

FINAL



City of Claremont Homeless Services Plan

(July 2018)

Prepared by:



In collaboration with:



About the City of Claremont Plan to Prevent and Combat Homelessness

The County of Los Angeles awarded the City of Claremont a City Planning Grant for \$30,000 to develop a City plan to prevent and combat homelessness (“Homeless Plan”) in late 2017. Upon acceptance of the grant, the City of Claremont, along with 18 other cities in the San Gabriel Valley, entered into a Memorandum of Understanding (MOU) with the San Gabriel Valley Council of Governments (SGVCOG) to engage a consulting firm to write the Homeless Plan. The agreement was awarded to LeSar Development Consultants (LDC).

LDC began working with the City’s Human Services staff in early 2018, meeting with and gathering public input from service partners, community members, and city staff. LDC then met with City Human Services Department staff and the Mayor’s Affordable Housing and Homelessness Ad Hoc Committee (MAHHAHC) to discuss the issues, challenges, concerns, and current conditions contributing to homelessness in Claremont. LDC also interviewed people in Claremont experiencing homelessness and participated in a ride-along with the Claremont Police Department. These meetings focused on ways to improve the quality of life for residents, neighborhoods, and the business community. Throughout the process, LDC collected pertinent information for the development of this Homeless Plan that underpins its recommended goals and actions. These in turn reflect priorities and needs that align with the County of Los Angeles Board of Supervisors adopted strategies. The Plan is structured using the County’s template to comply with the requirements for future grant opportunities.

This Homeless Plan begins with an overview of homelessness in Claremont and the City’s response to date. The core of the Plan is a series of aspirational goals and supporting actions that have the potential to reduce the level of homelessness in Claremont. These goals and actions build on existing efforts the City has put in place and require the City to continue the work it is already doing. Wherever possible the goals link to LA County Homeless Initiative Strategies so that they take advantage of existing County-funded programs or funds available through Measure H, the quarter-cent sales tax LA County voters approved in March of 2017. A comparison of the Homeless Plan’s Goals and the applicable Homeless Initiative Strategies is available in Appendix E. The Homeless Initiative Strategies are further described in Appendices F and G.

The City of Claremont Homeless Services Plan was presented to the City Council on May 22, 2018 and was unanimously adopted by all Councilmembers, including:

Mayor Opanyi Nasiali

Mayor Pro Tem Corey Calaycay

Councilmember Joe Lyons

Councilmember Sam Pedroza

Councilmember Larry Schroeder

Homeless Plan Organization, Content, and Terminology

Claremont's Homeless Plan contains five sections, including *Background and Purpose of Homeless Plan*, which describes the rationale and purpose for creating the plan. The *Current Efforts to Address Homelessness*, which details the City and community partners' ongoing work and includes an overview of expenditures. The *Homeless Plan Process* briefly describes the methods used to research and write this plan. *Goals and Supporting Actions* includes eight goals that support the purpose of the plan, as described in the first section. Each of the goals contains a series of supporting actions, suggestions for measurement, and a timeline for successful completion. It also includes the party taking ownership of the action, potential city resources and associated policy changes. Lastly, the *Appendices* include commentary from stakeholder input sessions, an overview of Claremont's existing framework for addressing homelessness, and detail on the LA County Homeless Initiative.

Accessory Dwelling Unit	ADU	Also known as granny-flat or Secondary Dwelling Unit
Collaborative Community Response to Claremont Homelessness	CCRCH	The City of Claremont's homeless program (see Appendix C)
Coordinated Entry System	CES	A regional database and prioritization list of all individuals experiencing homelessness. Individuals must complete a needs assessment (the VI-SPDAT) in order to be added to CES.
Homeless Management Information System	HMIS	Web-based database on individuals experiencing homelessness. Los Angeles' HMIS is administered by LAHSA.
Los Angeles Homeless Services Authority	LAHSA	LAHSA administers federal, state, and local funding to almost 100 service providers.
Mayor's Affordable Housing and Homelessness Ad Hoc Committee	MAHHAHC	Ad Hoc Committee appointed by Mayor Schroeder on January 9, 2018 in order to examine homelessness in Claremont
Rapid Re-housing	RRH	An evidence-based housing intervention recommended by HUD, USICH and NAEH. RRH provides time-limited housing assistance and limited case management services to assist individuals to find and maintain permanent housing.
Service Planning Area	SPA	LA County is divided into eight geographic areas for the purposes of administering services related to health and homelessness. Each SPA is expected to have a balance of homeless services. Claremont is in SPA 3.
Supplemental Security Income	SSI	A Federal income supplement program funded by general tax revenues.
Transition Age Youth	TAY	People between the ages of 18 and 24, inclusive

Transitional Housing	TH	Time-limited housing coupled with supportive services designed to prepare individuals experiencing homelessness for independent permanent housing.
Vulnerability Index - Service Prioritization Decision Assistance Tool	VI-SPDAT	An assessment conducted on people experiencing homelessness to determine their level of acuity and enable prioritization through CES.

Contents

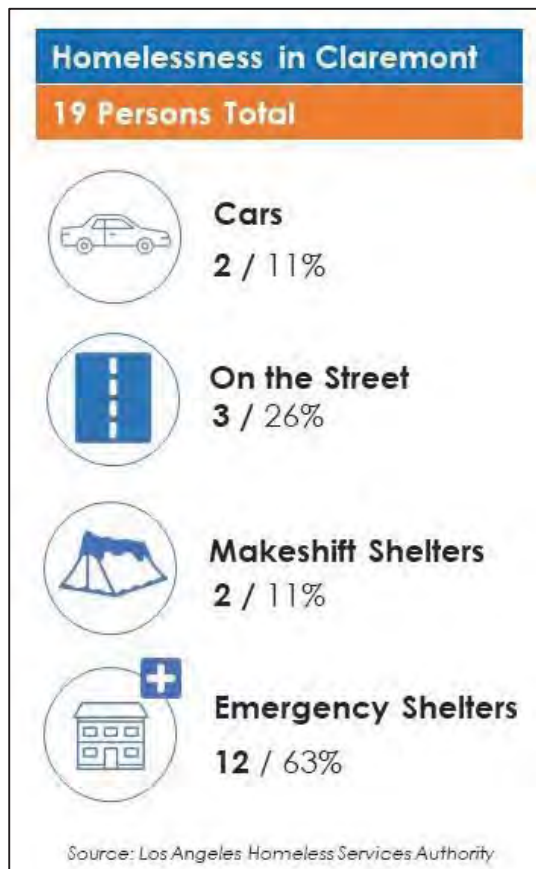
Homeless Plan Organization, Content, and Terminology	iii
Background and Purpose of Homeless Plan	1
Current Efforts to Address Homelessness.....	4
Homeless Plan Process	7
Goals and Supporting Actions	7
Goal 1: Continue to Develop and Strengthen City Response to Homelessness.....	9
Goal 2: Metrics I – Better Understand Local Unsheltered Homeless Population	11
Goal 3: Metrics II – Better Understand Local Sheltered Homeless Population and Homeless Services Program Performance.....	13
Goal 4: Expand Efforts to Educate City Officials and Public.....	15
Goal 5: Improve Coordination of Services Among City, Community Partners, and Regional Coordinated Entry System.....	17
Goal 6: Expand Local Prevention Services	20
Goal 7: Explore Immediate Temporary Housing Solutions	22
Goal 8: Create New Permanent Supportive and Affordable Housing	24
Appendix A: Input Sessions: Summary of Identified Challenges	27
Appendix B: Input Sessions: Summary of Identified Strategies	28
Appendix C: Overview of Collaborative Community Response to Claremont Homelessness	29
Appendix D: List of Participating Services Partners that Provided Input to Plan	30
Appendix E: City Planned Activities Tied to County Homeless Initiative Strategies	31
Appendix F: Approved County Strategies to Combat Homelessness	32
Appendix G: Description of County Homeless Initiative Strategies Identified in Claremont Plan	33

