

FINAL

CITY PLAN TO PREVENT AND COMBAT HOMELESSNESS CITY OF WEST COVINA

1. City and Plan Information

Name of City	Period of Time Covered by Plan	Date of Plan Adoption
West Covina	July 1, 2018 - June 30, 2021	Pending—scheduled for presentation to City Council 7/17/18

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

Homelessness in Los Angeles County has surged in recent years, despite regional and local efforts to address the needs of people lacking a permanent residence. In addition to the immediate social, health, and safety concerns of this issue, cities across the County have also seen a pronounced impact on resources and infrastructure. According to the Los Angeles Homeless Services Authority (LAHSA) annual Homeless Count, 277 people were experiencing homelessness in the City in 2018,¹ a 75% increase from the previous year. This continues the City’s upward trend in homelessness numbers from the previous year.

Another trend that emerges with the recent Homeless Count is the disproportionately large increase in people living on the street: in the last year this number surged by more than 80%. There are also more people living in vehicles, tents, and makeshift shelters, but those numbers are going up at less extreme rates.

Coordinated Entry is a best practice model for allotting appropriate levels of service to persons experiencing homelessness and prioritizing them for limited resources. LAHSA oversees the regional Coordinated Entry System (CES) across Los Angeles County, which is divided into eight geographic subregions, known as Service Planning Areas (SPAs), for the purpose of targeting appropriate public health and homelessness-related services to these areas. Each SPA has a unique configuration of CES agencies tracking client data and administering services. In the San Gabriel Valley, which corresponds to SPA 3, the CES leads are: Union Station Homeless Services for adults and families; and Hathaway-Sycamore for youth.

Data from (CES) provides an enhanced view of those experiencing homelessness in West Covina and their needs. It does this using self-reported responses to the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) assessment and other indicators of a person’s overall health and wellbeing.

West Covina’s homeless population is split roughly into thirds by age. According to the most recent data available for this Plan, 33% were 25-40 years old, 30% were 41-55, and 33% were older than 55. Meanwhile, 64% were white, 20% were black or African American, and the remainder less than 5% Asian, American Indian, or Native Hawaiian or other Pacific Islander. 40% of individuals surveyed also identified as Hispanic or Latino. 41% identified as female, while 58% identified as male.²

¹ Based on unofficial numbers released to the City by LAHSA. These numbers have not been finalized as of 6/30/18.

² Los Angeles Homeless Services Authority. SPA 3 Assessments Data Set. November 2017.

The VI-SPDAT assessment produces an acuity score, which can help identify an appropriate housing intervention for someone experiencing homelessness. In LA County it is suggested that people experiencing homelessness who fall into the low-acuity scoring range of the assessment (0-3) should be able to find housing on their own, or self-resolve, those in the mid-acuity scoring range (4-11) are best served by Rapid Re-Housing programs (RRH), and high-acuity individuals (12+) generally need supportive housing.³

72% of assessed individuals who said they were from West Covina are in the mid-acuity range, meaning they would benefit from time-limited housing assistance, such as RRH. In addition, 18% of assessed individuals are high-acuity (12+) and would require long term housing assistance and supportive services, and 10% are low-acuity (0-3).⁴

Also important to note, is that 29% percent of individuals assessed reported mental health issues, and 32% reported chronic health issues related to the liver, kidneys, stomach, lungs, or heart. This underscores the complexity of the homelessness issue in the City. Homelessness can both cause and complicate treatment for a host of medical problems, including HIV/AIDs, alcohol and drug addiction, and mental illness. Efforts to work with medical facilities on discharge planning and care coordination can be difficult due to a range of complications, including competing priorities and data-sharing restrictions, however it is clear that regional healthcare providers and the City have a common purpose in their need to find housing for people experiencing homelessness.

The following demographic information provides a snapshot of who was experiencing homelessness in SPA 3 in 2017,⁵ as well as countywide poverty indicators from the 2016 US Census, the most recent data available.

Out of a total 3,552 persons experiencing homelessness in the region:

- 28% had a mental illness, 17% had a substance use disorder, and 2% were living with HIV/AIDS
- 67% were unsheltered and living outside while 33% were in some form of temporary shelter accommodation
- 76% were single adults, 18% were families, and 6% were youth and young adults
- 28% were female, 72% were male, 0.4% were transgender, and 0.2% did not identify with a gender
- 50% were Hispanic/Latino, 24% were white, 18% were African American, 5% were American Indian, 2% were Asian, and 1% identified as other
- 5% were age 62 and up, 17% between the ages of 55-61, 60% between the ages of 25-54, 7% between the ages of 18-24, and 11% were under the age of 18

³ Los Angeles Homeless Services Authority. Draft CES Prioritization Policies. Available: <https://www.lahsa.org/documents?id=1896-draft-ces-prioritization-policies>.

