Examining Homelessness: Collaborative Local Approaches and Strategies

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

INSTITUTE FOR LOCAL GOVERNMENT
FOUNDED 1955

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

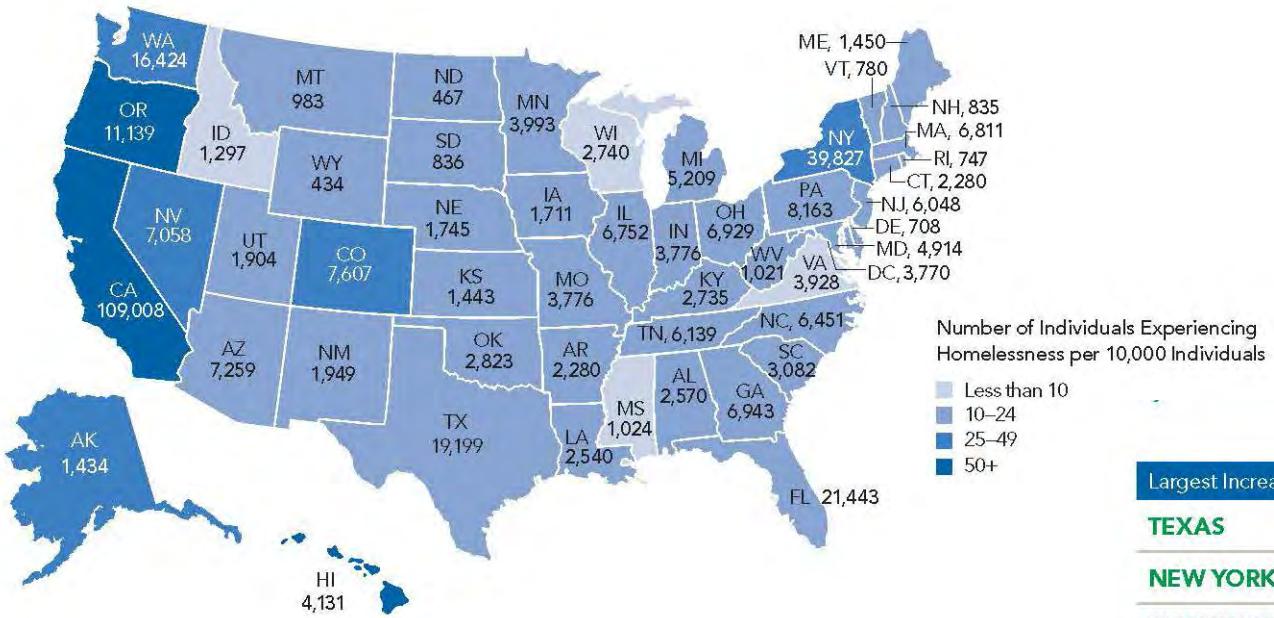
The Institute for Local Government

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



2017–2018		
Largest Increases		
TEXAS	2,491	14.9%
NEW YORK	2,437	6.5%
WASHINGTON	1,643	11.1%
ARIZONA	771	11.9%
OREGON	705	6.8%
Largest Decreases[a]		
FLORIDA	-1,325	-5.8%
CALIFORNIA	-1,252	-1.1%
GEORGIA	-479	-6.5%
MICHIGAN	-419	-7.4%
ALABAMA	-415	-13.9%

- 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

Homelessness in California

In response to the growing issue of homelessness throughout California, the League of California Cities and California State Association of Counties have partnered to create a Joint Homelessness Task Force. The Task Force is working to promote collaboration between cities and counties in addressing the complex problem. ILG partnered with the League and CSAC to create the final report below.

Share Your Agency's Story

Homelessness Task Force Report

As national and state programs fall short of fully addressing homelessness in California, local governments are coming together to find solutions for their communities. Collaboration, cooperation and support at the local level are key to addressing this crisis. That is why the League of California Cities and the California State Association of Counties (CSAC) formed the Joint Homelessness Task Force in late 2016 to examine these issues and discuss collaborative local solutions to address homelessness.

The task force met over the course of a year to better understand homelessness in California. The task force wanted to identify not only known best practices but also promising new practices that cities and counties are implementing to address homelessness, as well as the challenges, lessons and gaps communities are facing in the fight to end it. The culmination of the task force's work is a report, developed in partnership with League and CSAC affiliate the Institute for Local Government, which provides practical tools for cities and counties in California to use in addressing homelessness in their communities. Sections of the report are detailed below, or read the full report here.

