co-disorders, both. Those who suffer from addiction and/or mental illness are more likely to heal and attain mental wellness and sobriety when they are in a stable living situation. And although "Housing First" is always the preferred option, some homeless individuals express the inability to make that type of commitment. By providing low-barrier emergency shelter, or bridge housing, as an immediate option for those not ready, the homeless can find support to address housing barriers in a safe and secure environment. And with shelter available, the community will find relief from the impacts of people who are living with these illnesses in the parks, streets and other public spaces.

Many cities have been successful in developing this type of "bridge housing" to focus resources in a directed way. The most effective programs begin with ensuring that participants are focused on the outcome of their stay from day one. Whether it is to live in a home of their own, seek a place of recovery, or find a way to their home place of origin, focusing on an exit strategy from homelessness, in a reduced time frame, should be the goal. It is hoped that those developing emergency shelter solutions would keep this in mind when creating a program. It is also emphasized that a coordinated collaboration of resources and services is the most effective way to assist those who may have multiple barriers to accessing housing.

**Centralized Services**

To meet the myriad of needs of those without homes, an emergency shelter would ideally provide 24-hour access to a place to sleep, daily meals, restrooms, showers, laundry service, storage and housing and support services, all in a safe, sanitary and secure environment.

Ideally a shelter site would also have access to coordinated and collaborative services that assist program participants in meeting their exit strategies to more permanent and stabilized places.

In addition, it is estimated that 5-10% of people experiencing homelessness have pets.[vi] These animals are also homeless. Pets provide security and comfort to their guardians. Many pet guardians will not go into shelter if their pets cannot go with them. Since few housing options accommodate pets, they are often cited as a reason that a homeless person will not go into housing or shelter. Often homeless persons refer to their pet as a service animal, but few are certified as such. Last year, the Pomona Winter Shelter and Operation Warm Heart allowed small pets in the shelter. This worked well without issue. In fact, the participating homeless community seemed to adopt and help take responsibility for watching and caring for these pets. Thus, it is recommended that any shelter developed in Pomona consider providing for pets through a kennel and day area.[vii]

Ultimately, the shelters developed will need to provide for the needs of multiple populations and various barrier levels.

**City-Sponsored Shelter**

To ensure that City resources are allocated to specifically address Pomona's homeless population; any emergency shelter sponsored by the City of Pomona will, as part of its protocol, establish a priority for those meeting the Pomona Residency Criterion for Homeless Services, as described in Strategy D1 on page 72. Those not meeting the criteria will be directed to LA County's Coordinated Entry System, other county resources or to resources found in their city of prior residency.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| A.1.1. | Promote SB2 compliance and implementation. |
| A.1.2. | Identify quality emergency shelter operator(s) with proven success to implement program site(s). |
| A.1.3. | Shelter participants must demonstrate that they meet Pomona residency standards to utilize City of Pomona administered homeless program resources. (Strategy D1) |
| A.1.4. | Shelters should provide individualized active engagement, case management, and supportive services. |
| A.1.5. | For rapid implementation, and to accommodate those who would have difficulty transitioning to an indoor setting, consider open or outdoor shelter options. |
| A.1.6. | Design a program that can be entered during the nighttime and on weekends including drop-off by Police as appropriate diversion from jail or staying on the street and by the Pomona Homeless Outreach Program staff. |
| A.1.7. | Design the shelter program to implement components of a Housing First approach, which include: 1) linkage with rapid re-housing and permanent supportive housing and 2) incorporation of shelter diversion and maximum lengths of stay. |
| A.1.8. | Include a kennel and day area for pets. Include a "good pet owner" policy and active participation in pet and kennel care while on site. |
| A.1.9. | Consider homeless subpopulation types for appropriate shelter design. Designate enough shelter beds to meet the needs by subpopulation, including: 1) high-tolerance (mental health and substance abuse); 2) single men; 3) single women; 4) couples and multiple adult households; and 5) families with children. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Reduction in the number of unsheltered homeless in future Point in Time (PIT) count.
- ✓ Secure one or more locations that can accommodate the identified target populations utilizing the SB 2 Overlay Zone guidelines as approved by Council for the maximum number of individuals per site.
- ✓ Successful emergency housing stays shall last no more than 90 days per homeless individual and should result in a "Housing First" outcome.
- ✓ Reduction in City costs of City services focused on responding to "negative community impact" activities surrounding the unsheltered homeless.
- ✓ The first shelter area shall be established within 24 months from the date the Pomona strategic plan is adopted.

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Facility development costs
- Sustainable operating funds
- Materials, Supplies and Equipment

**Funding:**

- Collaborative effort with nonprofit partners to seek capital funding from all potential funding sources, both private and public. Funding sources could include monies from cities, counties, the state and federal government, and other public and private agencies
- Dedicated homeless solutions tax
- Pomona Community Foundation: Designated Homeless Solutions Fund
- State Emergency Solutions Grant
- National Pet Council Society of Welfare Administrators
- Society of Animal Welfare fundraising tools and grant sources
- Home Depot Foundation/Lowe's Foundation
- Spectra Company
- Enterprise Community Foundation

## PRIORITY AND TIMEFRAME

- Urgent priority
- First year-round shelter established within 12 months

## IMPLEMENTATION LEAD

- Community or Faith-based organization, City of Pomona Neighborhood Services Department and Development Services Department

## POTENTIAL COLLABORATING PARTNERS

- Collaborative non-profit development partner with a national presence and/or experience in shelter development
- Buddhist Tzu Chi Foundation
- LAHSA/Los Angeles County Departments
- Western University has a Pet Health Center and a mobile pet clinic
- Banfield Pet Hospital
- My Dog Eats First

## STRATEGY A2: SUPPORT AND ENCOURAGE THE DEVELOPMENT OF AFFORDABLE and SUPPORTIVE HOUSING ACROSS THE SPECTRUM OF, AND PROPORTIONATE TO, THE NEED BY HOUSEHOLD TYPES

*Housing First – The community has an urgent need for housing, permanent for the general homeless population and permanent supportive for the chronically homeless.*
*- PRS Work Group*

## DESCRIPTION

The most obvious solution to helping people who are without housing is... housing. In 2016, there were 1,707 affordable rental housing units identified within the City of Pomona. Of those, more than half, 951 are dedicated to senior households ages 55-62+, 656 are available to lower income families without special needs and 100 were specifically built to house those with special needs. Seniors make up only 5% of the unsheltered homeless population and most affordable housing units have a waiting list indicating 100% capacity. It would be reasonable to conclude that new affordable housing options would need to be developed to meet the needs of those who do not have housing at this time.

In addition, although rental assistance programs are available through some services providers and through the Pomona Housing Authority, there is a lack of available rental units to utilize these valuable resources.

**The Housing First Model**

Whether building new affordable housing units or providing rental assistance to access the current stock of rental housing, the City of Pomona promotes a Housing First approach to solving homelessness.

"Housing First", or rapid re-housing, is an alternative to the current system of emergency shelter and transitional housing, that tends to prolong the length of time that families and individuals remain homeless. Housing First is premised on the belief that vulnerable and at-risk homeless people are more responsive to interventions and support services after they are in their own housing, rather than while living in temporary places. With permanent housing, these families can begin to regain the self-confidence and control over their lives that they lost when they became homeless.

Designed to empower participants and foster self-reliance, the Housing First model:

- provides crisis intervention services to address immediate needs, while simultaneously assisting families to develop permanent housing and social service plans;
- helps homeless families move into affordable rental housing in residential neighborhoods as quickly as possible, most often with their own lease agreements;
- provides six months to one year of individualized, home-based social services support "after the move" to help each family transition to stability.

The combination of housing choice, assisted relocation services and home-based case management enables homeless households to break the cycle of homelessness and move forward with stability and purpose.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| A.2.1. | The City and its partners assist homeless households in accessing and sustaining permanent affordable rental housing in residential neighborhoods as quickly as possible with a focus on those meeting the Pomona residency criteria. |
| A.2.2. | Support the development of quality, affordable rental housing. Such developments should reflect the style of the surrounding neighborhood and be operated by a proven property management team. |
| A.2.3. | Ensure that newly developed affordable rental housing projects have marketing plans that reflect a plan to focus on accessing Pomona residents. |
| A.2.4. | Identify blighted, troubled or bank owned multifamily housing to support conversion to attractive and well-managed affordable housing and permanent supportive housing operated by experienced affordable housing operators. |
| A.2.5. | Craft a standard lease agreement in which conditions for being in housing would be the same for all residents.[viii] |
| A.2.6. | Establish a clear correlation between Pomona's Regional Housing Needs Assessment (RHNA) requirement and the development of affordable housing for all income levels including extremely low, very low, low, and moderate. |
| A.2.7. | Engage landlords and property managers to offer and/or sustain affordable housing options in the City. Establish landlord incentives to assist with: preparing units to meet Housing Quality Standards inspections, extraordinary repairs needed when a unit is vacated, security deposits, utility turn-on, or to help hold a unit for an identified homeless household.[ix] |
| A.2.8. | Identify housing needs by sub-population type and create a sound, community compatible plan, with the input of all stakeholders, to further the development of housing to fill the identified housing gaps. |
| A.2.9. | Incentivize landlords to accept pets and provide flex funds to help with pet deposits. |
| A.2.10. | Utilize available funding to address substandard housing where possible and continue to provide Housing Quality Standard inspections on all units assisted through the Pomona Housing Authority. |
| A.2.11. | Promote a "pets allowed" design when new affordable housing projects are being approved through the Planning process. |
| A.2.12. | Implement a 25% set-aside of available vouchers to be used by homeless households, meeting Pomona homeless residency criteria, who are currently on the Pomona Housing Authority Waiting List. |
| A.2.13. | Create a dedicated Task Force on Affordable Housing Development for the Homeless comprised of City of Pomona, Residents, Pomona Continuum of Care Coalition and Pomona's Promise, and affordable housing developers/advocates. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Reduction in the number of unsheltered homeless in future Point in Time (PIT) counts
- ✓ Increase in number of affordable housing units within the City
- ✓ Increase in number of permanent supportive housing units

## POTENTIAL COSTS AND FUNDING SOURCE

**Costs:**

- Costs associated with enforcing building codes and performing Housing Quality Standards inspections
- Costs associated with acting against property owners that have nuisance and problematic properties

**Funding:**

- Los Angeles County Community Development Commission
- United Way Funders Collaborative
- State of California Housing and Community Development Funds
- Former RDA Set-aside Funds
- Development fees
- HUD Continuum of Care grants
- HUD Bonus funds for supportive housing
- Court and penalty fees from successful court actions against nuisance properties

## PRIORITY AND TIMEFRAME

- Medium priority
- Develop an affordable housing plan within 24-36 months of plan adoption

## IMPLEMENTATION LEAD

- City of Pomona Neighborhood Services Department and Development Services Department

## POTENTIAL COLLABORATING PARTNERS

- Quality Affordable Housing Developers
- A Community of Friends
- Clifford Beers
- LINK Housing
- Jubilee Housing
- Community Housing Development Organizations (CHDO) Partners
- Task Force on Affordable Housing Development for the Homeless
- Tri City Mental Health Center

## STRATEGY A3: INCREASE INCOMES for SELF-SUFFICIENCY and HOUSING SUSTAINABILITY

*"A social enterprise is an organization or initiative that marries the social mission of a non-profit or government program with the market-driven approach of a business."*
*- Social Enterprise Alliance*

## DESCRIPTION

Sustaining permanent housing can be challenging for anyone going through difficult times. This is compounded when people have been out of the workforce for any length of time. Some homeless people have employment or benefits income that is simply not enough to get into or maintain housing.

A focus on providing opportunities to increase income is essential to permanently move from homelessness to housed. Employment, assistance with benefits attainment, social enterprise, increased entrepreneurial and educational opportunities, micro loans, and internships, are all options for helping those who need to increase their income.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| A.3.1. | Include an Income Opportunities (IO) office in the Centralized Service Center (See Strategy B1). The IO shall have both employment and benefits specialists. Partner with benefits organizations such as the Department of Social Services, Social Security, and benefits advocacy organizations for the benefits segment. Partner with employment organizations such as America's Job Center of California, Employment Development Department, DPSS' GAIN, GROW and CalWORKs programs, VA Employment Services, Department of Rehabilitation, Chrysalis, temporary employment agencies, Goodwill, the Small Business Association, the Chamber of Commerce, City of Pomona Human Resources, private companies' human resources, County human resources and micro loan nonprofits to staff the employment desk. |
| A.3.2. | Link the IO office to local service providers to support their homeless clients. |
| A.3.3. | Develop a targeted recruitment and hiring process to assist homeless people in accessing County, City and local employers' jobs. |
| A.3.4. | Engage local businesses in a "Rising Tides" campaign to provide legitimate employment opportunities to the homeless. |
| A.3.5. | Link the benefits arm of the Centralized Service Center (CSC to the Countywide SSI Advocacy program[x] established as part of the LA County Strategies to Combat Homelessness. |
| A.3.6. | Work with agencies with a mission to develop innovative jobs programs. |
| A.3.7. | Focus in the areas of job training with placement, entrepreneurship, mentorship, and micro-loans. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Before and after income levels of program participants.
- ✓ Increased percentage of employed or benefits attaining homeless households.
- ✓ Functional network of benefit attainment specialists located at CSC.

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Development of office space
- Office equipment and furniture
- Staff
- Supplies and Materials
- Outreach

**Funding:**

- Department of Labor
- Employment Foundations
- National Foundations of local businesses (Target, Walmart, etc.)
- Home Depot Foundation
- Lowe's Foundations
- In-kind outreach provided by local service providers

## PRIORITY AND TIMEFRAME

- Medium priority
- Operational pathway to benefits/employment assistance within 24-36 months

## IMPLEMENTATION LEAD

- County Collaboration Board
- City of Pomona Homeless Services Unit working with America's Job Center and DPSS Collaboration Team

## POTENTIAL COLLABORATING PARTNERS

- America's Job Center
- Department of Public Social Services
- Social Security Administration
- U.S. Department of Labor
- U.S. Department of Commerce
- City of Pomona Human Resources
- Chrysalis
- Progressive Employment
- Community Builders
- Kingdom Foundation
- JobPremium

## STRATEGY A4: STRENGTHEN, EXPAND AND SUPPORT THE POMONA HOMELESS OUTREACH PROGRAM

### DESCRIPTION

The Pomona Homeless Outreach Team currently consists of four outreach workers, 1) one Substance Abuse Case Manager, 2) one Homeless Management Information Services (HMIS) Specialist, 3) one Homeless Families Specialist, and 4) one Program Supervisor. The City of Pomona Homeless Services Coordinator joins the team out in the field. A Code Compliance Homeless Liaison complements the Outreach Team in the field. The program is open Monday through Thursday 8:00 a.m. - 5:00 p.m. and Friday 7:00 a.m. – 3:30 p.m. The Outreach Program has been highly effective. In the 2015 – 2016 program year, the Pomona Homeless Outreach assisted 439 homeless people in the City of Pomona [xi] and CSH reported their effectiveness with a 78% success rate in placing homeless households in permanent housing. But even with such success there is room for improvement.

Assistance for homeless people is needed on nights and weekends, but the Outreach Program is not staffed or funded sufficiently to cover these days and hours. For a person or household in crisis, being open to the opportunity for change and a new life is not confined to Monday – Friday daytime hours. Police officers encounter homeless people at all hours of the day and night, some of whom ask for assistance.

Of the unsheltered homeless population, in Pomona, 44% report having a mental illness, 48% substance addiction, 16% have a disability and 15% have chronic health issues. [xii] Engaging people with these complex challenges requires a special expertise. By enhancing the Outreach Team with specialists and professionals in these fields, the team could more effectively assist people with these challenges.

### ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| A.4.1. | Enhance the success of the Pomona Homeless Outreach Program; expand the Team to include a professional mental health and health outreach worker. |
| A.4.2. | Create a direct linkage between Tri-City Mental Health, the Homeless Services Coordinator, the Pomona Homeless Outreach Team, and when necessary, the Pomona Police Department to quickly respond, link, and house homeless persons with potential mental health challenges. |
| A.4.3. | Implement crisis response system, coordinating all outreach efforts of agencies located within the City of Pomona to enhance efforts to reach the unsheltered homeless population. |
| A.4.4. | Expand the Outreach Team staffing to cover evenings and weekends. |
| A.4.5. | Strengthen linkages between the Outreach Team, Code Compliance and the Police Department. |
| A.4.6. | Provide the Homeless Outreach Team with a wheelchair accessible van to enhance outreach efforts to those homeless individuals with mobility limitations. |
| A.4.7. | House the Outreach Team at the site of the Centralized Service Center (CSC) for better and more streamlined service coordination. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Number of homeless persons entering Outreach Program during evening and weekend hours
- ✓ Police Department reports successful alternatives to incarceration during the week and on evenings and weekends
- ✓ Increased number of subpopulation successfully housed in direct correlation to crisis response system and coordinated outreach services.

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Additional non-City staff salaries and benefits
- Cost of van
- Cost of subpopulation specialists

**Funding:**

- Kaiser Permanente Foundation
- Molina Healthcare
- Transportation Foundations
- Foundations and Government grants with a mission in fields of subpopulations

## PRIORITY AND TIMEFRAME

- Medium priority
- Core activities to occur within 24-36 months

## IMPLEMENTATION LEAD

- City of Pomona Homeless Services Unit
- Pomona Homeless Outreach Team

## POTENTIAL COLLABORATING PARTNERS

- Los Angeles Homeless Services Authority (LAHSA) Emergency Response Team
- Tri-City Mental Health Intensive Outreach and Engagement Team
- Los Angeles Coordinated Entry System Union Station and Volunteers of America of Greater Los Angeles
- Prototypes
- American Recovery
- Pomona Community Health Center
- East Valley Community Health Center
- Pomona Police Department
- Code Compliance
- Other Substance Abuse, Mental Health and Healthcare Providers

# CITY OF POMONA SOLUTIONS FOR POMONA'S HOMELESS

*GOAL B*

*REDUCE NEGATIVE IMPACTS ON COMMUNITY NEIGHBORHOODS AND PUBLIC SPACES THROUGH THE COORDINATION OF SERVICES*

## GOAL B REDUCE NEGATIVE IMPACTS ON COMMUNITY NEIGHBORHOODS AND PUBLIC SPACES THROUGH THE COORDINATION OF SERVICES

### STRATEGY B1: ESTABLISH A SERVICE CENTER FOR CENTRALIZATION AND COORDINATION OF SERVICES

## DESCRIPTION

Whether living in housing or experiencing homelessness, people have the same basic needs: water to drink, a shower and restroom, a place to sleep, respite from the heat and cold, food, clothing, and healthcare. These are fundamental needs. Data obtained from neighborhood residents and business interviews show that, for the most part, the homeless come to them wanting something to drink or eat. One resident witnessed a few homeless people go through the trash to get cups and fill them with water; another witnessed a homeless man retrieving thrown away food. Many would welcome a service center where they can get something to drink or eat without going to such measures. A service center would provide a humane way to meet basic needs of the homeless, while alleviating the impact felt by neighborhoods when these basic needs are sought after in public places.

What exists now for the homeless of Pomona is very sparse. There are two places, one in Pomona and the other in Claremont, where homeless persons can take showers. Another program assists the homeless by helping them access a laundromat. There is limited availability of public restroom facilities and these are not sufficient to meet the need.

In addition to meeting these basic needs, a Centralized Service Center (CSC), working in collaboration with an emergency shelter site, could be a hub for connection to other services needed by those finding "A Way Home". A CSC could provide an opportunity to bring together core services needed to break barriers to obtaining housing, including mental health and addiction services, medical intervention, benefits attainment, housing navigation, legal assistance and basic case management. Educational institutions like Western University could use a site like this so their students, who are working on organizing an inter-professional student run health clinic, would have an ideal location to assist those most in need.

The CSC could also provide a location for special events for the homeless, community partner meetings, Pomona Continuum of Care Coalition meetings, a guest desk for service providers bringing their services directly to the homeless, and a place for community members to volunteer or drop off needed donations.

But more importantly, a CSC would provide a coordination of services in one place so that the homeless, who often don't have transportation, could receive the help they need in a timely way, to increase the likelihood of success in helping themselves towards home. It would also reduce duplication of services and effort, creating a more efficient use of precious resources which are already available with the City, however, without centralized access.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| B.1.1. | Develop a Centralized Service Center (CSC) for the homeless of Pomona. |
| B.1.2. | Create a core service collaboration that includes: engagement/case management, health services, mental health services, benefits attainment and housing navigation. |
| B.1.3. | Design the CSC with a waiting area and space where distribution lines will be contained within the building site, minimizing the impact on surrounding properties. |
| B.1.4. | Utilize the Collective Impact approach as well as evidence-based solutions (utilizing research, standards, and best practices) to organize, inform, and deliver Programs, Services, and Resources (PSR) for the homeless within the CSC. |
| B.1.5. | Provide pet services, a kennel and day space for pets. Outline rules and regulations regarding use of this pet service. |
| B.1.6. | Partner with employment, legal aid, benefits assistance, basic needs, mental health support, substance abuse support groups, medical and dental care providers, and faith groups homeless outreach and assistance programs, including but not limited to: America's Job Center satellite, Homeless Court, DPSS, Social Security Administration, TriCity Mental Health, Western University, Pomona Community Clinics, Department of Public Health, East Valley Community Health Center, Buddhist Tzu Chi, Lions Gate Ministries, Laundry Love[xiii], Glenn Todd Culinary Job Training and Meal service, Helping Hands Caring Hearts, Angels Who Care, Public Defender, and the Salvation Army, Pomona Homeless Outreach Program. |
| B.1.7. | Partner with local universities and PUSD for special classes, training and community service opportunities for students. |
| B.1.8. | Provide for restrooms and showers, storage lockers, laundry facilities for, a location to expand and support the work of the Pomona Continuum of Care Coalition by providing a location for meetings, and the provision of service and special events such as Project Connect., Portable and Mobile Medical and Dental Services[xiv]. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Residents at Neighborhood Watch Meetings report reduced negative impact in neighborhoods and public spaces (parks, civic plaza, open space)
- ✓ Code Enforcement, the Police Department and Community Services report reduced encounters with unauthorized distribution programs and prompt redirect to the Center
- ✓ Homeless population reports availability of showers, restrooms, laundry services
- ✓ Service Providers report on number of homeless persons linked to services
- ✓ Reduction in City costs of City services focused on responding to "negative community impact" activities surrounding the unsheltered homeless.
- ✓ Improved neighborhood conditions throughout Pomona

## POTENTIAL COSTS AND FUNDING SOURCES

**Cost:**

- Site Control (land/building purchase or lease)
- Building predevelopment, development and operations
- Staffing
- Materials, equipment, supplies and printing

**Funding and In-kind:**

- Former RDA Set Aside Funds
- Community Development Block Grant
- Funds raised through "Positive Change Not Spare Change" campaign (Strategy B9)
- Buddhist Tzu Chi Foundation
- Federal Agencies (HHS, SAMSHA, HUD, USDA)
- Mental Health Services Act (MHSA) funds
- Foundations (Weingart, Hilton, Ahmanson, California Wellness, Kellogg etc)
- Major Donor and Capital Campaign
- Faith groups "All In!" volunteer and donation program
- Community service groups
- Pets of the Homeless
- Home Depot
- Sinclair paints
- Modular/temporary building in-kind or discount
- Todd Construction
- Spectra Company
- Helping Hands Caring Hearts

## PRIORITY AND TIMEFRAME

- Urgent priority
- Temporary facilities in place within 6 months
- Development phase and core services within 12-24 months

## IMPLEMENTATION LEAD

- City of Pomona Neighborhood Services, Planning Division and Community Development

## POTENTIAL COLLABORATING PARTNERS

- Tri City Mental Health
- LA County District Attorney
- East Valley Community Health Clinics
- Western University
- Buddhist Tzu Chi Foundation
- Laundry Love
- Volunteers of America
- America's Job Center of California
- Pomona Continuum of Care Coalition
- Inland Valley Humane Society and SPCA
- Urban Mission Open Table Community Dinner
- Pomona Valley Christian Center
- LA County Department of Probation

## STRATEGY B2: ESTABLISH A COMMUNAL KITCHEN FOR THE PROVISION OF FOOD SERVICES TO THE HOMELESS

"Food distribution in these places (a centralized community kitchen) would take these activities away from residential neighborhoods and from the downtown area" - Resident T.M.

## DESCRIPTION

Food is provided throughout the day, every day of the week in Pomona, through churches, schools, and food banks. In addition to that, many groups come to Pomona to provide even more food, clothing and other basic needs. Generally, the provision of food in locations and at facilities that are not designed to specifically provide large communal meals, tends to have the unintended consequence of negatively impacting the space and the surrounding neighborhoods. This type of uncoordinated food provision can also lead to health and safety concerns regarding food preparation, distribution and disposal.

The development of a communal kitchen for feeding the homeless, located near the CSC (Strategy B1), is highly recommended to address this challenge. Two local programs demonstrate how food distribution can operate smoothly in partnership with community groups; the Pomona Winter Shelter provides well-coordinated scheduled food services, as does the Pomona Valley Christian Center food distribution program. A dedicated communal kitchen could be a key answer to the pressing challenges that food distribution in the community brings. Negative impacts to neighborhoods, parks and places of business, including the Civic Center, have been an ongoing challenge within Pomona. A communal kitchen will provide a centralized and well-managed food availability program and meet a fundamental need.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| B.2.1. | Construction of a communal kitchen with indoor - outdoor eating space, sanitation facilities and a commercial kitchen with both dry and refrigerated food storage |
| B.2.2. | Waiting and food distribution area contained within a well-defined space |
| B.2.3. | Security to provide a safe environment and ensure that people use the facilities and do not loiter in the surrounding areas |
| B.2.4. | A well-coordinated meal plan and schedule |
| B.2.5. | A well-coordinated donation and volunteer program |
| B.2.6. | A job-training program for food services and management |
| B.2.7. | A job-training opportunity for custodial services |
| B.2.8. | Require that food donations meet Food Facility Operators Guidelines for Safe Food Donation published by the LA County Department of Public Health Environmental Health[xv] |

## POTENTIAL PERFORMANCE METRICS

- ✓ Neighborhood Watch groups report reduced negative impact in neighborhoods and parks
- ✓ Code Enforcement, PD and Community Services report reduced encounters with unauthorized distribution programs and promptly redirect to the Communal Kitchen
- ✓ Homeless people report adequate and satisfying daily meals, beverages and snacks
- ✓ List of groups participating in the operation and delivery of food services
- ✓ Reduction in City costs of City services focused on responding to "negative community impact" activities surrounding the unsheltered homeless

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Predevelopment Costs
- Construction and Development
- Equipment and materials
- Staffing, including Site Coordinator

**Funding/Donations:**

- Federal Food and Drug Administration
- W.K. Kellogg Foundation
- Pomona Valley Hospital Medical Center
- Major Donor and Capital Campaign
- Faith groups "All In!" volunteer and donation program
- Community service groups
- Modular / temporary building donations / discount
- Spectra Company
- Todd Construction
- Hotel and Restaurant Foundations
- In-kind labor and materials
- Sweat equity
- Food retail and fast food businesses and foundations

## PRIORITY AND TIMEFRAME

- Urgent priority
- Temporary building, volunteer coordination and food donations within 6 months
- Fully operational program within 12 months

## IMPLEMENTATION LEAD

- City of Pomona Neighborhood Services Department, LA County Department of Health Services

## POTENTIAL COLLABORATING PARNTERS

- Pomona Continuum of Care Coalition agencies and Interfaith Committee
- Volunteers of America of Greater Los Angeles and Pomona Valley Christian Center
- Community Gardeners, Farmers Markets and local fresh produce distributors
- Local grocery stores and food distributors
- The Fairplex
- Cal Poly Pomona Farm Store
- Todd Construction
- Urban Harvesters
- Faith groups providing food services
- Restaurant Supply service

## STRATEGY B3: COORDINATE COMMUNITY-BASED VOLUNTEER SERVICES FOR THE HOMELESS AND AGENCIES SERVING THEM

"Sometimes a pastor can pastor with influence. I believe we need to cut the feeding programs by ¼ and have the other ¾ of the churches focus on job training for interviews, housing and mental health." - Local resident and pastor NN

## DESCRIPTION

Requests for volunteer opportunities to help the homeless come into the City with regularity, yet linkages to opportunities, clear guidelines, and training are not in place. Volunteer opportunities for families with children are often requested, especially around the holidays. A volunteer coordination and training program, specifically for assisting the homeless within the City, is needed.

Churches and community groups from within and outside of Pomona desire to distribute food, clothing and hygiene kits to assist those in need. However, when conducted in parks, the Civic Plaza, parking lots, in residential neighborhoods and even on the sidewalks and alleys, these activities have a negative impact on the surrounding community and do not address the more fundamental issues perpetuating homeless. Research on volunteer coordination revealed some excellent examples.

A good example of a volunteer program design was found from a surprising source, the Southern California Mountains Foundation. In partnership with the U.S. Forest Service, the Foundation has developed a well-organized and effective Fire Lookout Hosts program with goals, responsibilities, training, guiding principles, organizational structure, volunteer job descriptions with clearly defined expectations, supervision and regularly scheduled volunteer opportunities. This could provide a model for a volunteerism program for homeless services.

Pomona Valley Interfaith Collaborative on Mental Health is a partnership between National Alliance on Mental Illness Pomona Valley and Tri-City Mental Health Services. The Interfaith Collaborative has a Companion Training program.[xvi] The faith community can be a powerful force for mental wellness when the faithful become well-trained Compassion Companions.

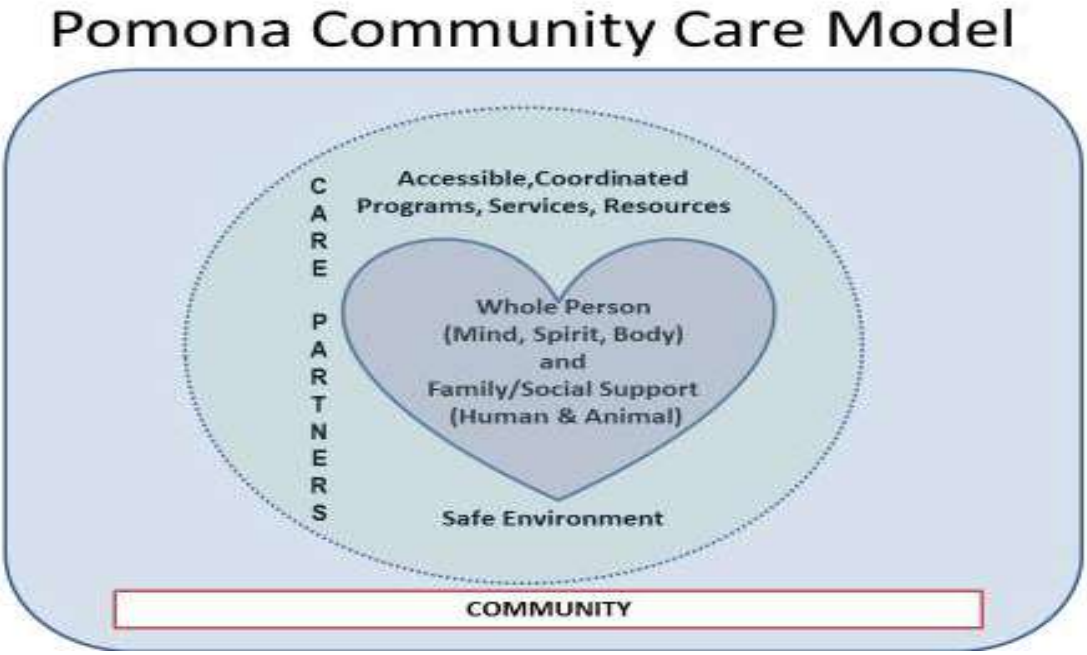
The Pomona volunteer program will train participants in the "Whole Person Caring Model" developing informed volunteers and Compassionate Companions. The Claremont Homeless Advocacy Program has bloomed since it started and practices this one-on-one partnership model with the homeless person and the volunteer.[xvii]

***The Pomona Community Care Model***

The Pomona Community Care Model, a coordinated system of care involving trained volunteers partnering with those in need, was an early conceptualization of what the members of the HAC's Program, Services, and Resources Working Group discussed at their meetings. Central to the model is viewing the homeless person as "a whole person" in need of support of the mind, body, social, emotional, behavioral, and spiritual dimensions.

The Pomona Community Care Model surrounds the most vulnerable with an organized infrastructure of available services and resources. A core component of the model is that the most vulnerable persons are matched with Compassionate Companions to help them access and navigate the services they need and to assist those who can care for themselves. This partnership philosophy also extends to the residents and business owners in the community who need partners to address the issues they have with homelessness in their neighborhoods and businesses. This model supports the Pomona's Promise Common Agenda: Strong Families, Safe Neighborhoods, and a Healthy Quality of Life and the Healthy in Pomona Common Agenda: People in Pomona have a Healthy Quality of Life.

A volunteer training and coordination program specific to help the homeless within the City would change the nature of the activities currently conducted. Those who wish to participate in volunteer activities will act with a better understanding of homelessness within the context of the broader community. They will be given clear guidance, direction and oversight of their work. This approach to managing volunteerism for the homeless promises to have two-fold improvement by increasing the effectiveness of volunteers and decreasing the negative impact on Pomona parks, Civic Plaza, public spaces, businesses centers and neighborhoods.



## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| B.3.1. | Develop a definitive protocol with health, safety, and community compatible requirements for volunteer opportunities offered by agencies, organizations and individuals. Such programs include but may not be limited to food distribution, clothing distribution, housing provision, outreach etc. |
| B.3.2. | In partnership with Claremont Homeless Advocacy Program, the National Alliance on Mental Illness, Tri-City Mental Health, and Western University, incorporate Compassionate Companion training and the Whole Person Caring Model into the Volunteer Training Program. |
| B.3.3. | Coordinate with the Pomona Homeless Outreach Team to provide Compassionate Companions with in-field experience. These companions will supplement the Outreach Team staff with frequent outreach, building trust and rapport, assisting people to appointments, navigating complex systems and completing program and employment application forms[xviii]. |
| B.3.4. | Provide training on food handling and food distribution and link volunteers to the Communal Kitchen. (Strategy B2) |
| B.3.5. | Provide orientation and ongoing training to all volunteers, providing a minimum level of competency and information necessary to succeed in their chosen volunteer area. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Reduction of calls to Code Compliance about unauthorized food and clothing distribution
- ✓ Reduction of unauthorized distribution activities in public places
- ✓ An increase in positive, appropriate, and effective volunteer opportunities
- ✓ Reduction in City costs of City services focused on responding to "negative community impact" activities surrounding mass feeding in public spaces.

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Staffing
- Printing and materials

**Funding:**

- Grant: Corporation for National and Community Service
- Grant: Youth Service America: Youth Changing the World

## PRIORITY AND TIMEFRAME

- High priority
- Within 12-24 months of plan adoption

## IMPLEMENTATION LEAD

- City of Pomona Homeless Services Unit
- Pomona Continuum of Care Coalition

## POTENTIAL COLLABORATING PARNTERS

- Tri City Mental Health Interfaith Collaborative
- Points of Light Organization
- United Way San Bernardino
- City of Pomona Human Resources

## STRATEGY B4: COLLABORATE WITH THE COUNTY, TRI-CITY MENTAL HEALTH and POMONA VALLEY HOSPITAL MEDICAL CENTER to ADDRESS SYSTEMS IMPACTING HOMELESSNESS IN POMONA

## DESCRIPTION

The City of Pomona is host to many County department programs. The Department of Public Social Services, Department of Public Health, LA County Probation Department, Division of Adult Parole Operations of the California Department of Corrections and Rehabilitation, Department of Children and Family Services, LA County District Attorney's office, LA County Courthouse, and Supervisor Hilda Solis all have offices and conduct business in Pomona. These offices provide a rich resource of services to the community.

To effectively address homelessness, the City and County would benefit from a close and collaborative relationship of mutual assistance. Planning at the highest level, including discharge planning, connection of services, mutual hosting of services, and facilitation of communications between complex systems would serve the community, the homeless population, the City and the County well. The City and County could realize a powerful impact for the efforts.

The same holds true for the City and Pomona Valley Hospital Medical Center and Tri City Mental Health Center. Meeting on a regular basis and discussing areas of mutual concern regarding homelessness, discharge planning operational impacts would be mutually beneficial and may reduce negative impacts on the community.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| B.4.1. | Develop a County City Collaboration Board with a mission to coordinate services for homeless assistance in Pomona. The City, the County and Tri-City Mental Health will together determine the mission, objectives and structure of the Board. The City and County will each identify the key decision makers and influencers to sit on the Board. |
| B.4.2. | Examine Discharge Plans of State, County and Healthcare Systems, identify gaps and make recommendations for solutions to the unacceptable discharging parolees, probationers, and healthcare patients to homelessness. |
| B.4.3. | Meet collaboratively with Tri-City Mental Health Services, Los Angeles County Sheriff's Department, Los Angeles County Homeless Court, Los Angeles Homeless Services Authority, Los Angeles County Probation and the Department of Public Social Services to address challenges, work to address factors contributing to homelessness in Pomona, and fill gaps in homeless solutions. |
| B.4.4. | Assess whether programs under the purview of each government create unintended impact on the community. Identify solutions, method, and parties to implement solutions |
| B.4.5. | Identify ways in which the systems, departments and organizations can streamline communications, breakdown communication and service barriers, and support one another in implementing programs. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Reduce barriers to City and County services
- ✓ Reduce discharges from medical and mental health facilities to homelessness
- ✓ Reduce discharges from incarceration to homelessness
- ✓ Reduce impact of homelessness on City and County healthcare and law enforcement systems
- ✓ Increase access to City and County services for homeless persons
- ✓ Increase courtesy for agencies and departments in facilitating referrals and problem solving

## POTENTIAL COSTS AND FUNDING SOURCES

- No impactful costs or special funding required

## PRIORITY AND TIME FRAME

- Medium priority
- Begin implementation within 24-36 months

## IMPLEMENTATION LEAD

- City of Pomona Administration

## POTENTIAL COLLABORATING PARTNERS

- Pomona Valley Hospital Medical Center
- California Department of Corrections and Rehabilitation
- Office of Supervisor Hilda Solis
- County and City Departments providing services to or interfacing with the homeless
- Tri-City Mental Health Center
- Pomona Police Department

## STRATEGY B5: ADVOCATE FOR FAIR-SHARE PARTICIPATION WITH NEIGHBORING CITIES

### DESCRIPTION

There are many contributing factors to homelessness and some communities within Los Angeles and San Bernardino Counties have more homeless among them than others. But in 2016, there are very few that remain untouched by homelessness.

With that in mind, it is not reasonable to expect only a few cities to shoulder the responsibility for addressing homelessness within the region. As a city with a population of unsheltered homeless persons, Pomona must commit to providing housing and services options to the homeless of Pomona using a Pomona homeless criterion (Strategy D1). The same should be true of our surrounding city, region and county partners. Each city must commit to providing needed housing and services to their fair share of their unsheltered community members, within their city limits. It should no longer be acceptable that any city ignore those living on their streets or address their homeless population by simply referring them to other cities for housing and services.

In coordination with the San Gabriel Valley Council of Governments (SGVCOG), a regional standard could be established, where each city within the region would commit resources of housing and services equal to their registered homeless point-in-time count. Similar to the Regional Housing Needs Assessment (RHNA), completed by the Southern California Association of Governments (SCAG), where communities use the identified housing need in land use planning, prioritizing local resource allocation, and in deciding how to address identified existing and future housing needs, the SGVCOG, could help organize a Regional Homeless Assessment (RHA). By advocating for a formal statement of acceptance from all cities in the region, with an adopted set of established city-identified homeless persons criterion, the same type of planning could occur with a focus on each city establishing their own housing and services within their city limits to meet their unsheltered homeless number.

Because Pomona is a county-border city the same theory of collaboration could be applied on the San Bernardino side with San Bernardino Associated Governments (SANBAG) being the coordinating entity.

If each city in the San Gabriel and Pomona Valleys addressed the issue of supplying housing and services for their homeless populations, homelessness could be significantly reduced on a regional level.

Pomona taking a leadership position in advocating for fair-share participation by cities in the region, may effectively mitigate the expectation of other cities that Pomona can address the issues of homelessness for all. Homelessness is a regional issue that demands a regional solution.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| B.5.1. | Neighborhood Services Department will provide City management and leadership with data of the homeless count for neighboring cities, as available, as well as the calculations for expected rates of homelessness of neighboring cities based upon HUD's Pearson analysis of contributing factors to homelessness[xix]. |
| B.5.2. | City develops policies regarding residential criteria, establishing ties to Pomona in order to receive homeless services funded by the City of Pomona. (Strategy D1) |
| B.5.3. | Pomona advocates with the San Gabriel Valley Council of Governments (SGVCOG) to adopt a regional standard for homeless residency criteria, calculation of fair-share participation in solutions, and expected rates of homelessness in each city based upon the annual Point in Time homeless count conducted by the LA Continuum of Care. |
| B.5.4. | Pomona develops a "fair share" position regarding homeless people who come to Pomona, but do not meet the Pomona residency criteria for homeless services. |
| B.5.5. | Pomona develops referral options for those who do not meet the residency requirement and offers assistance to access these services and housing. |
| B.5.6. | The Mayor, City Council members, City administration and staff develop and implement a communication campaign with neighboring cities for peer-to-peer discussion, making clear Pomona's position, and advocating for fair-share participation in homeless solutions. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Data is developed with reasonable projections of each neighboring cities fair share
- ✓ City develops clear policies and criteria for the use of city resources to assist the homeless
- ✓ The SGVCOG adopts universal homeless residency criteria
- ✓ The SGVCOG adopts a fair-share participation in homeless solutions policy and standards
- ✓ Pomona staff, management and leadership hold peer-to-peer messaging regarding Pomona's policies
- ✓ The homeless population of Pomona stabilizes
- ✓ The homeless population of Pomona is reduced

## POTENTIAL COSTS AND FUNDING SOURCES

- No significant costs incurred or additional funding required

## PRIORITY AND TIME FRAME

- High priority
- Begin implementation within 12-24 months

## IMPLEMENTATION LEAD

- Initially: Neighborhood Services Department and City Administration
- Throughout: City management and leadership

## POTENTIAL COLLABORATING PARTNERS

- SGVCOG – Homelessness Committee
- SANBAG
- Neighboring cities in Los Angeles and San Bernardino counties
- Los Angeles and San Bernardino County government leadership

## STRATEGY B.6. DIRECT THE CITY'S "NEIGHBORHOOD IMPROVEMENT TASK FORCE" TO FOCUS ON SOLUTIONS RELATED TO HOMELESSNESS AND REDUCING ITS IMPACT ON POMONA'S NEIGHBORHOODS

## DESCRIPTION

In 2008, the Neighborhood Improvement Task Force (NITF) was created by City Administration to address the concerns of residents and the challenges that face identified neighborhoods throughout the Pomona community. The NITF consists of representatives from each City department, headed by City Administration. The individual staff members assigned to attend meetings are selected by based on the area of focus or necessary strategy to address resident complaints.

Within the City, multiple departments interface directly with the homeless. Each department plays a unique role in working with, interacting with or conducting core services related to the homeless. It is a core value of Pomona's Promise that the City coordinates services effectively and works together with awareness of each department's activities. When the City departments communicate and work together, problems are solved and residents benefit.

To facilitate effective communications, efficient services and mutual support regarding homelessness, the City Administration will direct the NITF to convene with a focus on strategies to address homelessness and review necessary policy changes to accompany implementation of strategies.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| B.6.1. | Convene the NITF to include: City Administration, Homeless Services, Code Compliance, Public Works, Community Services, Police and City Attorney to address homelessness from both a community focus and policy focus. |
| B.6.2. | Consistently meet and implement mutually supportive solutions to homelessness that will increase the probability of successful long-term outcomes for Pomona. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Increased collaboration between departments in addressing homelessness
- ✓ Resident feedback, including homeless persons, will realize effective responses to concerns

## POTENTIAL COSTS AND FUNDING SOURCES

**Cost and Funding:**

- Staff time
- Current funding

## PRIORITY AND TIMEFRAME

- Urgent priority
- Within 1-3 months of adoption

## IMPLEMENTATION LEAD

- Department Directors and Division Managers

## POTENTIAL COLLABORATING PARTNERS

- Effected City Divisions/Department

## STRATEGY B7: PROVIDE LOCKERS FOR STORAGE OF PERSONAL BELONGINGS AND IMPLEMENT A COMPLEMENTARY TRAVEL LITE CAMPAIGN

### DESCRIPTION

Often people experiencing homelessness find themselves with more personal items than they can possibly carry with them or protect. The problem is exacerbated by excessive donations and distribution of clothing and blankets, some of which are more appropriate for home use than for traveling and living outdoors. Some homeless people gather more belongings than they can reasonably use, perhaps to meet emotional needs. Important papers and medications are combined with clothing, blankets, perishable and nonperishable food. Often vital records, documents and medications are lost among all of the other possessions.

A well-managed locker program would provide space for those still seeking "A Way Home" to safely store their personal belongings. An example of such a storage program is the Storage Center for Homeless San Diegans.[xx]

Placement of the lockers within the community should be well thought out. Finding a place that will have the most impact for the homeless and least impact on the community is crucial. It should be an area where services and outreach opportunities are offered, that can provide unsheltered homeless people with an opportunity to access services and address factors contributing to their homelessness.

Temporarily Pomona's Transitional Storage Center (TSC) will be placed within the Pomona Armory courtyard in coordination with Operation Warm Heart, a day service-focused component of the Winter Shelter Program. Following this temporary placement, the TSC could be strategically placed at the Centralized Service Center (referenced strategy B1) to provide this linkage.

To complement the Storage program, the City should implement a "Travel Lite" campaign.

A Travel Lite campaign could provide:

- Guidance to Pomona's homeless neighbors on how to access and use the Transitional Storage Center.
- An education curriculum that contains information on 1) the amount of personal items that they may retain on their persons on public property, 2) practical suggestions for staying within this amount, 3) the prohibition against storing personal items on public property, 4) practical suggestions on how to carry items that are not in the Transitional Storage Center lockers, 5) linkage to services if they find that they struggle with gathering more items than they need or can use and it is negatively impacting their ability to go about their daily activities, and 6) the prohibition against using shopping carts taken from stores.
- Materials: Backpacks, money belts, fanny packs, personal carts and luggage to carry their personal items that are not in storage

Travel items can be permanently marked with a Pomona Travel Lite logo and the recipient's information so that if the item is lost, it can be recovered and returned to the owner or the program. Faith groups, community service groups, retailers, and residents could be offered an opportunity to donate Travel Lite equipment as well.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| B.7.1. | Fabricate and install lockers at a specified location. |
| B.7.2. | Produce Use and Operations Guidelines for the Transitional Storage Center. |
| B.7.3. | Provide security and program operations staff through a community partner. |
| B.7.4. | Open Operation Warm Heart to accompany the opening of the Winter Shelter Program. |
| B.7.5. | Develop Travel Lite curriculum, including branding for easy identification of program materials. |
| B.7.6. | Secure donation of Travel Lite items. |
| B.7.7. | Obtain items necessary to permanently mark Travel Lite equipment for identification purposes. |
| B.7.8. | Train service providers on Travel Lite Campaign. |
| B.7.9. | Train peer Travel Lite Trainers. |
| B.7.10. | Conduct Travel Lite trainings and provide Travel Lite travel items as incentives. |
| B.7.11. | Train Compassionate Companions and other Volunteers for the homeless on the Travel Lite Campaign. |

## POTENTIAL PERFORMANCE METRICS

- ✓ A reduction in lost and stolen personal belongings
- ✓ Increased ability for homeless persons to travel lite, possibly allowing time for service access and activities such as pursuing employment opportunities
- ✓ Reduced activity and cost of removing items stored on public property
- ✓ Reduced reports of, requests for, and costs of removal of personal property from public land

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Purchase, fabrication and installation of lockers including grading
- Ongoing operating costs of Locker Storage Program staff and security and records
- Storage for abandoned locker items
- Destruction of unclaimed property
- Development and publication of Travel Lite Campaign
- Personal carts, back packs, fanny packs, money belts, luggage
- Engravers
- Staff time

**Funding:**

- Department of Health and Homeless Services Grants
- Saved General Funds when confiscation, storage, and destruction activities are reduced
- Emergency Solutions Grant
- Major Retailer Foundations
- In-kind donations
- Community Service Groups
- Faith groups and community service groups fundraising and donations campaign

## PRIORITY AND TIMEFRAME

- Urgent priority
- Phase one - Locker fabrication and installation at temporary site by November 21, 2016
- Phase two - Implementation of Travel Lite Campaign within 6 months
- Phase three – Permanent operation of Transitional Storage Center and Travel Light Campaign – within 12 - 24

## IMPLEMENTATION LEAD

- Phase one - Public Works
- Phase two - Homeless Services Unit
- Phase three - Public Works, Homeless Services Unit and Community Partner Operator

## POTENTIAL COLLABORATING PARTNERS

- Tri City Mental Health
- Homeless Service Agencies
- Faith groups
- Community Service Groups
- Businesses
- Residents
- Local retailers
- Code Compliance
- Homeless Services
- Pomona's Promise
- Pomona Continuum of Care Coalition
- Homeless residents

## STRATEGY B8: COORDINATE A "FILLING THE GAP" TRANSPORTATION SYSTEM FOR CLIENTS REFERRED TO AGENCIES AND APPOINTMENTS

### DESCRIPTION

Too often homeless people never arrive at referral locations due to limited and time consuming transportation options. For many, navigating multiple bus systems and coordination with appointment times can create a real barrier and walking to each appointment can be overwhelming especially to those with health barriers. Most nonprofit providers do not provide van services to service referral appointments. A homeless transportation system could provide an answer to this challenge. Two examples of community homeless transportation programs were identified by the Programs, Resources and Services Working Group of the HAC.

Santa Clara County

Anyone enrolled in Santa Clara County's program to help homeless find permanent housing can also apply to get a photo ID and up to 1,850 free-ride transit stickers on the Valley Transit Authority's light-rail and bus lines. The stickers are good for three months, at which point the rider can re-apply for more, if necessary.

It is estimated that 3,500 of the county's 7,200 homeless people are expected to take advantage of this travel offer. The local government expects to pay about $111,000 per year for the program. But Bob Dolci, who heads up Homeless Concerns in San Jose and will oversee the free-rides project, says he wouldn't have it any other way. "This will enable them to get to medical appointments, job appointments or anything related to helping deal with their homelessness," he says. "Absolutely, it's a lifeline."[xxi]

2-1-1 Los Angeles County

2-1-1 offers specific assistance with mobility management for GAIN Job Club members. With two-day advanced notice, 2-1-1 provides the best route to travel and the needed bus passes. 2-1-1 also provides families with transportation to shelters between the hours of 9:00 a.m. - 5:00 p.m.

Proposed Plan

The simplest and most efficient way to transport people is to have a dedicated van provide transportation on a route between agencies, healthcare facilities, and County benefit providers. Homeless persons engaged in the Centralized Service Center (Strategy B1) would be registered to utilize the van shuttle service.

A locally designed transportation system could fill the transportation gap for programs and participants who are not covered by the 2-1-1 mobility program. Representatives sitting on the Regional Transportation Authority, Foothill Transit, and/or Pomona Valley Transit Authority (PVTA) boards and/or the San Gabriel Valley Council of Governments' Transportation or Homeless Committees could advocate for such a program or similar resources. The transportation system could also be supplemented by transportation provided by trained Compassionate Companions who can assist homeless persons in getting to appointments.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| B.8.1. | Design a "Filling the Gap" Homeless Transportation System for those enrolled in Pomona programs. |
| B.8.2. | Identify participating agencies including:<br>● The Centralized Service Center/Homeless Outreach Team<br>● Qualifying shelters (participate in Pomona Homeless Solutions Strategic Plan Initiatives, Community / HMIS Reporting, and the Coordinating Entry System)<br>● Healthcare Providers<br>● Tri City Mental Health<br>● Department of Public Services/Social Security Administration |
| B.8.3. | Fund service provider running the CSC to provide an accessible van and driver. |
| B.8.4. | Advocate for the Pomona's Homeless Transportation System with the Regional Transportation Authority, Foothill Transit, and/or Pomona Valley Transit Authority (PVTA) boards and the San Gabriel Valley Council of Governments Transportation and Homeless Committees. |
| B.8.5. | Transportation System Activated. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Referral agencies report successful completion of referrals
- ✓ Record of clients arriving at appointments

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Free transportation stickers or vouchers or
- Shuttle
- Shuttle driver

**Funding:**

- Possible specialized tax (The City of San Francisco has a transportation and homeless services tax)[xxii]
- Emergency Solutions Grant
- Department of Transportation Grant
- Department of Health and Human Services Grant
- State of California Department of Transportation funds
- Car / van / bus retailer Foundations
- Prop A Transit Allocations to Pomona, the County and adjacent cities

## PRIORITY AND TIMEFRAME

- Low priority
- 40 - 60 months

## IMPLEMENTATION LEAD

- Neighborhood Services and Public Works

## POTENTIAL COLLABORATING PARTNERS

- Regional Transportation Authority/Foothill Transit/Pomona Valley Transit Authority
- Van / Bus Company Foundations
- Interfaith Collaborative Compassionate Companions Program in-kind travel assistance

## STRATEGY B9: LAUNCH A "POSTIVE CHANGE NOT SPARE CHANGE" CAMPAIGN ADDRESSING PANHANDLING AND DONATIONS

## DESCRIPTION

People who are homeless often need the help of community members; they need community connections, understanding and compassion. Caring community members feel this and want to help. Residents see people on the freeway off ramps, street medians, in front of businesses, downtown and in the Civic Plaza asking for money and they recognize the need. For some, giving people money feels like a way to show compassion to someone down on their luck. For others they just don't know how to say no. They may feel awkward or intimidated. Others are simply angered. They know that when people panhandle it makes it uncomfortable to go to Pomona businesses or City Hall. They fear that businesses will leave Pomona and consumers will shop elsewhere. Indeed, some panhandlers are not homeless at all.

The City of Pomona can help those who are homeless and the larger community by implementing a "Positive Change Not Spare Change" campaign. This campaign can provide support that homeless persons can access by funding needed services and provide an alternative to panhandling. The elements of "Positive Change" include 1) An alternative option to giving to panhandlers, 2) The effective use of donations, 3) Education for homeless persons on how they can access donations and services, and 4) Education for the community on panhandling, how to give to the Campaign, and how to decline giving money to those who are panhandling.

**Making Donations to the Campaign**
Creating business card size information cards to hand out to the community and businesses that provide information on the ineffectiveness of donating to panhandlers and the effectiveness of donating to a coordinated effort. Donations can also be made through containers located at businesses and through online access, with all funding being directed to a special fund of the Pomona Community Foundation. Community service groups and faith organizations may hold "Positive Change" education and donation events.

**How Funds will be Used**
The program will support the Centralized Service Center and effective local charities that serve the homeless. Non-profits that request funding from the "Positive Change" fund must agree to participate in data collection and reporting regarding use of funds and client successes. They must also participate in the Pomona Continuum of Care Coalition.

"Positive Change" funds will also directly fund identified needs not adequately met through other funding sources. Such needs may include motel vouchers, transportation to reunite with family, food, water, and basic supplies such as adult and baby diapers, feminine hygiene items and other basic items that are needed but may not always be donated.

**Educating the Community**
Information materials will be provided for businesses, community members and service providers, as well as to homeless persons. Materials will include information on homeless services and how to access funds, redirection of focus to those wishing to help the homeless towards other ways to assist, information on panhandling and how to decline, how to support the program, and the benefits of the program to businesses.

**Messaging the Campaign**
"Positive Change" will provide posters, information cards and guidelines on the campaign that can be placed in businesses. Signage on street medians will notify drivers that panhandling is not allowed in these locations and will reference the relevant ordinances.

**How Funds will be administered**
All funds collected with this campaign will be directed to a designated Homeless Program fund through the Pomona Community Foundation. Community needs of the homeless will be collected through a specified database and will be assessed and documented. Data on revenues and use of funds will be included in the annual report (strategy C3) and posted on a "Positive Change" webpage dashboard (strategy C4).

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| B.9.1. | Develop "Positive Change" program guidelines. |
| B.9.2. | Identify participating agencies. |
| B.9.3. | Create program materials. |
| B.9.4. | Post street median signage. |
| B.9.5. | Create online donation platform. |
| B.9.6. | Conduct outreach to businesses and identify those who may wish to participate. |
| B.9.7. | Educate businesses, non-profits and faith-based organizations, providing promotion materials for distribution |
| B.9.8. | Receive and administer funds to increase funding for ongoing homeless service efforts. |
| B.9.9. | Report on use of funds. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Reduction in panhandling
- ✓ Homeless persons receive assistance for needs not covered by grant funds
- ✓ Increased traffic to local businesses
- ✓ Increased support for local nonprofits and the Centralized Service Center
- ✓ Number of homeless persons that go to the Centralized Service Center and the Pomona Homeless Outreach Program to access needed assistance

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Administration of funds
- Production of materials
- Production of online donation center
- Production and posting of signage

**Funding:**

- Fundraising
- Donations for signage and cards
- Chamber of Commerce
- Business Associations
- In-kind volunteers: Communications, Computer Science and Social Science Statistic students

## PRIORITY AND TIMEFRAME

- Low priority
- 40 - 60 months

## IMPLEMENTATION LEAD

- Collaborative team: Public Works, Police Department, Community Services and Homeless Services Unit, Pomona Community Foundation

## POTENTIAL COLLABORATING PARTNERS

- Chamber of Commerce
- Business Associations
- Local Faith- and Community-Based Organizations
- Local Universities: Cal Poly, University of La Verne, Harvey Mudd, Claremont McKenna
- Chamber of Commerce
- Local business advisors
- Resident advisors

## STRATEGY B10: ENHANCE, STRENGTHEN AND SUPPORT THE POMONA CONTINUUM OF CARE COALITION TO HELP IMPLEMENT "A WAY HOME" STRATEGIES

## DESCRIPTION

Established in 1999 by the Pomona City Council, the Pomona Continuum of Care Coalition (PCOCC) exists to provide a means for stakeholders to work together to address the issue of homelessness within the City of Pomona.

Pomona's Continuum of Care Coalition is organized to coordinate the delivery of services to meet the specific needs of people experiencing homelessness within the community. By calculating the need, identifying the existing resources, and prioritizing identified gaps, the PCOCC strategically addresses homelessness by coordinating effective services that prevent individuals and families from becoming or remaining homeless. It is the PCOCC's goal to assist its members in providing services that reflect dignity through integration and opportunity; increasing self-reliance through personal responsibility and fostering a safe environment that allows development of life skills that can improve income potential, health, safety, and self-determination.

The organization has successfully coordinated programs addressing homelessness in Pomona since its inception. The PCOCC conducted the first gaps analysis, out of which came the recommendation to create a Homeless Services Coordinator position. The PCOCC convened the first Homeless Summit and Faith-Based Summit; created the Pomona Access to Social Services (PASS) Center; conducted the first Point in Time Homeless Count; organized the first and second Health and Services Fairs, and the first and second Project Homeless Connect events; and create the 2003 Strategic Plan.

Today, 60 organizations, including faith based, nonprofits, County and City departments and Pomona residents are actively engaged in the organization. The PCOCC continues to keep abreast of the changes and best practices around homeless solutions. As a result, the PCOCC's philosophy seeks to implement solutions using the Housing First and Rapid Re-housing approaches to addressing homelessness as set forth by the U.S. Department of Urban Development (HUD) and the United States Interagency Council on Homelessness. The PCOCC has been effective from the beginning and is strategically positioned to support and advise the City as it moves forward implementing the Strategic Plan – A Way Home: Community Solutions for Pomona's Homeless.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| B.10.1. | Formally recognize the PCOCC as an implementation arm of homeless coordination and services in Pomona by resolution of the City Council. |
| B.10.2. | Continue to promote the Pomona Continuum of Care Coalition as the coordinating body for community-based programming and service activity, with the City of Pomona providing supportive leadership. |
| B.10.3. | The PCOCC will work closely with the City and community to implement the Pomona Strategic Plan – A Way Home: Community Solutions for Pomona's Homeless. |

## POTENTIAL PERFORMANCE METRICS

✓ The PCOCC is recognized as an implementing agent of the Strategic Plan

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Administrative Support to the PCOCC(currently budgeted)

**Funding**:

- Emergency Solutions Grant
- Housing Authority Administrative funds

## PRIORITY AND TIMEFRAME

- Medium priority
- Within 9-12 months

## IMPLEMENTATION LEAD

- Pomona Continuum of Care Coalition

## POTENTIAL COLLABORATING PARTNERS

- PCOCC 60 Participating Agencies
- City of Pomona

## STRATEGY B11: IMPLEMENT ONGOING HEALTH INTERVENTIONS TO IDENTIFY AND PROVIDE SERVICES TO THE MOST VULNERABLE AND MEDICALLY FRAGILE HOMELESS

"We need to coordinate a system of care where providers and resources are available on a continuous basis with a set schedule and at the same site, so that the homeless know where they can come and when the clinics are available." - Survey of Western University health provider who supervises medical students at a health screening clinic for homeless

## DESCRIPTION

Ten percent of LA County's homeless account for 72% of the County's homeless healthcare costs. San Gabriel Valley lacks a coordinated medical respite care program for homeless patients, resulting in frequent "bouncing" in and out of high-cost services without an improvement in outcomes.[xxiii]

Pomona Valley Hospital Medical Center received a $916,000 grant from the National Health Foundation to establish a safe and nurturing place for the homeless to go after discharge. The outcome of that funding, the Homeless Medical Respite Care program provides recuperative care for homeless Emergency Room utilizers and post discharge care for homeless in-patients. The program connects these patients with a primary care medical home, and identifies the top end-users to attempt to move them to places with higher levels of support.

National studies of emergency room use showed that 40.4% of homeless and marginally housed persons had one or more emergency department encounters within a year; 7.9% exhibited high rates of use (more than 3 visits) and accounted for 54.5% of all visits. Factors associated with high use rates included less stable housing, victimization, arrests, physical and mental illness, and substance abuse. These need factors appeared to drive emergency department use.[xxiv]

The ability for the body and mind to heal is compromised when people live on the street or other places not meant for human habitation. Medication storage and consistently taking required medications properly becomes a challenge for those living on the streets.

In the winter of 2015, a Fragile Health Collaborative was convened in Pomona in response to an observed increase in the number of homeless people at the Winter Shelter with extremely fragile health conditions. Participating agencies included the Department of Public Health, Pomona Valley Hospital Medical Center, Western University of Health Sciences, Pomona Community Health Center, Department of Public Social Services, Tri-City Mental Health Center, Illumination Foundation, East Valley Community Health Center, Volunteers of America of Greater Los Angeles, Pomona Homeless Services, and a City Council Member. The collaborative was charged with identifying the gaps, coordinating care and ensuring access to services for this vulnerable population.

To ensure that those most vulnerable are placed into a more stable setting and provided the opportunity to heal, it is recommended that the Fragile Health Collaborative be reconvened, expanded and provided more structure.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| B.11.1. | The Fragile Health Collaborative reconvenes. |
| B.11.2. | The Collaborative will identify a Chairperson and develop a regular schedule. |
| B.11.3. | Identify the most vulnerable individuals in the Winter Shelter program and develop care and housing plans for those persons. |
| B.11.4. | Work with service providers and healthcare providers to affect the individual plans. |
| B.11.5. | When open, identify the most vulnerable individuals in Pomona's Centralized Service Center and develop care and housing plans for those persons. |
| B.11.6. | Partner with trained Compassionate Companions to provide needed support and assistance for vulnerable individuals. |
| B.11.7. | Design, develop, and sustain a community-based coordinated health care model for the homeless, consistent with current evidence-based standards and best practices. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Highly vulnerable homeless will be identified
- ✓ Highly vulnerable homeless will quickly move from the street and shelters to appropriate healing environments
- ✓ Reduced fragile homeless emergency room visits
- ✓ Fragile homeless persons report improved health

## POTENTIAL COSTS AND FUNDING SOURCES

No cost or funding impacts due to reliance on in-kind services of community partners

## PRIORITY AND TIMEFRAME

- Medium priority
- Within 24-36 months

## IMPLEMENTATION LEAD

- Western University and Pomona Community Health Clinic

## POTENTIAL COLLABORATING PARTNERS

- Department of Public Health
- Tri City Mental Health Center
- Los Angeles County Service Planning Area (SPA) 3 County resources
- Health Care Provider integrated collaborative network: Includes – Pomona Valley Hospital Medical Center, Pomona Community Health Clinic, East Valley Community Clinic, Western University of Health Sciences Patient Care Clinic, LA County of Public Health and Mental Health, Insurers, Pomona Unified School District

# CITY OF POMONA SOLUTIONS FOR POMONA'S HOMELESS

*GOAL C*

*HAVE AN ENGAGED AND INFORMED COMMUNITY REGARDING HOMELESSNESS AND HOMELESS SOLUTIONS*

# GOAL C HAVE AN ENGAGED AND INFORMED COMMUNITY REGARDING HOMELESSNESS AND HOMELESS SOLUTIONS

## STRATEGY C1: COMMUNICATE ACCURATE INFORMATION EFFECTIVELY

## DESCRIPTION

People perceive homelessness from different perspectives and effectively addressing homelessness requires engagement of all stakeholders. To work together to tackle homelessness, the community needs clear, accurate information, a common language and awareness of the context in which decisions and recommendations are being made. Information should include rights, responsibilities, and definitions. Statistical data and its significance in the bigger picture of homelessness should illuminate discourse. When implementing the Strategic Plan, information regarding the goals and strategies should be available to the community in many media formats. Current information regarding studies, best practices, national standards and strategies should also be available to the public to help community members understand why the recommended approaches to addressing homelessness are being taken.

### Communication Platforms

Attracting those seeking information to the City's chosen information platforms is one avenue that can be taken. However, providing information to various segments of the population is most successful when the communication methods most frequently used by organizations, groups, and populations are employed. As examples, church members often read church bulletins for information. Service groups often have newsletters or blogs. Community member often read community newspapers. The City and its community partners could provide information into those creating the bulletins and write articles for newsletters, blogs and newspapers.

Residents have various communication modes with which they are most connected. These may vary depending upon the group. When asked, residents attending a South Pomona Neighborhood Watch group said that one of the primary ways they get information is at the nearest Community Center through flyers and information boards. Other residents use Nixle, the City website, and other social media platforms. It would benefit the City to conduct a survey of community members for more information on their preferred information platforms and, as appropriate, provide information to the public through these avenues.

### Messaging

Consistent messaging is vital to ensure clarity and accuracy when implementing new strategies. Once approved by City Council, the message for each strategy must be developed, reviewed and disseminated to the community at large.