⁴ Los Angeles Homeless Services Authority. Coordinated Entry System Data Set. March 2018.

⁵ Los Angeles Homeless Services Authority. Homeless Count 2017 SPA 3 Fact Sheet. Available: <https://www.lahsa.org/documents?id=1718-homeless-count-2017-spa-3-fact-sheet.pdf>.

- 6% were United States Veterans
- 30% were considered chronically homeless, meaning that they have lengthy or repeated histories of homelessness along with a long-term disability such as mental illness, substance use disorder, or a physical health problem
- 27% have experienced domestic/intimate partner violence in their lifetime

The increase in homelessness described above and its impact on West Covina's public safety resources, parks and public facilities, local businesses, and the general public (housed and unhoused) prompted the creation of this Homeless Plan. Its purpose is to:

- Improve efficiency and effectiveness in providing service to people experiencing homelessness
- Identify strengths and opportunities for collaboration with local and regional partners
- Develop resources and tools for City staff, including law enforcement, the public, business owners, and homeless service providers
- Learn about national and local best practices with the potential to improve the overall level of service offered in West Covina
- Prioritize resources in such a way as to create maximal impact on this issue at the local level

3. Describe your City's planning process

This Plan incorporates comments from attendees of City-organized input sessions targeted to various community stakeholders. These include the West Covina Police Department, members of the business, faith-based and homeless services provider community, and residents of West Covina, including some with lived experience of homelessness. As a part of each stakeholder input session, groups were asked to provide feedback on the challenges of homelessness within the City, as well as local knowledge of services and resources being used to address homelessness. This feedback was the basis for the goals and supporting actions in the Plan.

- Community Input Session
 - Attendees included police officers (including members of HOPE team), City staff, homeless services providers, members of the business community, members of faith-based organizations, City residents, and delegates from Los Angeles County
 - February 26, 2018
- Input Session for Service Providers
 - Attendees included staff from local homeless services providers, as well SGVCOG, West Covina Police Department, and other City staff
 - March 1, 2018
- Lived Experience Interviews
 - LDC conducted interviews with individuals experiencing homelessness in West Covina in order to better understand their challenges in obtaining housing
 - March 19, 2018

In addition, as part of the process of creating this Homeless Plan, the City conducted a cost analysis in order to better understand the cost of addressing homelessness within its jurisdiction. This analysis focused on the City’s spending related to homelessness, which included estimates of unbudgeted staff time responding to homelessness or homelessness activities, as well as budgeted costs.

City staff provided costs related to homelessness for fiscal year 2017-2018, which included information on program activities, contracts to community providers, equipment, as well as staff costs. The latter were estimated using the City’s Fully Burdened Hourly Rates by position.

Three departments were not able to identify any costs associated with homelessness and were not included in the analysis: City Clerk, Finance, and Human Resources. Two departments were able to identify activities staff engaged in responding to homelessness, but were unable to estimate the staffing time spent in these instances, and therefore were not included in the analysis: Administration (City Council & City Manager) and Planning.

The analysis determined that the City spends approximately \$4.86 million annually on costs pertaining to homelessness. Of those costs, \$1,014,160 (21%) were budgeted and spent directly on homeless services, while \$3,848,860 (79%) were spent mitigating the impact of homelessness within the broader community and were not specifically budgeted on addressing homelessness.

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

Goal 1: Educate the Community on Homelessness Best Practices and City’s Homeless Plan (Homeless Initiative Strategy Link(s): None)				
Action 1a: Develop a community engagement and education strategy to ensure members of the business and faith-based communities, homeless services providers, and general public are informed on issues related to homelessness <ul style="list-style-type: none"> Identify standing meetings and public forums where City staff could present on homelessness issues 				
Action 1b: Educate the community on the concepts outlined in the West Covina Homelessness Toolkit and ensure that it is available to residents and businesses on the City of West Covina website				
Action 1c: Partner with Los Angeles County and adopt messaging from the United Way’s Everyone In Campaign, a regional effort to engage cities and the public in addressing homelessness				
Action 1d: Encourage City staff, local homeless services providers, and the general public to participate in the LAHSA Homeless Count				
Associated Policy Changes	Goal Measurement	Goal Ownership	Leveraged City Resources	Timeline
No associated policy changes	1a: Summary report 1b: Presentation of Toolkit and/or	Community Services Department;	City staff time; use of City website (1b	1a: 3 months, ongoing 1b: 6 months

	advertisement of it via website 1c: Adoption of Everyone In messaging 1d: Increased participation in 2019 count relative to 2018	Police Department (1a only); City Council (1c only)	only)	1c: 6 months 1d: 6 months
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Goal 2: Expand Existing Services and Align with Regional Coordinated Entry System (CES) (CES) (Homeless Initiative Strategy Link(s): A1, A5, B3, E6, E7)

