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CITY OF WHITTIER HOMELESS PLAN

2018 - 2021

July 2018

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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.

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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
E2 – Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services	E6 – Countywide Outreach System (H)	E14 – Enhanced Services for Transition Age Youth (H)
E3 – Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness	E7 – Strengthen the Coordinated Entry System (H)	E15 – Homeless Voter Registration and Access to Vital Records
E4 – First Responders Training	E8 – Enhance the Emergency Shelter System (H)	E16 – Affordable Care Act Opportunities
	E9 – Discharge Data Tracking System	E17 – Regional Homelessness Advisory Council and Implementation Coordination
	E10 – Regional Coordination of LA County Housing Authorities	
	E11 – County Specialist Support Team	
	E12 – Enhanced Data Sharing and Tracking	

B. Subsidize Housing	A. Prevent Homelessness	C. Increase Income
B1 – Provide Subsidized Housing to Homeless, Disabled Individuals Pursuing SSI (H)	A1 – Homeless Prevention Program for Families (H)	C1 – Enhance the CalWORKs Subsidized Employment Program for Homeless Families
B2 – Expand Interim Assistance Reimbursement to additional County Departments and LAHSA	A2 – Discharge Planning Guidelines	C2 – Increase Employment for Homeless Adults by Supporting Social Enterprise (H)
B3 – Partner with Cities to Expand Rapid Re-Housing (H)	A3 – Housing Authority Family Reunification Program	C3 – Expand Targeted Recruitment and Hiring Process to Homeless/ Recently Homeless People to Increase Access to County Jobs
B4 – Facilitate Utilization of Federal Housing Subsidies (H)	A4 – Foster Care Discharges	C4 – Establish a Countywide SSI Advocacy Program for People Experiencing Homelessness or At Risk of Homelessness (H)
B5 – Expand General Relief Housing Subsidies	A5 – Homeless Prevention Program for Individuals (H)	C5 – Establish a Countywide Veterans Benefits Advocacy Program for Veterans Experiencing Homelessness or At Risk of Homelessness (H)
B6 – Family Reunification Housing Subsidy (H)	D. Provide Case Management and Services	C6 – Targeted SSI Advocacy for Inmates (H)
B7 – Interim/Bridge Housing for those Exiting Institutions (H)	D1 – Model Employment Retention Support Program	C7 – Subsidized Employment for Adults (H)
B8 – Housing Choice Vouchers for Permanent Supportive Housing	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)	

(H) – Strategies eligible to receive Measure H Funding

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 \$220,000 annual
Goal 2: Assist in increasing public awareness of the issues of homelessness	\$28,000	\$12,000		Unknown developer costs
Goal 3: Ensure city policies support appropriate shelter capacity and affordable housing stock	\$22,500	\$2,500		
Goal 4: Ensure the efficient use of existing homeless prevention resources and explore ways to enhance the coordination, utilization and efficacy of prevention resources	\$74,000 Plus unknown incentive costs	\$4,000 Plus unknown incentive costs		
TOTAL	\$155,500	\$19,500	\$136,000	\$3M one-time \$220,000 annual

GOAL 1

Support local and regional coordination among the city, service providers and key stakeholders around housing and supportive services

Objectives	Measurements	Fiscal Impact	Timeline
<p>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.</p>	<p>Hire individual. County to fund position through Measure H.</p>	<p>\$136,000 per year County funded position</p>	<p>12 months</p>
<p>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.</p>	<p>Provide progress reports to City Council.</p>	<p><i>1a County funded position</i> or \$20,000 City</p>	<p>Ongoing</p>
<p>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). [County Strategy E7]</p>	<p>Coordinate with LAHSA and market training sessions.</p>	<p>\$1,000 City (public info)</p>	<p>Ongoing</p>
<p>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.</p>	<p>Host annual progress reporting event at city facility.</p>	<p><i>1a County funded position</i> or \$2,000 City</p>	<p>12 months</p>
<p>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.</p>	<p>Report to Chief of Police.</p>	<p><i>1a County funded position</i> or \$2,000 City</p>	<p>Ongoing</p>
<p>1f. Collaborate with the County and local cities to evaluate options for creating a one-stop Access Center. [County Strategy E7]</p>	<p>Identify: partners; design; funding; usage; site; programs; construction.</p>	<p>\$3M <i>plus \$220,000/ year County or LAHSA operational costs</i></p>	<p>3 years</p>
<p>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.</p>	<p>Report to Social Services Commission on viable options.</p>	<p><i>1a County funded position</i> or \$6,000 City</p>	<p>18 months</p>
<p>SUBTOTAL</p>		<p>\$355,000 <i>1a County funded position & services plus \$1,000 City</i> Or \$31,000 City \$3M nonprofit</p>	
<p>GOAL 1 TOTAL</p>		<p>\$3.387M</p>	

GOAL 2**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.	<i>1a County funded position</i> 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.	<i>1a County funded position</i> 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.	<i>1a County funded position</i> 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.	<i>1a County funded position</i> 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.	<i>1a County funded position</i> or \$1,000 City	Ongoing
SUBTOTAL - ANNUAL EXPENSES		\$16,000 <i>1a County funded position</i> plus \$12,000 City	
GOAL 2 - TOTAL		\$28,000	