It is recommended that City of Pomona Homeless Services Unit take the lead on drafting the initial messaging around each strategy and once approved by City Administration and legal counsel, create professionally designed electronic and hard copy flyers to be provided to City Council and City staff to ensure accurate and consistent messaging. In this manner, everyone in the City from frontline staff to the City Council will be informed and able to disseminate accurate information to Pomona stakeholders.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| C.1.1. | Survey various City stakeholders to identify preferred modes of receiving information. |
| C.1.2. | Develop messaging for each goal and strategy. |
| C.1.3. | Create appropriately formatted materials for each communication/social media platform. |
| C.1.4. | Reach out to those running the various communication venues and request inclusion of City provided Homeless Initiative information. |
| C.1.5. | Utilize community focused communication and social media platforms on a regular basis to provide clear and accurate information on homelessness in Pomona and on the strategies. |
| C.1.6. | Repeat this process as new homeless information becomes available. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Results of community surveys
- ✓ Number of platform used to disseminate and receive information
- ✓ Various community areas, subpopulations, and groups report an understanding of homeless issues and the City's efforts
- ✓ Community engagement in On Your Way Home Strategic Plan initiatives
- ✓ Participation of homeless subpopulations in homeless solutions

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Staff Time
- Marketing material

**Funding:**

- Utilize current funding sources
- Business/Service Club sponsorship opportunity

## PRIORITY AND TIMEFRAME

- Medium priority
- Can begin immediately upon adoption, with full implementation within 3-12 months

## IMPLEMENTATION LEAD

- City Homeless Services Unit
- Deputy City Manager/Public Information Officer (PIO)

## POTENTIAL COLLABORATING PARTNERS

- Pomona's Promise Implementing partners
- Pomona Continuum of Care Coalition
- Community groups
- Faith groups
- Neighborhood Watch groups
- Business Associations
- Chamber of Commerce
- Homeless Residency Boards
- Mental Health Wellness groups/Tri City Mental Health Center

## STRATEGY C2: INFORM THE COMMUNITY OF THE HOMELESS SOLUTIONS INITIATIVES

## DESCRIPTION

Conduct a comprehensive community outreach campaign to provide clear information to the public regarding homelessness, related challenges, best practices and deliverable solutions. Clearly spell out what is helpful and within the capability of the City, individuals and community groups. Clearly identify what is allowed and what is not allowed within Pomona when addressing homelessness. Provide information regarding protocols and requirements for providing safe, effective homeless assistance that is compatible with neighborhoods and communities within Pomona. Provide community members with tools to access services and address homeless issues.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| C.2.1. | Prepare 500+ Community Tool Kits to include: information on Volunteer Coordination, "Positive Change" panhandling alternative, the Communal Kitchen, the Centralized Service Center and the Travel Lite campaigns. |
| C.2.2. | Conduct community presentations to provide Community Tool Kits and present the "A Way Home", Homeless Solutions Initiatives. |
| C.2.3. | Include opportunities to support campaigns, participate, and volunteer. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Community Tool Kits prepared
- ✓ Community outreach presentation created with core community messages
- ✓ Schedule of community outreach meetings
- ✓ Number of community outreach meetings
- ✓ Breadth of community members reached
- ✓ Post meeting survey of attendees on helpfulness and clarity of information received at meetings

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Staff Time
- Tool Kit materials/graphic design
- Printing of materials

**Funding:**

- Current sources funding staff
- W.K. Kellogg Foundation
- Dr. Scholl Foundation
- Irwin Potter Andrew Foundation

## PRIORITY AND TIMEFRAME

- Medium priority
- Create materials within 3 months of plan adoption
- Distribute/present in conjunction with community outreach forums within 12 months

## IMPLEMENTATION LEAD

- Homeless Services Coordinator

## POTENTIAL COLLABORATING PARTNERS

- City Purchasing Division
- City of Pomona Crime Prevention Unit/Neighborhood Watch groups
- Community service groups
- Business Associations
- Wellness Center groups
- Life Skills groups
- Pomona's Centralized Services Center
- Faith groups
- Teen clubs
- PUSD
- CalPoly Service groups
- PCOCC
- Pomona Service Clubs (Kiwanis, Rotary, Lions, Soroptimists, etc.)
- Chamber of Commerce
- Downtown Pomona Owners Association (DPOA)

## STRATEGY C3: ENHANCE, STRENGTHEN AND SUPPORT THE POMONA CONTINUUM OF CARE COALITION AS AN ENGAGEMENT ARM OF THE "A WAY HOME" STRATEGIES

## DESCRIPTION

The Pomona Continuum of Care Coalition (PCOCC) has an extensive reach into the homeless community and to service providers. Some Pomona residents are also engaged with the PCOCC. The organization seeks to expand its reach to include more Pomona residents. Because of its history and relationship with the City and its collective expert knowledge on homelessness, it is also positioned to advise and make policy recommendations to the City, to promote the strategies, and inform the community of the City's efforts.

The PCOCC, with combined support of City staff and agency volunteers, has maintained an online resource directory, website and Facebook page.[xxv] The PCOCC provides positive messages to the community about the work that the City does to assist and address homelessness. Because the online tools are free, the input of key search words does not readily direct users to the PCOCC sites and Resource Directory. As a result, community members seeking information on homelessness, opportunities to participate in solutions, or seeking resource information might conclude that these valuable resources do not exist.

The work of the PCOCC has, for seventeen years, been conducted on a voluntary collaborative basis. Each agency commits staff time to the meetings, planning, data gathering, and events. It would benefit the City to formally recognize the PCOCC as a key collaborative organization addressing homelessness in Pomona and to strengthen and support the work of the PCOCC. The City can provide information on the availability and the content of the PCOCC online resource directory through the City's outreach efforts and communication streams. This may include merging the PCOCC's online directory with Pomona's Promise directory, but keeping resources specific to homelessness and those at-risk in a separate tab. This will enable those seeking assistance, including residents and businesses trying to locate assistance for homeless persons that they encounter, to readily find resources to meet their needs.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| C.3.1. | Provide funding to improve the online presence of the PCOCC, including key search word capability. |
| C.3.2. | Tie the PCOCC Community Resource Directory to the City of Pomona's website. |
| C.3.3. | Formally recognize the Pomona Continuum of Care Coalition as an organization partnering with the City to address homelessness. |
| C.3.4. | Tie the PCOCC Resource Directory to Pomona's Promise directory. |
| C.3.5. | PCOCC to provide outreach and communications regarding the City's "A Way Home" Strategic Plan. |
| C.3.6. | Establish non-profit 501(C)3 status for the PCOCC if needed |

## POTENTIAL PERFORMANCE METRICS

- ✓ Hits on the PCOCC website, directory, and Facebook page
- ✓ Service agencies report ease of use of PCOCC website and a clear understanding of City's strategies and initiatives
- ✓ Local agencies participate in implementing the "A Way Home" strategies and initiatives
- ✓ Local agencies participate in Pomona's Centralized Service Center.

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Cost of establishing the PCOCC's nonprofit status
- Online website and directory using platforms that link with key search words

**Funding:**

- Tech Soup
- Network for Good
- CDBG
- In-kind volunteer services students: statistics and computer science students

## PRIORITY AND TIMEFRAME

- Low priority
- Initiate within 24-36 months of plan adoption

## IMPLEMENTATION LEAD

- City Homeless Services Unit and PCOCC Leadership

## POTENTIAL COLLABORATING PARTNERS

- PCOCC participating agencies
- Pomona's Promise
- Pomona Community Foundation
- Local Universities
- City Information Technology (IT) Department

## STRATEGY C4: CREATE "A WAY HOME" STRATEGIES WEBPAGE AND DASHBOARD

## DESCRIPTION

In concert with the Los Angeles (LA) County Board of Supervisors approval of the LA County Strategic Plan to Combat Homelessness, the County provided a webpage to inform stakeholders about the Plan.[xxvi] The page also provides updates and calls to action for implementation. It is a reliable source for anyone seeking true, accurate and up-to-date information on the County's strategies.

In its recommendations to the City for improvements of the Pomona Homeless Services System, the Corporation for Supportive Housing recommended that the City develop an online dashboard to provide an easily accessible location with quick glimpse information on Pomona's homeless resources, data, successes and initiatives.

As part of the effort to convey clear and accurate information, it is recommended that the City create a webpage that provides background and current information on "A Way Home" Pomona's strategic plan to address homelessness. The web page can also be part of the Pomona Continuum of Care Coalition website and have direct links on Pomona's Promise website and other social media platforms. This will connect a range of constituents and interested parties to the latest information and progress. Items such as the annual report, strategy outlines and implementation efforts and community efforts to address homelessness can be posted on this website.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| C.4.1. | Create a web page specific to the A Way Home strategic plan on the PCOCC website. |
| C.4.2. | Design the webpage with a dashboard for a quick glimpse of information, statistics, efforts and successes. |
| C.4.3. | Link to City of Pomona and Pomona's Promise websites. |
| C.4.4. | Update with calls to action and progress reports. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Stakeholders will have clear information on the strategies
- ✓ Stakeholders will support calls to action
- ✓ The same information and language will be provided on multiple websites
- ✓ Access to information will be reported in a positive way

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Webpage development and maintenance
- Dashboard development and maintenance

**Funding:**

- Community Connect Grant Program
- Planning and Local Technical Assistance Programs
- Digital Divide community grants

## PRIORITY AND TIMEFRAME

- Low priority
- Webpage within 12 months, 24-36 months for full implementation of dashboard

## IMPLEMENTATION LEAD

- City of Pomona IT Department
- Deputy City Manager/PIO
- Homeless Services Coordinator

## POTENTIAL COLLABORATING PARTNERS

- Pomona Continuum of Care Coalition
- Pomona's Promise

## STRATEGY C5: PROVIDE AN ANNUAL REPORT ON HOMELESS and HOUSING DEVELOPMENT EFFORTS WITHIN THE CITY

### DESCRIPTION

The HAC Communications and Housing and Facilities workgroups expressed the desire for an annual report on the City of Pomona's efforts to house the homeless and on the development of affordable housing within the City.

The Homeless Management and Information System (HMIS) is the standard for reporting homeless services and housing. The City homeless programs enter data and run reports in HMIS throughout the year to maintain accuracy. The City requires agencies that are funded through the City to participate in HMIS unless they are exempt from doing so; such as the case with domestic violence providers.

Multiple agencies, including those not funded through the City, implement homeless housing programs in Pomona. Some of these enter data into HMIS and some do not. Independent housing providers, particularly faith groups and room and board facilities do not report in HMIS. This variance in HMIS participation presents a challenge to obtaining complete data on all of Pomona's efforts to house the homeless.

To inform the strategic planning process, the City retained the Corporation of Supportive Housing (CSH) to evaluate the homeless housing system within Pomona. CSH identified challenges in obtaining the data required. Further, the HMIS system in LA County is administered by LAHSA and because of this, direct access to information is limited and not within the City's control.

None-the-less, the City recognizes the need for complete and accurate data on efforts to house Pomona's homeless. An annual report on housing the homeless would inform the City and its residents as to whether the Pomona community's system is functioning successfully or if adjustments need to be made. In partnership with service providers and LAHSA, the City will work to refine the data collection and reporting process. The City will also collect data internally on all homeless persons housed through City programs that assist homeless persons. In addition, the City annually collects data on the number of rental housing units developed. This information will be provided as part of the annual report.

To encourage participation in data collection and reporting, the Pomona Continuum of Care Coalition will have incentives to participate. Agencies that report housing data annually to the City or HMIS will receive public recognition from the Coalition, as well as the identified incentive. Finally, the City will directly contact agencies housing homeless households to obtain information annually to complete the annual report on housing the homeless.

The Annual Report on Homeless Housing Efforts will be posted on the "A Way Home" webpage, on the Pomona Continuum of Care Coalition's website and on the Pomona's Promise web page.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| C.5.1. | Obtain baseline data on the number of homeless people and number of people housed: HMIS data and programs not reporting on HMIS. |
| C.5.2. | Develop an internal City reporting system to identify the number of homeless households housed through non-homeless specific housing programs. |
| C.5.3. | Retrieve annual data reported by agencies funded through the City of Pomona. |
| C.5.4. | Identify and report the number of newly constructed rental housing units by affordability and sub-population if applicable. |
| C.5.5. | Obtain data from PCOCC participating agencies. |
| C.5.6. | Develop data sharing agreements with County programs housing Pomona's homeless. |
| C.5.7. | Obtain annual report from the Coordinated Entry System. |
| C.5.8. | Ensure that data is unique and not duplicative. |
| C.5.9. | Generate Report Annually within 90-days of the fiscal year end. |
| C.5.10. | Post the report on the "A Way Home", PCOCC, and Pomona's Promise websites. |
| C.5.11. | Inform community and faith groups of report data through each groups preferred communications modalities. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Annual report will accurately reflect data on the number of Pomona's homeless households housed and new rental housing units constructed within the City.
- ✓ Stakeholders, including residents, will have ready access to the annual report

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Staff time

**Funding:**

- Current staff funding

## PRIORITY AND TIMEFRAME

- Medium priority
- Initial CSH report completed
- Lay foundation for reporting mechanisms within 9 months of plan adoption
- Partial annual report posted by September 30, 2017 focusing on city related housing programs and those reporting in HMIS.
- More complete annual report posted by September 30, 2018.

## IMPLEMENTATION LEAD

- City of Pomona Homeless Services Unit, Neighborhood Services Department and Development Services Department

## POTENTIAL COLLABORATING PARTNERS

- LAHSA HMIS
- PCOCC
- Local agencies not reporting on the HMIS may complete a simple one-page form with quantitative questions provided by the City of Pomona Homeless Services.
- Volunteer opportunity for Communications, Computer Science and Social Science Statistic local university students
- Pomona Housing Authority
- Local affordable housing providers
- LA County Department of Public and Social Services
- Coordinated Entry System

## STRATEGY C6: PROVIDE TRAINING ON WHEN, WHERE, AND HOW FOOD AND BASIC NEEDS ITEMS MAY BE DISTRIBUTED WITHIN THE CITY. PROVIDE CONNECTIONS TO THE VOLUNTEER COORDINATION AND COMMUNAL KITCHEN PROGRAMS

## DESCRIPTION

It is common for groups within and from outside of Pomona to initiate programs to provide for food and basic needs for the homeless in Pomona. In many cases, the City is not provided notice of these efforts. Groups providing services are encountered by Community Services staff, the City's security guard service, Code Compliance and Police officers. Residents whose homes are near parks observe homeless people gathering as distributions set up. Businesses find groups gathered to distribute food in downtown locations and parking lots. Often these groups are unaware of the impact their activities have on the community. They want to help, and the idea of sharing food and clothing seems to address needs common to all people. Neighbors report problems when local churches provide food and basic services out of their building, particularly when the program closes and homeless people disburse into the surrounding neighborhood.

As the Volunteer Coordination Program (Strategy B3), the Communal Kitchen Strategy B2), and the Centralized Service Center (Strategy B1) come on line, the City can help mitigate challenges presented by provision of basic needs in the City by providing information on City policies and opportunities to help in these venues instead of throughout the City.

Developing information cards or flyers about the Volunteer Coordination Program, opportunities to connect and serve in the Communal Kitchen, opportunities and needs at the Centralized Service Center, and how to connect with the PCOCC will be crucial to implementing this strategy.

In addition, information on the City's food and basic needs distribution policies (Strategy D3) can be distributed separately and in combination with the other informational flyers. Promotional material tailored to different types of groups should contain language and references that reflect the interests of those groups; for example, churches, other faith groups, community service groups, and school community service groups might each be approached slightly differently, but the core information will stay the same.

Finally, promotional material on how to truly help change someone's life by empowering rather than creating dependence would be beneficial. Such material could discuss creating balanced relationships with those who need a hand up rather than a hand out. This could also be done in coordination with the "Positive Change" initiative (Strategy B9).

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| C.6.1. | Develop promotional material about 1) the Volunteer Coordination Program, 2) the Communal Kitchen, 3) the Centralized Services Center, and 4) how to connect with the PCOCC. Flyers should include information on the City's policies about the provision of food/basic need items within the City, conditional and temporary use permit requirements, and process for requesting to have community events at parks. |
| C.6.2. | Provide information on the availability, content, and accessibility of the online resource directory. |
| C.6.3. | Information materials will be tailored to reflect different audiences. |
| C.6.4. | Provide information cards to Parks and Recreation, the contracted security guard service, Code Compliance, Police officers, businesses and residents to be given to those encountered who are distributing in parks, business areas, and neighborhoods. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Reduction of distributions to the homeless in public places, business areas and neighborhoods.
- ✓ Volunteers connected with the Volunteer Coordination Program, the Centralized Service Center, the Communal Kitchen and the PCOCC.
- ✓ Those who are homeless know where to find the food and other basic items they need
- ✓ Needs are met in a reliable and consistent manner
- ✓ Volunteers have a clear understanding of how to assist the homeless in Pomona
- ✓ Policies and materials are made available on the "A Way Home" webpage.
- ✓ Materials are provided in the Community Tool Kits

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Costs of printing materials
- Staff time

**Funding:**

- ESG funds
- CDBG funds
- Financial sponsorship

## PRIORITY AND TIMEFRAME

- High priority
- Distribute materials 6 months from CSC, Communal Kitchen and/or Volunteer Program implementation

## IMPLEMENTATION LEAD

- City of Pomona Homeless Services Unit

## POTENTIAL COLLABORATING PARTNERS

- City Attorney review
- Code Compliance, Public Works, Police Department
- Community Services
- Security Company
- Businesses/Residents
- PCOCC
- Pomona's Promise

## STRATEGY C7: INCREASE BUSINESS OWNERS' KNOWLEDGE OF HOMELESS SOLUTIONS AND PROVIDE SUPPORTIVE TOOLS

## DESCRIPTION

The conduct of daily business is often negatively impacted when homeless activities take place nearby. To address this, businesses need information regarding resources, and service providers. Business owners need an understanding of where their rights, and those of homeless persons, begin and end.

Businesses may be unsure how to respond to homeless-related issues. Current and accurate information about homelessness and how to address the homeless is needed.

Businesses also need to know the role that they can play in helping to end homelessness. Some business owners have tried to help by offering odd jobs for food or a place to stay, only to find that a growing number of homeless persons then camp on their property.

Businesses will benefit when participating in the "Positive Change Not Spare Change" alternative to panhandling campaign (Strategy B9). Businesses can participate in solutions to homelessness through legitimate employment and apprenticeship opportunities and support of relevant "A Way Home" strategies (Strategy A3).

Businesses need ready homelessness resources and strategy information in ways that are useful and easy to access.

Implementation of Crime Prevention through Environmental Design (CPTED) interventions can help businesses to reduce homeless activity on business sites as well as reduce possible illegal activity. Providing business with information on CPTED design elements will empower businesses to engage in successful commerce in the City of Pomona.

To promote this information, communication avenues currently used by businesses must be employed. Such avenues include: community service groups, networking groups, the Chamber of Commerce, Business Neighborhood Watch business newspapers and newsletters, trade publications, and business associations. Businesses may also receive the information from the Pomona Police Department, Code Compliance, Pomona Homeless Outreach Team and the Homeless Services Coordinator. Materials should be available at the City's Business License desk as well. Finally an effort to present this information to business service organizations and association meetings should be initiated.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| C.7.1. | City and Chamber Convene a Business Leader's Task Force on Homelessness[xxvii] |
| C.7.2. | Create promotional material that provides: Tips on how to address homeless related situations; information on how to file complaints; how Homeless Services, the Pomona Homeless Outreach Team, and Police can help; what the City can and cannot do legally; "Positive Change" alternative to panhandling campaign; how to connect with homeless resources; information on CPTED principles; and how to connect with the Business Leaders' Task Force on Homelessness. |
| C.7.3. | Create and extend an invitation to participate in the PCOCC via business associations. |
| C.7.4. | Provide business association and service group presentations. |
| C.7.5. | A business link on the PCOCC website. |
| C.7.6. | Inform the business community of service opportunities for business volunteer groups. |

## POTENTIAL PERFORMANCE METRICS

- ✓ How many businesses were provided flyers, brochures, and posters
- ✓ Increase of the number of phone inquiries to the Chamber of Commerce for information
- ✓ Reduction in the number of complaints to the City and Police Department
- ✓ Survey of local businesses
- ✓ Number of hits on web page
- ✓ Businesses and Business Associations support of "A Way Home" Initiatives through time, talent, inventory, staff and owners volunteer efforts
- ✓ Number of presentations and attendees

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Printing, supplies and Staff Time
- Webpage maintenance

**Funding**

- Current funding sources

## PRIORITY AND TIMEFRAME

- High priority
- Create outreach and marketing materials within 12-24 months from plan adoption

## IMPLEMENTATION LEAD

- Pomona Homeless Services Unit and Chamber of Commerce collaborative effort

## POTENTIAL COLLABORATING PARTNERS

- City Administration
- City Human Resources
- City Code Compliance
- Police Department
- Business Community Service groups
- Business Associations
- Downtown Pomona Owners Association (DPOA)

## STRATEGY C8: ENGAGE AND INFORM THE RESIDENTS OF POMONA IN ISSUES REGARDING HOMELESSNESS

## DESCRIPTION

Homelessness in Pomona affects the greater community in a significant way when the unsheltered homeless begin to impact neighborhoods and businesses negatively. Residents encounter Pomona's homeless as they walk their children to school, shop, conduct business, and enjoy in parks. Pomona residents need accurate information on what is being done to address homelessness, how to respond to homelessness and how they can get help with homeless issues. Distilled information is needed to help the residents understand this complex challenge. When interviewing businesses and residents, many respondents ask about mental health challenges for those living on the streets. People would like a better understanding of what chronic homelessness is and what causes a homeless person to become homeless. Discussion groups and training might be helpful to assist in addressing this area.

Within 2016 alone, more than half a dozen community meetings have been held at the request of residents to find out what's going on with the increase of homeless in Pomona, why does Pomona seem to have more than other cities, what is the City doing to address homelessness, and why is it that the homeless seem to have more rights than property and business owners.

Because of this, the HAC Working Group on Community Perceptions recommended hosting ongoing forums on issues surrounding homelessness. Perhaps these forums could be hosted in coordination with Area Commander Meetings, Neighborhood Watch meetings, or Coffee with a Cop. However, because these meetings have a specific purpose and agenda, separate forums at the request of residents and business owners might be preferable.

To begin to implement this strategy a link to "request a neighborhood forum, discussion group, or training" could be provided on the "A Way Home" webpage (strategy C4). In addition, information on how to request a neighborhood forum could be provided in resident focused materials and a link provided on the City's website.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| C.8.1. | Create resident focused flyers, brochures and cards that provide information on how to respond to homelessness and how to get help with homeless issues. Include how to request a neighborhood forum, discussion group or training on homelessness. Also include definitions, rights, and the current state of homelessness in Pomona; information on specific City initiatives; and information on resources and service-providers and the availability and content of the online resource directory. |
| C.8.2. | Create an "A Way Home" Empathy Campaign that reveals the humanity of homeless individuals and the personal nature and complexity of issues associated with becoming homeless. Such a campaign can include public art and online interviews and stories. Include information on opportunities to help as families and neighbors. |

| | |
|---|---|
| C.8.3. | Work with the Pomona Unified School District to create a class project or service program that empowers young Pomona students with knowledge about homelessness and allows them to contribute ideas and talents to address homelessness. |
| C.8.4. | Create a methodology for updating the Pomona Continuum of Care Coalition directory (Strategy B10). |
| C.8.5. | As the Pomona's Promise website and directory are renewed and updated, the PCOCC Directory can link to the Pomona's Promise Directory homeless section with a connecting online link on the PCOCC website. Pomona's Promise Resource Directory will feature the new "Homeless and At-risk" tab and will contain a map with color-coding by service type and a roll over feature providing details of services. |
| C.8.6. | Educate through Ongoing Conversations. Provide forums, discussion groups and trainings at the request of residents. |
| C.8.7. | Create an invitation to participate in the Pomona Continuum of Care Coalition. Distribute at forums, discussion groups and trainings. Send out through resident's avenues of communication. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Increased involvement of residents with service providers, reported resident outreach activities.
- ✓ Reduction in complaints to the City and Police Departments.
- ✓ Increased resident participation in "A Way Home" initiatives
- ✓ Resident's support through time, talents and donations to "A Way Home" initiatives
- ✓ Online and social media community input survey results

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Website development and maintenance
- Staff Time
- Printing and supplies

**Funding:**

- Walmart Foundation
- Aetna Foundation

## PRIORITY AND TIMEFRAME

- High priority
- Implement outreach efforts within 12-24 months

## IMPLEMENTATION LEAD

- Pomona Continuum of Care Coalition
- City of Pomona Homeless Services Unit
- Pomona Unified School District
- Tri City Mental Health Center

## POTENTIAL COLLABORATING PARTNERS

- Pomona's Promise
- Chamber of Commerce
- Service Organizations
- DPOA
- Community and Faith-based organizations

## STRATEGY C9: STRENGTHEN SERVICE PROVIDER NETWORKS AND INCREASE RESOURCE VISIBILITY

## DESCRIPTION

Communication within the network of service-providers and between service providers and the public is an essential element of an effective homeless solutions system. A lack of awareness of programs can lead to an overlap or duplication of service provision, as well as gaps in services and resources.

Accessibility of services and resources for the homeless population provided by the service providers of Pomona can be improved. Often service providers require clarification on how to find each other, connect, and refer people to other organizations for assistance. Clear and detailed information on what each organization does, when services are available and how to access or refer others to them would be helpful. For instance, improvements in the consistency of referral of homeless persons exiting an emergency room or hospitalization to respite care facilities could be realized with improved communications.

The Pomona Continuum of Care Coalition has been effective in providing networking and information sharing at the monthly meetings. The City of Pomona and the PCOCC can build upon this long-standing communication network to address this need. In addition, it would be helpful for timely information to be disseminated between PCOCC meetings. A daily reporting of new events and housing opportunities would help people to be housed quickly and reduce vacancy rates. A homeless dashboard on the PCOCC website could provide an easily accessible quick snapshot of updated information. And, a master calendar that provides information about important events, meetings or activities of PCOCC member organizations would helpful to all agencies as well as those who use their services.

For those service providers not connected with the PCOCC, an engage and connect campaign could be helpful in obtaining new members. County Departments could encourage County funded programs to link into the PCOCC (Strategy B4). As the organization continues to grow, networking should be redesigned to take full advantage of current information sharing platforms.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| C.9.1. | Update Pomona's Promise website, to include the homeless services online resource directory. The resource directory will feature a new Homeless tab and map with color-coding by service-type. |
| C.9.2. | Create a social media forum on homelessness (Strategy C2 and C4). |
| C.9.3. | The City and/or the Pomona Continuum of Care Coalition to issue quarterly Press Releases to highlight "A Way Home" strategies as they are implemented. |
| C.9.4. | Link Pomona Continuum of Care Coalition and Pomona's Promise websites. Feature a link to the PCOCC more prominently on the Pomona's Promise website. |

| | |
|---|---|
| C.9.5. | Ensure that service provider resources are provided to the Pomona Unified School District's Resource Center. |
| C.9.6. | Provide information on availability and content of the online resource directory in service provider communications. |
| C.9.7. | Explore where respite care referrals are inadequate and examine the reasons for disconnects in this system. To the extent that this is a communications issue, work with hospitals administration and social services staff and the respite care providers to enhance communications regarding this vital option for vulnerable homeless persons exiting the hospital system. |
| C.9.8. | Identify homeless service providers in Pomona that are not connected to the Coalition and extend invitations. |
| C.9.9. | Send out daily information updates with snapshot of what is included and links to materials, information and websites. |
| C.9.10. | Provide agencies with an easy to use announcement tool on the PCOCC website. |
| C.9.11. | Create a master community calendar that highlights service events, meetings and service activities. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Increased hits on Pomona's Promise Website
- ✓ Increased hits on Pomona Continuum of Care Coalition's Website
- ✓ Increased social media platform traffic
- ✓ Survey service providers regarding networking and referral satisfaction. Collect input on suggested improvements and implement practical solutions.

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Cost of enhancing and maintaining Pomona's Promise's and Pomona Continuum of Care Coalition's Websites
- Cost of developing and maintaining Social Media community platforms

**Funding:**

- Fundraising
- Cisco Technology Grant
- Progressive Technology Project
- Verizon Foundation
- Business/Agency Sponsorship

## PRIORITY AND TIMEFRAME

- Low priority
- Begin work within 24 months
- Complete and maintain work within 48 months

## IMPLEMENTATION LEAD

- Pomona Continuum of Care Coalition in Collaboration with City of Pomona / Pomona's Promise

## POTENTIAL COLLABORATING PARTNERS

- 2-1-1
- Pomona Unified School District
- City of Pomona IT Department
- Pomona's Promise Work Groups
- Service Providers
- Day One
- GAIN Program
- LA County Education Office
- LA County Re-entry Programs
- Pomona Valley Children and Family Collaborative

## STRATEGY C10: INCREASE HOMELESS PERSONS ACCESS TO AND USE OF RESOURCES

## DESCRIPTION

Individuals and families experiencing homelessness need easy access to resources and information. Resource information should be readily available in formats used by and at locations frequented by people who are homeless. To the greatest extent possible, barriers to information should be minimized. Research conducted by the Programs, Resources and Services working group of the HAC revealed that, generally, the customer service of service providers could be better. Many service providers utilize voicemail and are remiss in returning calls. Others were found to leave callers on hold for an inordinate length of time. Similarly, wait time for 211 calls can, at times, be 45 minutes to an hour. Waiting lists for affordable housing and voucher programs and other services can be long. DPSS sees the same homeless families year after year, indicating that current programs fail to move households from homelessness to housing in a sustainable way. The causes and solutions to recidivism to homelessness must be identified.

Many homeless people exiting a hospital room stay decline to use the respite care program, opting instead to exit to homelessness. Equally, homeless people often decline shelter and housing options offered to them. Educating homeless people on what these programs are like may help remove the fear associated with going to a housing option. Pictures of options, even quarterly or monthly tours, could inform homeless people in a concrete way and make the unfamiliar, familiar and safe.

This is where a Centralized Service Center (Strategy B1) and transportation system (Strategy B6) could be of great assistance to both homeless clients and the agencies that serve them. To have a centralized place to provide services and coordinate referrals would increase service effectiveness and decrease the number of missed appointments by homeless families and individuals do to service barriers.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| C.10.1. | Explore where respite care referrals are insufficient and examine the reasons for disconnects in this system. Work with hospitals administration and social services staff and respite care providers to remove barriers and enhance communications regarding this vital service for vulnerable homeless persons exiting the hospital system. Provide complete information with pictures about respite care and how it works. |
| C.10.2. | Pomona Continuum of Care Coalition to adopt a Customer Service Standard of Excellence for service providers. Encourage all homeless service providers to adopt this standard. Agencies that adopt the Customer Service Standards of Excellence will receive prominent display / linkage on the Pomona Continuum of Care Coalition Website and privileged membership benefits. |

| | |
|---|---|
| C.10.3. | Incorporate the Whole Person Care Model and Compassionate Companions training for successful engagement of persons experiencing homelessness to reduce recidivism to homelessness. (Strategy B3) |
| C.10.4. | Create a large-scale asset map of services to be displayed at service provider locations and community centers. |
| C.10.5. | Create pocket cards with information about rights and responsibilities, services and resources. |
| C.10.6. | Create and provide posters to service provider, Pomona Unified School District Resource Center and County services offices. Provide information on availability and content of the online resource directory. |
| C.10.7. | Hardcopy and electronic newsletters in service provider, Pomona Unified School District Resource Center and County services offices. |
| C.10.8. | Create a printable fact sheet with information about rights, responsibilities, services and resources. Make the fact sheet available on Pomona's Promise, City of Pomona and Pomona Continuum of Care websites. Flyers can be printed and distributed to homeless persons and families by volunteers, neighbors and community members, food banks and other interested parties. Include flyers and pocket cards in hygiene kits and food bank distribution bags. |
| C.10.9. | Provide information on the Filling the Gap Transportation System (Strategy B8) through a brochure at participating service providers. |
| C.10.10. | Educate homeless persons on available resources and how to access them through ongoing conversations. |
| C.10.11 | Provide tours of available shelter facilities to homeless families and individuals refusing "Housing First" options and assist in moving when possible. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Homeless persons report improved access to services
- ✓ Survey consumers of services in the community and at the Service Center
- ✓ Reduced hold times on phone calls and wait times for housing and services
- ✓ Increase homeless person enrolled in programs and housed

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Printing
- Staff time

**Funding:**

- Current funding sources

## PRIORITY AND TIMEFRAME

- Medium priority
- Implementation to start after development of Centralized Service Center for optimal results. Fully implemented 18-24 months after adoption of plan.

## IMPLEMENTATION LEAD

- Pomona Continuum of Care Coalition/City of Pomona Homeless Services Unit

## POTENTIAL COLLABORATING PARTNERS

- Service Provider Executive Directors
- DPSS Executives
- 211 Executives
- City of Pomona Homeless Services Unit
- Homeless Service Providers receiving funding through the City of Pomona
- Tri City Mental Health
- Pomona Valley Community Hospital
- Pomona Community Health Clinics
- East Valley Community Health Clinic
- Illumination Foundation
- Los Angeles Homeless Services Authority (LAHSA)
- Pomona Police Department
- Pomona Unified School District
- Students to help create posters
- Pomona Homeless Outreach Program

# CITY OF POMONA SOLUTIONS FOR POMONA'S HOMELESS

*GOAL D*

*BALANCE THE NEEDS AND RIGHTS OF HOMELESS PERSONS AND THE LARGER COMMUNITY THROUGH UPDATED, FAIR, LEGAL AND ENFORCEABLE POLICIES AND ORDINANCES*

## GOAL D BALANCE THE NEEDS AND RIGHTS OF HOMELESS PERSONS AND THE LARGER COMMUNITY THROUGH UPDATED FAIR, LEGAL AND ENFORCEABLE POLICIES AND ORDINANCES

### STRATEGY D1: EVALUATE CURRENT POLICIES AND ORDINANCES AND CREATE POLICIES AND ENFORCABLE ORDINANCES THAT SUPPORT THE STRATEGIES

## DESCRIPTION

Certain areas of concern regarding homelessness can best be addressed through City policy. A discussion of policy matters took place in each of the HAC Working Groups. The general feeling was that it does the community no good to have policies in place that can't be enforced regardless of the reason.

**Review and Update Ordinances**
All ordinances of the City of Pomona should be fair, legal and enforceable. Ordinances that are on the books, but are not enforceable undermine respect for the law. It is recommended that the City Attorney review each of the City ordinances that may have to do with homelessness, either directly or indirectly. It was recommended that each of these ordinances be reviewed and that those that cannot be acted upon be rescinded or redrafted to bring them up to a standard that can be acted upon based on judicial precedence.

Although laws pertain to everyone, the following may impact homeless persons and should be reviewed: ordinances related to loitering, shopping carts, solicitation and panhandling, drinking alcohol in public places and open containers, smoking in parks, use of public spaces, camping, sleeping in public, storage of personal property, dumping, sleeping in motor vehicles, use of city parks, depositing or burial of solid waste, scavenging, and theft of utilities.

**Use of public space**
HAC members suggested that the City identify public areas negatively impacted by a persistent and frequent congregation of homeless persons, as well as those who may not be homeless, but who are loitering and negatively impacting a business environment. The City can develop a plan for each site, addressing and mitigating environmental and social factors contributing to the concentration of homeless persons and others who may be loitering. For example, physical changes in the Civic Center could help prevent loitering and panhandling in the area. Developing policies and implementing the strategies in this recommendation correspond neatly with the development of the Centralized Services Center (Strategy B1) where the needs of homeless persons can be better met than in areas not suitable for distribution and service activities.

**Permits**
With the opening of the Centralized Service Center (Strategy B1), the Neighborhood Services Department should revisit and set definitive policies around the permitted use of public parks and the distribution of free food, clothing and other basic needs. Also, the Development Services Department can review and update policies for approving Temporary Use Permits for free distribution of foods, basic needs, and services in public spaces, on private property, and allowed locations.

**Housing First**
Recognized as the most impactful and cost effective approach to ending homelessness, the City should formally adopt a requirement that service providers funded through the City implement housing first strategies. A Housing First philosophy could be included in shelters approved for development as well as affordable, permanent and permanent supportive housing.

**Review and adopt a Pomona residency standard for homeless assistance**
HAC contributors suggested that the City evaluate and update the Pomona residency requirement for homeless people who seek assistance through *City of Pomona funded* services and housing programs. Although it would be difficult to enforce such a residency requirement for all service operators within the City, agencies operating homeless assistance programs with City funding would be restricted to only serving people or households meeting the Pomona residency requirement within those programs. To recommend this policy, the City reviewed 1) the current Pomona residency requirement, 2) the HAC Housing and Facilities Workgroup recommendation and 3) the residency requirement of two other cities that have successfully implemented a homeless preference criterion. The following outlines a Pomona Homeless Residency criterion that incorporates the above recommendations.

**Recommended City of Pomona Residency Criterion for Homeless Services:**
A Homeless person or household must meet one of the following criteria in order to be assisted with City of Pomona funded homeless housing and service programs:

1. Be identified by City of Pomona staff (i.e. Pomona Police Department, Pomona Fire Department, Code Enforcement personnel or Homeless Services/Outreach Team) as high users of City resources and services and meet one of the other criteria listed; or,
2. Be known to the City of Pomona's Homeless Services Unit/Outreach Team/Tri City Mental Health Center to be sleeping in a place not met for human habitation, in Pomona, for more than 12 months and has a service history or open case for over one-year consisting of ongoing interaction with one of the service agents listed ; or,
3. Have a social support system of an immediate family member living in Pomona, who is willing to help in the remediation of their homelessness. Current residency of an immediate family member (mother, father, child, sibling, or grandparent) in the City of Pomona documented by written certification of the family member along with written proof of City occupancy, or,
4. Become homeless while living permanently in Pomona with proof of residency on property zoned for residential use in Pomona (owner of record, lease, and/or paid utilities necessary for legal use of the property for residential use); or,
5. Individual or household experiencing homelessness has a household member that is currently attending a Pomona school full-time (with written certification from school personnel) or is legally and gainfully employed at least 20 hours per week and works within the City of Pomona city limits (documented with paystubs and identification).

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| D.1.1. | Evaluate troubled areas in the City and encourage investment in Crime Prevention Through Environmental Design (CPTED) improvements. |
| D.1.2. | Once "Urgent" initiatives are implemented, update any City ordinances that would be impacted, allowing enforcement equally across all residential statuses. |
| D.1.3. | Review and update permitting policies for use of parks, free food and item distribution, use of community organizations buildings for extraordinary activities. |
| D.1.4. | Adopt a City residency criterion for the provision of homeless services and housing funded through City of Pomona programs. |
| D.1.5. | Advocate for Countywide adoption of uniform city residency standards. City representative sitting on the San Gabriel Valley Council of Governments (SGVCOG) have an opportunity to bring this recommendation to decision makers for a common standard. (Complements Strategy B5). |
| D.1.6. | Formally adopt a policy requiring the inclusion of Housing First principles and elements in shelters, affordable, permanent and permanent supportive housing. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Residents and businesses report improvement in problem areas of the City
- ✓ Increase in business traffic and revenues
- ✓ A reasonable and effective residency standard for homelessness is adopted in the City
- ✓ Residency policy is adopted by the SGVCOG participating cities
- ✓ Each city in the region accepts responsibility for homeless persons meeting the residency standards
- ✓ Homeless persons are rapidly rehoused within their community in which they became homeless or have significant ties.

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Implementation of environmental changes to address problem areas

**Funding:**

- Soteria Group assessment of funding opportunities
- Crime and Public Safety grants
- Centers for Disease Control and Prevention

## PRIORITY AND TIME FRAME

- Urgent priority
- Review affected ordinances within 3-6 months of plan adoption. Update where needed to reflect new community resources addressing shelter, food distribution and storage.

## IMPLEMENTATION LEAD

- City Attorney and City Administration

## POTENTIAL COLLABORATING PARTNERS

- Pomona Police Department
- Public Works Department
- Neighborhood Services Department
- Development Services Department
- San Gabriel Valley Council of Governments

## STRATEGY D2: CREATE A SAFE AND SECURE PARK, CIVIC PLAZA AND PUBLIC SPACE EXPERIENCE

## DESCRIPTION

Parks should be family-friendly and provide a comfortable place for people to rest, play and recreate. For some residents in Pomona, a city park is the primary outlet for recreation. For others it is a place for physical activity or team sports. And for children who live in multifamily buildings parks may be the only place to exercise and play outdoors.

All residents, including homeless people, have the right to use and enjoy parks. The open space, trees and grass provide a natural place for people to spend time. The desire to live in these spaces when you do not have a home makes sense. But, parks are not designed, and were never meant, to be a private residence. When people live in a public space, the result is that private behavior and activities take place in public. When the pervasive and continuous use of parks by one population interferes with other members of the community's ability to enjoy the park, measures need to be taken to ensure that everyone's rights to public open space is protected.

**Camping and Food Distribution**
With the adoption of SB2 and the identified need to provide for those who are unsheltered, it is anticipated that more emergency housing will be developed. As shelter space becomes available, the City should be able to fairly enforce its no camping ordinances without legal challenge. In addition, when the Centralized Service Center (Strategy B1) and Communal Kitchen (Strategy B2) are opened to provide for basic needs and food provision, it should not be necessary for these activities to be conducted in parks or other public spaces.

**Establish a Park Ranger Program**
Pomona's parks are large and beautiful, resplendent with trees and shrubbery. The parks also have many rules to ensure a pleasant environment for all visitors. No drinking of alcohol, no smoking, no occupancy after dark unless a public event has been sanctioned, are a few of these rules. It takes considerable effort to enforce the City's policies regarding the proper use of parks. Therefore, it is recommended that the City establish a Park Ranger program. The program can be supplemented by strengthening and expanding the Citizen Volunteer Patrol program. An evaluation of current park security is recommended.

**Civic Plaza**
The Pomona Civic Plaza is a location for municipal business, court activity and library activities. People of all ages and across the spectrum of Pomona's diverse community come to this area to accomplish specific tasks. It is vital that the Civic Plaza is safely navigable for all residents, including children, the elderly, and the infirm. As such simple measures to ensure the safety of all are recommended.

Children may ride their bicycles to the library, but few are seen riding bikes across the Civic Plaza. However, it has been pointed out that several adults do ride through and around the Civic Plaza. To ensure the safety of all, it is recommended that riding bicycles or other wheeled transportation such as scooters and skateboards in and through Civic Plaza be prohibited and that a policy be adopted and enforced that such means of transportation be walked through Civic Plaza. In addition, zero tolerance of shopping carts in the Civic Plaza should be continue to be enforced. Personal carts such as those marketed broadly would not be included in the prohibition.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| D.2.1. | Create a Park Ranger program. |
| D.2.2. | Evaluate, update and enforce camping ordinances. |
| D.2.3. | Evaluate and update community service policies and procedures for park usage. |
| D.2.4. | Strengthen and expand the Citizen Volunteer Patrol Program. |
| D.2.5. | Evaluate park and Civic Plaza security services. Ensure that the service provides highly trained, experienced and qualified security personnel. |
| D.2.6. | Ensure that the Park Ranger, Citizen Volunteer Patrol and Security Services have effective and open communication lines and linkages. |
| D.2.7. | To ensure the safety of all visitors to Civic Plaza, restrict bicycle riding and similar forms of transportation. Adopt a formal policy to walk bicycles in Civic Plaza and post signage. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Residents report safe and enjoyable park experiences
- ✓ Residents freely use park spaces
- ✓ Park spaces are used appropriately
- ✓ Reduction in complaint calls about parks and Civic Plaza to City Hall and Pomona Police Department
- ✓ Reduction in reports of crime in park and Civic Plaza
- ✓ Satisfaction with security services is reported by City Departments and residents
- ✓ There are no bicycle pedestrian collisions or intimidation by fast moving modes of transportation in the Civic Plaza

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Cost to implement some elements of this recommendation will be substantial
- Park ranger staffing, uniforms, and equipment
- Volunteer Patrol uniforms, vehicles, gas and maintenance
- Increased security contractor costs
- Signage fabrication and posting
- Increased or improved lighting where needed

**Funding:**

- Department of Justice Bureau of Justice Assistance Grants
- Allstate Foundation
- Metlife Community Police Initiative
- State Farm Insurance
- Walmart Community Safety Grant
- Park event usage fees with a special fee for use by those external to the City
- A small parking fee to park in park parking lots
- Property or sales tax for neighborhood projects or park public safety[xxviii]

## PRIORITY AND TIMEFRAME

- High priority
- Short term – within 6 months - policy recommendations, program design/adoption, and signage posting
- Camping and food distribution time line dependent on implementation of year round shelter, communal kitchen and storage center.
- Long-term up 36 - 48 months of Park Ranger strategy implementation depends upon funding/grant cycles

## IMPLEMENTATION LEAD

- City Attorney, Pomona Police Department, Code Compliance

## POTENTIAL COLLABORATING PARTNERS

- City Administration
- Public Works
- Neighborhood Services, Community Services
- Human Resources/Volunteer Coordinator

## STRATEGY D3: IN CONJUNCTION WITH THE OPENING OF A COMMUNAL KITCHEN, CREATE AND ENFORCE POLICIES AND ORDINANCES AROUND THE PROVISION OF FOOD IN THE CITY

## DESCRIPTION

As stated in the introduction to Strategy B2, on any given day within the City of Pomona a homeless person can find a meal. Over 15 community or faith-based organizations sites are scattered throughout the City and participate in this activity. In addition, there are many organizations, both from within and outside of Pomona, that come to distribute food, and other basic items such as clothes, blankets and hygiene kits. They do this in city parks, the Civic Plaza, parking lots and other open spaces. However, in many cases this food distribution is done without coordination, City knowledge, or thought to the impact of this activity on surrounding neighborhoods. It is also, for the most part, done without thought to health codes regarding food safety or proper disposal.

Each year in the United States, it is estimated that 76 million people experience a food borne illness. Some of these cases are very serious and the Center for Disease Control estimates that there are 325,000 hospitalizations and 5,000 deaths.[xxix] When considering the fragile health condition of a segment of the homeless population, this statistic carries significant weight.

With the opening of a Communal Kitchen, it is recommended that the City examine its policies around the mass distribution of food in the community. Policies should align with Health and Human Services and Department of Public Health Environmental Health policies and recommendations.

Creating a policy on when, where and how food and basic needs items may be distributed within the City would assist the City, Pomona residents and the homeless themselves. Enforcement of temporary use and conditional use permit requirements regarding food distributions and giveaways would support this policy. And, as appropriate, requiring County issued Food Handler Cards would be beneficial. But more importantly, focusing distribution efforts towards the Communal Kitchen would allow for these outreach and often ministerial efforts to occur, reaching the homeless in a more focused, coordinated and safe environment. It would also combine food distribution with service provision that focuses on helping homeless people exit homelessness, instead of maintaining their homeless status.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| D.3.1. | City evaluates food distribution policies. |
| D.3.2. | As appropriate, policies should require County issued Food Handlers Cards in order to obtain permits to prepare and distribute food. |
| D.3.3. | Create clear policies on when, where and how food is to be distributed. |
| D.3.4. | Create clear policy regarding the use of private buildings for activities other than those for which the property was permitted. |
| D.3.5. | Publication and enforcement of conditional and temporary use permits. |
| D.3.6. | Provide public information on the policies and standards and the reasons behind them. |
| D.3.7. | Redirect efforts towards Communal Kitchen coordinated meals. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Decrease in community complaints regarding food distribution
- ✓ Community members do not contract food borne illnesses
- ✓ Food provision is safe and appropriate
- ✓ Homeless persons receive needed food at the Communal Kitchen
- ✓ County laws and City policies are consistent
- ✓ Homeless interaction through CSC intake process increases

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs and Funding:**

- No significant costs associated with this recommendation

## PRIORITY AND TIMEFRAME

- High priority
- 12-24 months - to follow construction and opening of the Communal Kitchen site

## IMPLEMENTATION LEAD

- Planning Division and City Attorney

## POTENTIAL COLLABORATING PARTNERS

- LA County Department of Public Health Environmental Health
- Communal Kitchen operators
- Code Compliance
- Community Services
- Pomona Police Department
- PCOCC/Community and Faith partners
- Neighboring city's faith-based organizations and ministries

## STRATEGY D4: SECURE ADDITIONAL RESOURCES TO ADDRESS HOMELESSNESS

## DESCRIPTION

All of the strategies recommended in this document hold real potential to improve the lives of those who are homeless, as well as the broader community of Pomona. Each goal, supporting strategy and subsequent activity has been designed to obtain the greatest impact and results in addressing homelessness within Pomona. But to implement this plan, sufficient funding and staffing will be needed. It won't happen without dedicated time, talent and resources from all aspects of the Pomona community.

One-time, on-going and dedicated funding streams will all be needed. Potential funding sources may include any combination of the following: foundation grants (community foundations, public foundations, private foundations) government grants (county, state, and federal), public agency funds, fundraisers, loans, taxes, fees, capital campaigns, in-kind donation of goods, equipment, purchase of real property, professional services, discounts, crowd funding, social media campaigns, major donors, partnerships with business and industry, product placement, branding opportunities, research funding, bonds, events, community partnerships, community service groups, faith providers, and others.

Funding sources may include HUD, LAHSA, LA County grant funds, State Dept. of Housing and Community Development, Dept. of Labor, Dept. of Health and Human Services, Dept. of Rehabilitation, SAMSA, the Food and Drug Administration and major business/industry partners in Pomona, the Pomona Valley and San Gabriel Valley.

The research and application for funding requests will take a significant amount of dedicated time. Developing a capitol fund campaign, hosting fundraising events and engaging the community for donations, will also require time and funding. There are City of Pomona employees that have the expertise to research and write grant applications, but to accomplish and implement this plan it will take dedicated staff and resources. It is recommended that the Pomona Community Foundation be engaged in these fundraising efforts and that a full-time staff member responsible for fund development and grant writing is secured by the Foundation or the City.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| D.4.1. | Work with the Pomona Community Foundation and the implementation leads to proactively seek government and non-government funding. |
| D.4.2. | Assess the funding needs, the time and expertise required to pursue those leads and additional staff or consultants required to obtain appropriate funding for the various strategies. Different strategies will require different funding sources. |
| D.4.3. | Develop a project and funding timeline and goals. |
| D.4.4. | Identify funding that requires a nonprofit partner to apply and identify partners. |
| D.4.5. | Conduct fundraising events and initiatives to support solutions to homeless in Pomona. |

| | |
|---|---|
| D.4.6. | Undertake a capital campaign. |
| D.4.7. | Develop major donor campaign. |
| D.4.8. | Submit identified grant proposals. |
| D.4.9. | Explore fees, tax and bond options. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Meet and request mentoring and guidance from the California Community Foundation, other successful Community Foundations and the Center for Nonprofit Management
- ✓ Identify specific costs by activity and timeframe
- ✓ Create a fund development plan with calendar
- ✓ Identify primary lead for each funding activity: grant writing, fund raising events, capital campaign and major donor development for specific benchmarks. Ensure that fund development activities do not compete with one another on the calendar. Prioritize benchmarks per donor and event.
- ✓ Meet annual fund development goals
- ✓ Funds for specific benchmarks, strategies and goals are met in a timely way

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- Staff time
- Pomona Community Foundation staff
- Fundraising events and promotion costs
- Capital Campaign events and promotion costs

**Funds:**

- Current Staff funding
- Local, State and Federal (HHS, SAMSHA, HUD, USDA)grants
- Public Agencies
- Planning grant from a foundation
- Community Development Block Grant
- Funds raised through "Positive Change Not Spare Change" campaign (Strategy B9)
- Buddhist Tzu Chi Foundation
- Mental Health Services Act (MHSA) funds
- Foundations (Weingart, Hilton, Ahmanson, California Wellness, Kellogg etc)
- Major Donor and Capital Campaign

## PRIORITY AND TIMEFRAME

- High priority
- Begin fund planning in coordination with all initiatives
- Annual goals achievement at 12, 24, 36, 48 and 60 months

## IMPLEMENTATION LEAD

- Pomona Community Foundation, City of Pomona

## POTENTIAL COLLABORATING PARTNERS

- Departments, agencies and other partners specified in each benchmark and strategy

## STRATEGY D5: EVALUATE STAFFING NEEDS TO ENSURE ADEQUACY OF PROGRAM AND STRATEGY IMPLEMENTATION

## DESCRIPTION

The magnitude of the effort required to implement "A Way Home" strategies is significant. Successful implementation of the Council approved strategies is dependent upon adequate staffing levels. In some cases, temporary assistance, volunteers, or consultants may be required. It is vital that the greatest value possible is obtained from each consultant, temporary worker, volunteer, staff realignment or addition to be able to fulfill the promise this plan holds. It is recommended that the City examine current staffing and make appropriate additions and adjustments to allow for successful implementation of the strategies.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

| | |
|---|---|
| D.5.1. | Department Directors evaluate staffing levels required to support the strategy recommendations that will be implemented in whole or in part by their staff. |
| D.5.2. | Department develop realistic staffing increases required to fulfill the required work. |
| D.5.3. | Funding to support necessary staffing is identified. |
| D.5.4. | City Administration makes staffing recommendations to City Council. |
| D.5.5. | Hire appropriate staff. |
| D.5.6. | Contract outside services as necessary. |
| D.5.7. | Train and develop staff. |
| D.5.8. | Strategies are successfully implemented. |
| D.5.9. | Redefine, where possible, use of Special Funds to support the "A Way Home" effort. |

## POTENTIAL PERFORMANCE METRICS

- ✓ Staffing Plan and recommendations are approved by City Council
- ✓ Staffing is sufficient to implement strategies
- ✓ Strategies are implemented
- ✓ Unsheltered homelessness is reduced in Pomona
- ✓ Homeless people are housed

## POTENTIAL COSTS AND FUNDING SOURCES

**Costs:**

- New salaries and benefits

**Funding:**

- Grants based upon each specific strategy's focus
- To the extent that staffing is permanent, permanent funding sources must be sought

## PRIORITY AND TIMEFRAME

- Medium priority
- Begin to identify potential funds with plan adoption. First funding efforts should be focused on implementing Urgent priority strategies.

## IMPLEMENTATION LEAD

- Department Directors

## POTENTIAL COLLABORATING PARTNERS

- City Council
- Human Resources
- City Administration
- Finance Department

# ADDENDA

## List of Homeless Advisory Committee Members

AnneMarie Acosta, City of Pomona, Resident, HAC
Vicky Alvarez, Pomona Community Health Clinic, HAC, PRS
Imara Amaya, Department of Public Social Services, HAC, PRS
Benny Ayala, Office of Senator Connie Leyva, HAC
Rachel Barbosa, Office of Supervisor Hilda Solis, HAC
Beth Bingham, Pilgrim Congregational Church, HAC
Jan Boller, Western University, HAC, PRS
Joseph Cabrera, University of La Verne, Statistical Analysis of 2016 Demographic Data
Dick Bunce, Resident, HAC, PRS
Victor Caceres, Boys and Girls Club, HAC, PRS
Jessica Chairez, Pitzer College, HAC, Public Perception
Jan Cicco, City of Pomona, HAC, PRS
Reggie Clark, Volunteers of America, HAC, PRS, Housing and Facilities
Jim Dale, Pomona Valley Hospital Medical Center, HAC
Rick Debruyne, Lincoln Avenue Community Church, Resident, HAC
Benita DeFrank, City of Pomona, HAC, Housing and Facilities
Michelle DeMott, Fairplex, HAC
Larry Egan, Downtown Owners Association, HAC
Jeanine Engols, California Conservation Corp, HAC, PRS
Vanessa Enriquez, Pomona Community Health Center, HAC, PRS
Erica Frausto, Pomona Chamber of Commerce, HAC, Public Relations
Mickey Gallivan, Pomona Historical Society, Resident, HAC, Policy
Ethel Gardner, Kennedy Austin Foundation, HAC
Christina Giorgio, Public Counsel, HAC
Jessica Gonzalez, Nurses for Christ, Resident, HAC
Sol Guerra, Office of Representative Norma Torres, HAC
Maria Gutierrez, Department of Public Social Services, HAC
Joann Guzek, City of Pomona Police Department, HAC, Policy
Carolyn Hemming, Downtown Pomona Owners Association, City of Pomona Planning Commission, Pomona Resident and Small Business Owner, Policy
Anne Henderson, Pomona Youth and Family Master Plan, HAC, PRS
Jaye Houston, University of La Verne, HAC, PRS
Thomas Hsieh, Pomona Community Foundation, Resident, HAC
Christian Hsu, Pomona Police Department, HAC
Mark James, HAC
Andrew Jared, City Attorney, HAC, Policy
Beverly Johnson, City of Pomona, HAC, Housing and Facilities
Luis Juarez, Pomona Acting Together for Health , Promoting Academic Achievement , Youth and Family Master Plan, City of Pomona Planning Commision, HAC, Housing and Facilities
Kathryn Kirui, Claremont Homeless Advocacy Program, HAC
Paul Knopf, Pomona Unified School District, HAC, PRS
Mehran Kohansal, Department of Public Social Services, HAC
Paula Lantz, Council Member City of Pomona, HAC, Housing and Facilities
Diane Lawson, Resident, HAC, PRS, Housing and Facilities, Policy
Gary Lawson, Pomona Proud, HAC

Mark Lazzaretto, City of Pomona, HAC
Linda Lowry, City of Pomona, HAC
Pamela Lynn, Angels Who Care, HAC
Richard Martinez, Pomona Unified School District, HAC
Enrique Medina, Pomona Unified School District, HAC
Fernando Meza, Pomona Unified School District, HAC
Michael Millar, Cal Poly Pomona, HAC
Marisol Morales, University of La Verne, HAC
Carmen Muniz, Pomona Community Health Center, HAC
Toni Navarro, TriCity Mental Health Center, HAC, Housing and Facilities
Stephen Patten, Pomona Continuum of Care Coalition, HAC
Sham Rambaran, Purpose Church, HAC, PRS
Elyse Rasmussen, Department of Public Social Services, HAC, Housing and Facilities
Andrea Rico, City of Pomona, HAC, Housing and Facilities, Policies, PRS
Michele Ritchie, Resident, PRS
Tammy Roush, Fairplex, HAC
Jeanette Royston Ellis, NAACP, HAC
Shelby Rusu, Western University, HAC, PRS
Gilbert Saldate, TriCity Mental Health Center, HAC, Housing and Facilities
Norma Salinas, Pomona Community Health Clinic, HAC, PRS
Megan Samaniego, Cal Poly Pomona, HAC
Tim Sandoval, Resident, HAC
Manuel Saucedo, Office of Senator Connie Leyva, HAC
ZaZette Scott, Office of Senator Connie Leyva, HAC
Shelley Stone-Schmidt, Resident, HAC, Policy
Ellen Silver, Pomona Community Health Clinic, HAC
Michael Spezio, Scripps College, HAC
Ann Tomkins, Resident, Policy
Robert Torres, Office of Assemblymember Freddie Rodriguez, HAC
Wytske Visser, Inland Valley Hope Partners, HAC, Housing and Facilities
Mark Warren, Mark Warren Realty and Investments, HAC
Josh Williams, Los Angeles Homeless Services Authority, HAC, Housing
Ron Williams, Lions Gate Home, Resident, HAC, Housing and Facilities

# 2016 PIT Homeless Count City of Pomona Opt-in Report

| Name of Opt-In | Pomona | Service Planning Area: | 3 |
|---|---|---|---|

| | Census Tract | Community | Total Persons | Emergency / Winter Shelter | | | | | | | | Transitional Housing | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | Total | Adult | | Youth | | Adult Families | | Youth Families | | Total | Adult | | Youth | | Adult Families | | Youth Families | |
| | | | | | (25 | Individuals (18- | Unaccompanied Minors (Under 18) | Individuals | Households | Members | Households | Members | | Individuals (25 | Individuals (18- | Unaccompanied Minors | | Households | Members | Households | Members |
| 1 | 401703 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 2 | 401704 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 3 | 402101 | Pomona | 130 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 130 | 44 | | 7 | 0 | 24 | 75 | 2 | 4 |
| 4 | 402102 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 5 | 402200 | Pomona | 12 | 12 | 2 | | 0 | 0 | 3 | 10 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 | 402301 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 7 | 402303 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 | 402304 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 9 | 402402 | Pomona | 45 | 45 | 0 | | 0 | 0 | 16 | 45 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 10 | 402403 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 | 402405 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 | 402406 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 | 402501 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 14 | 402502 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 15 | 402600 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 | 402702 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 17 | 402703 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 18 | 402705 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 19 | 402706 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 20 | 402801 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 21 | 402803 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 22 | 402804 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 23 | 402902 | Pomona | 5 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 5 | 5 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 24 | 402903 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 25 | 402904 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 26 | 403000 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 27 | 403200 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 28 | 403317 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 29 | 403318 | Pomona | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 30 | 408800 | Pomona | 131 | 131 | 125 | | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| 31 | 402404 | Unincorpor | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | | | |
| | | | TOTAL PERSONS | 188 | 127 | | 6 | 0 | 19 | 55 | 0 | 0 | 135 | 49 | | 7 | 0 | 24 | 75 | 2 | 4 |

| Name of Opt-In | Pomona | Service Planning Area: | 3 |
|---|---|---|---|

| | Census Tract | Street Co | Adult Individuals (25 older) | Youth Individuals Unaccompanied (18-24) | Youth Individuals and Minors (Under 18) | Adult Families Households | Adult Families Members | Youth Families Households | Youth Families Members | Cars* Units | Cars* People | Vans* Units | Vans* People | Campers/RVs* Units | Campers/RVs* People | Tents* Units | Tents* People | Encampments* Units | Encampments* People |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 1 | 401703 | 9 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 4 | 0 | 0 | 0 | 0 |
| 2 | 401704 | 6 | 2 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 0 | 0 | 1 | 2 |
| 3 | 402101 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 4 | 402102 | 19 | 13 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 1 | 2 | 0 | 0 | 1 | 2 | 0 | 0 |
| 5 | 402200 | 4 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 6 | 402301 | 12 | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 0 | 0 | 0 | 0 |
| 7 | 402303 | 5 | 5 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 8 | 402304 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 3 | 0 | 0 |
| 9 | 402402 | 20 | 13 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 3 | 0 | 0 | 1 | 2 | 1 | 2 | 0 | 0 |
| 10 | 402403 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 11 | 402405 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 12 | 402406 | 4 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 13 | 402501 | 41 | 30 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 1 | 2 | 1 | 2 | 0 | 0 | 3 | 5 |
| 14 | 402502 | 11 | 8 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 3 | 0 | 0 | 0 | 0 | 0 | 0 |
| 15 | 402600 | 7 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 16 | 402702 | 10 | 10 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 17 | 402703 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 18 | 402705 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 19 | 402706 | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 20 | 402801 | 32 | 28 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 0 | 0 | 1 | 2 |
| 21 | 402803 | 15 | 6 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 | 2 | 4 | 0 | 0 | 2 | 3 |
| 22 | 402804 | 3 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 2 |
| 23 | 402902 | 6 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 | 3 |
| 24 | 402903 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 25 | 402904 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 26 | 403000 | 9 | 4 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 3 | 5 |
| 27 | 403200 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 28 | 403317 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 29 | 403318 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| 30 | 408800 | 148 | 65 | 0 | 0 | 1 | 3 | 0 | 0 | 7 | 11 | 5 | 9 | 5 | 10 | 12 | 19 | 19 | 31 |
| 31 | 402404 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| | | | | | | | | | | | | | | | | | | | |
| | | | | | | | | | | | | | | | | | | | |
| TOTAL | | 366 | 220 | 0 | 0 | 1 | 3 | 0 | 0 | | 18 | | 18 | | 28 | | 26 | | 53 |
| TOTAL | | 83 | | | | | | | | 11 | | 10 | | 14 | | 16 | | 32 | |

# 2016 Greater Los Angeles Homeless Count: Demographics Opt-In Report†

| Demographic Information | Service Planning Area 3 | | | Pomona | | | |
|---|---|---|---|---|---|---|---|
| | Unsheltered | | | Unsheltered | | | |
| | Street Count | Youth Count | Total | Street Count | Youth Count | Total | Percentage |
| **Household Type** | | | | | | | |
| Individuals | 1,485 | 77 | 1,562 | 248 | 12 | 260 | 85% |
| Family Households | 46 | 0 | 46 | 16 | 4 | 20 | - |
| Family Members | 100 | 0 | 100 | 41 | 6 | 47 | 15% |
| Children in Families (included above) | 51 | 0 | 51 | Data not available | | | |
| Unaccompanied Minors | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| **Gender** | | | | | | | |
| Female | 424 | 20 | 444 | 83 | 14 | 97 | 34% |
| Male | 1,160 | 53 | 1,213 | 178 | 8 | 186 | 65% |
| Transgender | 1 | 4 | 5 | 1 | 0 | 1 | <1% |
| **Race / Ethnicity** | | | | | | | |
| Hispanic / Latino | 544 | 30 | 574 | 106 | 10 | 116 | 32% |
| White | 766 | 16 | 782 | 112 | 11 | 123 | 34% |
| Black | 206 | 20 | 226 | 89 | 7 | 96 | 26% |
| Asian | 2 | 2 | 4 | 1 | 0 | 1 | <1% |
| American Indian / Alaskan Native | 33 | 1 | 34 | 6 | 0 | 6 | 2% |
| Native Hawaiian / Other Pacific Islander | 1 | 3 | 4 | 2 | 0 | 2 | <1% |
| Multi-Racial / Other | 33 | 5 | 38 | 20 | 1 | 21 | 6% |
| **Age** | | | | | | | |
| Under 18 | 51 | 0 | 51 | 6 | 0 | 6 | 2% |
| Age 18 - 24 | 0 | 77 | 77 | 0 | 22 | 22 | 8% |
| Age 25 - 54 | 981 | 0 | 981 | 182 | 0 | 182 | 64% |
| Age 55 - 61 | 426 | 0 | 426 | 58 | 0 | 58 | 21% |
| Age 62 and Over | 127 | 0 | 127 | 15 | 0 | 15 | 5% |
| **Chronic Homelessness** | | | | | | | |
| Chronically Homeless Individuals * | 826 | 19 | 845 | 132 | 8 | 140 | 46% |
| Chronically Homeless Family Households | 0 | 0 | 0 | 11 | 1 | 12 | - |
| Chronically Homeless Family Members * | 0 | 0 | 0 | 24 | 2 | 26 | 3% |
| Chronically Homeless Population * | 826 | 19 | 845 | 156 | 10 | 166 | 54% |
| **Veterans** | | | | | | | |
| Individual Veterans* | 107 | 0 | 107 | 15 | 0 | 15 | 5% |
| Family Veteran Households* | 0 | 0 | 0 | 3 | 0 | 3 | 1% |
| Veterans in Families* | 0 | 0 | 0 | 3 | 0 | 3 | 1% |
| Total Veteran Population* | 107 | 0 | 107 | 18 | 0 | 18 | 6% |
| Female Veterans (included above)* | 5 | 0 | 5 | 3 | 0 | 3 | 1% |
| Chronically Homeless Individual Veterans* | 32 | 0 | 32 | 8 | 0 | 8 | 3% |
| Chronically Homeless Family Veteran Households* | 0 | 0 | 0 | 1 | 0 | 1 | <1% |
| Chronically Homeless Veterans in Families* | 0 | 0 | 0 | 1 | 0 | 1 | <1% |
| Total Chronically Homeless Veterans* | 32 | 0 | 32 | 10 | 0 | 10 | 3% |
| **Other Subpopulation Characteristics** | | | | | | | |
| Mental Illness* | 636 | 29 | 665 | 126 | 8 | 134 | 44% |
| Substance Abuse* | 596 | 20 | 616 | 133 | 12 | 145 | 48% |
| Persons with HIV/AIDS* | 6 | 1 | 7 | 1 | 2 | 3 | 1% |
| Physical Disability* | 493 | 6 | 499 | 48 | 1 | 49 | 16% |
| Chronic Health Issue* | 128 | 2 | 130 | 45 | 1 | 46 | 15% |
| Brain Injury* | 64 | 0 | 64 | 10 | 0 | 10 | 3% |
| Developmental Disability* | 13 | 1 | 14 | 11 | 0 | 11 | 4% |
| Domestic Violence Experience* | 449 | 21 | 470 | 17 | 3 | 17 | 6% |

Pomona Demographics count analysis by University of La Verne. LAHSA Demographic survey and methodology.

* % of Total Unsheltered Homeless Population Surveyed of 306

## Demographic Survey

Hi, my name is... I'm conducting a survey to better understand how we can meet the needs of people who are presently without a stable home in Los Angeles County. I'll be providing a $5 dollar McDonald's card for your time.