Action 2a: Work with CES lead agency to ensure that all individuals experiencing or at risk of homelessness in West Covina are assessed and entered in CES

- Consider hosting CES site office at City facility and contracting with CES lead to perform outreach, CES access, and case management services (see Goal 4)
- Ensure that service providers and other community partners understand process for making referrals to services available through regional CES, including Prevention, RRH, and Permanent Supportive Housing (*A1: Homeless Prevention Program for Families and A5: Homeless Prevention Program for Individuals, B3: Expand Rapid Re-Housing*)
- Identify City staff to participate regularly in regional CES case conferencing hosted by VOA

Action 2b: Work with service provider partner(s) already operating walk-in services to increase local CES access points, possibly in combination with additional drop-in services such as case management, storage, mobile showers, and emergency shelter (*E7: Strengthen the Coordinated Entry System*)

Action 2c: Ensure that City-funded outreach efforts (e.g., HALO) are aligned with CES and focus on identifying pathways to housing (*E6: Countywide Outreach System*)

- Consider implementing City-specific tracking system to better understand which individuals have/have not been assessed and added to CES
- Explore potential to partner with County on Homeless Outreach Services Team (HOST) program in order to access funding

Associated Policy Changes	Goal Measurement	Goal Ownership	Leveraged City Resources	Timeline
No associated policy changes	2a: Comparison of individuals experiencing homelessness tracked locally to CES—the list of names should match 2b: Summary report of efforts 2c: Summary report on	2a: Community Services Department; Police Department 2b: Community Services Department	Staff time	2a: 6 months-1 year 2b: 1 year 2c: 6 months

	CES alignment and potential to access funding through HOST program	2c: Police Department		
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Goal 3: Improve Local and Regional Coordination of Homeless Services (Homeless Initiative Strategy Link(s): None)

Action 3a: Work with local schools and universities to better understand the needs of students and their families, and work with these institutions to ensure homeless resources administered by the City and/or other regional partners are made available to this population

Action 3b: Identify opportunities for partnerships with neighboring cities, regional governmental agencies, healthcare providers, transit agencies, and other key stakeholders

- Potential opportunities include the development and coordination of emergency and bridge shelter, outreach, and supportive housing development; as well as landlord engagement (see Action 4d)

Associated Policy Changes	Goal Measurement	Goal Ownership	Leveraged City Resources	Timeline
No associated policy changes	3a: Summary report of homeless student population in West Covina and potential resources 3b: Summary report on partnership opportunities	Community Services Department	Staff time	3a: Ongoing 3b: 6 months

Goal 4: Strengthen Rapid Re-Housing Program Through Coordination and Supportive Programming (Homeless Initiative Strategy Link(s): B3, E7, C1, C2)

Action 4a: Work with Los Angeles County and CES lead agency to identify barriers to individuals experiencing homelessness in West Covina being placed in City-funded RRH program (*B3: Expand Rapid Re-Housing, E7: Strengthen the Coordinated Entry System*). Ensure that:

- West Covina individuals are entered into CES and “match ready”
- CES lead/RRH case management agency is able to locate any individuals who are prioritized for housing and “match ready”

Action 4b: Monitor outcomes of City-funded RRH program to ensure the funds are used appropriately and meet the City’s level of need

- Consider implementing tool to assist in tracking program outcomes (e.g. West Covina RRH Data Collection Tool)

<p>Action 4c: Engage the Greater West Covina Business Association (GWC), local businesses, and other community partners to explore available opportunities for hiring homeless and formerly homeless individuals</p> <ul style="list-style-type: none"> • Consider creating or partnering with a workforce development/job training program focused on CalWorks programming (<i>C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families</i>) • Explore creating a social enterprise-backed alternate staffing organization that could receive funds through Measure H (<i>C2: Increase Employment for Homeless Adults by Supporting Social Enterprise</i>) 				
<p>Action 4d: Consider partnering with neighboring cities that fund RRH programs to organize a regional landlord recruitment and incentive program</p> <ul style="list-style-type: none"> • Potential assistance for households could include subsidized first and last months' rent/deposit • Incentives could include damage/eviction insurance and monetary bonus for working with City RRH program 				
<p>Action 4e: Consider convening a monthly working group focused on RRH, including County, CES leads, cities partnering with County on RRH, SGVCOG, and other supporting non-profits to identify challenges and brainstorm solutions</p>				
Associated Policy Changes	Goal Measurement	Goal Ownership	Leveraged City Resources	Timeline
<p>4a, 4b, 4c, 4e: No associated policy changes 4d: Authorization of program funds</p>	<p>4a: Summary report on results of effort (can use West Covina RRH Utilization Tracking Tool for this) 4b: Program outcomes should meet program goals 4c: Summary report of efforts 4d: Summary report of landlord engagement initiative and results 4e: Agenda and minutes from workgroup</p>	<p>Community Services Department</p>	<p>Staff time; Potential funds for assistance/incentives (4d only)</p>	<p>4a: 6 months 4b: 6 months, ongoing 4c: 6 months-1 year 4d: 1-2 years 4e: 6 months-1 year</p>