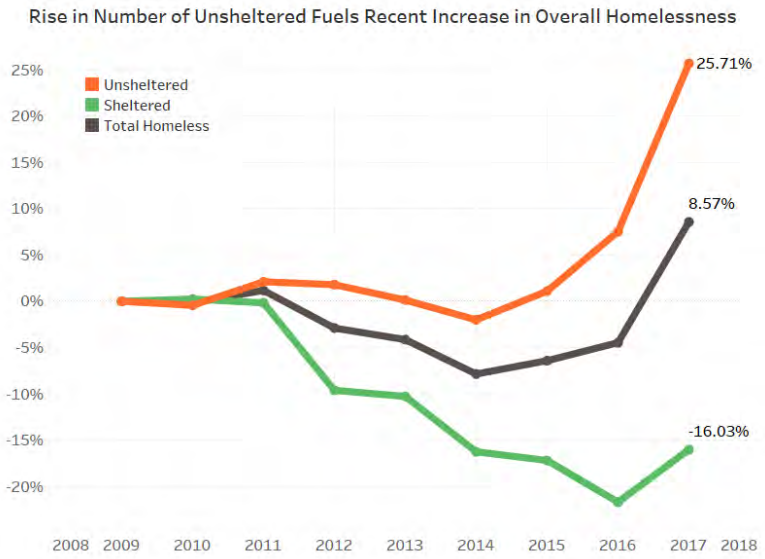
- Task Force Members
- Executive Summary
- Introduction

www.ca-ilg.org/homelessness

Introduction

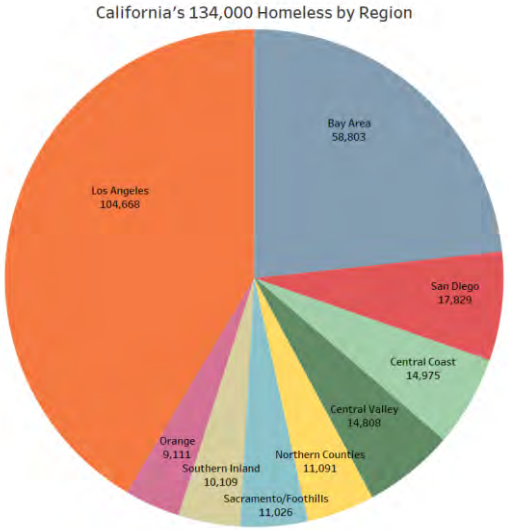
State of Homelessness

- 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



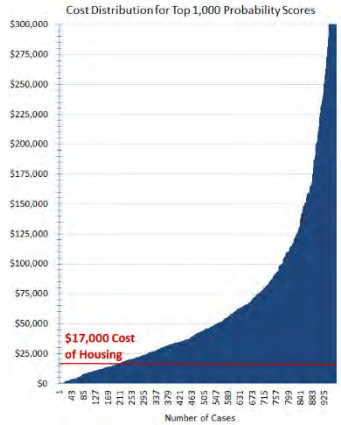
Causes of Homelessness

- Lack of affordable housing
- Poverty
- Lack of affordable health care
- Domestic violence
- Mental illness
- Addiction

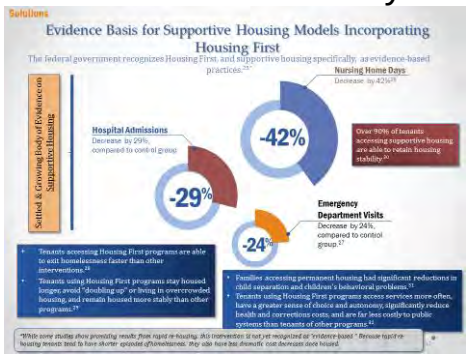


Assessing the Cost of Homelessness

Examples:



Silicon Valley Triage Tool



San Diego's Project 25

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.

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

St John's Program For Real Change

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

Creating a Homelessness Plan

Homelessness Plans: Template for Strategies

CATEGORY

(For organizational purposes, identify which category best describes the strategy)

- ❑ Prevention
- ❑ Coordinated Entry System
- ❑ Housing
- ❑ Other: _____
- ❑ Management and Services
- ❑ Income

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 challenge 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)
- ❑ Veteran
- ❑ Victims of Domestic Abuse
- ❑ 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 accomplished?)