**HAVE YOU TAKEN THIS SURVEY THIS MONTH?**

**2016 GREATER LOS ANGELES**
**HOMELESS COUNT**
***They Count. Will You?***

Fill in completely ☐ → ☐
Cross out mistakes → ☒

The results of this survey will be used to improve the quality and variety of housing and services available. Your answers are completely confidential and any question refused will not result in any denial of services.

No → **Are you currently homeless or in need of housing?** ○ Yes ○ No
Yes **Thank you for your time!**

If No, Go To Staff Use Only

**Where you have spent most of your nights in the last 30 days?** *Wait for Response. Choose ONLY one*

- ○ Apartment or home
- ○ Emergency shelter
- ○ Foster care or group home
- ○ Hospital, substance abuse or psychiatric treatment facility
- ○ Hotel or motel
- ○ Jail or prison
- ○ Safe haven
- ○ Transitional housing
- ○ Youth shelter
- ○ Declined/ Don't Know
- ○ Street, sidewalk or alley
- ○ Bus or train stop/station, transit center or airport
- ○ Campground or woods
- ○ Park, beach, or riverbed
- ○ Under bridge or overpass
- ○ Other outdoor location
- ○ Abandoned building or parking lot
- ○ Car or truck
- ○ Van
- ○ RV or camper
- ○ Outdoor encampment or tent
- ○ Unconverted garage, attic, or basement
- ○ Other makeshift shelter not meant for human habitation

Skip to Staff Use Only if Answer selected is from the First column of Q1.

**2 What are your initials?**

First ☐ Middle ☐ Last ☐

**3 What is your date of birth?**

M M D D Y Y Y Y

**5 Is this the FIRST TIME you have been homeless?**

- ○ Yes (If Yes, Skip to Q6)
- ○ No
- ○ Declined/ Don't know (If declined, Skip to Q6)

**5a How old were you the FIRST TIME you were homeless?**

*Write in the reported age in the boxes below*

Age ☐

**How Long have you been homeless THIS TIME?**

*Write in the reported time in the boxes below*

Days ☐
Weeks ☐
Months ☐
Years ☐

**Including yourself, how many adults and children are there in your household, who are sleeping in the same location with you tonight?**

Adults (Over 24) ☐ Adults (18-24) ☐ Children (Under 18) ☐

**IN THE PAST 3 YEARS, how many times have you (and/ or your family) been housed and then homeless again?**

*Indicate the number of episodes*

- ○ 1 time (If 1 time, Skip to Q8)
- ○ 2 – 3 times (If 2-3 times, Skip to Q8)
- ○ 4 or more times
- ○ Decline/ Don't know (If declined, Skip to Q8)

**IN THE PAST 3 YEARS, have you been homeless for ONE YEAR or longer in TOTAL?**

- ○ Yes
- ○ No
- ○ Decline/ Don't know

«UID»

**IN THE PAST 6 MONTHS, have you lived with anyone else in any of the following situations, and if so, how many?** *Read each category. If yes, ask HOW MANY?; If answer is NO in any category, mark ZERO*

Please write the number

| | |
|---|---|
| Tent | |
| Car | |
| Van | |
| RV/ camper | |
| Make-shift shelter | |

O None of the above
O Declined/ Don't know

| | Person 1 (Skip Q9, Q10, and Q11 for Person 1 only) | Person 2 | Person 3 | Person 4 | Person 5 |
|---|---|---|---|---|---|
| **9** What is/are the initials or a nickname of other people in your household from oldest to youngest? (If Alone, skip to Q12 and fill out ONLY for Person 1) | | | | | |
| **10** How is *[say initials]* related to you? | | O Child<br>O Spouse<br>O Other Family<br>O Non-Married Partner<br>O Other/Non-Family | O Child<br>O Spouse<br>O Other Family<br>O Non-Married Partner<br>O Other/Non-Family | O Child<br>O Spouse<br>O Other Family<br>O Non-Married Partner<br>O Other/Non-Family | O Child<br>O Spouse<br>O Other Family<br>O Non-Married Partner<br>O Other/Non-Family |
| **11** IN THE PAST 6 MONTHS, have you lived with *[say initials]* in any of the following situations? *Read categories and choose ALL that apply* | | ☐ Tent<br>☐ Car<br>☐ Van<br>☐ RV/ Camper<br>☐ Make-shift Shelter<br>☐ None of the above | ☐ Tent<br>☐ Car<br>☐ Van<br>☐ RV/ Camper<br>☐ Make-shift Shelter<br>☐ None of the above | ☐ Tent<br>☐ Car<br>☐ Van<br>☐ RV/ Camper<br>☐ Make-shift Shelter<br>☐ None of the above | ☐ Tent<br>☐ Car<br>☐ Van<br>☐ RV/ Camper<br>☐ Make-shift Shelter<br>☐ None of the above |
| you/ is *[say initials]*? | | | | | |
| **12a** *Fill in age on answer provided.* | O Under 18<br>O 18 to 24<br>O 25-54<br>O 55-61<br>O 62+<br>O Don't Know/ Refused | O Under 18<br>O 18 to 24<br>O 25-54<br>O 55-61<br>O 62+<br>O Don't Know/ Refused | O Under 18<br>O 18 to 24<br>O 25-54<br>O 55-61<br>O 62+<br>O Don't Know/ Refused | O Under 18<br>O 18 to 24<br>O 25-54<br>O 55-61<br>O 62+<br>O Don't Know/ Refused | O Under 18<br>O 18 to 24<br>O 25-54<br>O 55-61<br>O 62+<br>O Don't Know/ Refused |
| **13** What is your gender identity/ gender identity? | O Male<br>O Female<br>O Transgender<br>O Declined/ Don't Know | O Male<br>O Female<br>O Transgender<br>O Declined/ Don't Know | O Male<br>O Female<br>O Transgender<br>O Declined/ Don't Know | O Male<br>O Female<br>O Transgender<br>O Declined/ Don't Know | O Male<br>O Female<br>O Transgender<br>O Declined/ Don't Know |
| **14** Are you/ is *[initials]* Hispanic | O Yes<br>O No<br>O Declined/ Don't Know | O Yes<br>O No<br>O Declined/ Don't Know | O Yes<br>O No<br>O Declined/ Don't Know | O Yes<br>O No<br>O Declined/ Don't Know | O Yes<br>O No<br>O Declined/ Don't Know |

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| | Person 1 | Person 2 *[Write in initials]* | Person 3 *[Write in initials]* | Person 4 *[Write in initials]* | Person 5 *[Write in initials]* |
|---|---|---|---|---|---|
| **15 What is your/ is *[initials]* race? You can select one or more races.** *Read categories and choose ALL that apply* | ○ American Indian or Alaska Native<br>○ Asian<br>○ Black or African American<br>○ White<br>○ Native Hawaiian or Other Pacific Islander<br>○ Multiple/Other Race | ○ American Indian or Alaska Native<br>○ Asian<br>○ Black or African American<br>○ White<br>○ Native Hawaiian or Other Pacific Islander<br>○ Multiple/Other Race | ○ American Indian or Alaska Native<br>○ Asian<br>○ Black or African American<br>○ White<br>○ Native Hawaiian or Other Pacific Islander<br>○ Multiple/Other Race | ○ American Indian or Alaska Native<br>○ Asian<br>○ Black or African American<br>○ White<br>○ Native Hawaiian or Other Pacific Islander<br>○ Multiple/Other Race | ○ American Indian or Alaska Native<br>○ Asian<br>○ Black or African American<br>○ White<br>○ Native Hawaiian or Other Pacific Islander<br>○ Multiple/Other Race |
| **16 Which of the following best represents your/ *[initials]* sexual orientation** | ○ Straight<br>○ Gay or Lesbian<br>○ Bisexual<br>○ Unsure/ Questioning<br>○ Declined/ Don't Know | ○ Straight<br>○ Gay or Lesbian<br>○ Bisexual<br>○ Unsure/ Questioning<br>○ Declined/ Don't Know<br>(If under 18, skip to Q21) | ○ Straight<br>○ Gay or Lesbian<br>○ Bisexual<br>○ Unsure/ Questioning<br>○ Declined/ Don't Know<br>(If under 18, skip to Q21) | ○ Straight<br>○ Gay or Lesbian<br>○ Bisexual<br>○ Unsure/ Questioning<br>○ Declined/ Don't Know<br>(If under 18, skip to Q21) | ○ Straight<br>○ Gay or Lesbian<br>○ Bisexual<br>○ Unsure/ Questioning<br>○ Declined/ Don't Know<br>(If under 18, skip to Q21) |
| **17 Have you/ *[initials]* served on ACTIVE DUTY in the U.S. Armed Forces?** (Army, Air Force, Navy, Marines Corps, or Coast Guard) | ○ Yes<br>○ No<br>○ Declined/ Don't Know | ○ Yes<br>○ No<br>○ Declined/ Don't Know | ○ Yes<br>○ No<br>○ Declined/ Don't Know | ○ Yes<br>○ No<br>○ Declined/ Don't Know | ○ Yes<br>○ No<br>○ Declined/ Don't Know |
| **18 Were you called into ACTIVE DUTY as a member of the National Guard or as a Reservist?** | ○ Yes<br>○ No<br>○ Declined/ Don't Know<br>(If no or declined to BOTH 17 and 18, skip to Q21) | ○ Yes<br>○ No<br>○ Declined/ Don't Know<br>(If no or declined to BOTH 17 and 18, skip to Q21) | ○ Yes<br>○ No<br>○ Declined/ Don't Know<br>(If no or declined to BOTH 17 and 18, skip to Q21) | ○ Yes<br>○ No<br>○ Declined/ Don't Know<br>(If no or declined to BOTH 16 and 17, skip to Q21) | ○ Yes<br>○ No<br>○ Declined/ Don't Know<br>(If no or declined to BOTH 16 and 17, skip to Q21) |
| **19 What is your discharge status?** *Wait for response, fill out Unverified if answer does not match choices.* | ○ Honorable<br>○ General<br>○ Uncharacterized<br>○ Bad Conduct<br>○ Dishonorable<br>○ Other than Honorable<br>○ Still on Active Duty<br>○ Unverified | ○ Honorable<br>○ General<br>○ Uncharacterized<br>○ Bad Conduct<br>○ Dishonorable<br>○ Other than Honorable<br>○ Still on Active Duty<br>○ Unverified | ○ Honorable<br>○ General<br>○ Uncharacterized<br>○ Bad Conduct<br>○ Dishonorable<br>○ Other than Honorable<br>○ Still on Active Duty<br>○ Unverified | ○ Honorable<br>○ General<br>○ Uncharacterized<br>○ Bad Conduct<br>○ Dishonorable<br>○ Other than Honorable<br>○ Still on Active Duty<br>○ Unverified | ○ Honorable<br>○ General<br>○ Uncharacterized<br>○ Bad Conduct<br>○ Dishonorable<br>○ Other than Honorable<br>○ Still on Active Duty<br>○ Unverified |

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**20** Which years did

*Choose ALL that apply*

| Person 1 | Person 2 | Person 3 | Person 4 | Person 5 |
|---|---|---|---|---|
| ☐ World War II *(1940-1947)* | ☐ World War II *(1940-1947)* | ☐ World War II *(1940-1947)* | ☐ World War II *(1940-1947)* | ☐ World War II *(1940-1947)* |
| ☐ Between WWII and Korean War *(1947-1950)* | ☐ Between WWII and Korean War *(1947-1950)* | ☐ Between WWII and Korean War *(1947-1950)* | ☐ Between WWII and Korean War *(1947-1950)* | ☐ Between WWII and Korean War *(1947-1950)* |
| ☐ Korean War *(1950-1955)* | ☐ Korean War *(1950-1955)* | ☐ Korean War *(1950-1955)* | ☐ Korean War *(1950-1955)* | ☐ Korean War *(1950-1955)* |
| ☐ Between Korean War and Vietnam *(1955-1964)* | ☐ Between Korean War and Vietnam *(1955-1964)* | ☐ Between Korean War and Vietnam *(1955-1964)* | ☐ Between Korean War and Vietnam *(1955-1964)* | ☐ Between Korean War and Vietnam *(1955-1964)* |
| ☐ Vietnam *(1964-1975)* | ☐ Vietnam *(1964-1975)* | ☐ Vietnam *(1964-1975)* | ☐ Vietnam *(1964-1975)* | ☐ Vietnam *(1964-1975)* |
| ☐ Post-Vietnam *(1975-1991)* | ☐ Post-Vietnam *(1975-1991)* | ☐ Post-Vietnam *(1975-1991)* | ☐ Post-Vietnam *(1975-1991)* | ☐ Post-Vietnam *(1975-1991)* |
| ☐ Persian Gulf *(1991-2001)* | ☐ Persian Gulf *(1991-2001)* | ☐ Persian Gulf *(1991-2001)* | ☐ Persian Gulf *(1991-2001)* | ☐ Persian Gulf *(1991-2001)* |
| ☐ Post-9/11 *(2001-Present)* | ☐ Post-9/11 *(2001-Present)* | ☐ Post-9/11 *(2001-Present)* | ☐ Post-9/11 *(2001-Present)* | ☐ Post-9/11 *(2001-Present)* |
| ☐ Declined/ Don't Know | ☐ Declined/ Don't Know | ☐ Declined/ Don't Know | ☐ Declined/ Don't Know | ☐ Declined/ Don't Know |

## HEALTH

**21** **Do you have, have you ever had, or has a healthcare provider ever told you that you have any of the following health conditions?**
*Read each category AND choose ALL that apply*

- ☐ AIDS / HIV-related illness
- ☐ Ongoing alcohol abuse
- ☐ Ongoing drug abuse
- ☐ Serious and long continuing mental illness (e.g, depression, bipolar disorder, or schizophrenia)
- ☐ Physical disability
- ☐ Physical illness (Chronic or ongoing)
- ☐ Severe depression (Chronic or ongoing)
- ☐ Post-traumatic stress disorder (PTSD)
- ☐ Traumatic brain injury
- ☐ Developmental disability
- ☐ None of the above
- ☐ Declined/ Don't know

**22** **Do you have ongoing health problems or medical conditions?** *(such as diabetes, cancer, or heart disease)*

- O No
- O Yes → specify: _____
- O Declined/ Don't know

**Did you indicate a disability or medical condition in Q20 (left) or Q21 (left)?**

- O Yes
- O No → (If No, Skip to Q24)

**Is your medical condition or disability permanent or long-term?**

- O Yes
- O No

**Does your disability or medical condition require you to seek help or assistance in order to live independently?**

- O Yes
- O No

**Would your disability or medical condition be improved if stable housing was provided?**

- O Yes
- O No

**Have you ever been physically or sexually abused by a relative or another person you have lived with, such as a spouse, intimate partner, brother or sister, or parent?**

- O Yes
- O No
- O Decline/ don't Know

**Have you experienced dating violence or stalking?**

- O Yes
- O No
- O Decline/ don't Know

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**IN THE PAST 12 MONTHS, how many times have you or a member of your family been admitted to the emergency room or hospital?**

*If four (4) or more please write the number*
(If ZERO, skip to Q27)

☐ ☐ ☐ ☐ ☐

**26a Were you homeless BEFORE or AFTER being admitted to the emergency room or hospital?**

- O Before
- O After
- O Both
- O Declined/ Don't know

**27 How long have you been living in Los Angeles County?**

*Write in the reported time in the boxes below*

| | |
|---|---|
| Day(s) | |
| Week(s) | |
| Months(s) | |
| Year(s) | |

O Always lived in LA County

**28 Before the last time you lost your housing, where were you living?**

O Los Angeles County → (Answer Below)

*Indicate City or Community*

- O Southern California (Kern, Imperial, Orange, Riverside, San Bernadino, San Diego, San Luis Obispo, or Ventura)
- O Other County in California
- O Out of State
- O Foreign County
- O Declined/ Don't know

**28 Have you ever been in any of the following?**

*Read each category AND choose ALL that apply*

- ☐ Foster Care
- ☐ Juvenile Detention or Probation Camp
- ☐ Jail or Prison
- ☐ Adult Probation
- ☐ Parole
- ☐ None of the above
- ☐ Declined/ Don't know

**IN THE LAST 12 MONTHS, have you been released from a correctional institution such as juvenile detention, jail or prison?**

- O Yes
- O No → (If No, Skip to Q31)

**Were you homeless BEFORE or AFTER being in a correctional institution?**

- O Before
- O After
- O Both
- O Declined/ Don't know

**Were you released as an AB109 probationer?**

*AB 109 is an early release program that changes eligibility for state prison, and is also known as Public Safety Realignment.*

- O Yes
- O No
- O Declined/ Don't Know

**Are you part of an early release program that is NOT AB109?**

*Early release from prison, e.g., Alternative Custody, parole.*

- O Yes
- O No
- O Declined/ Don't Know

**How would you describe your employment situation?**

*Choose ALL that apply*

- ☐ Full-time (more than 35 hours)
- ☐ Part-time (35 hours or less)
- ☐ Seasonal
- ☐ Temporary
- ☐ Unemployed; actively looking for work
- ☐ Unemployed; not actively looking for work
- ☐ None of the above

**Do you have other sources of income?**

*Choose ALL that apply*

- ☐ Panhandling
- ☐ Recycling
- ☐ Day labor
- ☐ Other → Specify:
- ☐ None of the above

«UID»

**33 What is your monthly Income? $** ☐

*Write in the response in the box*

**Are you currently receiving any of the following forms of government assistance?**

*Read each category AND choose ALL that apply*

- ☐ CalWORKs / TANF
- ☐ CAPI – Cash Assistance Program for Immigrants
- ☐ Child support or survivor benefits
- ☐ State children's health insurance
- ☐ Food Stamps / EBT Card / CalFresh
- ☐ GR / GA – General Relief or Assistance
- ☐ Health Way LA
- ☐ Medicaid / Medi-Cal
- ☐ Medicare
- ☐ SSI / SSDI / Disability
- ☐ SSA – Social Security Retirement
- ☐ Unemployment
- ☐ Veterans Disability
- ☐ Veteran's Medical Center / Veteran Benefits
- ☐ Veteran's Pension
- ☐ WIC – Women, Infants, and Children
- ☐ None at this time

**What do you think are some of the main reasons or conditions that led to your loss of housing?**

*Choose ALL that apply*

- ☐ Break-up, divorce, or separation
- ☐ Child support issues
- ☐ Conflicts with family or household members
- ☐ Death, illness of family member or child
- ☐ Domestic violence
- ☐ Family homelessness
- ☐ Eviction or foreclosure
- ☐ Kicked out of home due to sexual orientation/ gender identity
- ☐ Left or aged out of foster care
- ☐ Medical, physical disability or illness
- ☐ Mental health issues
- ☐ No friends or family available
- ☐ Release from hospital, treatment facility or other institution
- ☐ Recent immigration
- ☐ Release from jail or prison
- ☐ Substance abuse
- ☐ Timed out or left previous housing program
- ☐ Unemployment or financial reasons
- ☐ Declined/ Don't know
- ☐ Other → Specify: ☐

**STAFF USE ONLY – DO NOT DUPLICATE OR COPY THIS SURVEY**

- Thank the interviewee for participating and sharing information about their homeless experience.
- Give the interviewee the incentive/ food card ONLY if the survey was completed.
- Make sure that you have filled out the food card tracking form.
- Fill out the information about the interview.

○ SPA 1 ○ SPA 2 ○ SPA 3 ○ SPA 4 ○ SPA 5 ○ SPA 6 ○ SPA 7 ○ SPA 8

**Surveyor, did you observe/ detect signs or symptoms of the following:**

○ Serious health conditions ○ Mental illness ○ Alcohol or drug abuse ○ No observations

**Surveyor, what is the status of the survey**

○ Complete ○ Partial ○ Incoherent ○ Refusal

**Census Tract** ☐

**Location/ Intersection** ☐

☐☐ ☐☐

**Date** ☐☐/☐☐/☐☐☐☐ **Time** :

**Interviewer ID** ☐☐☐

*000001*

**2016 GREATER LOS**

2016 GREATER LOS ANGELES

**HOMELESS COUNT**

***They Count. Will You?***

The City of Pomona would like to get additional information that can inform them of the needs of their homeless residents. The following 6 questions are specifically for Pomona residents.

1. How long have you been living in Pomona?

☐ Always

Day(s) _____

Weeks(s) _____

Month(s) _____

Year(s) _____

2. Before the last time you lost your housing, where were you living?

☐ City of Pomona

☐ LA County

☐ Southern California

☐ Other County in California

☐ Out of State

☐ Foreign Country

☐ Declined / Don't Know

3. Are you, or a household member staying with you , employed in the City of Pomona?

☐ Yes ☐ No

4. Do you, or a household member staying with you, attend school in the City of Pomona?

☐ Yes ☐ No

5. If some sort of shelter or housing were available to you today, would you be willing to access and live in...

☐ An identified, protected, and secure urban camping environment

☐Barracks style shelter like the Winte Shelter Program

☐ Small individual room with a common living area, cafeteria, dining, shared bathrooms

☐ Shared housing, sharing a room with 1 – 3 roommates

☐ Apartment

☐ Tiny home

☐ Other, please describe

_____

6. Are you willing to spend 1/3 of you income on housing?

☐ Yes ☐ No

Thank you for taking the time to fill out the survey!

«UID»

## Definitions

Definitions Drawn From the Following Sources:

https://www.huduser.gov/portal/glossary/glossary_z.html
https://documents.lahsa.org/Administrative/Supporting-Documents/2016/02.25.16-Special-P&E-Agenda-&-Supporting-Documents.pdf
http://www.chirpla.org/glossary-of-terms/l
https://www.hudexchange.info/onecpd/assets/File/2013-AHAR-Part-2-Section-4.pdf
https://www.hudexchange.info/resources/documents/CoC-Program-Rental-Assistance-Slides.pdf

ADDICTION: compulsive need for and use of a habit-forming substance (as heroin, nicotine, or alcohol) characterized by tolerance and by well-defined physiological symptoms upon withdrawal; broadly: persistent compulsive use of a substance known by the user to be harmful.

AFFORDABLE HOUSING: In general, housing for which the occupant(s) is/are paying no more than 30 percent of his or her income for gross housing costs, including utilities. Please note that some jurisdictions may define affordable housing based on other, locally determined criteria, and that this definition is intended solely as an approximate guideline or general rule of thumb.

BLIGHTED STRUCTURE: A structure is blighted when it exhibits objectively determinable signs of deterioration sufficient to constitute a threat to human health, safety, and public welfare.

CASE COORDINATION: Case Coordination occurs regularly with Housing Navigation staff and other staff serving the participant within and between agencies in the community. Coordination activities may include directly arranging access, reducing barriers to obtaining services, establishing linkages, and other activities recorded in participant's file and in HMIS.

CASE CONFERENCING Case conferencing is a region's formal, planned, and structured event separate from regular contacts. The goal of case conferencing is to provide holistic, coordinated, and integrated services across providers, and to reduce duplication. Case conferences are usually interdisciplinary, and include one or multiple internal and external providers. Case conferences should be used to identify or clarify issues regarding a participant's housing status and progress towards permanent housing; to review activities including progress and barriers towards housing; to assign primary Housing Navigation responsibilities; to strategize solutions; and to adjust current service plans. Case conferences may be face-to-face or by phone/videoconference, held at routine intervals or during significant change. Case conferencing must be documented and must follow any policies and procedures established for CES.

CASE MANAGER A worker that assists the client's medical, psychosocial and environmental needs. Coordinates resources and facilitated access to the appropriate sources of the health care system and other supportive services.

CENSUS TRACT: A small, relatively permanent statistical subdivision of a county or statistically equivalent entity, delineated for data presentation purposes by a local group of census data users or the geographic staff of a regional census center in accordance with Census Bureau guidelines

CHRONIC HOMLESSNESS: An unaccompanied homeless individual with a disabling condition who has either been continuously homeless for a year or more OR has had at least four episodes of homelessness in the past three years.

CHRONICALLY HOMELESS FAMILIES: Families with adult heads of household who meet the definition of a chronically homeless individual. If there is no adult in the family, the family would still be considered chronically homeless if a minor head of household meets all the criteria of a chronically homeless individual. A chronically homeless family includes those whose composition has fluctuated while the head of household has been homeless.

CHRONICALLY HOMELESS INDIVIDUAL: A homeless individual with a disability who lives either in a place not meant for human habitation, a safe haven, or in an emergency shelter, or in an institutional care facility if the individual has been living in the facility for fewer than 90 days and had been living in a place not meant for human habitation, a safe haven, or in an emergency shelter immediately before entering the institutional care facility. In order to meet the "chronically homeless" definition, the individual also must have been living as described above continuously for at least 12 months, or on at least four separate occasions in the last 3 years, where the combined occasions total a length of time of at least 12 months. Each period separating the occasions must include at least 7 nights of living in a situation other than a place not meant for human habitation, in an emergency shelter, or in a safe haven.

CRISIS HOUSING: Provides a safe and adequate nighttime residence for homeless individuals and families during their transition to permanent housing.

COLLECTIVE IMPACT: A framework used to tackle deeply entrenched and complex social problems. It is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organizations and citizens to achieve significant and lasting social change. Collective impact occurs when organizations from different sectors agree to solve a specific social problem using a common agenda, aligning their efforts, and using common measures of success.

COMMUNITY HOUSING DEVELOPMENT ORGANIZATION (CHDO): A private nonprofit, community-based organization that has staff with the capacity to develop affordable housing for the community it serves. In order to qualify for designation as a CHDO, the organization must meet certain requirements pertaining to their legal status, organizational structure, and capacity and experience. CHDO's can receive HOME funds to assist in housing development within a Public Jurisdiction that receives HOME funds.

CONTINUUM OF CARE: A collaborative funding and planning approach that helps communities plan for and provide, as necessary, a full range of emergency, transitional, and permanent housing and other service resources to address the various needs of homeless persons. HUD also refers to the group of service providers involved in the decision making processes as the "Continuum of Care."

COORDINATED ENTRY: An approach to ending homelessness that requires comprehensive coordination of all housing and service resources in a community to better match people experiencing homelessness to appropriate permanent housing placements. Targeting service-rich permanent supportive housing (PSH) to high-needs individuals and targeting other housing resources to individuals identified with lower needs.

COORDINATED ENTRY SYSTEM (CES): The regionally based system that connects existing programs into a "no-wrong-door network" to assess the needs of those who are homeless and link them with the most appropriate housing to meet those needs. The goal of the CES is to streamline processes through which communities assess, house, and retain individuals who are homeless; to ensure all of our homeless neighbors are known and supported; to target and maximize limited housing resources; and comply with the federal mandate to adopt a standardized intake and coordinated assessment process for housing. There are currently three (3) population specific coordinated entry systems, one (1) for Individuals, one (1) for Families, and one (1) that is currently in the pilot/development stage for TAY. Work is currently underway to integrate the three (3) systems.

DILAPIDATED HOUSING: A housing unit that does not provide safe and adequate shelter, and in its present condition endangers the health, safety or well-being of the occupants. Such a housing unit shall have one or more critical defects, or a combination of intermediate defects in sufficient number or extent to require considerable repair or rebuilding. Such defects may involve original construction, or they may result from continued neglect or lack of repair or from serious damage to the structure

DISABILITY: A physical or mental impairment that substantially limits one or more of the major life activities of such for an individual. (See Person with a Disability)

DOMESTIC VIOLENCE: Includes felony or misdemeanor crimes of violence committed by a current or former spouse of the victim, by a person with whom the victim shares a child in common, by a person who is cohabitating with or has cohabitated with the victim as a spouse, by a person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction receiving grant monies, or by any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction.

DUAL DIAGNOSIS: Refers to a diagnosis of more than one of the following: emotional / behavioral disorder, substance abuse disorder or physical disability.

ELDERLY PERSON HOUSEHOLD: A household composed of one or more persons at least one of whom is 62 years of age or more at the time of initial occupancy.

ELIGIBILITY REQUIREMENT: The conditions a person must meet in order to become a participant in a program or service.

EMERGENCY HOUSING: Designed to assist homeless individuals with immediate temporary shelter/housing, with the goal of moving into transitional and/or permanent housing.

EMERGENCY SHELTER: Any facility with free overnight sleeping accommodations to displaced low-income people. The primary purpose, of which, is to provide temporary shelter for the homeless in general or for specific populations of homeless persons.

EMERGENCY SOLUTIONS GRANT (ESG) PROGRAM: A federal CPD program grant designed to help improve the quality of existing emergency shelters for the homeless, to make additional shelters available, to meet the costs of operating shelters, to provide essential social services to homeless individuals, and to help prevent homelessness. ESG also provides short-term homeless prevention assistance to persons at imminent risk of losing their own housing due to eviction, foreclosure, or utility shutoffs.

EXTREMELY LOW-INCOME HOUSEHOLDS: Those with incomes below 30 percent of area median income. Department of Housing and Urban Development (HUD) programs use "area median incomes" calculated on the basis of local family incomes, with adjustments for household size.

FACILITY: A building or place that provides a particular service or is used for a particular industry.

FAMILY: All persons living in the same household who are related by birth, marriage or adoption.

FAMILY INCOME (FI): Reported income from all sources for the householder and other household members related to the householder.

FRAIL ELDERLY: An elderly person who is unable to perform at least three "activities of daily living" comprising of eating, bathing, grooming, dressing, or home management activities.

GROSS ANNUAL INCOME: the total income, before taxes and other deductions, received by all members of the tenant's household. There shall be included in this total income all wages, social security payments, retirement benefits, military and veteran's disability payments, unemployment benefits, welfare benefits, interest and dividend payments and such other income items as the Secretary considers appropriate.

HANDICAP With respect to a person, a physical or mental impairment which substantially limits one or more major life activities; a record of such an impairment; or being regarded as having such an impairment.

HARM REDUCTION It is an aspect of a program's design established by a set of policies and the resulting procedures and practices whose objective is to reduce the negative consequences of participants' continued use of drugs and/or alcohol or failure to be medication compliant. In housing settings, harm reduction is intended to prevent a participant's loss of housing and/or termination from the program based solely on his or her inability to stop using drugs or alcohol or failure to take prescribed medications. Programs incorporating a harm reduction model must utilize all interventions possible, short of termination from the program to enable the participant to reduce or minimize their risky behaviors while at the same time assisting them to move into and become stabilized in permanent housing. Harm reduction is not intended to prevent the termination of a participant whose actions or behavior constitute a threat to the safety of other participants and staff. Organizations must develop a set of policies and procedures to be implemented in the event of such behavior on the part of a participant.

HEALTHY FAMILIES The federally subsidized health insurance program administered by the State of California for the provision of comprehensive health services (including medical, dental and vision care) to children ages birth through 19th birthday from low income families.

HIGH TOLERENCE: See Harm Reduction

HIPAA (Health Insurance Portability and Accountability Act) HIPAA was enacted by the U.S Congress in 1996. Title II of HIPAA defines numerous offenses relating to health care and sets civil and criminal penalties for them. It also creates several programs to control fraud and abuse within the health care system. However, the most significant provisions of Title II are its Administrative Simplification rules. Title II requires the Department of Health and Human Services (HHS) to draft rules aimed at increasing the efficiency of the health care system by creating standards for the use and dissemination of health care information.

HOMELESS: An individual or family who belongs to one of the following categories: (1) An individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:
(i) An individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground; (ii) An individual or family living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state, or local government programs for low-income individuals); or (iii) An individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution; (2) An individual or family who will imminently lose their primary nighttime residence, provided that: (i) The primary nighttime residence will be lost within 14 days of the date of application for homeless assistance; (ii) No subsequent residence has been identified; and (iii) The individual or family lacks the resources or support networks, e.g., family, friends, faith-based or other social networks, needed to obtain other permanent housing; (3) Not applicable; Intentionally Omitted; (4) Any individual or family who: (i) Is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member, including a child, that has either taken place within the individual's or family's primary nighttime residence or has made the individual or family afraid to return to their primary nighttime residence; (ii) Has no other residence; and (iii) Lacks the resources or support networks, e.g., family, friends, faith-based or other social networks, to obtain other permanent housing.

HOMELESS EMERGENCY ASSISTANCE AND RAPID TRANSITION TO HOUSING ACT (HEARTH Act): Amends and reauthorizes the McKinney-Vento Homeless Assistance Act with substantial changes, including: 1) A consolidation of HUD's competitive grant programs; 2) The creation of a Rural Housing Stability Assistance Program; 3) A change in HUD's definition of homelessness and chronic homelessness; 4) A simplified match requirement; 5) An increase in prevention resources; and, 5) An increase in emphasis on performance.

HOMELESSNESS MANAGEMENT INFORMATION SYSTEM (HMIS): An HMIS is a computerized data collection application designed to capture client-level information over time on the characteristics and service needs of men, women, and children experiencing homelessness, while also protecting client confidentiality. It is designed to aggregate client-level data to generate an unduplicated count of clients served within a community's system of homeless services. An HMIS may also cover a statewide or regional area, and include several CoCs. The HMIS can provide data on client characteristics and service utilization. HMIS is an eligible budget activity and also an SHP component that allows applicants to request SHP assistance for dedicated or shared projects.

HOMELESS PREVENTION: Activities or programs designed to prevent the incidence of homelessness, including, but not limited to: (1) short-term subsidies to defray rent and utility arrearages for families that have received eviction or utility termination notices; (2) security deposits or first month's rent to permit a homeless family to move into its own apartment; (3) mediation programs for landlord-tenant disputes; (4) legal services programs that enable representation of indigent tenants in eviction proceedings; (5) payments to prevent foreclosure on a home; and (6) other innovative programs and activities designed to prevent the incidence of homelessness.

HOUSEHOLD: All the people who occupy a housing unit. A household includes the related family members and all the unrelated people, if any, such as lodgers, foster children, wards, or employees who share the housing unit. A person living alone in a housing unit, or a group of unrelated people sharing a housing unit such as partners or roomers, is also counted as a household.

HOUSING ADEQUACY: Any 1 of 14 different situations [that] result in the classification of a unit as having severe physical problems.

HOUSING CASE MANAGER: See Housing Specialist

HOUSING FIRST: Housing First (from the National Alliance to End Homelessness): A "housing first" approach rests on two central premises: 1) Re-housing should be the central goal of our work with people experiencing homelessness; and 2) Providing housing assistance and follow-up case management services after a family or individual is housed can significantly reduce the time people spend in homelessness. Case management ensures individuals and families have a source of income through employment and/or public benefits, identifies service needs before the move into permanent housing, and works with families or adults after the move into permanent housing to help solve problems that may arise that threaten their tenancy including difficulties sustaining housing or interacting with the landlord and to connect families with community-based services to meet long term support/service needs.

The guiding philosophy of the Housing First approach is that housing provides people with a foundation from which they can pursue other goals. Tenants are assisted in developing or improving skills for independent living, while they live in permanent housing, instead of requiring them to complete a transitional residential program first.

The Housing First approach that offers permanent housing as quickly as possible for people experiencing homelessness, particularly for people with long histories of homelessness and co-occurring health challenges, while providing the supportive services people need to keep their housing and avoid returning to homelessness. The provider ensures that the supportive services that program participants need or want to achieve permanent housing and to increase income are offered, but are not required as a condition of housing, including links to mainstream programs or partner agencies (i.e. mental health services, substance abuse treatment, medical services, child care, etc.).
Income, sobriety and/or participation in treatment or other services are voluntary and are not required as a condition for housing.

HOUSING SPECIALIST: A Housing Specialist can help you find and maintain appropriate housing, apply for housing benefits such as HOPWA to help pay for move-in expenses. They can refer you to supportive services to help you maintain stable housing.

HOUSING NAVIGATION: Effective assistance to help clients navigate the housing system, and efficient and accurate matches to housing and non-housing resources (such as medical supports) based on the individual needs and acuity level. Activities include Case Coordination, Case Conferencing and Outreach, communication, information sharing, and collaboration.

HOUSING NAVIGATOR(S): A participant's primary point of contact, often a social worker, case manager, outreach worker or volunteer. While they have many functions, their primary functions in CES are to 1) assist clients in collecting the necessary documents to successfully complete a housing application and 2) to accompany them to housing appointments.

HOUSING PLUS Refers to housing where residents are encouraged to accept support services necessary to help them maintain their housing. The term is another way of referring to "permanent supportive housing," but puts the emphasis on "housing plus intensive service" for people with serious disabilities.
HUD (US Department of Housing and Urban Development) A federal department active in a variety of national housing programs including urban renewal and public housing.

LAHSA (Los Angeles Homeless Services Authority) LAHSA is a Joint Powers Authority established in 1993 as an independent agency by the County and the City of Los Angeles. LAHSA is the lead agency in the Los Angeles Continuum of Care, and coordinates and manages over $60 million dollars annually in Federal, State, County and City funds for programs providing shelter, housing and services to homeless persons in Los Angeles City and County.

LAND DEVELOPMENT: The process of making, installing, or constructing improvements.
LEASE: A written agreement between an owner and a family for the leasing of a decent, safe, and sanitary dwelling unit to the family.

LEASE TERM: The period of time for which a lease agreement is written.

LEASING: Leasing of property, or portions of property, not owned by the recipient or project sponsor involved, for use in providing transitional or permanent housing, or providing supportive services. (HUD emphasis)

LIVABILITY: a measure of integration of the housing, transportation, environmental, and employment amenities accessible to residents. A livable community is one with multiple modes of transportation, different types of housing, and destinations located within an easy distance (20 minutes by transit, 15 minutes by bike or foot, 10 minutes by car) of homes.

LOW INCOME: Income at or below 80% of the area wide median income.

LOW-INCOME FAMILY: families whose [combined] income does not exceed 80 percent of the median family income for the area.

LOW-INCOME HOUSING TAX CREDIT (LIHTC): A tax incentive intended to increase the availability of low-income housing. The program provides an income tax credit to owners of newly constructed or substantially rehabilitated low-income rental housing projects.

MEDICARE A health insurance program administered by the United States government, covering people who are either age 65 and over, or who meet other special criteria, such as a disabling illness (i.e. severe mental illness).

MENTAL ILLNESS: A serious and persistent mental or emotional impairment that significantly limits a person's ability to live independently.

MICROENTERPRISE: a commercial enterprise that has five or fewer employees, one or more of who owns the enterprise

MICROLOAN: A very small, short-term loan at low interest, especially to a start-up company or self-employed person**.** An SBA loan program that helps entrepreneurs get very small loans, from less than $100 to $25,000 . Microloans from the SBA can be used for machinery and

equipment, furniture and fixtures, inventory, supplies and working capital, but can't be used to pay existing debts.

MODERATE INCOME: Households whose incomes are between 81 percent and 95 percent of the median income for the area, as determined by HUD, with adjustments for smaller or larger families. HUD may establish income ceilings higher or lower than 95 percent of the median for the area on the basis of HUD's findings that such variations are necessary because of prevailing levels of construction costs, fair market rents, or unusually high or low family incomes

MOVING TO OPPORTUNITY (MTO): A demonstration designed to ensure a rigorous evaluation of the impacts of helping very low-income families with children to move from public and assisted housing in high-poverty inner-city neighborhoods to middle-class neighborhoods throughout a metropolitan area.

MOVING TO WORK (MTW): is a demonstration program for public housing authorities (PHAs) that provides them the opportunity to design and test innovative, locally designed strategies that use Federal dollars more efficiently, help residents find employment and become self-sufficient, and increase housing choices for low-income families.

MULTIFAMILY HOUSING: A building with more than four residential rental units.

MULTIPLY DIAGNOSED This generally refers to people who have chronic alcohol and/or other drug use problems and/or a serious mental illness and/or are HIV-positive. The terms "dually diagnosed" and "triply diagnosed" are also used.

NONPROFIT HOUSING ORGANIZATION: Any private organization that is organized under state or local laws; has no part of its net earnings inuring to the benefit of any member, founder, contributor, or individual; and has a long-term record of service in providing or financing quality affordable housing for low-income families through relationships with public entities.

OVERCROWDING: The condition of having more than one person per room in a residence.

PERMANENT HOUSING (PH): Community-based housing without a designated length of stay, and includes both Permanent Supportive Housing (PSH) and Rapid Rehousing (RRH). Examples of permanent housing include, but are not limited to, a house or apartment with a month-to-month or annual lease term or home ownership. Housing which is intended to be the tenant's home for as long as they choose. In the supportive housing model, services are available to the tenant, but accepting services cannot be required of tenants or in any way impact their tenancy. Tenants of permanent housing sign legal lease documents.

PERMANENT SUPPORTIVE HOUSING (HUD Definition) Long-term, community-based housing that has supportive services for homeless persons with disabilities. This type of supportive housing enables special needs populations to live as independently as possible in a permanent setting. The supportive services may be provided by the organization managing the housing or coordinated by the applicant and provided by other public or private service agencies. Permanent housing can be provided in one structure or several structures at one site or in multiple structures at scattered sites. There is no definite length of stay.

PERSON WITH A DISABILITY HUD's Section 8 program defines a "person with a disability" as: a person who is determined to: 1) have a physical, mental, or emotional impairment that is expected to be of continued and indefinite duration, substantially impedes his or her ability to

live independently, and is of such a nature that the ability could be improved by more suitable housing conditions; or 2) have a developmental disability, as defined in the Developmental Disabilities Assistance and Bill of Rights Act.

PRIMARY CARE "Primary Care" means the provision of integrated, accessible health care services by clinicians who are accountable for addressing a large majority of personal health care needs, developing a sustained partnership with patients, and practicing in the context of family and community.
Referral The process of sending a patient/client from one social service agency to another health care or social service agency. Agencies may require written documentation for referral.

OWNER: Any private person or entity, including a cooperative, an agency of the federal government, or a public housing agency, having the legal right to lease or sublease dwelling units.

PARTICIPANT: Homeless or at-risk individual or family that is enrolled in program

PERCENTILE RENT ESTIMATES (50th): Calculated for all FMR areas. These are not fair market rents. Under certain conditions, as set forth in the Interim Rule (Federal Register Vol. 65, No. 191, Monday October 2, 2000, pages 58870—58875), these 50th percentile rents can be used to set success rate payment standards.

POINT-IN-TIME (PIT) COUNTS: Unduplicated 1-night estimates of both sheltered and unsheltered homeless populations. The 1-night counts are conducted by Continuums of Care nationwide and occur during the last week in January of each year.

POMONA COMMUNITY CARE MODEL: A coordinated system of care involving trained volunteers partnering with those in need. Central to the model is viewing the homeless person as "a whole person" in need of support of the mind, body, social, emotional, behavioral, and spiritual dimensions. The Pomona Community Care Model surrounds the most vulnerable community members with an organized infrastructure of available services and resources.

POOR: Household income of less than the U.S. national poverty cutoff for that household size.

POPULATION: The total resident population based on data compiled and published by the United States Bureau of the Census available from the latest census or which has been upgraded by the Bureau to reflect the changes resulting from the Boundary and Annexation Survey, new incorporations and consolidations of governments pursuant to §570.4, and which reflects, where applicable, changes resulting from the Bureau's latest population determination through its estimating technique using natural changes (birth and death) and net migration, and is referable to the same point or period in time.

QUALIFIED CENSUS TRACT (QCT): Any census tract (or equivalent geographic area defined by the Census Bureau) in which at least 50 percent of households have an income less than 60 percent of the area median gross income or have a poverty rate of at least 25 percent.

RAPID REHOUSING (RRH): A support intervention that uses a combination of case management, Housing Navigation, and short to medium term financial assistance to assist mid-range acuity homeless households identify and stabilize in tenant-based, scattered site, permanent housing.

REGIONAL COORDINATION: Partnerships across public and private entities that ensure homeless persons are fully supported and connected to permanent housing and services within their respective community. Regional and coordinated access to housing and services ensures that a homeless person does not have to go to multiple agencies to obtain housing and services assistance.

REGIONAL HOUSING NEEDS ASSESSMENT (RHNA): The California state-mandated process to identify the total number of housing units (by affordability level) that each jurisdiction must accommodate in its Housing Element. The RHNA assessment process is performed periodically for Pomona by the Southern California Association of Governments. The RHNA is used in land use planning, to prioritize local resource allocation and to help decide how to address existing and future housing needs.

RECIPIENT: Entity receiving grant award.

REHABILITATION: The labor, materials, tools, and other costs of improving buildings, other than minor or routine repairs. The term includes where the use of a building is changed to an emergency shelter and the cost of this change and any rehabilitation costs does not exceed 75 percent of the value of the building before the change in use.

RENOVATION: rehabilitation that involves costs of 75 percent or less of the value of the building before rehabilitation.

RENT REASONABLENESS: The total rent charged for a unit must be reasonable in relation to the rents being charged during the same time period for comparable units in the private unassisted market and must not be in excess of rents being charged by the owner during the same period for comparable non-luxury unassisted units. Such determinations should consider: (a) location, quality, size, type, and age of unit; and (b) any amenities, housing services, maintenance and utilities to be provided by the owner. Comparable rents may be verified by using a market study, reviewing comparable units advertised for rent, or by obtaining written verification from the property owner documenting comparable rents for other units owned.

RENTAL ASSISTANCE: Provision of rental assistance to provide transitional or permanent housing to eligible persons. (HUD emphasis)

RENTAL ASSISTANCE DEMONSTRATION (RAD): allows proven financing tools to be applied to at-risk public and assisted housing and has two components: allows Public Housing and Moderate Rehabilitation (Mod Rehab) properties to convert, under a competition limited to 60,000 units, to long-term Section 8 rental assistance contracts; and allows Rent Supplement (Rent Supp), Rental Assistance Payment (RAP), and Mod Rehab properties to convert tenant-based vouchers issued upon contract expiration or termination to project-based assistance.

RENTAL ASSISTANCE PAYMENT (RAP): Section 236 program, which was established by the Housing and Urban Development Act of 1968, combined federal mortgage insurance with interest reduction payments to the mortgagee for the production of low-cost rental housing.

RESERVED CRISIS HOUSING (BRIDGE HOUSING): Safe, reserved, 24-hour emergency shelter to be utilized by eligible homeless individuals, identified through CES, and matched to permanent housing. The intention of this emergency housing is to provide individuals with some stability, so that they can more easily maintain contact with their Housing Navigator, as they are assisted in their efforts to procure a permanent unit.

ROOMS: Rooms counted [in the American Housing Survey (AHS)] include whole rooms used for living purposes, such as bedrooms, living rooms, dining rooms, kitchens, recreation rooms, permanently enclosed porches that are suitable for year-round use, lodger's rooms, and other finished rooms. Also included are rooms used for offices by a person living in the unit.

SAMHSA (Substance Abuse and Mental Health Services Administration) Federal agency which administers various programs related to SAMHSA within the Department of Mental Health. SAMHSA also refers to block grant funding received from SAMHSA to pay for certain services.
Unserved An individual in need who receives no services.

SCATTERED-SITE HOUSING: Assisted housing dispersed throughout the community and usually rented from a private landlord.

SCREENING "Screening" means a process used to identify individuals with an increased risk of having mental health disorders that warrant immediate attention, intervention, or more comprehensive review.

SECURITY DEPOSIT: A payment required by an owner to be held during the term of the lease (or the time period the tenant occupies the unit) to offset damages incurred due to the actions of the tenant. Such damages may include physical damage to the property, theft of property, and failure to pay back rent. Forfeiture of the deposit does not absolve the tenant of financial liability.

SERVICE COORDINATOR PROGRAM: Provides funding for the employment of Service Coordinators in insured and assisted apartment housing that is designed for the elderly and persons with disabilities. A service coordinator is a social service staff person hired or contracted by the development's owner or management company. The Service Coordinator is responsible for assuring that elderly residents, especially those who are frail or at risk, and those nonelderly residents with disabilities are linked to the specific supportive services they need to continue living independently in that housing development.

SERVICE PLANNING AREA: Service Planning Areas (SPAs) are used by a number of Los Angeles County departments (Public Health, Health Services, Mental Health, Homeless Services Authority) to plan and manage service delivery across the County. SPAs are aggregated from Census Tracts in order to connect them to demographic information. The City of Pomona is located within SPA 3 or the San Gabriel Valley region.

SEVERE RENT BURDEN: a renter household [that pays] more than one-half of its income for gross rent (rent and utilities).

SEVERELY INADEQUATE HOUSING: units having one or more serious physical problems related to heating, plumbing, and electrical systems or maintenance.

SHELTER DIVERSION: Assessment and service delivery for Shelter Diversion would ideally begin at the system entry point for individuals. In systems with a coordinated intake process, the entry point would be the designated intake center(s) or "front door(s);" in systems without coordinated entry processes, the system entry point would be whatever program the individual comes to first for shelter assistance.
Once participants come to the entry point, they should be assessed to determine what housing needs they have. Participants typically meet with a case manager to start housing stabilization planning immediately after being assessed and deemed appropriate for diversion. Housing planning involves both finding immediate housing and planning for longer term housing stability.

If an immediate alternate housing arrangement cannot be made, a shelter stay is likely the most appropriate option. (LAHSA)

SHELTER PLUS CARE PROGRAM (S+C): Authorized by title IV, subtitle F, of the Stewart B. McKinney Homeless Assistance Act (the McKinney Act) (42 U.S.C. 11403–11407b), but reformed by the HEARTH Act, S+C is designed to link rental assistance to supportive services for hard-to-serve homeless persons with disabilities (primarily those who are seriously mentally ill; have chronic problems with alcohol, drugs, or both; or have acquired immunodeficiency syndrome (AIDS and related diseases) and their families. The program provides grants to be used for rental assistance for permanent housing for homeless persons with disabilities. Rental assistance grants must be matched in the aggregate by supportive services that are equal in value to the amount of rental assistance and appropriate to the needs of the population to be served. Recipients are chosen on a competitive basis nationwide.

SHARE OF COST A monthly dollar amount some Medi-Cal recipients must pay, or agree to pay, toward their medical expenses before they qualify for Medi-Cal benefits. A Medi-Cal recipient's SOC is similar to a private insurance plan's out-of-pocket deductible.

SHELTER DIVERSION A support intervention targeted at the program or system entry point that uses services to divert homeless populations away from shelter and into stable housing. Housing Navigation focuses on helping participants utilize other housing options within their personal network rather than enter the shelter system. This could involve mediation with family and/or friends to locate an alternative to entering the homeless system.

SINGLE FAMILY PROPERTY: A single-unit family residence, detached or attached to other housing structures.

SINGLE-ROOM OCCUPANCY (SRO): Provides rental assistance to homeless individuals in connection with moderate rehabilitation of SRO dwellings.

SLIDING FEE SCHEDULE The charge for services based upon the income and family size of the individual or family requesting services.

SOCIAL ENTERPRISE: A social enterprise is an organization that applies commercial strategies to maximize improvements in human and environmental well-being—this may include maximizing social impact alongside profits for external shareholders.

SPA (Service Planning Area): See Service Planning Area. Los Angeles County is divided into eight different Service Planning Areas (SPA). Each area is expected to have a balance of Continuum of Care services.

STRONG CITIES, STRONG COMMUNITIES (SCS2): SC2 and its partners are working together to coordinate federal programs and investments to spark economic growth in distressed areas and create stronger cooperation between community organizations, local leadership, and the federal government.

SUBSIDIZED HOUSING Is a government supported accommodation for people with low to moderate incomes. To meet these goals many governments promote the construction of affordable housing. Forms of subsidies include direct housing subsidies, non-profit housing, public housing, rent supplements and some forms of co-operative and private sector housing.

Substance Use Issues The problems resulting from a pattern of using substances such as alcohol and drugs. Problems can include: a failure to fulfill major responsibilities and/or using substances in spite of physical, legal, social, and interpersonal problems and risks.

SUBSTANDARD HOUSING: A dwelling unit that is either dilapidated or unsafe, thus endangering the health and safety of the occupant, or that does not have adequate plumbing or heating facilities.

SUPPORTIVE HOUSING PROGRAM: This program is authorized by title IV of the Stewart B. McKinney Homeless Assistance Act (the McKinney Act) (42 U.S.C. 11381–11389). The program is designed to promote the development of supportive housing and supportive services, including innovative approaches to assist homeless persons in the transition from homelessness, and to promote the provision of supportive housing to homeless persons to enable them to live as independently as possible.

SUPPORTIVE HOUSING FOR THE ELDERLY: Housing that is designed to meet the special physical needs of elderly persons and to accommodate the provision of supportive services that are expected to be needed, either initially or over the useful life of the housing, by the category or categories of elderly persons that the housing is intended to serve.

SUPPORTIVE SERVICES (HUD Definition) Services that assist a client in the transition from the streets or shelters into permanent or permanent supportive housing, and that assist persons with living successfully in housing.

SWEAT EQUITY: Using labor to build or improve a property as part of the down payment.

TENANT-BASED RENTAL ASSISTANCE (TBRA): HUD assists low- and very low-income families in obtaining decent, safe, and sanitary housing in private accommodations by making up the difference between what they can afford and the approved rent for an adequate housing unit.

TRANSITION AGE YOUTH An individual between the ages of 18 and 24

TRANSITIONAL HOUSING: A project that has as its purpose facilitating the movement of homeless individuals and families to permanent housing within a reasonable amount of time (usually 24 months). Transitional housing includes housing primarily designed to serve deinstitutionalized homeless individuals and other homeless individuals with mental or physical disabilities and homeless families with children.

UNACCOMPANIED CHILDREN are people who are not part of a family or in a multi-child household during their episode of homelessness, and who are under the age of 18.

UNACCOMPANIED YOUTH are people who are not part of a family during their episode of homelessness and who are between the ages of 18 and 24.

UNMET NEEDS (HEALTHCARE): The substantial inability of homeless people to get the health care they need.

UNMET NEEDS (Communities Homeless) HUD's standardized methodology for calculating unmet need uses point-in-time data and local provider expertise to calculate an initial estimate of unmet need. HUD has found that estimates from the standardized methodology may not

reflect all that is known about the homeless population in your community. Therefore, HUD recommends that key community stakeholders discuss the initial estimates to determine whether adjustments are necessary to reflect other local information. HUD wants to ensure that CoCs have been thoughtful about assessing unmet need and in making plans to meet this need.

U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD): Established in 1965, HUD's mission is to increase homeownership, support community development, and increase access to affordable housing free from discrimination. To fulfill this mission, HUD will embrace high standards of ethics, management and accountability and forge new partnerships — particularly with faith-based and community organizations — that leverage resources and improve HUD's ability to be effective on the community level.

VACANT UNIT: a dwelling unit that has been vacant for not less than nine consecutive months.

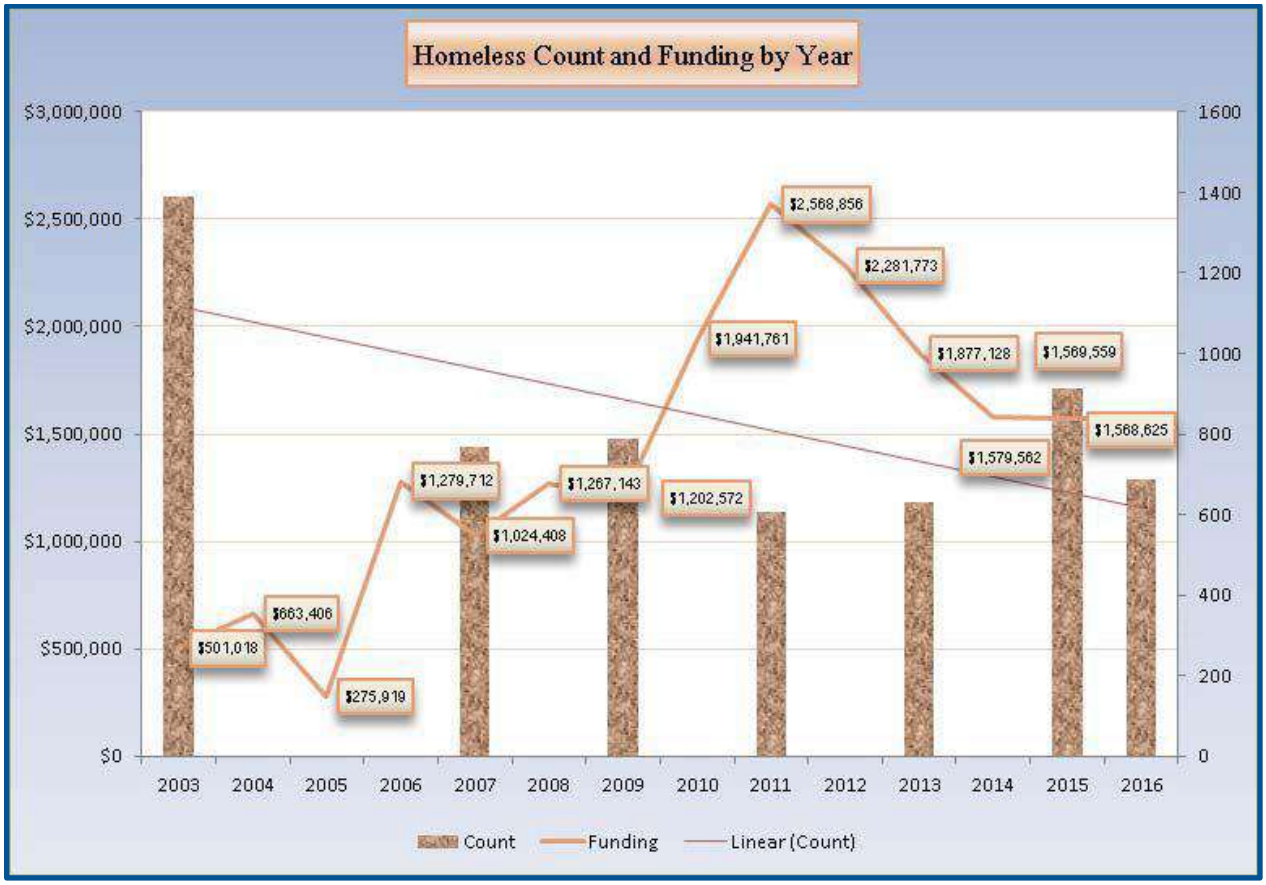
VERY LOW-INCOME: Households whose incomes do not exceed 50 percent of the median area income for the area, as determined by HUD, with adjustments for smaller and larger families and for areas with unusually high or low incomes or where needed because of facility, college, or other training facility; prevailing levels of construction costs; or fair market rents.

WAITING LIST: A formal record of applicants for housing assistance and/or assisted housing units that identifies the applicant's name, date and time of application, selection preferences claimed, income category, and the need for an accessible unit. The waiting list may be kept in either a bound journal or a computer program. Whichever method is used to maintain the waiting list, the owner must establish a method of documenting the appropriate selection of applicant names from the list.

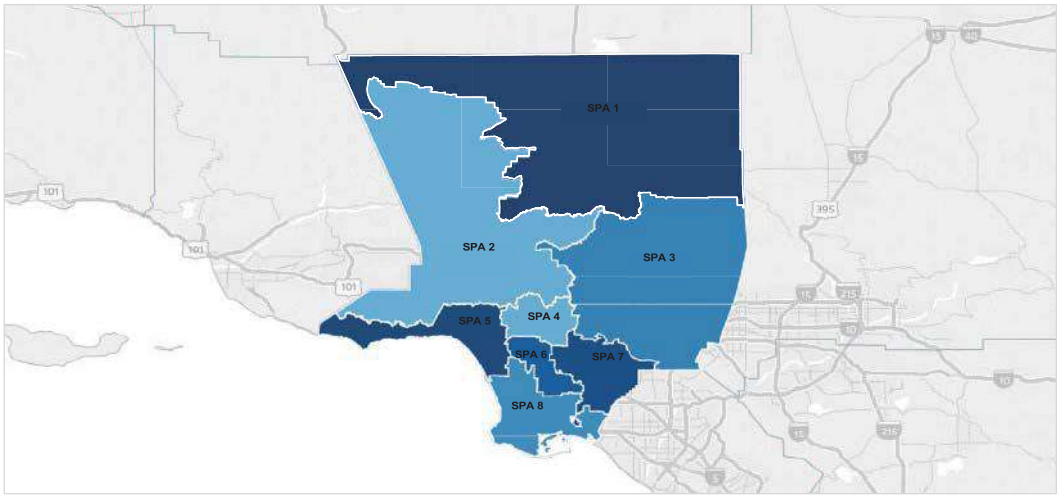
WORST CASE HOUSING NEEDS: Needs experienced by unassisted very low-income renters who either (1) pay more than one-half of their monthly income for rent; or (2) live in severely inadequate conditions, or both.

ZONING: The classification of land by types of uses permitted and prohibited in a given district, and by densities and intensities permitted and prohibited, including regulations regarding building location on lots.

## City of Pomona Homeless Count and Funding by Year



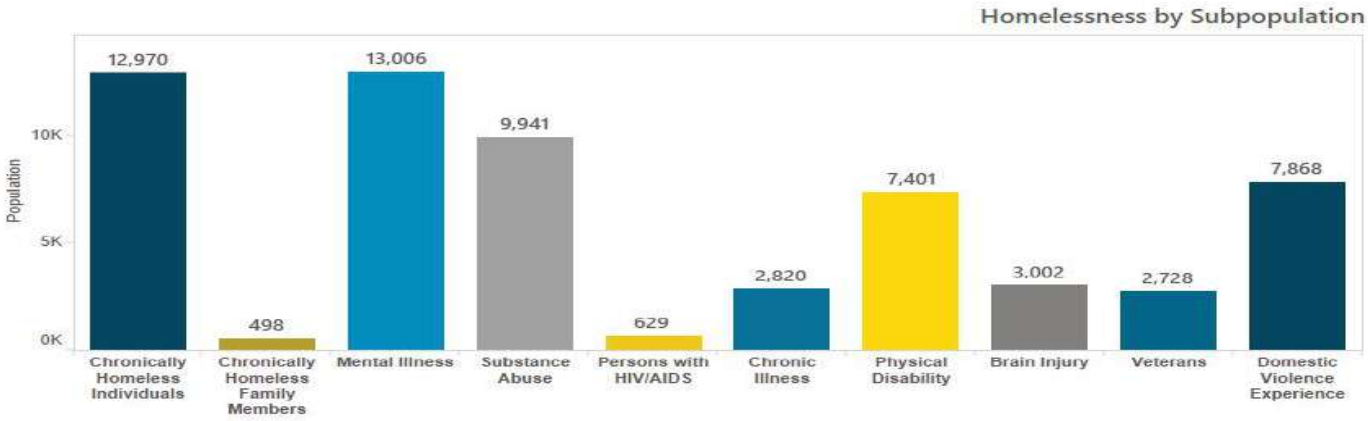
## 2016 Los Angeles County Homeless Count by Service Planning Area (SPA)




**EXCLUDES the cities of Glendale, Long Beach, and Pasadena**

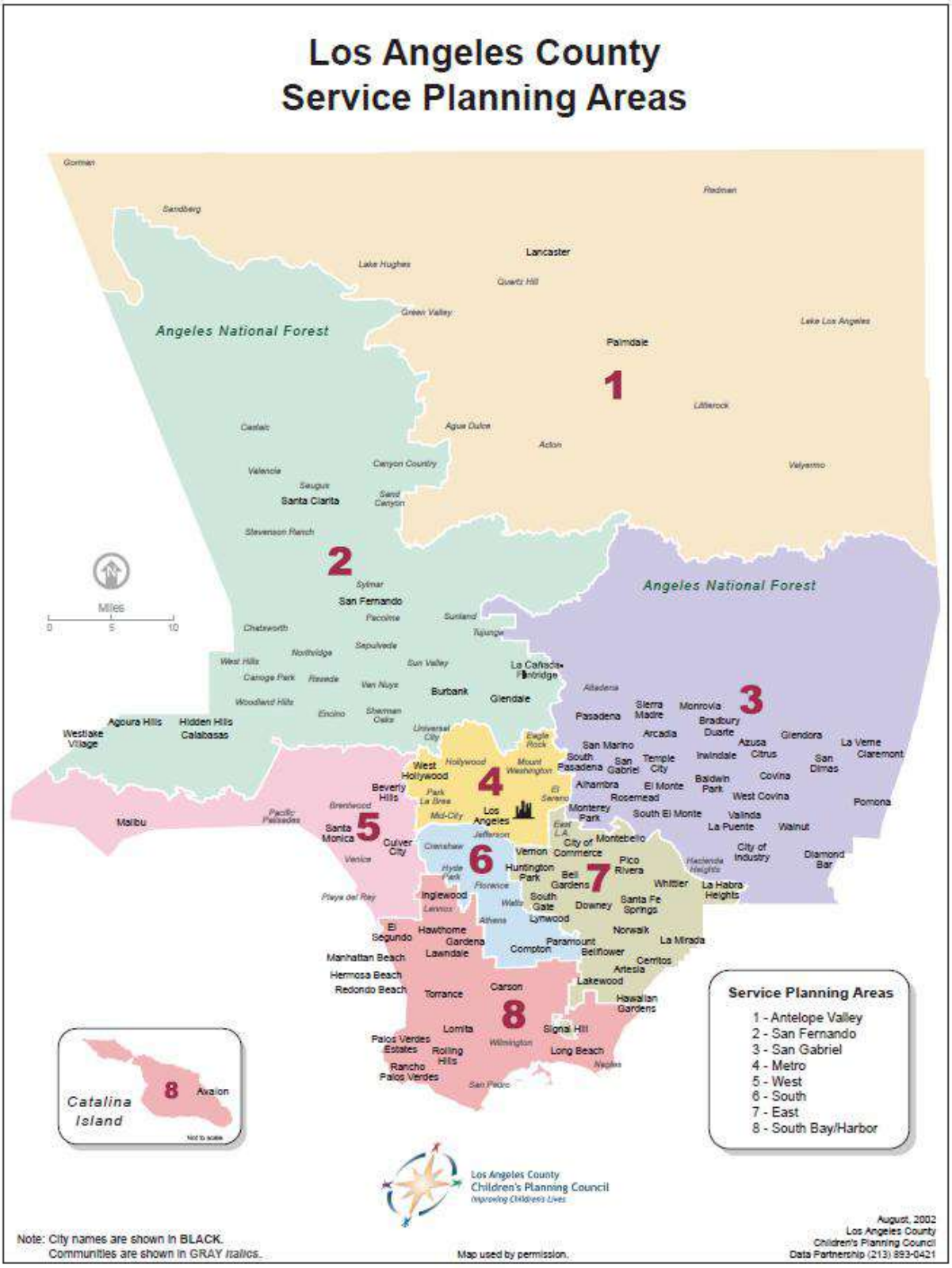
| | Total | Sheltered | Unsheltered | Individuals | Family Member | Unaccompanied Minors |
|---|---|---|---|---|---|---|
| Los Angeles Continuum of Care | 43,854 | 11,073 | 32,781 | 37.601 | 6.128 | 125 |

**Individuals** includes single adults, adult couples with no children, and groups of adults over the age of 18.
**Family Members** includes single adults, adult couples with no children, and groups of adults.
**Unaccompanied Minors** includes persons under age 18, including children in one-child households, adolescent parents and their children, adolescent siblings, or other household configurations composed only of children.




| | Total | Sheltered | Unsheltered | Individuals | Family Members | Family Households | Unaccompanied Minors |
|---|---|---|---|---|---|---|---|
| Service Planning Area 1 | 3,038 | 367 | 2,671 | 2,534 | 476 | 181 | 28 |
| Service Planning Area 2 | 7,094 | 1,431 | 5,663 | 6,045 | 1,030 | 380 | 19 |
| Service Planning Area 3 | 2,612 | 950 | 1,662 | 2,123 | 489 | 171 | 0 |
| Service Planning Area 4 | 11,860 | 3,791 | 8,069 | 10,431 | 1,390 | 543 | 39 |
| Service Planning Area 5 | 4,659 | 1,051 | 3,608 | 4,068 | 591 | 228 | 0 |
| Service Planning Area 6 | 7,459 | 1,801 | 5,658 | 6,311 | 1,142 | 420 | 6 |
| Service Planning Area 7 | 3,469 | 987 | 2,482 | 2,894 | 545 | 193 | 30 |
| Service Planning Area 8 | 3,663 | 695 | 2,968 | 3,195 | 465 | 180 | 3 |

## Service Planning Area Map Including Major Cities



## Pomona Continuum of Care Coalition Members

**COMMUNITY BASED ORGANIZATIONS**

A Meaningful Goal Housing Shelter
American Legion Post 30
America's Job Center
Angels Who Care Inc.
Catholic Charities
Claremont Homeless Advocacy Program
From the Heart Church Ministry
Homes of Promise
Hope through Housing
House of Ruth
Housing Rights Center
Inland Valley Hope Partners
Keep Hope Alive
NAACP
National Alliance on Mental Illness Pomona Valley
Pomona Community Health Center
Pomona Neighborhood Center Inc.
Project Caring
Prototypes
Pomona's Promise Representation
School on Wheels
United Advocates for Children and Families
Union Station Homeless Services Family Solutions Center
Volunteers of America of Los Angeles
Western University
YWCA San Gabriel Valley

**FAITH BASED ORGANIZATIONS**

Catholic Charities
From the Heart Church Ministries
Kingdom of God Revelation Ministries
Lincoln Avenue Community Church
Lion's Gate Ministries
New Beginnings, Inc.