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

Table 1: Primary Contact for Plan Implementation

Name & Position	Address & Email	Phone	% of Time
Nikole Bresciani, Assistant City Manager/ Community Services Director	1444 W. Garvey Ave., South West Covina, CA 91790 NBresciani@westcovina.org	(626) 939-8456	TBD

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

West Covina has dedicated significant resources in recent years to housing and programs that assist low-income families and people experiencing homelessness, including an array of services supported through Community Development Block Grant (CDBG) funds, and a large affordable housing portfolio. Most of this effort has been carried out by the Department of Community Services, the Police Department, and the Department of Community and Economic Development. The City has also recently initiated a RRH program in partnership with Los Angeles County. The City and its partners are also participating in the following activities:

- On May 17, 2016, West Covina City Council adopted Resolution No. 2016-41, declaring the City’s partnership with Los Angeles County and adopting the following Homeless Initiative strategies:
 - Homeless Prevention for Families (A1)
 - Subsidized Housing for Disabled Adults pursuing SSI (B1)
 - Rapid Re-Housing (B3)
 - First Responders Training (E4)
 - Regional Coordination of LA County Housing Authorities (E10)
- West Covina operates over 400 subsidized units for low-income seniors and families.
- West Covina’s Fire and Police Departments engage in emergency response related to homelessness, including medical first response.
- The Public Works Department conducts trash and waste removal in parks and public spaces and assists in removal of encampments.
- The Police Department provides street outreach through
 - The Homeless Outreach and Park Enforcement (HOPE) program
 - The Mental Evaluation Team (MET) program
 - In partnership with the Azusa, Glendora, and Covina Homeless Assistance Liaison Officer (HALO) programs

In addition, the following table outlines the City’s current annual funding and activities dedicated to individuals and families experiencing homelessness and those facing housing instability in FY17-18:

Activity	FY 2017-18 Funding*	Funding Source	Non-Profit Partner or Department	Activity Description
Preservation and Repair	\$642,386	CDBG /Housing Funds	Community Services and Community and Economic Development	Housing Preservation Program – Assistance for moderate-income homeowners making exterior improvements to their home
Outreach and Referral	\$250,000	Housing Funds; Board of State and Community Corrections	Police – Homeless Outreach and Park Enforcement (HOPE) Team	Outreach and referral to unsheltered individuals throughout West Covina, general law enforcement, response to encampments, park enforcement, and business outreach
Rapid Re-Housing	\$50,000	Housing Funds	Community Services and Community and Economic Development	Permanent housing intervention for homeless individuals scoring low- to mid-acuity on the VI-SPDAT
Support Services	\$25,000	Housing Funds	San Gabriel Valley YWCA	Provides support services to bridge the gap between temporary and permanent housing
Food Bank	\$11,525	CDBG /Housing Funds	Action Community Food Pantry	Faith-based organization that distributes food, holds a number of community events
Food Bank	\$8,914	CDBG /Housing Funds	Project 29:11	Faith-based organization that distributes food, holds a number of community events
Shelter; Food Bank	\$8,522	CDBG /Housing Funds	East San Gabriel Valley Coalition for the Homeless	6Provides motel/hotel vouchers through its Emergency Assistance Center Program; organizes rotational Winter Shelter in participating communities ⁶
Food Bank	\$8,522	CDBG /Housing Funds	Cory’s Kitchen	Irwindale-based non-profit that provides food, clothing, and other miscellaneous services to low income and homeless individuals
Food Bank; Referrals	\$6,719	CDBG /Housing Funds	Love INC	Faith-based organization that distributes food, holds a number of community events
Clothing	\$2,572	CDBG /Housing	Assistance	Non-profit organization focused on

⁶The City provides funding to ESGVCH, but not physical space for emergency shelter operations.

		Funds	League of Covina Valley	education and youth projects
Total Expenses	\$1,014,160			

*Housing Funds for RRH and additional programs (\$100,000 total) were allocated in FY16-17

In addition, preliminary findings of the cost analysis conducted during the development of this Plan show that:

- Many departments work directly or indirectly on a regular basis with persons experiencing homelessness or responding to homelessness within the community.
- Departments often use resources within their general budgets to respond to the need of community related to homelessness, pulling them away from other essential City activities. These activities are being absorbed into the regular operations of the departments, specifically the Police Department, Fire Department, and Public Works. However, if these activities were to cease, citizens would see noticeable changes within the community.
- The City is collaborating across departments to address homelessness, increased internal and external collaboration will allow for the City to see increased impacts in addressing homelessness.
- The Police and Fire Departments experience the largest costs to addressing homelessness, the majority of which are unbudgeted and absorbed into the regular budget.

