Examining Homelessness: Collaborative Local Approaches and Strategies

League of California Cities
City Managers Department Meeting
February 13, 2019
Speakers

Melissa Kuehne – Communications Manager, Institute for Local Government

Keely Halsey – Chief of Homelessness Strategies & Housing Liaison, City of San Diego

Matthew Chidester – Deputy City Manager, City of Half Moon Bay

Chris Richardson – Chief Program Officer, Downtown Streets Team
The Institute for Local Government
ILG is the non-profit research and education affiliate of
ILG’s Mission

- Promoting good government at the local level
- Practical, impartial and easy-to-use materials
Homelessness in California

- California accounted for nearly half of all unsheltered people in the country in 2018 (49%).
- More than half of all people experiencing homelessness did so in one of four states: California (30% or 109,008 people), New York (11% or 39,827 people), Florida (6% or 21,443 people), and Texas (5% or 19,199).

Department of Housing and Urban Development 2018 Annual Homeless Assessment Report to Congress
Joint League/CSAC Homelessness Task Force

• Mission Statement: “to provide needed education, identify resources and develop policy that cities and counties need to prevent, assist and reduce the number of individuals and families experiencing homelessness in our communities.”
• Co-Chairs: Grass Valley Councilwoman Jan Arbuckle and Yolo County Supervisor Oscar Villegas
Task Force Report

I. Introduction
II. Assessing the Cost of Homelessness
III. Funding Options
IV. Existing and Emerging Approaches
V. Creating a Homelessness Plan
VI. Partnering for Greater Impact
VII. Building Support for the Spectrum of Housing in the Community—Public Outreach and Engagement
VIII. Conclusion

www.ca-ilg.org/homelessness
Introduction

State of Homelessness
• From 2016 to 2017, homelessness in California increased 13.7%
• 134,278 Californians counted as homeless
• Experts agree that the number of people without housing is 3 to 4 times higher than recorded

Causes of Homelessness
• Lack of affordable housing
• Poverty
• Lack of affordable health care
• Domestic violence
• Mental illness
• Addiction
Assessing the Cost of Homelessness

Examples:

Data Collection and Sharing
• Allows cities and counties to understand the demographics and needs of their homeless populations as well as track the associated costs.

Preventative Services and Cost Savings
• Addressing homelessness early on and implementing preventative services and strategies can save jurisdictions resources and revenue in the long run.

Silicon Valley Triage Tool

San Diego’s Project 25
Funding Options

Examples:
• San Jose - Streamlined Temporary and Incidental Shelter Program
• Marin County Landlord Partnership Program
• LA County Landlord Incentive Programs
Existing and Emerging Approaches

Housing
Veterans
Health and Social Services
Families
Law Enforcement

Local Examples:
• Yolo County, Bridge to Housing
• Yuba County, 14 Forward
• City of Fresno, Poverello House
• City of San Diego, Housing Our Heroes
• Alameda County, Care Connect
• Marin County, Homeless Outreach Team
• San Mateo County, Homeless Outreach
• St. John’s Program for Real Change
• City of Bakersfield Homeless Center
• Downtown Streets Team
• City of Citrus Heights Navigator Program
• City of Anaheim Homeless Outreach Team

St John’s Program For Real Change
# Creating a Homelessness Plan

**Homelessness Plans: Template for Strategies**

<table>
<thead>
<tr>
<th>CATEGORY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Prevention</td>
</tr>
<tr>
<td>Coordinated Entry System</td>
</tr>
<tr>
<td>Housing</td>
</tr>
<tr>
<td>Other</td>
</tr>
</tbody>
</table>

**RECOMMENDATION**

One or two sentences describing the recommendation or action item.

**DESCRIPTION**

More in-depth description of recommendation and strategy (overall, may include additional information on the challenges the strategy is addressing).

**POPULATION(S) TARGETED**

A description of the jurisdiction's population and specifically the homeless population.

- [ ] All
- [ ] Chronically Homeless Adult
- [ ] Families
- [ ] Homeless Pet Owners
- [ ] LGBTQ Community
- [ ] Single Adult
- [ ] Transitional Age Youth (TAY)
- [ ] Women
- [ ] Youth

**POTENTIAL FUNDING SOURCE**

Identification of current funding available or possible funding the agency will pursue.

**IMPLEMENTATION TIME FRAME**

When is the strategy expected to be completed?