Background and Purpose of Homeless Plan

The City of Claremont has experienced significant momentum in recent years in its effort to address homelessness, leading to a recent surge in City-led initiatives. These include the City's adoption of policy concerning Los Angeles County Measure H strategies, a summit on area homelessness, and the formation of the Mayor's Affordable Housing and Homelessness Ad Hoc Committee (MAHHAHC).

Homelessness throughout Los Angeles County is rising and affordable housing development in the region has lagged far behind the need. The 2017 Los Angeles Homeless Services Authority (LAHSA) Point in Time Count census for Service Planning Area 3 (SPA 3), which includes the City of Claremont, measured a 36% increase in homelessness from the year before. At the same time, the Point in Time Count in Claremont counted 19 individuals who were experiencing homelessness in 2017. This number is not insignificant. The goal of this Plan is to find ways to house these people.

Figure 1: Claremont 2017 Point in Time Count



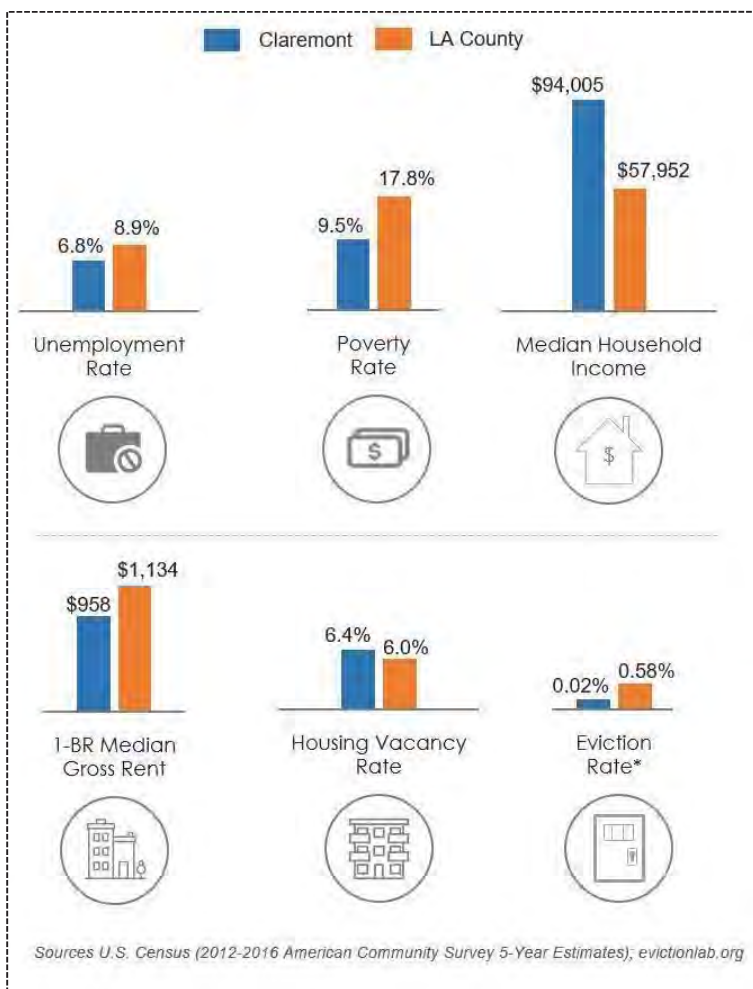
Considering this, the City of Claremont has committed to creating a Homeless Plan that will guide the City over the next three years with preventing and combatting homelessness. The purpose of the plan is to:

1. Continue developing and improving homeless services and partnerships with local service providers to augment the City's Collaborative Community Response to Claremont Homelessness (CCRCH; see Appendix C for description).
2. Assess the City's current methods and provide recommendations to ensure the City is maximizing its resources and impact within the community, including:
 - a. The functionality and performance of current efforts, including the CCRCH
 - b. Implementation of Los Angeles Homelessness Initiative and Measure H strategies
3. Assist in setting goals for the coming years, ensuring that the City of Claremont continues to move toward its goal of reducing homelessness.
4. Facilitate the formation of a community based organization to assure the sustainability of Claremont's efforts to prevent homelessness. The organization will partner with the City to perform the logistics of the plan.

Demographics at the regional level can serve as a guide and benchmark for local trends. The following provides an informative snapshot of who was experiencing homelessness in SPA 3 in 2017:¹

- 67% (2,373) were unsheltered and living outside while 33% (1,179) were in some form of temporary shelter accommodations – accounting for 6% of Los Angeles’ homeless population
- 76% were single adults, 18% were families, and 6% were youth and young adults
- 28% were female, 72% were male, .4% were transgender, and .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
- 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
- 28% had a mental illness, 17% had a substance use disorder, and 2% had HIV/AIDS
- 27% have experienced domestic/intimate partner violence in their lifetime

Figure 2: Selected Demographic Statistics



In addition to the Point in Time Count data and regional demographics, it is useful to examine city-level data from the regional Coordinated Entry System (CES). This provides an enhanced

¹ Los Angeles Homeless Services Authority. “Homeless Count 2017 SPA 3 Fact Sheet.” 2017. Available: <https://www.lahsa.org/dashboards?id=13-greater-los-angeles-homeless-count-by-city-community>.

view of those experiencing homelessness and their challenges as well as needs using responses to the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) assessment, and other indicators of a person's overall health and well-being.

Figure 3: Selected Statistics From HMIS/CES



The VI-SPDAT helps identify the co-occurring social and medical factors that generally contribute to homelessness and assists in prioritizing individuals for limited housing and services resources. It does this by producing an acuity score, which serves as a reference for administrators in charge of local resources.

The survey can also help identify an appropriate housing intervention for someone experiencing homelessness. In LA County, CES Matching Policies dictate 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. Individuals in the mid-acuity scoring range (4-11) are best served by Rapid Re-Housing programs. High-acuity individuals (12+) generally need supportive housing.²

Other useful indicators in the data set include information about a person's housing history, legal background, physical and mental health, history of substance use, and general

demographic information such as age and race. All of these elements are self-reported by the individuals being assessed.

For the purposes of this Homeless Plan, all data has been de-identified to protect confidentiality. The date range being reviewed is from July 2016 through November 2017.

In Claremont, 23 individuals were assessed,³ 65% of whom are in the mid-acuity range, compared to 17% for high-acuity (12+) and 17% for low-acuity individuals (0-3).