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

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

	Plan to participate	Currently participating	County Homeless Initiative Strategies
A – Prevent Homelessness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A1. Homeless Prevention for families
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A5. Homeless Prevention for Individuals
B – Subsidize Housing	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	B3. Partner with Cities to Expand Rapid Rehousing
	<input type="checkbox"/>	<input type="checkbox"/>	B4. Facilitate Utilization of Federal Housing Subsidies
	<input type="checkbox"/>	<input type="checkbox"/>	B6. Family Reunification Housing Subsidies
	<input type="checkbox"/>	<input type="checkbox"/>	B7. Interim/Bridge Housing for those Exiting Institutions
	<input type="checkbox"/>	<input type="checkbox"/>	B8. Housing Choice Vouchers for Permanent Supportive Housing
C – Increase Income	<input checked="" type="checkbox"/>	<input type="checkbox"/>	C1. Enhance the CalWORKs Subsidized Employment Program for Homeless

		Families		
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	C2. Increase Employment for Homeless Adults by Supporting Social Enterprise	
	<input type="checkbox"/>	<input type="checkbox"/>	C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy	
	<input type="checkbox"/>	<input type="checkbox"/>	C7. Subsidize Employment for Homeless Adults	
		Plan to participate	Currently participating	County Homeless Initiative Strategies
D – Provide Case Management & Services	<input type="checkbox"/>	<input type="checkbox"/>	D2. Jail In-Reach	
	<input type="checkbox"/>	<input type="checkbox"/>	D5. Support for Homeless Case Managers	
	<input type="checkbox"/>	<input type="checkbox"/>	D6. Criminal Record Clearing Project	
	<input type="checkbox"/>	<input type="checkbox"/>	D7. Provide Services for Permanent Supportive Housing	
E – Create a Coordinated System	<input type="checkbox"/>	<input checked="" type="checkbox"/>	E4. First Responders Training	
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	E5. Decriminalization Policy	
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	E6. Expand Countywide Outreach System	
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	E7. Strengthen the Coordinated Entry System (CES)	
	<input type="checkbox"/>	<input type="checkbox"/>	E8. Enhance the Emergency Shelter System	
	<input type="checkbox"/>	<input type="checkbox"/>	E10. Regional Coordination of Los Angeles County Housing Agencies	
	<input type="checkbox"/>	<input type="checkbox"/>	E14. Enhance Services for Transition Age Youth	
F – Increase Affordable/ Homeless Housing	<input type="checkbox"/>	<input checked="" type="checkbox"/>	F1. Promote Regional SB2 Compliance and Implementation	
	<input type="checkbox"/>	<input type="checkbox"/>	F2. Linkage Fee Nexus Study	
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	F4. Development of Second Dwelling Units Program	
	<input type="checkbox"/>	<input type="checkbox"/>	F5. Incentive Zoning/Value Capture Strategies	
	<input type="checkbox"/>	<input type="checkbox"/>	F6. Using Public Land for Homeless Housing	
	<input type="checkbox"/>	<input type="checkbox"/>	F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals	
	<input type="checkbox"/>	<input type="checkbox"/>	F7. Housing Innovation Fund (One-time)	

FINAL

City of West Hollywood Five-Year Plan to Address Homelessness in Our Community

Planning Context

On June 13, 2017, the County of Los Angeles Board of Supervisors (Board) approved Measure H funding allocations in support of the County's Homeless Initiative (HI) strategies to prevent and combat homelessness in the County. The Board also allocated funding for individual cities to develop a plan to address homelessness in their respective cities, in collaboration with the County and its contractors.

The City of West Hollywood is located in Service Planning Area (SPA) 4 (Metro/Central LA) and in Supervisorial District Three (3).

West Hollywood has a population of approximately 36,000 and in the 2017 LAHSA point-in-time count, the homeless count was 105, up from 81 in 2016. According to the 2017 demographic survey of homeless community members, those who are homeless in West Hollywood have higher rates of trauma history, substance abuse, mental health issues and HIV infection. A comprehensive demographic survey of homeless community members was conducted again in 2018, with an analysis scheduled to be presented to the City Council in July.

Since its incorporation in 1984, the City of West Hollywood has recognized its role, historically and currently, as a refuge for LGBT individuals who are rejected by their families and home communities. Youth and adults come seeking safety and self-determination, but lack an adequate support network and end up without housing.

