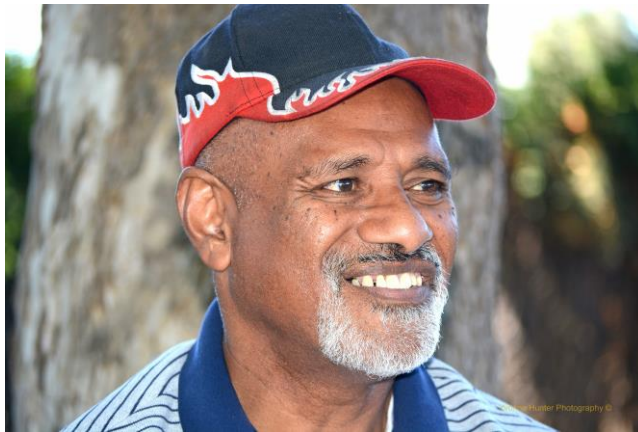


# Addressing Homelessness: Attainable, Collaborative Solutions



**League of California Cities Annual Conference**

**October 7, 2016**

**10:30 a.m. – 11:45 a.m.**

# The Institute for Local Government is the non-profit research and education

affiliate of



**California Special  
Districts Association**  
*Districts Stronger Together*

# ILG Mission

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



# ***Why this is important?***

## ***Session Description***

*In 2015, California represented a staggering 21 percent of the nation's homeless population. Across the state, local officials and staff are grappling with solutions to address this complex problem.*

*In this session, attendees will hear from city officials and staff on how they are using attainable, collaborative solutions to address homelessness and combat the overwhelming problem.*

*Speakers will share their experiences, best practices and lessons learned in partnering with different agencies to reduce homelessness.*



# bjectives

- *To explore the benefits and opportunities that collaborative efforts provide while working toward solutions for homelessness*
- *To learn from California leaders about their community wide efforts – from how they got started to the efforts (steps) they’ve taken to ensure success*
- *To examine the factors, strategies and best practices that contribute to successful collaborative initiatives*

# Today's Panelists

- Martin Gonzalez, Executive Director, Institute for Local Government
- Loella Haskew, Mayor, Walnut Creek
- Jim Holgersson, City Manager, Modesto
- Rueben Imperial, Community Development and Empowerment Manager, Stanislaus County, Chief Executive's Office
- Sal Moretti, Superintendent, Solid Waste Division, City of Bakersfield



*The youth in this photo are clients and guests of Loaves and Fishes, a nonprofit organization in Sacramento that serves the homeless and hungry. They were originally taken for the September 2016 issue of Western City Magazine. Thanks to the individuals who graciously agreed to be photographed. Photos courtesy of Yvonne Hunter Photography.*