North Towne Christian Church
Progressive Christians Uniting
Purpose Church Homeless Ministries
Spirituality Center Among the Poor
St. Vincent de Paul
Urban Mission

**HEALTH CARE PARTNERS**

Aegis Treatment Center Pomona
CEV Health
Health Advocates
Health Care Consultants
Kaiser Permanente
Molina Healthcare Foundation
Molina Medical Group
Pomona Community Health Center
Pomona Health Care
Tri City Mental Health Center

**EDUCATIONAL PARTNERS**

Cal Poly Pomona
Damion High School
Pomona Unified School District
Western University

**GOVERNMENTAL PARTNERS**

City of Pomona
Employment Development Department
LA County Department of Public Health
LA County Department of Public Social Services
LA County District Attorney's Office - Victims Support
Los Angeles Homeless Services Authority
Office of  County Supervisor Hilda Solis
Office of State Senator Connie Leyva
Office of Assembly Member Freddie Rodriguez

## FY 2016-2017 City of Pomona Homeless Program Allocations

| | |
|---|---|
| **CONTINUUM OF CARE PERMANENT SUPPORTIVE HOUSING** | |
| Program - Rental Assistance for Homeless Persons with Disabilities | 981,902 |
| Administration | 65,861 |
| **Total Shelter Plus Care Permanent Supportive Housing** | **1,047,763** |
| | |
| **CONTINUUM OF CARE RAPID RE-HOUSING MEDIUM TERM RENTAL ASSISTANCE - OPERATION PORCHLIGHT** | |
| Program - Rental Assistance for Homeless Persons | 566,816 |
| Administration | 38,120 |
| **Total Operation Porchlight** | **604,936** |
| | |
| **CONTINUUM OF CARE TRANSITIONAL HOUSING** | |
| Program - Transitional Housing for Homeless Men | 154,503 |
| Administration | 10,740 |
| **TOTAL Transitional Housing** | **165,243** |
| | |
| **CONTINUUM OF CARE STREET OUTREACH RAPID RE-HOUSING** | |
| Program - Street Outreach/Rapid Rehousing for Homeless Persons | 190,476 |
| Adminstration | 13,333 |
| **Total Street Outreach Rapid Re-housing** | **203,809** |
| | |
| **HOME TENANT BASED RENTAL ASSISTANCE** | |
| Program - Rental Assistance for Homeless Persons | **125,000** |
| | |
| **EMERGENCY SOLUTIONS GRANT** | |
| Program | |
| Street Outreach | 63,276 |
| Emergency Shelter | 21,233 |
| Rapid Re-housing Rental Assistance | 46,058 |
| Homeless Management Information Systems (HMIS) | 36,935 |
| Administration | 13,581 |
| **Total ESG** | **181,083** |
| | |
| **Veterans Affairs Supportive Housing (VASH) Project- Based (PB) vouchers** | |
| Program - Project Based Rental Assistance for Veterans (Pending award) | **332,312** |
| | |
| TOTAL PROGRAM ALLOCATION | 2,518,511 |
| TOTAL ADMINISTRATION ALLOCATION | 141,635 |
| **TOTAL HOMELESS PROGRAM FUND ALLOCATIONS** | **2,660,146** |

## End Notes

[i] Pomona's Promise, 2015.
[ii] A comparison of data from the 2013 Point in Time (PIT) Homeless Count and the 2015 PIT Count. LAHSA Data and Reports Homeless Count, https://www.lahsa.org/homeless-count/reports 09-16-16

[iii] Pomona's Promise, 2015.
[iv] See list of HAC participating organizations and community members in the Addenda

[v] 2016 PIT Count provided to the City of Pomona by the Los Angeles Homeless Services Authority (LAHSA). See Addenda

[vi] https://www.petsofthehomeless.org/about-us/faqs/

[vii] Examples of Successful programs sheltering Homeless animals and their human guardians: Hunan Place Emergency Shelter and Access Center Kennels, Riverside California. Hollywood PATH Homeless Shelter and Kennel.

[viii] www.endhomelessness.org, front page, 09/19/16

[ix] First Lady's Conference Calls to end Veteran Homelessness; Brief Re-Housing for Homeless Populations – Los Angeles - Beyond Shelter/Home Start/Partnering for Change Page 1,Program and community strategies for recruiting private-market landlords & overcoming housing barriers.
http://www.epath.org/files/PATHBeyondShelter/Brief_RehsingStrategiesFINAL.pdf,
http://portal.hud.gov/hudportal/documents/huddoc?id=Landlord-Resource.pdf, 09-26-16
[x] LA County Strategy E1, priorities.lacounty.gov/homeless,
[xi] 2015-2016 City of Pomona Consolidated Annual Performance and Evaluation Report (CAPER) Data

[xii] 2016 City of Pomona PIT Homeless Demographic Report

[xiii] http://laundrylove.org/

[xiv] Mobile and Portable Dental Services Catering to the Basic Oral Health Needs of the Underserved Population in Developing Countries: A Proposed Model, http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4071723/, 09-15-16

[xv] http://publichealth.lacounty.gov/eh/docs/WhatsNew/FoodDonations.pdf, 0915-16

[xvi] http://namipv.org/community-outreach/ 09-16-16

[xvii] http://www.chapclaremont.org/about.html, 09-25-16

[xviii] Souls in the Hands of a Tender God: Stories of the Search for Home and Healing on the Street, Rennebohm C., Beacon Press 2008

[xix] 48366 Federal Register / Vol. 81, No. 142 / Monday, July 25, 2016 / Proposed Rules, [Docket No. FR–5476–N–04]
RIN 2506–AC29
[xx] http://www.sdhc.org/Special-Housing-Programs.aspx?id=5358, 09-17-16

[xxi] https://www.good.is/articles/idea-free-public-transportation-for-homeless-people, 09-16-16

[xxii] http://www.greencaltrain.com/2016/07/san-francisco-supes-put-transportation-homeless-services-tax-on-ballot/, 09-26-16
[xxiii] PVHMC Chronically Homeless Cycle of Care, pg. 35

[xxiv] Emergency Department Use Among the Homeless and Marginally Housed: Results From a Community-Based Study, Kushel, M et. al., http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1447161/ 09-16-16

[xxv] http://www.pomonacocc.com/, https://docs.google.com/spreadsheets/d/1adyzF78c_7kROOgO6pnm4ijlcUDLHGoegb6_oRd4GuE/edit#gid=561658068, https://www.facebook.com/thepomonacocc/, 09-19-16

[xxvi] http://priorities.lacounty.gov/homeless/, 09-19-16

[xxvii] The Planning Report, Insider's Guide to Planning and Infrastructure, "Los Angeles' Homelessness Crisis: Leadership from Jerry Neuman and Business" Community http://www.planningreport.com/2016/08/22/los-angeles-homelessness-crisis-leadership-jerry-neuman-and-business-community 09-15-16

[xxviii] http://www.sun-sentinel.com/local/broward/lauderhill/fl-lauderhill-august-bond-referendum-20160420-story.html, 09-20-16; http://www.clickondetroit.com/news/public-safety-tax-gets-support-from-allen-park-voters?treets=det&tid=26514537233813&tml=det_morningnews&tmi=det_morningnews_1_04000108072013&ts=H, 09-20-16, https://www.como.gov/ParksandRec/park_sales_tax.php 09-20-16

[xxix] LA County Department of Public Health Environmental Health, http://publichealth.lacounty.gov/eh/misc/ehquizlt.htm?func=1&Food=food, 09-15-16

# APPENDIX G:

# A WAY HOME ANNUAL UPDATE JUNE 2018

# A WAY HOME: COMMUNITY SOLUTIONS FOR POMONA'S HOMELESS

**2018 UPDATE**

## Overview

On January 9, 2017, the Pomona City Council adopted a strategic plan on homelessness, "A Way Home: Community Solutions for Pomona's Homeless", outlining recommended solutions to address homelessness within the City of Pomona. The plan was created utilizing recommendations provided by the Homeless Advisory Committee. This ad hoc committee met over a nine month period, from November 2015 to July 2016, with a focus on four areas of concern identified at the Community Summit on Homelessness held in August 2015. These four areas of focus were: 1) Insufficient Housing and Shelters; 2) the Provision of Programs, Services and Resources; 3) Community Perceptions; and 4) City Policies.

The plan contains four goals, thirty strategies and over 200 activities that provide solutions in each of the focus areas and provides a path to reduce the number of unsheltered persons currently living on the streets and addresses the negative impact of homelessness on the residents, neighborhoods, businesses and public places of Pomona.

**The four goals of the plan are as follows:**

| | |
|---|---|
| **Goal A** | Reduce the Number of Pomona's Unsheltered Homeless |
| **Goal B** | Reduce the Negative Impacts on Community Neighborhoods and Public Spaces through the Coordination of Services |
| **Goal C** | Have an Engaged and Informed Community Regarding Homelessness and Homeless Solutions |
| **Goal D** | Balance the Needs and Rights of Homeless Persons and the Larger Community through Updated Fair, Legal and Enforceable Policies and Ordinances |

**Since the adoption of the strategic plan:**

- The City received a new Point-in-Time homeless count in 2017 of 390 unsheltered person and 487 sheltered persons, with a total of 877 homeless persons.
- Construction of the Year-Round Shelter and Homeless Service Center is underway.
- A site operator and site partners for the Homeless Services Center have been identified.
- On March 7, 2017, the Measure H initiative passed by a 2/3rd voter approval creating an annual funding stream of $350,000,000 for homeless services in Los Angeles County.
- The City of Pomona has applied for over $6,000,000 in Measure H funding and has received just under $5,400,000 to date.
- 45 cities received funding to create city plans to address homelessness. 17 of those cities are in the San Gabriel Valley and we are working together to develop a regional strategy.

# A Way Home: The Strategic Plan Annual Update 2018

| GOAL A | Reduce the Number of Pomona's Unsheltered Homeless | Priority | Original Timeframe (Jan. 2017) / Current Timeline (May 2018) | Status |
|---|---|---|---|---|
| Strategy A1 | *Establish a Year-Round Shelter(s) Able to Provide for Multiple Subpopulations* | *URGENT* | *6 -12 months* / ***20 months*** | ***In process*** *- Phase1 of the year-round shelter and Homeless Service Center (HSC)is expected to open in late August, early September.* |
| Strategy A2 | *Support and Encourage the Development of Affordable and Supportive Housing Across the Spectrum of, and Proportionate to, the Need by Household Types* | *Medium* | *24-36 months* / ***Current Efforts Underway*** | ***On-going*** *- The City is currently working with the SGVCOG and LA County on the "Everyone In" campaign. Since January 2017, there have been 180 units of affordable housing and 93 units of moderate income housing built. The Pomona Housing Authority has dedicated 20% of voucher turnover to homeless households.* |
| Strategy A3 | *Increase Incomes for Self-Sufficiency and Housing Sustainability* | *Medium* | *24-36 months* / ***Current Efforts Underway*** | ***On-going*** *- The HSC will establish work incentive and housing attainment programs for participants to promote this strategy. Planning is occurring currently for this program.* |
| Strategy A4 | *Strengthen, Expand and Support the Pomona Homeless Outreach Program* | *Medium* | *24-36 months* / ***Current Efforts Underway*** | ***On-going*** *- Homeless outreach in Pomona has expanded to include collaboration between VOALA, Tri City, Regional and County Multidisciplinary Teams and the City's HEART Team.* |
| **GOAL B** | **Reduce Negative Impacts on Community Neighborhoods and Public Spaces Through the Coordination of Services** | **Priority** | **Original Timeframe (Jan. 2017) / Current Timeline (May 2018)** | **Status** |
| Strategy B1 | *Establish a Service Center for Centralization and Coordination of Services* | *URGENT* | *6 -12 months* / ***24 months*** | ***In process*** *- This amenity will be built as part of Phase 2 of the Homeless Service Center(HSC), if funding is obtained. Site partners have been selected.* |
| Strategy B2 | *Establish a Communal Kitchen for the Provision of Food Services* | *URGENT* | *6 -12 months* / ***24 months*** | ***In process*** *- This amenity will be built as part of Phase 2 of the Homeless Service Center, if funding is obtained.* |
| Strategy B3 | *Coordinate Community-Based Volunteer Services for the Homeless and Agencies Serving Them* | *High* | *12-24 months* / ***Implemented and On-Going*** | ***Completed*** *- VOALA has hired a volunteer coordinator to assist with Operation Warm Heart. These efforts will continue as part of the HSC.* |

| **GOAL B** Continued | **Reduce Negative Impacts on Community Neighborhoods and Public Spaces Through the Coordination of Services** | **Priority** | **Original Timeframe (Jan. 2017)** / **Current Timeline (May 2018)** | **Status** |
|---|---|---|---|---|
| Strategy B4 | *Collaborate with the County, Tri-City Mental Health and Pomona Valley Medical Center to Address Systems Impacting Homelessness in Pomona* | *Medium* | *24-36 months* / ***Current Efforts Underway*** | ***In process** – The City, Tri City and the County have met regarding collaboration of effort to address homelessness in Pomona. The City also met with PVHMC to discuss areas of collaboration* |
| Strategy B5 | *Advocate for Fair-Share Participation with Neighboring Cities* | *High* | *12-24 months* / ***Implemented and On-Going*** | ***In process** - The City is currently working with the SGVCOG to address regional shared responsibility efforts and protocols. There are 30 cities in the SGVCOG, of those 19 are creating City Homeless Plans.* |
| Strategy B6 | *Direct the City's "Neighborhood Improvement Task Force" to Focus on Solutions Related to Homelessness and Reducing its Impact on Pomona Neighborhoods* | *URGENT* | *1-3 months* / ***Implemented and On-Going*** | ***On-going effort** - The Neighborhood Improvement Task Force coordinates City departmental responsibilities in addressing homelessness. These efforts culminated in the HEART Team, Lockers and Homeless Service Center.* |
| Strategy B7 | *Provide Lockers for Storage of Personal Belongings and Implement a Complementary Travel Lite Campaign* | *URGENT* | *Operational by November 30, 2016* / ***Implemented and On-Going*** | ***Completed** - 193 lockers are currently being used. Since opening, over 745 unduplicated persons have utilized the lockers and received services. Of those using the lockers, 248 removed their own belongings and 112 of those people relocated or were housed.* |
| Strategy B8 | *Coordinate a "Filling the Gap" Transportation System for Clients Referred to Agencies and Appointments* | *Low* | *40-60 months* / ***40-60 months*** | ***Not Yet Initiated** - Funding for transportation services for the Homeless Service Center participants will be applied for under Measure H funding.* |
| Strategy B9 | *Launch a "Positive Change NOT Spare Change" Campaign Addressing Panhandling and Donations* | *Low* | *40-60 months* / ***Current Efforts Underway*** | ***In process** - Pomona PD in coordination with Cal Trans and business owners will launch a "No Panhandling" campaign. The "Positive Change" campaign will follow.* |
| Strategy B10 | *Enhance, Strengthen and Support the Pomona Continuum of Care Coalition to Help Implement "A Way Home" Strategies* | *Medium* | *9-12 months* / ***20-24 months*** | ***Not Yet Initiated** - The City will further engage the PCOCC as an active partner in supporting the efforts of the HSC and other strategies.* |
| Strategy B11 | *Implement Ongoing Health Interventions to Identify and Provide Services to the Most Vulnerable and Medically Fragile Homeless* | *Medium* | *24-36 months* / ***Current Efforts Underway*** | ***In process** - The City and other partners have engaged PVHMC and other health agencies to increase health access. EVCHC will be an onsite partner.* |

| GOAL C | Have an Engaged and Informed Community Regarding Homelessness and Homeless Solutions | Priority | Original Timeframe (Jan. 2017) / Current Timeline (May 2018) | Status |
|---|---|---|---|---|
| Strategy C1 | *Communicate Accurate Information Effectively* | *Medium* | *3-12 months* / ***Implemented and On-Going*** | ***On-going effort -*** *The City provides ongoing updates through the City's Weekly Report that is posted on the City Website each Thursday.* |
| Strategy C2 | *Inform the Community of Homeless Solutions Initiatives* | *Medium* | *3-12 months* / ***Implemented and On-Going*** | ***On-going effort -*** *10 community meetings have been hosted within the past year by the City discussing the Homeless Service Center, homeless solutions and strategies.* |
| Strategy C3 | *Enhance, Strengthen and Support the Pomona Continuum of Care Coalition as an Engagement Arm of the "A Way Home" Strategies* | *Low* | *24-36 months* / ***24-36 months*** | ***Not Yet Initiated -*** *The City is looking to engage the PCOCC as an active partner in supporting the efforts of the Homeless Service Center and other Strategies.* |
| Strategy C4 | *Create "A Way Home" Strategies Webpage and Dashboard* | *Low* | *24-36 months* / ***24-36 months*** | ***Not yet initiated -*** *No resource at this time has been identified to implement strategy.* |
| Strategy C5 | *Provide an Annual Report on Homeless and Housing Development Within the City* | *Medium* | *9-24 months* / ***Implemented and On-Going*** | ***In process -*** *The Housing Element was recently updated providing housing development efforts.* |
| Strategy C6 | *Provide Training on When, Where, and How Food and Basic Needs Items May be Distributed within the City. Provide Connections Volunteer Coordination* | *High* | *12-24 months* / ***24-30 months*** | ***Not yet initiated –****This strategy will be implemented with the opening of the Communal Kitchen.* |
| Strategy C7 | *Increase Business Owners' Knowledge of Homeless Solutions and Provide Supportive Tools* | *High* | *12-24 months* / ***Implemented and On-Going*** | ***In process –****This was implemented with outreach to the Pomona Chamber and other business entities and will continue.* |
| Strategy C8 | *Engage and Inform the Residents of Pomona in Issues Regarding Homelessness* | *High* | *12-24 months* / ***Implemented and On-Going*** | ***On-going effort -*** *10 community meetings have been hosted within the past year by the City discussing the HSC, homeless solutions and strategies. More are scheduled in the future.* |
| Strategy C9 | *Strengthen Service Provider Networks and Increase Resource Visibility* | *Low* | *24-48 months* / ***24-48 months*** | ***Not yet initiated –*** *Through site partnerships and the development of the HSC, the City will focus on service provider and resource coordination* |
| Strategy C10 | *Increase Homeless Persons Access To and Use of Resources* | *Medium* | *18-24 months* / ***Implemented and On-Going*** | ***In process –*** *Operation Warm Heart has been a centralized area for homeless persons to access services and be referred to resources. This effort will continue with the development of the HSC.* |

| GOAL D | Balance the Needs and Rights of Homeless Persons and the Larger Community through Updated Fair, Legal and Enforceable Policies and Ordinances | Priority | Original Timeframe (Jan. 2017) / Current Timeline (May 2018) | Status |
|---|---|---|---|---|
| Strategy D1 | *Evaluate Current Policies and Ordinances and Create Policies and Enforceable Ordinances that Support the Strategies* | *URGENT* | *Parallel Implementation* / ***Implemented and On-Going*** | ***In process -*** *The City Attorney has and will continue to evaluate policies and ordinances and will update when allowable.* |
| Strategy D2 | *Create a Safe and Secure Park, Civic Plaza and Public Space Experience* | *High* | *6-48 months* / ***Implemented and On-Going*** | ***In process -*** *New security protocol was established and HEART Team deployed to refer to storage program and address clean-up of public spaces.* |
| Strategy D3 | *In Conjunction with Communal Kitchen, Create and Enforce Policies and Ordinances Around the Provision of Food in the City* | *High* | *12-24 months* / ***24-36 months*** | ***In process -*** *Policies surrounding food provision in public places are under review, but not yet adopted.* |
| Strategy D4 | *Secure Additional Resources to Address Homelessness* | *High* | *12-24 months* / ***Implemented and On-Going*** | ***In process -*** *Within the past year the City has applied for available funding and has received over $5,400,000 in new funds.* |
| Strategy D5 | *Evaluate Staffing Needs to Ensure Adequacy of Program and Strategy Implementation* | *Medium* | *24-36 months* / ***Implemented and On-Going*** | ***In process -*** *The City evaluated the needs of the Homeless Programs Unit and has implemented recommendations to staffing levels. Ongoing reviews will be performed.* |

# CITY PLAN TO PREVENT AND COMBAT HOMELESSNESS
# CITY OF SAN DIMAS

## 1. City and Plan Information

| Name of City | Period of Time Covered by Plan | Date of Plan Adoption |
|---|---|---|
| San Dimas | July 1, 2018 - June 30, 2021 | June 12, 2018 |

## 2. Why is the City working to develop and implement a homelessness plan?

The number of people experiencing homelessness in the City of San Dimas remained approximately the same from 2016 to 2017, according to the annual Los Angeles Homeless Services Authority (LAHSA) Homeless Count.[1] In both years, the unsheltered count, which includes those people living on the streets, in cars, or other places not meant for human habitation, was eight people. Also according to this data, half of those who were unsheltered lived in the street, and the other half lived in a vehicle. These survey numbers vary only slightly from an estimate given by local law enforcement,[2] which puts the number unsheltered individuals residing in the city at approximately 15 for both years.[3] By comparison, the homeless population in Service Planning Area (SPA) 3, which includes San Dimas, increased by 36% during the same period.[4]

In 2017, San Dimas accounted for approximately 0.22% to 0.42% of SPA 3's homeless population, while similarly-sized cities in the East San Gabriel Valley averaged 2.4%, indicating a lower-than-average homeless population. Also importantly, San Dimas' percentage of the total regional population was 1.8%, indicating a lower-than-average rate of homelessness per capita. [5]

While San Dimas has a smaller population than some of its neighbors and the region as a whole, it is important to keep in mind regional demographics. The following provides a snapshot of who was experiencing homelessness in SPA 3 in 2017,[6] as well as countywide poverty indicators from the 2016 US Census, the most recent data available.

- 67% (2,373) were unsheltered and living outside while 33% (1,179) were in some form of temporary shelter accommodations
- 76% were single adults, 18% were families, and 6% were youth and young adults
- 28% were female, 72% were male, 0.4% were transgender, and 0.2% did not identify with a gender

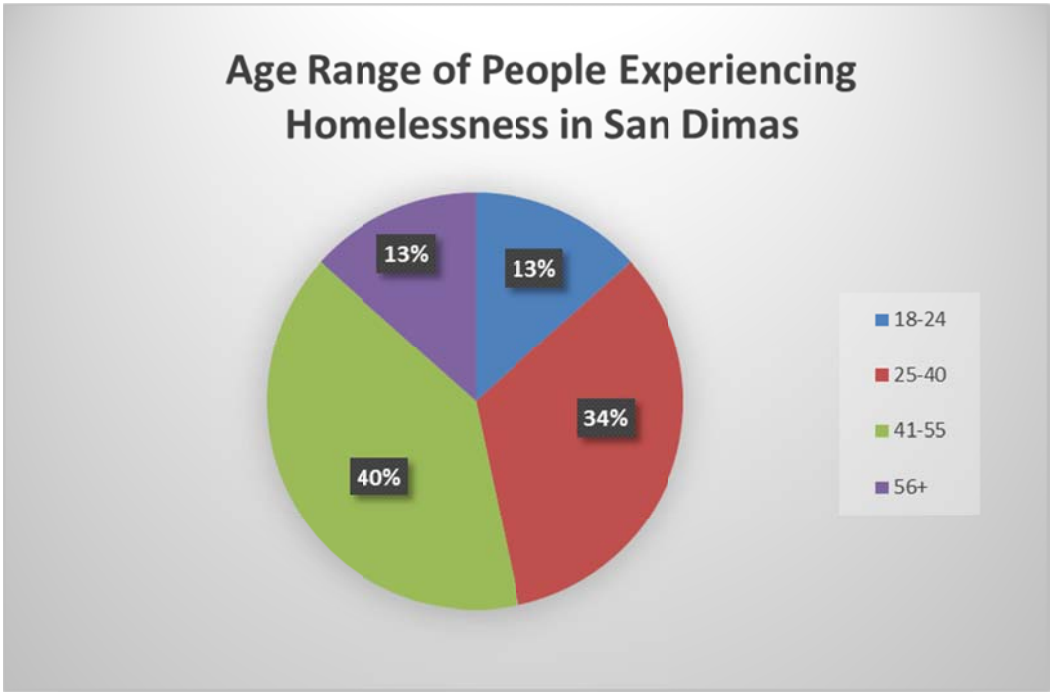
[1] Los Angeles Homeless Services Authority – Homeless Count – Count by City/Community
[2] Notes from February 28, 2018 Input Session
[3] It is also important to note that the sheltered homeless population in San Dimas decreased from 26 people in 2016 to zero in 2017, likely due to a reporting error at one shelter facility. As of this 4/14/18 this has not been confirmed.
[4] Los Angeles Homeless Services Authority – Homeless Count 2017 SPA 3 Fact Sheet
[5] Los Angeles Homeless Services Authority – Homeless Count 2017 SPA 3 Fact Sheet; Los Angeles County Department of Public Health. "Key Indicators of Health." 2017.
[6] Los Angeles Homeless Services Authority – Homeless Count 2017 SPA 3 Fact Sheet

- 50% were Hispanic/Latino, 24% were white, 18% were African American, 5% were American Indian, 2% were Asian, and 1% identified as other
- 5% were age 62 and up, 17% between the ages of 55-61, 60% between the ages of 25-54, 7% between the ages of 18-24, and 11% were under the age of 18
- 6% were Veterans
- 30% were considered chronically homeless, meaning that they have lengthy or repeated histories of homelessness along with a long-term disability such as mental illness, substance use disorder, or a physical health problem
- 28% had a mental illness, 17% had a substance use disorder, and 2% had HIV/AIDS
- 27% have experienced domestic/intimate partner violence in their lifetime

The City also conducted a demographic analysis of individuals experiencing homelessness in San Dimas in order to learn more about their needs and to identify potential solutions.[7] This study analyzed self-reported responses collected during one-on-one interviews, as well as data from the regional Coordinated Entry System (CES),[8] which relies on responses to the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT)[9] survey and other indicators of a person's overall health and wellbeing.

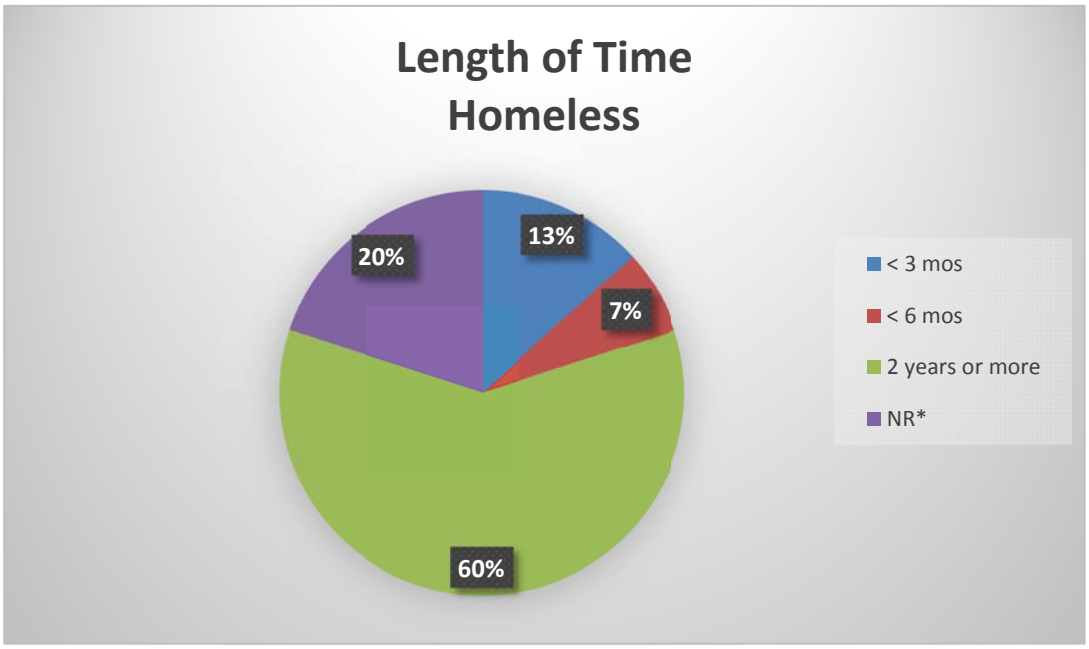
The analysis concluded that among individuals experiencing homelessness in San Dimas, approximately:

- 40% were 41-55 years old, 33% were 25-40 years old, 13% were 18-24, and 13% were more than 56 years old:



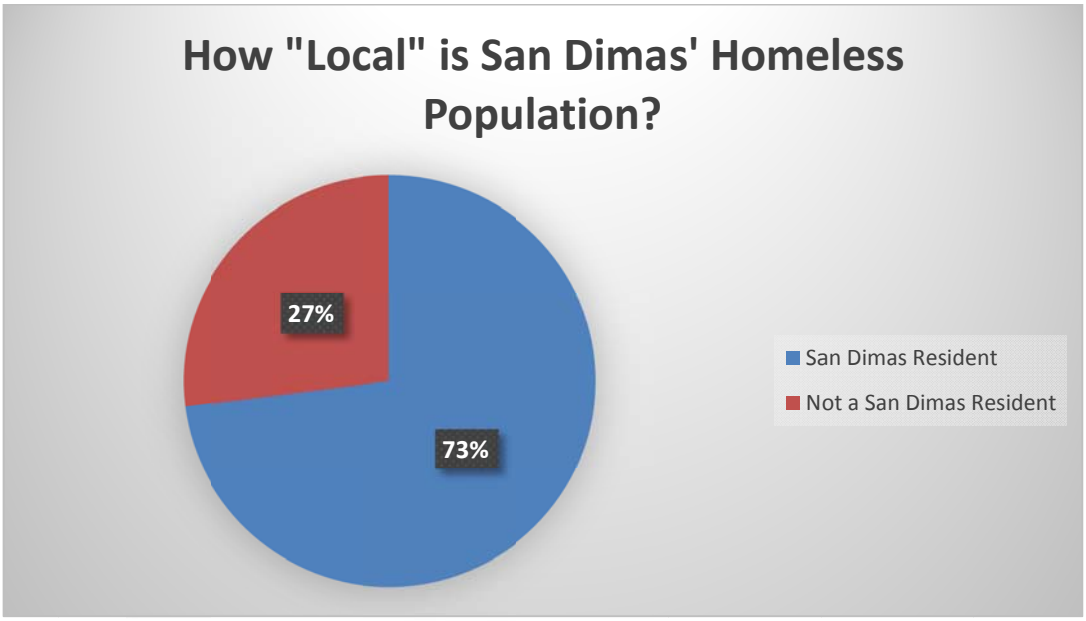

[7] See Appendix C for additional data.
[8] Los Angeles Homeless Services Authority. SPA 3 CES Assessment Data Set. July 2016-November 2017.
[9] The VI-SPDAT helps identify the co-occurring social and medical factors that generally contribute to homelessness and assists in prioritizing individuals for limited housing and services resources. It does this by producing an acuity score, which serves as a reference for administrators in charge of local resources.

- 60% of individuals experiencing homelessness had been homeless for at least two years:




- 

- 73% of individuals experiencing homelessness self-identified as a San Dimas resident, or were identified as such by LASD personnel:



In addition:

- 87% identified as male and 13% identified as female
- 53% identified as white, 33% identified as black, and 13% identified as Hispanic
- 13% said they were a Veteran
- 60% of individuals surveyed have an alcohol and other drug (AOD) issue, according to those surveyed or LASD personnel.
- 40% of individuals surveyed said that they have a mental health issue.

Only 20% of individuals surveyed said that they have a physical disability that would impact their ability to live independently. Lastly, this study looked at CES data[10] in order to determine the most appropriate housing intervention for San Dimas residents experiencing homelessness. In LA County, it is suggested that people experiencing homelessness who fall into the low-acuity scoring range of the VI-SPDAT survey (0-3) should be able to find housing on their own, or self-resolve; those in the mid-acuity scoring range (4-11) typically require time-limited housing assistance and case management and are best served by Rapid Re-housing programs; and high-acuity individuals (12+) generally need supportive housing and more in-depth, ongoing supportive services, including case management, psychiatric care, and medical treatment.[11]

- In San Dimas, 65% of those experiencing homelessness scored in the moderate acuity range, 8% scored in the high acuity range, and 27% scored in the low acuity range.

Given the nature of homelessness locally, as well as trends that demonstrate the issue growing at the regional level, the City has created this Plan to align City efforts with resources available through the Los Angeles County Homeless Initiative and Measure H.
Specifically, the City intends for this Plan to:

1. Identify ways to increase access to Measure H-funded strategies, and other County Homeless Initiative strategies, and work with the SPA 3 coordinated entry system lead;
2. Create an assessment of the demographics and characteristics of individuals experiencing homelessness in the City, in order to direct them to services that best meet their needs;
3. Coordinate resources and benefits that are or will be available locally and regionally for the homeless population.

## 3. Describe your City's planning process

The City's plan is an extension of its previous and current efforts to make housing available to vulnerable residents, including low-income residents and seniors. The City's Community Development Department does much of this work, and brings experience to the issue of homelessness.

[10] Los Angeles Homeless Services Authority. Coordinated Entry System Data Set. March 2018.
[11] Los Angeles Homeless Services Authority. Draft CES Prioritization Policies. Available: https://www.lahsa.org/documents?id=1896-draft-ces-prioritization-policies.

Key activities of the plan process included input sessions targeted to different stakeholders, primarily the Los Angeles County Sheriff Department's Community Action Team and leadership, members of the faith-based, business, and homeless service provider communities, and City leadership.

As a part of each stakeholder input session, groups were asked to provide feedback on the challenges of homelessness within the City as well as to provide input into possible strategies, many of which make up the approved goals and strategies for the City within the plan. For summaries of challenges as well as strategies from each input session see Appendices A and B.

## 4. What are the goals of the City's plan and related actions? Review the example below, then respond to the prompts for your own City goals. Add sections for additional goals if needed.

| **Goal 1: Better Understand the Needs of San Dimas' Homeless Population (Homeless Initiative Strategy Link(s): A1, A5, B3)** | | | | |
|---|---|---|---|---|
| **Action 1a:** Provide ongoing education to City staff, local businesses, faith-based organizations, and the general public on homelessness and local efforts to address it, in particular around Prevention and Rapid Re-Housing *(A1: Homeless Prevention Program for Families, A5: Homeless Prevention Program for Individuals, B3: Expand Rapid Re-Housing)* | | | | |
| **Action 1b:** Examine the connection between people experiencing homelessness and their families, and challenges for reunification | | | | |
| **Action 1c:** Encourage City staff and residents to participate in the Los Angeles Homeless Services Authority's (LAHSA) annual homeless count | | | | |
| **Action 1d:** Organize a technical advisory committee, including representatives from the LASD, faith-based organizations, homeless services providers, and City staff, to meet quarterly and review the status of the Plan's implementation. The committee should be prepared to report on qualitative data, e.g. description of police encounters with individuals experiencing homelessness and referrals made, as well as any available quantitative data. | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 1a, 1b, 1c: No associated policy changes<br><br>1d: City Council or Community Development Department authorize committee | 1a: Summary report<br>1b: Summary report<br>1c: Confirm there is adequate participation to conduct reliable count<br>1d: Agenda/minutes from first meeting; ongoing summary reports to City Council or Community Development Department | Community Development Department | City staff time and meeting space | 1a: 6 months, ongoing<br>1b: 6 months<br>1c: Prior to 2019 Homeless Count<br>1d: 3 months, ongoing |

| **Goal 2: Ensure All People Experiencing Homelessness in San Dimas Are Entered Into Regional Coordinated Entry System (CES) (Homeless Initiative Strategy Link(s): E6, E7)** | | | | |
|---|---|---|---|---|
| **Action 2a:** Increase coordination among City departments as well as regional outreach partners and CES and ensure City staff are educated and trained in using the County Web-Based Communication Platform for outreach requests *(E6: Countywide Outreach System, E7: Strengthen the Coordinated Entry System)* | | | | |
| **Action 2b:** Identify City representative to participate in regional case conferencing meetings organized by SPA 3 CES lead *(E7: Strengthen the Coordinated Entry System)* | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| No associated policy changes | 2a: All individuals experiencing homelessness in San Dimas should be entered into CES<br>2b: Report from identified individual on results of attending case conferencing meetings | Community Development Department | Staff time | 2a: 6 months<br>2b: 3 months |

| **Goal 3: Expand and Improve Immediate Housing Solutions (Homeless Initiative Strategy Link(s): B3, B7)** | | | | |
|---|---|---|---|---|
| **Action 3a:** Explore opportunities to fund bridge housing or emergency shelter in conjunction with current hotel/motel voucher program operated by service partners *(B7:Interim/Bridge Housing for Those Exiting Institutions)* | | | | |
| **Action 3b:** Work with partnering cities and churches to improve rotational shelter operations and ensure that it leads to housing through CES | | | | |
| **Action 3c:** Engage local landlords and faith-based organizations to identify potential rental units<br>• Consider partnering with neighboring cities to expand landlord recruitment effort | | | | |
| **Action 3d:** Ensure local homeless services providers and City staff understand LA County Rapid Re-housing program and how people experiencing homelessness can access it via referral to CES *(B3: Expand Rapid Re-Housing)* | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| No associated policy changes | 3a-3d: Summary report | Community Development Department | Staff time | 3a: 6 months<br>3b: 6 months<br>3c: 6 months<br>3d: 6 months |

| **Goal 4: Expand Opportunities for Employment and Workforce Development (Homeless Initiative Strategy Link(s): C2, C4)** | | | | |
|---|---|---|---|---|
| **Action 4a:** Explore partnering with local businesses, faith-based organizations, and local Social Enterprise Organizations to increase employment opportunities for homeless and low-income residents *(C2: Increase Employment for Homeless Individuals by Social Enterprise)*<br>• Consider partnering with neighboring cities to approach local businesses and chambers of commerce | | | | |
| **Action 4b:** Ensure community partners are educated on County programs that provide SSI/SSDI/ Veterans benefits advocacy and understand the referral process *(C4: Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy)* | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| No associated policy changes | 3a: Research other City employment models and make recommendation to City Council<br>3b: Distribute information on programs to community partners | Community Development Department | 4a: Explore potential funding sources for incentive payments to businesses<br>4b: Staff time | 4a: 1 year<br>4b: 6 months |

| **Goal 5: Explore Options for Preservation of Existing Affordable Housing (Homeless Initiative Strategy Link(s): None)** | | | | |
|---|---|---|---|---|
| **Action 3a:** Continue to engage with County CEO Office and Community Development Commission to identify funds for rehabilitation and preservation of existing affordable housing stock, in particular:<br>• Maintain/expand rental assistance program at Charter Oaks<br>• Develop plan for preserving 34 affordable housing units at Sunnyside Apartments<br>• Monte Vista Place – explore strategies to make these rental units more affordable<br>• Explore conversion of recently purchased 123 Monte Vista Avenue property to affordable rental housing<br>• Monitor Avalon compliance with existing affordability covenants | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| No associated policy changes | • Delivery of plan to City Council<br>• Summary report to City Council | Community Development Department | Potential funding for expanded rental assistance program | 5a: 2 years |

## 5. Identify City employees or other staff who will lead implementation of the plan.

### Table 1: Primary Contact for Plan Implementation

| Name & Position | Address & Email | Phone | % of Time |
|---|---|---|---|
| Ann Garcia, Administrative Analyst, Community Development Department | 245 E Bonita Ave, San Dimas, CA 91773<br>agarcia@ci.san-dimas.ca.us | (909) 394-6282 | TBD |

## 6. Describe the City's participation or plans to participate in any new or ongoing collaborative efforts, within the City and/or with other cities and/or in the Service Planning Area.

The City and its partners are currently participating in the following activities:

- Engagement with Los Angeles County, Los Angeles Homelessness Services Authority, Community Development Commission of the County of Los Angeles, and the San Gabriel Valley Council of Governments on housing and homelessness issues
- The San Dimas Senior Center provides programs to help break social isolation and build social inclusion in addition to services that can support the needs of senior residents, including individuals experiencing homelessness
- The Holy Name of Mary Catholic Church, in conjunction with the St. Vincent de Paul Society, provides a number of services, including:
    - Hotel/motel vouchers for single mothers with one or more child (approximately 60 per month)
    - A food pantry, free clothing, gift cards to local stores and restaurants, and bus passes
- The East San Gabriel Valley Coalition for the Homeless operates a rotational winter shelter two weeks out of the year in San Dimas, at the Holy Name of Mary Church
- The LA County Sheriff's Department - Community Action Team engages with people experiencing homelessness and has the ability to dedicate multiple officers for special projects
- San Dimas has undertaken a demographic study of homelessness as part of this plan so that it can better understand the needs of this population (see Appendix C)
- San Dimas partners with the Los Angeles County Sheriff's Department to respond to calls for service, during which officers engage homeless individuals and make referrals as appropriate
- Case Management services are available once a month for patrons of the San Dimas Senior Center, including Urgent Care management, education, nutrition through congregate dining or home-delivered meals, transportation assistance, telephone reassurance, and linkages to other services

## 7. Review specific County Homeless Initiative Strategies from the table below and consider how the City could collaborate and align planning efforts to achieve mutual goals.

**Table 2: City Planning Activities tied to County Homeless Initiative Strategies**

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☒ | ☐ | A1. Homeless Prevention for families |
| | ☒ | ☒ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | ☐ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☐ | ☐ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☐ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☒ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☐ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☐ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☒ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| | ☒ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☐ | ☐ | C7. Subsidize Employment for Homeless Adults |
| | **Plan to participate** | **Currently participating** | **County Homeless Initiative Strategies** |
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☐ | ☐ | D5. Support for Homeless Case Managers |
| | ☐ | ☐ | D6. Criminal Record Clearing Project |
| | ☐ | ☐ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☐ | ☐ | E4. First Responders Training |
| | ☐ | ☐ | E5. Decriminalization Policy |
| | ☒ | ☐ | E6. Expand Countywide Outreach System |
| | ☒ | ☐ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☐ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☐ | ☐ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☐ | ☐ | E14. Enhance Services for Transition Age Youth |

| | | | |
|---|---|---|---|
| **F – Increase Affordable/ Homeless Housing** | ☐ | ☐ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |
| | ☐ | ☐ | F4. Development of Second Dwelling Units Program |
| | ☐ | ☐ | F5. Incentive Zoning/Value Capture Strategies |
| | ☐ | ☐ | F6. Using Public Land for Homeless Housing |
| | ☐ | ☐ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☐ | ☐ | F7. Housing Innovation Fund (One-time) |

# COMMUNITY PLAN TO ADDRESS HOMELESSNESS

**JULY 2018**

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# Introduction and Planning Context

The City of Santa Clarita is situated in the County's 5th Supervisorial District in Service Planning Area (SPA) 2, with a population of 225,512. The City currently has 331 homeless individuals accounted for in the 2017 annual Point-In-Time (PIT) Count. This represents a 5% increase from the 2016 count of 316. While this figure may seem low, the City is also struggling with those considered "hidden" homeless. Various stakeholders including the local school districts, local community college, local businesses, and other service providers have contacted the City regarding concerns over increased homeless activity, which may not be included in the annual PIT Count. Indeed, one public school district in the City reported that they have over 300 homeless students in their school district alone. The "hidden" homeless include homeless college students or families sleeping in their cars, homeless family members couch surfing, or families "doubling up" in residences.

The City has identified various key challenges including a lack of community awareness, lack of local coordination to locate services, duplication of services, lack of affordable housing, and lack of local wrap-around services. The City needs a local homelessness plan that will provide strategic solutions using existing and new resources to combat homelessness that connects with the Los Angeles County Homeless Initiative. The City contracted with research firm Analytic Insight, LLC (AI) to engage in strategic planning and development of a Homeless Plan for the City. AI conducted thirty (30) key informant interviews and coordinated a two-day strategic planning event among stakeholders in order to develop this Homelessness Plan for the city.

## City and Plan Information

Name of City: Santa Clarita

Period of Time Covered by Plan: July 2018 – July 2021

Date of Plan Adoption: September 2018

## Reasons for Developing Plan

The City is developing this plan in order to address the challenges of a growing homeless population. The City intends for the plan to help align City resources, including the non-profit and private sector organizations in the City, and County investments. The first step toward aligning these interests was the gathering of stakeholders and planning sessions to develop the plan. Future planning efforts will include those who participate in this early planning, and broaden the coalition to include all with an interest in the quality of life for Santa Clarita residents.

Improving the coordination behind, and effectiveness of, the City's homeless housing and service delivery system is a major goal of this effort. Funding opportunities, such as those of Measure H, are available within the broader county and state systems that will make it possible for existing service providers in the City to expand services in critical areas.

Any plan to address homelessness needs to address the supply of affordable housing. Creating more affordable housing for those with limited income, including elderly and those with physical disabilities or mental health issues is a complex, long-term objective. This three-year plan, while recognizing the need for long-term affordable housing, also acknowledges the difficulties of addressing this problem in the City of Santa Clarita, the state of California and across the country.

## City Planning Process

In order to develop a plan to prevent and combat homelessness in the City, a comprehensive analysis on the current local homelessness services was needed to identify gaps, duplications and other issues. This analysis is based on three information sources:

1. Interviews conducted with 30 community stakeholders.
2. A two-day strategic planning event with a wide variety of stakeholders, in which they shared ideas and strategies;
3. Network analysis using the results of two questions asked during the stakeholder interviews:
   a) How frequently do you communicate with each of the other stakeholder organizations?
   b) Which would you turn to if you were beginning a new project related to homelessness?

### Key Informant Interviews

The City provided AI with a list of known service providers and local agencies that work with the local homeless community. AI requested an interview with a representative from each organization to discuss the services and resources the organization provides to the homeless, the populations served, the network of organizations who serve the homeless and how the organizations can improve coordination, gaps and duplications of service, challenges that organizations face, how well various populations of homeless are served, and suggestions to better engage the community around the homelessness issue.

AI interviewed many of the stakeholders identified by the City. Additionally, AI engaged in snowball sampling to reach other organizations identified by the stakeholders who also serve or provide resources to the homeless in the City. A comprehensive listing of partners the City can engage around homelessness planning issues, the current services they provide and the populations served, as well as other pertinent information about these partners can be found in Appendix A. These partners were also invited to the strategic planning sessions held on May 17 and 18, 2018 at the Old Town Newhall Library.

During the course of the key informant interviews, stakeholders were asked about the largest gaps in service for the homeless, duplications in service, what organizations in the City do best to address homelessness, as well as the greatest challenges that organizations in the City face.

#### Areas of Greatest Need

Stakeholders discussed the gaps in services available to the homeless and residents at-risk for homelessness. These discussions included a range of needs and gaps in available services. Each of these topics areas are explored in depth in the sections that follow.

1. A Year-Round Emergency Shelter
2. Affordable Housing Options Including Transitional, Permanent and Supportive Housing
3. Enhancing Available Addiction and Mental Health Services
4. A More Accurate Homeless Count
5. Information Sharing and Opportunities For Collaboration
6. Centralized Leadership and Organization

## 1. Year-Round Shelter

Many stakeholders talked about how the lack of a year-round emergency shelter is a major service gap in the community. Currently, Bridge to Home operates a seasonal emergency winter shelter which is available from November to March. This shelter does not have running water, although faith-based organizations work with Bridge to Home to provide food and a mobile shower unit for homeless individuals to use.

Several stakeholders noted that access to the shelter requires a person dispose of any personal items such as blankets or shopping carts due to a lack of storage space. Further, pets are not allowed in the shelter and no alternative temporary pet shelter is available. As one stakeholder noted, "the homeless don't want to give up everything – the very minimal things that they have – in order to have a bed for the night. They would rather keep their stuff and their dog… and live in the river."

> *"The smaller nature of the city helps us be less bureaucratic—responsiveness is one thing we do well. But without a year round shelter you cannot truly help people. We are not impacting homelessness because we are not doing anything to change the underlying situation."*
> *- Stakeholder Interview*

### Bridge to Home Emergency Shelter Expansion

In 1997, the Santa Clarita Shelter opened its doors with 22 emergency shelter beds. In 2010-2011, the shelter moved to Drayton Street and re-branded itself as Bridge to Home. In 2016, Bridge to Home embarked on an on-going two year commitment to provide a year-round single-campus homeless service facility in Santa Clarita.

On September 26, 2017, the Santa Clarita City Council unanimously authorized the turn-over of ownership of the Drayton Street property to Bridge to Home and the approval to purchase an adjacent parcel for Bridge to Home. Therefore, Bridge to Home now has the opportunity to move forward with plans for a year-round permanent shelter. Additionally, Bridge to Home owning the property will allow for the use of Measure H funds for shelter expansion. The transfer in ownership of the Drayton Street property brings an opportunity to use Measure H funding for the homeless population in Santa Clarita.

The existing shelter lacks adequate street lighting and paved sidewalks. Additionally, sewer system installation is needed to allow for on-site bathrooms with running water. Bridge to Home is investigating a variety of funding sources, including their own capital funding, to address these needs.

## 2. Affordable Housing Options

The cost of housing is a major issue for many communities in Los Angeles County and beyond. The lack of affordable housing options presents a major challenge and service gap in the community according to a vast majority of the stakeholders interviewed. City stakeholders acknowledged that both transitional and permanent affordable housing options are needed in the City, as well as supportive housing that would include case management services onsite.

### Transitional Housing

Transitional housing includes bridge housing, which is different than a traditional emergency shelter. Bridge housing offers a temporary place for single individuals or families to live while they receive support to find a permanent home. Bridge housing helps individuals or families who have experienced homelessness for an extended period of time, or who are experiencing homelessness due to a financial

crisis such as job loss or onset of a physical disability. The typical length of stay in bridge housing is three to six months.

### Permanent Housing

Permanent affordable housing options is also seen as an area of need for Santa Clarita. Most individuals and families experiencing homelessness become homeless due to a financial crisis that leads to a loss of housing. This means a majority of people facing homelessness have had recent experience living in permanent housing and have the ability to return to permanent housing without the need for long-term supportive services once their immediate crisis is resolved.

*"It has to be a sustainable model that generates change and actually changes the lives of the people so they can self-sustain."*
*- Stakeholder Interview*

The stakeholders interviewed described a scarcity of transitional or permanent housing options for low-income individuals or families in the City. One stakeholder stated that long waiting lists for the currently available affordable housing is a barrier to secure permanent housing for Santa Clarita residents who may be experiencing homelessness. Similarly, several stakeholders expressed concern that not enough units are set aside for low income residents or do not accept Section 8 vouchers. Indeed, one stakeholder acknowledged that no apartment building in the City will take a Section 8 voucher expect for a few locations that serve seniors, 55 years and above.

*"There is a misperception that people come to Santa Clarita to be homeless — and this is part of the resistance to the year round shelter, people think that if you build it they will come. But the reality is that a large percentage of these people were already here."*
*- Stakeholder Interview*

### Supportive Housing

Supportive housing is an affordable housing option that includes case management services onsite; i.e. health, employment and job training services are provided inside the apartment complex. Supportive housing is typically needed for about a third of individuals or families experiencing homelessness and applicants are often prioritized based on their level of vulnerability as indicated by mental or physical disabilities, domestic violence experience, or substance abuse disorder.

About a third of the stakeholders noted the lack of wrap-around services in the community as a major service gap. In a wrap-around process, a treatment team collaboratively develops an individualized plan of care, implements this plan, and evaluates success over time. Many of these stakeholders opined that providing comprehensive case management and wrap-around services to homeless individuals and families is the best way to combat and prevent homelessness over the long-term.

Many of these stakeholders talked about a centralized location to provide wrap-around services, which should include education, job training, after-school care and transportation services in addition to health, mental health and/or substance abuse treatment services.

One stakeholder emphasized the need for more case managers to develop one-on-one relationships, provide the appropriate referrals based on need, and monitor the client to ensure proper follow-through and guidance as their situation stabilizes.

## Challenges

Governor Brown signed AB1X26 into law in June of 2011. After months of legal proceedings, the California Supreme Court upheld AB1X26. While the legislature indicated that their intent was not to end Redevelopment, unfortunately the result of the Supreme Court's decision made the end of Redevelopment a reality. California is now one of only two states without some form of tax increment financing, which makes redevelopment projects difficult to implement given the current economic climate. The City is committed to working with the State to create a new type of redevelopment/economic growth program, which maintains the spirit of redevelopment.[1]

In addition to AB1X26, the new Tax Plan approved at the end of 2017, lowered the tax rate for corporations. This reduction lowered the value of tax credits—which corporations get in return for their investments. A national accounting firm in San Francisco, Novogradac & Company, stated in January 2018 that "…this new tax law will reduce the growth of subsidized affordable housing by 235,000 units over the next ten years."

With that said, the City of Santa Clarita recently completed an affordable housing project in Newhall—Three Oaks. Three Oaks is comprised of 30 units for those between 30 and 60 percent of the area median income. The project took approximately ten years to site and construct with a $5 million contribution from the City. This is a great example of the challenges and high costs associated with siting and constructing affordable housing, not just in Santa Clarita, but across Los Angeles County.

### 3. Addiction and Mental Health Services

Many of the stakeholders interviewed for this report described addiction and mental health needs as being related issues that are best treated together. One service provider noted that many of the single homeless adults with addiction issues are also Veterans. The gaps in existing services in both mental health and substance abuse services was also a common theme throughout many of the stakeholder interviews.

Law enforcement plays a critical role in helping to resolve issues where the homeless conflict with other city residents. Through stakeholder interviews, law enforcement described an eroding ability to persuade individuals to commit to rehabilitation programs without the use of threatened or actual arrest. Decriminalization was seen as a barrier to getting individuals into drug programs.

Although several service providers also described the challenges of getting individuals to enter drug treatment, the long-term impact of an arrest or conviction on the individual's ability to obtain housing was seen as an overriding drawback to this approach. A successful collaboration exists currently between Bridge to Home and the Santa Clara Valley Mental Health Center through which clinicians enter the winter shelter to identify homeless individuals with mental health needs and link them to needed services.

Increasing communication and shared activities, such as service providers accompanying law enforcement, may help service providers, law enforcement and City departments work together on new solutions.

[1] https://www.santa-clarita.com/city-hall/departments/community-development/redevelopment

### 4. A More Accurate Homeless Count

Several stakeholders stated that a more accurate count of the homeless population is a critical part of increasing public understanding of the problem. One school district representative noted that according to the Point-in-Time (PIT) count the City currently has 331 homeless individuals, however within a single school district the stakeholder was aware of over 300 students who were homelessness or at great risk of homelessness. Several stakeholders described situations where parents were afraid to reveal they were homeless because they feared separation from their children or moral judgement.

### 5. Information Sharing and Opportunities for Stakeholder Collaboration

Service providers and other stakeholders noted that up-to-date resources available in the City are not available through a centralized source. This lack of information means that homeless individuals and families are not always linked to the resources that could best help them overcome homelessness or stabilize their immediate crisis. Similarly, a centralized hub of information would help organizations see what homeless individuals or families have received services and ensure proper follow-through on the part of the client, as well as the provider.

In addition to a centralized system of information sharing, collaboration among service providers fuels information and best practice sharing, as well as information-sharing across specializations to bring a more robust and comprehensive set of services to residents. Stakeholders agreed that improved collaboration and coordination among the service providers would help to combat homelessness more effectively.

### 6. Centralized Leadership and Organization

Several stakeholders acknowledged the need for City and community leadership around the homelessness issue. In order to galvanize support around the homeless issue, a committee or group of committed individuals is needed.

## Challenges Organizations Face

Overwhelmingly, stakeholders agreed that the two greatest challenges they face are funding and public support. Organizations face funding and resource challenges that limit their ability to impact sustained change. Secondly, many organizations perceive a lack of public awareness around the issue of homelessness in the City, as well as a lack of public and political support to provide services to the homeless in the community.

### Funding and Resources

Funding is a challenge for non-profit organizations in general, and was noted by almost all of the stakeholders interviewed for this study as a major challenge that organizations in the City currently face. Many times non-profit organizations must compete for the same resources, which can discourage increased collaboration and coordination among service providers.

In addition to funding challenges, stakeholders also noted a lack of tangible resources as a key challenge that organizations face in the City. This includes staff, infrastructure such as physical space and materials, training programs and case management.

### Public Awareness and Support

Many stakeholders agreed that the community at large does not perceive homelessness as a problem in the City. Several stakeholders noted that homelessness in the City is not as visible, especially when compared to the city of Los Angeles. Therefore, homelessness is not perceived as too great a problem by the local community. As one stakeholder noted, to admit there is a problem and to find a sustainable solution is key to affecting real change.

> "Homelessness is scary and dangerous-sounding—it makes people nervous and they do not see them as their neighbors—they see them as 'those people'."

Similarly, stakeholders noted that some residents may fear that providing more services to individuals or families experiencing homelessness will lead to an influx of homeless individuals coming to the City to seek those services. While City residents are generally supportive and generous to the local non-profit sector, stakeholders opined that this support does not necessarily translate to the homeless population. Stakeholders believe that the public would rather not have individuals experiencing homelessness in their community. This phenomenon, known as "NIMBYism" or "not in my backyard", is especially problematic when it comes to encouraging support for affordable housing needed for low-income or residents experiencing homelessness.

Stakeholders believe that increasing public awareness and support around the issue of homelessness is central to combatting and preventing homelessness into the future. Educating the public by offering humanizing success stories to increase awareness and reduce their fear of the homeless population, as well as encouraging engagement through volunteerism and mentorship were mentioned as possible solutions.

> *"People are willing to feed the homeless from across the counter, but very few people are willing to engage with people who are homeless out of fear—so we will give money, we will donate items, and food, and things...but in terms in engaging…people have a hard time doing that."*

### What Organizations Do Best

Organizations that serve the homeless in the City do many things well despite limited resources, funding challenges and lack of public awareness and support. Stakeholders agreed that organizations tend to adhere to their mission and care about the individuals and families that they serve. Organizations solicit donations and recruit community volunteers well.

Stakeholders also agreed that organizations provide help for immediate needs well, such as meals, clothes and other items necessary for daily living. Similarly, several stakeholders agreed that the organizations who serve the homeless are good at identifying individuals or families experiencing homelessness, providing case management services, and connecting their clients to available resources.

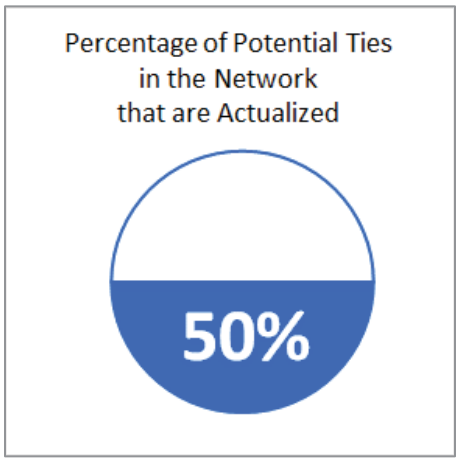
Finally, stakeholders acknowledged that organizations provide well for students, children and families who are experiencing homelessness. If an organization becomes aware of a family in need, then that organization will collaborate with other agencies to ensure the family receives the services they require.

## The Network of Stakeholders

The community of organizations that address issues related to homelessness in Santa Clarita make up a network of interrelationships and complementary objectives. Understanding the linkages among them is important to understanding the strengths and weaknesses of the community's ability to address the many facets of homelessness.

The analysis is based on interviews with 30 organizations who conduct activities related to homelessness in the City of Santa Clarita. The City provided an initial contact list of 27 organizations and the research team reached out to an additional 24 based on our own research and references from interviewees. A total of 30 interviews were completed.

### Collaboration




The density of a network is the proportion of all possible ties that are actually present. If each member communicates directly with every other member the density would equal 1.0 and if none communicate with any other the density would equal zero.

In Santa Clarita, the network density for the network of stakeholders in homelessness is .5. In other words, 50% of the members communicate directly with each other. When members describe which organizations they would *like to* work with however, the density of that network is .82. This is indicative of a desire among members to expand communication beyond its existing levels.

### Network Influencers

Network analysis offers a number of measures to assess the influence and communication patterns of network members. The graphic that follows illustrates several concepts that are important to understanding the network.

**Degree** assigns a score based on the number of links held by each organization. It tells us how many direct, one-step connections an organization has. It is useful for identifying well-connected organizations who are likely to have the most information about others and can quickly connect with the wider network.

**EigenCentrality** measures an organization's influence based on the number of links it has to others. It considers both how many direct connections an organization has, and how well-connected their connections are. It is useful in finding individuals who are best placed to influence the entire network most quickly.

**Betweenness** measures the number of times a node lies on the shortest path between other nodes. It shows which organizations act as liaisons between others in the network. It is useful for finding the individuals who influence the flow of communications through a system.

The degree, eigenvect and betweenness scores are shown for each organization in the chart that follows. The highest 25% of scores for each measure are highlighted in blue.

| | Degree | Eigenvect | Between |
|---|---|---|---|
| ACTION Family Counseling | 13 | 0.27 | 0.0 |
| Assistance League | 39 | 0.74 | 1.3 |
| Bridge to Home | 61 | 1.00 | 16.3 |
| Child & Family Center | 56 | 0.88 | 34.0 |
| City of Santa Clarita | 60 | 0.92 | 30.5 |
| College of the Canyons/Student Health & Wellness | 60 | 0.99 | 12.7 |
| Department of Rehabilitation | 8 | 0.17 | 0.0 |
| Domestic Violence Center of SCV | 49 | 0.84 | 12.0 |
| Family Promise SCV | 50 | 0.89 | 4.8 |
| Help the Children | 46 | 0.82 | 5.1 |
| Henry Mayo Newhall Memorial Hospital | 29 | 0.53 | 1.1 |
| Newhall School District | 45 | 0.83 | 2.2 |
| Parents in Partnership | 12 | 0.19 | 0.3 |
| PATH-Los Angeles | 6 | 0.12 | 0.0 |
| Real Life Church | 44 | 0.81 | 2.4 |
| St. Kateri Parish | 20 | 0.38 | 0.2 |
| Salvation Army | 19 | 0.34 | 1.1 |
| Samuel Dixon Family Health Center | 39 | 0.75 | 0.6 |
| San Fernando Valley Coalition of Governments | 6 | 0.12 | 0.0 |
| Santa Clarita Food Pantry | 53 | 0.88 | 11.9 |
| Santa Clarita Public Library | 27 | 0.51 | 0.6 |
| Santa Clarita Sheriff's Station | 57 | 0.92 | 27.1 |
| Saugus Union School District | 58 | 0.94 | 14.8 |
| Sulphur Springs School District | 33 | 0.63 | 1.0 |
| Single Mothers' Outreach | 37 | 0.73 | 0.6 |
| Valencia United Methodist Church | 34 | 0.62 | 1.5 |
| William S. Hart School District | 51 | 0.89 | 6.1 |
| County of Los Angeles | 30 | 0.56 | 2.9 |

Several organizations have scores among the 25 percent most influential organizations on several measures. These organizations, including Bridge to Home, Child & Family Center, College of the Canyons, the Santa Clarity Sherriff's Station and the Saugus Union School District, are likely to form the foundation of the City-lead efforts to address the homelessness issues in the city.

The following chart shows the communication patterns of the Santa Clarita organizations working on issues related to homelessness. Network analysis offers a large amount of information on a single chart. The size and color of each circle, as well as the type of line connecting organizations, have special meaning.

## Size

The size of each circle representing an organization reflects the organization's betweenness in the network. Betweenness is a measure of how often an organization acts as a liaison between others in the network. Organizations with a high level of betweenness communicate directly and frequently with a large number of other organizations in the network and are highly influential.

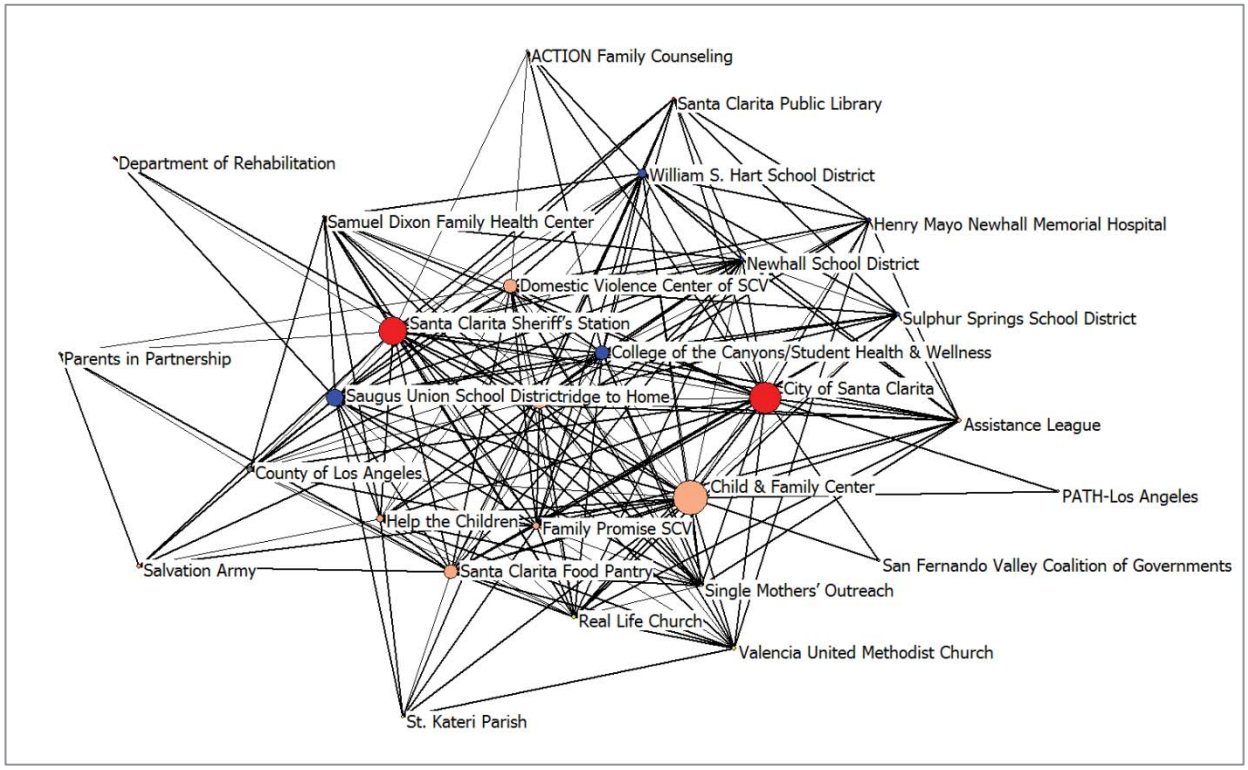
## Color

Organizations are color coded by type.

| Type of Organization | Color Code |
|---|---|
| City | |
| County | |
| Education | |
| Service Provider | |
| Faith-based | |
| Healthcare | |

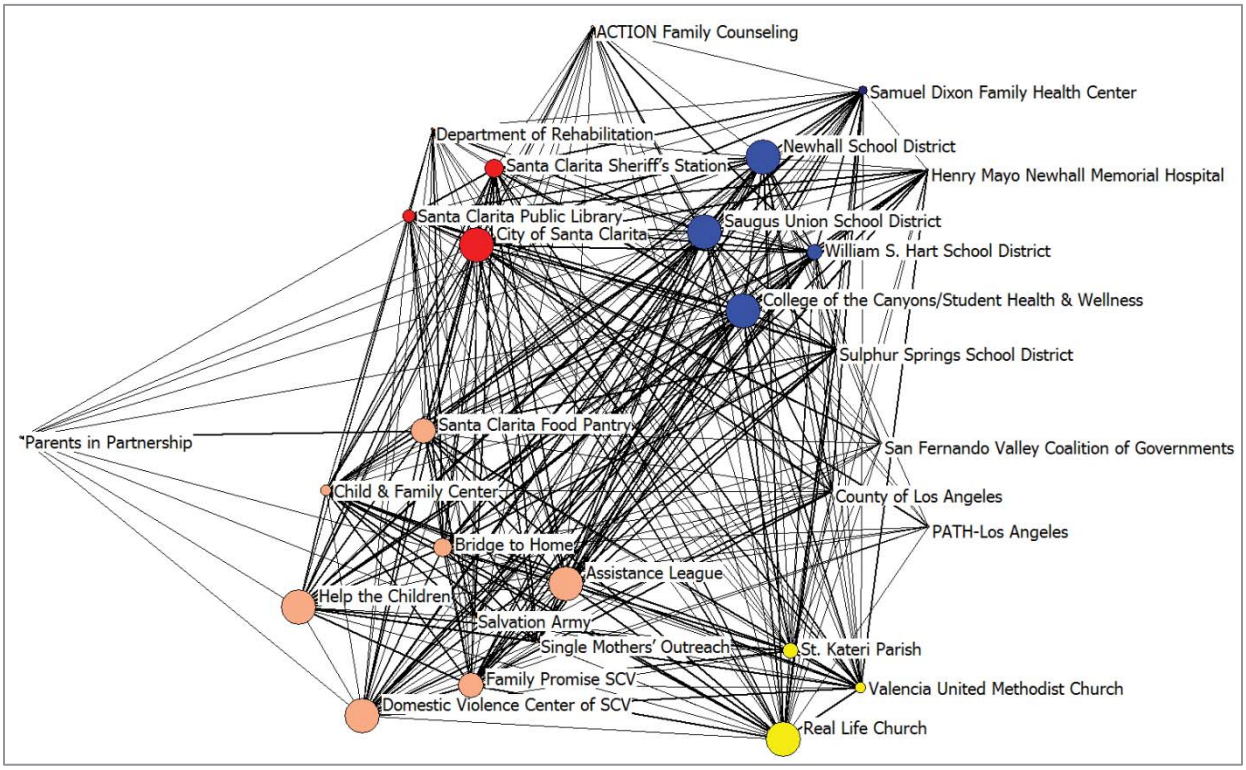
## Connections

The darker the line connecting organizations, the more frequently they communicate.