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

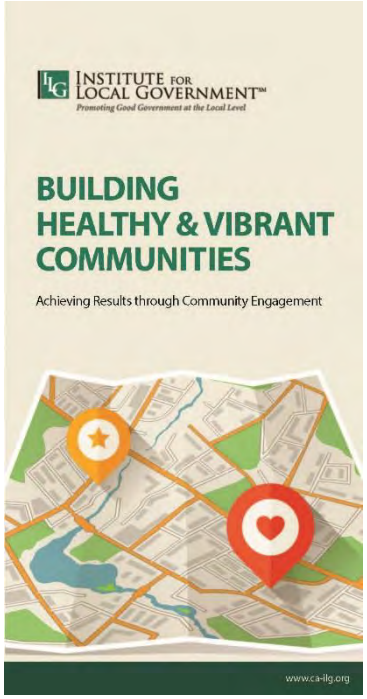
LA Home for Good – Walk

Examples:

- LA Home for Good
- Sacramento Steps Forward
- San Leandro Homeless Compact
- LA Interfaith Summit on Homelessness

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

Next Training – April 25-26th in Danville

- At least 1 additional Training in 2019

More information www.ca-ilg.org/TIERS

Share Your Story

INSTITUTE FOR LOCAL GOVERNMENT℠

Promoting Good Government at the Local Level

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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.

Share this page

This item also appears in

Homelessness

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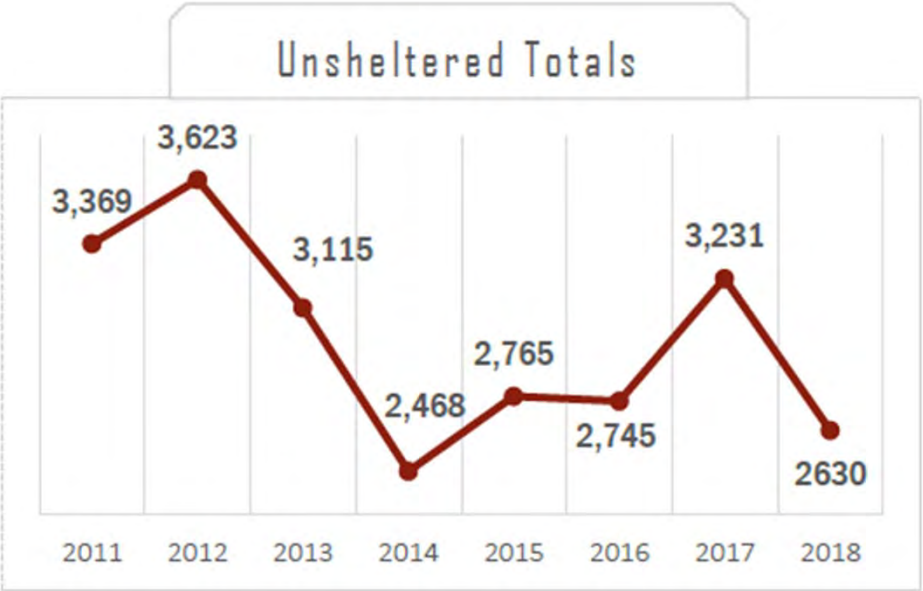
The City of San Diego's Workplan for Addressing Immediate and Long-Term Homelessness Needs