Stanislaus County  
CALIFORNIA

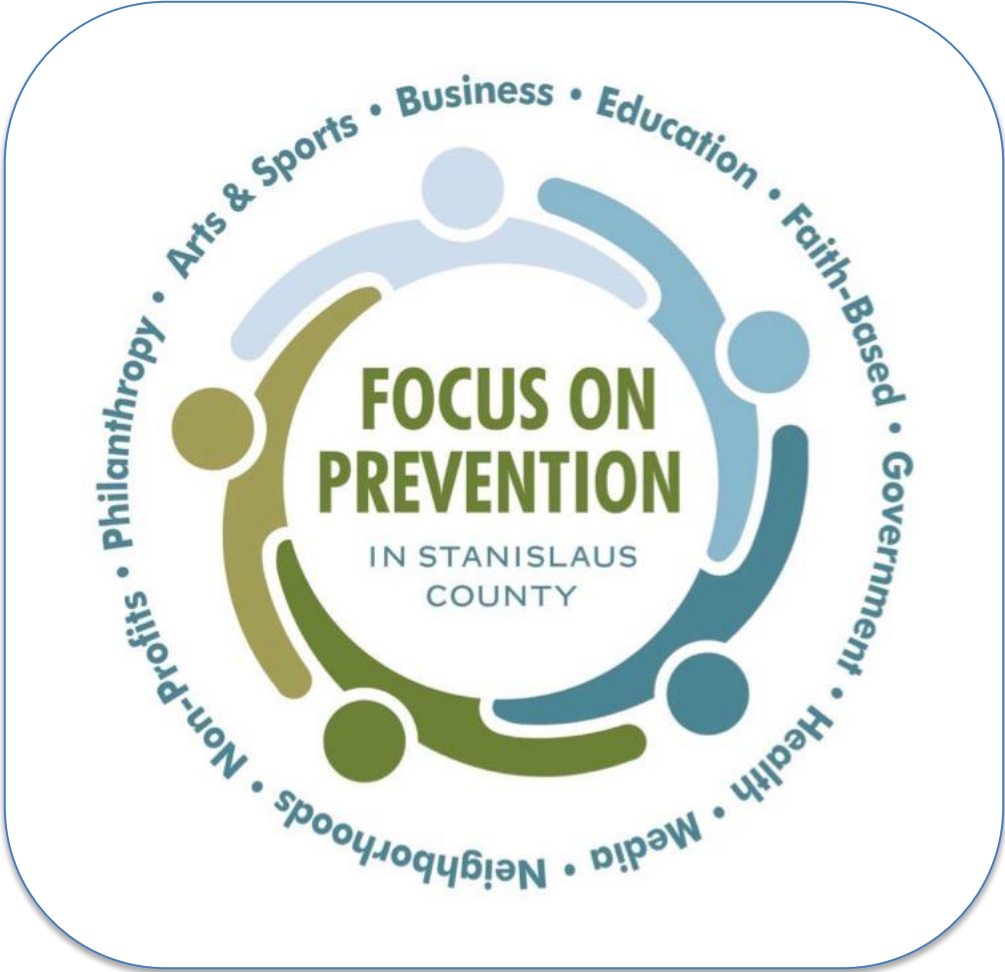


# Addressing Homelessness: Attainable, Collaborative Solutions

Ruben Imperial – Stanislaus County  
Jim Holgersson – City Manager

League of California Cities  
Annual Conference  
October 7, 2016







# Why?

- Significant resources committed to address symptoms
- Local elected officials shifted focus from treating **symptoms** to addressing **root causes**
- Government is not the answer but does have a significant role