One issue with the measure of betweenness is that an organization may be central to communication within its own cluster or group and highly influential there, but the cluster of organizations may be less central to the entire network as a whole.

The following chart shows the organizations clustered by type and the size of the circles is based on the betweenness of each organization *within its type*.



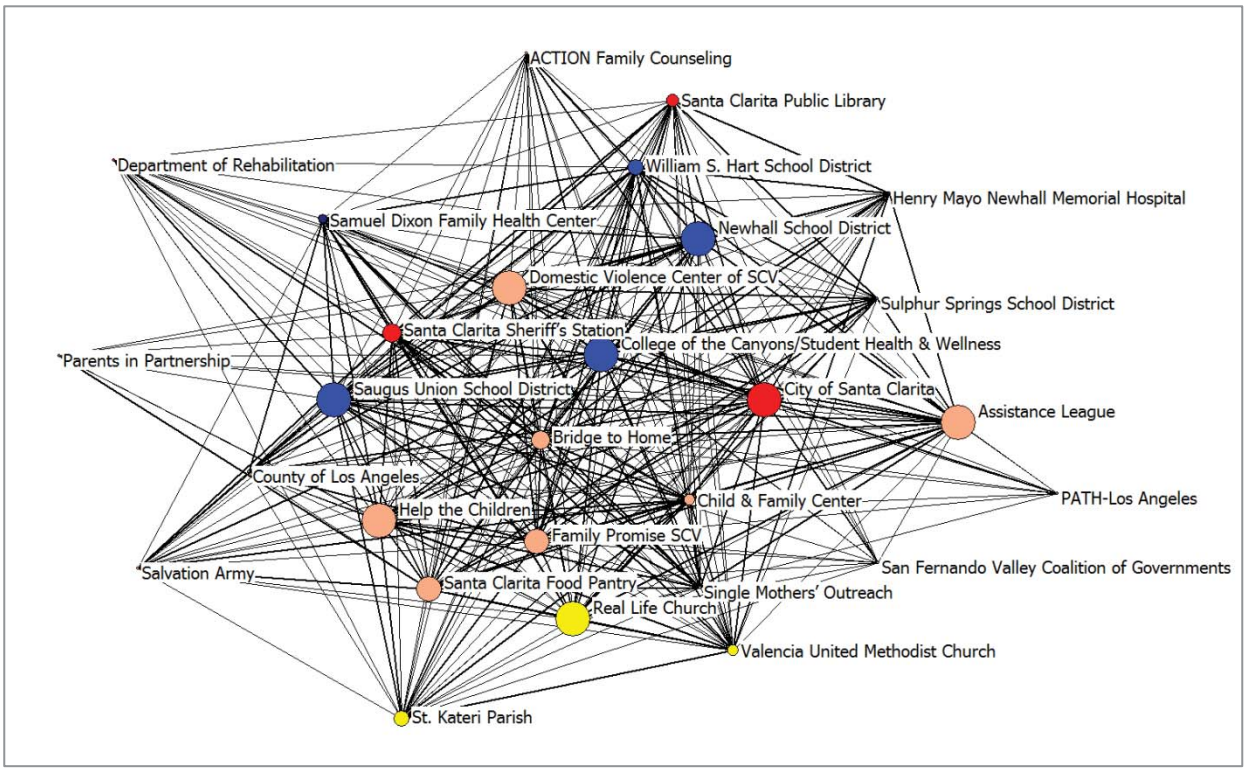

Among city departments and organizations (shown in red), the City Manager's office ("City of Santa Clarita) is central to communication. Among Service Providers, communication is fairly evenly distributed, with a number of prominent individual organizations. Within the education sector, several organizations are more central to communication within their cluster than the appeared to be relative to the entire network. Saugus Union continues to be an important communicator within the education sector, along with College of the Canyons and Newhall.

## The Network Members Want

The interview guide included the question "Who would you like to work with if you were trying to initiate a new service related to homelessness in the City of Santa Clarita? Please tell me if you would be very likely, somewhat likely or unlikely to work with [each organization] if you were starting a new initiative or service."

The network that emerged from the question of who organizations would like to work with on new initiatives resembles an ideal network. The network itself is uniformly distributed with an even star shape and few outliers.

A large number of organizations are high in betweenness and the betweenness is distributed across organizational sectors including service providers, City departments, education and faith-based organizations.




The differences between the network patterns of actual communication, the network with organizations clustered by sector and the network as members would like it to be, illustrate the challenges of developing a coordinated delivery system for homeless services in Santa Clarita.

Actual communications tends to operate in silos, as evidenced by the increase in betweenness when the network is clustered by organizational type. The smooth, star-shaped network depicting who organizations would like to work with, in contrast to the jagged outliers of the actual communication network, shows that many providers would like to expand their own network to include organizations not currently in their routine exchanges.

The need for enhancing collaborative opportunities was expressed in the stakeholder interviews as well as the strategic planning sessions. For this reason, the strategic plan includes the development of a collaborative task force on homelessness. This will provide the basis for moving forward with many sequential actions.

## Timeline of Implementation

The following is a summary of the goals and action items in chronological order, color coded by the five topic areas: Preventing Homelessness, Increasing Income, Subsidized Housing, Increase Affordable/Homeless Housing, and Creating Local Coordination.

| Topic | Color |
|---|---|
| Preventing Homelessness | |
| Increasing Income | |
| Subsidized Housing | |
| Increase Affordable Housing | |
| Creating Local Coordination | |

| IMPLEMENTATION TIMELINE SUMMARY | | |
|---|---|---|
| **Goal** | **Action Item** | **Due Date** |
| Engage the community to increase awareness and support for increasing housing and service capacity | Create a Collaborative Task Force | 10/1/2018 |
| Enhance Drug Prevention and Cessation Services | Develop a Drug Disposal Program | 10/1/2018 |
| Enhance Drug Prevention and Cessation Services | Develop Peer Advocates | 11/1/2018 |
| Enhance Data Sharing and Links to Needed Services | Develop Comprehensive Resource Guide | 1/1/2019 |
| Explore Home Sharing Model | Create Home Sharing Program | 1/1/2019 |
| Engage the community to increase awareness and support for increasing housing and service capacity | Engage the Community Through Events and Town Halls | 1/1/2019 |
| Enhance Mental Health Services | Enhance Collaboration for In-Field Outreach | 1/1/2019 |
| Increase the Housing Supply Dedicated for Homeless | Build Year Round Homeless Shelter | 3/1/2019 |
| Linking Homeless Individuals to Benefits such as SSI, MEDI-CAL or Veterans' Benefits | Use Certified Enrollers to Increase Benefits | 3/1/2019 |
| Increase the Capacity of Rapid Re-Housing (RRH) Including Systems for Identifying Rental Opportunities, Help with Moving and Case Management Services | Build Capacity to Apply for Measure H Funding | 5/1/2019 |
| Conduct Landlord Outreach/Motel Owner Outreach | Engage Landlords to Accept Vouchers and Other Subsides | 6/1/2019 |
| Investigate Permanent Affordable Housing Options, Include Inclusionary Zoning, Affordable Housing Options | Explore Inclusionary Zoning | 6/1/2019 |
| Enhance First Responder Training and Awareness | Coordinate First Responder Training with Law Enforcement and Service Providers | 6/1/2019 |

| | | |
|---|---|---|
| Enhance and Coordinate Funding for Supportive Housing | Investigate Supportive Housing Options | 6/1/2021 |
| Identify Families At-Risk of Homelessness Through Schools | Identify Family At-Risk and Provide Staff Training | 8/1/2019 |
| Identify Families At-Risk of Homelessness Through Schools | Implement Student Residency Questionnaire | 10/1/2019 |
| Connect At-Risk Families with Services Through Schools | Expand Case Management Capacity at Schools | 8/1/2020 |
| Establish or Enhance Subsidized Employment Programs | Conduct Employment Outreach | 1/1/2020 |
| Enhance Drug Prevention and Cessation Services | Expand Outreach Services | 10/1/2020 |
| Increase the Housing Supply Dedicated for Homeless | Identify and Acquire Land for Supportive Housing | 1/1/2021 |
| Enhance Mental Health Services | Explore Opportunities to Expand Mental Health Capacity | 9/1/2021 |

Before implementation can begin on the action items in this plan, the City will need to take the lead and establish a collaborative community task force (page 58). The City should utilize local stakeholders to form the Task Force and assist administratively to provide a successful organizational structure for the operation of the Task Force. Once this Plan is completed, the Task Force can dissolve or remain active as an oversight committee to ensure adequate services/resources are provided to the community.

The following pages of this plan provide more detailed information on each action item, including more specific tasks for each action item and recommendations for key stakeholders that should be included during implementation. For ease of navigation, the following goals and action items are grouped by topic area.

## Topic Area: Preventing Homelessness

Combating homelessness requires multifaceted and comprehensive strategies to both prevent individuals and families from becoming homeless, and to help those, who are currently homeless, move into stable permanent housing. This entails minimizing the number of families and individuals who lose their housing and become homeless, as well as those who transition into homelessness from institutions such as jails and hospitals.[2]

Every day in the United States, families and individuals who have never been homeless lose their housing and are left with no other alternatives than to enter a shelter or find themselves on the streets. As important as services are to help people who leave homelessness, preventing families and individuals from becoming homeless is just as important. Often described as “closing the front door” to homelessness, strategies that show capability for preventing new cases of homelessness should be fully employed.

[2] https://www.huduser.gov/Publications/pdf/Strategies_for_preventing_Homelessness.pdf

To adequately prevent something from happening, ideally one would need to know what causes it. Additionally, one would want to be able to accurately predict in advance when or whom it will effect. By knowing causes and vulnerable populations, it may improve the odds of designing effective interventions. Therefore, non-stereotypical at risk families and youth should be identified, in addition to those facing mental health difficulties and drug addiction.

The goals that will be addressed in this section include:

- Identify Families At-Risk of Homelessness through Schools
- Connect At-Risk Families with Services through Schools
- Enhance Drug Prevention and Cessation Services
- Enhance Mental Health Services

**GOAL: IDENTIFY FAMILIES AT-RISK OF HOMELESSNESS THROUGH SCHOOLS**

| | Task | Dates |
|---|---|---|
| **Supporting Action: Identify Family at-Risk and Provide Staff Training** | Initial planning meeting | By August 2019 |
| | Develop working definitions; curricula materials. | By October 2019 |
| | Trainings with student-facing staff | 2019-2020 School year and annually thereafter |
| | **Task** | **Dates** |
| **Supporting Action: Implement Student Residency Questionnaire** | Initial planning meeting | By October 2019 |
| | Development of Student Residency Questionnaire. | By November 2019 |
| | Use of Student Residency Questionnaires. | By January 2020 |
| | Assess any increase in identification of at-risk and homeless students. | By June 2020 and annually thereafter |

**GOAL: CONNECT AT-RISK FAMILIES WITH SERVICES THROUGH SCHOOLS**

| | Task | Dates |
|---|---|---|
| **Supporting Action: Expand Case Management Capacity at Schools** | Initial planning meeting | By August 2020 |
| | Development of template service agreement between each school district and Family Promise. | By January 2021 |
| | Service agreements between each school district and Family Promise signed. | By March 2021 |
| | Case studies or other documentation of student families helped. | By June 2021 and annually thereafter |

**GOAL: ENHANCE DRUG PREVENTION AND CESSATION SERVICES**

| | Task | Dates |
|---|---|---|
| **Supporting Action: Develop a Drug Disposal Program** | Promotion materials for current DEA-registered collection sites. | By October 2018 |
| | White paper or memo on establishment of DEA-registered collection sites. | By March 2019 |
| | Outreach materials to potential locations to become a DEA-registered collection site | By June 2019 |
| | Track DEA-registered collection sites. | By June 2020 |
| | **Task** | **Dates** |
| **Supporting Action: Develop Peer Advocates** | Develop presentation and/or educational materials for distribution at DFY meetings. | By November 2018 |
| | Distribute and present materials | By January 2019 |
| | **Task** | **Dates** |
| **Supporting Action: Expand Outreach Services** | Initial collaborative meeting. | By October 2020 |
| | Develop outreach materials for parents | By January 2021 |
| | Develop curriculum | By March 2021 |
| | Track the number of adults who attend program and/or become members of a "Drug Free Adults" community club | By June 2021 and annually thereafter |

**GOAL: ENHANCE MENTAL HEALTH SERVICES**

| | Task | Dates |
|---|---|---|
| **Supporting Action: Enhance Collaboration for In Field Outreach** | Initial collaborative meeting. | By January 2019 |
| | Send team with Sheriff's Department on a consistent basis to conduct outreach. | By March 2019; ongoing thereafter |
| | **Task** | **Dates** |
| **Supporting Action: Explore Opportunities to Expand Mental Health Capacity** | Initial Meeting | By September 2021 |

## Goal: Identify Families at-Risk of Homelessness Through Schools

### Supporting Actions: Identify Family at-Risk and Provide Staff Training

1. Develop working definition of at-risk for homelessness and protocols for referral, parental conference and other potential actions.
2. Schedule and hold trainings of teachers and staff to identify and appropriately refer at-risk students in each school district.
3. Hold trainings for teachers and staff with student contact.

### Associated Policy Changes

School districts will need a policy requiring all student-facing staff to participate in annual training.

**Process:**

The Community Task Force will organize meetings for school district personnel to:

1. Develop working definition for "at-risk of homelessness;"
2. Plan training curricula and requirements
3. Schedule and administer trainings.

### Stakeholders Needed

| Partner |
|---|
| City Manager's Office |
| Newhall School District |
| Saugus Union School District |
| Sulphur Springs School District |
| William S. Hart School District |

### Goal Measurement

1. Initial planning meeting held.
2. Working definitions and curricula materials developed.
3. Number of trainings conducted.

### Goal Ownership

Community Task Force will form a workgroup led by representatives from the Santa Clarita Valley School Districts to implement the action item.

### Leveraged City Resources

Assistance with communication, meeting space and initial planning meeting coordination.

### Timeline

| Task | Dates |
|---|---|
| Initial planning meeting | By August 2019 |
| Develop working definitions; curricula materials. | By October 2019 |
| Trainings with student facing staff | 2019-2020 School year and annually thereafter |

## Supporting Actions: Implement Student Residency Questionnaire

Develop Student Residency Questionnaires using LAUSD Homeless Education Program as a guide.

## Associated Policy Changes

School districts will utilize Student Residency Questionnaires for guidance counselors to identify students at risk of homelessness. Once identified, at-risk students will be served by Family Promise social workers as described in following actions.

**Process:**

1. The school districts will develop a Student Residency Questionnaire template using the LA County model[3].
2. School districts may seek School Board approval as needed.

## Stakeholders Needed

| Partner |
|---|
| Newhall School District |
| Saugus Union School District |
| Sulphur Springs School District |
| William S. Hart School District |

## Goal Measurement

1. Development of Student Residency Questionnaire.
2. Distribution of Student Residency Questionnaires to students.
3. Increase in identification of at-risk and homeless students.

## Goal Ownership

Community Task Force will form a workgroup comprised of Santa Clarita Valley School District Representatives to implement the action item.

## Leveraged City Resources

None needed.

## Timeline

| Task | Dates |
|---|---|
| Initial planning meeting | By October 2019 |
| Development of Student Residency Questionnaire. | By November 2019 |
| Use of Student Residency Questionnaires. | By January 2020 |
| Assess any increase in identification of at-risk and homeless students. | By June 2020 and annually thereafter |

[3] Found at: https://www.paulreverems.com/cms/lib06/CA01001485/Centricity/Domain/313/Student_Residency_Questionnaire.pdf

## Goal: Connect At-Risk Families With Services Through Schools

### Supporting Actions: Expand Case Management Capacity at Schools

Work with Family Promise to develop and enhance School Support Program to offer case management and provide interns earning their master's degree in social work to the school districts when they have student needs that cannot be filled[4].

### Associated Policy Changes

School districts will enter into an agreement with Family Promise to provide social work services, which may require associated policy change or administrative action.

**Process:**

1. Meeting between leadership of School Districts and Family Promise to discuss needs and available services.
2. Draft template service agreement between each school district and Family Promise.
3. Each school district modifies the template to produce individual agreement.
4. School districts may seek School Board approval as needed.

### Stakeholders Needed

| Partner |
|---|
| Family Promise |
| Newhall School District |
| Saugus Union School District |
| Sulphur Springs School District |
| William S. Hart School District |

### Goal Measurement

1. Initial planning meeting held.
2. Template service agreement between each school district and Family Promise developed.
3. Individual service agreements between each school district and Family Promise signed.
4. Percentage of homeless and at-risk students served.
5. Case studies or other documentation of student families helped for distribution to enhance public support and program sustainability.

### Goal Ownership

Community Task Force will form a workgroup comprised of Santa Clarita Valley School District Representatives and Family Promise to implement the action item.

### Leveraged City Resources

1. Meeting space.

[4] https://signalscv.com/2018/04/family-promise-launches-school-support-program-help-homeless-families/

### TIMELINE

| Task | Dates |
|---|---|
| Initial planning meeting | By August 2020 |
| Development of template service agreement between each school district and Family Promise. | By January 2021 |
| Service agreements between each school district and Family Promise signed. | By March 2021 |
| Case studies or other documentation of student families helped. | By June 2021 and annually thereafter |

## Goal: Enhance Drug Prevention and Cessation Services

### Supporting Actions: Develop a Drug Disposal Program

Develop a drug disposal program in partnership with local pharmacies, hospitals and law enforcement facilities.

### Associated policy changes

The City will research how to establish DEA-registered collectors throughout the community at local pharmacies, hospitals, medical clinics and law enforcement facilities. Additionally, the City may enhance the relationship with the current DEA-registered collectors in the Santa Clarita area including Kaiser Permanente Santa Clarita Medical Offices, Garfield Beach CVS and Henry Mayo Newhall Hospital to promote their drug disposal program to the community.

**Process:**

1. The City will research establishment of DEA-registered collection sites throughout the community.
2. The City will partner with local pharmacies, hospitals, medical clinics and law enforcement facilities to register the interested locations as a DEA-registered collectors.

### Stakeholders Needed

| Partner |
|---|
| City Manager's Office |
| Santa Clarita Sheriff's Station |
| Chamber of Commerce |
| Kaiser Permanente Santa Clarita Medical Offices |
| Garfield Beach CVS |
| Henry Mayo Newhall Hospital |
| Samuel Dixon Family Health Center |
| Northeast Valley Health Corporation Valencia Health Center |
| Santa Clarita Valley Mental Health Center |
| Strength United (previously Valley Trauma Center) |

### Goal Measurement

1. Promotion materials for current DEA-registered collection sites.
2. White paper or memo on establishment of DEA-registered collection sites.
3. Outreach materials to potential locations to become a DEA-registered collection site.
4. Number of new DEA-registered collection sites.

### Goal Ownership

Community Task Force will form a workgroup led by representatives from the City Manager's Office and the local Sheriff's Station to implement the action item.

## Leveraged City Resources

Personnel time to research establishment of DEA-registered collection sites and outreach to potential locations to become a registered site. Assistance with promotion of current DEA-registered collection sites.

## Timeline

| Task | Dates |
|---|---|
| Promotion materials for current DEA-registered collection sites. | By October 2018 |
| White paper or memo on establishment of DEA-registered collection sites. | By March 2019 |
| Outreach materials to potential locations to become a DEA-registered collection site | By June 2019 |
| Track DEA-registered collection sites. | By June 2020 |

## Supporting Actions: Develop Peer Advocates

Educate members of Drug Free Youth in Santa Clarita Valley (DFYinSCV) on the issue of homelessness in the community, focusing on how homelessness or the risk of homelessness effects their peers and their families. The goal of this education would be for DFY student members to become advocates for preventing and combatting homelessness in Santa Clarita, especially among their peer group and their families.

## Associated Policy Changes

The City's Arts and Events Division and the school's DFY advisors will educate student members on the issue of homelessness in the community, focusing on how homelessness or the risk of homelessness effects their peers and their families.

**Process:**

1. Develop a presentation and/or educational materials to give to DFY members at a scheduled meeting.
2. Encourage DFY members to become advocates around the issue of homelessness and form partnerships with local community organizations that serve homeless families for community service and volunteer opportunities.

## Stakeholders Needed

| Partner |
|---|
| City Arts and Events Division |
| Newhall School District |
| Saugus Union School District |
| Sulphur Springs School District |
| William S. Hart School District |
| Help the Children |
| Family Promise |
| Child and Family Center |
| Santa Clarita Food Pantry |

## Goal Measurement

1. Presentation and/or educational materials to DFY members at club meetings.
2. Number of DFY community service or volunteer hours focused on the issue of homelessness.

## Goal Ownership

Community Task Force will form a workgroup led by representative(s) from the City's Arts and Events Division to implement the action item.

## Leveraged City Resources

Personnel time to develop presentation and/or educational materials to present at DFY club meetings to educate members about the issue of homelessness in the community and how this effects their peers and their families.

### TIMELINE

| Task | Dates |
|---|---|
| Develop presentation and/or educational materials for distribution at DFY meetings. | By November 2018 |
| Distribute and present materials | By January 2019 |

## Supporting Actions: Expand Outreach Services

1. Enhance outreach and educational materials to parents about drug prevention and cessation services in partnership with DFYinSCV (Drug Free Youth in Santa Clarita Valley) and VIDA (Vital Intervention and Directional Alternatives).
2. Explore offering an adult drug free program or "Drug Free Adults" community club in partnership with DFYinSCV and VIDA with a focus on opioids and prescription medication, including proper disposal methods.

## Associated Policy Changes

The City's Arts and Events Division, the school's DFY advisors and the VIDA deputy from the Santa Clarita Sheriff Station will meet to determine collaborative ways to provide outreach and educational materials to parents about drug prevention and cessation services. Additionally, the Community Task Force shall explore establishing an adult drug free program or establishment of a "Drug Free Adults" community club with a focus on opioids and prescription medication, including proper disposal methods.

**Process:**

1. Initial meeting between the City's Arts and Events Division, the school's DFY advisors and the VIDA deputy from the Santa Clarita Sheriff Station.
2. Development of outreach and educational materials for dissemination to parents.
3. Explore need of an adult drug free program or "Drug Free Adults" community club with a focus on opioids and prescription medication, including proper disposal methods.

## Stakeholders Needed

| Partner |
|---|
| City Arts and Events Division |
| Santa Clarita Sheriff's Station |
| Newhall School District |
| Saugus Union School District |
| Sulphur Springs School District |
| William S. Hart School District |

## Goal Measurement

1. Initial collaborative meeting and follow-up meeting minutes.
2. Outreach and educational materials for parents.
3. Curriculum for adult drug free program or membership form for "Drug Free Adults" community club.
4. Number of adults who attend drug free program and/or become members of a "Drug Free Adults" community club.

## Goal Ownership

Community Task Force will form a workgroup led by representative(s) from the City's Arts and Events Division to implement the action item.

## Leveraged City Resources

Personnel time for meetings, development of educational materials, assistance with outreach efforts to parents, and possible funding for an adult drug free program. Meeting space for collaborative meetings.

## Timeline

| Task | Dates |
|---|---|
| Initial collaborative meeting. | By October 2020 |
| Develop outreach materials for parents | By January 2021 |
| Develop curriculum | By March 2021 |
| Track the number of adults who attend program and/or become members of a “Drug Free Adults” community club | By June 2021 and annually thereafter |

## Goal: Enhance Mental Health Services

### Supporting Actions: Enhance Collaboration for In-Field Outreach

1. Enhance connections between the Santa Clarita Sheriff's Stations, homeless service providers, mental health, hospital and drug addiction services during interactions in the field.
2. Ensure that all contacts include representatives from Bridge to Home and/or Family Promise, mental health providers and drug addiction specialists, if needed.
3. Coordinate with additional community-based organizations to provide needed hygiene and health-related services such as portable showers, clothing, food and water, and toiletry items.

### Associated Policy Changes

The Santa Clarita Sheriff's Station will work collaboratively with homeless service providers, mental health providers, the hospital and drug addiction service providers to ensure representatives are present to provided needed services to homeless individuals.

**Process:**

1. The Santa Clarita Sheriff's Station may establish a "Homeless Outreach Team" including representatives from Bridge to Home and/or Family Promise, mental health providers, hospital and drug addiction service providers.
2. Meet with the team prior to scheduled operations to coordinate services and resources for homeless individuals to access, including coordination with other community based organizations to provide hygiene and other needed services.

### Stakeholders Needed

| Partners |
|---|
| Santa Clarita Sheriff's Station |
| Bridge to Home |
| Family Promise |
| Henry Mayo Newhall Hospital |
| Northeast Valley Health Corporation Valencia Health Center |
| Santa Clarita Valley Mental Health Center |
| Strength United (previously Valley Trauma Center) |
| Salvation Army |
| The Way Out Recovery SCV, Drug & Alcohol Outpatient Treatment |
| ACTION Family Counseling |
| Child and Family Center |

### Goal Measurement

1. Number of homeless individuals served during interactions.

### Goal Ownership

Community Task Force will form a workgroup comprised of representatives from the Santa Clarita Sheriff's Station to implement the action item.

## Leveraged City Resources

Meeting space for collaborative meetings.

## Timeline

| Task | Dates |
|---|---|
| Initial collaborative meeting. | By January 2019 |
| Send team with Sheriff's Department on a consistent basis | By March 2019; ongoing thereafter |

## Supporting Actions: Explore Opportunities to Expand Mental Health Capacity

1. Explore funding or grant opportunities to increase the number of behavioral health providers trained in treating co-occurring mental health and chemical dependency disorders, as well as case managers and social workers working with Bridge to Home or other service providers.
2. Explore internships, fellowships or training opportunities with area colleges such as California State University at Northridge.

## Associated Policy Changes

The Community Task Force, in partnership with Santa Clarita Valley Mental Health Center (SCVMHC) will work with College of the Canyons and other local colleges to explore funding or grant opportunities to increase the number of behavior health providers training in treating co-occurring mental health and chemical dependency disorders, as well as increase the number of case managers and social workers. Additionally, the group will explore internships, fellowships or training opportunities with area colleges such as California State University at Northridge, especially the Department of Social Work and Department of Health Sciences.

**Process:**

1. Meet to explore funding and collaborative opportunities.

## Stakeholders Needed

| Partner |
|---|
| City Manager's Office |
| Santa Clarita Valley Mental Health Center |
| College of the Canyons |

## Goal Measurement

1. Identification of funding opportunities
2. Identification of strategic partners
3. Meeting minutes

## Goal Ownership

Community Task Force will form a workgroup led by representative(s) from the Santa Clarita Valley Mental Health Center and Bridge to Home to implement the action item.

## Leveraged City Resources

Personnel time and meeting space.

## Timeline

| Task | Dates |
|---|---|
| Initial Meeting | By September 2021 |

# Topic Area: Increasing Income

Homeless families and individuals, like all residents, want the opportunity to increase their income to the point of being able to afford their own home. They can be aided in this regard by identifying and securing the assistance they need to increase their income. Many homeless adults can increase their income by employment and those who are unable to work can increase their income by applying for federal disability and other benefits. Understanding of the assistance they need can enable a large percentage of homeless adults to afford their own housing.

By ensuring that homeless families and individuals are aware of what assistance they require and have available to them, increasing income becomes much more feasible. This includes linking homeless individuals with information to the benefits they may qualify for, such as SSI, Medi-Cal or Veterans benefits. For healthy and competent individuals, this will include linking to employment programs, such as Cal WORKS.

The goals that will be addressed in this section include:

- Linking homeless individuals to benefits such as SSI, Medi-Cal or Veterans Benefits
- Establish or enhance subsidized employment programs, including Cal WORKS

**GOAL: LINKING HOMELESS INDIVIDUALS TO BENEFITS SUCH AS SSI, MEDI-CAL OR VETERANS' BENEFITS**

| | Task | Dates |
|---|---|---|
| **Supporting Actions: Use Certified Enrollers to Increase Benefits** | Develop Bridge to Home and Family Promise policies describing the process, procedure and cost for employees and/or volunteers to become certified enrollers. | By March 2019 |
| | Develop information and instructional materials to provide homeless individuals or families who may be eligible for benefits. | By March 2019 |
| | Increase the number of employees and/or volunteers who become certified enrollers. | By June 2019; yearly thereafter |
| | Track number of homeless individuals or family members evaluated for benefit eligibility, and the number or percentage enrolled in eligible benefits. | By June 2020; yearly thereafter |

**GOAL: ESTABLISH OR ENHANCE SUBSIDIZED EMPLOYMENT PROGRAMS**

| | Task | Dates |
|---|---|---|
| **Supporting Actions: Conduct Employment Outreach** | Issue invitation to join and hold initial meeting. | By January 2020 |

**Supporting Actions: Conduct Employment Outreach (Continued)**

| Task | Dates |
|---|---|
| Establish an internship, apprenticeship or on-the-job training programs. | By June 2020 |
| Connect participating individuals with hygiene kits and showers prior to employment or educational opportunities. | June 2020 and ongoing |
| Develop and distribute outreach materials to local employers. | By September 2020 |
| Track number of local employers who agree to hire homeless individuals and/or family members. | September 2020; yearly thereafter |
| Track number of homeless individuals or family members hired, or entered into an internship, apprenticeship or on-the-job training program and publicize success stories through Case Studies and media outreach. | June 2020; yearly thereafter |

## GOAL: LINKING HOMELESS INDIVIDUALS TO BENEFITS SUCH AS SSI, MEDI-CAL OR VETERANS BENEFITS

### SUPPORTING ACTIONS: USE CERTIFIED ENROLLERS TO INCREASE BENEFITS

Ensure certified enrollers for SSI, Medi-Cal and Veterans Benefits are placed at Bridge to Home and Family Promise facilities, as well as attend outreach events. If certified enrollers cannot be present, ensure Bridge to Home and Family Promise representatives have information and instructional materials to offer homeless individuals or families.

### ASSOCIATED POLICY CHANGES

Bridge to Home and Family Promise may establish a policy to ensure a percentage of their employees and/or volunteers become certified enrollers for SSI, Medi-Cal and Veterans Benefits. They City may wish to help augment the certification cost for Bridge to Home and Family Promise employees and/or volunteers seeking to become certified enrollers.

**Process:**

1. Bridge to Home and Family Promise will investigate the process, procedure and cost for employees and/or volunteers to become certified enrollers for SSI, Medi-Cal and Veterans Benefits.
2. A percentage of Bridge to Home and Family Promise employees and/or volunteers will become certified enrollers for SSI, Medi-Cal and Veterans Benefits.
3. Bridge to Home and Family Promise will develop information and instructional materials to offer homeless individuals or families who may be eligible for benefits.

### STAKEHOLDERS NEEDED

| Partner |
|---|
| Bridge to Home |
| Family Promise |
| City Manager's Office |

### GOAL MEASUREMENT

1. Bridge to Home and Family Promise policy describing the process, procedure and cost for employees and/or volunteers to become certified enrollers.
2. Information and instructional materials to provide homeless individuals or families who may be eligible for benefits.
3. The number or percentage of employees and/or volunteers who become certified enrollers.
4. The number or percentage of homeless individuals or family members evaluated for benefit eligibility, and the number or percentage enrolled in eligible benefits.

### GOAL OWNERSHIP

Community Task Force will form a workgroup led by representatives from Bridge to Home and Family Promise to implement the action item.

## Leveraged City Resources

None

## Timeline

| Task | Dates |
|---|---|
| Develop Bridge to Home and Family Promise policies describing the process, procedure and cost for employees and/or volunteers to become certified enrollers. | By March 2019 |
| Develop information and instructional materials to provide homeless individuals or families who may be eligible for benefits. | By March 2019 |
| Increase the number of employees and/or volunteers who become certified enrollers. | By June 2019; yearly thereafter |
| Track number of homeless individuals or family members evaluated for benefit eligibility, and the number or percentage enrolled in eligible benefits. | By June 2020; yearly thereafter |

## Goal: Establish or enhance subsidized employment programs, including Cal WORKS

### Supporting Actions: Conduct Employment outreach and Coordinate with Service Providers and Businesses to Enhance Employability

1. Outreach to businesses to make jobs available to homeless individuals or family members, including establishment of internship and/or apprenticeship opportunities for job skill development.
2. Investigate and strategize about coordinating on-the-job training programs with local employers.
3. Coordinate with Bridge to Home, Family Promise and other community-based organizations to provide hygiene kits, shower services and/or haircuts to homeless individuals or family members prior to employment or enrollment in educational opportunities.
4. Coordinate with Bridge to Home, Family Promise and other organizations to provide employment services, i.e. creating resume and mock interviews.

### Associated Policy Changes

The CommunityTask Force will establish a committee of relevant stakeholders to explore outreach opportunities with local employers and community colleges to establish internship and/or apprenticeship opportunities and on-the-job training programs.

This committee may also include representatives from and/or coordinate with Bridge to Home, Family Promise and other community-based organizations to provide hygiene kits, shower services and haircuts to homeless individuals or family members prior to employment or enrollment in educational opportunities. Additionally, the committee will consider providing employment services such as creating a resume and mock interviews.

**Process:**

1. The Task Force will organize a workgroup of relevant stakeholders to explore outreach opportunities with local employers and community colleges.

### Stakeholders Needed

| Partner |
|---|
| City Manager's Office |
| Chamber of Commerce |
| Santa Clarita Youth Employment |
| Santa Clarita Worksource Center |
| Valley Industrial Association |
| Santa Clarita Valley Economic Development Corporation |
| Bridge to Home |
| Family Promise |
| Santa Clarita Senior Center |
| Child & Family Center |
| Single Mothers' Outreach |

| Partner |
| --- |
| California Institute of the Arts |
| College of the Canyons |
| California Department of Rehabilitation- Santa Clarita Branch |
| Local employers |

## Goal Measurement

1. Invitation to join workgroup.
2. Outreach materials to local employers.
3. Number or percentage of local employers who will agree to hire homeless individuals and/or family members, and/or establish and internship, apprenticeship or on-the-job training programs.
4. Number of homeless individuals or family members hired, or entered into an internship, apprenticeship or on-the-job training program.
5. Number of homeless individuals or family members who receive hygiene kits, showers and/or haircuts prior to employment or educational opportunities.
6. Number of homeless individuals or family members who receive employment services such as creating a resume or mock interview.

## Goal Ownership

Community Task Force will form a workgroup led by representatives from the City Manager's Office, local colleges and Bridge to Home to implement the action item.

## Leveraged City Resources

Funding to help augment the certification cost (if applicable) for Bridge to Home and Family Promise employees and/or volunteers seeking to become certified enrollers.

## Timeline

| Task | Dates |
| --- | --- |
| Issue invitation to join City sponsored committee and hold initial meeting. | By January 2020 |
| Establish an internship, apprenticeship or on-the-job training programs. | By June 2020 |
| Connect participating individuals with hygiene kits and showers prior to employment or educational opportunities. | June 2020 and ongoing |
| Develop and distribute outreach materials to local employers. | By September 2020 |
| Track number of local employers who agree to hire homeless individuals and/or family members. | September 2020; yearly thereafter |
| Track number of homeless individuals or family members hired, or entered into an internship, apprenticeship or on-the-job training program and publicize success stories through Case Studies and media outreach. | June 2020; yearly thereafter |

# Topic Area: Subsidized Housing

Families and individuals who are homeless often lack sufficient income to pay for housing on a consistent basis, especially given the high cost of living and market-rate housing in the City of Santa Clarita and Los Angeles County. Subsidized housing may be key in allowing at-risk or homeless families and individuals to secure and maintain permanent housing. Given that there are few federal and local funding options for housing subsidies, it is imperative that available subsidies be matched appropriately to the needs of families or individuals.

By effectively matching families and individuals who fall under a certain demographic and qualify for subsidized housing (i.e., those with severe chronic health or mental health conditions), part of the problem may be mitigated. Unfortunately, not every at-risk family and individual will qualify for subsidized housing under current funding options; therefore, landlord and motel owner outreach should be utilized as a strategy, which entails educating and persuading housing owners to see the benefits of accepting tenants under subsidized housing.

The goals that will be addressed in this section include:

- Increase the capacity of Rapid Re-Housing (RRH) including systems for identifying rental opportunities, help with moving and case management services
- Conduct landlord outreach / motel owner outreach

**GOAL: INCREASE THE CAPACITY OF RAPID RE-HOUSING (RRH) INCLUDING SYSTEMS FOR IDENTIFYING RENTAL OPPORTUNITIES, HELP WITH MOVING AND CASE MANAGEMENT SERVICES**

| | Task | Dates |
|---|---|---|
| **Supporting Actions: Build Capacity to Apply for Measure H Funding** | Determine current amount of funds allocated to RRH projects. | July 2019; yearly thereafter |
| | Designation of lead City staff member to assist non-profit organizations. | By September 2018 |
| | Number of Measure H or other funding source applications by non-profit organizations for RRH projects. | TBD |

**GOAL: CONDUCT LANDLORD OUTREACH / MOTEL OWNER OUTREACH**

| | Task | Dates |
|---|---|---|
| **Supporting Actions: Engage Landlords to Accept Vouchers and Other Subsidies** | Develop list of owner participants and Invitation and/or outreach materials. | By June 2019 |
| | Develop focus group moderator's guide, conduct focus groups and develop focus group report | By July 2019 |
| | Hold focus groups or meetings to gather input. | By September 2019 |
| | Develop list of potential committee members. | By November 2019 |
| | Hold first meeting for committee of landlord and motel owners | By January 2020 and thereafter |

## Goal: Increase the capacity of Rapid Re-Housing (RRH) including systems for identifying rental opportunities, help with moving and case management services

### Supporting Actions: Build Capacity to Apply for Measure H Funding

1. Identify resources for Rapid Re-Housing (RRH).
2. Build the City's capacity to assist non-profit organizations to apply for Measure H and/or other funding sources.

### Associated Policy Changes

The City will designate a lead staff member to provide assistance to non-profit organizations for completing applications for Measure H and/or other funding sources. This may include reallocating job duties among currently employed City staff, or the creation of a new City position such as the Homelessness Liaison.

**Process:**

1. The City will designate a lead staff member to provide assistance to non-profit organizations for completing applications for Measure H and/or other funding sources.

### Stakeholders Needed

| Partner |
|---|
| City Manager's Office |
| City Community Preservation Division |
| City Human Resources |

### Goal Measurement

1. Amount of funds allocated to RRH projects.
2. Designation of lead City staff member to assist non-profit organizations.
3. Number of Measure H or other funding source applications by non-profit organizations for RRH projects.

### Goal Ownership

City's Staff Lead

### Leveraged City Resources

Personnel time to determine reallocation of current staff member duties and/or creation of a new position.

### Timeline

| Task | Dates |
|---|---|
| Determine amount of funds allocated to RRH projects. | July 2019; yearly thereafter |
| Designation of lead City staff member to assist non-profit organizations. | By September 2018 |
| Number of Measure H or other funding source applications by non-profit organizations for RRH projects. | TBD |

## Goal: Conduct landlord outreach / motel owner outreach

### Supporting Actions: Engage Landlords to Accept Vouchers and Other Subsidies

Explore opportunities to engage landlords and motel owners to accept subsidized housing vouchers or other means to subsidize housing costs. For example, the Community Task Force may create a workgroup of landlords, motel owners and others to address housing affordability in Santa Clarita. Additionally, the Task Force may conduct focus groups of landlords, motel owners and others to explore opportunities to expand subsidized housing in Santa Clarita.

### Associated Policy Changes

The Community Task Force may create a committee of landlords, motel owners and others to address housing affordability and subsidized housing options in Santa Clarita.

**Process:**

1. The Task Force will invite landlords, motel owners and others to participate in a committee on affordable housing.
2. The Task Force will conduct focus groups of landlords, motel owners and others.

### Stakeholders Needed

| Partner |
|---|
| City Manager's Office |
| City Community Preservation Division |
| Local landlords and motel owners |

### Goal Measurement

1. Invitation and/or outreach to landlords and motel owners.
2. List of committee members and first meeting scheduled.
3. Committee meeting minutes.
4. Focus group moderator's guide and report.

### Goal Ownership

Community Task Force will form a workgroup led by representatives from the City Managers Office and Bridge to Home to implement the action item.

### Leveraged City Resources

Personnel time to establish and participate on committee.

### Timeline

| Task | Dates |
|---|---|
| Develop list of owner participants and Invitation and/or outreach materials. | By June 2019 |
| Develop focus group moderator's guide, conduct focus groups and develop focus group report | By July 2019 |
| Hold focus groups or meetings to gather input. | By September 2019 |
| Develop list of potential committee members. | By November 2019 |

# Topic Area: Increase Affordable/Homeless Housing

A primary factor leading to the current crisis of homelessness in the City of Santa Clarita, the County of Los Angeles and across the county, is the lack of affordable housing. For decades, the United States has suffered a homelessness problem stemming from the rise in economic and human costs contributing to an affordable housing crisis. According to the U.S. Department of Housing and Urban Development (HUD)[5], there is a direct correlation of states with higher housing prices having higher rates of homeless people; thus is the case in Santa Clarita.

To mitigate both the affordable housing and the homelessness crisis, the County and cities throughout the region are considering increasing the capacity of affordable housing and shelters though a combination of land use policy and subsidies. The City can employ creative strategies to address housing affordability. These strategies may include: exploring permanent affordable housing options, such as trailers and tiny houses; and home sharing.

The goals that will be addressed in this section include:

- Increase the housing supply dedicated for the homeless
- Investigate permanent affordable housing options, including inclusionary zoning, affordable housing options
- Explore home sharing model

| GOAL: INCREASE THE HOUSING SUPPLY DEDICATED FOR THE HOMELESS | | |
|---|---|---|
| | **Task** | **Dates** |
| **Supporting Actions: Build Year Round Homeless Shelter** | Measure H application or other materials to secure funding for construction of year round homeless shelter facility. | By March 2019 |
| | Measure H application or other materials to secure funding for the facility's operational budget. | TBD |
| | **Task** | **Dates** |
| **Supporting Actions: Identify and Acquire Land for Supportive Housing** | Task Force Meeting | By January 2021 |
| | Identification of appropriate property. | TBD. |
| | Purchase or lease agreement. | TBD. |

[5] http://www.businessinsider.com/affordable-housing-crisis-homelessness-us-2018-3

**GOAL: INVESTIGATE PERMANENT AFFORDABLE HOUSING OPTIONS, INCLUDING INCLUSIONARY ZONING, AFFORDABLE HOUSING OPTIONS**

| | Task | Dates |
|---|---|---|
| **Supporting Actions: Explore Affordable Housing** | Analyze current Inclusionary zoning regulations and potential changes. | By June 2019 |
| | Develop focus group moderator's guide for groups of developers, conduct focus groups and develop report. | By October 2019 |
| | Develop recommendations for inclusionary zoning regulations or other housing affordability options. | By March 2020 |

**GOAL: EXPLORE HOME SHARING MODEL**

| | Task | Dates |
|---|---|---|
| **Supporting Actions: Create a Home Sharing Program** | Initial Task Force agenda and meeting minutes. | By January 2019; ongoing thereafter |
| | Promotional materials. | By April 2019 |
| | Program development for other demographics. | By December 2019 |
| | Number of homeless individuals or families enrolled in home sharing model program such as Sisters in Time. | June 2020; ongoing thereafter |

## GOAL: INCREASE THE HOUSING SUPPLY DEDICATED FOR THE HOMELESS

### SUPPORTING ACTIONS: BUILD YEAR ROUND HOMELESS SHELTER

Support Bridge to Home in building a year-round homeless shelter facility for bridge housing and identify long-term operational funding.

### ASSOCIATED POLICY CHANGES

The City will offer support to Bridge to Home for building a year round homeless shelter facility by pursuing Measure H funding for construction. Additionally, the City will aid Bridge to Home to identify long-term operational funding for the facility through Measure H or other funding sources.

**Process:**

1. The City will aid Bridge to Home in researching Measure H funding and application process to secure funds for construction of the year round homeless shelter facility.
2. The City will aid Bridge to Home in researching Measure H funding and application process to secure funds for the facility's operational budget.

### STAKEHOLDERS NEEDED

| Partner |
|---|
| City Manager's Office |
| City Community Preservation Division |
| City Recreation and Community Services Department |
| Bridge to Home |

### GOAL MEASUREMENT

1. Measure H application or other materials to secure funding for construction of year round homeless shelter facility.
2. Measure H application or other materials to secure funding for the facility's operational budget.

### GOAL OWNERSHIP

Community Task Force will form a workgroup led by representatives from the City Manager's Office and Bridge to Home to implement the action item.

### LEVERAGED CITY RESOURCES

Personnel time to research and work with Bridge to Home on grant applications or other materials to secure Measure H funding for construction of a year-round shelter facility. Meeting space for collaborative meetings.

### TIMELINE

| Task | Dates |
|---|---|
| Measure H application or other materials to secure funding for construction of year round homeless shelter facility. | By March 2019 |
| Measure H application or other materials to secure funding for the facility's operational budget. | TBD |

## Supporting Actions: Identify and Acquire Land for Supportive Housing

Acquire land for Family Promise Resource Center and supportive housing development.

## Associated Policy Changes

The Task Force and Family Promise will work together to determine the feasibility and move forward with purchase of land for a Resource Center and supportive housing development.

**Process:**

1. Identify property appropriate for use as supportive housing development.
2. Acquire property for Family Promise Center.
3. Determine applicability of Measure H and other available funding opportunities.

## Stakeholders Needed

| Partner |
|---|
| City Manager's Office |
| Family Promise |
| Local property owner |

## Goal Measurement

1. Identification of suitable property.
2. Acquisition of property.

## Goal Ownership

Community Task Force will form a workgroup led by representatives from the City Manager's Office and Family Promise to implement the action item.

## Leveraged City Resources

Financial resources may be requested for this action.

## Timeline

| Task | Dates |
|---|---|
| Initial Meeting | January 2021 |
| Identification of appropriate property. | TBD. |
| Purchase or lease agreement. | TBD. |

## GOAL: INVESTIGATE PERMANENT AFFORDABLE HOUSING OPTIONS

### SUPPORTING ACTIONS: EXPLORE AFFORDABLE HOUSING OPTIONS

1. Explore the possibility of adopting inclusionary zoning regulations to zoning laws that require new developments of a certain number of units set aside a certain percentage of the homes or units as affordable for families earning low or moderate incomes (i.e. 50% and 80% of Area Median Income (AMI)).
2. Possibly conduct focus groups of developers to obtain input and secure buy-in from the development community. Additionally, these focus groups could explore other options to improve housing affordability in Santa Clarita.

### ASSOCIATED POLICY CHANGES

The City may explore the possible adoption of inclusionary zoning regulations. As a part of this investigation, the Task Force may conduct focus group of developers to obtain their opinion and input on this issue, as well as other ways to promote housing affordability in Santa Clarita.

**Process:**

1. The City may explore adopting inclusionary zoning regulations and develop recommendations.
2. The Community Task Force may conduct focus groups of developers.

### STAKEHOLDERS NEEDED

| Partner |
|---|
| City Manager's Office |
| City Community Preservation Division |
| City Planning Department |
| Local developers |

### GOAL MEASUREMENT

1. Inclusionary zoning regulations analysis and recommendations.
2. Focus group moderator's guide and report.
3. Regulations and ordinance revisions for City Council consideration.
4. Implementation plan.
5. Number or percentage of new homes or units set-aside for families earning low or moderate incomes.

### GOAL OWNERSHIP

Community Task Force will form a workgroup led by representatives from the City's Community Preservation and Planning Divisions to implement the action item.

### LEVERAGED CITY RESOURCES

Personnel time for exploration of inclusionary zoning regulations. Meeting space for focus groups.

## TIMELINE

| Task | Dates |
|---|---|
| Analyze current Inclusionary zoning regulations and potential changes. | By June 2019 |
| Develop focus group moderator's guide for groups of developers, conduct focus groups and develop report. | By October 2019 |
| Develop recommendations for inclusionary zoning regulations or other housing affordability options. | By March 2020 |

## Goal: Explore home sharing model

### Supporting Actions: Create A Home Sharing Program

Create a home sharing program similar to the Sisters in Time at the Santa Clarita Senior Center.

### Associated Policy Changes

The Community Task Force will work with the Santa Clarita Senior Center and its partners to promote and/or expand the Sisters in Time program that explores a home sharing model for senior women. This task force can explore establishing similar program models for single adults, veterans, single mothers, and families. Additionally, the task force can explore intergenerational home sharing opportunities such as transitional age youth and seniors.

**Process:**

1. Task Force will create a workgroup in partnership with the Santa Clarita Senior Center.

### Stakeholders Needed

| Partner |
|---|
| City Manager's Office |
| City Community Preservation Division |
| City Recreation and Community Services Department |
| Santa Clarita Senior Center |
| Bridge to Home |
| Family Promise |
| Child and Family Center |
| Domestic Violence Center of SCV (now part of Child and Family Center) |
| Single Mother's Outreach |

### Goal Measurement

1. Task force agenda and meeting minutes.
2. Promotional materials for program.
3. Program development for other demographics and intergenerational opportunities.
4. Number of homeless individuals or families enrolled in home sharing model program such as Sisters in Time.

### Goal Ownership

Community Task Force will form a workgroup led by representatives from the City's Community Services Division, Community Preservation and Santa Clarita Senior Center to implement.

### Leveraged City Resources

Meeting space for Task Force meetings.

### TIMELINE

| Task | Dates |
|---|---|
| Initial Task Force agenda and meeting minutes. | By January 2019; ongoing thereafter |
| Promotional materials. | By April 2019 |
| Program development for other demographics. | By December 2019 |
| Number of homeless individuals or families enrolled in home sharing model program such as Sisters in Time. | June 2020; ongoing thereafter |

# Topic Area: Create Local Coordination

Given the complex nature of homelessness and the needs associated with homelessness, families and individuals may require assistance from multiple County departments, city agencies and community-based providers. Unfortunately, services are often not well coordinated which leads to fragmentations compounded by eligibility requirements, funding streams, and bureaucratic processes.

By maximizing the competence of current programs and expenditures, it can become possible to facilitate a more coordinated system in which homeless individuals and mainstream services can come together. As a historic commitment for collaboration between the County, cities and community partners to forge a coordinated system, the extension of Medi-Cal to single adults through the Affordable Care Act now exists to help homeless individuals in combatting system fragmentation.

The goals that will be addressed in this section include:

- Engage the community to increase awareness and support for increasing housing and service capacity
- Enhance first responder training and awareness
- Enhance and coordinate funding for supportive housing
- Enhance data sharing and links to needed services

**GOAL: ENGAGE THE COMMUNITY TO INCREASE AWARENESS AND SUPPORT FOR INCREASING HOUSING AND SERVICE CAPACITY**

| | Task | Dates |
|---|---|---|
| **Supporting Actions: Create a Collaborative Task Force** | Development of a community task force | By October 2018 |
| | Distribution of invitation to initial task for meeting. | By January 2019 |
| | Task force meeting. | By March 2019 and ongoing |
| | **Task** | **Dates** |
| **Supporting Actions: Engage the Community Through Events and Town Halls** | Resolution establishing a month during the year as “Homelessness Awareness Month. | By January 2019 |
| | City-sponsored website. | By the month dedicated as “Homelessness Awareness Month” |

| | Task | Dates |
|---|---|---|
| **Supporting Actions: Engage the Community Through Events and Town Halls (Continued)** | Development of success stories and presentations for community town hall meetings. | By the month dedicated as "Homelessness Awareness Month" |
| | Event agendas and materials. | By the month dedicated as "Homelessness Awareness Month" |
| | Fundraising event agendas and materials. | By the month dedicated as "Homelessness Awareness Month" |
| | Amount raised for Bridge to Home and/or Family Promise. | At the end of the month dedicated as "Homelessness Awareness Month" |

**GOAL: ENHANCE FIRST RESPONDER TRAINING AND AWARENESS**

| | Task | Dates |
|---|---|---|
| **Supporting Actions: Coordinate First Responder Training with Law Enforcement and Service Providers** | Initial meeting | By June 2019 |
| | Development of training protocol | By September 2019 |
| | First training of first responders | By December 2019 and yearly thereafter |

**GOAL: ENHANCE AND COORDINATE FUNDING FOR SUPPORTIVE HOUSING**

| | Task | Dates |
|---|---|---|
| **Supporting Actions: Investigate Supportive Housing Options** | Determine feasibility report on constructing supportive housing on Bridge to Home land. | By June 2021 |
| | Apply for Measure H or other sources to secure funding. | By December 2021 |

**GOAL: ENHANCE DATA SHARING AND LINKS TO NEEDED SERVICES**

| | Task | Dates |
|---|---|---|
| **Supporting Actions: Develop Comprehensive Resource Guide** | Meet and begin collecting information for resource guide | By January 2019 |
| | Develop the comprehensive resource guide. | By June 2019 |
| | Distribute guide to organizations and relevant stakeholders. | By August 2019 |
| | Post City-sponsored website for resource guide. | By August 2019 |
| | Bi-yearly update to the comprehensive resource guide. | Thereafter |

## GOAL: ENGAGE THE COMMUNITY TO INCREASE AWARENESS AND SUPPORT FOR INCREASING HOUSING AND SERVICE CAPACITY

### SUPPORTING ACTIONS: CREATE A COLLABORATIVE TASK FORCE

Create a collaborative task force to combat and prevent homelessness in the Santa Clarita Valley.

### ASSOCIATED POLICY CHANGES

The City will promote creation of a collaborative community task force.

**Process:**

1. The City will invite relevant stakeholders to an initial meeting for a collaborative task force.
2. The City will aid the Task Force in developing a mission statement and other documents necessary for the legitimacy of the Task Force.
3. The Task Force will finalize the draft plan and take the lead on implementation.

### STAKEHOLDERS NEEDED

| Partner | Contact Information |
|---|---|
| City Manager's Office | Jerrid McKenna |
| Santa Clarita Sheriff's Station | Betsy Shackelford |
| Bridge to Home | Peggy Edwards<br>Chris Najarro |
| Family Promise | Laurie Ender<br>Roche Vermaak |
| Assistance League | Linda Likins |
| Child and Family Center | Joan Aschoff |
| Help the Children | Mike Santomauro |
| Santa Clarita Food Pantry | Jason Schaff |
| Salvation Army | Laura Bloom |
| Single Mothers' Outreach | Yorleni Sapp |
| Santa Clarita Worksource Center | Joel Morgan |
| Santa Clarita Senior Center | Kevin MacDonald |
| Real Life Church | Kevin Pisano |
| St. Kateri Parish | Kathy Regalado |
| Valencia United Methodist Church | Michelle Andrews |
| ACTION Family Counseling | Cary Quashen |
| Henry Mayo Newhall Hospital | Amie Panicacci |
| Samuel Dixon Family Health Center | Philip Solomon |
| Northeast Valley Health Corporation Valencia Health Center | Kimberly Wyard |
| Santa Clarita Valley Mental Health Center | Regina Hearn |
| College of the Canyons | Larry Schallert |
| California Institute of the Arts | Audrey Hampton |
| Newhall School District | Jeff Pelzel |
| Saugus Union School District | Colleen Hawkins, Superintendent |

| Partner | Contact Information |
|---|---|
| Sulphur Springs School District | Catherine Kawaguchi |
| William S. Hart School District | Jan Daisher, Homeless Liaison |
| Chamber of Commerce | Troy Hooper |

## Goal Measurement

1. Invitation to initial Task Force meeting.
2. Task Force meeting agendas and minutes.

## Goal Ownership

City Manager's Office for initial Task Force creation; members of the Task Force thereafter.

## Leveraged City Resources

Meeting space

## Timeline

| Task | Dates |
|---|---|
| Development of a task force | By October 2018 |
| Distribution of invitation to initial task for meeting. | By January 2019 |
| Task force meeting. | By February 2019 and ongoing |

## Supporting Actions: Engage the Community Through Events and Town Halls

1. Establish a month during the year as "Homelessness Awareness Month".
2. Hold a series of community town hall meetings to share success stories during this month.
3. Launch a City-sponsored website associated with Homelessness Awareness Month.
4. Schedule events to increase homelessness awareness during this month such as a short film challenge in partnership with the local school districts.
5. Schedule fundraising events with proceeds to Bridge to Home and/or Family Promise.

## Associated Policy Changes

The City will establish a month during the year as "Homelessness Awareness Month" and coordinate various activities throughout the month to engage the community and increase awareness about the state of homelessness in the City of Santa Clarita.

**Process:**

1. The City will establish a month during the year as "Homelessness Awareness Month" and seek a resolution declaring the same by City Council.
2. The City Manager's Office will launch a website dedicated to the issue of homelessness.
3. The City Arts and Events Division will work in partnership with community-based and faith-based organizations to develop success stories of homeless individuals and/or families.
4. The Task Force will schedule a series of community town hall meetings to share success stories, engage the community and secure community buy-in for action around this issue.
5. The Task Force will schedule various events throughout the month to increase homelessness awareness such as a short film challenge in partnership with local school districts.
6. Bridge to Home, Family Promise and other community-based or faith-based organizations will work together to host fundraising events where the proceeds are allocated to the direct service providers: Bridge to Home and Family Promise.

## Stakeholders Needed

| Partner |
|---|
| City Arts and Events Division |
| City Manager's Office |
| Bridge to Home |
| Family Promise |
| Assistance League |
| Child and Family Center (including Domestic Violence Center of SCV) |
| Help the Children |
| Santa Clarita Food Pantry |
| Salvation Army |
| Singles Mothers Outreach |
| Avenues of Supported Living Services |
| Santa Clarita Senior Center |

| Partner |
| --- |
| San Fernando Valley and Santa Clarita Valley Homeless Coalition |
| Real Life Church |
| St. Kateri Parish |
| Valencia United Methodist Church |
| College of the Canyons |
| Newhall School District |
| Saugus Union School District |
| Sulphur Springs School District |
| William S. Hart School District |

## Goal Measurement

1. Resolution establishing September as "Homelessness Awareness Month.
2. City-sponsored website.
3. Development of success stories and presentations for community town hall meetings.
4. Event agendas and materials.
5. Fundraising event agendas and materials.
6. Amount raised for Bridge to Home and/or Family Promise.

## Goal Ownership

Community Task Force will form a workgroup led by representatives from the City Manager's Office, Bridge to Home and Family Promise to implement.

## Leveraged City Resources

Personnel time and material costs. Meeting space for community town hall meetings. Facility for special events and/or fundraising events hosted by Bridge to Home, Family Promise or other community-based or faith-based organizations.

## Timeline

| Task | Dates |
| --- | --- |
| Resolution establishing a month during the year as "Homelessness Awareness Month. | By January 2019 |
| City-sponsored website. | By the month dedicated as "Homelessness Awareness Month" |
| Development of success stories and presentations for community town hall meetings. | By the month dedicated as "Homelessness Awareness Month" |
| Event agendas and materials. | By the month dedicated as "Homelessness Awareness Month" |
| Fundraising event agendas and materials. | By the month dedicated as "Homelessness Awareness Month" |
| Amount raised for Bridge to Home and/or Family Promise. | At the end of the month dedicated as "Homelessness Awareness Month" |

## Goal: Enhance first responder training and awareness

### Supporting Actions: Coordinate First Responder Training with Law Enforcement and Service Providers

Offer first responders the information and tools needed to understand the challenge of homelessness and how best to address individual cases.

### Associated Policy Changes

The Santa Clarita Sheriff's Station will partner with Bridge to Home and Family Promise, as well as health and mental health providers to develop a training protocol for first responders regarding their interactions with homeless individuals.

**Process:**

1. The Santa Clarita Sheriff's Station will meet with Bridge to Home and Family Promise, as well as health and mental health providers to develop a training protocol.
2. The Santa Clarita Sheriff's Station will conduct first responder training.

### Stakeholders Needed

| Partner |
|---|
| Santa Clarita Sheriff's Station |
| LA County Fire Department |
| Bridge to Home |
| Family Promise |
| Child and Family Center (including Domestic Violence Center of SCV) |
| Henry Mayo Newhall Hospital |
| Samuel Dixon Family Health Center |
| Northeast Valley Health Corporation Valencia Health Center |
| Santa Clarita Mental Health Center |
| Strength United (previously Valley Trauma Center) |
| The Way Out Recovery SCV, Drug & Alcohol Outpatient Treatment |

### Goal Measurement

1. Training protocol
2. Number of first responders who complete training.

### Goal Ownership

Santa Clarita Sheriff's Station and Bridge to Home

### Leveraged City Resources

Meeting space for collaborative meeting to establish training protocol. Meeting space to conduct training.

### TIMELINE

| Task | Dates |
|---|---|
| Initial meeting | By June 2019 |
| Development of training protocol | By September 2019 |
| First training of first responders | By December 2019 and yearly thereafter |

## Goal: Enhance and coordinate funding for supportive housing

### Supporting Actions: Investigate Supportive Housing Options

Investigate constructing supportive housing on Bridge to Home land for long-term supportive housing needs including case management.

### Associated Policy Changes

Bridge to Home will investigate constructing supportive housing on Bridge to Home land for long-term supportive housing needs including case management. The City may help Bridge to Home secure funding to construct supporting housing units through Measure H or other funding sources.

**Process:**

1. Bridge to Home will investigate constructing supportive housing on Bridge to Home land.
2. The City may lend support to Bridge to Home to secure funding for construction through Measure H or other funding sources.
3. Construct supporting housing units.

### Stakeholders Needed

| Partner |
|---|
| Bridge to Home |
| City Manager's Office |
| City Community Preservation Division |
| City Planning Department |

### Goal Measurement

1. Feasibility report on constructing supportive housing on Bridge to Home land.
2. Measure H application or other materials to secure funding.
3. Number of supportive housing units built.

### Goal Ownership

Community Task Force will form a workgroup led by representatives from Bridge to Home to implement the action item.

### Leveraged City Resources

Personnel time to assist with Measure H application process or materials needed to secure funding from other sources.

### Timeline

| Task | Dates |
|---|---|
| Determine feasibility report on constructing supportive housing on Bridge to Home land. | By June 2021 |
| Apply for Measure H or other sources to secure funding. | By December 2021 |

## Goal: Enhance data sharing and links to needed services

### Supporting Actions: Develop Comprehensive Resource Guide

Develop comprehensive resource guide for service providers and public use.

### Associated Policy Changes

The City will develop a comprehensive resource guide for service providers and public use. Upon completion, the resource guide will be distributed to local service providers, community-based organizations, faith-based organizations, health and mental health providers, the educational sector and all other relevant stakeholders.

**Process:**

1. The City will develop a comprehensive resource guide.
2. Distribution of the resource guide to all relevant stakeholders.
3. Launch a City-sponsored website for the comprehensive resource guide.
4. Bi-yearly review of the resource guide to ensure it stays current.

### Stakeholders Needed

| Partner |
|---|
| City Manager's Office |

### Goal Measurement

1. Development of the comprehensive resource guide.
2. Number of organizations who receive the resource guide.
3. City-sponsored website.
4. Bi-yearly update to the comprehensive resource guide.

### Goal Ownership

City Manager's Office

### Leveraged City Resources

Personnel time to research and develop the comprehensive resource guide. Material and printing cost. Development of website for the resource guide and associated personnel time and cost.

### Timeline

| Task | Dates |
|---|---|
| Meet and begin collecting information for resource guide | By January 2019 |
| Develop the comprehensive resource guide. | By June 2019 |
| Distribute guide to organizations and relevant stakeholders. | By August 2019 |
| Post City-sponsored website for resource guide. | By August 2019 |
| Bi-yearly update to the comprehensive resource guide. | Thereafter |

# CITY PLAN TO PREVENT AND COMBAT HOMELESSNESS TEMPLATE

## Planning Context

As Measure H resources are deployed to combat and prevent homelessness throughout Los Angeles County, each City in the County can broaden the collective impact and accelerate change by undertaking a locally specific City Plan to Combat Homelessness. This Plan template is intended to assist your City in undertaking a comprehensive assessment of homelessness in your local jurisdiction, assessing the resources currently available to address the challenge, identifying opportunities for City and County collaboration and marshalling a plan to collaborate in the implementation of identified strategies.