February 2019

The City of SAN DIEGO

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

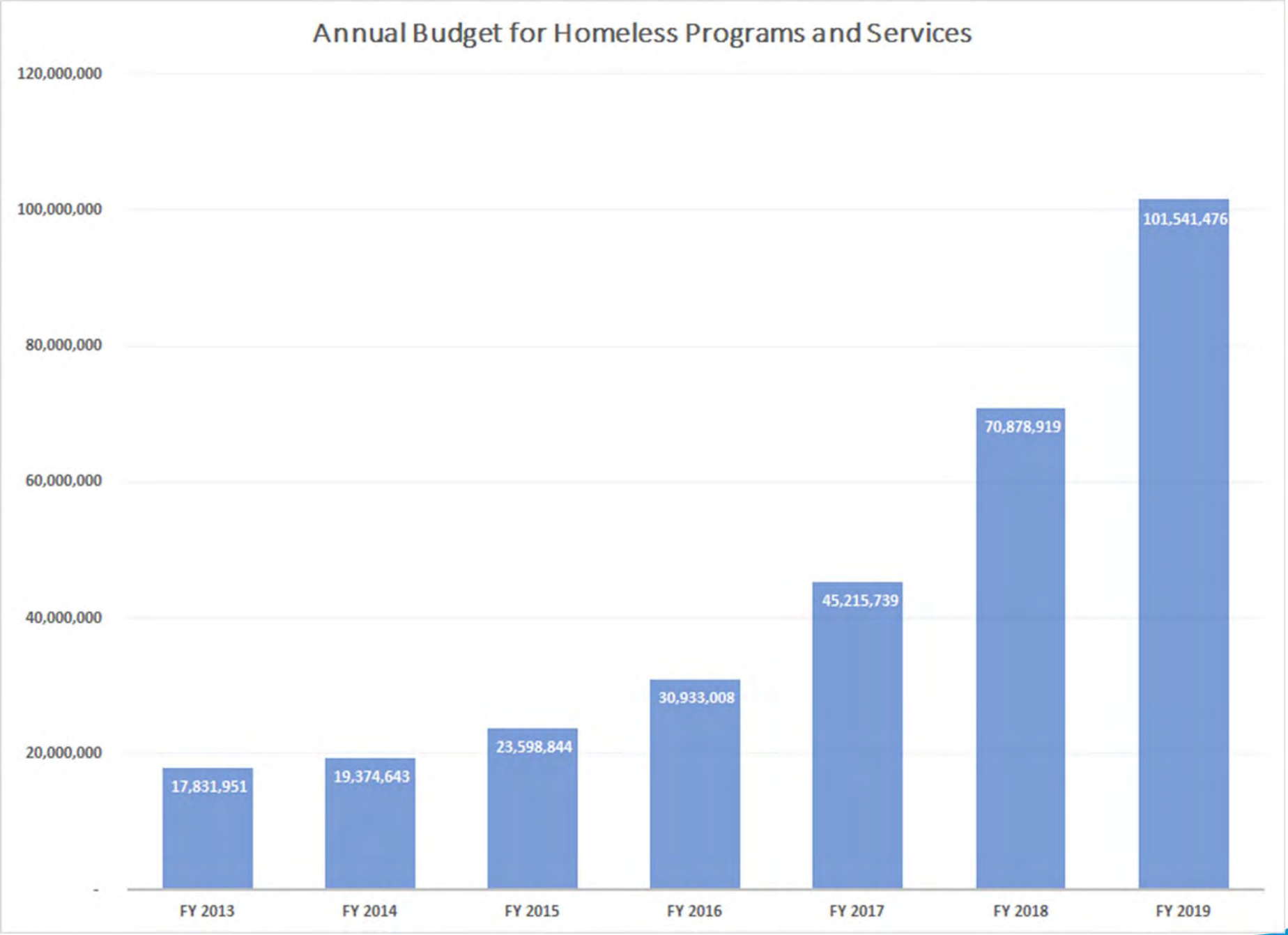


Source: PITC, Page 48.