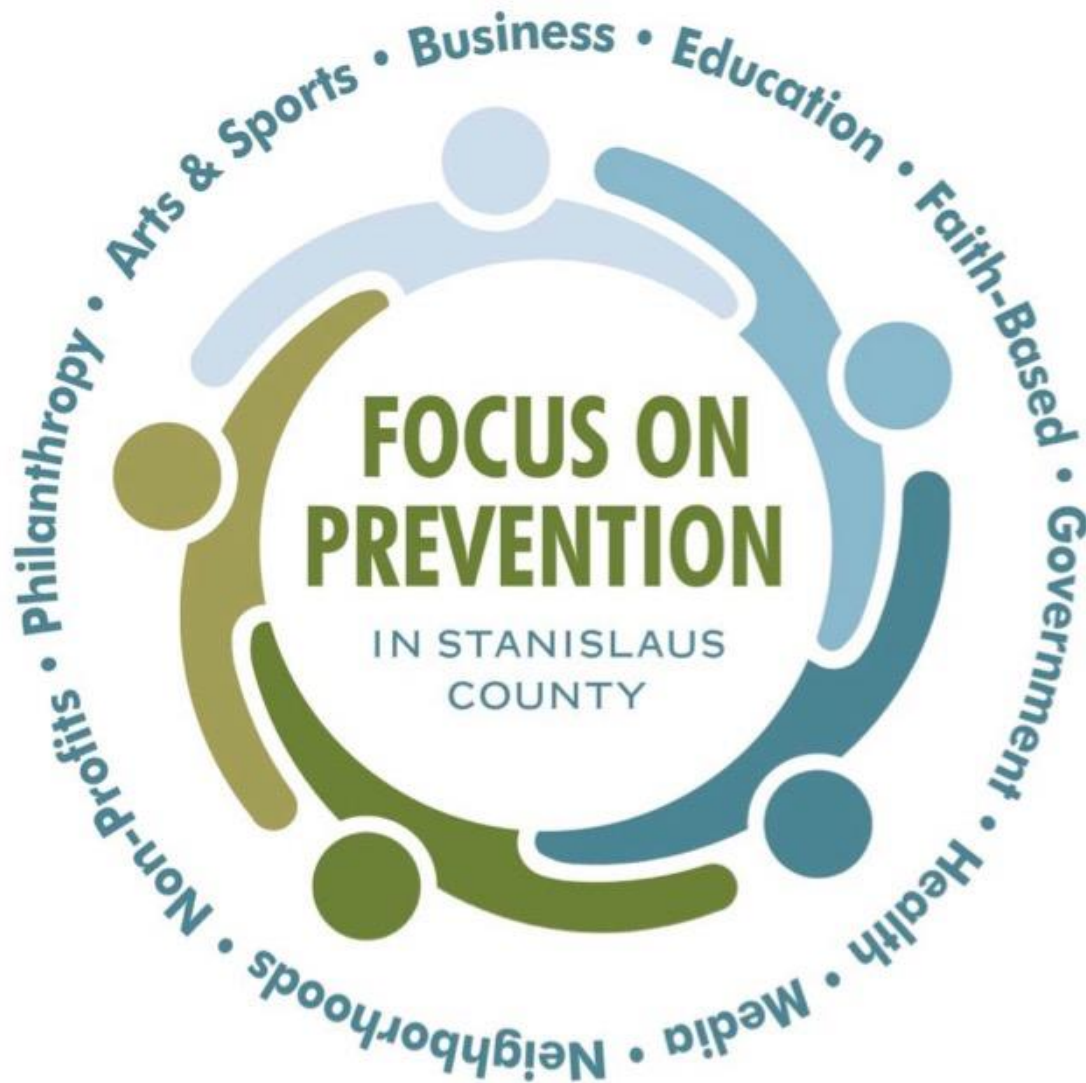
# How is this different?

- **Ten year effort to improve quality of life** for all residents in Stanislaus County
- Coordinated **prevention efforts across multiple sectors**, breaking down silos and aligning our efforts
- A commitment to **learning** and mutual **accountability** for measurable results
- **Embraced by all nine cities** within our County

# Four Focus Areas



# The Ten Sectors



# Leadership

- **Stewardship Council**
  - Two key influencers from each sector
  - Provides overall leadership and support
  - Guides the development of overarching results and indicators
  - Cultivates commitments within respective sector
- **Actions Councils**
  - Develops action plans for its focus area
  - Plans implemented by organizations and leaders across the ten sectors

# Guiding Values

- “Our Community” - there are no “others”
- Compassion & Empathy
- Respect & Dignity
- Mutual accountability, reciprocity, and responsibility



# Results

1. Our families are **healthy**—physically, mentally, emotionally, and spiritually.
2. Our families are supported **by strong and safe neighborhoods and communities**.
3. Our children and young people are getting a **first-rate education** — from cradle to career.
4. Our families are participating in and supported by a **healthy economy**.
5. *Our families and neighbors who are homeless, or at risk of homelessness, **permanently escape homelessness**.*



# Common Agenda

*to Reduce and Prevent Homelessness*

Results

*Our families and neighbors who are homeless, or at risk of homelessness, permanently escape homelessness.*

Indicators

1. Reduce the number of people experiencing homelessness
2. Improve the safety of parks and neighborhoods
3. Decrease the occurrences of public anti-social behavior

