

**THE CITY OF DOWNEY**

# **PLAN TO PREVENT AND COMBAT HOMELESSNESS**

**2018**



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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	
<b>LA County 2017 Total</b>	55,048
<b>SPA 7 2017 Total</b>	4,533
<b>Downey 2017 Total</b>	124
<b>Unsheltered</b>	124
<i>Persons in Cars</i>	30
<i>Persons in Makeshift Shelters</i>	21
<i>Persons in RVs/Campers</i>	10
<i>Persons in Tents</i>	20
<i>Persons on the street</i>	38
<b>Sheltered</b>	0
2016 Homeless Count Results	
<b>LA County 2016 Total</b>	46,874
<b>SPA 7 2016 Total</b>	3,469
<b>Downey 2016 Total</b>	209



## Plan to Prevent and Combat Homelessness

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 62 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”).

## Plan to Prevent and Combat Homelessness

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.

## Plan to Prevent and Combat Homelessness

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.	
<b>Approachable Action Items</b>	
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	<b>2014-2021 Housing Element: Goal 3, Program 9 – “Section 8 Rental Assistance”:</b> 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

City Policy Alignment	<b>2015-2020 Consolidated Plan:</b> "...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	<p><b>2014-2021 Housing Element: Goal 3, Program 9 – "Section 8 Rental Assistance":</b> 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.</p> <p><b>2014-2021 Housing Element: Goal 2, Program 5 – "Housing Opportunity Sites":</b> 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).</p>

<b>Goal 2: Encourage the accessibility of supportive and affordable housing in the City</b>
<p>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.</p> <p>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.</p> <p>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</p>

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).	
<b>Approachable Action Items</b>	
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	<p><b>2014-2021 Housing Element: Goal 1, Program 3 – “Monitor and Preserve Affordable Housing”:</b> 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).</p> <p>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.</p>
<b>Growth Actions Items</b>	
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 accessible GIS System – 36 months
Ownership	City Manager's Office
Leveraged City Resources	Staff time
Funding Opportunities	HOME; Neighborhood Stabilization Program (NSP) Funds; General Fund

County Strategy Alignment	F6
City Policy Alignment	<p><b>2017-2018 Action Plan:</b> “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.</p> <p><b>2014-2021 Housing Element: Goal 1, Program 3 – “Monitor and Preserve Affordable Housing”:</b> “The Housing Division will continue to pursue partnership opportunities with non-profits to preserve and expand affordable housing in the City” (22).</p> <p><b>2014-2021 Housing Element: Goal 2, Program 5 – “Housing Opportunity Sites”:</b> “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).</p> <p><b>2014-2021 Housing Element: 6.3.1 – “Residentially Zoned Land”:</b> The Housing Element identifies vacant or underutilized residentially zoned parcels in Figure 2 (99) and Appendix A (165).</p>
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	<p><b>2015-2020 Consolidated Plan:</b> 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.</p> <p><b>Ordinance No. 18-1394:</b> 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.</p> <p><b>2014-2021 Housing Element: Goal 4 – Remove Governmental Constraints – Policy 4.1:</b> “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</p>



	<p>expand fee waiver opportunities for nonprofit developers of affordable/supportive housing.</p> <p><b>2014-2021 Housing Element: Goal 4 – Remove Governmental Constraints – Policy 4.3:</b> “Utilize density bonuses, fee reductions, or other regulatory incentives to minimize the effect of governmental constraints” (30). Action 2c encourages minimizing of governmental constraints.</p> <p><b>2014-2021 Housing Element: Goal 4, Program 11 – “Remove Development Constraints”:</b> 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).</p> <p><b>2014-2021 Housing Element: Goal 4, Program 12 – “Density Bonus”</b></p> <p><b>2014-2021 Housing Element: Goal 4, Program 16 – “Planning and Development Fees”:</b> 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).</p> <p><b>2014-2021 Housing Element: 5.1.3.A – “Multi-Family Rental Housing”:</b> 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).</p>
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<p><b>Goal 3: Engage Downey residents and businesses around homelessness, services, and housing</b></p>	
<p>The <i>Everyone In</i> 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.</p> <p>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.</p>	
<p><b>Approachable Action Items</b></p>	

## Plan to Prevent and Combat Homelessness

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	<b>2014-2021 Housing Element: Goal 3, Program 10 – “Los Angeles County Partnership”:</b> 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	<b>2014-2021 Housing Element: 4.3.8 – “Homeless Persons”:</b> 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	<p><b>2014-2021 Housing Element: 5.1.3 – “Provisions for a Variety of Housing Types”:</b> “The [Downtown] Specific Plan strategically aims to facilitate the development of employment opportunities... neighborhood services, and residential uses in close proximity” (78).</p> <p>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).</p>
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
<b>Growth Action Items</b>	
Action 3e: Work with United Way of Greater Los Angeles’s <i>Everyone In</i> Campaign to host an <i>Everyone In</i> 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	<i>Everyone In</i> 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	
<p>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.</p> <p>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.</p>	
Approachable Action Items	
<p><b>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.</b></p>	
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	<p>HOME; HUD Continuum of Care Program; CDBG</p> <p>According to the City's 2014-2021 Housing Element and the <i>Homelessness Task Force Report</i> 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.</p>
County Strategy Alignment	N/A
City Policy Alignment	<p><b>2014-2021 Housing Element: 6.5 – "Financial Resources":</b> 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.</p>
<p><b>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.</b></p>	
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