GOAL 3**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. [County Strategy F7]	Complete inventory list of resources.	1a County funded position or \$6,000 City	12 months
3b. Align with SB2 best practices to meet the unmet need for shelter beds. [County Strategy F1]	Council report on compliance with SB2.	1a County funded position or \$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. [County Strategy F3]	Adopted policy by City Council.	1a County funded position or \$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 \$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. [County Strategies B7 and E8]	Summary report to City Council.	1a County funded position or \$4,000	24 months
3f. Increase public awareness of the ordinance related to Accessory Dwelling Units (ADUs).	Marketing strategy.	\$2,500 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 1a County funded position plus \$2,500 City or \$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
<p>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]</p>	<p>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.</p>	<p>1a County funded position or \$10,000 City *incentive costs unknown</p>	<p>12 months</p>
<p>4b. Partner with County, Whittier PD, homeless service providers, faith leaders and other key stakeholders to provide street engagement, case management, and retention services.</p>	<p>Create case management network.</p>	<p>1a County funded position or \$30,000 City</p>	<p>12 months</p>
<p>4c. Increase City coordination efforts with LAHSA’s homelessness prevention program for families and single adults. [County Strategies A1 and A5]</p>	<p>Participation of City staff in case conferencing efforts.</p>	<p>1a County funded position or \$30,000 City</p>	<p>Ongoing</p>
<p>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]</p>	<p>Develop and implement marketing strategy.</p>	<p>\$500 City (public info)</p>	<p>Ongoing</p>
<p>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]</p>	<p>Completion of brochure.</p>	<p>\$3,500 City (public info)</p>	<p>12 months</p>
<p style="text-align: center;">SUBTOTAL - ANNUAL EXPENSES</p>		<p>\$70,000 1a County funded position plus \$4,000 City or \$74,000 City And unknown incentive costs</p>	
<p style="text-align: center;">GOAL 4 TOTAL</p>		<p>\$74,000</p>	

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 (TBIs) 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 1 st 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 Lasselben & 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)

<p align="center">Community Meeting Session 1 March 17, 2018</p>	<p align="center">Community Meeting Session 2 March 20, 2018</p>	<p align="center">Community Meeting Session 3 March 22, 2018</p>
<ul style="list-style-type: none"> ● Existing shelter facilities and programs ● Partnerships between nonprofit and faith groups ● Availability of resources (clothing, food banks, etc.) ● City's Mental Health Evaluation Team ● Law Enforcement response ● Education and awareness of existing programs and services ● Availability of data ● Community engagement and publicity around events ● Focus on families and individuals overcoming poverty not just homelessness ● Community Meetings to address homelessness ● Collaboration between the city and its partners ● Sense of collaboration vs. competition among community groups 	<ul style="list-style-type: none"> ● City's Mental Health Evaluation Team ● Existing shelter facilities ● Support for programs such as First Day ● Efforts to remove client barriers ● Planning Time ● Faith community collaboration and role in the Whittier Consortium on Homelessness ● Imagine Whittier Program ● Overall drive to take action ● Collaboration between school district and homeless services agencies ● Identification of gaps and need for services ● City funding geared towards homeless services ● Compassionate approach to addressing homelessness by the City and community ● Collaborative community response ● City communication on homelessness ● Community dialogue ● Range of available services 	<ul style="list-style-type: none"> ● Collaboration between the City and its partners ● First Day program ● Existing shelter facilities and programs ● Los Angeles County Section 8 Housing Voucher Program ● Proactive approach to managing homelessness ● Food bank programs ● Partnership with Whittier Police Department ● Community Meetings & Dialogue ● Creative partnership ideas ● Annual Homeless Count ● Funding availability outside of Measure H ● 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)**

<p align="center">Community Meeting Session 1 March 17, 2018</p>	<p align="center">Community Meeting Session 2 March 20, 2018</p>	<p align="center">Community Meeting Session 3 March 22, 2018</p>
<ul style="list-style-type: none"> ● Lack of shelters and emergency housing ● Lack of showers, bathrooms and laundry facilities ● Lack of job development and training programs for individuals experiencing homelessness ● High cost of rent ● Long-term strategies for sheltering ● Public education on how to manage the homeless issue ● Law enforcement training on how to engage the homeless population ● Lack of rent control ● Lack of awareness of success stories ● Lack of incentives for housing developers ● Lack of housing voucher usage by housing developers ● Need for financial planning ● Family dynamics ● Need for faith community to fill in the gaps in service 	<ul style="list-style-type: none"> ● Housing crisis and lack of affordable housing ● Lack of overnight restrooms, shower facilities and laundry facilities ● Restrictive funding ● Lack of comprehensive community health clinic ● Access to ground level resources ● Lack of comprehensive list of resources ● Shelters for older adults ● Lack of shelters that accept animals ● Lack of shelter beds, specifically emergency and cold weather ● Lack of drop-in center for services ● NIMBYism ● Humanizing the homeless population ● Gaps in the criminal justice system ● Teams with experience on how to engage the homeless population ● Lack of education for landlords to dispel myths and fears ● Client readiness and motivation for engagement in services 	<ul style="list-style-type: none"> ● Lack of affordable housing ● Lack of mobile showers and bathrooms ● Lack of centralization of resources and a drop-in center ● Lack of mental health services and housing ● Lack of housing dedicated to older adults ● Lack of political motivation to provide affordable housing ● Lack of emergency shelters ● Lack of social support in mental illness ● NIMBYism ● Substance use ● Lack of access to transportation ● Lack of supervised care ● Lack of prevention funding ● Inaccessibility of community survey by individuals experiencing homelessness ● Data sharing and accountability for emergency care ● Animal-friendly shelters