Strategies

**Outreach & Engagement**

**Coordinated Access**

**Services & Supports**

**Housing**

**Data Development & Capacity-building**

**Mutually reinforcing activities and strategies across multiple sectors and communities**

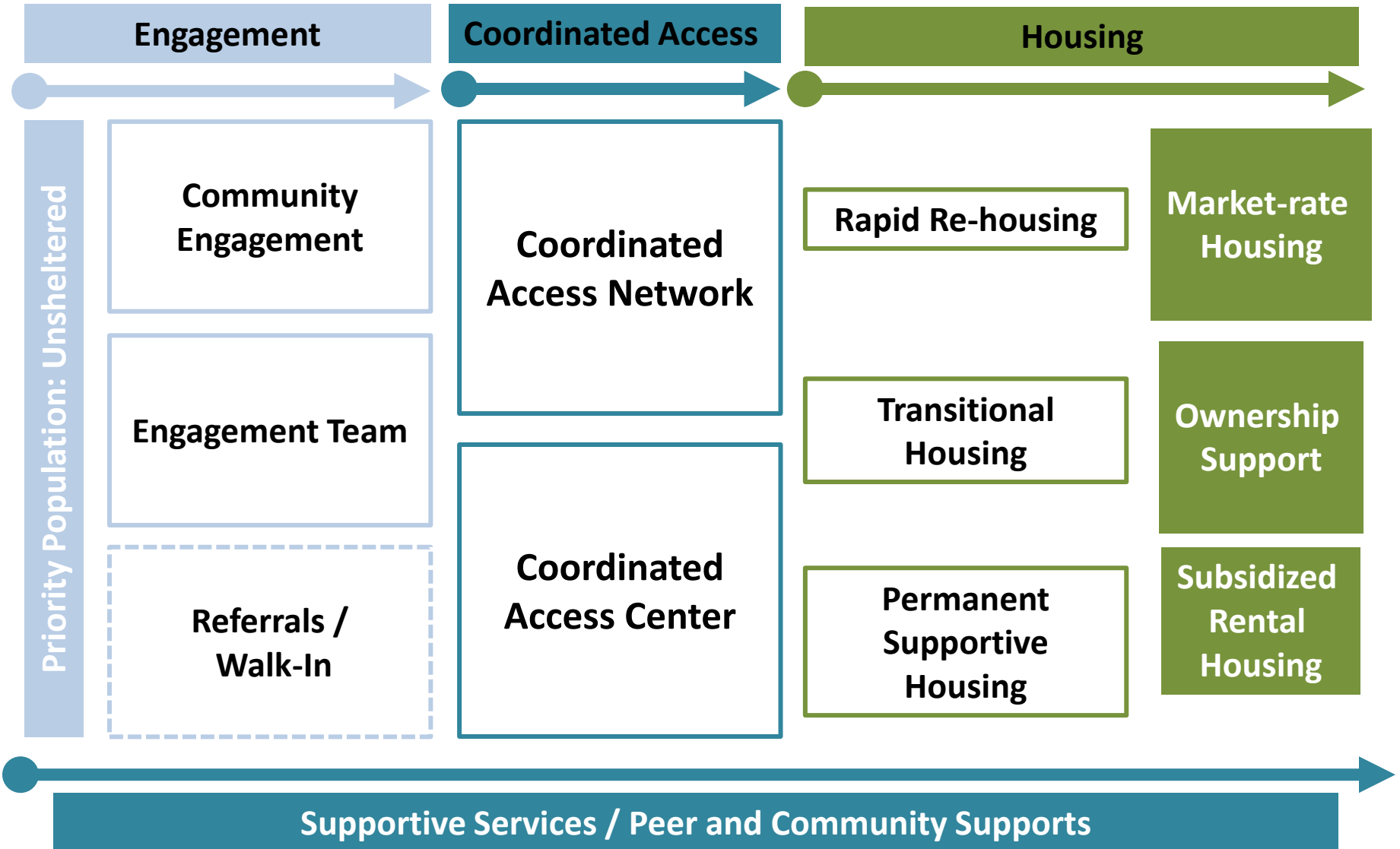
# Homelessness Initiative



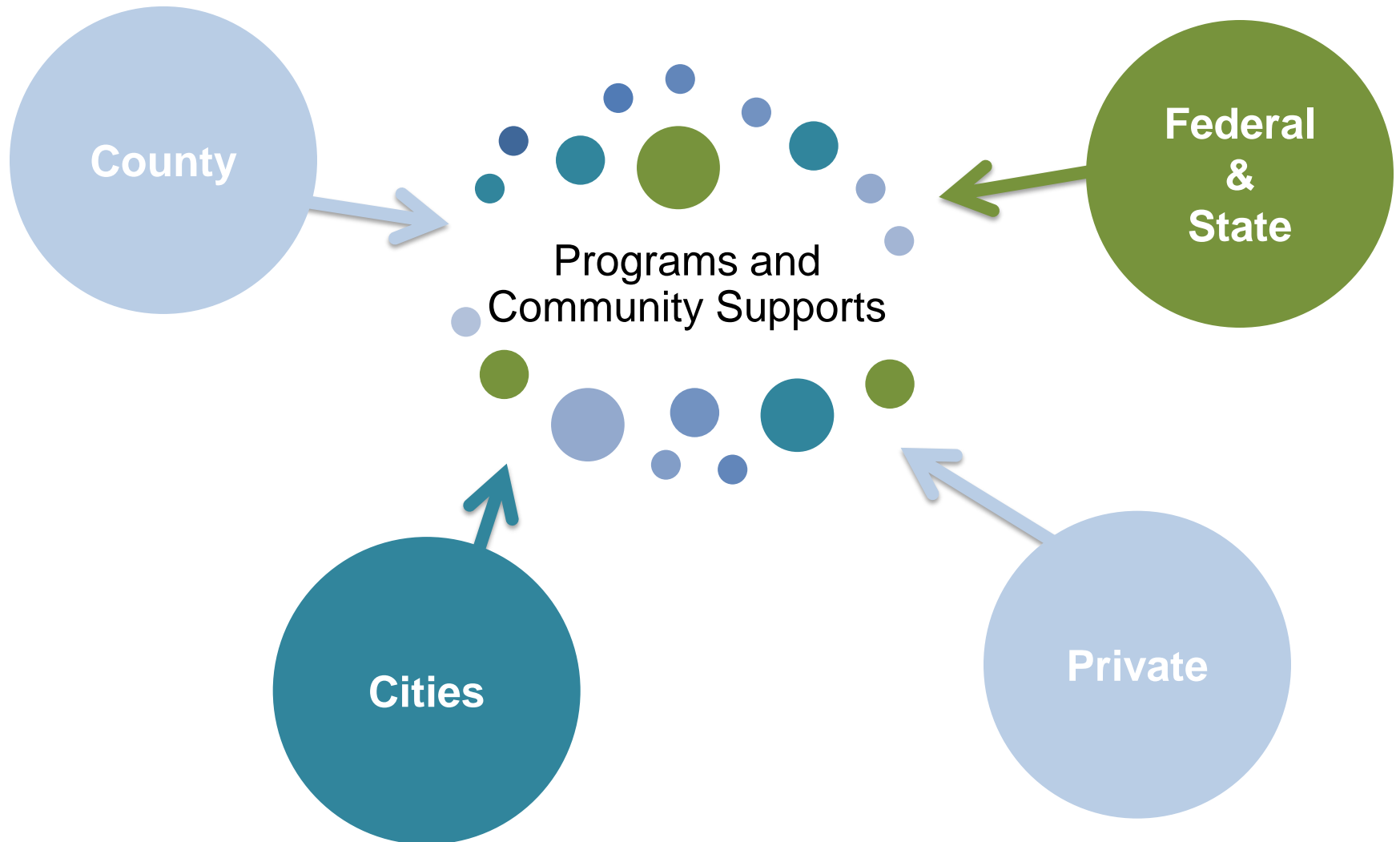
A diverse collection  
of providers and  
community efforts.