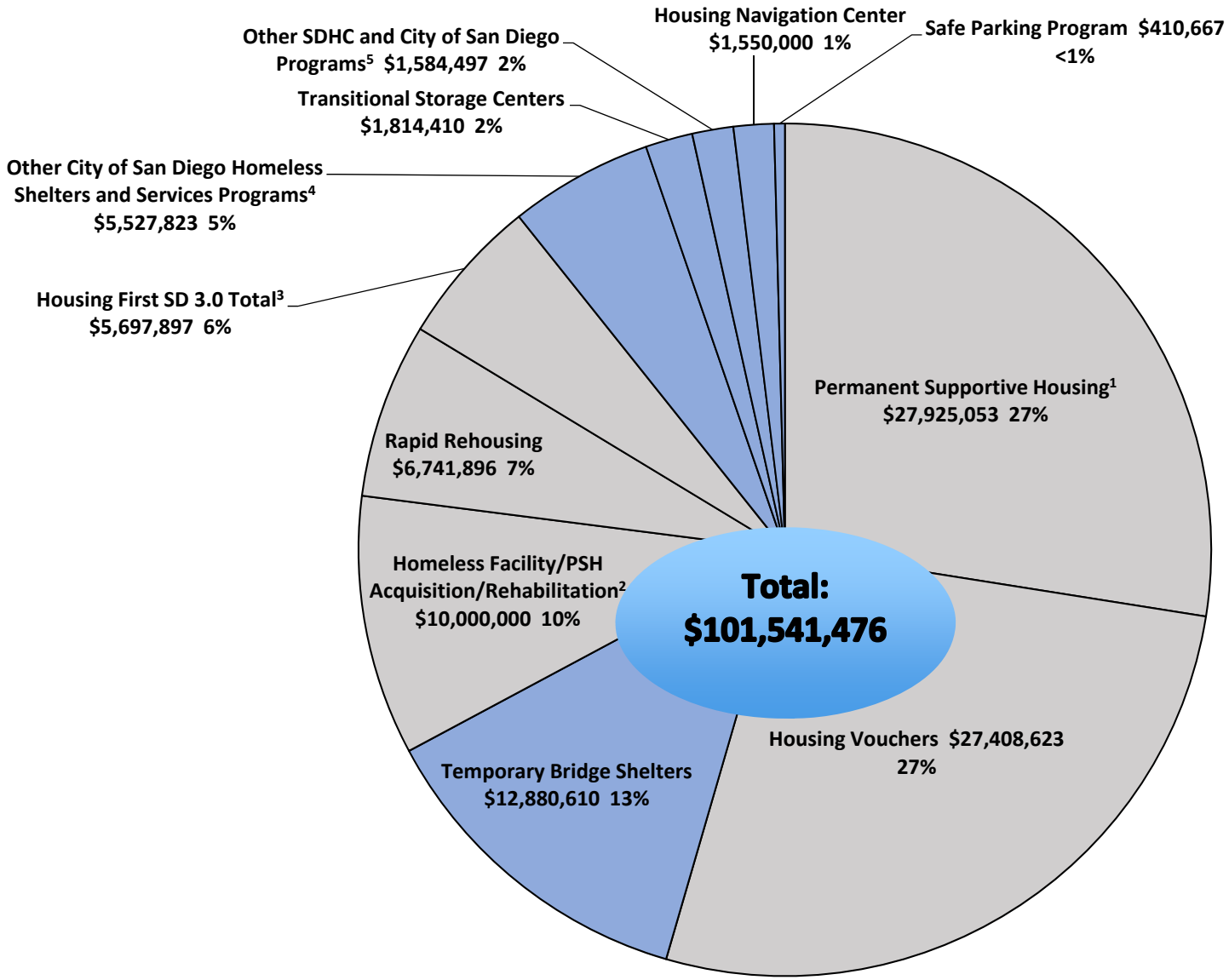
Overview

Connect. Support. House.

- Changed the status quo
- Initiated new innovative services and programs
- Increased budgets for homelessness programs


Annual Budget for Homeless Programs and Services
120,000,000
100,000,000
80,000,000
60,000,000
40,000,000
20,000,000
-
17,831,951
19,374,643
23,598,844
30,933,008
45,215,739
70,878,919
101,541,476
FY 2013
FY 2014
FY 2015
FY 2016
FY 2017
FY 2018
FY 2019

Fiscal Year 2019 Budget for Homelessness By Program or Initiative



Key:

Housing Based Solutions

Other Supportive Initiatives

[1] Includes the Affordable Housing Fund, Moving to Work Program, Contiuum 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

Connect. Support. House.

Bridge Shelters (Single Adults; Women/Families; Veterans)
674 beds

Safe Parking Lots *120 spaces*	**Transitional Storage** 500 units

Neighborhood Commitments
CleanSD and Police Assistance and Enforcement

Housing SD
Incentivizing Housing Development

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 an 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

Connect. Support. House.