² Los Angeles Homeless Services Authority. Draft CES Prioritization Policies. Available: <https://www.lahsa.org/documents?id=1896-draft-ces-prioritization-policies>.

³ This analysis uses two different data sets: one for the acuity scores and one for all other reported indicators. The acuity data set included 23 respondents, while the other included 15.

In terms of demographics, 60% of Claremont's population is 25-40 years old, while 33% and 17% fall into the 41-55 and 55+ age ranges, respectively. 47% are white, 40% are black or African American, and 13% are Native Hawaiian or other Pacific Islander. 47% identified as female, and 53% identified as male.

Current Efforts to Address Homelessness

The launch of the Collaborative Community Response to Claremont Homelessness (CCRCH) in 2015 set the City on course to partner with several community-based organizations in its efforts to address homelessness. At present, those partners include Inland Valley Hope Partners (IVHP), Claremont Homeless Advocacy Program (CHAP), Volunteers of America (VOA) and Tri-City Mental Health Services. Claremont provides financial support for a number of programs offered by these agencies for low-income and homeless individuals and families.

In addition, a strong partnership between the City's Human Services Department and Police Department has resulted in a collaborative approach to addressing homelessness in Claremont. Street outreach with interdepartmental teams, accompanying transportation services, and non-clinical assessment of individuals in the field have all come about because of this partnership.

The City has also sponsored the following series of trainings to guide these homeless outreach efforts:

- Tri-City Mental Health Services' "Mental Health First Aid USA" training on the behavioral manifestations of mental illness and resources available for assisting the Claremont homeless population
- State-mandated training for all new Police Department personnel, designed to:
 - Introduce laws that protect people with disabilities
 - Enhance the recognition of behaviors that are indicative of disability or mental illness
 - Provide de-escalation skills (e.g. moving from confrontational language to calming language and relationship building).
 - Educate on situation-appropriate responses to individuals with mental illness who may also be homeless
 - Reduce stigma associated with mental illness and disabilities
- Crisis Intervention Tactics for First Responders on the recognition of an issue, its appropriate response, and the importance of referrals when handling incidents⁴

Lastly, the City has achieved some significant milestones in its efforts to address homelessness, including:

- The City Council's adoption of Resolution 2016-35, "A Resolution of the City Council to Partner with the County of Los Angeles to Combat Homelessness," which led to the appointment by the Mayor of the Affordable Housing and Homelessness Ad Hoc Committee.

⁴ Homeless Program summary document. The City of Claremont Human Services Department. 2018.

- The City's current collaboration with the LA County Homeless Authorities, the San Gabriel Valley Council of Governments, and San Gabriel Valley Consortium on Homelessness to address regional issues related to homelessness.
- Successful coordination of a community summit on homelessness in fall of 2017, and creation of the "Resources for Persons in Need" pamphlet to empower homeless individuals and their advocates with services specific to the area.
- Enhanced focus on directing homeless individuals to service providers as an alternative to incarceration and arrest.
- Providing various trainings for first responders, staff, and the community.
- Providing \$60,000 for Community Based Organization (CBO) Homeless Services during fiscal years 2009-2010 through 2017-2018.⁵

The following table outlines the City's current annual funding and activities dedicated to individuals and families experiencing homelessness and those facing housing instability:

Table 2: 2017-2018 Funding and Activities Related to Homelessness

Activity	Annual Funding	Funding Source	Non-Profit Partner or Department	Activity Description
Prevention	\$32,900	City CBO Grant	IVHP	Family stabilization funds
Transitional Housing	\$7,200	City CBO Grant	CHAP	Funding used to provide support for 15-bed transitional housing program for single adults. Services include overnight shelter, meals, and navigation services with the goal of permanent housing.
Transitional Housing	\$3,000	City CBO Grant	IVHP	Our House Family Shelter – Serves families (women and children only) and single adult women
Transitional Housing	\$7,300	City CBO Grant	Pacific Lifeline	Serves families (women and children only)
Transitional Housing	\$5,800	City CBO Grant	Crossroads Inc.	Serves recently-incarcerated single adult women
Emergency Shelter	\$3,800	City COB Grant	Stepping Stones Program	120-day emergency shelter (women and children only)
Prevention	Interest from \$25,000 corpus	Claremont Community Foundation	Claremont Community Foundation	Family Emergency Fund assistance is available to families for minor household expenses (\$250 maximum).

⁵ Ibid.

Activity	Annual Funding	Funding Source	Non-Profit Partner or Department	Activity Description
Outreach	(no estimate)	City Operations	City of Claremont Human Services Department	Department staff engage homeless individuals in the field and make referrals to service providers.
Administration	(no estimate)	City Operations	City of Claremont Human Services Department	Department staff oversee efforts to address homelessness, including drafting plans, presenting to City leadership, organizing meetings, etc.
Outreach/Response to Calls for Service	(no estimate)	City Operations	City of Claremont Police Department and Code Enforcement	Department staff respond to calls for services and engage in proactive outreach to homeless individuals, making referrals to service providers.
Impact Mitigation	(no estimate)	City Operations	City of Claremont Human Services Department	Department staff pick up and store abandoned property as necessary, clean up debris and other waste.
Total Annual Funding	\$85,000			

Table 3: Housing Inventory Count

Housing Project Type	Organization Name	Project Name	Total
Emergency Shelter ⁶	House of Ruth	Emergency Shelter for Battered Women	55
Emergency Shelter ⁷	Claremont Homeless Advocacy Program	Overnight Accommodation	15

Source: Los Angeles Homeless Services Authority

The CCRCH and the existing network of service partners exemplified by MAHHAHC, focuses on maximizing existing resources through coordination between the City and homeless services

⁶ These units do not appear in the Point in Time Count numbers mentioned previously in this document because the beds are not located in the City of Claremont.

⁷ This program is labeled Transitional Housing in Table 2 in order to accurately reflect its scope of services.

providers. CCRCH is designed as a “super referral” process, in which the City acts as a facilitator to connect individuals needing resources with the organizations that can provide the resources available to help them. This Homeless Plan will build on that work by aligning Claremont with external resources available through the County’s Homeless Initiative. The introduction of a database to track what services homeless individuals are receiving will allow City staff to make data-driven decisions about which services to prioritize with the City’s limited resources.

Homeless Plan Process

This Homeless Plan is an extension of existing documents defining Claremont’s current work to address homelessness. In addition, this plan incorporates comments from attendees of the City-organized Homeless Summit held in October 2017, and commentary from input sessions, which included the City Police Department, individuals experiencing homelessness, and partners comprising the Mayor’s Affordable Housing and Homelessness Ad Hoc Committee (City Departments, homeless services providers, faith-based groups, etc.) As a part of each input session, groups were asked to provide feedback on the challenges of homelessness within the City, as well as to provide input into possible strategies, many of which make up the approved goals and strategies for the City within the plan. For summaries of challenges as well as strategies from each input session see Appendices A and B.