<p align="center">Continued - Session 1 March 17, 2018</p>	<p align="center">Continued - Session 2 March 20, 2018</p>	<p align="center">Continued - Session 3 March 22, 2018</p>
<ul style="list-style-type: none"> ● Lack of County agency engagement ● NIMBYism ● Lack of access to transportation ● Need for public-private partnerships ● Need for support for individuals recently housed ● Need for new policy formation ● Capacity building for local nonprofits to compete for Measure H funds ● Lack of shelters that accept animals ● Equitable distribution of resources ● Need for regional collaboration with neighboring cities ● Lack of a dedicated city employee to coordinate homeless services efforts 	<ul style="list-style-type: none"> ● Individuals who not be ready to engage in services ● Lack of understanding of the reasons for homelessness ● Stigma with being identified as homeless ● Lack shelters with disability access ● Lack of mentoring opportunities to support those housed ● Lack of job development and training programs for individuals experiencing homelessness ● How to manage private property ● Lack of emphasis on prevention and retention ● Youth dedicated resources ● Need for additional faith community involvement ● Community awareness of barriers faced by individuals experiencing homelessness ● Need for reciprocal engagement of service providers to the general community ● Need for continued dialogue 	<ul style="list-style-type: none"> ● Increasing coordination with expanded network of organizations (schools, health colleges, etc.) ● Lack of availability of case management services ● Need for Landlord Engagement and Education

**C. Solutions or strategies for addressing homelessness in Whittier
(in order of ranking)**

<p align="center">Community Meeting Session 1 March 17, 2018</p>	<p align="center">Community Meeting Session 2 March 20, 2018</p>	<p align="center">Community Meeting Session 3 March 22, 2018</p>
<ul style="list-style-type: none"> ● Affordable Housing ● One-stop drop-in center ● Job Development program for hiring individuals experiencing homelessness ● Utilization of existing spaces for showers, resources, etc. ● Landlord engagement ● Rent control ● Mobile showers ● Education for high schoolers on resources available to their families ● Shelters that allow animals ● Low cost or no cost storage unit access ● Landlord and case manager collaboration for retention of housed individuals ● State-wide reform for mental health advocacy ● Quarterly resource event for our homeless neighbors ● Changing zoning laws ● In-kind donation of property by the City for housing development 	<ul style="list-style-type: none"> ● Drop-in center ● Shelters that allow animals ● More compassionate laws and policies ● Comprehensive health clinic ● Mobile showers ● Tiny houses ● Job training and placement ● Localized law enforcement training ● Rent control ● Landlord engagement ● Safe parking program ● Community Trust ● Develop programs geared towards self-sufficiency ● Substance abuse support ● Retention services ● High School education on how to engage the homeless population ● Extended hours for homeless services provision ● Policy advocacy and civic engagement on housing ● Comprehensive resource list ● Teaching responsibility for being a good community member 	<ul style="list-style-type: none"> ● More affordable housing ● Mobile showers, restrooms and laundry facilities ● Training for law enforcement on homeless engagement ● Engaging individuals with lived experience as consultants for feedback ● Safe places for documents and personal belongings storage ● More coordinated approach to collecting data ● Capitalize on energy at meetings ● Providing crisis phones ● Increase shelter accessibility ● Landlord engagement ● Mobile medical unit

Continued - Session 1 March 17, 2018	Continued - Session 2 March 20, 2018	
<ul style="list-style-type: none"> ● Incentives for businesses to hire individuals who are currently or formerly experiencing homelessness ● Use of space at the Fred C. Nelles Project for shelter, drop-in center, etc. ● Accessible transportation ● Social worker at the library ● Redirect plan for parking lot project in Uptown ● Go Fund Me Campaign for Prevention Services ● Creative incentives for retention such as vouchers or discount coupons 	<ul style="list-style-type: none"> ● Financial literacy training for high school students as prevention strategy ● Affordable late fee oversight on rent in arrears ● Transportation assistance ● Increase education on NIMBYism ● Information resources center or fair ● Ongoing community education forums ● Mentoring programs ● Creative use of existing facilities ● Set-aside units for low income ● Increased community empathy ● Assistance for those on the verge of homelessness ● Advocacy and training to assist individuals and families with retaining housing ● Employment opportunities for individuals experiencing homelessness ● Welcoming shelter environments ● Community action ● 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



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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.