CITY OF HALF MOON BAY HOMELESS ENCAMPMENT RESPONSE

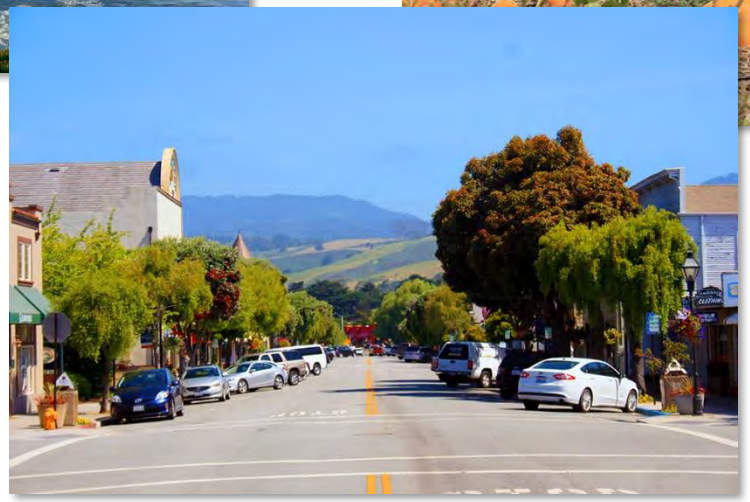
League of Cities Manager's Meeting

February 13, 2019

City of Half Moon Bay

Half Moon Bay

Half Moon Bay



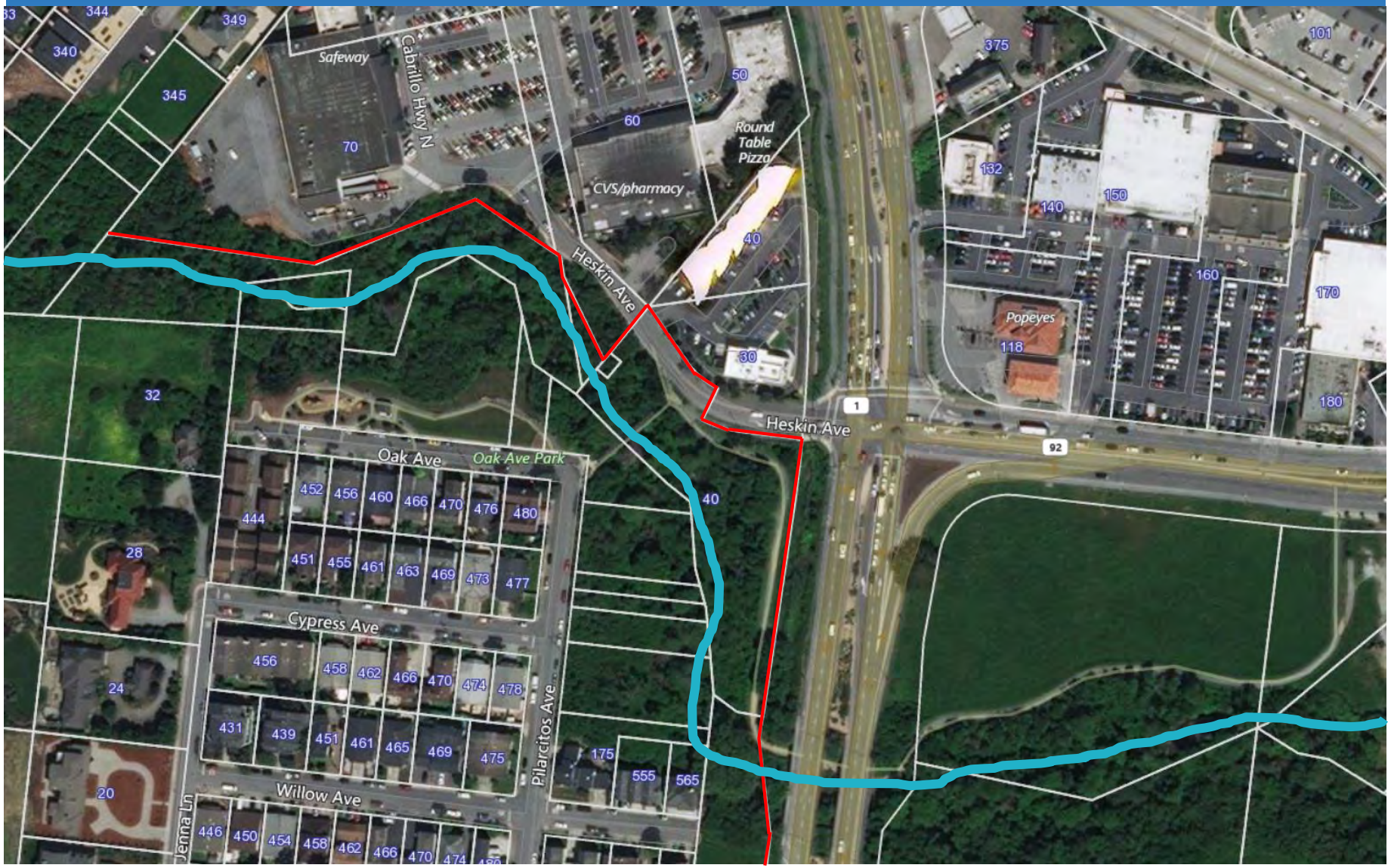
Historic Homelessness

- 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



Pilarcitos Creek Encampment

Community Concerns

LOCAL NEWS STORIES

Fire erupts at homeless camp

By Carina Woudenberg [carina@hmbreview.com] Jan 20, 2016

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 Carina 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 Carina 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

Encampment Closure

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

MENU NEWS COMMUNITY A&E SPORTS OPINION F&D EVENTS CALENDAR 55° SUBSCRIBE

Moss Beach Distillery

City homeless endure new challen

By Carina Woudenberg May 30, 2018 1

Home /

FEATURED

City to close homeless encampment next week

People living near Safeway asked to leave by Tuesday

By Carina Woudenberg May 9, 2018 2

Home / Local News Stories

Safeway for more than a decade, has no plans to leave on the

Events Calend

Half Moon Bay

Emotional Intelligence Digital World

OPINION

Moving homeless over the hill won't solve problem

By Eric DeBode 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 10, 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?

THANK YOU

DOWNTOWN STREETS TEAM

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.