Goals and Supporting Actions

Through the homelessness planning process, the City identified eight (8) goals for its homelessness plan:

Goal #1: Continue to Develop and Strengthen City Response to Homelessness

Goal #2: Metrics I – Better Understand Local Unsheltered Homeless Population

Goal #3: Metrics II – Better Understand Local Sheltered Homeless Population and Homeless Services Program Performance

Goal #4: Expand Efforts to Educate City Officials and Public

Goal #5: Improve Coordination of Services Among City, Community Partners, and Regional Coordinated Entry System

Goal #6: Expand Local Prevention Services

Goal #7: Create Immediate Temporary Housing Solutions

Goal #8: Create New Permanent Supportive and Affordable Housing

Each strategy includes any necessary policy changes, measurement, ownership, leveraged City resources (if applicable), and timeline. The City Human Services Department is responsible for overseeing the goals and strategies, reporting on progress, as well as updating or adding new

goals and strategies over time. At a minimum, the plan will be reviewed on a yearly basis and the Human Services Director will report plan progress to the City Council.



Goal 1: Continue to Develop and Strengthen City Response to Homelessness

Homeless Initiative Strategy Link(s): F1

Action 1a

Incorporate Homeless Program Summary and other relevant documents into a comprehensive city policy on the City's response to homelessness

- Within policy establish outcome targets, commitments to best practices, and language supporting California SB 2 (*F1: Promote Regional SB 2 Compliance and Implementation*)

Measurement:	Delivery of finished document
Ownership:	City Council, Human Services Department, MAHHAHC
Leveraged City Resources:	City staff time
Associated Policy Changes:	As dictated by the document
Timeline	6 months

Action 1b

Formalize MAHHAHC into a community advocacy group

- Committee could serve as advocacy group focusing on housing policy in Claremont
- Consider making group responsible for implementing this Homeless Plan, with City support

Measurement:	Committee holds first meeting under new, ongoing mandate
Ownership:	City Council
Leveraged City Resources:	City staff time
Associated Policy Changes:	No policy changes
Timeline	July 2018

Action 1c

Develop community outreach plan that includes fundraising campaign for implementation of homeless services and housing, in coordination with monies made available through Homeless Initiative Strategies

Measurement:	Delivery of plan to City Council
Ownership:	Human Services Department, MAHHAHC
Leveraged City Resources:	City staff time
Associated Policy Changes:	No associated policy changes
Timeline	6 months



Goal 2: Metrics I – Better Understand Local Unsheltered Homeless Population

Homeless Initiative Strategy Link(s): E7

Action 2a

Develop ‘By-Name-List’ (BNL) of unsheltered individuals in Claremont in collaboration with regional CES lead (*E7: Strengthen the Coordinated Entry System*)

- Work with CES lead/LAHSA to obtain city-specific reports from CES/HMIS
- Alternatively, Claremont could enhance current internal tracking system for people experiencing homelessness through coordination with law enforcement and homeless services providers

Measurement:	Summary of BNL policy and procedures (see Action 2b)
Ownership:	Human Services Department, MAHHAHC
Leveraged City Resources:	Staff time to develop materials
Associated Policy Changes:	No policy changes are necessary
Timeline	6 months

Action 2b

Formalize protocol for populating BNL through access points (places people can walk into) and outreach (staff who engage people experiencing homelessness in the field)

Measurement:	Summary of BNL policy and procedure
Ownership:	Human Services Department, MAHHAHC
Leveraged City Resources:	Staff time to develop document
Associated Policy Changes:	No policy changes are necessary
Timeline	6 months

Action 2c

Consider engaging service provider partner experienced in outreach and assessment to oversee ongoing work

Measurement:	Process outlined for engagement; Scope of work and contract (or Memorandum of Understanding, as applicable) drafted and reviewed
Ownership:	Human Services Department
Leveraged City Resources:	Staff time to develop documents
Associated Policy Changes:	No policy changes are necessary
Timeline	Year 1-2

Action 2d

Review BNL periodically and monitor changes to local unsheltered homeless population through CES reporting or internal tracking system

Measurement:	Protocol developed for conducting review
Ownership:	Human Services Department, MAHHAHC
Leveraged City Resources:	Staff time for review and monitoring
Associated Policy Changes:	No policy changes are necessary
Timeline	6 months, ongoing



Goal 3: Metrics II – Better Understand Local Sheltered Homeless Population and Homeless Services Program Performance

Homeless Initiative Strategy Link(s): None

Action 3a

Amend contract language with organizations receiving City funding to include use of HMIS

Measurement:	HMIS requirement added to all forthcoming and renewal contracts for homeless services
Ownership:	Human Services Department, MAHHAHC
Leveraged City Resources:	Staff time for drafting contract language
Associated Policy Changes:	Update contracts with current homeless services providers to reflect new requirement to use HMIS
Timeline	Immediately (as dictated by contracts), ongoing

Action 3b

Ensure ongoing performance monitoring of City-funded programs using HMIS

Measurement:	Summary report of performance outcomes for City-funded programs
Ownership:	Human Services Department, MAHHAHC
Leveraged City Resources:	Staff time for performance monitoring
Associated Policy Changes:	No associated policy changes
Timeline	Quarterly, after execution of first contracts, ongoing

Action 3c

Use a portion or all of current Community Based Organization (CBO) homeless funding to engage homeless services agency to coordinate program performance monitoring and make recommendations annually regarding renewal of funds

Measurement:	Presentation of preliminary hiring documents, e.g. scope of work for contract
Ownership:	Human Services Department
Leveraged City Resources:	CBO funds
Associated Policy Changes:	Reallocation of funds
Timeline	Year 1, ongoing



Goal 4: Expand Efforts to Educate City Officials and Public

Homeless Initiative Strategy Link(s): E4

Action 4a

Expand recent First Responder training protocol so that it is ongoing and satisfies Measure H requirements (*E4: First Responders Training*).

Measurement:	Completion and implementation of updated protocol
Ownership:	Human Services, Police, and Fire Departments
Leveraged City Resources:	Staff time to review and update training protocol, and to conduct FR training ongoing
Associated Policy Changes:	Update any relevant policy concerning FR training
Timeline	Year 1-3

Action 4b

Provide on-going education to community partners and the public on homelessness in Claremont, impacts, and best practices for solving the issue

Measurement:	Provide updates to City Council on progress
Ownership:	Human Services Department, MAHHAHC
Leveraged City Resources:	Staff time to engage community
Associated Policy Changes:	No associated policy changes
Timeline	Ongoing

Action 4c

(If MAHHAHC formalized :) Consider creating roles for members of the general public and homeless community on MAHHAHC to Address Homelessness

Measurement:	Summary of changes to MAHHAHC governing documents regarding membership
Ownership:	Human Services Department, MAHHAHC
Leveraged City Resources:	Staff time to oversee change
Associated Policy Changes:	No associated policy changes
Timeline	3 months

Action 4d

Provide on-going education to City staff on available resources and efforts currently being employed to address homelessness

Measurement:	Provide updates to City Council on progress
Ownership:	Human Services Department, MAHHAHC
Leveraged City Resources:	Staff time to engage community
Associated Policy Changes:	No associated policy changes
Timeline	Ongoing



Goal 5: Improve Coordination of Services Among City, Community Partners, and Regional Coordinated Entry System