## 1. City and Plan Information

| Name of City | Period of Time Covered by Plan | Date of Plan Adoption |
|---|---|---|
| Santa Monica | Annual – Fiscal Year (July/June) | November 28, 2017 |

## 2. Why is the City working to develop and implement a homelessness plan?

Briefly describe the City's interest in developing a City Homelessness Plan. Responses may address, but need not be limited to, the following:

a. Reducing the extent and scope of homelessness within the City's jurisdiction
b. Aligning City resources with County investments
c. Improving coordination and effectiveness of the City's homeless housing and service delivery system within the broader County and Coordinated Entry Systems.
d. Reducing City costs that don't contribute to combating homelessness, e.g. law enforcement, sanitation, and ambulance costs
e. Improving quality of life for all residents, including persons who may be experiencing a housing crisis
f. Creating more housing & services for the City's homeless residents
g. Promoting more livable cities for current residents and future generations

***The City of Santa Monica has a long history of coordination to address homelessness, going back to an early assessment and recommendations for action completed by the City Attorney in 1984, which helped establish the foundations upon which current interim and supportive housing programs and services have developed. In 2008, the City adopted an Action Plan to Address Homelessness, which was updated in 2010 to reflect the federal goals of Opening Doors. In 2015, City Council identified Homelessness as one of five strategic goals, and renewed the commitment of the City to take a leadership role in addressing this regional crisis. The most recent Strategic Goal Action Plan is part of the City's larger Framework for a Sustainable City of Wellbeing that connects day-to-day functions to seven domains of community impact:***

***a. Foster a connected and engaged community;***
***b. Developing a resilient built and natural environment;***
***c. Supporting lifelong opportunities for learning and personal growth;***
***d. Improving physical, mental and environmental health;***
***e. Ensuring an inclusive, affordable and diverse local economy; and***
***f. Sustaining reliable, effective and efficient government.***
***g. Creating a safe city for everyone.***

***Santa Monica has prioritized three areas: Homeless prevention to sustain housing for vulnerable residents including the elderly; Increase public safety through identifying very vulnerable***

***residents living with untreated mental illness and substance use disorder to initiate service connection; and leveraging our knowledge capital gained over the past decades to build regional capacity to house and retain homeless neighbors. These priorities come to life through the activities of our Homelessness Strategic Goal Action Plan.***

***The Homelessness Strategic Goal Action Plan is an iterative organization-wide workplan that focuses on ensuring the smart deployment of local resources, with interventions designed to make service coordination more efficient, reduce the number of calls for service related to the highest users of first responders, and addressing the impacts of homelessness on public spaces to improve the quality of life for all residents. A significant component of the plan is to develop community engagement and education strategies to promote behavior change, create new partnerships and stimulate community action.***

***Homelessness is a complex issue that local government alone cannot tackle. While the City provides resources and leadership, ultimately our success relies on broad community support and involvement. This effort is not to take away from the many community volunteers and faith-based organizations currently engaged in homelessness, but will serve to strengthen the depth of engagement to drive behavior change among the housed community to take positive steps such as accepting a Sec. 8 voucher, hiring a graduate of local employment program, and saying yes to supportive housing in neighborhoods. The lessons seek to demystify homelessness solutions from something the government does to something each person can do through individual interactions and personal involvement. It is only through educating the public on local solutions and shifting the narrative away from homelessness being an intractable problem to being a social challenge that can be mitigated through collective impact that together we will begin to see sustainable gains in our region.***

***Santa Monica proposes to contribute to building regional housing and homeless services capacity through the development of a training curriculum on homelessness as part of a regional community engagement strategy. Locally we will align with our "foster a connected and engaged community" strategic goal through our "We Are Santa Monica" campaign, an effort to institutionalize a community culture of volunteerism and engagement. The training curriculum will also serve as a template for fellow members of the Westside Cities COG that can be customized based on their local community priorities and civic culture. Finally, this training tool aligns with the goals of United Way's "Everyone In" campaign, and the messages of inclusion and involvement by all segments of the community in solutions to end homelessness.***

## 3. Describe your City's planning process

What were the key steps your City took to develop its plan? What partners and stakeholders (e.g., community members, experts) were engaged in the process?

***The City established an interdepartmental strategic goals working group on homelessness in 2015 that included representatives from Police, Fire, City Attorney, Rent Control, Housing and Economic Development, Community and Cultural Services and the City Manager's Office. The Action Plan developed by this team was presented to the public for input via the Social Services Commission on September 25, 2017 and to City Council on November 28, 2017. To supplement the interdepartmental working group, the City convened a community-wide Homelessness Steering Committee in June 2017. The Steering Committee is comprised of representatives from City departments, non-profit service providers, county and state elected offices, business leaders, faith community members, neighborhood groups and people with lived experience. The Steering Committee identified four priority areas of focus: advocacy (access to mental health, housing and***

***employment); volunteerism; public and open spaces; and public safety/anti-social behavior. The Steering Committee formed a sub-committee working group for each priority area to develop a set of activations/recommendations that can be implemented through the community engagement process in partnership with the various stakeholders of the committee. In March 2018, the Steering Committee hosted a public meeting to solicit feedback on the sub-committee recommendations. Over 100 residents and business owners attended. Community engagement and education is a recurring theme from all stakeholders – What is the City doing? What can I do to help? What should I do when I encounter a person who is homeless? These questions prompted the creation of the Homelessness Toolkit as an immediate response, while informing the need for more in-depth content in the training curriculum. The Homelessness Toolkit can be found at www.weare.santamonica.gov***

***City staff and Brandman University solicited input from a variety of stakeholders to inform the training strategy including people with lived homeless experience. Case managers from City-funded programs were asked to survey program participants about their experiences interacting with other members of the public, what led to those interactions, what types of interactions were helpful, which were hurtful and what did they wish people knew about the experience of being homeless. Over 60 program participants responded to the survey, providing unique insight and demonstrating the interest from people who are homeless in being a part of the training process. The enthusiastic response solidified the need to have people who are experiencing homelessness as part of the final video productions and led to the addition of a training module that will focus on what it is like to be homeless in Santa Monica through the eyes and experience of one or more program participants. In addition, Brandman surveyed the Westside Cities COG, neighborhood associations, business groups and the faith community to identify key educational topics and concerns.***

***Brandman then drafted a training framework which was shared widely at business roundtable meetings of the Chamber of Commerce and Downtown Santa Monica, Inc, with non-profit partners through the Westside Coalition, and with City staff through interdepartmental meetings. (please see attached)***

## 4. What are the goals of the City's plan and related actions? Review the example below, then respond to the prompts for your own City goals. Add sections for additional goals if needed.

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**GOAL #1**

1. **Goal**
   List one of the goals the City has identified during the planning process. Is the goal tied to a County Homeless Initiative Strategy? If so, identify which strategy from Question #7 below.

***Develop an educational framework as a tool that breaks down social stigmas and stereotypes prescribed to people experiencing homelessness and changes social attitudes and behaviors by helping individual people, parents, children, people who work in Santa Monica, business owners, etc. better understand what people experiencing homelessness are going through, what the City (and other partners are doing), and ways to respond on a personal, regional, and systemic level. (tied to strategy D5 and F7).***

2. **Supporting Action(s)**
   Identify a specific supporting action(s) designed to support achievement of the City's goal. Each goal may have multiple contributing actions.

***Develop a community-wide public engagement strategy.***

- ***Engaged consultant (GOOD Worldwide) to develop engagement and activation campaign. We Are Santa Monica launched in February 2018 with the development of a homelessness toolkit. Second toolkit on volunteering/donating released June 2018. www.weare.santamonica.gov***

***Develop a comprehensive, flexible training program that could be used by internal and external stakeholders.***

- ***Grant secured through United Way to develop training curriculum – Nov 2017.***
- ***Identified consultant (Brandman University) to develop curriculum – March 2018***
- ***Community input solicited (see partnership update) – Jan – May 2018***
- ***Draft framework posted for public comment – May 2018***
- ***Draft plan and framework submitted to LA County – June 2018***
- ***Development of training modules (scripting, producing) – July 2018 – Dec 2018.***

3. **Associated policy change(s)**
   a. Describe specific policy changes for each identified strategy, where applicable. You may also identify administrative or other changes necessary to achieve your goal.

- ***Adopted Strategic Goal Action Plan – fall 2017***

   b. Identify how the policy change(s) will directly impact the City's ability to achieve the desired goal. Consider policy changes impacting technology, industries or various sectors such as transportation, education, health care, social policy or land use.

- ***The Adopted Strategic Goal Action Plan – fall 2017 calls for an inter-departmental approach to homelessness supported by a thorough community engagement process to ensure community support for expanded solutions that could include new housing units, new homeless facilities, and new interim solutions such as safe parking in the near future.***

  ***This training curriculum will provide new learning on how to engage city staff and the general public through an educational strategy that can be replicated across the organization as a multi-year, multi-community engagement response to complex issues such as homelessness.***

   c. Describe the intended process for enacting the policy change.

- ***Fortunately, Santa Monica has a history of civic engagement with an engaged residential core that can be built upon for this project. The City is also well-equipped to deliver a robust training strategy and product. The City Manager has recognized this project as a priority and has directed key staff to support. The City has the technical expertise in the Information Service Department and City TV to produce and deliver high-quality streaming videos.***

d. List the stakeholders/partners you will need to engage to enact the policy change.
   - ***City staff***
   - ***City Council***
   - ***Homelessness Steering Committee***
   - ***Local business community***
   - ***Persons with lived homelessness experience***

4. **Goal Measurement**
   What metrics will be used to track progress? What are the data sources? When will the measurement occur?

***Measures will be reviewed monthly:***
- ***Video viewership (individual videos)***
- ***# of viewers who complete modules/lessons***
- ***# of viewers who complete post-survey indicating satisfaction with the lesson***
- ***# of new volunteers engaged in the homelessness effort***

5. **Goal ownership**
   Who is responsible for directing implementation, management, and measurement of the goal and its related actions? Explain their specific roles in the implementation, management and measurement of the goal.

***Community and Cultural Services and the Information Services Department will share responsibility for managing and tracking measures. CCS will develop the measures, ISD will identify the means for tracking and reporting, and CCS will be responsible for collecting the data and reviewing/reporting out at monthly interdepartmental meetings.***

6. **Leveraged City Resources**
   What City resources will be deployed or leveraged in support of the goal?

***The City has a portion of the production resources identified in General Funds to jump-start the production of the material. An interdepartmental team will develop the content and manage the production, including identifying other sources of funding if needed to complete the production of all proposed video modules.***

7. **Timeline**
   Detail a timeline of major tasks to achieve this goal.

***Develop a community-wide public engagement strategy.***
- ***Engaged consultant (GOOD Worldwide) to develop engagement and activation campaign. We Are Santa Monica launched in February 2018 with the development of a homelessness toolkit. Second toolkit on volunteering/donating released June 2018. www.weare.santamonica.gov***

***Develop a comprehensive, flexible training program that could be used by internal and external stakeholders.***
- ***Grant secured through United Way to develop training curriculum – Nov 2017.***
- ***Identified consultant (Brandman University) to develop curriculum – March 2018***
- ***Community input solicited (see partnership update) – Jan – May 2018***
- ***Draft framework posted for public comment – May 2018***

- ***Draft plan and framework submitted to LA County – June 2018***
- ***Development of training modules (scripting, producing) – July 2018 – Dec 2018.***

---

## 5. Identify City employees or other staff who will lead implementation of the plan.

**Table 1: Primary Contact for Plan Implementation**

| Name & Position | Address & Email | Phone | % of Time |
|---|---|---|---|
| Margaret Willis, Human Services Administrator | 1685 Main Street, Rm 212<br>Santa Monica, CA 90401<br><br>Margaret.willis@smgov.net | 310-458-8701 | 10% |
| Brian Hardgrave, Sr. Human Services Analyst | 1685 Main Street, Rm 212<br>Santa Monica, CA 90401<br><br>Brian.hardgrave@smgov.net | 310-458-8701 | 10% |

## 6. Describe the City's participation or plans to participate in any new or ongoing collaborative efforts, within the City and/or with other cities and/or in the Service Planning Area.

Collaboration can occur between City departments, with non-governmental City partners, and with other cities or regional entities throughout LA County. The City may also participate in broad-based regional planning efforts designed to enhance overall coordination. Describe how the City intends to support or provide leadership in such collaborative processes. Include discussion of planned participation in local coalitions, Service Planning Area coordination, and any other groups or collaborative structures.

*Example: City elected official is a member the Council of Governments Homeless Committee. City staff participate in SPA-wide coalition meetings. City will coordinate with neighboring jurisdictions to address broader concerns.*

***The City participates in a number of regional and local collaborative efforts including:***

- ***City executed a contract for Rapid Rehousing expansion with Brilliant Corners***
- ***City provided $400,000 to LA County DHS to implement a locally dedicated C3 team***
- ***City participates in the Westside Cities COG Homelessness Working Group monthly calls***
- ***City staff is an elected member of the Regional Homelessness Advisory Committee***
- ***City staff meet quarterly with SD3 staff on housing and homeless issues***
- ***City participates in quarterly CoC meetings***
- ***City participates in monthly Westside Coalition meetings***
- ***City participates in monthly case conferencing meetings (SPA 5)***
- ***City participates in monthly outreach coordination meetings (SPA 5)***
- ***City participates in DMH SAAC 5 meetings***
- ***City participates in DMH Impact service coordination meetings (SPA 5)***

- ***City implemented the Santa Monica Homelessness Steering Committee and participates in all four sub-committee working groups.***
- ***City staff meet bi-weekly for service coordination for high users, led by SMPD and including Fire, Human Services, City Attorney's Office, as well as West Coast Cares and the Downtown Santa Monica, Inc Ambassadors.***
- ***City Department Directors hold a monthly Homeless Cabinet meeting***
- ***City interdepartmental staff (supervisors, managers) hold a monthly Homeless Action Team meeting***
- ***City Manager convenes a monthly SaMoStat meeting to review progress towards Action Plan goals***

## 7. Review specific County Homeless Initiative Strategies from the table below and consider how the City could collaborate and align planning efforts to achieve mutual goals.

For each of the County Homeless Initiative Strategies listed in the table below, identify whether the City plans to participate in the Strategy's implementation and/or if the City is currently participating in the Strategy's implementation. If the City is already participating in the implementation of any of the Strategies, please attach an explanation.

### Table 2: City Planning Activities tied to County Homeless Initiative Strategies

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☐ | ☒ | A1. Homeless Prevention for families |
| | ☒ | ☒ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | ☒ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☒ | ☒ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☒ | ☒ | B6. Family Reunification Housing Subsidies |
| | ☒ | ☒ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☒ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☒ | ☒ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☒ | ☒ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| | ☒ | ☒ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☒ | ☒ | C7. Subsidize Employment for Homeless Adults |
| | **Plan to participate** | **Currently participating** | **County Homeless Initiative Strategies** |
| **D – Provide Case Management & Services** | ☒ | ☒ | D2. Jail In-Reach |
| | ☒ | ☒ | D5. Support for Homeless Case Managers |

| | | | |
|---|---|---|---|
| | ☒ | ☒ | D6. Criminal Record Clearing Project |
| | ☒ | ☒ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☒ | ☒ | E4. First Responders Training |
| | ☒ | ☒ | E5. Decriminalization Policy |
| | ☒ | ☒ | E6. Expand Countywide Outreach System |
| | ☒ | ☒ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☒ | ☒ | E8. Enhance the Emergency Shelter System |
| | ☒ | ☒ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☒ | ☒ | E14. Enhance Services for Transition Age Youth |
| **F – Increase Affordable/ Homeless Housing** | ☒ | ☒ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☒ | ☒ | F2. Linkage Fee Nexus Study |
| | ☒ | ☒ | F4. Development of Second Dwelling Units Program |
| | ☒ | ☒ | F5. Incentive Zoning/Value Capture Strategies |
| | ☒ | ☒ | F6. Using Public Land for Homeless Housing |
| | ☒ | ☒ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☒ | ☒ | F7. Housing Innovation Fund (One-time) |

A1 – Homeless Prevention for Families and A5 – Homeless Prevention for Individuals

- The City currently has eviction prevention resources available for low-income Santa Monica families and individuals that includes City-funded legal services (Legal Aid Foundation) as well as short term financial assistance to prevent homelessness. Families are referred to St. Joseph Center for on-going case management through City-funded services.
- The City has a Senior Housing Task Force that identifies low-income seniors at imminent risk of eviction due to poor housing standards (hoarding) caused by deteriorating physical or behavioral health issues. The Task Force, led by Human Services Division, includes Building and Safety, Fire, Code Enforcement, City Attorney's Office, Legal Aid Foundation, and WISE and Healthy Aging, develops a homelessness prevention plan for each tenant and meets monthly to coordinate care.

- The City convened an info session for local youth and family service providers to learn about Housing and Homelessness resources in order to raise awareness and connect families in need prior to homelessness.
- The City has been meeting with PATH West LA staff to coordinate prevention services and avoid duplication with existing City-funded services.

B3 – Partner with Cities to Expand Rapid Rehousing

- The City has a contract in place with Brilliant Corners to expand local Rapid Rehousing efforts.

B4 – Facilitate Utilization of Federal Housing Subsidies

- Santa Monica currently has a landlord incentive program, paying up to $5000/unit to lease to an eligible voucher tenant, and up to $15,000/unit to replace/upgrade building components or permanent fixtures, as well as loss-mitigation funds.

D2 – Jail In-reach

- The City is currently partnering with St. Joseph Center on a small jail in-reach pilot through the Whole Person Care and Office of Diversion and Re-entry.

D5 – Support for Homeless Case Managers

- The City participates in a variety of care coordination meetings at the SPA level
- The City has funded and implemented additional multi-disciplinary teams to engage people experiencing homelessness and connect them to CES.
- The City has implemented Library pop-up resource events in partnership with local providers and county services to connect homeless library patrons with CES and other resources.

D7 – Provide Services for Permanent Supportive Housing

- The City funds housing retention services through the Human Services Grants Program.
- The City is working with LA County CEO's office to participate in the Permanent Housing with Support Services MOU process.

E4 – First Responders Training

- The City's police department Homeless Liaison Program team provided training materials to the Sheriff's Department during the development of the county's training curriculum
- The City continually trains officers on homelessness and mental health issues and best practices
- The Fire Department participates in annual trainings by Human Services and SMPD on homeless issues

E6 – Expand Countywide Outreach System

- The City has funded two new multi-disciplinary outreach teams, the Homeless Multi-disciplinary Street Team (HMST) which focuses on the 25 highest users of police, fire and ER's, and the C3 team which focuses on the downtown Santa Monica area.

- The City also funds an outreach worker from the People Concern that is housed at the Library.
- The City participates in monthly outreach coordination meetings

E7 – Strengthen the Coordinated Entry System

- The City participates in a variety of CES care coordination and policy meetings at the local and regional level
- The City's training curriculum seeks to educate the public on how CES works and provide tips and tools for connecting individuals to CES.

F1 – Promote Regional SB2 Compliance

- The City is currently compliant with SB2

F2 – Linkage Fee Nexus Study

- The City uses a nexus study as the basis for the Affordable Housing Production Program and the affordable housing commercial linkage fee.

F4 – Development of Second Dwelling Units Program

- Council modified existing rules for ADUs to incentivize their production including approval through an administrative process, increasing the maximum allowable size, removing numerical limits in second floor size, and removing ADUs from parcel coverage limits.

F5 – Incentive Zoning/Value Capture Strategies

- Projects that request additional height and floor area above the base are subject to additional affordable housing requirements.

F6 – Using Public Land for Homeless Housing

- The City leases public property to The People Concern for the SAMOSHEL interim housing program and Access Center at significantly below market rents.

F7 – Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals

- The City's Housing Trust Fund has invested approximately $25million in capital funding to develop five permanent supportive housing buildings. A new project for homeless young adults was recently awarded funding.
- The City has approved the use of CDBG funds to support the rehab of an affordable housing for homeless individuals in Venice by Venice Community Housing.

# Homelessness

## 5 Strategic Goals Action Plan

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# 5 Strategic Goals

In order to connect our desired outcomes to our day-to-day work, we identified five council priority areas, or Strategic Goals, that are expected to have short-term impact on community safety, quality of life, and prosperity.

GoSaMo

**Mobility**
Santa Monica has defined a new model of mobility that includes a wide range of options—Expo Light Rail, Breeze bike share, direct bus routes with real-time information, car share, expanded shared-ride services, and safer walking and biking. (Desired outcomes: Place & Planet, Health, Community.)

**Learn & Thrive**
Our community believes in providing learning opportunities at every stage in life. (Desired outcomes: Learning, Economic Vibrancy, Community.)

**Inclusive and Diverse Community**
Santa Monica is committed to maintaining an inclusive and diverse community by expanding affordable housing, raising workers' incomes, and helping Santa Monica residents stay in their homes and build their community network. (Desired outcomes: Community, Economic Vibrancy, Place & Planet, Health.)

**Homelessness**
Santa Monica has long been a leader in providing resources, supportive services, and housing to its most vulnerable community members. The City has supported the development of sophisticated, collaborative programs to transition homeless community members from the streets and into housing. But a region-wide shortage of affordable housing resources and services is resulting in higher incidences of street homelessness. The City cannot fully address the local impacts of this issue alone. We are expanding our approach to include enhanced regional partnerships while we continue to innovate and refine our local response to homelessness.

**Airport**
In 2014, Santa Monica voters overwhelmingly supported Measure Local Control (Measure LC) to prohibit new development on Airport land, except for parks, public open spaces and public recreational facilities without voter approval and to affirm the City Council's authority to manage Airport land. In 2017, the City Council reached a historic agreement with the Federal Aviation Administration (FAA) that allows the closure of SMO after December 31, 2028. (Desired outcomes: Place & Planet, Health, Community).

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**SaMoStat**
***Santa Monica's Performance Management System***

The Framework captures the vision of the City of Santa Monica. The City's new performance management system SaMoStat will collect, measure, and track data to provide a cohesive structure to identify where programs are working, where to make changes, and how to best deploy City resources. SaMoStat will follow four key, established tenents:

- Accurate and timely intelligence shared by all;
- Rapid deployment of resources;
- Effective tactics and strategies; and
- Relentless follow-up assessments

Beginning with the Council's five strategic goals and later with the departments reporting to the City Manager, SaMoStat will help to drive a data-driven culture. After the adoption of the budget, the City will establish meaningful metrics for major projects and at routine intervals, report on program achievement based on these metrics through SaMoStat.

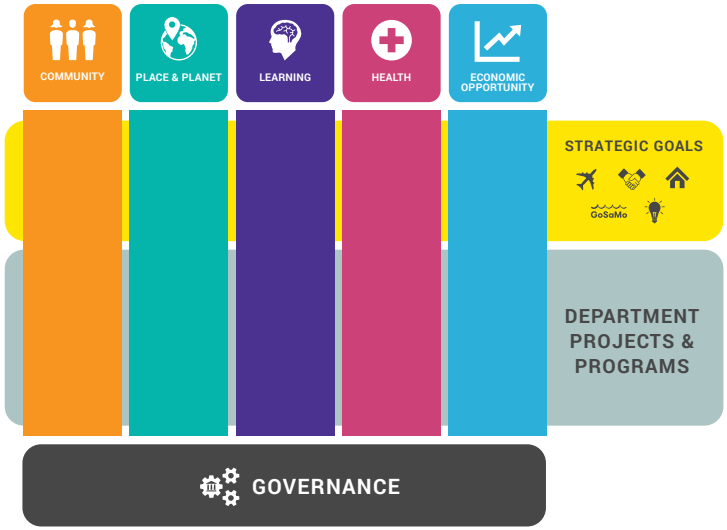
# The Framework: Sustainable City of Wellbeing

Our focus, as the Santa Monica city government, is to be a sustainable community that delivers services that support the wellbeing of residents, employers, and employees.

Based on best practices from municipalities across the country, Santa Monica is now using an approach to budgeting that connects the work of City Departments to a new Framework and SaMoStat. This new process aligns departmental work efforts, measures outcomes, and ultimately ensures that the City delivers these services effectively and a transparent manner.

The Framework is built around its long-term commitment to sustainability infused with its new Wellbeing Index, Santa Monica's custom measurement tool that provides an understanding of wellbeing in our community. The Framework is built on the core beliefs, visions, and structures of these two exciting and groundbreaking approaches.

The five strategic goals connect to these outcome areas through a matrix- They are the key drivers that will allow us to achieve outcomes for the residents of and visitors to Santa Monica. In the spring and summer, The City will begin to develop metrics for each goal and department project, eventually developing a process to use data to drive decisions.




## Outcome Areas

**COMMUNITY**

Foster a safe, connected and engaged community.

**PLACE & PLANET**

Protect natural resources and cultivate an exceptional and resilient built environment.

**LEARNING**

Champion lifelong education achievement and opportunities for continuous personal growth.

**HEALTH**

Nurture opportunities for enriched physical, social, and emotional health.

**ECONOMIC OPPORTUNITY**

Support community needs through a stable, vibrant and diverse local economy.

**GOVERNANCE**

Cultivate a trustworthy and participatory local government through equitable, transparent, and effective processes.

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# Background

Over the course of 40 years, Santa Monica's local investment in permanent solutions to address homelessness has produced a sophisticated, collaborative approach effective in transitioning highly vulnerable individuals off the streets and into housing. The City's homeless policies, like its service system, have evolved over many years to be a reflection of the priorities and needs of this community. Homelessness, however, is not an isolated local concern. Santa Monica is but one of 88 cities in LA County, which is home to the second largest homeless population in the country – over 57,000 homeless individuals were identified through the 2017 LA County Homeless Count. Unlike other urban centers where the majority of homeless people are in shelters, 74% of LA County's population is literally on the streets and in public spaces. The scale of the regional homeless crisis has pushed Santa Monica's local homeless system beyond its capacity to meet growing demand.

An increase in homelessness between 2016 and 2017 locally (26%) and regionally (23%) precipitated the passage of new legislation in Santa Monica, LA City and LA County that will generate tax revenue to fund housing and services for low income and homeless households. The regional homeless service system, which includes coordinated outreach, County mental health and health services, homeless prevention and rapid re-housing programs, family reunification, shelter and permanent housing, and employment opportunities, is poised to evolve quickly. While investments will be necessary to increase capacity across the region, locally, the City continues to support long-standing policies and investments and looks for opportunities to leverage regional funds to support current strategies that are proving to be effective such as street-based clinical services, new technology solutions for improved information sharing, more affordable housing and support to low-income residents to prevent homelessness. In addition, the City will continue to advocate for policymakers to look to the future and fund the long-term housing and clinical services, often provided by the County, that are critical to reducing homelessness. LA County is at an inflection point – the decisions made today both locally and regionally on policy and implementation of new programs will decide if the curve of homelessness continues to climb or whether strategic investments and collaborative efforts can turn the tide.

**Theory of Change**

Santa Monica will not accept that homelessness is inevitable. While the regional homeless crisis can't be "solved" within our borders, our City is determined to invest additional local resources, stand with neighboring communities and take a leadership role in regional solutions. We will gather and share timely data to track and analyze both overall progress and individual cases and share the models that prove effective; we will relentlessly and compassionately engage people experiencing homelessness in order to make appropriate referrals to local and regional programs; we will mobilize a community-wide effort to augment and target public, non-profit, civic and business resources; we will work with LA County, LA City and other regional partners to continually innovate, pursuing effective and compassionate approaches wherever they can be found. We believe this comprehensive approach can make a difference in the lives of vulnerable people and support health, safety and equity in our local community.

# Action Plan

| Outcome Area | Outcomes | Goals | Activities | Measures of Success | Lead Dept. / Div. | County Strategy |
|---|---|---|---|---|---|---|
| 1. Place and Planet | Smart deployment of local resources | Coordinated outreach operations with City staff, partners, and service providers in public spaces with a high volume of homeless quality of life issues | Use data to identify locations<br><br>Develop location-specific outreach model<br><br>Include external partners and internal resources as appropriate<br><br>Enforce local laws<br><br>Use data to develop individualized service plans<br><br>Gather data before/during/ after operation to evaluate success<br><br>Provide referral information to individuals contacted | Number of homeless related public safety (police/fire) calls for service in operational areas during the time period of the specific operation<br><br>Number of eligible people who use Project Homecoming during the time period of the specific operation<br><br>Number of people contacted for violating laws such as the City's park and Library closure law during the time period of the specific operation<br>• Number of advisals<br>• Number of field interviews<br>• Number of citations<br>• Number of arrests | PD/CCS | D5 Support for Homeless Case Managers, E4 First Responders Training, E6 Outreach System |

# Action Plan Continued

| Outcome Area | Outcomes | Goals | Activities | Measures of Success | Lead Dept. / Div. | County Strategy |
|---|---|---|---|---|---|---|
| Place and Planet (con't) | | | | Number of people referred to local resources during the time period of the specific operation<br><br>Number of people referred to regional resources during the time period of the specific operation<br><br>Number of people who participate in demographic surveying during the time period of the specific operation | | |
| 2. Place and Planet | Smart deployment of local resources | New technologies to improve information sharing and coordination of care | Develop data governance, sharing, and privacy policies<br><br>Develop pilot custom software based on established policies | Implement pilot software by April 2018<br><br>Scale software to include larger group of participants and users by July 2018 | CCS / ISD / PD | D5 Support for Homeless Case Managers, E4 First Responders Training |

# Action Plan Continued

| Outcome Area | Outcomes | Goals | Activities | Measures of Success | Lead Dept. / Div. | County Strategy |
|---|---|---|---|---|---|---|
| 3. Place and Planet | Prove efficacy of models to stabilize and connect homeless individuals to housing | Assess the effectiveness of the Homeless Multidisciplinary Street Team | Deliver services to 25 highest users<br><br>Collect data on 25 HMST participants plus 25 non-HMST individuals | Reduction in the number of arrests, citations, field interviews and use of emergency medical services by known high users of first responder services between Oct. 2016 – Sep. 2017, annually thereafter<br><br>Number of individuals placed in housing between Oct. 2016 – Sep. 2017, annually thereafter<br><br>Number of individuals receiving mental health care between Oct. 2016 – Sep. 2017, annually thereafter<br><br>Number of individuals connected to community-based healthcare between Oct. 2016 – Sep. 2017, annually thereafter | CCS / ISD / PD | D2 Expand Jail In Reach, D5 Support for Homeless Case Managers, E6 Outreach System |

# Action Plan Continued

| Outcome Area | Outcomes | Goals | Activities | Measures of Success | Lead Dept. / Div. | County Strategy |
|---|---|---|---|---|---|---|
| 4. Place and Planet | Increase availability of housing and services in other communities | Develop a more proportional distribution of regional housing and services | Investment in and advocacy for regional partnership and more quality housing and social service programs outside of Santa Monica | Increase in regional housing capacity through partnerships, technical assistance and leveraging by June 2020<br><br>Increase in regional funding for services by June 2020 | HED<br><br>CCS | F1 Promote Regional SB 2 Compliance and Implementation, F3 Inclusionary Zoning for Affordable Housing, F5 Incentive Zoning/Value Capture Strategies, F6 Using Public Land for Homeless Housing |
| 5. Place and Planet | Ensure effective, safe, respectful, use of Library through policy implementation, enforcement, and service delivery | Pilot "Office Hours" Model with the People Concern Outreach Specialist for homeless individuals | Set up weekly study room availability<br><br>Continue outreach efforts and information sharing by the People Concern and library staff Monitor and report questions and needs expressed by office hours visitors | Increase in number of individuals for drop-in Office hours between July 2017 – December 2018 Number of case management enrollments - Ongoing | Library / CCS | D5 Support for Homeless Case Managers, E6 Outreach System |

# Action Plan Continued

| Outcome Area | Outcomes | Goals | Activities | Measures of Success | Lead Dept. / Div. | County Strategy |
|---|---|---|---|---|---|---|
| 6. Place and Planet | Ensure effective, safe, respectful, use of Library through policy implementation, enforcement, and service delivery | Pilot Wellness programs/ pop-up events with Human Services Dept. and service providers. | Collaborate with the People Concern to identify piloting 1-2 wellness groups or programs at the library<br><br>Organize and implement semi-annual pop-up event featuring local and regional service providers.<br><br>Develop and distribute surveys during pilot programs to better assess the needs of homeless patrons visiting the library | Number of individuals participating in pilot programs between September 2017 – December 2018<br><br>Number of individuals referred to services between July 2017 – June 2018<br><br>Improved understanding of service needs of homeless patrons visiting the library between July 2017 – June 2018 | Library / CCS | C4 SSI Advocacy, D5 Support for Homeless Case Managers, E3 Effective Access to ACA Services, E6 Outreach System |

# Action Plan Continued

| Outcome Area | Outcomes | Goals | Activities | Measures of Success | Lead Dept. / Div. | County Strategy |
|---|---|---|---|---|---|---|
| 7. Commnity | Activate internal and external stakeholders to collectively address homelessness | Community engagement, education, behavior change, partnerships, and action | Develop community stakeholder group<br><br>Develop public education messages, tools, and resources<br><br>Develop resources for businesses<br><br>Develop new public-private partnerships | Convene four stakeholder meetings each fiscal year<br><br>Implement public education campaign by June 2018<br><br>Improvement in the community's perception of the City's response to homelessness as measured through resident surveys by June 2019<br><br>Generate new funding streams by June 2019<br><br>Generate new public-private partnerships by June 2019 | CMO / CCS | N/A |

# Action Plan Continued

| Outcome Area | Outcomes | Goals | Activities | Measures of Success | Lead Dept. / Div. | County Strategy |
|---|---|---|---|---|---|---|
| 8. Economic Opportunity | Analyze appropriate intervention and service supports in models of supportive housing to retain housing for homeless and retain landlord participation | Assess the effectiveness of services to support formerly homeless in housing in the Continuum of Care Program | Evaluate service utilization of tenants evicted<br><br>Evaluate landlord participation after eviction<br><br>Evaluate service utilization of tenants receiving service intervention | Develop protocols of cost-effective service models for formerly homeless in supportive housing and scattered site housing models by January 2018 | HED | B4 Utilization of Federal Housing Subsidies, B8 Housing Choice Vouchers for PSH, D5 Support for Case Managers |
| 9. Economic Opportunity | Prevent homelessness among low-income residents | Financial assistance and services resources to promote housing stability and support low-income seniors to remain in the community. | Implement a 1-year POD pilot program based on 26 households to determine if a basic needs model is effective to retain housing and improve quality of life. | 26 rent burdened at risk low-income residents maintained in housing and accessing available resources by September 2018 | HED | A1 Homeless Prevention Program, D5 Support for Case Managers |

# Resources and Partners

Homelessness impacts all facets of the community – from social services to public safety, our libraries and parks, sanitation and public works crews, retailers and hoteliers, residents and tourists. Addressing the impacts of homelessness in Santa Monica requires the coordination of efforts across numerous city departments, community-based organizations, the business community and regional partners. Coordination occurs on multiple levels, from direct service delivery to policy and planning.

Locally, the Community and Cultural Services Department (CCS) convenes the Chronic Homeless Project (CHP) which brings local and county services together to share resources and collaborate on case plans for homeless individuals. In addition, the Santa Monica Police Department's Homeless Liaison Program (HLP) team hosts an interdepartmental meeting to track progress and coordinate efforts to house chronic offenders. CCS also leads the Senior Housing Task Force, which brings together city departments and non-profit providers to identify and support low-income seniors at risk of homelessness, and partners with the City Attorney's Office to administer the Homeless Community Court. In June 2017, CCS and the City Manager initiated a community homelessness steering committee comprised of representatives from the business community, City commissions, faith partners, non-profit agencies, LA County services as well as state and county elected offices. Local organizations such as the Westside Coalition, Downtown Santa Monica, Inc., Santa Monica Chamber of Commerce and Santa Monica Travel and Tourism frequently invite CCS staff to provide updates on local and regional homeless issues.

Regionally, the City participates in a range of planning meetings hosted by LA County's Chief Executive Office, the Los Angeles Homeless Services Authority and the United Way of Greater LA. The City also meets regularly with other Westside jurisdictions and state and county elected offices to coordinate regional efforts and leverage local resources.

Achieving the outcomes described in this Action Plan and addressing the growing impacts of homelessness on the community will require the continued investment in existing systems as well as significant new resources from both local and regional public and private sources to test new approaches and scale up solutions that prove effective.

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# CITY PLAN TO PREVENT AND COMBAT HOMELESSNESS
# CITY OF SOUTH EL MONTE

## 1. City and Plan Information

| Name of City | Period of Time Covered by Plan | Date of Plan Adoption |
|---|---|---|
| South El Monte | July 1, 2018 - June 30, 2021 | June 12, 2018 |

## 2. Why is the City working to develop and implement a homelessness plan?

As is true of many cities within Los Angeles County and across California, the City of South El Monte has seen a significant increase in its total homeless population.

In response, South El Monte has focused on serving the needs of its homeless residents and those at risk of homelessness through a variety of efforts, including outreach and engagement through Public Safety and the Sheriff's Department, homelessness prevention and service provision through a variety of local service providers, and links to the countywide housing prioritization system.

However, multiple gaps remain in South El Monte's ability to provide for its homeless residents and those at risk of experiencing homelessness. These include expanded homeless prevention services (e.g., legal counseling to prevent eviction) and school in-reach to families experiencing homelessness, health and mental health services, and substance use treatment, as well as engagement training for first responders and facilitating development of more affordable housing.

The city has developed this three-year homelessness plan to address the needs and concerns of its residents, including those experiencing or at risk of homelessness, and the broader community, including business owners, service providers, and the faith-based community. The plan also positions South El Monte to align its activities with those taking place in other cities and more broadly across the region.

In the 2017 Greater Los Angeles Homeless Count, there were 53 unsheltered persons in South El Monte, an increase of 60 percent from the 2016 count of 33 persons. For both years, South El Monte has had only unsheltered homeless persons living within the City. (See Figure 1 for additional detail.)

Data limitations do not permit detailed information about exactly who is experiencing homelessness in South El Monte. However, demographic data is available at the Service Planning Area (SPA) level, which includes surrounding cities. The following provides a snapshot of who was experiencing homelessness in SPA 3 in 2017:[1]

- 67% (2,373) were unsheltered and living outside while 33% (1,179) were in some form of temporary shelter accommodations – accounting for 6% of Los Angeles' homeless population
- 76% were single adults, 18% were families, and 6% were youth and young adults
- 28% were female, 72% were male, .4% were transgender, and .2% did not identify with a gender
- 50% were Hispanic/Latino, 24% were white, 18% were African American, 5% were American Indian, 2% were Asian, and 1% identified as other
- 5% were age 62 and up, 17% between the ages of 55-61, 60% between the ages of 25-54, 7% between the ages of 18-24, and 11% were under the age of 18
- 6% were United States Veterans

[1] Los Angeles Homeless Services Authority – Homeless Count 2017 SPA 3 Fact Sheet

- 30% were considered chronically homeless, meaning that they have lengthy or repeated histories of homelessness along with a long-term disability such as mental illness, substance use disorder, or a physical health problem
- 28% had a mental illness, 17% had a substance use disorder, and 2% had HIV/AIDS
- 27% have experienced domestic/intimate partner violence in their lifetime

In addition to the Homeless Count data and regional demographics, it is useful to examine city-level data from the regional Coordinated Entry System (CES) [2]. This provides an enhanced view of those experiencing homelessness and their challenges as well as needs using responses to the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) assessment and other indicators of a person's overall health and wellbeing.

One useful aspect is that the VI-SPDAT assessment produces an acuity score, which can help identify an appropriate housing intervention for someone experiencing homelessness. In Los Angeles County it is suggested that people experiencing homelessness who fall into the low-acuity scoring range of the assessment (0-3) should be able to find housing on their own, or self-resolve, those in the mid-acuity scoring range (4-11) are best served by rapid rehousing programs, and high-acuity individuals (12+) generally need supportive housing.[3]

Other useful indicators in the data set include information about a person's housing history, legal background, physical and mental health, history of substance use, and general demographic information such as age and race. All of these elements are self-reported by the individuals being assessed.

For the purposes of this Homeless Plan, all data have been de-identified to protect confidentiality. The date range being reviewed is from July 2016 through November 2017.
In South El Monte, 18 individuals were assessed,[4] 67% of whom are in the mid-acuity range, compared to 28% for high-acuity (12+) and 6% for low-acuity individuals (0-3).

Those who completed the VI-SPDAT among South El Monte's homeless population fall primarily within the 41-55-year age range (64%) with 18% ages 25-40 and 18% older than 55. Among these individuals, 64% are white, 9% are Asian, 0% are black or African American, and 9% declined to state. Thirty-six percent identified as female, 55% identified as male, and for 9% data were not collected.

Other important vulnerability indicators are length of time a person has spent homeless, any existing chronic health conditions, diagnosed mental health issues, and people who have spent one or more nights in a holding cell, jail, or prison within six months of their VI-SPDAT assessment. In South El Monte:

- 18% reported being homeless less than a year, 45% said 1-2 years, and 36% said 2 years or more.
- 55% reported chronic health issues related to the liver, kidneys, stomach, lungs, or heart.
- 18% reported a mental health issue.
- People who spent one or more nights in a holding cell, jail, or prison within six months of their assessment (20%).

Finally, local data on economic and housing trends serve as good indicators of future homelessness trends because they suggest areas in which some residents may be at risk of falling into

[2] The Coordinated Entry System (CES) is a regional database that streamlines housing placement and service provision and prioritizes those who are most vulnerable. This Homeless Plan incorporates data from the adult singles database.
[3] Los Angeles Homeless Services Authority. Draft CES Prioritization Policies. Available: https://www.lahsa.org/documents?id=1896-draft-ces-prioritization-policies.
[4] Acuity data are available for 18 respondents, while demographic data are only available for 11 respondents.

homelessness. As Figure 2 indicates, South El Monte's unemployment rate, eviction rate, and median rent for a one-bedroom apartment are lower than the average across Los Angeles County, and the poverty rate is approximately equal. However, the median household income is substantially lower, as is the housing vacancy rate, indicating a tight rental market.

### 3. Describe your City's planning process

After obtaining guidance from City Council, city staff members and the homelessness planning consultant team conducted several interdepartmental meetings and a larger meeting for community members. These meetings solicited feedback about challenges related to homelessness and potential solutions to addressing homelessness both within the city and regionally.

- City Council presentation and feedback
  - February 13, 2018

- Community Service Commission
  - February 6, 2018
  - Attendees comprised of Mayor Olmos, Community Service Commissioners, and city staff

- Staff Input Session
  - February 28, 2018
  - Attendees included staff from the following departments and divisions: Code Enforcement, Sheriff's Department (Temple City Station), Public Works, Code Enforcement, Community Services, Senior Services

- Community and Service Provider Input Session
  - April 11, 2018
  - Attendees included:
    - Members of the general public, e.g., residents and business owners, members of the faith-based community
    - Service providers including Volunteers of America, God Provides, Spiritt Family Services, the Emergency Resources Association, and Operation Healthy Hearts

The city and consultant team reviewed existing city efforts to address homelessness, the resources allocated to these activities, and the efforts of local and countywide service providers to address homelessness-related needs within the city. This information, coupled with feedback obtained during the input sessions, informed plan development.

### 4. What are the goals of the City's plan and related actions? Review the example below, then respond to the prompts for your own City goals. Add sections for additional goals if needed.

See next page.

**Goal 1: Educate City Staff and the Community about Homelessness and Available Resources**

**Action 1a: Form City team to develop education process and oversee plan implementation.**

- Pursue County Homeless Initiative plan implementation funding for FY18-19 to fund committee and coordinator activities.
- Create homelessness coordinator position.
- Establish City Human Services Committee comprised of local and regional community leaders.

**Action 1b: Develop resource guide for homelessness-related services and concerns.**

- Publish resource guide on city website and provide hard copies to all city staff engaged in homelessness-related activities.
- Include homelessness prevention resources, such as L.A. County's 211 health and human services resource line.

**Action 1c: Convene quarterly meetings with city staff and service providers to discuss challenges, opportunities, and progress throughout plan implementation.**

**Action 1d: Host regular community meetings to address homelessness-related issues and provide educational opportunities and updates on homelessness plan implementation.**

- Include city staff, law enforcement, county representatives, service providers, and those with lived experience to answer questions and provide information.
- Engage the Los Angeles County Everyone In Campaign for city staff training and collaborate with campaign by hosting pop-up events and distributing materials at city-led community meetings.

| Associated Policy Changes | Goal Measurement | Goal Ownership | Leveraged City Resources | Timeline |
|---|---|---|---|---|
| 1a-1d: None | 1a: Homelessness coordinator role established within 1 month of plan approval; Human Services Committee formed within six months of plan approval<br><br>1b: Resource guide developed and distributed by end of Year 1<br><br>1c: First meeting initiated within 2 months of plan implementation; regular participation of city staff and service providers<br><br>1d: Meeting schedule, format, and materials developed within 3 months; first meeting(s) held within 4 months | 1a: City Manager's Office<br><br>1b: City Homelessness Coordinator<br><br>1c: City Homelessness Coordinator<br><br>1d: City Homelessness Coordinator, Human Services Committee | 0.5 or 1.0 FTE homelessness coordinator for implementing city plan<br><br>City staff time to accomplish goals and actions | 1a: 3 months, ongoing<br><br>1b: Year 1<br><br>1c: 2 months, ongoing<br><br>1d: 3 months, ongoing |

| Goal 2: Increase Outreach and Engagement Activities | | | | |
|---|---|---|---|---|
| **Action 2a: Develop and implement a training program for staff, businesses, and other stakeholders to connect homeless and at-risk people to outreach teams via the LAHSA Outreach Web Portal as needed.** | | | | |
| **Action 2b: Identify funding sources to increase Public Works capacity for cleanups on city-owned property.**<br>• Needed resources include additional staff to assist with cleanups and protective equipment. | | | | |
| **Action 2c: Develop protocol for Code Enforcement addressing homelessness issues on private property.** | | | | |
| **Action 2d: Support Sheriff's Department efforts to implement first responder training for South El Monte teams.**<br>• Support connecting homeless people to the Homeless Management Information System (HMIS) and Coordinated Entry System (CES) through South El Monte team outreach. | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 2a-2d: None | 2a: Training curriculum implemented by end of Year 1<br><br>2b: Resources identified within Year 1<br><br>2c: Protocol developed and implemented within 6 months<br><br>2d: Number of first responders trained annually | 2a: City Homelessness Coordinator<br><br>2b: Department of Public Works<br><br>2c: Community Development Department, Code Enforcement Division<br><br>2d: City Homelessness Coordinator, Human Services Committee | City staff time to accomplish goals and actions | 2a: Year 1, ongoing<br><br>2b: Year 1<br><br>2c: 6 months<br><br>2d: Year 1 |

| Goal 3: Expand Employment Opportunities in the City | | | | |
|---|---|---|---|---|
| **Action 3a: Partner with the County of Los Angeles to employ CalWORKS subsidized employment program participants in city assignments.** | | | | |
| **Action 3b: Designate a percentage of city assignments for those who are homeless or formerly homeless.** | | | | |
| **Action 3c: Encourage the Chamber of Commerce and local businesses to participate in the CalWORKS program.** | | | | |
| **Action 3d: Identify partners to develop a peer-to-peer outreach program for formerly homeless individuals.** | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 3a: None<br><br>3b: Update city employment protocols to include targeted recruitment and hiring of homeless and formerly homeless individuals.<br><br>3c: None<br><br>3d: None | 3a: Percentage of participants placed annually into city hiring opportunities designated for participants in the CalWORKS program (administered by the County of Los Angeles)<br><br>3b: Percentage of participants placed annually into city hiring opportunities designated for homeless and formerly homeless people<br><br>3c: Annual increase in the number of local businesses employing homeless and formerly homeless people through the CalWORKS program (administered by the County of Los Angeles)<br><br>3d: Potential City/County and service provider partnerships identified by month 3; outreach program guidelines developed by month 9; outreach program initiated by end of Year 1 | 3a: Human Resources Department<br><br>3b: Human Resources Department<br><br>3c: City Homelessness Coordinator<br><br>3d: City Homelessness Coordinator, Human Services Committee | City staff time to accomplish goals and actions<br><br>Wages for participants placed into city assignments | Year 1, ongoing |

**Goal 4: Create Shelter Options in the City**

**Action 4a: Encourage local faith-based community participation in rotating winter shelter model.**

- Identify funding sources as annual contribution to shelter activities.
- Connect interested faith-based communities to shelter/service providers.

**Action 4b: Establish a safe parking program that will provide a safe place for those living in their vehicles to stay overnight and get connected to services.**

- Identify publicly owned land suitable for establishing a safe parking program.
- Explore options for onsite mobile showers and mobile health unit.
- Link safe parking program to Coordinated Entry System (CES).

**Action 4c: Explore creation of a year-round shelter in the city.**

- Assess number of shelter beds needed.
- Identify potential shelter sites and development partners to assess feasibility of shelter development.
- Pursue County Homeless Initiative funding for acquisition/rehabilitation of site (Strategy E8) and for shelter beds (B7).
- Identify onsite service linkages, including:
  - Office space for homeless case managers and/or Family Solutions Centers personnel
  - VI-SPDAT assessment and CES access point
  - Medical and mental health services
  - Storage facility
  - Workforce development, job placement
  - Drop-in center for homeless or at-risk transition-age youth
  - Prevention resources for those at risk of homelessness (e.g., referrals, resources guide)
  - Transportation vouchers for access to offsite services

| Associated Policy Changes | Goal Measurement | Goal Ownership | Leveraged City Resources | Timeline |
|---|---|---|---|---|
| 4a-4c: None | 4a: Faith-based community partners identified within 6 months; funding sources secured in Year 1<br><br>4b: Site list developed, feasibility assessed in 6 months; funding sources secured by end of Year 1; service provider, CES partnerships in Year 1<br><br>4c: Site feasibility assessed in 3 months; development partners identified in 6 months; decision to pursue shelter development and funding sources made by end of month 6; funding applications approved | 4a: City Homelessness Coordinator, Human Services Committee<br><br>4b: Community Development Department, Planning Division<br><br>4c: Community Development Department, Planning and Code Enforcement Divisions | City staff time to accomplish goals and actions<br><br>General Fund | 4a: Year 1<br><br>4b: Year 1<br><br>4c: Years 1-2 |

**Goal 5: Create New Affordable/Supportive Housing Options in the City**

**Action 5a: Strengthen policies that facilitate development of affordable and supportive housing. Explore feasibility of developing or expanding:**

- Incentive zoning policies (e.g., density bonus)
- Housing overlay zoning
- Development agreements
- Accessory dwelling unit (ADU) program (allows development of additional unit on R1 lots within certain parameters)

**Action 5b: Identify blighted or underutilized sites for affordable/supportive housing development.**

- Generate list of all public and private underutilized properties within the city that are potentially suitable for housing development.
- Engage affordable housing developers and property owners when applicable to discuss development opportunities.
- If decision is made to pursue supportive housing development, apply for Measure H funding for case management and services.

**Action 5c: Explore creation of rapid rehousing program with local homeless preference.**

- Define target number of rapid rehousing units using local data from the Coordinated Entry System.
- Identify funding sources (e.g., reallocating existing funding, pursuing new sources) to meet city contribution required for accessing Measure H rapid rehousing funds and for landlord incentives.
- Partner with Coordinated Entry System lead agencies to site local access point to enhance services coordination.
- Distribute educational materials and facilitate landlord engagement to promote program participation.

| Associated Policy Changes | Goal Measurement | Goal Ownership | Leveraged City Resources | Timeline |
|---|---|---|---|---|
| 5a: Explore policy development related to incentive zoning, housing overlay zoning, development agreements, and accessory dwelling units<br><br>5b-5c: None | 5a: Policy drafts completed by end of Year 1, implemented in Year 2<br><br>5b: Sites identified and vetted, engagement of property owners and potential developers in Years 1 and 2<br><br>5c: Define target number of units and identify funding sources, location of CES access point by month 6; if program is feasible, design and implement program within the city in Years 1-2 | 5a: Community Development Department<br><br>5b: Community Development Department<br><br>5c: Community Development Department, City Homelessness Coordinator | 5a: City staff time to accomplish goals and actions<br><br>5b: City staff time, potential city-owned property<br><br>5c: $500/month per homeless family/individual for up to nine months; potential funding for landlord incentive payments | Years 1-2 |

| Goal 6: Coordinate with Regional Partners on Homelessness Plan Implementation | | | | |
|---|---|---|---|---|
| **Action 6a: Participate in regional coordination activities with the San Gabriel Valley Council of Governments and partnering cities.** | | | | |
| **Action 6b: Coordinate implementation activities with LAHSA and the County Homeless Initiative team.**<br>• Activities include homelessness prevention, siting supportive housing, and coordinating with CES leads. | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| 6a-6b: None | 6a: Regular attendance at meetings, participation in activities related to regional coordination of homelessness plan implementation<br><br>6b: Ongoing participation in County Homeless Initiative collaboration opportunities, as identified | 6a-6b: City Homelessness Coordinator | City staff time to accomplish goals and actions | Year 1, ongoing |

## 5. Identify City employees or other staff who will lead implementation of the plan.

**Table 1: Primary Contact for Plan Implementation**

| Name & Position | Address & Email | Phone | % of Time |
|---|---|---|---|
| Rachel Barbosa,<br>Deputy City Manager | City of South El Monte<br>1415 Santa Anita Ave.<br>South El Monte, CA 91733<br>rbarbosa@soelmonte.org | (626) 579-6540 x3211 | 25% |

## 6. Describe the City's participation or plans to participate in any new or ongoing collaborative efforts, within the City and/or with other cities and/or in the Service Planning Area.

The City and its partners are currently providing and participating in the following activities:

- Collaborating with the San Gabriel Valley Council of Governments to address regional issues related to homelessness.
- Providing various trainings for first responders, staff, and the community.
- The Department of Public Safety responds to complaints and conducts homelessness outreach and enforcement as needed.
- The Code Enforcement Division responds to homelessness-related complaints regarding private property.

- The City Library and the Senior Center provide information and referrals to homeless individuals and families as needed.
- The Department of Public Works conducts cleanups twice per month for city-owned land and twice per week at transit stops.
- Links through Volunteers of America and Union Station to the Los Angeles County coordinated entry system (CES).
- Outreach and engagement through the Sheriff's Department, including the Temple City station, the COPS (Community Oriented Policing Services) team, and the Parks Bureau.
- Service links for families experiencing or at risk of homelessness through the Valle Lindo, Mountain View, and El Monte school districts.

**7. Review specific County Homeless Initiative Strategies from the table below and consider how the City could collaborate and align planning efforts to achieve mutual goals.**

**Table 2: City Planning Activities tied to County Homeless Initiative Strategies**

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☒ | ☒ | A1. Homeless Prevention for families |
| | ☒ | ☒ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | ☐ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☐ | ☐ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☐ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☒ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☐ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☒ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families |
| | ☒ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| | ☐ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☐ | ☐ | C7. Subsidize Employment for Homeless Adults |
| | **Plan to participate** | **Currently participating** | **County Homeless Initiative Strategies** |
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☒ | ☐ | D5. Support for Homeless Case Managers |
| | ☐ | ☐ | D6. Criminal Record Clearing Project |
| | ☒ | ☐ | D7. Provide Services for Permanent Supportive Housing |

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **E – Create a Coordinated System** | ☒ | ☐ | E4. First Responders Training |
| | ☐ | ☐ | E5. Decriminalization Policy |
| | ☒ | ☐ | E6. Expand Countywide Outreach System |
| | ☒ | ☐ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☒ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☐ | ☐ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☒ | ☐ | E14. Enhance Services for Transition Age Youth |
| **F – Increase Affordable/ Homeless Housing** | ☒ | ☒ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |
| | ☒ | ☒ | F4. Development of Second Dwelling Units Program |
| | ☒ | ☒ | F5. Incentive Zoning/Value Capture Strategies |
| | ☒ | ☐ | F6. Using Public Land for Homeless Housing |
| | ☒ | ☒ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☐ | ☐ | F7. Housing Innovation Fund (One-time) |

# City of South Pasadena Plan to Prevent and Combat Homelessness

(2018 - 2021)

Prepared by:

LESAR DEVELOPMENT CONSULTANTS

In collaboration with:

SGVCOG

The Los Angeles County HOMELESS INITIATIVE
REAL HELP. LASTING CHANGE.

## About the City of South Pasadena Plan to Prevent and Combat Homelessness

In October 2017, the County of Los Angeles (County) and the United Way of Greater Los Angeles' Home for Good Funders Collaborative awarded a planning grant to City of South Pasadena (City) to draft a Plan to Prevent and Combat Homelessness (Plan). In late 2017, the City approved an agreement with LeSar Development Consultants (LDC) to assist with the development of the Plan.

The LDC team and the City staff organized three input session meetings and conducted various interviews to solicit feedback and develop strategies to solve the City's homelessness problem. The meetings also focused on ways to improve the quality of life for residents, neighborhoods, and the business community. LDC facilitated the meetings and collected the pertinent information for the development of the homeless plan. LDC also interviewed key stakeholders from the City Departments. The information gathered at the input sessions and interviews helped formulate the goals and strategies for inclusion of the plan and best reflect the priorities and needs that align with the Homeless Initiative strategies adopted by the County Board of Supervisors and funded by Measure H.

The City staff and the LDC team presented the Plan to the City Council on June 20, 2018. The City Council unanimously adopted the Plan by all Councilmembers including:

Mayor Richard D. Schneider, M.D.

Mayor Pro Tem Marina Khubesrian, M.D.

Councilmember Michael A. Cacciotti

Councilmember Robert S. Joe

Councilmember Diana Mahmud

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# Purpose of the Plan

Cities have played a vital role in addressing homelessness since the inception of the Los Angeles County Homeless Initiative. In October 2017, the County Homeless Initiative and the United Way of Greater Los Angeles' Home for Good Funders Collaborative granted Phase 1 funding to cities, including the City of South Pasadena (City), to develop a Homelessness Plan that will serve as a road map for the city's participation in preventing and combating homelessness over the course of three (3) years (2018 – 2021). Specifically, the Plan aims to achieve the following overarching goals to address homelessness:

- Reduce the impact of homelessness within the City
- Align City resources with County investments
- Improve quality of life for all residents

This Plan will also position the City to become eligible to apply for the County Homeless Initiative Phase 2 funding for the implementation of the Plan.

**Regional Efforts**

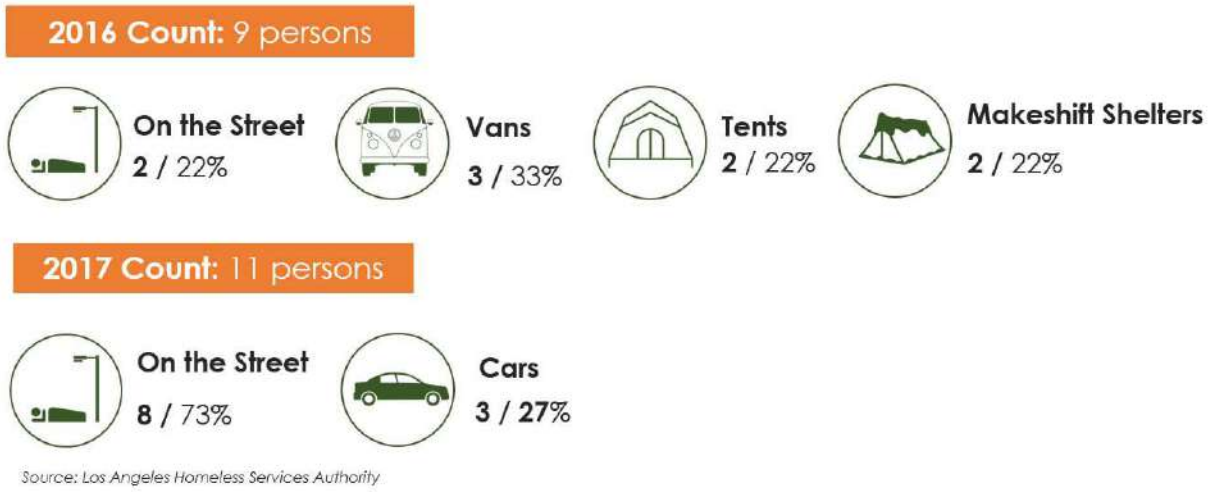
The City is committed to working with the local community, neighboring cities, public agencies, and regional bodies to develop strategies that will equitably distribute homeless housing and services across the San Gabriel Valley according to need. The San Gabriel Valley Council of Government (SGVCOG) is working closely with its member cities in the development of their Homelessness Plans, which are specifically tailored to meet their local needs. Collectively, the cities' Homelessness Plans will inform the SGVCOG of potential subregional strategies for the cities to implement in an effort to combat and prevent homelessness across San Gabriel Valley.

In May 2018, the SGVCOG Homeless Coordinator began facilitating meetings with a cohort of cities that share common homelessness goals based on their draft Homelessness Plans. SGVCOG is also establishing subregional workgroups, which include convening cities along the Metro Gold Line and the riverbed. After the cities submit their Homelessness Plans to the County, SGVCOG will convene a Subregional Post-Plan Summit in August 2018 to share the plans and continue engaging with the cities in subregional coordination. SGVCOG will also take part in assisting the cities in implementing their Homelessness Plans.

## Homelessness in South Pasadena

According to the Los Angeles Homeless Services Authority (LAHSA), approximately 57,794 persons within the Los Angeles County (County) experienced homelessness on any given night in 2017—an increase by 23% from 2016. The City experienced a slight increase in its homeless population from 2016 to 2017. In 2017, LAHSA identified 11 unsheltered people experiencing homelessness in the City—an increase from 9 persons in 2016 (see **Figure 1**). In 2016, the homeless individuals identified lived in vans, tents, makeshift shelters, and out on the street. In 2017, most of the homeless individuals identified lived out on the street.

**Figure 1: Homelessness in the City of South Pasadena**




Data limitations do not permit detailed information about who is experiencing homelessness in South Pasadena. However, demographic data is available at the Service Planning Area (SPA) level. The following provides a snapshot of who was experiencing homelessness in SPA 3 – San Gabriel Valley in 2017, which includes South Pasadena and surrounding cities.[1]

- **General demographics of homeless individuals in San Gabriel Valley**
    - 67% (2,373 persons) were unsheltered and living outside while 33% (1,179 persons) were in some form of temporary shelter accommodations – accounting for 6% of Los Angeles' total homeless population
    - 76% of people were single adults, 18% were families, and 6% were unaccompanied youth and young adults
    - 28% were female, 72% were male, 0.4% were transgender, and 0.2% did not identify with a gender
    - 50% were Hispanic/Latino, 24% were White, 18% were African American, 5% were American Indian, 2% were Asian, and 1% identified as other
    - 5% were age 62 and up, 17% between the ages of 55-61, 60% between the ages of 25-54, 7% between the ages of 18-24, and 11% were under the age of 18

[1] LA County is divided into 8 areas for service coordination purposes. Service Planning Area 3 serves the communities of Alhambra, Altadena, Arcadia, Azusa, Baldwin Park, Claremont, Covina, Diamond Bar, Duarte, El Monte, Glendora, Irwindale, Monrovia, Monterey Park, Pasadena, Pomona, San Dimas, San Gabriel, San Marino, Temple City, Walnut, West Covina, and others.

- 6% were identified as United States Veterans

- **Other vulnerability indicators of homeless individuals in San Gabriel Valley**
  - 30% were considered chronically homeless, meaning that they have lengthy or repeated histories of homelessness along with a long-term disability such as mental illness, substance abuse disorder, or a physical health problem
  - 28% suffered from mental illness, 17% had a substance use disorder, and 2% had HIV/AIDS
  - 27% have experienced domestic/intimate partner violence in their lifetime

In addition to the LAHSA homeless count data and regional demographics, it is useful to examine city-level data from the regional Coordinated Entry System (CES) [2]. This provides an enhanced view of those experiencing homelessness and their challenges, as well as their needs using responses to the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) assessment and other indicators of a person's overall health and wellbeing.[3] According to the data and responses collected between July 2016 and November 2017 in South Pasadena, 15 homeless individuals reported the following information:

- **General demographics of homeless individuals in South Pasadena**
  - Most individuals were identified as 41-55 years of age (40%), followed by 25-40 years of age (33%) and 56 years and over (27%)
  - Most individuals were identified as White (53%), followed by Black or African American (33%) and multiple races (7%). 7% chose not to self-identify
  - 73% of the individuals were male, while 27% were female

- **Other vulnerability indicators of homeless individuals in South Pasadena**
  - 40% of the individuals reported chronic health issues with liver, kidneys, stomach, lungs, or the heart
  - 20% reported a mental health issue or concern
  - 7% reported substance abuse as a difficult challenge in obtaining housing or affording housing

As shown in **Figure 2**, nearly 60% of homeless individuals from the data assessment reported being in their own home less than 12 months ago, indicating that most of these individuals fell into homelessness recently. Approximately 60% of the individuals reported riding in an ambulance at least once in the last 6 months, possibly due to issues related to health or substance abuse.

The VI-SPDAT assessment produces an acuity score, which can help identify an appropriate housing intervention for someone experiencing homelessness. As shown in **Figure 3**, most of the City's residents could benefit from rapid re-housing (69%) and supportive housing services (28%).[4] Only 18% were identified as able to find housing on their own.

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[2] The Coordinated Entry System (CES) is a regional database that streamlines housing placement and service provision and prioritizes those who are most vulnerable. This Homeless Plan incorporates data from the adult singles database.

[3] For the purpose of this plan, the data have been de-identified to protect confidentiality.

[4] Rapid re-housing is an intervention that rapidly connects individuals and families to permanent housing with short-term rental assistance and services. Supportive services combine housing with services that may include mental health and health services, drug and alcohol treatment, and education and job training.

**Figure 2: Coordinated Entry System Assessment**

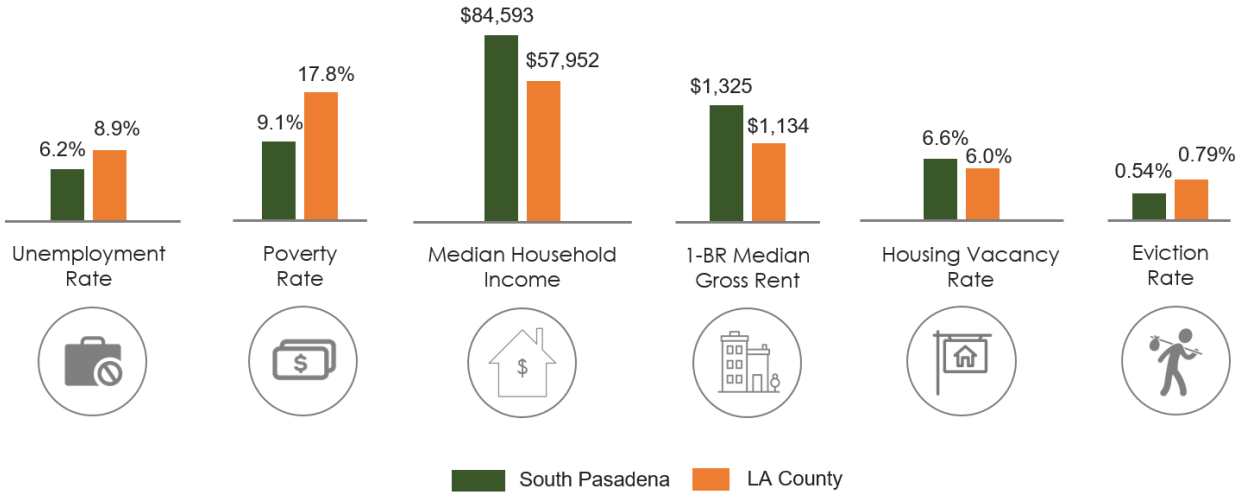
**Figure 3: Recommended Housing Intervention**

Source: SPA 3 CES Assessment Data

Finally, local data on economic and housing trends serve as good indicators of future homelessness trends because they suggest areas in which some residents may be at risk of falling into homelessness. Additionally, LAHSA reported that some of the key contributing factors to homelessness included the rising costs in rent, limited housing availability, and flat or declining income.

As shown in **Figure 4**, South Pasadena experiences a lower poverty and unemployment rate, as well as has a higher household median income, compared to the County. The City also experiences a higher gross rent compared to the County, which may be a barrier for some individuals accessing affordable housing in the area.