**LEAD AGENCY**

Who is the lead responsible agency? This may be a department within the jurisdiction or a community partner.
Partnering for Greater Impact

More efficient use of resources
Increased effectiveness in the community

Examples:
• LA Home for Good
• Sacramento Steps Forward
• San Leandro Homeless Compact
• LA Interfaith Summit on Homelessness

LA Home for Good – Walk
Building Support for the Spectrum of Housing in the Community

- Engaging the Public in Planning for Housing
- Building Healthy and Vibrant Communities: Achieving Results through Community Engagement
- TIERS Public Engagement Framework
- Beyond the Usuals: Ideas to Encourage Broader Public Engagement in Community Decision Making
- Partnering with Community-Based Organizations for More Broad-Based Public Engagement
- Dealing with Deeply Held Concerns and other Challenges to Public Engagement Processes
- Effective Public Engagement through Strategic Communication
- Planning Public Engagement: Key Questions for Local Officials

To access these resources and more, visit the ILG’s website at www.ca-ilg.org/engagement.
TIERS Learning Lab

Shaping the Future Together: A Guide to Practical Public Engagement for Local Government

Next Training – April 25-26th in Danville
– At least 1 additional Training in 2019

More information www.ca-ilg.org/TIERS
Share Your Agency’s Story

We know there are many more examples of innovative and successful programs throughout the state, and we welcome you to share your agency's story with us.

Please share lessons learned and examples of homelessness programs, partnerships or initiatives by contacting the Institute at 916-658-8202 or mkuehne@ca-ilg.org.
The City of San Diego’s Workplan for Addressing Immediate and Long-Term Homelessness Needs

February 2019
Homelessness in San Diego

- Housing Affordability
- Point in Time Count
  - 4,912 homeless individuals identified in the City of San Diego.
  - 2,282 sheltered
  - 2,630 unsheltered

Source: PITC, Page 48.
Overview


• Changed the status quo

• Initiated new innovative services and programs

• Increased budgets for homelessness programs
Annual Budget for Homeless Programs and Services

<table>
<thead>
<tr>
<th>Fiscal Year</th>
<th>Budget (in thousands)</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2013</td>
<td>17,831,951</td>
</tr>
<tr>
<td>FY 2014</td>
<td>19,374,643</td>
</tr>
<tr>
<td>FY 2015</td>
<td>23,598,844</td>
</tr>
<tr>
<td>FY 2016</td>
<td>30,933,008</td>
</tr>
<tr>
<td>FY 2017</td>
<td>45,215,739</td>
</tr>
<tr>
<td>FY 2018</td>
<td>70,878,919</td>
</tr>
<tr>
<td>FY 2019</td>
<td>101,541,476</td>
</tr>
</tbody>
</table>
Fiscal Year 2019 Budget for Homelessness By Program or Initiative

- **Permanent Supportive Housing**: $27,925,053 (27%)
- **Temporary Bridge Shelters**: $12,880,610 (13%)
- **Housing Vouchers**: $27,408,623 (27%)
- **Other Supportive Initiatives**
  - **Housing Navigation Center**: $1,550,000 (1%)
  - **Safe Parking Program**: $410,667 (<1%)
  - **Other City of San Diego Homeless Shelters and Services Programs**: $5,527,823 (5%)
  - **Housing First SD 3.0 Total**: $5,697,897 (6%)
  - **Rapid Rehousing**: $6,741,896 (7%)
  - **Homeless Facility/PSH Acquisition/Rehabilitation**: $10,000,000 (10%)

**Total**: $101,541,476

**Key:**
- **Housing Based Solutions**
- **Other Supportive Initiatives**

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1. Includes the Affordable Housing Fund, Moving to Work Program, Continuum of Care Program, and SDHC Local Programs
2. Includes Community Development Block Grant and Affordable Housing Revolving Loan Funds
3. Includes SDHC local programs and Affordable Housing fund programs pertaining to Landlord Engagement, Prevention and Diversion, and Family Reunification
4. Includes Transitional Housing, Connections Housing, Cortez Hill, Day Center, Interim Shelters, and Serial Inebriate Program
5. Includes $1.5M for SDHC Programs, City’s SMART Program, and Homelessness Committee Consultant
Historic Homeless Programs

Shelters and Services

• Homeless Outreach Team (HOT), Police Dept.