Homeless Initiative Strategy Link(s): E5, E6, E7

Action 5a

Identify delegate from MAHHAHC or City staff to attend regional case conferencing meetings to ensure that Claremont residents are being housed successfully through CES (*E7: Strengthen the Coordinated Entry System*)

- Delegate should be prepared to discuss individuals who are unsheltered, sheltered, and in need of prevention services

Measurement:	Summary report on outcomes of case conferencing and BNL (see Actions 2a, 2b)
Ownership:	Human Services Department, MAHHAHC
Leveraged City Resources:	Staff time for participation in case conferencing and review of HMIS data
Associated Policy Changes:	No associated policy changes
Timeline	6 months, ongoing

Action 5b

Coordinate law enforcement, City staff, and other community partners, emphasizing decriminalization and CES alignment (*E5: Decriminalization Policy, E6: Countywide Outreach System*)

Measurement:	Summary report on progress (increased access to CES, increase in number of calls for services attended to by non-law enforcement outreach workers)
Ownership:	Human Services Department, Police Department
Leveraged City Resources:	Staff time to develop and implement coordination strategy
Associated Policy Changes:	No associated policy changes
Timeline	Year 1-2

Action 5c

Direct MAHHAHC, or establish faith-based homeless committee, to coordinate and expand regional faith-based efforts

Measurement:	Summary report on results of coordination efforts
Ownership:	Human Services Department, MAHHAHC
Leveraged City Resources:	Use of City facility space for meetings
Associated Policy Changes:	No associated policy changes
Timeline	6 months

Action 5d

Educate City and community partners on using County Web-Based Outreach Reporting Portal

Measurement:	Summary report on results of training
Ownership:	Human Services Department, MAHHAHC
Leveraged City Resources:	City staff time
Associated Policy Changes:	No associated policy changes
Timeline	6 months, ongoing

Action 5e

Explore workforce opportunities for individuals and families experiencing or at risk of homelessness

- Consider implementing City-run employment model, similar to those operating in Albuquerque, NM and San Diego, CA. This could also include basic skills and job readiness training, similar to those currently offered through the Claremont Youth Program.
- Develop partnership with Chamber of Commerce and business community to provide training and jobs for individuals connected to housing through local or County-funded prevention and RRH programs

Measurement:	Summary report on results of training
Ownership:	Human Services Department, MAHHAHC
Leveraged City Resources:	City staff time
Associated Policy Changes:	No associated policy changes
Timeline	6 months, ongoing



Goal 6: Expand Local Prevention Services

Homeless Initiative Strategy Link(s): A1, A5, B3

Action 6a

Ensure City staff, law enforcement, and homeless services providers understand how to refer clients to Measure H-funded prevention services (*A1: Homeless Prevention Program for Families, A5: Homeless Prevention Program for Individuals*)

Measurement:	Summary report on prevention protocol and outcomes
Ownership:	Human Service Department, MAHHAHC
Leveraged City Resources:	City staff time
Associated Policy Changes:	No associated policy changes
Timeline	Year 1, ongoing

Action 6b

For prevention efforts funded locally, consider utilizing HMIS system for tracking outcomes (see 3a, 3b)

Measurement:	HMIS requirement added to all forthcoming and renewal contracts for homeless services (see Action 3a)
Ownership:	Human Service Department, MAHHAHC
Leveraged City Resources:	City staff time
Associated Policy Changes:	No associated policy changes
Timeline	Year 1, ongoing

Action 6c

Review current senior and family emergency funds, make recommendations to City Council for most effective use of that funding for homeless services (A1: *Homeless Prevention Program for Families*, A5: *Homeless Prevention Program for Individuals*, B3: *Partner with Cities to Expand Rapid Re-Housing*)

Measurement:	Summary report of review and recommendations
Ownership:	Human Service Department, MAHHAHC
Leveraged City Resources:	City staff time
Associated Policy Changes:	No associated policy changes
Timeline	6 months



Goal 7: Explore Immediate Temporary Housing Solutions

Homeless Initiative Strategy Link(s): E8

Action 7a

Consider reorientation of current transitional housing programs to crisis/bridge housing (*E8: Enhance the Emergency Shelter System*)

- Engage with County to identify funding for this effort, for example through LAHSA RFP process
- Redirect current funding to other programs (see Action 8a)

Measurement:	Decision made regarding reallocation of funds
Ownership:	Human Services Department, MAHHAHC, City Council
Leveraged City Resources:	Staff time to prepare recommendations for reallocation
Associated Policy Changes:	No associated policy changes
Timeline	6 months

Action 7b

Develop partnerships with other regional shelters and expand transportation services (e.g. Dial-a-Ride) to provide access

Measurement:	Contract or MOU with regional shelter(s) for set-aside beds for Claremont residents
Ownership:	Human Services Department, MAHHAHC
Leveraged City Resources:	Staff time; potential cost to reserve up to two shelter beds; potential cost to fund transportation via Police Department or homeless services provider
Associated Policy Changes:	No associated policy changes
Timeline	Year 1

Action 7c

Consider funding hotel/motel vouchers for families and individuals experiencing homelessness, in alignment with overall homelessness policy and goals; and Work with County to identify capacity-building funds to allow development of hotel/motel vouchers

Measurement:	Completed funding plan based on budget reallocation
Ownership:	Human Services Department, MAHHAHC
Leveraged City Resources:	City staff time to work with MAHHAHC and County to see this as a fundable project
Associated Policy Changes:	Reallocation of funds
Timeline	1 year

Action 7d

Engage faith-based community around rotational church shelter model and nighttime safe parking zones, in alignment with overall homelessness policy and goals

Measurement:	Summary report on proposed areas of collaboration
Ownership:	Human Services Department, MAHHAHC
Leveraged City Resources:	City staff time
Associated Policy Changes:	No associated policy changes
Timeline	1 year



Goal 8: Create New Permanent Supportive and Affordable Housing

Homeless Initiative Strategy Link(s): B3, D7

Action 8a

Consider developing rapid re-housing (RRH) program in City of Claremont (*B3: Expand Rapid Re-Housing*)

- Explore funding options to support this program, including redirecting current prevention and transitional housing funding (see Action 7a), community fundraising for RRH match dollars tied to Hand Up Not Hand Out campaign
- Partner with LA County to fund portion of RRH program, per Measure H strategy

Measurement:	Budget recommendation and reallocation proposal
Ownership:	Human Services Department, MAHHAHC, City Council
Leveraged City Resources:	City staff time, allocation (or reallocation) of City funds for program costs
Associated Policy Changes:	Direct funds to RRH program
Timeline	1 year

Action 8b

Work with local partners to create/expand landlord engagement efforts (e.g. Tri-City Mental Health landlord forum)

Measurement:	Summary report of efforts
Ownership:	Human Services Department, MAHHAHC
Leveraged City Resources:	City staff time
Associated Policy Changes:	No associated policy changes
Timeline	6 months

Action 8c

Identify housing resources that could be used for affordable and/or supportive housing, which would allow Claremont to partner with County to provide supportive services (see Action 8e) (*D7: Provide Services and Rental Subsidies for Permanent Supportive Housing*)

Measurement:	Completed list of all city properties
Ownership:	Community Development Department, Human Services Department
Leveraged City Resources:	Staff time to conduct review
Associated Policy Changes:	No associated policy changes
Timeline	2 years