The City has continuously committed funding and staff resources in support of a robust social services program to address the needs of its most vulnerable community members, including outreach, substance abuse treatment, mental health programming and housing for homeless individuals. The City's 2017-2018 budget included \$4.8 million in contracts with social services providers, of which \$1.2 million was allocated to services to address homelessness. Contracts include outreach teams staffed by Ascencia, Step Up on Second, AIDS Project Los Angeles, the LGBT Center's Youth Program, and Friends Substance Abuse Program. The City helps fund homeless outreach services, including showers, at the Saban Community Clinic and at the Youth Center on Highland. The City reserves interim housing and treatment beds at Ascencia, Safe Refuge, Tarzana Treatment Center and McIntyre House and has created a Rapid Rehousing fund with Brilliant Corners. A contract with Housing Works supports case management. Additional City funding supports the Sheriff's Department's COPPS Team, a patrol unit dedicated to homeless outreach.

City policy promotes the development and preservation of a diverse housing stock, including units reserved for very low-income populations, and for individuals living with disabilities. In a

city of 1.9 square miles, there are 1067 units owned and operated by nonprofit housing corporations and the county housing authority. Of these, 949 are dedicated to very low- and low-income individuals and households living with disabilities, including HIV, and seniors. Of these, six are specifically reserved for formerly homeless seniors. There are 16 units in the city reserved for transitional aged youth. The remaining 99 units provide housing for very low and low-income households and families. The City has a Rent Stabilization Program, and a strong inclusionary housing program producing new affordable low-income and moderate-income units that are privately owned, but City regulated.

City policy encourages “a diverse housing stock to address the needs of all socioeconomic segments of the community,” including households with special needs. The policy takes a creative approach to increasing the housing stock, supporting adaptive reuse of existing structures for residential purposes, co-op housing, micro units, and other flexible housing types. In December 2017, the City Council amended the City’s zoning ordinance to expand the permissibility of accessory dwelling units (ADUs) as a response to the shortage of affordable housing. ADUs must be rented for a minimum of 30 days, and no additional parking is required since all R-1 lots in West Hollywood are within one-half mile of public transit.

In September 2016, the City Council adopted the following Guiding Principles to shape its response to homelessness:

The City’s response to homelessness should be **guided by the following principles:**

1. Work to ensure safety for our residents, businesses, visitors and for those who are homeless.
2. Recognize that the primary responsibility for addressing homelessness belongs to the County, but acknowledge that homelessness requires all levels of government to participate in regional efforts.
3. Accept that homelessness cannot be solved by one entity; rather, promote partnerships between different government agencies and the private sector, including non-profit organizations and volunteer service providers.
4. Approach the issue of homelessness with compassion for those who are homeless as well as those in the community who are impacted by homelessness.

Rationale for West Hollywood Homeless Plan

During the months of January through April of 2018, a wide range of stakeholders were engaged in the planning process, sharing their experiences, their ideas, and their commitment to help shape the goals presented in this plan.

In January, the City Council held a comprehensive study session that included presentations and dialogue with the Sheriff’s Department, the Los Angeles Homeless Services Authority (LAHSA), the County’s Homeless Initiative staff, Supervisor Sheila Kuehl’s office, Step Up on Second, Ascencia, the LGBT Center, Tarzana Treatment Center, and the ACLU. Members of the public presented testimony at this meeting.

The West Hollywood Chamber of Commerce has a Homeless Services Committee that leads efforts to educate the business community about how to respond to homelessness in the City, and to coordinate assistance to people who are homeless in West Hollywood, including job opportunities with local businesses. Planners met with the Chamber's committee, which agreed to be a partner in the implementation of the plan.

The planning process was presented to the City's Human Services Commission and Public Safety Commission. Members of both commissions provided input into the plan, and members of the public offered comments at each session.

Meetings were conducted with City staff in Code Enforcement and Public Works. Each department provided a unique perspective on issues, challenges, and solutions to inform the plan.

The City contracts with Block by Block to staff its Security Ambassadors program. These individuals interact regularly with persons who are homeless on the streets of West Hollywood, and brought important information into the planning process.

The City holds regular collaborative meetings with homeless service providers and HIV and substance abuse service providers. These meetings served as focus groups for the discussion of issues and proposals for new and continued City attention to the barriers faced by individuals who are homeless in West Hollywood.

The planning team engaged individually with 30 people experiencing homelessness in West Hollywood during the City's Homeless Connect Day at West Hollywood Park, when more than 60 people received health assessments, service intakes, substance abuse counseling, HIV tests, hepatitis A and flu vaccines, and haircuts.

Two public meetings conducted by the Rent Stabilization and Housing Division provided opportunities to solicit resident comments and ideas to inform the plan. An interview was conducted with the Executive Director of the West Hollywood Community Housing Corporation, a partner with the City in the development of permanent affordable and supportive housing.

In addition to meeting with the Sheriff's Department COPPS Team, planners participated in an outreach effort to observe the team in action.

This process described West Hollywood's homeless community as diverse, with a variety of needs.