An integrated network of  
providers and multi-sector  
partners aligning efforts and  
acting together to achieve  
shared results.

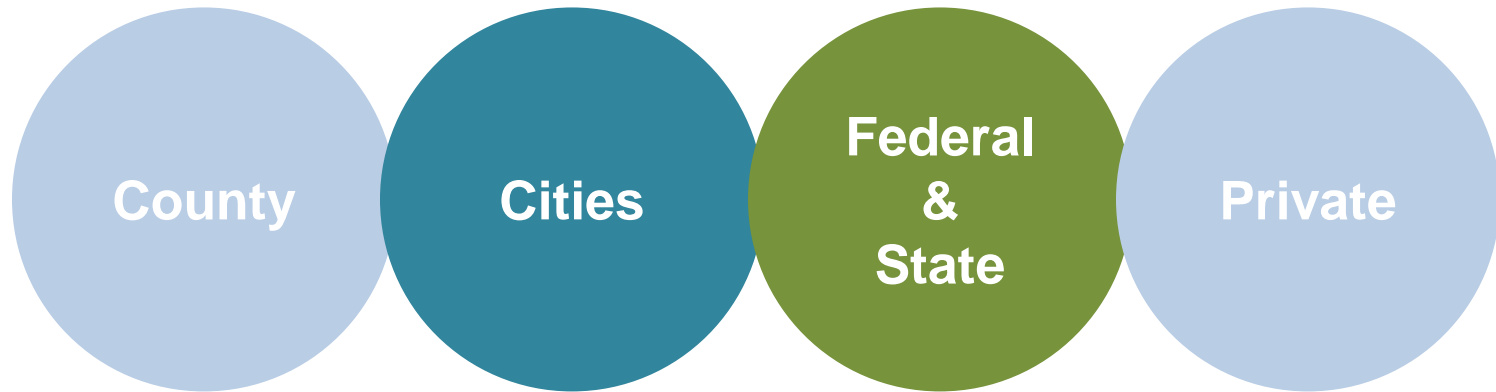
# Community System of Care



# Current Funding & Resources



# Aligned Funding & Resources



Alignment / Shared Results / Mutual Accountability / Multi-Sector



# Overview

- Community involvement
  - Homelessness Action Council 150+
  - Summit with 500+
  - Multiple Sector and Community
- Collaboration
  - Funders and Providers
  - Ten Sector Senior Leaders and Community Stakeholders
  - Leadership Advisory Group
- Policy
  - Realigning and Leveraging Funding
    - Funding Agencies Realigning
    - Stewardship Council Leveraging & Aligning



# Come Be Part of the Crew!

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A Homeless Center Jobs Program for  
Multiple Government Tiers and the  
Private Sector





# Cleanups Change Lives





# Bakersfield Believes: Pull Yourself Up By Your Bootstraps



# Citizens Share Shame and Outrage Over Local Litter

## Highway trash piling up following loss of inmate crews

BY ANTONIE BOESSENKOOL Californian staff writer

Excerpt from *The Bakersfield Californian* Feb. 16, 2012

"(It's) almost like a third-world country -- that bad," [Russ] said. "It was pretty shocking... and embarrassing."