Action 8d

Explore creation of citywide accessory dwelling unit policy and incentives to guarantee long-term affordability

Measurement:	Completion of policy
Ownership:	Community Development Department, Human Services Department
Leveraged City Resources:	City staff time
Associated Policy Changes:	Policy will need to be created, including any incentives for affordability
Timeline	1 year

Action 8e

Engage other cities to create regional home sharing model, in particular for seniors and Transitional Aged Youth (TAY), in order to leverage whole-home rentals and realize cost savings from shared rents

Measurement:	Summary report on meetings with city leaders; policy on home sharing
Ownership:	Human Services Department, MAHHAHC
Leveraged City Resources:	City staff time
Associated Policy Changes:	Develop home sharing policy to include in homeless policy document
Timeline	1 year

Appendix A: Input Sessions: Summary of Identified Challenges

Individuals Experiencing Homelessness

- The primary reason for homelessness is usually related to cost of housing (“no money”) and/or missing documents.
- In at least one case, high barriers of available shelter options were a deterrent (“too controlling”).
- When asked whether or not people choose to be homeless, responses included:
 - “People don’t always want to go about things the way you think they should.”
 - “People won’t go into places with rules, like they can’t have friends over.”

Police Department

- PD responds to approximately three calls per day related to homelessness.
- Groups of people congregate near library, rail road tracks, City Council Chambers.
- People experiencing homelessness come to Claremont from other cities because it is relatively affluent.

General Public

- Concerns about Gold Line increasing homeless population when it comes to Claremont.
- There is a need for education among faith-based groups on how to handle people requesting financial assistance.
- Lack of information on process employed when people are identified as homeless, and the rules regarding sleeping in the downtown area.
- Concern about people enabling homeless individuals by giving them cash.
- Issues with people “acting out” in Claremont Village, which affects business owners, customers, and employees
- Not enough low-income housing (e.g. single room occupancy)
- “The disturbance that homeless with mental health issues cause that scare/disrupt library environment”

Mayor’s Affordable Housing and Homelessness Ad Hoc Committee (MAHHAHC)

- Existing shelter options are not always appropriate.
- There are significant gaps in resources available for people experiencing homelessness (including TAY).
- Other gaps include:
 - Emergency shelter
 - Bridge housing
 - Affordable housing
 - Rental units (even market rate)
 - Services for students who are homeless under McKinney-Vento
- “The City of Claremont should not be in service provider business. We should defer to the organizations who are experts in this field.”
- There is a risk of damaging relationships with landlords due to “bad actor” clients.
- Underutilization of City funds (e.g. Family Emergency Fund)
- “City staff and partners don’t know what’s available – we need to educate people”.

Appendix B: Input Sessions: Summary of Identified Strategies

Current Homeless Plan

- After a staff review of possible partnership areas, it was determined the most effective ways Claremont can work with the County is through the following strategies:
 - First Responder Training (E4)
 - Decriminalization Policy (E5)
 - Regional Coordination (E10)
 - Promote Regional SB 2 Compliance and Implementation (F1)
 - Incentive Zoning/Value Capture Strategies (F5)⁸

Staff of City Departments

- Allocation of \$30,000 from City CBO Grant (FY18-19) to engage a homeless services agency to oversee implementation of Homeless Plan recommendations.
- Possible allocation of \$60,000 from City CBO Grant (FY19-20) to fund 501(c)3 that would implement Homeless Plan and other County Homeless Initiative strategies.
- Ensure that the City is maximizing its resources with respect to implementation of Measure H strategies and the success of the CCRCH.⁹
- Potential to work with City library, as the library director has expressed some interest in providing a referral service/access point.

General Public

- Support CHAP and St. Ambrose, which provides showers for homeless
- Advocate for the use of old golf course land for temporary housing and services, as well as student community service with the homeless population that could be housed there
- Reinforce best practice of only giving cash to organizations
- Start a program for building single room occupancy as a part of every new development
- Develop a program in the Village that can refer people to services

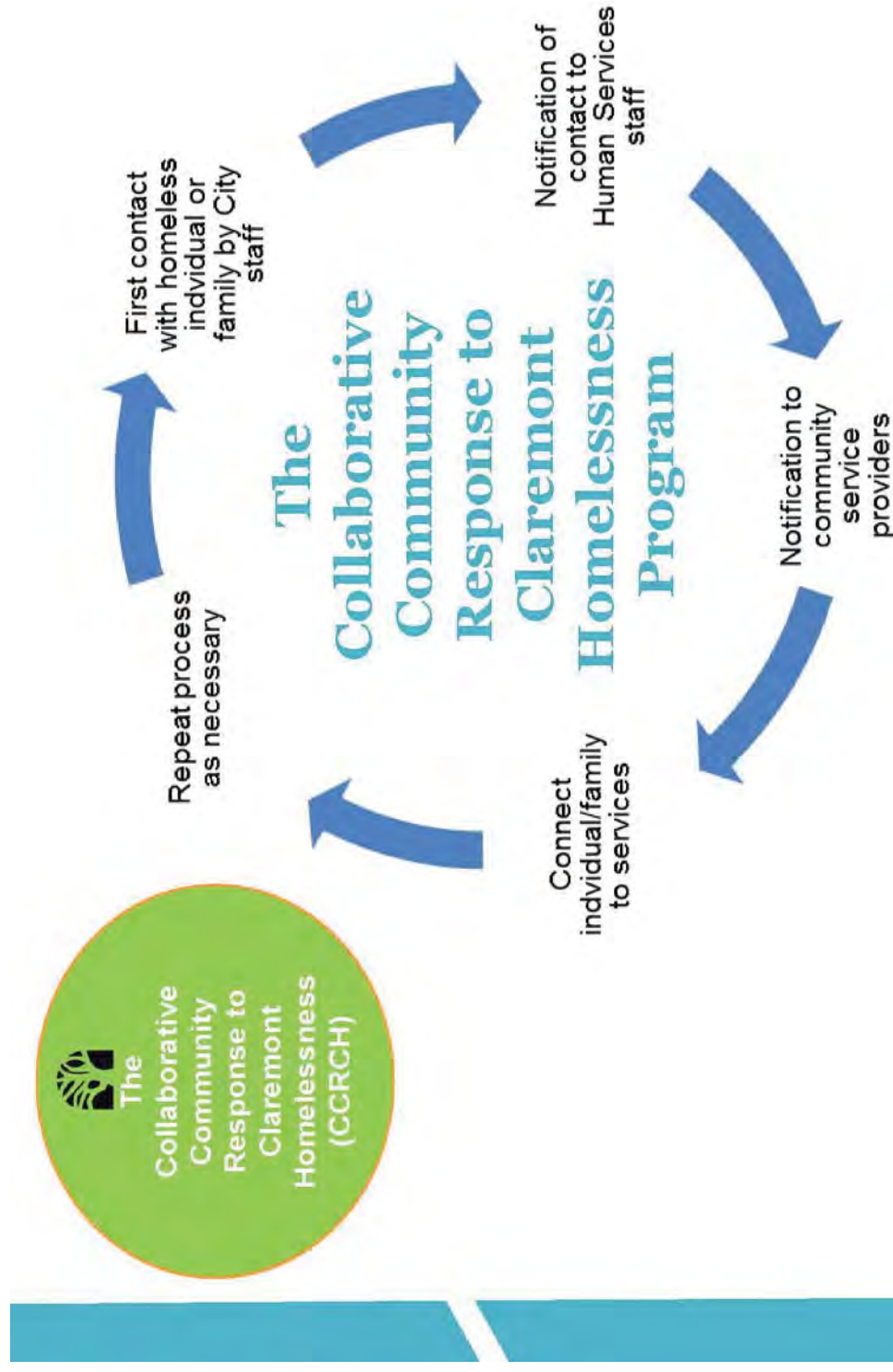
Mayor's Affordable Housing and Homelessness Ad Hoc Committee (MAHHAHC)