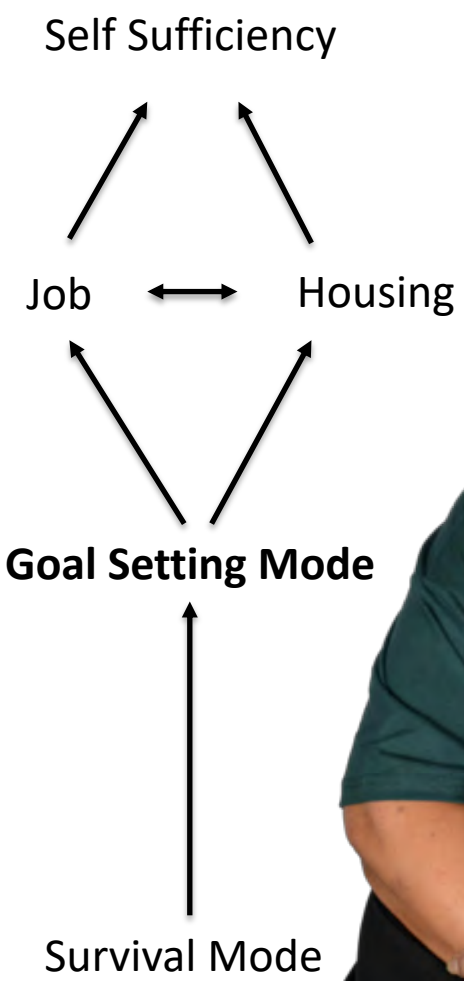
Eileen Richardson
Case Manager
c. 2007

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**

> 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

LADDER OF SUCCESS

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?