# War Torn Baghdad



# Peaceful Bakersfield



# Volunteers Helped Some Highway Ramps, But We Need Hired Crews For the Main Thoroughfare





# The City's 1<sup>st</sup> Chance to Hire a Homeless Center Crew



# Achieving Work Agreements Across Jurisdictions





# Partners and Their Contributions

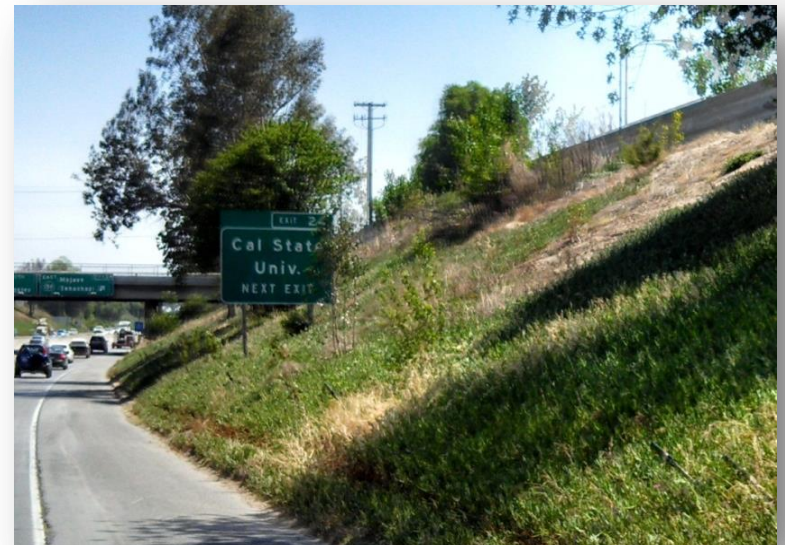
## Cleanup Network

- City of Bakersfield
  - Leadership and planning
- Caltrans
  - Authority, Oversight, Funding (\$252,000)
- Kern Cog
  - \$150,000 for City, + county and enforcement
- Bakersfield Homeless Center & Clients
  - contracted crew, proven record
  - mainline and ramp cleanups
- Kern County Sheriff's Office & Inmates
  - Enforcement, medians and county
- Other Partners
  - Keep Bakersfield Beautiful
  - KGET (initiate awareness program)
  - Pacific Gas and Electric Company (first "sponsor")
  - More partners and sponsors to come
  - Mayor's and Retirees' Freeway Groups

Before



After



# Who's Funding the Crews?

- City: \$1.13 Million Annually
  - Green Waste \$200,000
  - Freeway Litter \$ \$600,000 (Caltrans, COG)
  - Other City Cleanup Projects: \$80,000
  - Animal Care: \$300,000
  - Donations: \$125,000
- Other: \$150,000 (California Resources Corp, Downtown Street Ambassadors, Kern County)

# Logistics for an Atypical Employer & Workforce

- Background Checks
- Drug Screening
- Transportation
  - Limited vehicles
  - Limited licenses
- Free Childcare
- Critical Employee Relations
- Achieve Independence
- 2<sup>nd</sup> and 3<sup>rd</sup> Chances



## Your Atypical Workforce (Cont)

- 57% Alcohol Abuse
- 56% Drug Abuse
- 30% Mental Health Condition
- 16% Felons Currently
- 7% Chronic Health Condition
- 7% Domestic Violence
- 5% First Job
- 2% Developmental Disability



***“One employee [had a] 24 year prison sentence... Now [he is] using his income to help his adult daughter. Pride is coming through.”***