• Shelters
  • Cortez Hill for families – 45
  • Connections Housing – 73 permanent, 150 interim
  • HOT beds – 350 interim

• Day Center

• Storage Services

• CDBG Program Expenditures
Recent Homeless Programs

<table>
<thead>
<tr>
<th>Bridge Shelters (Single Adults; Women/Families; Veterans)</th>
<th>674 beds</th>
</tr>
</thead>
<tbody>
<tr>
<td>Safe Parking Lots</td>
<td>120 spaces</td>
</tr>
<tr>
<td>Transitional Storage</td>
<td>500 units</td>
</tr>
<tr>
<td>Neighborhood Commitments</td>
<td>CleanSD and Police Assistance and Enforcement</td>
</tr>
<tr>
<td>Housing SD</td>
<td>Incentivizing Housing Development</td>
</tr>
</tbody>
</table>
Action Item #1
Improving Performance of the Bridge Shelters
• Analysis of bridge shelter bottlenecks preventing flow-through

Action Item #2
Introducing a New Model of Housing Navigation and Supportive Services
• Implement a Housing Navigation Program with in-house services

Action Item #3
Expanding Access to Existing Housing Stock
• Landlord Engagement
Action Item #4

Incentivizing the Creation of Affordable and Market-Rate Housing Supply

- Continue to prioritize production in order to increase housing supply in the short and long term through the HousingSD plan

Action Item #5

Performing Concurrent Comprehensive System Analysis

- Work with a consultant and partners to address how to make continual improvements, leadership, incorporate best practices, improve performance, and prioritize funding
Additional Near-Term Projects

Homelessness Emergency Aid Program

City’s direct allocation - $14.1m

**Services:** Outreach; Storage; Diversion, including Criminal Diversion; Safe Parking

**Capital Improvements:** Bridge Shelter Relocation

**Rental Assistance:** Flex Spending; Landlord Engagement; RRH
CITY OF HALF MOON BAY
HOMELESS ENCAMPMENT RESPONSE

League of Cities Manager’s Meeting
February 13, 2019
Half Moon Bay
Historic Homelessness

- Historically low but consistent presence of homeless individuals
- Small, individual camps; transients
- Considered minor impact on community
- Acceptance from community at large
Current Homelessness

• Growth in last decade; 40+ in 2017
• Larger encampments; chronic homeless
• Considered major impact on community
• Concern from community at large
Pilarcitos Creek Encampment
LOCAL NEWS STORIES

Fire erupts at homeless camp
By Carissa Woudenberg [ carina@lmbreview.com ] Jan 20, 2018
A fire — estimated at 400 square feet — consumed a portion of a homeless camp that borders Strawflower Village just after 4:30 p.m. on Jan. 13.

LOCAL NEWS STORIES

Homeless man found dead in Pilarcitos Creek
By Carissa Woudenberg  Feb 1, 2017
Juan Dominguez-Chan — a 47-year old homeless man who had been staying in the encampment behind Safeway — was found dead in the neighboring Pil...

LOCAL NEWS STORIES

Homeless man dies behind shopping area
By Carissa Woudenberg  Feb 28, 2018
Talbert Jubilee Webb Jr. — a Coastside man known for his kind and funny nature — died on Thursday. He was 52.
City Council Direction
Multi-Stage Approach
1. Outreach and Collaboration
2. Environmental Assessments
3. Encampment Closure and Cleanup
Encampment Closure
Encampment Closure
Encampment Closure
Community Concerns

Half Moon Bay Review

City homeless endure new challenges

By Carina Wrodenberg
May 31, 2016

City to close homeless encampment next week
People living near Safeway asked to leave by Tuesday

By Carina Wrodenberg
May 31, 2016

Moving homeless over the hill won’t solve problem

By Eric DeBorde
Jan 17, 2018

This has been a difficult Christmas season. The first Tuesday of Advent, the Half Moon Bay City Council disclosed plans to evict the homeless ...

Matters of Opinion

We can help HMB’s homeless here, if only we will

Jan 13, 2018

These words are in response to Mayor Deborah Penrose’s letter last week on the homeless encampment near Strawflower Village.
Ongoing Efforts
Summary

• Successes:
  • Adequate noticing timeline (120, 90, 60 day...)
  • Working closely with partners
  • Leading with compassion and concern for individuals
  • Changing direction when needed

• Lessons Learned
  • Manage expectations – community and staff
  • Helping people overcome fear of shelter is difficult -
  • Housing is a really important component to assisting homeless
General Considerations

• How much political will do you have?
• How much community support do you have?
• What resources do you have?
• Who are your partners?
• What are the risks?
• What are your goals/outcomes?
ENDING HOMELESSNESS THROUGH THE DIGNITY OF WORK
HOMELESSNESS IS MINDBOGGLING

• 578,424 people experience homelessness on any given night in the United States

• 113,952 homeless individuals in California
  — 20% of all homeless in the U.S.