- **Youth and young adults** who come to West Hollywood because they are gay, lesbian, bisexual, transgender, queer, or are otherwise isolated or rejected by their home community or family due to their gender identity. These individuals are at serious risk of HIV and trafficking; the 2017 demographic survey found that 18.1% of people who were homeless in West Hollywood were living with HIV, compared with 1.8% countywide.

During 2017-2018, the City funded the addition of an HIV specialist from AIDS Project Los Angeles to conduct street outreach among homeless people in West Hollywood.

- **Chronically homeless individuals** often have a disabling condition, and have been homeless for a year or more, or have had at least four episodes of homelessness in the past three years. These individuals are well known to the West Hollywood Sheriff's Department, businesses, and other City and County staff members at parks and the library, who often have co-occurring substance use and mental illness. Outreach workers have been successful in engaging many of these individuals, moving 22 people from homelessness to housing during the 2016-2017 contract year.
- **People at imminent risk of homelessness** are often encountered by staff members at the library, parks, and City Hall, and include seniors who have changes to their fixed incomes, people experiencing disruption of their housing, and individuals whose declining health results in a sudden loss of income. The City funds a rapid rehousing program, and a number of charitable options are in place to provide some assistance to help people either remain in their existing housing, or move to a more affordable option.

Goals of the West Hollywood Plan to End Homelessness

Goal #1: To provide support and resources to City staff and contractors in responding appropriately, safely, and effectively to persons who are experiencing homelessness in West Hollywood. (This includes park staff, Public Works, City Hall, ambassadors, transit, library, etc.)

Action 1a. Develop protocols for City staff members, Library staff members, and contractors so they have guidance in responding to people who are homeless.

Action 1b. Develop an in-service training program for City staff members to learn protocols and referral sources, and provide the training to all City staff members during new employee orientation, and annually.

Action 1c. Review security at the West Hollywood Library, and work with other cities to obtain additional resources from the County, including social workers, in County libraries.

Action 1d. Support the interest of library staff members in developing programs for creative engagement and assistance to library patrons who are homeless, such as computer assistance, reading groups, and arts activities.

Associated policy changes:

Incorporate new protocols and training requirements into Human Resources policies.

Goal measurement:

- New protocols completed by June 30, 2019.
- 100% of City staff members trained within three months of employment.
- Meeting held with other Westside cities and County to discuss County staffing at libraries.

Goal ownership:

- Homeless Initiative Project Manager
- Human Resources Manager

Leveraged City resources:

Staff time: Homeless Initiative Project Manager (5% FTE), Human Resources Manager (5% FTE), Social Services Division Manager (5% FTE)

Timeline:

- Protocols finalized by 6/30/19
- All City staff trained by 12/31/19
- COG discussion by 12/31/18
- Library proposal received by 12/31/18

Goal #2: Support businesses and residents in responding appropriately, safely, and effectively to persons who are experiencing homelessness in West Hollywood.

Action 2a. Continue Homeless Not Hopeless campaign with quarterly updates to referral contact and program information.

Action 2b. Work with Chamber of Commerce to disseminate “Best Ways to Help”.

Action 2c. Promote parking meter giving.

Action 2d. Support Chamber in engaging businesses in creating local job opportunities for individuals who have experienced homelessness.

Action 2e. Continue to strengthen City-funded outreach programs that specialize in the intersections between homelessness and individuals living with HIV, those experiencing substance abuse, youth, people who identify as LGBTQ, and others in our community experiencing homelessness.

Associated policy changes:

None

Goal measurement:

- Homeless Not Hopeless website updated quarterly

- Homeless Coordinator meets with Chamber committee monthly
- Parking meter program has visible signage
- When successful, Chamber job initiative publicized through City press release
- Agendas of quarterly collaboratives (homeless, HIV/SA) reflect attention to intersection of HIV, substance use, and homelessness.

Goal ownership:

Homeless Initiative Project Manager
Social Services Staff

Leveraged City resources:

Staff time: Homeless Initiative Project Manager (5% FTE), Social Services staff (5% FTE),
Communications staff (5% FTE)

- Cost of website, printing, and signage

Timeline:

- Website updated quarterly beginning 9/18
- Printed referral cards updated annually beginning 10/18
- All other activities ongoing

Goal #3: Establish bridge housing and day center facilities in West Hollywood to serve people who are homeless in the City.

Action 3a. Identify a space to locate a day center. Equip the space with storage, gender neutral restrooms, showers, laundry, medication cabinets, offices, and meeting rooms for peer support.

Action 3b. Explore possible locations for a temporary bridge housing facility to provide accommodations for individuals who are actively engaged in services leading to permanent housing.