# Jobs Restore Hope Among Homeless

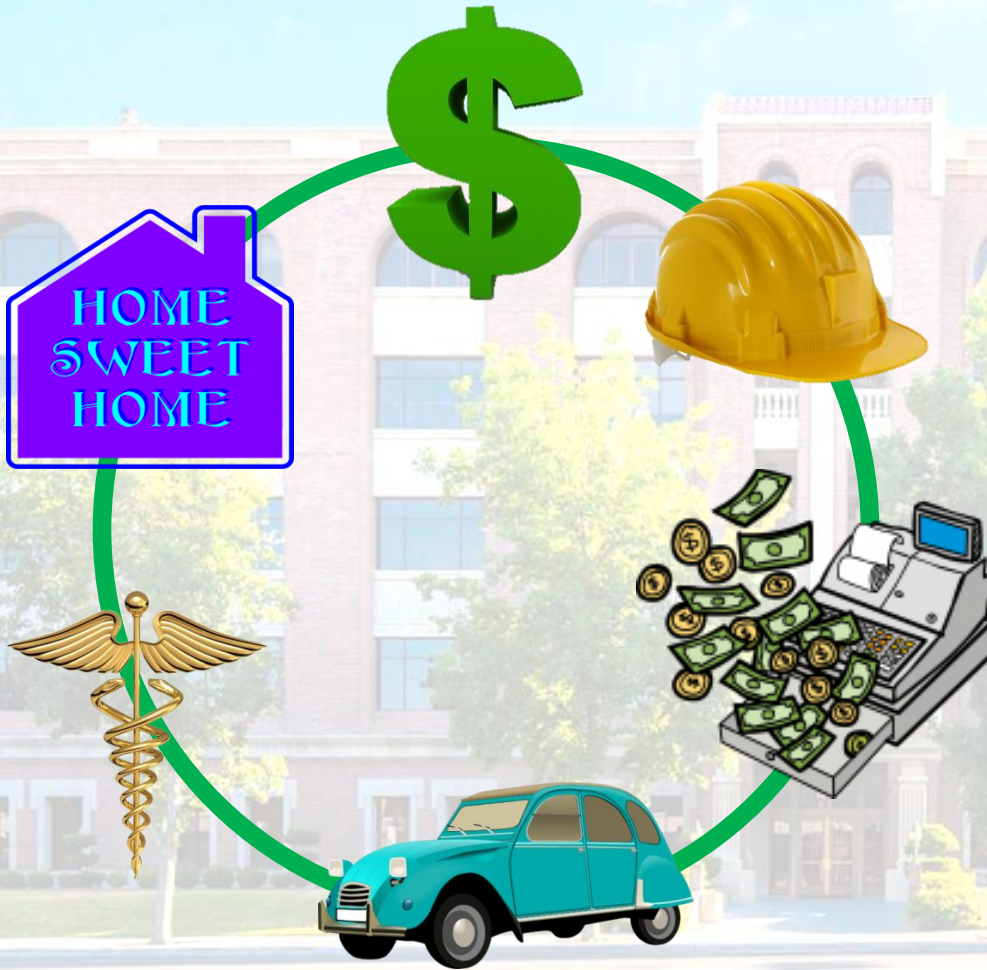
- “Graceful” employment agency
- Changed the myth
- Walk differently
- Inspire hope in fellow homeless



Keep **Bakersfield** Beautiful



# We're in the Business of Maximizing Resources





# 350+ Men, Women, and Children Moved Home

- \$1,408 Average RRH Investment Makes PSH Possible
- 220 Employees and Dependents Currently
  - 64% Rental
  - 21% Other PSH
  - 14% Section 8
  - 1% VASH



Duane Miller and Family  
Courtesy: *The Bakersfield Californian*



# The City as a Social Service Agency

- This Program Can Be Replicated in Your City
- Private-Sector Support Tremendous
- Unions are not resisting
- A win-win solution



***“It’s the best thing we ever did.”***

**– Bakersfield City Councilmember Harold Hanson**



**Sal Moretti**  
**Superintendent**  
**Solid Waste Division**  
**City of Bakersfield**  
**[smoretti@bakersfieldcity.us](mailto:smoretti@bakersfieldcity.us)**  
**Off: (661) 326-3136**  
**Cell: (661) 330-3893**

**Come Be Part of the Crew!**



# Q&A

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# Keys to Success

- **Leadership**
- **Incorporating Partners**
- **Staff Capacity**
- **Engagement of the Public**
- **Tailored Community Approach**
- **Building Momentum**
- **Vision for Community**



# Thank you!

For more information or to share your community's story, please contact:

**Martin Gonzalez**

[mgonzalez@ca-ilg.org](mailto:mgonzalez@ca-ilg.org)