- Identify gaps in current approach to addressing homelessness
- Develop metrics for measuring outcomes of current efforts
- Provide reassurance to homeowners/landlords in the community who might be willing to host or rent to people experiencing homelessness
- Prioritize applicants to low-income housing (e.g. ADUs with covenants) to ensure that those with greatest need receive the benefit
- Political will overcomes roadblocks, e.g. underwriting of new affordable housing
- Reach out to landlords to increase access to rental units
- Reach out to churches with rental properties to see if they would repurpose for rapid re-housing, bridge housing, etc.
- Housing First "is where the funding is"
- Partner with Tri-City Roommate 101 program to pair clients for shared housing

⁸ Homeless Program summary document. The City of Claremont Human Services Department. 2018.

⁹ Ibid.

Appendix C: Overview of Collaborative Community Response to Claremont Homelessness



Source: City of Claremont. Homeless Services Update January 9, 2018.

Appendix D: List of Participating Services Partners that Provided Input to Plan

Crossroads, Inc.

Foothill Family Shelter, Inc.

Inland Valley Council of Churches, dba Inland Valley Hope Partners

Pacific Lifeline

Volunteers of America (VOA)

Tri-City Mental Health Services

Claremont Homeless Advocacy Program (CHAP)

Appendix E: City Planned Activities Tied to County Homeless Initiative Strategies

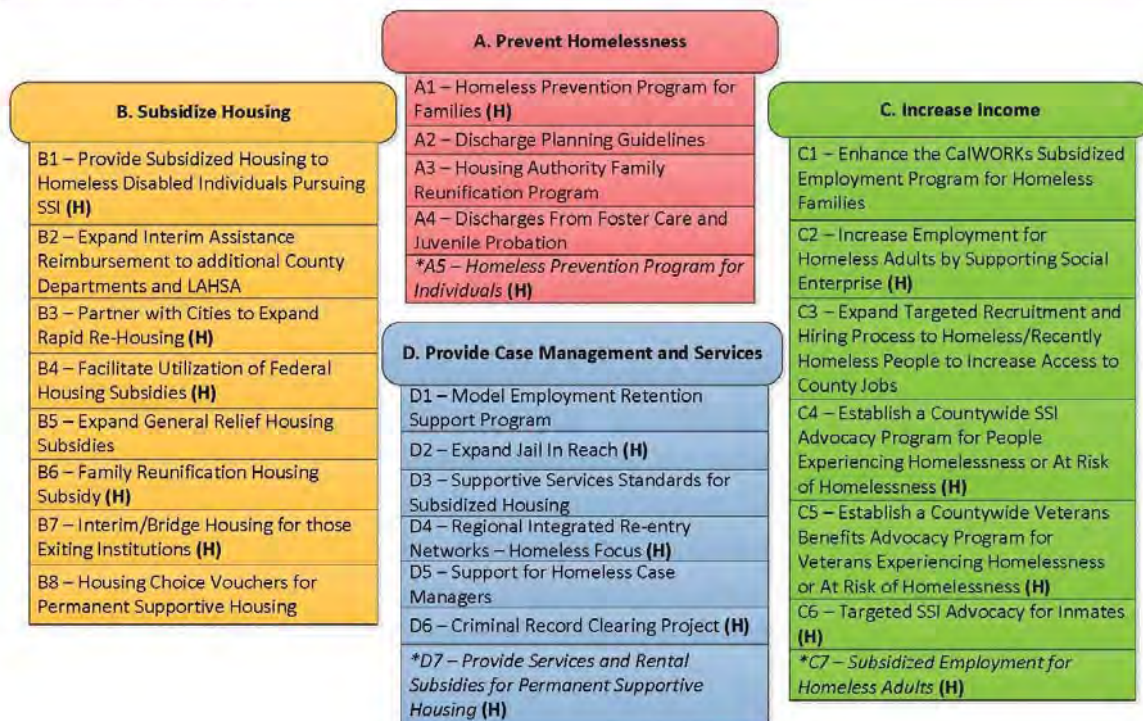
The following table provides a summary of the alignment of actions identified in Claremont's plan and strategies within the County Homeless Initiative. Details of the strategies listed below are included in Appendix F and G.

City of Claremont Action	County Homeless Initiative Strategy	Description	County Funded	Measure H Funded
1b	F1	Alignment	Yes	No
2a	E7	Coordination	Yes	Yes
4a	E4	Training	Yes	No
5a	E7	Coordination	Yes	Yes
5b	E5 and E6	Decriminalization	Yes	Yes (E6)
6a	A1 and A5	Prevention	Yes	Yes
6c	A1, A5, and B3	Prevention, RRH	Yes	Yes
7a	E8	Shelter	Yes	Yes
8a	B3	RRH	Yes	Yes
8d	D7	PSH	Yes	Yes

Appendix F: Approved County Strategies to Combat Homelessness

Approved County Strategies to Combat Homelessness

E. Create a Coordinated System		
E1 – Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits	E5 – Decriminalization Policy	E13 – Coordination of Funding for Supportive Housing
E2 – Drug Medi-Cal Organized Delivery System for Substance Use Disorder Treatment Services	E6 – Countywide Outreach System (H)	E14 – Enhanced Services for Transition Age Youth (H)
E3 – Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness	E7 – Strengthen the Coordinated Entry System (H)	E15 – Homeless Voter Registration and Access to Vital Records
E4 – First Responders Training	E8 – Enhance the Emergency Shelter System (H)	E16 – Affordable Care Act Opportunities
	E9 – Discharge Data Tracking System	E17 – Regional Homelessness Advisory Council and Implementation Coordination
	E10 – Regional Coordination of Los Angeles County Housing Authorities	
	E11 – County Specialist Support Team	
	E12 – Enhanced Data Sharing and Tracking	



F. Increase Affordable/Homeless Housing		
F1 – Promote Regional SB 2 Compliance and Implementation	F4 – Development of Second Dwelling Units Pilot Program	<i>*F7 – Preserve current affordable housing and promote the development of affordable housing for homeless families and individuals (H)</i>
F2 – Linkage Fee Nexus Study	F5 – Incentive Zoning / Value Capture Strategies	
F3 – Support Inclusionary Zoning for Affordable Housing Rental Units	F6 – Using Public Land for Homeless Housing	

(H) - Strategies eligible to receive Measure H funding.