Photo courtesy of San Jose Mercury News
$520 million was spent on homelessness in Santa Clara County last year.
HOMELESSNESS AFFECTS EVERYONE

The Community, City Hall And Public Services

Police and CJS

Public Health and Hospitals

Environment

Taxpayer, Tourism And Small Business
HOUSING FIRST

Pros
- Federal/state/local priority
- Effective intervention for most vulnerable
- Harm reduction model can be effective
- Long-term savings over inaction

Cons
- Entirely dependent on (affordable) nonexistent housing stock
- Does not effectively address behavioral health issues
- Expensive
- Not available for “episodically” or “transitionally” unhoused
- Funded as if it was the singular solution to homelessness
WE ARE HELPING HOMELESS PEOPLE REBUILD THEIR LIVES THROUGH THE DIGNITY OF WORK.
Eileen Richardson
Case Manager
c. 2007
WORST THING ABOUT BEING HOMELESS?

☐ The cold
☐ Feeling safe at night/lack of sleep
☐ Services are lacking
☐ Don’t know where I’ll get my next meal
☐ Not sure if I’ll have shelter tonight or don’t like shelters
☐ Can’t shower, have clean clothes or practice good hygiene
☐ Have to stand in a lot of lines
☐ Can’t keep my things safe and have to carry them around
☐ No privacy
☐ Can’t always use the bathroom when I need to
☑ Other (please explain): The way people look down on me
OUR MODEL IN A NUTSHELL

• Homeless and low-income people volunteer with us and work collaboratively on beautification projects around the community

• In return, Team Members receive a basic needs stipend while receiving case management and employment services
**STIPEND**

- **Non cash**
  - Food
  - Storage
  - Transportation
  - Housing
  - Communication

- **Stepping stone into employment**

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Self Sufficiency

Survival Mode

Goal Setting Mode

Job  ↔  Housing
The vibe in the room, with its cargo of ragged-ass, beaten-up, undefeated people, is ebullient—part church revival and part 12-step meeting, with a little hiring hall and job fair thrown in. As people get up and tell their stories, they’re interrupted by shouts of “Go, Kevin!” and “Yeah!”…Impossibly cheerful staffers relay practical information about jobs, housing, and classes.

—San Francisco Magazine
When a team member receives their yellow t-shirt, it's symbolic of a new beginning.
PEER-TO-PEER MODEL

ENDING HOMELESSNESS THROUGH THE DIGNITY OF WORK
LADDER OF SUCCESS

ENDING HOMELESSNESS THROUGH THE DIGNITY OF WORK
FUNDING SOURCES

- CDBG
  - Economic Development
- Public Works/Parks and Recreation
- Environmental Agencies
  - Water Districts
  - Environmental Services Departments
  - EPA
    - 42 housed without subsidies in San Jose’s “Jungle”
- BIDs/PBIDs
- Healthcare Foundations
- Corporations
  - Gateways program
  - Google
- Foundations and grants
- Events, donors, crowd funding
- General funds
Who would have thought the solution to ending homelessness would be to involve the people who ARE homeless?
### Housing
- **870 People Housed**
- **6.4 months Until 1st Housed**
- **7.6 per month**

### Employment
- **889 Jobs Held Over 90 Days**
- **6.5 months Until Employment**
- **8.3 Jobs/Month Lasting 90 Days**

### Environment
- **7,529,729 Gallons Of Debris Removed Annually**
- **53,587 Needles Removed**
- **$13.79 Avg Hourly Wage**
As a result of participating with us

96% report increased motivation, hope and self-esteem
ENDING HOMELESSNESS THROUGH THE DIGNITY OF WORK
Only Five Best Practices Identified
- DST is only Best Practice to replicate
  - 10 Northern CA Communities
ENDING HOMELESSNESS THROUGH THE DIGNITY OF WORK
ENDING HOMELESSNESS THROUGH THE DIGNITY OF WORK

AFFILIATE NETWORK

COMING 2019
COMMUNITY BENEFITS

- Cleaner Streets/environment
- Cost effective solution
- Immediate results
- Addresses behavioral issues
- Highly Visible Action/Good PR
  - Attitude shift amongst residents
Connect
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650.804.6701
Questions?
Thank you!

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