Action 3c. Establish one or more “safe parking” locations, where people who live in vehicles are able to park overnight, use restrooms, and have access to services designed to move them into permanent housing options. Possible locations include the City-owned lot at Crescent Heights and Sunset.

Action 3d. Continue to partner with a variety of service providers to assist homeless individuals with public benefits, housing location, substance abuse treatment, and other critical services.

Associated policy changes:

- Location and staffing of day center
- Location and staffing of bridge housing facility
- Location and staffing of safe parking location

Goal measurement:

- Council decision on proposal for facilities

Goal ownership:

- Homeless Initiative Project Manager
- Social Services Division Manager

Leveraged City resources:

- City property
- Staff time: Homeless Initiative Project Manager (50% FTE), Social Services Division Manager (25% FTE)
- Social services contracts \$1.2 million/year

Timeline:

- Identify bridge housing site within 60 to 90 days
- Conduct studies and formulate plans during FY 2018-2019
- Report to Council by 10/1/19

Goal #4: Continue the City's support for the Rapid Re-Housing program, to reverse or prevent homelessness among West Hollywood residents.

Action 4a. Continue City outreach to landlords to encourage their participation in this program.

Action 4b. Educate City staff, County staff, and others who interact with people who are at risk for homelessness about the availability of rapid re-housing services.

Associated policy changes:

None

Goal measurement:

Conduct at least one landlord outreach event annually (Housing Manager)
Include rapid rehousing on resources card and website

Goal ownership:

Social Services Division Manager
Rent Stabilization and Housing Manager

Leveraged City resources:

Staff time: Rent Stabilization and Housing Manager (5% FTE), Social Services Division Manager (5% FTE)

Contract with social services providers, up to \$25,000/year

Timeline:

Ongoing

Funding renewed annually with City budget

Goal #5: Increase the number of supportive housing, special needs housing, and other permanent housing options in West Hollywood for people who have experienced or are at risk of homelessness.

Action 5a. Continue City support for new permanent housing options through use of the City's Housing Trust Fund, the West Hollywood Community Housing Corporation, the City's inclusionary housing program, and other mechanisms for housing creation.

Action 5b. Promote new policies (adopted 12/4/17) that encourage the development of accessory dwelling units (ADUs) to create new housing opportunities.

Action 5c. Conduct an assessment to determine whether there are opportunities for the City to support the purchase and conversion of motels into supportive housing.

Action 5d. Conduct an inventory of sites that are available for housing development, and recommend the best uses for each site, including the Metro-owned site, the LAUSD site on Fairfax, and property owned by Temple Kol Ami.

Action 5e. Work with West Hollywood Community Housing Corporation to ensure that they have adequate funding to provide supportive services to tenants who have a history of homelessness.

Associated policy changes:

None; all goals are consistent with current City policy

Goal measurement:

- Annual report to City Council on housing production.
- Report to City Council on opportunities for motel conversion and other possible housing development sites.
- Letters of support to potential funders on behalf of WHCHC applications for services funding.

Goal ownership:

Rent Stabilization and Housing Manager

Leveraged City resources:

Rent Stabilization and Housing Manager (20% FTE)

Housing Trust Fund allocations

City real estate inventory

Timeline:

Annual report each May

Promotion of ADUs: ongoing

Report on housing development opportunities by December, 2019

Goal #6: Strengthen partnerships with other cities and with nonprofit organizations to support regional and individualized solutions to homelessness.

Action 6a. In partnership with other cities in the Westside Council of Governments, advocate for County services to address homelessness.

Action 6b. Coordinate with other Westside cities to establish services and housing opportunities for people experiencing homelessness.

Associated policy changes:

None

Goal measurement:

Participation in WCOG Homelessness Committee by City Council and staff members
Reports by Council members on meetings with County officials

Goal ownership:

Homeless Initiative Project Manager

Leveraged City resources:

Staff: Homeless Initiative Project Manager (10% FTE)

Timeline:

Ongoing with reports at each Council meeting

Goal #7: Prevent homelessness among West Hollywood residents, especially seniors, individuals living with disabilities, and vulnerable families.

Action 7a. Work with City and County staff members, including Parks and Library staff members, to identify West Hollywood residents at risk of homelessness, and help connect them to resources offered by the Jewish Free Loan Program, NCJW Rental Assistance, the Alliance for Housing and Healing, AIDS Project Los Angeles Health & Wellness, Bet Tzedek Legal Services, and the City's Rapid Rehousing Program.

Action 7b. Establish a collaborative of contracted and partnering social services providers to advise the City Council on early identification and intervention with West Hollywood residents who are at risk of homelessness.

Associated policy changes:

None

Goal measurement:

Report on quarterly meeting of homelessness prevention collaborative

Goal ownership:

Social Services Division Manager

Leveraged City resources:

Staff time: Social Services Division Manager (5% FTE)

Timeline:

Quarterly beginning in January, 2019