**Figure 4: South Pasadena vs. LA County Selected Demographics (2016)**




*Sources: U.S. Census Bureau (2012-2016 American Community Survey 5-Year Estimates), evictionlab.org*

The following outlines the current activities dedicated to individuals and families experiencing homelessness and those facing housing instability within the City:

## City of South Pasadena

- **South Pasadena Police Department**
  - The City's Police Department established a Homeless Outreach Program (HOPE), which provides direct outreach to homeless individuals.
  - According to Sgt. Shannon Robledo, approximately 20 percent of South Pasadena Police Department's dispatched calls are related to homelessness.
  - Reports of encampments have been seen in various areas within the City. The City established an ordinance that bans encampments in local parks and recreation areas. The Police Department notifies homeless individuals to clear encampments in unpermitted areas within 72 hours.

- **South Pasadena Fire Department**
  - The City's Fire Department also responds to calls related to homeless individuals. The Fire Department typically transports the individual to a nearby hospital to receive medical treatment. Because of the City's limited resources, if the City ambulance is being used to transport a homeless individual to the hospital, the entire city must then depend on a neighboring cities' ambulance if there is an additional emergency. This limitation can increase the emergency response time within the community.

**Figure 5: South Pasadena Police Department Homeless Outreach Program Field Work**

*(Source: South Pasadena Police Department)*

- **Public Works Department**
  - The City's Public Works Department responds to requests to remove and clean up abandoned homeless encampments.

- **Community Services Department**
  - The Community Services Department Senior Citizens Center published the brochure "Services for Homeless and Adults in Need" to help those who are without shelter, food, medical care, and other resources.
  - The Senior Citizens Center also provides transit passes, and in some cases other services, to homeless individuals who are 55 years of age or older.

**<u>Community Partners</u>**

- **Faith-Based Organizations**
  - Faith-based organizations within the City provide a variety of services including prepared meals, food pantry, clothing, hygiene kits, etc.
  - The Shower of Hope operates a mobile shower service from 11am-2pm on Wednesdays at the Holy Family St. Joseph Center (see **Figure 6**)

**Figure 6: Shower of Hope at the Holy Family Church St. Joseph Center**

*(Source: San Gabriel Valley Tribune)*

- ***Union Station Homeless Services***
    - In 2014, the United Way of Greater Los Angeles (United Way) selected Union Station Homeless Services as the Lead Agency to manage the efforts of homeless-related social services agencies throughout the SPA 3 - San Gabriel Valley.
    - Union Station Homeless Services prioritizes those experiencing homelessness in terms of need and tracks progress toward accessing services and housing.

**Figure 7: Councilmember Robert Joe and Sgt. Shannon Robledo Feeding the Homeless at Union Station Homeless Services**

*(Source: South Pasadena Police Department)*

## Homelessness Plan Process

The City coordinated a series of stakeholder input meetings and interdepartmental interviews over the course of six months with the assistance of LeSar Development Consultants (LDC), a consulting firm retained through a Home for Good Funders Collaborative planning grant. The input sessions educated stakeholders about best practices in addressing homelessness, current city efforts to prevent and combat homelessness, and solicited feedback about the challenges and opportunities related to addressing homelessness in the City.

The meetings engaged a broad network of stakeholders from public, private, and non-profit sectors, including city departments directly serving or impacted by homelessness, service providers, residents, and community and business leaders. The following section provides a summary of the three input sessions conducted by the City and LDC.

**<u>Input Session #1: Women Involved South Pasadena Political Action (WISPPA)</u>**

- Held on March 3, 2018
- Format of the input session included a presentation by LDC, followed by a panel discussion on homelessness and input from the community members
    - Panelists included Winnie Fong, LDC; Marlene Moore, Director of Community Services at Holy Family Church St. Joseph Center; Keith Hendriksen, Union Station Homeless Services; Karen Aceves, City of South Pasadena
- Attendees included WISPPA members and community members

**Figure 8: WISSPA Meeting and Panel Discussion on Homelessness**

*(Source: WISSPA)*

**Input Session #2: South Pasadena Chamber of Commerce**

- Held on March 14, 2018
- Format of the input session included a presentation by LDC, followed by input from attendees
- Attendees included the South Pasadena Chamber of Commerce, local businesses, Office of Congresswoman Judy Chu (CA-27), and the South Pasadena Christian Church

**Input Session #3: Lived Experience and Interdepartmental Interviews**

- Held on April 18, 2018
- Sgt. Robledo led a ride-along tour during midday, which included the LDC team and Jennifer Kim from the County Homeless Initiative
- The tour included stops at various locations throughout the City where encampments were present, as well as at the St. Joseph Center where our team interviewed homeless individuals and the volunteer staff
- Our team conducted interviews with the following City Departments: Public Library, Planning Department, Code Enforcement, Parks and Recreation, and Senior Services

**Figure 9: Lived Experienced Interview**

*(Source: South Pasadena Police Department)*

A list of challenges related to homelessness identified by the stakeholders is summarized in **Appendix A,** and a list of strategies identified by the stakeholders is summarized in **Appendix B**. The goals and actions set forth in this Plan incorporates the potential strategies identified by the City staff and stakeholders.

## Goals and Supporting Actions

Each goal in the following sections is outlined as required in the County's grant template, to access the resources currently available to address the challenge, identify opportunities for City and County collaboration, and present a plan to implement the identified strategies. Each goal includes the following information:

**Goal -** List a goal identified during the planning process. Is it tied to a County Homeless Initiative Strategy? If so, identify which strategy.

**Supporting Action -** Identify a specific supporting action(s) designed to support achievement of the City's goal. Each goal may have multiple contributing actions.

**Associated policy changes -** Describe specific policy changes for each identified strategy, where applicable. Administrative or other changes necessary to achieve the goal may also be identified. Identify how the policy change(s) will directly impact the City's ability to achieve the desired goal. Describe the intended process for enacting the policy change. List the stakeholders/partners needed to engage to enact the policy change.

**Goal Measurement -** What metrics will be used to track progress? What are the data sources? When will the measurement occur?

**Goal Ownership -** Who is responsible for directing implementation, management and measurement of the goal and its related actions?

**Leveraged City Resources -** What City resources will be deployed or leveraged in support of the goal?

**Timeline -** Detail a timeline of major tasks to achieve this goal.

The Plan includes five (5) identified goals to combat and prevent homelessness:

**Goal #1:** Coordinate with regional partners on homelessness plan implementation

**Goal #2:** Enhance current homelessness engagement activities

**Goal #3:** Continue providing community education and resources

**Goal #4**: Promote the development of affordable housing

**Goal #5**: Promote access to workforce development and employment

The following goals and actions to address homelessness in the City were derived from input by the City Council and staff, community members, and service providers, as well as identification of best practices and opportunities. If a goal is connected to a County Homeless Initiative strategy, that strategy is also identified.

## Goal 1: Coordinate with Regional Partners on Homelessness Plan Implementation

**Homeless Initiative Strategy Link(s):** E6, E7

### Action 1a

Establish the South Pasadena Homelessness Task Force to coordinate homeless-related activities and implement the Plan's goals and supporting actions (*E7: Strengthen the Coordinated Entry System)*

- Identify internal stakeholders from the City Departments to participate in the South Pasadena Homelessness Task Force, including, but limited to:
    - Police, Fire, City Manager, Public Works, Parks and Recreation, Senior Services, Library
- Identify external stakeholders and community partners from the community to work collaboratively with the City on the South Pasadena Homelessness Task Force, including, but not limited to:
    - Union Station Homeless Services, Hathaway-Sycamores, LAHSA, Faith-Based Organizations, Chamber of Commerce
- Task Force to convene monthly for the first six months, followed by quarterly convenings, or as needed

| | |
|---|---|
| **Measurement:** | • Development of Implementation Plan and Timeline |
| **Ownership:** | South Pasadena Homelessness Task Force |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | Year 1; ongoing |

### Action 1b

Participate in the forthcoming Metro Gold Line Homeless Workgroup convened by the San Gabriel Valley Council of Governments (SGVCOG) to develop a subregional strategy to address public safety concerns and strengthen the Coordinated Entry System along the Metro Gold Line in the San Gabriel Valley region *(E6: Expand Countywide Outreach System; E7: Strengthen the Coordinated Entry System)*

- Coordinate regularly with cities along the Metro Gold Line, such as Los Angeles, Pasadena, Monrovia, Sierra Madre, Arcadia, Duarte, Irwindale, and Azusa, as well as cities with planned new stations along the Gold Line extension

- Continue ongoing collaboration with Metro's Safety and Security Department and the Metro's Homeless Task Force to increase security along the Metro Gold Line
- Share information and data with Metro's County-City-Community (C3) team to strengthen the Coordinated Entry System along the Metro Gold Line
- Provide data and reports to Metro for the purpose of understanding the travel patterns of homeless individuals traveling along the Metro Gold Line

| | |
|---|---|
| **Measurement:** | • Participation and sharing of information and data on homeless individuals encountered along the Metro Gold Line |
| **Ownership:** | San Gabriel Valley Council of Government with participation from Metro and the South Pasadena Homelessness Task Force |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | Year 1; ongoing |

## Action 1c

Participate in the forthcoming Regional Riverbed Cities Workgroup convened by SGVCOG to develop a strategy to reduce homeless encampments along the riverbeds in the San Gabriel Valley region to address public health and public safety concerns in the community *(E6: Expand Countywide Outreach System; E7: Strengthen the Coordinated Entry System)*

- Coordinate regularly with the Los Angeles County Sheriff's Department and cities that share river frontage, such as Los Angeles and Pasadena
    - Identify "hotspot" locations for engagement
    - Identify and facilitate the relocation of encampment inhabitants into shelters or other housing
    - Learn best practices in addressing encampments located in the riverbeds
- Work with SGVCOG, in partnership with LAHSA and Union Station Homeless Services, to develop a joint outreach strategy with other cities to refer homeless individuals along the riverbed to housing and services
- South Pasadena to apply a similar outreach strategy to address homeless encampments located at the City's parks, public library, and businesses

| | |
|---|---|
| **Measurement:** | • Participation and sharing of information and data on homeless individuals encountered long the riverbed |
| **Ownership:** | San Gabriel Valley Council of Government with participation from the South Pasadena Homelessness Task Force and other cities |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |

| | |
|---|---|
| **Timeline** | Year 1; ongoing |

## Goal 2: Enhance Current Homelessness Engagement Activities

**Homeless Initiative Strategy Link(s):** D5, E4, E6, E7

### Action 2a

Ensure First Responders in South Pasadena participate in the County's First Responders Training and the Law Enforcement Homeless Outreach Services Team (HOST) Program[5] *(E4: First Responders Training)*

- Attend the County's First Responders Training as a prerequisite to participate in the Law Enforcement Homeless Outreach Services Team (HOST) Program
- Execute the Memorandum of Agreement (MOA) between the County of Los Angeles and other agencies in connection with the County Homeless Initiative[6]
- Develop and implement a protocol to submit documentation and invoices (e.g., number of hours of outreach conducted, number of homeless individuals contacted, types of services provided, etc.) of homeless outreach activities eligible for reimbursement, including making referrals to housing, rehabilitative services, and support, as well as the activities related to Action 2b and Action 2c

| | |
|---|---|
| **Measurement:** | • Number of first responders trained<br>• MOA executed with the LA County and other agencies<br>• Staff trained in the use of the Coordinated Entry System<br>• |
| **Ownership:** | South Pasadena Police Department, South Pasadena Fire Department |
| **Leveraged City Resources:** | Staff time to attend training |
| **Associated Policy Changes:** | Update the Police Department protocol to facilitate the recommendations from the First Responders training, if necessary |
| **Timeline** | Year 1; ongoing |

[5] The mission of the HOST program is to work collaboratively with public and private partners to assist homeless individuals and address problems associated with encampments. The objective of the HOST Program will be met by law enforcement HOST teams, working in collaboration with outreach teams, consisting of subject matter experts, housing, mental health and recovery case managers and service providers, to get homeless individuals the services they need.

[6] The Memorandum of Agreement (MOA) shall be executed between the County by and through the Los Angeles County Sheriff's Department (LASD) and the Chief Executive Office (CEO), the Los Angeles County Policy Chiefs' Association (LACPCA), and the City of Pomona, which serves as the fiscal agent for LACPCA.

## Action 2b

Coordinate with LAHSA to assign and schedule an outreach worker to accompany the South Pasadena Police Department (SPPD) on an ongoing basis *(D5: Support for Homeless Case Managers, E6: Expand Countywide Outreach System)*

- Coordinate with LAHSA to assign an outreach worker to accompany SPPD to visit and connect homeless individuals to services, including the following:
  - During scheduled lunch and mobile shower services at the Holy Family Church St. Joseph Center
  - Before/during scheduled homeless encampment cleanup protocols
  - During scheduled visits to the Public Library

| | |
|---|---|
| **Measurement:** | • Submit request and coordinate for outreach worker from LAHSA to accompany members of the Homelessness Task Force on an ongoing basis. |
| **Ownership:** | South Pasadena Homelessness Task Force |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | Year 1; ongoing |

## Action 2c

Formalize a partnership with Union Station Homeless Services and Hathaway-Sycamores to develop a Coordinated Entry System linkage protocol to refer homeless individuals to housing services *(D5: Support for Homeless Case Managers, E7: Strengthen the Coordinated Entry System)*

- Explore grant funding opportunities, such as the County's Homelessness Plan Implementation funding, to further engagement with Union Station Homeless Services and Hathaway-Sycamores through a service contract agreement

| | |
|---|---|
| **Measurement:** | • Apply for grant funding opportunities |
| **Ownership:** | South Pasadena Homelessness Task Force |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | Year 1; ongoing |

## Action 2d

Continue to participate in the LAHSA Greater Los Angeles Homeless Count

- Encourage community members to volunteer for the annual Greater Los Angeles Homeless Count to increase engagement between leaders, residents, and stakeholders, as well as to ensure an accurate count of homeless individuals

| | |
|---|---|
| **Measurement:** | • Number of volunteers |
| **Ownership:** | South Pasadena Homelessness Task Force |
| **Leveraged City Resources:** | City Staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | Ongoing |

## Goal 3: Provide Community Education and Resources

**Homeless Initiative Strategy Link(s):** B4

### Action 3a

South Pasadena Homelessness Task Force to develop a unified strategy for community education on homelessness, such as the following:

- Coordinate with the South Pasadena Unified School District
  - For example, provide education on the myths of homelessness and/or identify potential volunteer opportunities that contribute to resolving homelessness
- Coordinate with SPPD to conduct a workshop with the South Pasadena Chamber of Commerce and local businesses on the following:
  - Overview of SPPD's homeless outreach efforts
  - Gain an understanding on enforceable and unenforceable activities related to public space and businesses
  - How to approach an individual experiencing homelessness
  - How to provide appropriate referrals to homeless individuals
  - Provide resources to local community organizations and services working directly with homeless individuals

| | |
|---|---|
| **Measurement:** | • Identified vision and strategy for community education<br>• Number of community education activities |
| **Ownership:** | South Pasadena Homelessness Task Force |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | Year 1-2 with ongoing updates |

## Action 3b

Enhance the existing 'South Pasadena Homeless and Adults in Need' resources guide (See Appendix C)

- Update the information in the existing "City of South Pasadena Services for Homeless and Adults in Need" resources guide
    - Work with community partners, faith-based organizations, and service providers to update the resource guide with a list of services and facilities related to combatting and preventing homelessness
    - Establish ongoing updates to the resource guide
    - Distribute the resources guide and make it available at public sites, including the City Hall, public library, and the Senior Citizens Center
    - Post a printable version to be accessible online for local community members, organizations, and businesses to print and distribute
    - Conduct a workshop to educate community members about the resources and services featured in the resources guide

| | |
|---|---|
| **Measurement:** | • Completion of the updated resources guide<br>• Host Community Workshop |
| **Ownership:** | South Pasadena Homelessness Task Force |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | Year 1; ongoing updates |

## Action 3c

Engage with landlords to participate in the County Homeless Incentive Program *(B4: Facilitate Utilization of Federal Housing Subsidies)*

- Provide and display materials (e.g., City website, local paper, etc.) to encourage landlords to participate in the following programs
    - Homeless Incentive Program (HIP)
        - Housing Authority of the County of Los Angeles
    - Flexible Housing Subsidy Pool/Housing for Health
        - LA County Department of Health Services and Brilliant Corners
- Identify potential community meetings to host workshops to educate landlords about the programs (e.g., congregations, landlord associations, etc.)
    - Partner with Union Station Homeless Services to conduct the workshops
    - Identify partnerships with neighboring cities and the County to host a Landlord Outreach Event for the Homeless Incentive Program

| | |
|---|---|
| **Measurement:** | • Number of community meetings hosted |
| **Ownership:** | South Pasadena Homelessness Task Force |

| | |
|---|---|
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | Year 2, ongoing |

## Action 3d

Collaborate with the United Way's Everyone In campaign to end homelessness

- Participate in upcoming community events in collaboration with the City of Pasadena and other cities
- Adopt consistent messaging on homelessness
- Identify local success stories to be included in the United Way's campaign

| | |
|---|---|
| **Measurement:** | • Participation in the upcoming community event |
| **Ownership:** | South Pasadena Homelessness Task Force |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | Year 1, ongoing |

## Goal 4: Promote the Development of Affordable Housing

**Homeless Initiative Strategy Link(s):** F5, F6

### Action 4a

Strengthen existing and pursue potential land use policies to encourage the development of affordable housing

- Update ordinance to encourage and facilitate the ease of building Accessory Dwelling Units (ADU)
- Continue to pursue an inclusionary zoning program

| | |
|---|---|
| **Measurement:** | • Update ADU ordinance<br>• Establish an inclusionary zoning program |
| **Ownership:** | City Planning and Building Department |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | Potential changes to the existing ADU program and establishment of an inclusionary housing program |
| **Timeline** | Years 1-2 |

### Action 4b

Continue to engage in discussion with public entities in exploring options to partner with a non-profit housing organization to build affordable housing on Caltrans State Route 710 surplus properties *(F6: Using Public Land for Homeless Housing)*

| | |
|---|---|
| **Measurement:** | • Engagement with Caltrans, public entities, and non-profit housing organization<br>• Determine the feasibility of developing housing on the Caltrans property |
| **Ownership:** | Caltrans, in collaboration with the City of South Pasadena, other public entities, and non-profit housing organization |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | Years 1-3 |

## Goal 5: Promote Access to Workforce Development and Employment

**Homeless Initiative Strategy Link(s):** C1

### Action 5a

Continue to explore increased participation with the Foothill Workforce Development Board (FWDB) to provide homeless individuals or individuals at risk of homelessness with access to job training and employment programs

- Pursue potential partnerships with FWDB and other entities
- Explore funding opportunities, such as the CalWORKs Subsidized Employment Program for Homeless Families administered by the County

| | |
|---|---|
| **Measurement:** | • Established partnerships<br>• Explored funding opportunities |
| **Ownership:** | South Pasadena Homelessness Task Force |
| **Leveraged City Resources:** | City staff time |
| **Associated Policy Changes:** | No associated policy changes |
| **Timeline** | Year 1-3 |

# Appendix A - Stakeholder Input Sessions: Summary of Identified Challenges

**Staff of City Departments**

Housing-Related

- Generally, rent is on the rise in the City and the greater subregion
- Families live in substandard housing because do not want to risk losing it, want children to remain in the school district
- Vacancies in city – some have been used for squatting (but are not dilapidated, often second homes etc.)

Services-Related

- Most homeless individuals refuse services/assistance
- Increase in homeless visitors to the Library, Senior Center, and other places during cold winter months or hot summer months
- City Staff not always fully trained to interact with individuals or to refer them to appropriate services – even if briefly trained, they are not at a comfort level of a certified case worker or mental health worker
- Some residents complaining about services offered in their neighborhood
- No social worker at Senior Center this year (usually have USC MSW student)

Public Safety/Quality of Life

- Homelessness can put stress on/eliminate City resources
    - E.g. limited number of police officers, only 1 ambulance for city – sometimes other cities' departments have to be dispatched if South Pasadena's is not available due to responding to homelessness-related incident
- Those experiencing homelessness who are causing the most issues in community are usually just passing through via the riverbed or the Gold Line train
- Library serves variety of homeless individuals
    - Most people experiencing homelessness in the library follow the Code of Conduct and keep to themselves, but some cause disruptions (~1-3x/month); those who have been the most threatening have privileges revoked or even restraining orders
    - Sometimes makeshift beds, cardboard, food/drink on balconies at Library
    - Individuals have used restrooms to bathe
    - Some customers lack understanding/knowledge and complain about homeless customers utilizing library and resources

**Chamber of Commerce/Business Community**

- Very few resources at night for people seeking assistance
- Businesses/buildings near the Gold Line station have the most traffic
- Any cleanups along the riverbed in other cities cause more people to travel to or through South Pasadena
- People sleeping around businesses at night

- Most businesses care about helping people experiencing homelessness, even if they are sleeping around buildings or disrupting business – they do not know how to help or know where to refer people to; fear, misunderstanding
- Many businesses are small businesses, which make it difficult to hire or prioritize hiring homeless individuals

**General Public/WISPPA**

- Elderly residents who have fixed-income – issues staying in homes (due to money or health), waitlists for affordable housing have been up to 8 years or more, etc.
- Residents are generally supportive of more affordable housing, so how can they assist in moving it forward?
- Union Station will have 40 HACoLA vouchers released in the next 6 months, but do not have enough units to house people in
- Overall increases in rental costs, tearing down low-income housing, etc. are an issue
- Ensuring people experiencing homelessness can maintain their mode of transportation, e.g. many utilize bikes, often in need of repair
- Very little space and resources for people experiencing homelessness in the library, challenge for staff to coordinate everyone's needs – they are being taken away from their regular duties as librarians, some residents feel unsafe
- Residents who want to help but don't know what to do – what are resources?
- Making sure vulnerable populations are taken into account – homeless students, veterans, food insecure students and families etc.
- Concern about how much Measure H money is going to services versus prevention and constructing housing
- Concern over landlords, real estate developers, and building owners who are looking to profit and are increasing rents in the area that are unattainable to an ordinary family or individual – what is their role? What is their impact mitigation?
- Stigmas surrounding homelessness still exist, NIMBYism is a roadblock to added housing in the area – crisis, bridge, and affordable
- Concern about why individuals are legally allowed to live/sleep in their vehicles

## MEDICAL CONTINUED

LAC/USC Medical Center
(24 hour physical/mental health emergency)
1983 Marengo Street
Los Angeles, CA 90033
(323) 4 0 9—7 0 8 5

## MENTAL HEALTH

Pasadena Mental Health
1495 North Lake Avenue
Pasadena, CA 91104
(626) 7 9 8—0 9 0 7

LA Mental Health Access Center
24 hours hotline
(800) 8 5 4—7 7 7 1

Friendship Line for Elderly
(800) 9 7 1—0 0 1 6

## FINANCIAL ASSISTANCE

Department of Public Social Services
955 North Lake Avenue
Pasadena , Ca 91104
(626) 7 9 1—6 3 0 2
www.dpssbenefits.lacounty.gov
Customer service:
(866) 6 1 3—3 3 3 7

Social Security Administration
104 North Mentor Avenue
Pasadena, CA 91106
(800) 7 7 2—1 2 1 3
www.socialsecurity.gov

Employment Development Department
1207 East Green Street
Pasadena, CA 91106
(626) 3 0 4—7 9 2 2

## LEGAL ASSISTANCE

Legal Aid Foundation of LA
5228 Whittier Blvd
Los Angeles, CA 90022
(800) 3 9 9—4 5 2 9
www.LAFLA.org

Neighborhood Legal
Pasadena Self Help Center
Courthouse
300 East Walnut Street , Room 300
Pasadena, CA 91101
(800) 4 3 3—6 2 7 1

Bet Tzedek Legal Services
3250 Wilshire Blvd., 13th Floor
Los Angeles, CA 90010
(323) 9 3 9—0 5 0 6

## HOTLINES

Suicide Prevention
(877) 7 2 7 - 4 7 4 7

National Suicide Prevention
(800) 2 7 3—T A L K

Alcoholics Anonymous
(626) 9 1 4—1 8 6 1

Narcotics Anonymous
(626)584-6910

Los Angeles County Elder Abuse Hotline
(877) 4 7 7—3 6 4 6

Los Angeles Resource Center
Call 2 1 1
www.211LA.org
(800) 3 3 9—6 9 9 3

Domestic Abuse Crisis Hotline
(213) 6 8 1—2 6 2 6

# Services for Homeless and Adults in Need

**Community Services Department**

**Senior Citizens' Center**

**1102 Oxley Street**

**South Pasadena, CA 91030**

**(626)403-7360**

This publication is intended to help those who are without shelter, food, medical care and other sources. A joint project between the City of South Pasadena Community Services Department and a volunteer.

## FOOD

**South Pasadena:**

Holy Family Church
St. Josephs Center,
154 Fremont Avenue, South Pasadena, 91030
(626) 4 0 3—6 1 4 0
Provide Food/Clothing Distribution Monday 9 am to 10:45 am. Homeless: brown bag lunch Monday through Friday 12 noon o 2 pm.

**Pasadena:**

Union Station
412 South Raymond Avenue
Pasadena, CA 91104
(626) 4 0 3—4 8 8 8
www.unionstationfoundation.org

Breakfast daily 9 am
Lunch daily 12 noon

All Saints Episcopal Church
132 North Euclid Avenue
Pasadena, CA 91101
(626) 7 9 6—1 1 7 2
Mondays 9 am to 3 pm

## SHELTERS

Union Station
412 South Raymond Avenue
Pasadena, CA 91104
(626) 4 0 3—4 8 8 8
www.unionstationfoundation.org

ASCENCIA
(emergency shelter)
437 Fernando Court
Glendale, CA 91204
(818) 2 4 6—7 9 0 0
www.achieveglendale.org

DOOR OF HOPE
(transitional shelter)
(626) 3 0 4—9 1 3 0
www.doorofhope.us

ECPAC/PASADENA BAD WEATHER SHELTER
539 North Lake Avenue
Pasadena, CA 91104
(888) 9 1 5—8 1 1 1
November to March 8 pm to 7 am

## TRANSPORTATION

Rail & Bus transit information
(626) 4 6 6—3 8 7 6
Rail: www.socaltransport.org
Bus: www.metro.net

DEPARTMENT OF MOTOR VEHICLES 49
South Rosemead Blvd
Pasadena, CA 91107
(800) 7 7 7 - 0 1 3 3
www.dmv.ca.gov

## MEDICAL/DENTAL

CHAP CLINICS
1800 North Lake Avenue
Pasadena, CA 91104

1855 North Fair Oaks Avenue
Pasadena, CA 91103

3160 East Del Mar Blvd
Pasadena, CA 91106

(626) 3 9 8—6 3 0 0
www.chapcare.org
Hours: Mon.—Fri 8 am to 5 pm
*needs doctor's referral for dental care

Bill Moore Community Health Clinic
1460 North Lake Avenue #107
Pasadena, CA 91104
(626) 3 9 8—3 7 9 6

Low Cost Dental
Public Health Department
1845 North Fair Oaks Avenue
Pasadena, CA 91104
(626) 7 4 4—6 0 0 5

AIDS Service Center
909 South Fair Oaks
Pasadena, CA 91105
(626) 4 4 1—8 4 9 5

# Appendix B - Stakeholder Input Sessions: Summary of Identified Strategies

**Staff of City Departments**

- Currently training library staff for interaction and referrals
- Taskforce of Homeless Committee for City to coordinate services/outreach
- Online information about homelessness – Library website, City website, Chamber
- Public Education campaign – resident resources, materials to utilize and refer people to
- Laundry services – while showers are offered on Wednesdays at Holy Family, people do not have anywhere to wash dirty clothes
- Social Worker in the Library/senior Center
- Parking permit program for nonprofits – continue City policy, make sure not disruptive if anyone chose to carry out safe parking lot program
- ADUs, Inclusionary housing (future exploration), 1:1 condo conversion replacement units
- Additional senior resources allocated for homeless individuals e.g. extra lunches each day reserved for homeless seniors

**Chamber/Business Community**

- Preventative measures/policies to keep people from falling into homelessness
- Outreach/education for businesses – half page resource, online info for business owners to know how to assist people experiencing homelessness, deal with any related issues that may come up
- Consider hiring homeless individuals who want assistance/an opportunity to work, potential at City too in Public Works etc.
- Partnership with Foothill Workforce Board, other workforce development organizations
- Consider funding sources for local business hiring of homeless/formerly-homeless
- Provide information about how businesses can keep their areas safe e.g. cameras, fences, cutting bushes down, enhancing lighting etc.

**General Public/WISPPA**

- Reframe homelessness as “houseless-ness” to de-stigmatize and give people the dignity they deserve, also align with Housing First
- Interest from public in Caltrans property to be leased to South Pasadena and Pasadena for housing
- Community committees/working groups to enhance strategies to prevent homelessness and help those at-risk
- Consider resource list for residents and greater community
- Volunteering: Holy Family donations, spending time with “friends” at Holy Family on Wednesdays, serve meals at Union Station
- Continue with training for Library staff, but consider including trained social worker
- Utilize Vroman’s Bookstore Gives Back program to give to Union Station or Hathaway Sycamores (youth services)

- Advocate and outreach to landlords to accept vouchers
- Better partnerships and coordination between agencies, City, developers, etc.

# CITY PLAN TO PREVENT AND COMBAT HOMELESSNESS
# CITY OF WEST COVINA

## 1. City and Plan Information

| Name of City | Period of Time Covered by Plan | Date of Plan Adoption |
|---|---|---|
| West Covina | July 1, 2018 - June 30, 2021 | Pending—scheduled for presentation to City Council 7/17/18 |

## 2. Why is the City working to develop and implement a homelessness plan?

Homelessness in Los Angeles County has surged in recent years, despite regional and local efforts to address the needs of people lacking a permanent residence. In addition to the immediate social, health, and safety concerns of this issue, cities across the County have also seen a pronounced impact on resources and infrastructure. According the Los Angeles Homeless Services Authority (LAHSA) annual Homeless Count, 277 people were experiencing homelessness in the City in 2018,[1] a 75% increase from the previous year. This continues the City's upward trend in homelessness numbers from the previous year.

Another trend that emerges with the recent Homeless Count is the disproportionally large increase in people living on the street: in the last year this number surged by more than 80%. There are also more people living in vehicles, tents, and makeshift shelters, but those numbers are going up at less extreme rates.

Coordinated Entry is a best practice model for allotting appropriate levels of service to persons experiencing homelessness and prioritizing them for limited resources. LAHSA oversees the regional Coordinated Entry System (CES) across Los Angeles County, which is divided into eight geographic subregions, known as Service Planning Areas (SPAs), for the purpose of targeting appropriate public health and homelessness-related services to these areas. Each SPA has a unique configuration of CES agencies tracking client data and administering services. In the San Gabriel Valley, which corresponds to SPA 3, the CES leads are: Union Station Homeless Services for adults and families; and Hathaway-Sycamore for youth.

Data from (CES) provides an enhanced view of those experiencing homelessness in West Covina and their needs. It does this using self-reported responses to the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) assessment and other indicators of a person's overall health and wellbeing.

West Covina's homeless population is split roughly into thirds by age. According to the most recent data available for this Plan, 33% were 25-40 years old, 30% were 41-55, and 33% were older than 55. Meanwhile, 64% were white, 20% were black or African American, and the remainder less than 5% Asian, American Indian, or Native Hawaiian or other Pacific Islander. 40% of individuals surveyed also identified as Hispanic or Latino. 41% identified as female, while 58% identified as male.[2]

[1] Based on unofficial numbers released to the City by LAHSA. These number have not been finalized as of 6/30/18.
[2] Los Angeles Homeless Services Authority. SPA 3 Assessments Data Set. November 2017.

The VI-SPDAT assessment produces an acuity score, which can help identify an appropriate housing intervention for someone experiencing homelessness. In LA County it is suggested that people experiencing homelessness who fall into the low-acuity scoring range of the assessment (0-3) should be able to find housing on their own, or self-resolve, those in the mid-acuity scoring range (4-11) are best served by Rapid Re-Housing programs (RRH), and high-acuity individuals (12+) generally need supportive housing.[3]

72% of assessed individuals who said they were from West Covina are in the mid-acuity range, meaning they would benefit from time-limited housing assistance, such as RRH. In addition, 18% of assessed individuals are high-acuity (12+) and would require long term housing assistance and supportive services, and 10% are low-acuity (0-3).[4]

Also important to note, is that 29% percent of individuals assessed reported mental health issues, and 32% reported chronic health issues related to the liver, kidneys, stomach, lungs, or heart. This underscores the complexity of the homelessness issue in the City. Homelessness can both cause and complicate treatment for a host of medical problems, including HIV/AIDs, alcohol and drug addiction, and mental illness. Efforts to work with medical facilities on discharge planning and care coordination can be difficult due to a range of complications, including competing priorities and data-sharing restrictions, however it is clear that regional healthcare providers and the City have a common purpose in their need to find housing for people experiencing homelessness.

The following demographic information provides a snapshot of who was experiencing homelessness in SPA 3 in 2017,[5] as well as countywide poverty indicators from the 2016 US Census, the most recent data available.

Out of a total 3,552 persons experiencing homelessness in the region:

- 28% had a mental illness, 17% had a substance use disorder, and 2% were living with HIV/AIDS
- 67% were unsheltered and living outside while 33% were in some form of temporary shelter accommodation
- 76% were single adults, 18% were families, and 6% were youth and young adults
- 28% were female, 72% were male, 0.4% were transgender, and 0.2% did not identify with a gender
- 50% were Hispanic/Latino, 24% were white, 18% were African American, 5% were American Indian, 2% were Asian, and 1% identified as other
- 5% were age 62 and up, 17% between the ages of 55-61, 60% between the ages of 25-54, 7% between the ages of 18-24, and 11% were under the age of 18

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[3] Los Angeles Homeless Services Authority. Draft CES Prioritization Policies. Available: https://www.lahsa.org/documents?id=1896-draft-ces-prioritization-policies.

[4] Los Angeles Homeless Services Authority. Coordinated Entry System Data Set. March 2018.

[5] Los Angeles Homeless Services Authority. Homeless Count 2017 SPA 3 Fact Sheet. Available: https://www.lahsa.org/documents?id=1718-homeless-count-2017-spa-3-fact-sheet.pdf.

- 6% were United States Veterans
- 30% were considered chronically homeless, meaning that they have lengthy or repeated histories of homelessness along with a long-term disability such as mental illness, substance use disorder, or a physical health problem
- 27% have experienced domestic/intimate partner violence in their lifetime

The increase in homelessness described above and its impact on West Covina's public safety resources, parks and public facilities, local businesses, and the general public (housed and unhoused) prompted the creation of this Homeless Plan. Its purpose is to:

- Improve efficiency and effectiveness in providing service to people experiencing homelessness
- Identify strengths and opportunities for collaboration with local and regional partners
- Develop resources and tools for City staff, including law enforcement, the public, business owners, and homeless service providers
- Learn about national and local best practices with the potential to improve the overall level of service offered in West Covina
- Prioritize resources in such a way as to create maximal impact on this issue at the local level

## 3. Describe your City's planning process

This Plan incorporates comments from attendees of City-organized input sessions targeted to various community stakeholders. These include the West Covina Police Department, members of the business, faith-based and homeless services provider community, and residents of West Covina, including some with lived experience of homelessness. As a part of each stakeholder input session, groups were asked to provide feedback on the challenges of homelessness within the City, as well as local knowledge of services and resources being used to address homelessness. This feedback was the basis for the goals and supporting actions in the Plan.

- Community Input Session
  - Attendees included police officers (including members of HOPE team), City staff, homeless services providers, members of the business community, members of faith-based organizations, City residents, and delegates from Los Angeles County
  - February 26, 2018

- Input Session for Service Providers
  - Attendees included staff from local homeless services providers, as well SGVCOG, West Covina Police Department, and other City staff
  - March 1, 2018

- Lived Experience Interviews
  - LDC conducted interviews with individuals experiencing homelessness in West Covina in order to better understand their challenges in obtaining housing
  - March 19, 2018

In addition, as part of the process of creating this Homeless Plan, the City conducted a cost analysis in order to better understand the cost of addressing homelessness within its jurisdiction. This analysis focused on the City's spending related to homelessness, which included estimates of unbudgeted staff time responding to homelessness or homelessness activities, as well as budgeted costs.

City staff provided costs related to homelessness for fiscal year 2017-2018, which included information on program activities, contracts to community providers, equipment, as well as staff costs. The latter were estimated using the City's Fully Burdened Hourly Rates by position.

Three departments were not able to identify any costs associated with homelessness and were not included in the analysis: City Clerk, Finance, and Human Resources. Two departments were able to identify activities staff engaged in responding to homelessness, but were unable to estimate the staffing time spent in these instances, and therefore were not included in the analysis: Administration (City Council & City Manager) and Planning.

The analysis determined that the City spends approximately $4.86 million annually on costs pertaining to homelessness. Of those costs, $1,014,160 (21%) were budgeted and spent directly on homeless services, while $3,848,860 (79%) were spent mitigating the impact of homelessness within the broader community and were not specifically budgeted on addressing homelessness.

**4. What are the goals of the City's plan and related actions? Review the example below, then respond to the prompts for your own City goals. Add sections for additional goals if needed.**

| **Goal 1: Educate the Community on Homelessness Best Practices and City's Homeless Plan (Homeless Initiative Strategy Link(s): None)** | | | | |
|---|---|---|---|---|
| **Action 1a:** Develop a community engagement and education strategy to ensure members of the business and faith-based communities, homeless services providers, and general public are informed on issues related to homelessness<br>• Identify standing meetings and public forums where City staff could present on homelessness issues | | | | |
| **Action 1b:** Educate the community on the concepts outlined in the West Covina Homelessness Toolkit and ensure that it is available to residents and businesses on the City of West Covina website | | | | |
| **Action 1c:** Partner with Los Angeles County and adopt messaging from the United Way's Everyone In Campaign, a regional effort to engage cities and the public in addressing homelessness | | | | |
| **Action 1d:** Encourage City staff, local homeless services providers, and the general public to participate in the LAHSA Homeless Count | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| No associated policy changes | 1a: Summary report<br>1b: Presentation of Toolkit and/or | Community Services Department; | City staff time; use of City website (1b | 1a: 3 months, ongoing<br>1b: 6 months |

| | | | | |
|---|---|---|---|---|
| | advertisement of it via website<br>1c: Adoption of Everyone In messaging<br>1d: Increased participation in 2019 count relative to 2018 | Police Department (1a only); City Council (1c only) | only) | 1c: 6 months<br>1d: 6 months |

| **Goal 2: Expand Existing Services and Align with Regional Coordinated Entry System (CES) (CES) (Homeless Initiative Strategy Link(s): A1, A5, B3, E6, E7)** | | | | |
|---|---|---|---|---|
| **Action 2a:** Work with CES lead agency to ensure that all individuals experiencing or at risk of homelessness in West Covina are assessed and entered in CES<br>• Consider hosting CES site office at City facility and contracting with CES lead to perform outreach, CES access, and case management services (see Goal 4)<br>• Ensure that service providers and other community partners understand process for making referrals to services available through regional CES, including Prevention, RRH, and Permanent Supportive Housing (*A1: Homeless Prevention Program for Families* and *A5: Homeless Prevention Program for Individuals, B3: Expand Rapid Re-Housing*)<br>• Identify City staff to participate regularly in regional CES case conferencing hosted by VOA | | | | |
| **Action 2b:** Work with service provider partner(s) already operating walk-in services to increase local CES access points, possibly in combination with additional drop-in services such as case management, storage, mobile showers, and emergency shelter *(E7: Strengthen the Coordinated Entry System)* | | | | |
| **Action 2c:** Ensure that City-funded outreach efforts (e.g., HALO) are aligned with CES and focus on identifying pathways to housing *(E6: Countywide Outreach System)*<br>• Consider implementing City-specific tracking system to better understand which individuals have/have not been assessed and added to CES<br>• Explore potential to partner with County on Homeless Outreach Services Team (HOST) program in order to access funding | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| No associated policy changes | 2a: Comparison of individuals experiencing homelessness tracked locally to CES—the list of names should match<br>2b: Summary report of efforts<br>2c: Summary report on | 2a: Community Services Department; Police Department<br>2b: Community Services Department | Staff time | 2a: 6 months-1 year<br>2b: 1 year<br>2c: 6 months |

| | | | | |
|---|---|---|---|---|
| | CES alignment and potential to access funding through HOST program | 2c: Police Department | | |

| **Goal 3: Improve Local and Regional Coordination of Homeless Services (Homeless Initiative Strategy Link(s): None)** | | | | |
|---|---|---|---|---|
| **Action 3a:** Work with local schools and universities to better understand the needs of students and their families, and work with these institutions to ensure homeless resources administered by the City and/or other regional partners are made available to this population | | | | |
| **Action 3b:** Identify opportunities for partnerships with neighboring cities, regional governmental agencies, healthcare providers, transit agencies, and other key stakeholders<br>• Potential opportunities include the development and coordination of emergency and bridge shelter, outreach, and supportive housing development; as well as landlord engagement (see Action 4d) | | | | |
| **Associated Policy Changes** | **Goal Measurement** | **Goal Ownership** | **Leveraged City Resources** | **Timeline** |
| No associated policy changes | 3a: Summary report of homeless student population in West Covina and potential resources<br>3b: Summary report on partnership opportunities | Community Services Department | Staff time | 3a: Ongoing<br>3b: 6 months |

| **Goal 4: Strengthen Rapid Re-Housing Program Through Coordination and Supportive Programming (Homeless Initiative Strategy Link(s): B3, E7, C1, C2)** |
|---|
| **Action 4a:** Work with Los Angeles County and CES lead agency to identify barriers to individuals experiencing homelessness in West Covina being placed in City-funded RRH program *(B3: Expand Rapid Re-Housing, E7: Strengthen the Coordinated Entry System)*. Ensure that:<br>• West Covina individuals are entered into CES and “match ready”<br>• CES lead/RRH case management agency is able to locate any individuals who are prioritized for housing and “match ready” |
| **Action 4b:** Monitor outcomes of City-funded RRH program to ensure the funds are used appropriately and meet the City’s level of need<br>• Consider implementing tool to assist in tracking program outcomes (e.g. West Covina RRH Data Collection Tool) |

**Action 4c:** Engage the Greater West Covina Business Association (GWC), local businesses, and other community partners to explore available opportunities for hiring homeless and formerly homeless individuals

- Consider creating or partnering with a workforce development/job training program focused on CalWorks programming *(C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families)*
- Explore creating a social enterprise-backed alternate staffing organization that could receive funds through Measure H *(C2: Increase Employment for Homeless Adults by Supporting Social Enterprise)*

**Action 4d:** Consider partnering with neighboring cities that fund RRH programs to organize a regional landlord recruitment and incentive program

- Potential assistance for households could include subsidized first and last months' rent/deposit
- Incentives could include damage/eviction insurance and monetary bonus for working with City RRH program

**Action 4e:** Consider convening a monthly working group focused on RRH, including County, CES leads, cities partnering with County on RRH, SGVCOG, and other supporting non-profits to identify challenges and brainstorm solutions

| Associated Policy Changes | Goal Measurement | Goal Ownership | Leveraged City Resources | Timeline |
|---|---|---|---|---|
| 4a, 4b, 4c, 4e: No associated policy changes<br>4d: Authorization of program funds | 4a: Summary report on results of effort (can use West Covina RRH Utilization Tracking Tool for this)<br>4b: Program outcomes should meet program goals<br>4c: Summary report of efforts<br>4d: Summary report of landlord engagement initiative and results<br>4e: Agenda and minutes from workgroup | Community Services Department | Staff time; Potential funds for assistance/ incentives (4d only) | 4a: 6 months<br>4b: 6 months, ongoing<br>4c: 6 months-1 year<br>4d: 1-2 years<br>4e: 6 months-1 year |

## 5. Identify City employees or other staff who will lead implementation of the plan.

**Table 1: Primary Contact for Plan Implementation**

| Name & Position | Address & Email | Phone | % of Time |
|---|---|---|---|
| Nikole Bresciani, Assistant City Manager/ Community Services Director | 1444 W. Garvey Ave., South West Covina, CA 91790 NBresciani@westcovina.org | (626) 939-8456 | TBD |

## 6. Describe the City's participation or plans to participate in any new or ongoing collaborative efforts, within the City and/or with other cities and/or in the Service Planning Area.

West Covina has dedicated significant resources in recent years to housing and programs that assist low-income families and people experiencing homelessness, including an array of services supported through Community Development Block Grant (CDBG) funds, and a large affordable housing portfolio. Most of this effort has been carried out by the Department of Community Services, the Police Department, and the Department of Community and Economic Development. The City has also recently initiated a RRH program in partnership with Los Angeles County. The City and its partners are also participating in the following activities:

- On May 17, 2016, West Covina City Council adopted Resolution No. 2016-41, declaring the City's partnership with Los Angeles County and adopting the following Homeless Initiative strategies:
    - Homeless Prevention for Families (A1)
    - Subsidized Housing for Disabled Adults pursuing SSI (B1)
    - Rapid Re-Housing (B3)
    - First Responders Training (E4)
    - Regional Coordination of LA County Housing Authorities (E10)
- West Covina operates over 400 subsidized units for low-income seniors and families.
- West Covina's Fire and Police Departments engage in emergency response related to homelessness, including medical first response.
- The Public Works Department conducts trash and waste removal in parks and public spaces and assists in removal of encampments.
- The Police Department provides street outreach through
    - The Homeless Outreach and Park Enforcement (HOPE) program
    - The Mental Evaluation Team (MET) program
    - In partnership with the Azusa, Glendora, and Covina Homeless Assistance Liaison Officer (HALO) programs

In addition, the following table outlines the City's current annual funding and activities dedicated to individuals and families experiencing homelessness and those facing housing instability in FY17-18:

| Activity | FY 2017-18 Funding* | Funding Source | Non-Profit Partner or Department | Activity Description |
|---|---|---|---|---|
| Preservation and Repair | $642,386 | CDBG /Housing Funds | Community Services and Community and Economic Development | Housing Preservation Program – Assistance for moderate-income homeowners making exterior improvements to their home |
| Outreach and Referral | $250,000 | Housing Funds; Board of State and Community Corrections | Police – Homeless Outreach and Park Enforcement (HOPE) Team | Outreach and referral to unsheltered individuals throughout West Covina, general law enforcement, response to encampments, park enforcement, and business outreach |
| Rapid Re-Housing | $50,000 | Housing Funds | Community Services and Community and Economic Development | Permanent housing intervention for homeless individuals scoring low- to mid-acuity on the VI-SPDAT |
| Support Services | $25,000 | Housing Funds | San Gabriel Valley YWCA | Provides support services to bridge the gap between temporary and permanent housing |
| Food Bank | $11,525 | CDBG /Housing Funds | Action Community Food Pantry | Faith-based organization that distributes food, holds a number of community events |
| Food Bank | $8,914 | CDBG /Housing Funds | Project 29:11 | Faith-based organization that distributes food, holds a number of community events |
| Shelter; Food Bank | $8,522 | CDBG /Housing Funds | East San Gabriel Valley Coalition for the Homeless | 6Provides motel/hotel vouchers through its Emergency Assistance Center Program; organizes rotational Winter Shelter in participating communities[6] |
| Food Bank | $8,522 | CDBG /Housing Funds | Cory's Kitchen | Irwindale-based non-profit that provides food, clothing, and other miscellaneous services to low income and homeless individuals |
| Food Bank; Referrals | $6,719 | CDBG /Housing Funds | Love INC | Faith-based organization that distributes food, holds a number of community events |
| Clothing | $2,572 | CDBG /Housing | Assistance | Non-profit organization focused on |

[6]The City provides funding to ESGVCH, but not physical space for emergency shelter operations.

| | | | | |
|---|---|---|---|---|
| | | Funds | League of Covina Valley | education and youth projects |
| **Total Expenses** | **$1,014,160** | | | |

*Housing Funds for RRH and additional programs ($100,000 total) were allocated in FY16-17

In addition, preliminary findings of the cost analysis conducted during the development of this Plan show that:

- Many departments work directly or indirectly on a regular basis with persons experiencing homelessness or responding to homelessness within the community.
- Departments often use resources within their general budgets to respond to the need of community related to homelessness, pulling them away from other essential City activities. These activities are being absorbed into the regular operations of the departments, specifically the Police Department, Fire Department, and Public Works. However, if these activities were to cease, citizens would see noticeable changes within the community.
- The City is collaborating across departments to address homelessness, increased internal and external collaboration will allow for the City to see increased impacts in addressing homelessness.
- The Police and Fire Departments experience the largest costs to addressing homelessness, the majority of which are unbudgeted and absorbed into the regular budget.

7. **Review specific County Homeless Initiative Strategies from the table below and consider how the City could collaborate and align planning efforts to achieve mutual goals.**

**Table 2: City Planning Activities tied to County Homeless Initiative Strategies**

| | Plan to participate | Currently participating | County Homeless Initiative Strategies |
|---|---|---|---|
| **A – Prevent Homelessness** | ☒ | ☐ | A1. Homeless Prevention for families |
| | ☒ | ☐ | A5. Homeless Prevention for Individuals |
| **B – Subsidize Housing** | ☒ | ☒ | B3. Partner with Cities to Expand Rapid Rehousing |
| | ☐ | ☐ | B4. Facilitate Utilization of Federal Housing Subsidies |
| | ☐ | ☐ | B6. Family Reunification Housing Subsidies |
| | ☐ | ☐ | B7. Interim/Bridge Housing for those Exiting Institutions |
| | ☐ | ☐ | B8. Housing Choice Vouchers for Permanent Supportive Housing |
| **C – Increase Income** | ☒ | ☐ | C1. Enhance the CalWORKs Subsidized Employment Program for Homeless |

| | | | |
|---|---|---|---|
| | | | Families |
| | ☒ | ☐ | C2. Increase Employment for Homeless Adults by Supporting Social Enterprise |
| | ☐ | ☐ | C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy |
| | ☐ | ☐ | C7. Subsidize Employment for Homeless Adults |
| | **Plan to participate** | **Currently participating** | **County Homeless Initiative Strategies** |
| **D – Provide Case Management & Services** | ☐ | ☐ | D2. Jail In-Reach |
| | ☐ | ☐ | D5. Support for Homeless Case Managers |
| | ☐ | ☐ | D6. Criminal Record Clearing Project |
| | ☐ | ☐ | D7. Provide Services for Permanent Supportive Housing |
| **E – Create a Coordinated System** | ☐ | ☒ | E4. First Responders Training |
| | ☐ | ☒ | E5. Decriminalization Policy |
| | ☒ | ☐ | E6. Expand Countywide Outreach System |
| | ☒ | ☐ | E7. Strengthen the Coordinated Entry System (CES) |
| | ☐ | ☐ | E8. Enhance the Emergency Shelter System |
| | ☐ | ☐ | E10. Regional Coordination of Los Angeles County Housing Agencies |
| | ☐ | ☐ | E14. Enhance Services for Transition Age Youth |
| **F – Increase Affordable/ Homeless Housing** | ☐ | ☒ | F1. Promote Regional SB2 Compliance and Implementation |
| | ☐ | ☐ | F2. Linkage Fee Nexus Study |
| | ☐ | ☒ | F4. Development of Second Dwelling Units Program |
| | ☐ | ☐ | F5. Incentive Zoning/Value Capture Strategies |
| | ☐ | ☐ | F6. Using Public Land for Homeless Housing |
| | ☐ | ☐ | F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals |
| | ☐ | ☐ | F7. Housing Innovation Fund (One-time) |

# City of West Hollywood
# Five-Year Plan to Address Homelessness in Our Community

## Planning Context

On June 13, 2017, the County of Los Angeles Board of Supervisors (Board) approved Measure H funding allocations in support of the County's Homeless Initiative (HI) strategies to prevent and combat homelessness in the County. The Board also allocated funding for individual cities to develop a plan to address homelessness in their respective cities, in collaboration with the County and its contractors.

The City of West Hollywood is located in Service Planning Area (SPA) 4 (Metro/Central LA) and in Supervisorial District Three (3).

West Hollywood has a population of approximately 36,000 and in the 2017 LAHSA point-in-time count, the homeless count was 105, up from 81 in 2016. According to the 2017 demographic survey of homeless community members, those who are homeless in West Hollywood have higher rates of trauma history, substance abuse, mental health issues and HIV infection. A comprehensive demographic survey of homeless community members was conducted again in 2018, with an analysis scheduled to be presented to the City Council in July.

Since its incorporation in 1984, the City of West Hollywood has recognized its role, historically and currently, as a refuge for LGBT individuals who are rejected by their families and home communities. Youth and adults come seeking safety and self-determination, but lack an adequate support network and end up without housing.

The City has continuously committed funding and staff resources in support of a robust social services program to address the needs of its most vulnerable community members, including outreach, substance abuse treatment, mental health programming and housing for homeless individuals. The City's 2017-2018 budget included $4.8 million in contracts with social services providers, of which $1.2 million was allocated to services to address homelessness. Contracts include outreach teams staffed by Ascencia, Step Up on Second, AIDS Project Los Angeles, the LGBT Center's Youth Program, and Friends Substance Abuse Program. The City helps fund homeless outreach services, including showers, at the Saban Community Clinic and at the Youth Center on Highland. The City reserves interim housing and treatment beds at Ascencia, Safe Refuge, Tarzana Treatment Center and McIntyre House and has created a Rapid Rehousing fund with Brilliant Corners. A contract with Housing Works supports case management. Additional City funding supports the Sheriff's Department's COPPS Team, a patrol unit dedicated to homeless outreach.

City policy promotes the development and preservation of a diverse housing stock, including units reserved for very low-income populations, and for individuals living with disabilities. In a

city of 1.9 square miles, there are 1067 units owned and operated by nonprofit housing corporations and the county housing authority. Of these, 949 are dedicated to very low- and low-income individuals and households living with disabilities, including HIV, and seniors. Of these, six are specifically reserved for formerly homeless seniors. There are 16 units in the city reserved for transitional aged youth. The remaining 99 units provide housing for very low and low-income households and families. The City has a Rent Stabilization Program, and a strong inclusionary housing program producing new affordable low-income and moderate-income units that are privately owned, but City regulated.

City policy encourages "a diverse housing stock to address the needs of all socioeconomic segments of the community," including households with special needs. The policy takes a creative approach to increasing the housing stock, supporting adaptive reuse of existing structures for residential purposes, co-op housing, micro units, and other flexible housing types. In December 2017, the City Council amended the City's zoning ordinance to expand the permissibility of accessory dwelling units (ADUs) as a response to the shortage of affordable housing. ADUs must be rented for a minimum of 30 days, and no additional parking is required since all R-1 lots in West Hollywood are within one-half mile of public transit.

In September 2016, the City Council adopted the following Guiding Principles to shape its response to homelessness:

The City's response to homelessness should be **guided by the following principles**:
1. Work to ensure safety for our residents, businesses, visitors and for those who are homeless.
2. Recognize that the primary responsibility for addressing homelessness belongs to the County, but acknowledge that homelessness requires all levels of government to participate in regional efforts.
3. Accept that homelessness cannot be solved by one entity; rather, promote partnerships between different government agencies and the private sector, including non-profit organizations and volunteer service providers.
4. Approach the issue of homelessness with compassion for those who are homeless as well as those in the community who are impacted by homelessness.

**Rationale for West Hollywood Homeless Plan**

During the months of January through April of 2018, a wide range of stakeholders were engaged in the planning process, sharing their experiences, their ideas, and their commitment to help shape the goals presented in this plan.

In January, the City Council held a comprehensive study session that included presentations and dialogue with the Sheriff's Department, the Los Angeles Homeless Services Authority (LAHSA), the County's Homeless Initiative staff, Supervisor Sheila Kuehl's office, Step Up on Second, Ascencia, the LGBT Center, Tarzana Treatment Center, and the ACLU. Members of the public presented testimony at this meeting.

The West Hollywood Chamber of Commerce has a Homeless Services Committee that leads efforts to educate the business community about how to respond to homelessness in the City, and to coordinate assistance to people who are homeless in West Hollywood, including job opportunities with local businesses. Planners met with the Chamber's committee, which agreed to be a partner in the implementation of the plan.

The planning process was presented to the City's Human Services Commission and Public Safety Commission. Members of both commissions provided input into the plan, and members of the public offered comments at each session.

Meetings were conducted with City staff in Code Enforcement and Public Works. Each department provided a unique perspective on issues, challenges, and solutions to inform the plan.

The City contracts with Block by Block to staff its Security Ambassadors program. These individuals interact regularly with persons who are homeless on the streets of West Hollywood, and brought important information into the planning process.

The City holds regular collaborative meetings with homeless service providers and HIV and substance abuse service providers. These meetings served as focus groups for the discussion of issues and proposals for new and continued City attention to the barriers faced by individuals who are homeless in West Hollywood.

The planning team engaged individually with 30 people experiencing homelessness in West Hollywood during the City's Homeless Connect Day at West Hollywood Park, when more than 60 people received health assessments, service intakes, substance abuse counseling, HIV tests, hepatitis A and flu vaccines, and haircuts.

Two public meetings conducted by the Rent Stabilization and Housing Division provided opportunities to solicit resident comments and ideas to inform the plan. An interview was conducted with the Executive Director of the West Hollywood Community Housing Corporation, a partner with the City in the development of permanent affordable and supportive housing.

In addition to meeting with the Sheriff's Department COPPS Team, planners participated in an outreach effort to observe the team in action.

This process described West Hollywood's homeless community as diverse, with a variety of needs.

- **Youth and young adults** who come to West Hollywood because they are gay, lesbian, bisexual, transgender, queer, or are otherwise isolated or rejected by their home community or family due to their gender identity. These individuals are at serious risk of HIV and trafficking; the 2017 demographic survey found that 18.1% of people who were homeless in West Hollywood were living with HIV, compared with 1.8% countywide.

During 2017-2018, the City funded the addition of an HIV specialist from AIDS Project Los Angeles to conduct street outreach among homeless people in West Hollywood.

- **Chronically homeless individuals** often have a disabling condition, and have been homeless for a year or more, or have had at least four episodes of homelessness in the past three years. These individuals are well known to the West Hollywood Sheriff's Department, businesses, and other City and County staff members at parks and the library, who often have co-occurring substance use and mental illness. Outreach workers have been successful in engaging many of these individuals, moving 22 people from homelessness to housing during the 2016-2017 contract year.
- **People at imminent risk of homelessness** are often encountered by staff members at the library, parks, and City Hall, and include seniors who have changes to their fixed incomes, people experiencing disruption of their housing, and individuals whose declining health results in a sudden loss of income. The City funds a rapid rehousing program, and a number of charitable options are in place to provide some assistance to help people either remain in their existing housing, or move to a more affordable option.

**Goals of the West Hollywood Plan to End Homelessness**

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**Goal #1: To provide support and resources to City staff and contractors in responding appropriately, safely, and effectively to persons who are experiencing homelessness in West Hollywood. (This includes park staff, Public Works, City Hall, ambassadors, transit, library, etc.)**

Action 1a. Develop protocols for City staff members, Library staff members, and contractors so they have guidance in responding to people who are homeless.

Action 1b. Develop an in-service training program for City staff members to learn protocols and referral sources, and provide the training to all City staff members during new employee orientation, and annually.

Action 1c. Review security at the West Hollywood Library, and work with other cities to obtain additional resources from the County, including social workers, in County libraries.

Action 1d. Support the interest of library staff members in developing programs for creative engagement and assistance to library patrons who are homeless, such as computer assistance, reading groups, and arts activities.

**Associated policy changes:**
Incorporate new protocols and training requirements into Human Resources policies.

**Goal measurement:**

- New protocols completed by June 30, 2019.
- 100% of City staff members trained within three months of employment.
- Meeting held with other Westside cities and County to discuss County staffing at libraries.

**Goal ownership:**

- Homeless Initiative Project Manager
- Human Resources Manager

**Leveraged City resources:**
Staff time: Homeless Initiative Project Manager (5% FTE), Human Resources Manager (5% FTE), Social Services Division Manager (5% FTE)

**Timeline:**

- Protocols finalized by 6/30/19
- All City staff trained by 12/31/19
- COG discussion by 12/31/18
- Library proposal received by 12/31/18

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**Goal #2: Support businesses and residents in responding appropriately, safely, and effectively to persons who are experiencing homelessness in West Hollywood.**

Action 2a. Continue Homeless Not Hopeless campaign with quarterly updates to referral contact and program information.

Action 2b. Work with Chamber of Commerce to disseminate “Best Ways to Help”.

Action 2c. Promote parking meter giving.

Action 2d. Support Chamber in engaging businesses in creating local job opportunities for individuals who have experienced homelessness.

Action 2e. Continue to strengthen City-funded outreach programs that specialize in the intersections between homelessness and individuals living with HIV, those experiencing substance abuse, youth, people who identify as LGBTQ, and others in our community experiencing homelessness.

**Associated policy changes:**
None

**Goal measurement:**

- Homeless Not Hopeless website updated quarterly

- Homeless Coordinator meets with Chamber committee monthly
- Parking meter program has visible signage
- When successful, Chamber job initiative publicized through City press release
- Agendas of quarterly collaboratives (homeless, HIV/SA) reflect attention to intersection of HIV, substance use, and homelessness.

**Goal ownership:**
Homeless Initiative Project Manager
Social Services Staff

**Leveraged City resources:**
Staff time: Homeless Initiative Project Manager (5% FTE), Social Services staff (5% FTE), Communications staff (5% FTE)

- Cost of website, printing, and signage

**Timeline:**

- Website updated quarterly beginning 9/18
- Printed referral cards updated annually beginning 10/18
- All other activities ongoing

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**Goal #3: Establish bridge housing and day center facilities in West Hollywood to serve people who are homeless in the City.**

Action 3a. Identify a space to locate a day center. Equip the space with storage, gender neutral restrooms, showers, laundry, medication cabinets, offices, and meeting rooms for peer support.

Action 3b. Explore possible locations for a temporary bridge housing facility to provide accommodations for individuals who are actively engaged in services leading to permanent housing.

Action 3c. Establish one or more “safe parking” locations, where people who live in vehicles are able to park overnight, use restrooms, and have access to services designed to move them into permanent housing options. Possible locations include the City-owned lot at Crescent Heights and Sunset.

Action 3d. Continue to partner with a variety of service providers to assist homeless individuals with public benefits, housing location, substance abuse treatment, and other critical services.

**Associated policy changes:**

- Location and staffing of day center
- Location and staffing of bridge housing facility
- Location and staffing of safe parking location

**Goal measurement:**

- Council decision on proposal for facilities

**Goal ownership:**

- Homeless Initiative Project Manager
- Social Services Division Manager

**Leveraged City resources:**

- City property
- Staff time: Homeless Initiative Project Manager (50% FTE), Social Services Division Manager (25% FTE)
- Social services contracts $1.2 million/year

**Timeline:**

- Identify bridge housing site within 60 to 90 days
- Conduct studies and formulate plans during FY 2018-2019
- Report to Council by 10/1/19

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**Goal #4: Continue the City's support for the Rapid Re-Housing program, to reverse or prevent homelessness among West Hollywood residents.**

Action 4a. Continue City outreach to landlords to encourage their participation in this program.

Action 4b. Educate City staff, County staff, and others who interact with people who are at risk for homelessness about the availability of rapid re-housing services.

**Associated policy changes:**
None

**Goal measurement:**
Conduct at least one landlord outreach event annually (Housing Manager)
Include rapid rehousing on resources card and website

**Goal ownership:**
Social Services Division Manager
Rent Stabilization and Housing Manager

**Leveraged City resources:**
Staff time: Rent Stabilization and Housing Manager (5% FTE), Social Services Division Manager (5% FTE)

Contract with social services providers, up to $25,000/year

**Timeline:**
Ongoing
Funding renewed annually with City budget

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**Goal #5: Increase the number of supportive housing, special needs housing, and other permanent housing options in West Hollywood for people who have experienced or are at risk of homelessness**.

Action 5a. Continue City support for new permanent housing options through use of the City's Housing Trust Fund, the West Hollywood Community Housing Corporation, the City's inclusionary housing program, and other mechanisms for housing creation.

Action 5b. Promote new policies (adopted 12/4/17) that encourage the development of accessory dwelling units (ADUs) to create new housing opportunities.

Action 5c. Conduct an assessment to determine whether there are opportunities for the City to support the purchase and conversion of motels into supportive housing.

Action 5d. Conduct an inventory of sites that are available for housing development, and recommend the best uses for each site, including the Metro-owned site, the LAUSD site on Fairfax, and property owned by Temple Kol Ami.

Action 5e. Work with West Hollywood Community Housing Corporation to ensure that they have adequate funding to provide supportive services to tenants who have a history of homelessness.

**Associated policy changes:**
None; all goals are consistent with current City policy

**Goal measurement:**

- Annual report to City Council on housing production.
- Report to City Council on opportunities for motel conversion and other possible housing development sites.
- Letters of support to potential funders on behalf of WHCHC applications for services funding.

**Goal ownership:**
Rent Stabilization and Housing Manager

**Leveraged City resources:**
Rent Stabilization and Housing Manager (20% FTE)
Housing Trust Fund allocations

City real estate inventory

**Timeline:**
Annual report each May
Promotion of ADUs: ongoing
Report on housing development opportunities by December, 2019

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**Goal #6: Strengthen partnerships with other cities and with nonprofit organizations to support regional and individualized solutions to homelessness.**

Action 6a. In partnership with other cities in the Westside Council of Governments, advocate for County services to address homelessness.

Action 6b. Coordinate with other Westside cities to establish services and housing opportunities for people experiencing homelessness.

**Associated policy changes:**
None

**Goal measurement:**
Participation in WCOG Homelessness Committee by City Council and staff members
Reports by Council members on meetings with County officials

**Goal ownership:**
Homeless Initiative Project Manager

**Leveraged City resources:**
Staff: Homeless Initiative Project Manager (10% FTE)

**Timeline:**
Ongoing with reports at each Council meeting

---

**Goal #7: Prevent homelessness among West Hollywood residents, especially seniors, individuals living with disabilities, and vulnerable families.**

Action 7a. Work with City and County staff members, including Parks and Library staff members, to identify West Hollywood residents at risk of homelessness, and help connect them to resources offered by the Jewish Free Loan Program, NCJW Rental Assistance, the Alliance for Housing and Healing, AIDS Project Los Angeles Health & Wellness, Bet Tzedek Legal Services, and the City's Rapid Rehousing Program.

Action 7b. Establish a collaborative of contracted and partnering social services providers to advise the City Council on early identification and intervention with West Hollywood residents who are at risk of homelessness.

**Associated policy changes:**
None

**Goal measurement:**
Report on quarterly meeting of homelessness prevention collaborative

**Goal ownership:**
Social Services Division Manager

**Leveraged City resources:**
Staff time: Social Services Division Manager (5% FTE)

**Timeline:**
Quarterly beginning in January, 2019

# CITY OF WHITTIER
# HOMELESS PLAN

# 2018 - 2021

July 2018

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Funded By:

Los Angeles County Homeless Initiative

## I. Background and Purpose of Homeless Plan

Homelessness is a huge crisis in Los Angeles County. According to the U.S. Department of Housing and Urban Development (HUD) and the Los Angeles Homeless Services Agency (LAHSA) the number of individuals experiencing homelessness in Los Angeles County increased from 33,243 in 2010 to 57,794 in 2017.

Factors for this increase include eviction, foreclosure, unemployment, rent increases, rise in mental health problems, substance abuse issues, increase in those released from incarceration, or financial reasons. According to a Los Angeles Times, February 26, 2018, article "More than half (50%+) of the people surveyed by LAHSA last year were homeless because of eviction, foreclosure, unemployment or financial reasons."

Also, the median rent for a one-bedroom apartment in Los Angeles County has increased by 67% according to Zillow's rent index, while the median household income during the same period (2011-2017) increased by only 23%.

Los Angeles County is divided into eight Service Planning Agencies (SPAs). Whittier is located within SPA 7 along with the cities of Artesia, Bell, Bell Gardens, Bellflower, Cerritos, Commerce, Pico Rivera, Santa Fe Springs, Signal Hill, South Gate, and Vernon.