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Leveraged City Resources	Space at City facilities
Funding Opportunities	No funding required
County Strategy Alignment	E7
City Policy Alignment	N/A
<b>Growth Action Items</b>	
<b>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.</b>	
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	<b>2014-2021 Housing Element: 4.3.8 – “Homeless Persons”:</b> 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.
<b>Action 4d: Increase presence of services related to mental health care, hospital in-reach, employment, and benefits advocacy.</b>	
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	<b>2015-2020 Consolidated Plan:</b> 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

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	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.
<b>High Impact Action Items</b>	
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.

<b>Goal 5: Mobilize faith communities towards activities aligned with long-term solutions to homelessness</b>	
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.	
<b>Approachable Action Items</b>	
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.	

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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

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Funding Opportunities	Funding not required
County Strategy Alignment	N/A
City Policy Alignment	N/A
<b>Growth Action Items</b>	
<b>Action 6b: Ensure that the City practices SB 2 requirements.</b>	
Policy Changes	<p>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).</p> <p>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).</p>
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).
<b>Action 6c: Voice City support for the <i>Everyone In</i> Campaign spearheaded by United Way of Greater Los Angeles and invite representatives from the <i>Everyone In</i> Campaign to Subcommittee and City Council meetings.</b>	
Policy Changes	Adopt <i>Everyone In</i> Resolution
Measurement	Adoption of <i>Everyone In</i> 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	<b>2014-2021 Housing Element: Goal 1, Program 3 – “Monitor and Preserve Affordable Housing”:</b> “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	<b>2015-2020 Consolidated Plan:</b> 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 Downey CA 90241	(562) 904-7284	citymanager@downeyca.org
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## 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 units
  - 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

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- 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

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- 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](http://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!

## **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.

**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



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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

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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;

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- 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;



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- 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

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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.

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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:

## Plan to Prevent and Combat Homelessness

- 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

## Plan to Prevent and Combat Homelessness

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.



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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 Angeles, 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.

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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.

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Mayor, City of XXXX

ATTEST:

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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 Prevention Housing Behavioral Health	Law Enforcement Assisted Diversion (LEAD) Grant
Housing Rehabilitation Services 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 development 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](http://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 stored 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
<b>1. Complete the Homeless Encampment Identification (Report) Form</b>	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 <a href="mailto:mcastillo@ceo.lacounty.gov">mcastillo@ceo.lacounty.gov</a> .	Sheriff Department Designee and/or LAHSA ERT
<b>2. Submit Form to the CEO's Office / Board Office Approval</b>	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  The Homeless encampment Protocol will only apply if five (5) or more persons are identified at a given site.
<b>3. Conduct Outreach</b>	<ol style="list-style-type: none"> <li>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.</li> <li>LAHSA will complete a Coordinated Entry System (CES) assessment for all dwellers present, when possible, and connect clients to the appropriate CES Outreach Coordinator.</li> <li>Based on the CES findings, the appropriate County Department(s), e.g., Mental Health, Public Health, Public Social Services, Community &amp; 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.</li> </ol> <p>NOTE: LAHSA may request a Sheriff escort to an encampment or homeless activity location at any time during the course of their outreach efforts.</p>	LAHSA & Sheriff  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.
<b>4. Next Steps</b>	<p>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:</p> <ol style="list-style-type: none"> <li>A timeline will be issued for ongoing outreach/engagement.</li> <li>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.</li> </ol>	CEO, Sheriff, & LAHSA  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
	<p>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.</p> <p>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.</p> <p>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):</p> <p>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,</p> <p>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.</p>	<p>them of the timeline for addressing the issue; and, 4) provide them with periodic updates regarding the issue and our progress.</p> <p>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.</p>
<b>5. Resolution &amp; Closure</b>	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 institutional 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;

## Plan to Prevent and Combat Homelessness

- 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 from 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.*

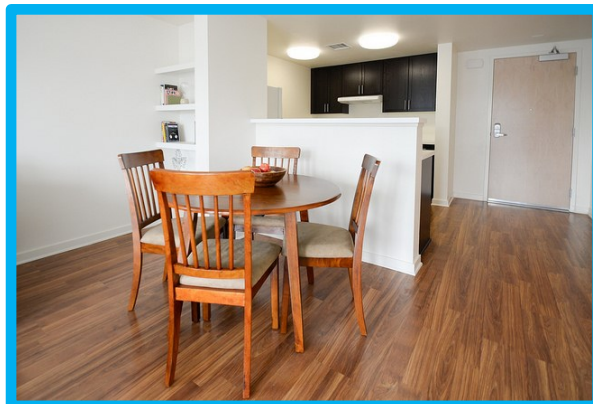
**Description of categories in the Goals and Action Items table:**

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 Initiative 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 & 21<sup>st</sup> 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.