he Family Album Project

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

DOWNTOWN STREETS TEAM

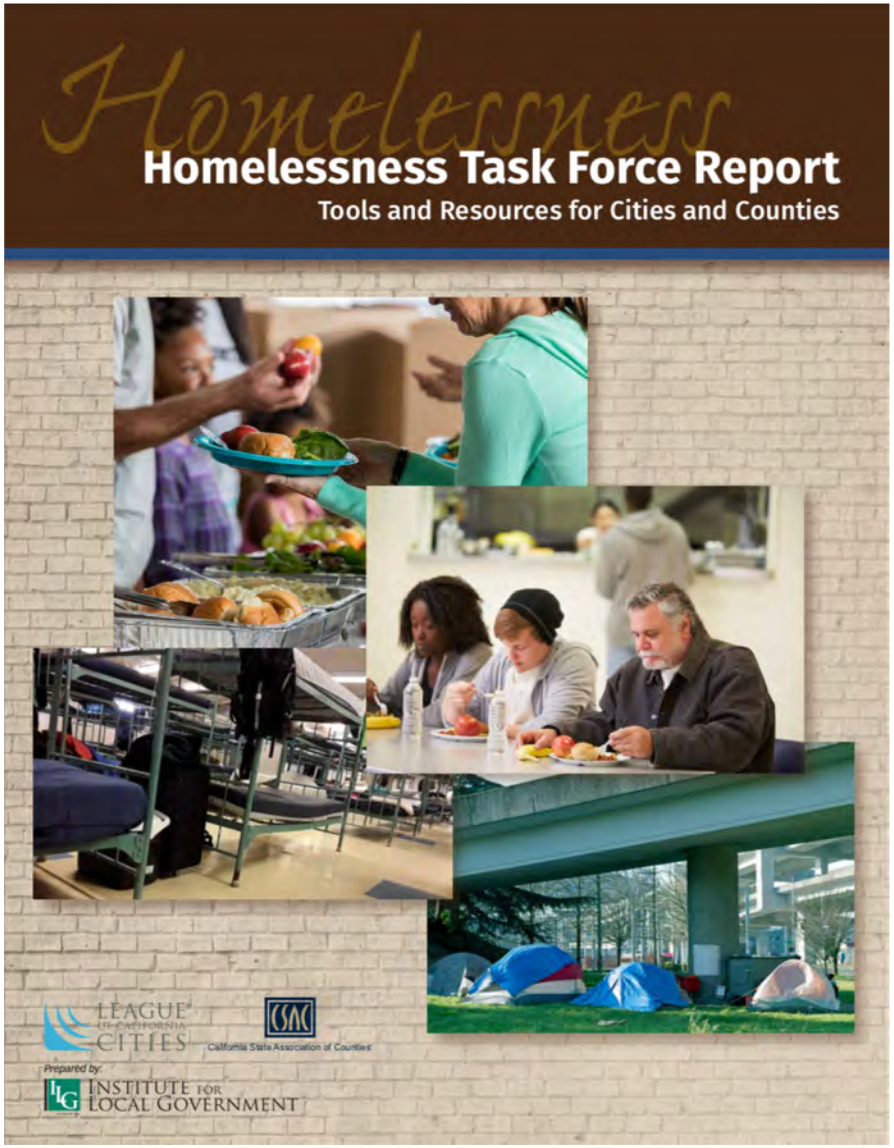
ENDING HOMELESSNESS THROUGH THE DIGNITY OF WORK

SEE CHANGE FIGHT HOMELESSNESS

As a result of participating with us

96%

report increased motivation, hope and self-esteem



LEAGUE OF CALIFORNIA CITIES℠

CALIFORNIA STATE ASSOCIATION OF COUNTIES

INSTITUTE FOR LOCAL GOVERNMENT℠

Promoting Good Government at the Local Level

Community Service — Downtown Streets Team

BEST PRACTICE

Founded in 2005, Downtown Streets Team is a nonprofit addressing homelessness by not only providing solutions to homeless men and women, but also challenging them to take an active role in their recovery. This takes the form of having the homeless volunteer with Downtown Streets Team on beautification projects within their respective communities. In return, the volunteers or "team members" receive necessities including a stipend, vital health services and case management. The program offers a "ladder of success" system where team members can continue to improve their skills and move up the ladder, while gaining additional work responsibilities with the potential for promotion to managerial levels. Team members are also encouraged to share their stories with the community at schools, churches or business associations, which helps to shift the negative perceptions of homelessness. The eventual goal is to transition team members to full-time employment over the course of a year.

Downtown Streets Team operates in eight Bay Area communities (San Francisco, San Jose, Palo Alto, Santa Cruz, Hayward, Novato, San Rafael and Sunnyvale) and serves over 750 homeless men and women every week. In addition, through its beautification efforts, the nonprofit has removed over 2.8 million gallons of debris in the last year alone.

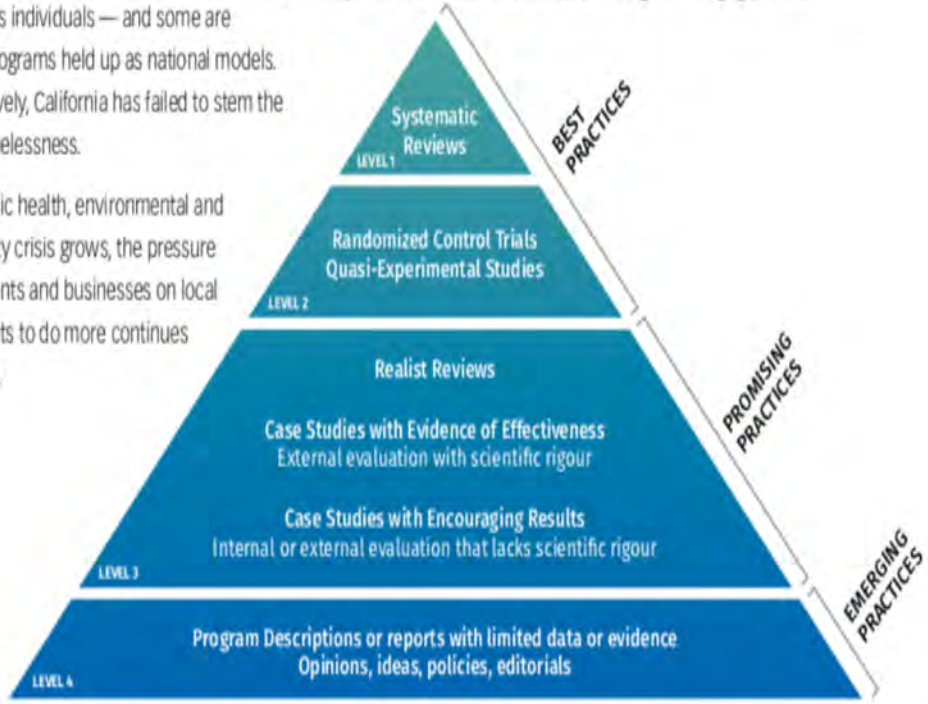
Funding differs in each community, but sources can include Public Works/Parks and Recreation departments, CDBG (economic development and human services), environmental agencies (water districts, environmental services departments, EPA), corporate sponsorships and Business Improvement Districts, along with county and city funding.

begun adopting the Housing First model in earnest. They have housed thousands of homeless individuals — and some are home to programs held up as national models. Yet collectively, California has failed to stem the tide of homelessness.

As the public health, environmental and public safety crisis grows, the pressure from residents and businesses on local governments to do more continues to increase.

Hierarchy of Evidence

Source: http://homelesshub.ca/solutions/best-promising-and-emerging-practices



- **Only Five Best Practices Identified**
- **DST is only Best Practice to replicate**
  - **10 Northern CA Communities**

Sacramento
West Sacramento
Novato
San Rafael
Berkeley
San Francisco
Oakland
Hayward
Palo Alto
Sunnyvale
San Jose
Santa Cruz
DOWNTOWN STREETS TEAM

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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