Every year in January, the Los Angeles Homeless Services Authority (LAHSA) conducts an annual point-in-time count of sheltered and unsheltered population of individuals and families experiencing homelessness throughout Los Angeles County. This annual number is used to compare year-to-year changes to the homeless population within the County and is primarily used for the allocation of funding and resources. The final data is also broken down further by SPA to identify trends over time and comparisons to other SPAs.

**Table 1 – Comparison between 2016 and 2017 Homeless Count Numbers**

| | **2016 Homeless Count** | **2017 Homeless Count** | **Compared to 2016 Increase/Decrease** |
|---|---|---|---|
| **COUNTY** | 46,874 | 57,794 | + 23.3% |
| **SPA 7** | 3,469 | 5,189 | + 49.6% |
| **WHITTIER** | 258 | 214 | - 17.0% |

According to LAHSA, Whittier's annual homeless count has declined 37% over the past three years from 340 in 2015 to 214 in 2017. Yet the perceived number of homeless in Whittier remains high possibly due to those members of the homeless community that reside on the street and other highly visible public locations. (The numbers for the 2018 homeless count will not be released until late July 2018.)

Homelessness occurs for many and varied reasons and requires different resources and services. In an effort to highlight these causes, ten unique segments within the homeless population have been identified (Attachment A).

**Table 2 – Percentage of Population to Homeless Count Numbers**

**RATIO OF GENERAL POPULATION TO HOMELESSNESS**

| AREA | POPULATION | 2017 HOMELESS COUNT | % OF POPULATION |
|---|---|---|---|
| LA County | 10,000,000 | 57,794 | .0058 |
| Santa Fe Springs | 18,027 | 163 | .0090 |
| Montebello | 63,929 | 361 | .0056 |
| Pico Rivera | 64,235 | 213 | .0033 |
| Whittier | 87,369 | 214 | .0025 |

According to the data referenced above, Whittier has 50% fewer individuals experiencing homelessness per resident than the County as a whole.

The City has been very proactive and a leader on homelessness prevention in the region. There are many services and resources in place for the homeless population and there is strong grass roots community engagement and coordination. However, the demand for services and housing in the City continues to be greater than the supply.

**Table 3 - Existing Services and Housing Resources in the City of Whittier**

| Program | Description |
|---|---|
| Cold Weather Shelter | November to early March - weekly at various locations |
| Interfaith Food Center | Food distribution and Homeless Lunch program |
| L.A. Center for Alcohol and Drug Abuse | Provides professional care for substance abuse, HIV/AIDS, and related services |
| Salvation Army Pickering Avenue | Temporary housing for 8 families |
| Salvation Army Transitional Living Center | Transitional living for families |
| St. Matthias Church Soup Hour | One meal on weekdays, five days a week, no-cost CA state identification vouchers, mail services, and hygiene kits |
| Whittier Area First Day Coalition | Bridge Housing - 45 beds for single unattached adults, three units of Permanent Supportive Housing for families, Street Outreach and Social Services |

| | |
|---|---|
| The Whole Child | Provides children, adolescents, and families with affordable, culturally sensitive, and professional mental services. Provides Bridge Housing and Permanent Supportive Housing for families experiencing homelessness |
| Women's and Children's Crisis Shelter | Domestic Violence Shelter and Support Services |
| Bridge of Faith | Transitional Living for Women and Children |
| Whittier Consortium on Homelessness | Citywide community collaborative on homelessness |
| Imagine Whittier | Mentoring program for families experiencing homelessness |
| St. Bruno's Church | Social Services, food pantry, hygiene kits, and clothing |
| Mental Health Evaluation Team (MET) | Whittier Police Officer and LA County clinician providing mental health evaluations |

The City has a high number of affordable housing units for seniors and families that helps to reduce the overall number of homeless (Attachment B).

**Table 4 - Homeless/Domestic Violence Affordable Housing Stock in Whittier**

| Name | Crisis/Bridge Housing Beds | Transitional Housing Beds | Permanent Supportive Housing Units |
|---|---|---|---|
| Whittier First Day | 45 | 0 | 3 |
| Women's and Children's Crisis Shelter | 0 | 28 | 0 |
| Salvation Army Transitional Living (Regional, 18 Month Program) | 0 | 78 | 0 |
| The Whole Child | 0 | 21 | 0 |
| Cold Weather Shelter (November - March) | 40 | 0 | 0 |
| **TOTAL** | **85** | **127** | **3** |

The homeless dedicated beds appear in the 2014-2021 General Plan Housing Element. The next General Plan Housing Element update will occur in 2021. The Salvation Army (78 beds) is a regional program not limited to Whittier. Admission is based on referrals from the County. Therefore, few of those beds actually reflect availability for Whittier utilization during any given year. Also, SB2 Best practices (Community Development Project October 2017) recommend one bed for every unsheltered individual. The calculation of unmet need for shelter beds is taken from the number of unsheltered homeless people (LAHSA Count), deducting the number of available, vacant beds and units, and deducting pipeline shelter units, which will then equal unmet need for shelter beds.

Currently, a gap exists in housing for single unattached individuals experiencing homelessness who are under the age of 55. It is estimated that approximately 100 beds, in the city, designated for individuals at the Very Low Income level have closed in the past six years. This loss is comprised of the following:

- The Bright Hotel (30 beds Single Room Occupancy - SRO) - fire
- The Village (40 beds SRO) - red tagged as uninhabitable
- The Salvation Army at Pickering Avenue (28 beds) - loss of funding

The population of individuals experiencing homelessness is diverse in age, household composition, and health status, among other factors. The homeless plan intends to address all segments of the homeless population (Table 5).

**Table 5 – Segments of Homelessness from 2017 LAHSA Homeless Count**

| | County | SPA 7 |
|---|---|---|
| Unattached Male/Female | 76% | 67% |
| Families | 14% | 14% |
| Youth – Transitional Age Youth (TAY) | 10% | 19% |
| **TOTAL** | **100%** | **100%** |
| | | |
| Domestic Violence Survivors | 34% | 23% |
| Mental Illness | 30% | 18% |
| Older Adult (55+) | 22% | 19% |
| Drug/Alcohol | 19% | 10% |
| Veterans | 08% | 03% |
| HIV/AIDS | 02% | 01% |
| Early Jail Release/Homeless Court | Not Measured | Not Measured |
| Mental/Behavioral Issues | Not Measured | Not Measured |
| Physical Health | Not Measured | Not Measured |

In order to meet the vision were “nobody needs to be homeless in Whittier” individual systems need to be created, through the homeless plan, which address each of these unique segments listed above.

The City has been at the forefront of the homelessness in the region. The development of a three year homeless plan will create the systems, policy changes and coordination necessary to address the various segments of the homeless population.

The purpose in creating this homeless plan is to review the services currently provided in the city, identify the existing gaps, and design a plan that is responsive and enables the City to be a leader in the region through education, collaboration, and asset development.

This plan is not intended to resolve the issue of homelessness in the city in the first three years but rather to lay a foundation for future planning and implementation. The plan is intended to be dynamic and provide a structure that allows for continual change in policies and procedures that address current and future issues. Ending homelessness is a process, not an event.

The City Council has taken a proactive approach towards ending homelessness through the annual allocation of $274,766 in grants to local nonprofit agencies from three funding sources: general fund, Community Development Block Grant (CDBG), and housing authority funds. The City Council's priority over the past three years has been to annually fund between 20-25 nonprofit agencies that specifically provide homeless services in the city. All the applications for the social service funding grants are annually reviewed by the Social Services Commission and approved by City Council.

The following table represents the City’s funding commitments for FY 17-18 for individuals and families experiencing or at risk of experiencing homelessness.

- Continued on next page -

**Table 6 – Social Service Funding 2017-18**

| Activity | FY 17/18 Funding | Funding Source | Non-Profit Partner | Activity Description |
|---|---|---|---|---|
| Homeless Services | $8,250 | Community Development Block Grant (CDBG) | Salvation Army Transitional Living Center | Housing Program |
| Homelessness Prevention | $40,000 | Community Development Block Grant (CDBG) | South East Area Social Services Funding Authority SASSFA | Senior Center Weekday lunchtime program |
| Homelessness Prevention | $20,000 | Housing Authority Funds | Whittier Area First Day Coalition | Provides housing program for single adults with supportive services |
| Homelessness Prevention | $20,000 | Housing Authority Funds | The Whole Child | Provides housing program for families with supportive services |
| Homelessness Prevention | $10,000 | Housing Authority Funds | Women and Children's Crisis Center | Provides housing program for women and children with supportive services |
| General Social Service needs with emphasis on homelessness in Whittier | $176,516 | City General Fund | Funding through the Social Services Commission for 23 separate agencies serving Whittier | Services include community based housing, mental health services, job training and money management, legal services, food bank, Meals on Wheels, Boys and Girls Club, dental program for children and winter shelter program |
| **Total FY 17-18 Funding** | **$274,766** | | | |

## II. Homeless Plan Process

Measure H was passed in March 2017 by 69.24% of the electorate in Los Angeles County. It raised the Los Angeles County sales tax by ¼% for 10 years from October 1, 2017. Its purpose is not to build housing but rather to provide prevention and support services for individuals experiencing homelessness in Los Angeles County. These funds, approximately $350 million per year, will be allocated by SPA according to need and not as a direct pass-through to cities. In addition, Proposition HHH was passed by the City of Los Angeles residents and this increases city taxes for the construction of housing in the City of Los Angeles only.

On October 23, 2017, the City was awarded a $50,000 City Planning grant by the County to 'Prevent and Combat Homelessness'. On January 9, 2018 the City Council adopted a resolution to receive these funds, and approved consulting agreements with Ted Knoll of Knoll & Associates and Irene Muro, Executive Director for Whittier Area First Day Coalition. The consultants assisted the City in developing a three-year homeless plan with the expectation that at least three of the goals align with the County's 51 homeless strategies, 21 of which are funded directly through Measure H.

In January 2018, the consultants and a representative from the Parks, Recreation and Community Services Department formed an advisory board of 31 individuals with direct experience in dealing with individuals experiencing homelessness (Attachment C). In addition, 19 local agencies and businesses signed on as "Partners" to assist with the development of the plan (Attachment D).

In February, each member of the advisory board was asked to complete a 37-question survey, in-person and/or telephonic interview, which included an opportunity to rank all 51 County approved strategies. A total of 55 individual interviews and surveys were held.

In March 2018, a separate community survey was developed in English and Spanish and disseminated through social media, email contact lists from Partners, city webpages, the Whittier Chamber of Commerce newsletter, and public counters at city facilities (Attachment E). As part of this effort, 159 surveys were completed.

The consulting team also hosted three community meetings attended by over 150 individuals where issues, challenges, concerns, and current conditions impacting homelessness in the city were discussed (Attachment F). The meetings focused on ways to improve the quality of life for local residents and the business community to develop strategies for addressing homelessness. The meetings were facilitated by Whittier First Day and the suggestions and ideas helped to develop the goals of the plan. These goals align with the County's 51 strategies (Table 7) and the Gateway Council of Governments Regional Goals to Prevent and Combat Homelessness (Attachment I).

## Table 7 - Approved Los Angeles County strategies to combat homelessness

| LEGEND | | |
|---|---|---|
| Fully Implemented | Implementation targeted by April 2018 | Implementation targeted by Fall 2018 |
| Partially Implemented | Implementation targeted by July 2018 | |

### E. Create a Coordinated System

| | | |
|---|---|---|
| E1 – Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits | E5 – Decriminalization Policy | **E13 – Coordination of Funding for Supportive Housing** |
| | E6 – Countywide Outreach System (H) | |
| | E7 – Strengthen the Coordinated Entry System (H) | E14 – Enhanced Services for Transition Age Youth (H) |
| E2 – Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services | E8 – Enhance the Emergency Shelter System (H) | E15– Homeless Voter Registration and Access to Vital Records |
| | E9 – Discharge Data Tracking System | E16 – Affordable Care Act Opportunities |
| E3 – Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness | E10 – Regional Coordination of LA County Housing Authorities | |
| | E11 – County Specialist Support Team | E17 – Regional Homelessness Advisory Council and Implementation Coordination |
| E4 – First Responders Training | E12 – Enhanced Data Sharing and Tracking | |

### B. Subsidize Housing

- B1 – Provide Subsidized Housing to Homeless, Disabled Individuals Pursuing SSI (H)
- B2 – Expand Interim Assistance Reimbursement to additional County Departments and LAHSA
- B3 – Partner with Cities to Expand Rapid Re-Housing (H)
- B4 – Facilitate Utilization of Federal Housing Subsidies (H)
- B5 – Expand General Relief Housing Subsidies
- B6 – Family Reunification Housing Subsidy (H)
- B7 – Interim/Bridge Housing for those Exiting Institutions (H)
- B8 – Housing Choice Vouchers for Permanent Supportive Housing

(H) – Strategies eligible to receive Measure H Funding

### A. Prevent Homelessness

- A1 – Homeless Prevention Program for Families (H)
- A2 – Discharge Planning Guidelines
- A3 – Housing Authority Family Reunification Program
- A4 – Foster Care Discharges
- **A5 – Homeless Prevention Program for Individuals (H)**

### D. Provide Case Management and Services

- D1 – Model Employment Retention Support Program
- D2 – Expand Jail In-Reach (H)
- D3 – Supportive Services Standards for Subsidized Housing
- **D4 – Regional Integrated Re-entry Networks – Homeless Focus (H)**
- D5 – Support for Homeless Case Managers
- D6 – Criminal Record Clearing Project (H)
- D7- Provide Services and Rental Subsidies for Permanent Supportive Housing (H)

### C. Increase Income

- C1 – Enhance the CalWORKs Subsidized Employment Program for Homeless Families
- C2 – Increase Employment for Homeless Adults by Supporting Social Enterprise (H)
- C3 – Expand Targeted Recruitment and Hiring Process to Homeless/ Recently Homeless People to Increase Access to County Jobs
- C4 – Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness (H)
- C5 – Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness (H)
- C6 – Targeted SSI Advocacy for Inmates (H)
- C7- Subsidized Employment for Adults (H)

### F. Increase Affordable/Homeless Housing

| | | |
|---|---|---|
| F1 – Promote Regional SB 2 Compliance and Implementation | F4 – Development of Second Dwelling Units Pilot Program | F7 – Preserve Current Affordable Housing and Promote the Development of Affordable Housing for Homeless Families and Individuals (H) |
| F2 – Linkage Fee Nexus Study | F5 – Incentive Zoning/Value Capture Strategies | |
| F3 – Support for Inclusionary Zoning for Affordable Housing Rental Units | F6 – Using Public Land for Homeless Housing | |

## III. Guiding Principles for Development of the Homeless Plan

As part of the homeless planning process, the following Policy, Vision, and Values statements were drafted and shared with members of the Whittier Consortium on Homelessness for comment. The statements were also included in the surveys for the experts and the community for feedback and received their support.

### POLICY STATEMENT GUIDING PLAN DEVELOPMENT

It is the desire of the City that each member of the community have a clean, safe and sustainable home environment. In recognition of this, the City will identify the resources available within the community to support those individuals and families who are at risk of or currently experiencing homelessness. The City will encourage and support the active collaboration among Whittier area community based organizations, churches, service clubs and concerned citizens dedicated to overcoming homelessness. The City through its elected leaders will enlist the collaborative, financial and political support from the leaders of neighboring cities, Los Angeles County, the State of California, and the federal government to stem homelessness. It is the City's determination to end homelessness in Whittier**.**

### VISION STATEMENT

***"We see the day when no one needs to be homeless in Whittier."***

This means there will be a day when all the coordinated systems are in place, are integrated, active, and highly functioning.

### VALUES STATEMENT

***Collaboration, Engagement, Reciprocity, Accountability, Effectiveness, Action, and Compassion***

## IV. Goals and Supporting Actions

Once the plan is approved, metrics for each goal and objective will be set, as appropriate, in coordination with the County and homeless prevention experts over the course of the life of the plan. The metrics will be used to determine the efficiency and effectiveness of the homeless plan.

The approval of the plan will have potential financial and staffing implications, and the intention is for staff to coordinate with the County for additional funding, through Measure H. Any future fiscal or staffing impacts, resulting from the goals and objectives of the plan, will be subject to further review and discussion by City Council before any action is taken.

**FISCAL IMPACT PER GOAL**

| **GOAL** | **City Cost** (without County funded position) | **City Cost** (with County funded position) | **County Costs** | **Service Provider Costs** |
|---|---|---|---|---|
| Goal 1: Support local and regional coordination among the city, service providers and key stakeholders around housing and supportive services | $31,000 | $1,000 | $136,000 for a full time staff member | $3M one-time<br><br>$220,000 annual |
| Goal 2: Assist in increasing public awareness of the issues of homelessness | $28,000 | $12,000 | | |
| Goal 3: Ensure city policies support appropriate shelter capacity and affordable housing stock | $22,500 | $2,500 | | Unknown developer costs |
| Goal 4: Ensure the efficient use of existing homeless prevention resources and explore ways to enhance the coordination, utilization and efficacy of prevention resources | $74,000<br><br>Plus unknown incentive costs | $4,000<br><br>Plus unknown incentive costs | | |
| **TOTAL** | **$155,500** | **$19,500** | **$136,000** | $3M one-time<br>$220,000 annual |

| **GOAL 1**<br>**Support local and regional coordination among the city, service providers and key stakeholders around housing and supportive services** | | | |
|---|---|---|---|
| **Objectives** | **Measurements** | **Fiscal Impact** | **Timeline** |
| **1a.** Pursue closer collaborations with the County to coordinate city, law enforcement, service providers and stakeholders, including options such as offering office space, or potentially adding County-funded position to City team. | Hire individual.<br><br>County to fund position through Measure H. | $136,000<br>per year<br>County funded position | 12 months |
| **1b.** Incorporate implementation of the Homeless Plan onto the Social Services Commission agendas for discussion, input, and oversight, and to report to the City Council on progress. | Provide progress reports to City Council. | *1a County funded position*<br>*or*<br>$20,000 City | Ongoing |
| **1c.** Encourage local homeless service providers including nonprofits, churches, and libraries, to be trained in the use of the County's Coordinated Entry System (CES).<br>[*County Strategy E7*] | Coordinate with LAHSA and market training sessions. | $1,000 City<br>*(public info)* | Ongoing |
| **1d.** Collaborate and coordinate with the Whittier Consortium on Homelessness to host an annual "State of Homelessness" event to provide community updates on the plan. | Host annual progress reporting event at city facility. | *1a County funded position*<br>*or*<br>$2,000 City | 12 months |
| **1e.** Identify additional resources for enhancement of the City's Mental Health Evaluation Team (MET), and collaborate with LAHSA and PATH's multi-disciplinary homeless engagement teams. | Report to Chief of Police. | *1a County funded position*<br>*or*<br>$2,000 City | Ongoing |
| **1f.** Collaborate with the County and local cities to evaluate options for creating a one-stop Access Center.<br>[*County Strategy E7*] | Identify: partners; design; funding; usage; site; programs; construction. | $3M<br><br>*plus $220,000/ year County or LAHSA operational costs* | 3 years |
| **1g.** Evaluate requirements for opportunities to provide a mobile shower program, 24-hour restroom facilities, laundry service access, storage of personal property, safe parking areas, and shelter for pets. | Report to Social Services Commission on viable options. | *1a County funded position*<br>*or*<br>$6,000 City | 18 months |
| SUBTOTAL | | **$355,000**<br>*1a County funded position & services plus $1,000 City*<br>*Or*<br>**$31,000** City<br>**$3M** *nonprofit* | |
| **GOAL 1 TOTAL** | | **$3.387M** | |

| **GOAL 2**<br>**Assist in increasing public awareness of the issues of homelessness** | | | |
|---|---|---|---|
| **Objectives** | **Measurements** | **Fiscal Impact** | **Timeline** |
| **2a.** Sign up as a supporter and participant in the United Way of Los Angeles "Everyone In" campaign. | City listed as supporter. | minimal (staff report) | 2 months |
| **2b.** Develop and adopt a policy that defines the City's response to addressing homelessness that incorporates the elements of housing-first, trauma informed care, and other industry best practices as applicable to municipal services. | Adoption of policy. | *1a County funded position or* $2,000 City | 12 months |
| **2c.** Partner with the County and local health and social service providers in providing a first responder training for front line city staff. [*County Strategy E4*] | Training provided to staff. | *1a County funded position or* $5,000 City | Ongoing |
| **2d.** Collaborate with Whittier Consortium on Homelessness and local service providers to host regular landlord engagement events. | Training for landlords. | *1a County funded position or* $4,000 City | Ongoing |
| **2e**. Whittier Police Department to collaborate with LAHSA's Law Enforcement Engagement Team to cross train all officers and civilian staff. [*County Strategy E4*] | Training provided to staff. | $12,000 City *(Police costs)* | Ongoing |
| **2f.** Provide training and education to residents on the issues of homelessness and strategies to address the issues, and develop a toolkit on homelessness for local residents and businesses with tips, resources and important information. | Develop training module, toolkit, and share resources. | *1a County funded position or* $4,000 City | Ongoing |
| **2g.** Maintain city web portal for accessing educational materials, information, and tools that are currently available with link to existing service providers. | Maintain web-portal and provide links. | *1a County funded position or* $1,000 City | Ongoing |
| SUBTOTAL - ANNUAL EXPENSES | | **$16,000** *1a County funded position plus* **$12,000** City | |
| **GOAL 2 - TOTAL** | | **$28,000** | |

| **GOAL 3**<br>**Ensure city policies support appropriate shelter capacity and affordable housing stock** | | | |
|---|---|---|---|
| **Objectives** | **Measurements** | **Fiscal Impact** | **Timeline** |
| **3a.** Identify resources to increase shelter beds, and increase city's affordable housing stock.<br>[*County Strategy F7*] | Complete inventory list of resources. | *1a County funded position or*<br>$6,000 City | 12 months |
| **3b**. Align with SB2 best practices to meet the unmet need for shelter beds.<br>[*County Strategy F1*] | Council report on compliance with SB2. | *1a County funded position or*<br>$3,000 City | 15 months |
| **3c.** Draft and implement ordinance for Inclusionary Zoning for Affordable Housing Rental Units, as per AB 1505 (Bloom), allowing city to designate percentages of residential rental units as affordable for households with Extremely Low, Very Low, Low or Moderate Incomes.<br>[*County Strategy F3*] | Adopted policy by City Council. | *1a County funded position or*<br>$5,000 City | 18 months |
| **3d.** Conduct a review of the General Plan in relation to the housing element. | Summary report to City Council. | *1a County funded position or*<br>$2,000 *City* | 18 months |
| **3e.** Identify underutilized city, county and state owned property that may be used for the development of affordable housing and enhancement of existing crisis and bridge housing programs.<br>[*County Strategies B7 and E8*] | Summary report to City Council. | *1a County funded position or*<br>$4,000 | 24 months |
| **3f.** Increase public awareness of the ordinance related to Accessory Dwelling Units (ADUs). | Marketing strategy. | $2,500<br>*public info* | ongoing |
| **3g.** Facilitate, with nonprofit partners, the development of 100 Very Low Income homeless housing beds on one site or multiple sites across the city (for emergency shelter, bridge housing and permanent supportive housing). | Site(s) located and financing secured; developer(s) secured; approvals and plans to construct secured. | $0 presuming City charges full fees for development | 3 years |
| SUBTOTAL - ANNUAL EXPENSES | | **$20,000**<br>*1a County funded position plus $2,500 City* or<br>**$22,500** City | |
| **GOAL 3 - TOTAL** | | **$22,500** | |

| GOAL 4: Ensure the efficient use of existing homeless prevention resources and explore ways to enhance the coordination, utilization and efficacy of prevention resources | | | |
|---|---|---|---|
| **Objectives** | **Measurements** | **Fiscal Impact** | **Timeline** |
| **4a.** Partner with the Chamber of Commerce, Uptown Association, Tri-Cities ROP, Rio Hondo and Whittier Colleges, and other business leaders to develop trade skills, life skills, and self-reliance programs; create work collaborations (e.g. San Jose Downtown Streets Team, and Albuquerque's 'There's a Better Way' program, which both hire homeless individuals for day jobs beautifying the cities); develop incentives for employers to provide job training and jobs for homeless individuals; and coordinate with trade apprenticeship programs. [*County Strategy C1*] | Develop training programs, and establish business and education partners. Review best practices in providing trade skills training, life skills training, and provision of day jobs for homeless individuals. | *1a County funded position or* $10,000 City<br>***incentive costs unknown** | 12 months |
| **4b.** Partner with County, Whittier PD, homeless service providers, faith leaders and other key stakeholders to provide street engagement, case management, and retention services. | Create case management network. | *1a County funded position or* $30,000 City | 12 months |
| **4c.** Increase City coordination efforts with LAHSA's homelessness prevention program for families and single adults. [*County Strategies A1 and A5*] | Participation of City staff in case conferencing efforts. | *1a County funded position or* $30,000 City | Ongoing |
| **4d.** Increase awareness of the LAHSA'S CBEST program that provides benefits advocacy for individuals experiencing homelessness in obtaining SSI/SSDI and Veterans' benefits. [*County Strategies C4 and C5*] | Develop and implement marketing strategy. | $500 City *(public info)* | Ongoing |
| **4e.** Foster informational linkages and educational programs that connect school district staff and programs (including McKinney Vento programs) with the broader array of service providers in the CES and in homeless prevention programs, and to create a Homelessness Prevention brochure. [*County Strategies A1 and A5*] | Completion of brochure. | $3,500 City *(public info)* | 12 months |
| SUBTOTAL - ANNUAL EXPENSES | | **$70,000** *1a County funded position plus $4,000 City or* **$74,000** City *And unknown incentive costs* | |
| **GOAL 4 TOTAL** | | **$74,000** | |

## ATTACHMENT A: Homeless Population Segments

Homelessness occurs for many and varied reasons and requires different resources and services. In an effort to highlight these causes ten unique segments within the homeless population are highlighted below:

- Families
- Single Unattached Men & Women
- Veterans
- Transitional Age Youth
- Drug & Alcohol Dependent
- Elderly
- Early Release and Homeless Court Referrals
- Chronically Ill
- Domestic Violence Survivors
- Mental/Behavioral

### Families

This segment includes both two parent, single parent and non-traditional families with children living in poverty. Families are young with limited education and a high incidence of domestic violence and mental illness. Homelessness is often times caused by unforeseen financial challenges such as a death in the family, loss of job or health issue.

### Single Unattached Men & Women

This segment includes both men and women over the age of 18 without children and individuals who are newly or chronically homeless.

### Veterans

Composed of both men and women who have served in several different conflicts ranging from World War II to more recent conflicts and are now experiencing homelessness. Veterans who served in the late Vietnam and post-Vietnam era are at greatest risk of homelessness. Veterans from the more recent conflicts in Afghanistan and Iraq often have severe disabilities, including traumatic brain injuries (TBls) and Post Traumatic Stress Disorder (PTSD) that are known to be correlated with homelessness.

### Transitional Age Youth (TAY)

This segment includes individuals 18 - 24 years of age who have transitioned from foster care and other avenues into homelessness. Behavioral health issues and trauma impact this population disproportionately.

## Drug & Alcohol Dependent

Individuals including both males and females who are alcohol or drug dependent and may be negatively impacted by addiction related illnesses including behavioral health. This population also includes parents struggling with Substance Abuse who are seeking to reunite with their children.

## Elderly

This segment includes men and women over the age of 65 who are experiencing homelessness. This population may suffer from chronic disease and behavioral health issues such as depression and isolation.

## Early Release and Homeless Court Referrals

This segment includes individuals who have been incarcerated for non-violent offenses and release from jail/prison and individuals under the jurisdiction of the Los Angeles County Homeless Court.

## Chronically Ill

Individuals who have experienced homelessness for a year or longer, or who have experienced at least four episodes of homelessness in the last three years (must be a cumulative of 12 months), and have a disability.

## Domestic Violence Survivors

This segment can include individuals as well as single women and men with children. Domestic violence is a leading cause of homelessness among women.

## Mental/Behavioral Health

This segment includes individuals much like those homeless with chronic illness that with treatment can bring health back to the level prior to homelessness. Individuals with an acute behavioral health issue or condition. The impacts of homelessness can negatively impact chronic medical conditions and substance abuse problems.

## ATTACHMENT B: Housing Stock in Whittier

### Low Income Senior Affordable Housing Stock in Whittier

| Name | Address | Population Served | Affordable Units | Affordability |
|---|---|---|---|---|
| Whittier Towers | 7215 Bright Ave. | Senior | 154 | Very Low Income |
| William Penn Manor | 7025 Friends Ave. | Senior | 73 | Very Low Income |
| Hoover Hotel/Seasons | 7035 Greenleaf Ave. | Senior | 49 | Very Low Income |
| Whispering Fountains | 12251 Washington Blvd. | Senior | 167 | Low Income |
| Lazy Spokes Trailer Park | 10932 1st Ave. | Senior | 9 | Low Income |
| Whittier East Mobile Home | 16540 Whittier Blvd. | Family | 75 | Low Income |
| Walnut Mobile Home | 9022 Painter Ave. | Family | 35 | Low Income |
| Ted's Trailer Park | 15828 Whittier Blvd. | Family | 9 | Low Income |
| Park Santa Fe Mobile Homes | 8949 Santa Fe Springs Rd. | Family | 30 | Low Income |
| Mosaic Gardens Apartments | 12524 Philadelphia St. | Family | 20 | Low Income |
| Whittier First Day | 7916-7920 Newlin Ave. | Family | 3 | Low Income |
| **Total Units** | | | **624** | |

## ATTACHMENT C: Advisory Board Members

| | NAME | LAST NAME | AFFILIATION |
|---|---|---|---|
| 1 | Andrea | Marchetti | JOVENES, Inc. |
| 2 | Arthur | Rock | Lived Experience Member |
| 3 | Barbara | Earl | Community Member |
| 4 | Barth | Medina | Salvation Army Transitional Living Center |
| 5 | Carol | Crosby | Chamber of Commerce |
| 6 | David | Gonzalez, DPA | Whittier Consortium on Homelessness |
| 7 | Dolores | Salomone | Women & Children's Crisis Shelter - since left |
| 8 | Drew | Pryor | GREENLEAF - WAEMA |
| 9 | Elvia | Torres, MS, LMFT, MBA | SPIRITT Family Services |
| 10 | Henry | Bouchot, Esq. | Legal - elected Council Member, April 2018 |
| 11 | Heidi | Lopez | LA County Department of Public Health |
| 12 | Ivan | Sulic | Field Deputy, Office of Supervisor Janice Hahn |
| 13 | Jack | Joseph | Gateway Cities COG |
| 14 | Jeff | Piper | Chief, Whittier Police Department |
| 15 | John | Suddick D.D.S. | Dentist |
| 16 | Juan | Navarro | Los Angeles Centers for Alcohol & Drug Abuse |
| 17 | Judith | Stockman | Nurse Practitioner |
| 18 | Layne | Beamer | Clergy Association |
| 19 | Leighton | Anderson | Bewley Lassleben & Miller |
| 20 | Martin | Browne | City of Whittier - Community Services |
| 21 | Meredith | Berkson | People Assisting the Homeless (PATH) |
| 22 | R.D. | McDonnell | Architecture |
| 23 | Richard | Cisneros | Group Archineros Design Support Services |
| 24 | Richard | Balkus | Interfaith Council |
| 25 | Stephanie | Warner | Whittier Area Community Church |
| 26 | T. K. | Monzon, RN | Registered Nurse |
| 27 | Ted | Knoll | Consultant |
| 28 | Vanessa | Ivie | PIH Health |
| 29 | Vanessa | Sedano | The Whole Child |
| 30 | Veronica | Castro | Interfaith Food Center |
| 31 | Virginia (Ginny) | Ball | Whittier Apartment Owners' Association |

**ATTACHMENT D: Community Partners**

Boys & Girls Club of Whittier

Children's Health Clinic

First Christian Church of Whittier

Gateway Cities Council of Governments

Interfaith Food Center

Los Angeles Centers for Alcohol and Drug Abuse

Los Angeles County Department of Health, SPA 7

Legal Aid Society of Orange County

People Assisting the Homeless (PATH)

PIH Health

SPIRITT Family Services

City of Whittier

Salvation Army of Whittier/Pickering

Salvation Army Transitional Living Center

The Whole Child

Women's and Children's Crisis Shelter

Whittier Area First Day Coalition

Whittier College

Whittier Consortium on Homelessness

## ATTACHMENT E: Summary of Expert and Community Surveys

Two surveys were constructed to enable comparisons between those who have direct expert (Expert) experience with the homeless, and the general public (Community). The following are some of the results of these surveys. Complete survey results are available upon request.

| | EXPERTS | COMMUNITY |
|---|---|---|
| **Respondents** | **55** | **159** |
| Total number years of experience with the homeless | 429 | 397 |
| Avg. years of individual experience | 7.80 | 2.50 |
| | | |
| **GENDER** | | |
| Male | 54.55% | 24.53% |
| Female | 41.82% | 72.33% |
| | | |
| **RACE/ETHNICITY** | | |
| American Indian/Alaska Native | 0.00% | 1.26% |
| Asian | 3.64% | 2.52% |
| Black/African American | 0.00% | 0.63% |
| Hispanic/Latino | 36.36% | 33.96% |
| White | 47.27% | 47.17% |
| Multiracial | 5.45% | 1.89% |
| | | |
| **DEMOGRAPHICS** | | |
| Veteran | 1.82% | 3.14% |
| Personally Experienced Homelessness | 12.73% | 15.09% |
| Presently Experiencing Homelessness | 0.00% | 7.55% |
| Whittier Resident | 38.10% | 88.54% |
| Work in Whittier | 90.48% | 31.41% |
| Is the homeless situation getting worse? | 45.00% | 79.34% |
| | | |
| **RANK COUNTY STRATEGIES** | **RANK** | **RANK** |
| Create a Coordinated System | #1 | #3 |
| Prevent Homelessness | #2 | #1 |
| Increase Affordable Housing/Homeless Housing | #3 | #4 |
| Provide Case Management Services | #4 | #2 |
| Subsidized Housing | #5 | #5 |
| Increase Income | #6 | #6 |

**SPECIFIC QUESTIONS ON THE COMMUNITY SURVEY**

| | |
|---|---|
| Very likely & likely to employ someone who is homeless (Business, Agency, Church) | 97.70% |
| Very Likely & Likely to employ someone who is homeless - (Resident) | 81.60% |
| Support an Access Center | 78.38% |
| Very Likely or Likely to support partnering with other cities | 75.44% |
| Support building Supportive Housing | 72.72% |
| Strongly Agree or Agree that we should develop relationships with landlords | 65.18% |
| Agree businesses should be encouraged to offer employment opportunities | 62.83% |
| Agree we should support Low-Income Housing | 58.77% |
| Support Accessory Dwelling Units (ADUs) | 53.63% |
| Willing to rent to someone who is homeless (Landlords) | 52.63% |
| Strongly Agree & Agree to support overnight safe parking | 51.36% |
| Willing to rent to someone with Section 8 | 44.40% |
| Willing to mentor a formerly homeless individuals | 41.59% |
| Willing to mentor a formerly homeless family | 40.71% |
| Willing to mentor an individual or family who is currently homeless | 38.60% |
| Willing to rent a room (Homeowner) | 29.20% |

## Attachment F: Summary of Community Meetings

### A: Identify strengths of current efforts to address homelessness in Whittier (in order of ranking)

| Community Meeting Session 1 March 17, 2018 | Community Meeting Session 2 March 20, 2018 | Community Meeting Session 3 March 22, 2018 |
|---|---|---|
| • Existing shelter facilities and programs<br>• Partnerships between nonprofit and faith groups<br>• Availability of resources (clothing, food banks, etc.)<br>• City's Mental Health Evaluation Team<br>• Law Enforcement response<br>• Education and awareness of existing programs and services<br>• Availability of data<br>• Community engagement and publicity around events<br>• Focus on families and individuals overcoming poverty not just homelessness<br>• Community Meetings to address homelessness<br>• Collaboration between the city and its partners<br>• Sense of collaboration vs. competition among community groups | • City's Mental Health Evaluation Team<br>• Existing shelter facilities<br>• Support for programs such as First Day<br>• Efforts to remove client barriers<br>• Planning Time<br>• Faith community collaboration and role in the Whittier Consortium on Homelessness<br>• Imagine Whittier Program<br>• Overall drive to take action<br>• Collaboration between school district and homeless services agencies<br>• Identification of gaps and need for services<br>• City funding geared towards homeless services<br>• Compassionate approach to addressing homelessness by the City and community<br>• Collaborative community response<br>• City communication on homelessness<br>• Community dialogue<br>• Range of available services | • Collaboration between the City and its partners<br>• First Day program<br>• Existing shelter facilities and programs<br>• Los Angeles County Section 8 Housing Voucher Program<br>• Proactive approach to managing homelessness<br>• Food bank programs<br>• Partnership with Whittier Police Department<br>• Community Meetings & Dialogue<br>• Creative partnership ideas<br>• Annual Homeless Count<br>• Funding availability outside of Measure H<br>• Partnership between local organizations and churches for operation of the Cold Weather Shelter |

**B. Identify challenges or gaps with addressing homelessness in Whittier (in order of ranking)**

| Community Meeting Session 1 March 17, 2018 | Community Meeting Session 2 March 20, 2018 | Community Meeting Session 3 March 22, 2018 |
|---|---|---|
| • Lack of shelters and emergency housing<br>• Lack of showers, bathrooms and laundry facilities<br>• Lack of job development and training programs for individuals experiencing homelessness<br>• High cost of rent<br>• Long-term strategies for sheltering<br>• Public education on how to manage the homeless issue<br>• Law enforcement training on how to engage the homeless population<br>• Lack of rent control<br>• Lack of awareness of success stories<br>• Lack of incentives for housing developers<br>• Lack of housing voucher usage by housing developers<br>• Need for financial planning<br>• Family dynamics<br>• Need for faith community to fill in the gaps in service | • Housing crisis and lack of affordable housing<br>• Lack of overnight restrooms, shower facilities and laundry facilities<br>• Restrictive funding<br>• Lack of comprehensive community health clinic<br>• Access to ground level resources<br>• Lack of comprehensive list of resources<br>• Shelters for older adults<br>• Lack of shelters that accept animals<br>• Lack of shelter beds, specifically emergency and cold weather<br>• Lack of drop-in center for services<br>• NIMBYism<br>• Humanizing the homeless population<br>• Gaps in the criminal justice system<br>• Teams with experience on how to engage the homeless population<br>• Lack of education for landlords to dispel myths and fears<br>• Client readiness and motivation for engagement in services | • Lack of affordable housing<br>• Lack of mobile showers and bathrooms<br>• Lack of centralization of resources and a drop-in center<br>• Lack of mental health services and housing<br>• Lack of housing dedicated to older adults<br>• Lack of political motivation to provide affordable housing<br>• Lack of emergency shelters<br>• Lack of social support in mental illness<br>• NIMBYism<br>• Substance use<br>• Lack of access to transportation<br>• Lack of supervised care<br>• Lack of prevention funding<br>• Inaccessibility of community survey by individuals experiencing homelessness<br>• Data sharing and accountability for emergency care<br>• Animal-friendly shelters |

| Continued - Session 1<br>March 17, 2018 | Continued - Session 2<br>March 20, 2018 | Continued - Session 3<br>March 22, 2018 |
|---|---|---|
| • Lack of County agency engagement<br>• NIMBYism<br>• Lack of access to transportation<br>• Need for public-private partnerships<br>• Need for support for individuals recently housed<br>• Need for new policy formation<br>• Capacity building for local nonprofits to compete for Measure H funds<br>• Lack of shelters that accept animals<br>• Equitable distribution of resources<br>• Need for regional collaboration with neighboring cities<br>• Lack of a dedicated city employee to coordinate homeless services efforts | • Individuals who not be ready to engage in services<br>• Lack of understanding of the reasons for homelessness<br>• Stigma with being identified as homeless<br>• Lack shelters with disability access<br>• Lack of mentoring opportunities to support those housed<br>• Lack of job development and training programs for individuals experiencing homelessness<br>• How to manage private property<br>• Lack of emphasis on prevention and retention<br>• Youth dedicated resources<br>• Need for additional faith community involvement<br>• Community awareness of barriers faced by individuals experiencing homelessness<br>• Need for reciprocal engagement of service providers to the general community<br>• Need for continued dialogue | • Increasing coordination with expanded network of organizations (schools, health colleges, etc.)<br>• Lack of availability of case management services<br>• Need for Landlord Engagement and Education |

### C. Solutions or strategies for addressing homelessness in Whittier (in order of ranking)

| Community Meeting Session 1 March 17, 2018 | Community Meeting Session 2 March 20, 2018 | Community Meeting Session 3 March 22, 2018 |
|---|---|---|
| ● Affordable Housing<br>● One-stop drop-in center<br>● Job Development program for hiring individuals experiencing homelessness<br>● Utilization of existing spaces for showers, resources, etc.<br>● Landlord engagement<br>● Rent control<br>● Mobile showers<br>● Education for high schoolers on resources available to their families<br>● Shelters that allow animals<br>● Low cost or no cost storage unit access<br>● Landlord and case manager collaboration for retention of housed individuals<br>● State-wide reform for mental health advocacy<br>● Quarterly resource event for our homeless neighbors<br>● Changing zoning laws<br>● In-kind donation of property by the City for housing development | ● Drop-in center<br>● Shelters that allow animals<br>● More compassionate laws and policies<br>● Comprehensive health clinic<br>● Mobile showers<br>● Tiny houses<br>● Job training and placement<br>● Localized law enforcement training<br>● Rent control<br>● Landlord engagement<br>● Safe parking program<br>● Community Trust<br>● Develop programs geared towards self-sufficiency<br>● Substance abuse support<br>● Retention services<br>● High School education on how to engage the homeless population<br>● Extended hours for homeless services provision<br>● Policy advocacy and civic engagement on housing<br>● Comprehensive resource list<br>● Teaching responsibility for being a good community member | ● More affordable housing<br>● Mobile showers, restrooms and laundry facilities<br>● Training for law enforcement on homeless engagement<br>● Engaging individuals with lived experience as consultants for feedback<br>● Safe places for documents and personal belongings storage<br>● More coordinated approach to collecting data<br>● Capitalize on energy at meetings<br>● Providing crisis phones<br>● Increase shelter accessibility<br>● Landlord engagement<br>● Mobile medical unit |

| Continued - Session 1<br>March 17, 2018 | Continued - Session 2<br>March 20, 2018 | |
|---|---|---|
| ● Incentives for businesses to hire individuals who are currently or formerly experiencing homelessness<br>● Use of space at the Fred C. Nelles Project for shelter, drop-in center, etc.<br>● Accessible transportation<br>● Social worker at the library<br>● Redirect plan for parking lot project in Uptown<br>● Go Fund Me Campaign for Prevention Services<br>● Creative incentives for retention such as vouchers or discount coupons | ● Financial literacy training for high school students as prevention strategy<br>● Affordable late fee oversight on rent in arrears<br>● Transportation assistance<br>● Increase education on NIMBYism<br>● Information resources center or fair<br>● Ongoing community education forums<br>● Mentoring programs<br>● Creative use of existing facilities<br>● Set-aside units for low income<br>● Increased community empathy<br>● Assistance for those on the verge of homelessness<br>● Advocacy and training to assist individuals and families with retaining housing<br>● Employment opportunities for individuals experiencing homelessness<br>● Welcoming shelter environments<br>● Community action<br>● Teachers to work with educating youth on homelessness | |

## Top ten responses from community meetings

**Question #1: What are the city and its partners doing right in addressing homelessness?**

1. MET Team
2. Shelters
3. Support for Whittier First Day
4. Efforts to remove barriers
5. Taking time to make a plan
6. Whittier Consortium on Homelessness and faith collaboration
7. Imagine Whittier
8. Drive to action
9. School Districts and Homeless Agencies working together
10. Identifying gaps and needs

**Question #2: What are the challenges or gaps with addressing homelessness in the City of Whittier?**

1. Housing crisis and lack of affordable housing
2. Overnight toilets and showers, including laundry facilities
3. Restrictive funding
4. Lack of comprehensive community health clinic
5. Access to ground level resources
6. Lack of a comprehensive list of resources
7. Shelters for the elderly
8. Lack of pet friendly housing units
9. More shelters, specifically emergency, cold weather
10. Lack of drop in centers

**Question #3: What are some solutions or strategies to address homelessness in the City of Whittier?**

1. Drop in centers
2. Shelter with provision for animals
3. More compassionate laws and policies
4. Comprehensive health clinic
5. Mobile showers (Access)
6. Tiny Homes
7. Job training skills and placement
8. Localized police department training
9. Rent control
10. Landlord engagement

## ATTACHMENT G: Alignment of City Plan with County Homeless Initiative Strategies

The following table provides a general overview of the alignment of objectives included in the Whittier Homeless Plan and the County's Homeless Initiative Strategies.

| City of Whittier Homeless Plan Objective | County Homeless Initiative Strategy | Objective Description | Measure H Funded | County Funded |
|---|---|---|---|---|
| 1c | E6 and E7 | Outreach Coordination/CES | Yes | No |
| 1f | E7, C1, C2, C4, C5, A1, A5, and D6 | Outreach Coordination/CES, Benefits Advocacy, Employment, Prevention Services, Record Clearing, etc. | Yes (except for C1) | Yes |
| 2c | E4 | First Responder Training | No | Yes |
| 2e | E4 | First Responder Training | No | Yes |
| 3a | F6 and F7 | Homeless/Affordable Housing | Yes (F7 only) | Yes |
| 3b | F1 | SB 2 Alignment | No | Yes |
| 3c | F3 | Inclusionary Zoning Ordinance | No | No |
| 3e | B7 and E8 | Shelter/Housing Development | Yes | Yes |
| 4a | C1 | Employment Development | Yes | Yes |
| 4d | A1 and A5 | Homelessness Prevention | Yes | Yes |
| 4e | C4 and C5 | Increase Income/Access to Benefits | Yes | No |
| 4f | A1 and A5 | Homelessness Prevention/Education | Yes | No |

# ATTACHMENT H: Description of County Homeless Initiative Strategies

The following information describes the County Homeless Initiative strategies that are incorporated as part of the City of Whittier's Homeless Plan. The descriptions are taken from the Los Angeles County Homeless Initiative Action Plan released in February 2016 and subsequent quarterly reports by the LA County Chief Executive Office. The Action Plan and reports can be found at www.homeless.lacounty.gov.

**Strategy A1: Homeless Prevention Program for Families**

Los Angeles County has an opportunity to build on current programs and services to develop an integrated, comprehensive system to assist families on the verge of homelessness.

The Los Angeles County Department of Public Social Services (DPSS) provides homeless prevention assistance to certain CalWORKs families in the form of eviction prevention, temporary rental subsidies and other financial services, but provides limited case management services and no legal services. First 5 LA funds home visitation programs which could play a role in identifying families who are at risk of homelessness. The County and City of Los Angeles fund a program to expedite the delivery of housing and other supportive services to families experiencing homelessness, but has provided very limited homeless prevention services. The Board recently allocated $2 million to the Homeless Families Solutions System (HFSS) for prevention purposes that could be useful to learn from and build upon.

LAHSA should develop, in collaboration with County agencies and family system partners, a comprehensive strategy to effectively identify, assess, and prevent families from becoming homeless, and to divert families in a housing crisis from homelessness. The strategy should consist of a multi-faceted approach to maximize and leverage existing funding and resources, evaluate and potentially modify policies that govern existing prevention resources to allow greater flexibility, prioritize resources for the most vulnerable populations, and create an outreach and engagement strategy to identify access points for families at risk of homelessness. The major areas critical to developing a homeless prevention system in Los Angeles County involve identifying additional and targeting current resources from multiple systems to focus on homeless prevention

**Strategy A5: Homeless Prevention for Individuals**

This strategy uses a multi-faceted approach to implement an integrated, comprehensive homeless prevention program to effectively identify, assess, and prevent individuals from becoming homeless, and divert individuals in a housing crisis from homelessness. It also addresses rental/housing subsidies, case management and employment services, and legal services.

This strategy will provide screening and a targeted intervention to single adults and youth who are currently at risk of becoming homeless and have been screened and identified as having high risk factors. The goal of Homeless Prevention is to provide a short-term targeted intervention to address people's housing crisis before they become homeless.

According to the January 2016, LAHSA Housing Gaps Analysis, there were approximately 2,500 households that could benefit from prevention services each year; however, in looking at recent data of people newly experiencing homelessness this number appears to be increasing. Additionally, the data used for the Gaps Analysis did not identify all households that become homeless.

If programs are able to provide targeted intervention services and resources, this Strategy can reduce long-term biological, psychological, social, and economic impacts often caused by the experience of becoming homeless. An objective during the initial implementation of the A5 Strategy will be to improve intervention screening and targeting.

**Strategy B7: Interim/Bridge Housing for those Exiting Institutions**

The following housing types should be available for individuals exiting institutions:

- Shelter beds
- Stabilization beds
- Shared recovery housing (can be used for interim or permanent housing)
- Recuperative care beds
- Board and care (can be used for interim or permanent housing)

All of the above housing types are available in most jurisdictions throughout the United States. They are viewed as standards of care for most HUD Continuum of Care. Many shelter models are funded by the U.S. Department of Housing and Urban Development (HUD) under the McKinney Vento Homeless Assistance Act. Recuperative care is less prevalent; however, in some jurisdictions, health plans and/or hospitals pay for these services privately. Shared Recovery Housing is a Substance Abuse and Mental Health Services Administration (SAMHSA) evidence-based best practice. None of these programs are billable to regular Medi-Cal, though health plans/providers may be able to use the capitated Medi-Cal funding they receive to pay for bridge housing for their Medi-Cal patients.

There will be a historic opportunity to increase the supply of bridge housing in 2016, when LAHSA will stop funding approximately 2000 transitional housing beds, per direction from HUD to shift funding away from transitional housing. LAHSA is currently in discussions with all impacted transitional housing providers regarding potential ways in which their facilities could be re-purposed, which includes the potential utilization of those facilities for bridge housing.

**Strategy C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families**

This would be an enhancement of the existing DPSS CalWORKs Subsidized Employment Program that would be targeted to CalWORKs families who are homeless/recently homeless/at risk of homelessness. It is recommended that the program be modeled after the Los Angeles Regional Initiative for Social Enterprise (LA: RISE) implemented by Los Angeles City in collaboration with the non-profit Roberts Enterprise Development Fund (REDF). The LA: RISE model takes an integrated wraparound approach to job creation and provides hard-to-serve individuals, specifically those with a history of homelessness and/or incarceration, and disconnected youth, with employment, counseling support and training.

This enhancement could be implemented by DPSS as an enhancement of the existing CalWORKs subsidized employment program with the South Bay Workforce Development Board or through an agreement with the Department of Community and Senior Services (CSS) in partnership with the LA City Workforce Development Board (WDB), which has an existing relationship with REDF. In either scenario, the LA: RISE program design and infrastructure could be leveraged and expanded to provide services countywide. The services will be specifically targeted to meet the needs of homeless families. Examples of services include:

- Subsidized employment/bridge jobs provided in a Social Enterprise supportive employment work environment that includes personal supports, case management and job readiness preparation.

- Recruiting and working with employers willing to hire hard-to-serve individuals with nontraditional backgrounds. This will include recruiting and working with small localized (mom and pop) employers.

- Coordinated training provided through DPSS Greater Avenues to Independence (GAIN) Program and Workforce Investment Boards and Social Enterprise Employers on developing skills needed to obtain self-sufficiency.

Additional supports would be provided as needed to help homeless families maintain their subsidized employment, progress into unsubsidized employment, and retain their employment. This includes linkages to the existing Homeless Families Solution System (HFSS). Currently, CalWORKs homeless families are served through the mainstream CalWORKs Transitional Subsidized Employment Program; however, under this proposal, homeless families would instead be served through this specialized program design to meet their unique needs.

**Strategy C4: Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness**

The recommended countywide Supplemental Security Income (SSI) Advocacy Program would provide assistance to eligible homeless individuals and those at risk of homelessness (including all disabled General Relief participants) in applying for and obtaining SSI or other related benefits Social Security Disability Insurance (SSDI) and Cash Assistance Program for Immigrants. The Program, modeled after DHS' former Benefits Entitlement Services Team (B.E.S.T), should be overseen by the Los Angeles County Department of Health Services because of its successful management of B.E.S.T. and its achievement of high outcomes and experience with large-scale contracting with homeless services agencies across the county. A Request for Proposals is targeted for release by the end of June, 2016, to secure two or more contractors, who could use subcontractors, as needed, to meet the geographic needs of the County.

Referrals to the Countywide SSI Advocacy Program should be received via a warm hand-off from: existing homeless entry points and systems of care, such as Housing for Health, the Coordinated Entry System (CES), HFSS, and the Single Adult Model (SAM); the County Departments of Public Social Services, Mental Health, Public Health, Military and Veterans Affairs, and Children and Family Services, the Probation Department, and the Sheriff's Department; and community-based organizations serving individuals who are homeless or at risk of homelessness.

**Strategy C5: Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness**

The Department of Military and Veterans Affairs will contract for one or more Homeless Veterans Benefits Specialist Resource Teams to provide assistance to eligible homeless veterans in applying for and obtaining income and/or health benefits from the Department of Veterans Affairs (VA). The program will be operated in partnership with community-based organizations to: provide wraparound case management, health, and mental health supports to house enrolled veterans; and acquire VA Service-Connected Compensation or VA Non-Service-Connected Pension benefits.

The components of the proposed Veterans Advocacy Program include:

A. VA Benefits Specialist Resource Teams serving all Service Planning Area (SPA) of the County, including VA will be responsible for the providing services including, but not limited to the following:

- Conduct and/or leverage outreach and engagement activities to identify eligible homeless veterans;

- Receive referrals from Department of Public and Social Services (DPSS), Department of Health Services (DHS), Department of Mental Health (DMH) and other County departments of veterans who need assistance with Veterans' benefits;

- Provide assessment and screening to determine whether veterans meet requirements for VA Service-Connected and Non-Service Connected benefits;

- Coordinate with existing homeless entry points and housing programs to arrange subsidized housing Veteran Affairs Supportive Housing (VASH) Vouchers for those individuals enrolling in the program;

- Access relevant medical records from medical providers based on the veteran's medical treatment, military service, and VA claims history;

- Coordinate and leverage Veterans Health Administration, Los Angeles County Department of Military and Veterans Affairs "Navigator" program, Department of Mental Health, Department of Health Services, and managed care systems to assist the veteran to access health care, mental health care, and documentation of disability and, when applicable, its relationship to military service for veterans completing a VA Service Connected and/or Non-Service-Connected claim(s);

- Develop and file high-quality benefits applications, including new and original, reopened, and increased rating claims;

- Coordinate and advocate with the Veterans Benefits Administration regarding status of pending benefits applications and appeals, as well as scheduling of compensation and pension examinations;

- Coordinate legal assistance to assist veterans who have complex Service-Connected/ Non-Service-Connected claims, including claims that require a character of discharge determination, claims that have been denied and are eligible to enter the appellate phase, and "clear and unmistakable error" claims; and

- Coordinate benefits advocacy with the proposed Countywide SSI Benefits Advocacy team, as needed.

B. Ongoing training and technical assistance for veterans and homeless service agencies, Federally Qualified Health Centers, and County and other public agencies – training and technical assistance will be conducted by a VA Accredited Agent and/or Attorney, and could be from the VA Benefits Specialist Team or through a subcontract to reach government and community organizations and clinicians that serve

veterans. Training and technical assistance should incorporate the following:

- Leverage training resources provided by the Supportive Services for Veterans Families program;

- Train homeless service providers and public agencies on the identification of eligible homeless veterans and the various veteran military discharge statuses;

- Train homeless service providers and public agencies on the process for assessment and screening to ensure veterans meet the requirements for VA Service-Connected compensation and Non-Service-Connected pension; and

- Provide ongoing training and support to physicians and clinicians on identifying potential applicants and completing Service Connected and Non-Service-Connected documentation.

C. Provide quality assurance to ensure the submission of high quality Service-Connected/Non-Service Connected applications:

- Access and monitor submitted veteran's claims in VA database systems;

- Track and report programmatic outcomes; and

- Pursue continuous improvement of training and coordination to assure high quality benefits support for homeless veterans.

**Strategy E4: First Responder Training**

The proposed training program would educate law enforcement, fire departments, and paramedics, i.e., first responders, about the complex and diverse needs of the unsheltered homeless population and how to connect homeless individuals to appropriate services, so as to better prepare first responders when interacting with people experiencing unsheltered homelessness. The proposed training would emphasize awareness of, and strategies for dealing with, situations that arise among unsheltered homeless individuals due to an array of issues, such as, mental illness; alcohol and/or substance abuse/addiction (training in overdose Narcan protection/prevention is one component for addressing substance abuse); co-occurring substance abuse and mental illness; and/or physical health ailments. Los Angeles Sheriff's Department (LASD) and other police agencies interested in participating in the training will develop the training and protocol based on local and national best practices.

The proposed Countywide encampment/unsheltered homeless protocol would ensure that LA County, and police forces across the County are responding to the crises of encampments and unsheltered homelessness in a manner that both improves efficiencies across jurisdictional boundaries and achieves more effective outcomes and collaboration among police agencies and homeless service providers.

**Strategy E7: Strengthen the Coordinated Entry System**

The move toward CES culminated with the implementation of the Federal "Opening Doors" Strategic Plan to prevent and end homelessness, the HEARTH Act, and the requirement that Continuums of Care (CoC) create a coordinated or centralized assessment and housing placement system. This system must be used to prioritize access to housing and services based on service need in order for a CoC to be eligible for federal homeless assistance funding. Coordinated entry is the process through which people experiencing homelessness or at-risk of homelessness can easily access crisis services through multiple, coordinated entry points, have their needs assessed and prioritized consistently, and, based upon those needs, be connected with appropriate housing interventions and supportive services. For special sub-populations, such as victims fleeing domestic violence or human trafficking, or those who are HIV-positive, CES must ensure that data-tracking and matching protocols do not conflict with confidentiality provisions to maintain individual safety and overall well-being.

The County and City of Los Angeles have come a long way in coordinating the delivery of homeless services and housing. Over the last several years, there has been greater service integration and cooperation among County departments, city agencies and community organizations. For example, in early 2013 CES for single adults rolled out in Skid Row and is now operational in all SPAs and coordinates housing and supportive services not only with the County and City of Los Angeles, but with networks of over 100 local housing providers as well. CES could be strengthened through more standardization and an enhanced administrative/ technology infrastructure for the coordinated entry systems for single adults and families, as well as the youth system which is currently in pilot. In fiscal year 2014-15, 9,720 individuals were assessed for homeless services and roughly 1,738 were housed.

**Strategy E8: Enhance the Emergency Shelter System**

The emergency shelter system should be enhanced to be an effective point-of-access to and component of an integrated homeless services system. An adequate crisis housing system ensures that individuals, families, and youth have a safe place to stay in the short-term, with access to resources and services that will help them exit homelessness quickly – optimally within 30 days

The emergency shelter system should be enhanced as follows:

1. Keep shelters open 24-hours a day/7 days a week. This would enable the shelter system to serve as a staging ground to triage/assess clients for housing, health, mental health, substance use disorder, and social service needs, particularly for outreach and engagement teams.

2. Transform emergency shelters and transitional housing into interim/bridge housing from which homeless families/individuals/youth could transition to the best suited form of permanent housing, such as rapid re-housing or permanent supportive housing. Housing location search assistance should be provided at each shelter by community-based housing locators, since such assistance is key to ensuring that the shelter system operates as effectively as possible with enough "throughputs" to move people out of the shelter system, thereby creating shelter capacity for additional homeless families/individuals/youth, including individuals and families fleeing domestic violence.

3. Establish "low threshold" common criteria for shelter eligibility across the county so that homeless families/individuals/youth can easily enter and remain in shelter without restrictive requirements that either preempt entry into the shelter system or force people to leave before they can transition to permanent housing.

4. Fully utilize the shelter bed assignment system in LAHSA's Homeless Management Information System so that any provider seeking a shelter bed could readily identify any available beds.

5. When possible, ensure that there is storage for belongings.

6. There needs to be confidentiality for those fleeing domestic violence and others who require it.

7. If shelters cannot accommodate pets for homeless individuals and families seeking shelter, have Animal Care and Control make alternative arrangements for pets.

There should also be a "diversion" component that helps at-risk households avoid entering shelter if alternatives can be identified and implemented, e.g. remaining in their current housing and/or placement into stable housing elsewhere, which might include living with family/and or friends.

**Strategy F1: Promote Regional SB 2 Compliance and Implementation**

SB 2 (Cedillo) is enacted state legislation that requires each city and County (for the unincorporated areas) to:

1. Identify at least one zone where emergency shelters are permitted as a matter of right; and

2. Treat transitional and supportive housing as a residential use of property, subject only to restrictions that apply to other residential dwellings of the same type in the same zone.

SB 2 was crafted with the objective not only of ensuring that emergency shelters, transitional housing, and supportive housing are permitted in each jurisdiction, but also to ensure a realistic potential for development, when there is a willing, private developer with adequate funding.

While the County is in full compliance with SB 2 in the unincorporated areas, a number of cities in the County are not in compliance with SB 2.

**Strategy F3: Support Inclusionary Zoning for Affordable Housing Rental Units**

Inclusionary housing, also known as inclusionary zoning or mixed-income housing, is a policy tool that requires or encourages private housing developers to include a certain percentage of income-restricted units within new market rate residential developments. The Costa-Hawkins Act (CHA), enacted in 1995, provides owners in rent control communities the right to establish initial rental rates when there is a change in occupancy of a dwelling unit and exempts housing constructed after 1995 from local rent controls. California courts have interpreted the CHA to mean that inclusionary zoning is prohibited for all newly constructed rental units. Specifically, in *Palmer/Sixth Street Properties v. City of Los Angeles (175 Cal. App. 4th. 1396 (2009), the Court of Appeals (Second District)*) held that the CHA preempted local inclusionary housing ordinances for new rental units.

Los Angeles County could support amending or clarifying the interpretation of the CHA to allow an inclusionary housing requirement for new rental housing. Such authority would apply to the County for the unincorporated areas and to each of the 88 cities in the County within its own boundaries. Support for such a proposal would be consistent with the County's State Legislative Agenda, section 5.1 Housing and Community Development, which reads: "Support proposals that provide incentives to local governments and/or developers to increase and protect affordable housing and flexibility for counties to promote a diversity of affordable housing types through local policies."

**Strategy F4: Development of Second Dwelling Units Pilot Program**

In 2003, the California Legislature passed AB 1866, which explicitly encouraged the development of second units on single-family lots. It precluded cities from requiring discretionary actions in approving such projects, and established relatively simple guidelines for approval. Some cities have adopted local ordinances and some have taken additional actions to help homeowners build second units. For example, the City of Santa Cruz made second units a centerpiece of its affordable housing strategy by providing pre-reviewed architectural plans, waiving fees for permitting and processing, and providing a free manual with instructions about the development and permitting process. The City also helped arrange financing with a local credit union to qualify homeowners for a period of time. This example shows how the locality removed barriers, and actively encouraged residents to pursue this type of development.

The County of Los Angeles has adopted an ordinance specifically regulating second units. The opportunity exists to develop processes to further facilitate the development of new second units and the preservation of existing, unpermitted second units. Similar opportunities exist in cities throughout the County. Construction cost of second dwelling units on single family lots can be substantially less than creating a new unit of supportive housing because there would be no land costs involved. Per the Community Development Commission, the cost of building a new unit exceeds $300,000 compared to the cost of developing a second dwelling unit that can range from $25,000 to $150,000, depending on the size of the unit

**Strategy F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals**

This strategy provides funding to the CDC to finance the development and preservation of affordable homeless housing by investing in the following program: Homeless Housing Development and Preservation.

Funds for this program will be provided to the Community Development Commission (CDC) to finance the development and preservation of homeless housing through their Notice of Funding Availability (NOFA) process. The funding provided for this program is intended to support the development and preservation of homeless housing in areas of the County where there is an urgent need. Certain elements of the program specific to this funding source, such as population targeting, geographic preferences, and local jurisdiction participation, will be developed by the CDC, with guidance from LAHSA Housing Gap Analysis and stakeholder feedback.

# ATTACHMENT I: Regional Planning Strategies

**Gateway Cities Council of Governments**
**Regional Goals to Prevent and Combat Homelessness**

1. **Goal:** Increase coordination between homeless service providers and cities.

**Approachable Action Items:**

- Conduct consistent (quarterly/annually/by department) staff training hosted by a local service providers to train staff and elected officials throughout Gateway Cities
- Education on homelessness, regional resources available, and engagement techniques

**High Impact Action Item:**

- Increase availability of homeless services in the region through additional investments from cities

**Reasoning:** Measure H has dramatically expanded services in the region, but cities need guidance on how to access the resources and refer individuals and families. Creating a "no wrong door" for service access is critical for service providers and cities to be able to effectively address homelessness. Cities have also expressed a need for more coordination in the way trainings for their staff are made available, not just having them at the city level, but at the regional level. Regional trainings would also ensure that the efforts to address homelessness are more coordinated across the region, not just by service providers, but by city staff as well.

**GCCOG Homeless Action Plan, 2011:** The original plan included a goal of enhancing government-wide collaboration. Training city staff builds on the collaboration of elected officials and city managers and ensures staff at all levels of government are approaching homelessness using the same strategy.

2. **Goal:** Engage residents and special groups

**Approachable Action Items:**

- Conduct service provider and city co-hosted community meetings to engage residents around the issues
- Use social media and city messaging platforms to educate residents around the causes of and efforts to address homelessness.
- Hold regular gatherings of groups that are working to end homelessness (faith communities, school districts, health care providers, etc)

**Growth Action Items:**

- Voice public support for the United Way Greater Los Angeles Everyone In Campaign, aimed at siting additional units of supportive housing throughout Los Angeles County.

**Reasoning:** Service providers and government agencies can't end homelessness on their own, it requires everyone doing their part. Engaging and educating residents is a necessary step in addressing their concerns and misconceptions to the point where

they become allies in addressing homelessness in their cities. It's also important to ensure that the special groups, like faith communities, that are already addressing homelessness be encouraged to continue their work and link their efforts to long term solutions. This will also help to divert calls for service from Law Enforcement to service providers.

**GCCOG Homeless Action Plan, 2011:** One of the plan's original goals was to engage various sectors of the community to foster support for the strategy and efforts. These action items build on the mindset and effort taken in the last seven years to create community support for solutions to homelessness in the region.

**3. Goal:** Increase stock of affordable and supportive housing

**Approachable Action Items:**

- Engage property owners around the importance of renting to people moving out of homelessness. Inform them of the various subsidies, incentives, and risk mitigation programs available.

**Growth Action Items:**

- Conduct a land use assessment to determine where additional affordable and supportive units could be built in the region.

**High Impact Action Items:**

- Identify at least one site per Local Coordinated Area (LCA) that is appropriate for supportive housing development.

**Reasoning:** Housing is recognized as the only way to end the revolving door of homelessness. The problem is compounded by the housing affordability crisis that the State of California and the County of Los Angeles are facing. Increasing the stock of affordable and supportive housing requires a multi-faceted approach because of the diverse group of people experiencing homelessness, thus reflecting the diversity of action items listed above. Some people need ongoing support because of the challenges they face in their life. Others, however, only need short term support to get back on their feet after experiencing a financial set back in life that kept them from paying their rent.

**GCCOG Homeless Action Plan, 2011:** Goal 3 of the implementation goal is to increase the stock of supportive housing, aimed at meeting the needs of the people experiencing homelessness in the region. This goal gets at some of the challenges that have arisen in the last seven years, specifically the increasing unaffordability of housing in the region alongside the stagnant wages.