* - Strategies in italics were added in the Measure H ordinance approved by the Board of Supervisors on December 6, 2016. All others were approved on February 9, 2016.

03/20/17

Appendix G: Description of County Homeless Initiative Strategies Identified in Claremont Plan

Strategy A1: Homeless Prevention Program for Families

Los Angeles County has an opportunity to build on current programs and services to develop an integrated, comprehensive system to assist families on the verge of homelessness.

Department of Public Social Services (DPSS) provides homeless prevention assistance to certain CalWORKs families in the form of eviction prevention, temporary rental subsidies and other financial services, but provides limited case management services and no legal services. First 5 LA funds home visitation programs which could play a role in identifying families who are at risk of homelessness. The County and City of Los Angeles fund the Housing Relocation and Stabilization Services (HRSS) to expedite the delivery of housing and other supportive services to families experiencing homelessness but has provided very limited homeless prevention services. The Board recently allocated \$2 million to Homeless Family Solution System (HFSS) for prevention purposes that could be useful to learn from and build upon.

Los Angeles Homeless Services Authority (LAHSA) should develop, in collaboration with County agencies and family system partners, a comprehensive strategy to effectively identify, assess, and prevent families from becoming homeless, and to divert families in a housing crisis from homelessness. The strategy should consist of a multi-faceted approach to maximize and leverage existing funding and resources, evaluate and potentially modify policies that govern existing prevention resources to allow greater flexibility, prioritize resources for the most vulnerable populations, and create an outreach and engagement strategy to identify access points for families at risk of homelessness. The major areas critical to developing a homeless prevention system in Los Angeles County involve identifying additional and targeting current resources from multiple systems to focus on homeless prevention.

Strategy A5: Homeless Prevention Program for Single Adults

Implement an integrated, comprehensive homeless prevention program to effectively identify, assess, and prevent individuals from becoming homeless, and divert individuals in a housing crisis from homelessness. This strategy will use a multi-faceted approach to maximize and leverage existing funding and resources, and prioritize resources for the most vulnerable populations. This strategy will address rental/housing subsidies, case management and employment services, and legal services.

Strategy B3: Partner with Cities to Expand Rapid Re-Housing

The purpose of rapid re-housing is to help homeless families/individuals/youth with low-to-moderate housing barriers to be quickly re-housed and stabilized in permanent housing. Rapid re-housing connects homeless individuals and families, as well as vulnerable sub-populations such as older adults, to permanent housing through the provision of time-limited financial assistance, case management and targeted supportive services, and housing identification/navigation supports:

- Financial assistance includes short-term and medium-term rental assistance and move-in assistance, such as payment for rental application fees, security deposits, and utility deposits. Financial assistance can come in the form of a full subsidy, covering the full rent for a period of time, or a shallow subsidy, covering a portion of the rent with gradual decreases in the subsidy over time.

- Case management and targeted supportive services can include, but are not limited to: money management; life skills; job training; education; assistance securing/retaining employment; child care and early education; benefits advocacy; legal advice; health; mental health; substance use disorder treatment; community integration; and recreation.
- Housing Identification/navigation supports address barriers for individuals and families to return to housing, which includes identifying a range of safe and affordable rental units, as well as recruiting landlords willing to rent to homeless individuals and families. Landlord incentives can include items such as a repair fund and/or recognition at relevant landlord events. Housing navigation staff should assist clients in housing search, assistance with completing and submitting rental applications, and understanding the terms of the lease.

Rapid re-housing is the most effective and efficient intervention for more than 50 percent of homeless individuals and families based on available data. The success rate for permanent placement is higher and recidivism rates are lower than other forms of housing interventions. However, it is not the best intervention for those who have been chronically homeless and/or face high barriers that impact housing placement, and is not the most effective intervention for all victims of domestic violence, human trafficking victims, and youth.

Rapid re-housing is generally categorized as a short-term housing resource lasting 6-12 months, but in some cases up to 24 months, if steady, but slow improvements are made by recipients in making the transition to self-sufficiency.

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 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.

Strategy D7: Provide Services for Supportive Housing

Funding for this strategy provides high quality tenant services and, when necessary, a locally-funded rent subsidy for disabled homeless adults and families who need permanent supportive housing. Cities with Public Housing Authorities can work with the County to connect homeless

families and individuals, who have a federal housing subsidy and need permanent supportive housing (PSH), to intensive case management services (ICMS).

Strategy E4: First Responder Training

The proposed training program would educate law enforcement, fire departments, and paramedics, i.e., first responders, about the complex and diverse needs of the unsheltered homeless population and how to connect homeless individuals to appropriate services, so as to better prepare first responders when interacting with people experiencing unsheltered homelessness. The proposed training would emphasize awareness of, and strategies for dealing with, situations that arise among unsheltered homeless individuals due to an array of issues, such as, mental illness; alcohol and/or substance abuse/addiction (training in overdose Narcan protection/prevention is one component for addressing substance abuse); co-occurring substance abuse and mental illness; and/or physical health ailments. Los Angeles Sheriff's Department and other police agencies interested in participating in the training will develop the training and protocol based on local and national best practices.

The proposed Countywide encampment/unsheltered homeless protocol would ensure that LA County, and police forces across the County, are responding to the crises of encampments and unsheltered homelessness in a manner that both improves efficiencies across jurisdictional boundaries and achieves more effective outcomes and collaboration among police agencies and homeless service providers.

Strategy E5: Decriminalization Policy

The criminalization of homelessness has long been seen in some communities as a strategy to address some of the more visible aspects of homelessness; however, over the past few years, there has been an increased understanding that criminalization harms individuals and communities and in fact can make it more difficult to address homelessness. With new efforts by the Federal Government to encourage communities to roll back these measures, there is an increased need for the County to build on current Sheriff's Department policy and practice and take a leading role in promoting the decriminalization of homelessness throughout Los Angeles County. The decriminalization policy should: 1. Include a protocol that complements the County's Homeless Encampment Protocol (the Encampment Protocol also includes best practices that can be applied to street homelessness), to ensure that the County does not disproportionately enforce existing County ordinances against homeless families and individuals; 2. Include a process to ensure greater collaboration between judicial agencies and local alternative courts, e.g., County Homeless Court, Department of Mental Health's (DMH) Co-Occurring disorders Court, etc., to enable homeless individuals to address citation fines before they become a warrant and already-incurred warrants and fines, which are often a barrier to services and housing; and, 3. Support statewide efforts to stop criminalizing homelessness.

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 Los Angeles Homeless Services Authority (LASHA) 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

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.

Cities could contribute funding to CES to support the connection of homeless populations within city boundaries to stable housing and supportive services.

Strategy E8: Enhance the Emergency Shelter System

The emergency shelter system should be enhanced to be an effective point-of-access to and component of an integrated homeless services system. An adequate crisis housing system ensures that individuals, families, and youth have a safe place to stay in the short-term, with access to resources and services that will help them exit homelessness quickly – optimally within 30 days.

The emergency shelter system should be enhanced as follows:

- 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.
- 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.
- 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.
- 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.
- When possible, ensure that there is storage for belongings.
- There needs to be confidentiality for those fleeing domestic violence and others who require it.
- 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.