

Tools and Approaches to Address Homelessness

ILG Webinar

June 7, 2018

11:00AM-12:00PM



INSTITUTE FOR
LOCAL GOVERNMENT
FOUNDED 1955

Speakers

Robert Bendorf, County Administrator
County of Yuba – 14Forward

Jonathan Herrera, Senior Advisor on Homelessness
City of San Diego – Housing Our Heroes

Scott Carroll, General Manager
Costa Mesa Sanitary District

Moderator

Hang Tran, Program Coordinator
Institute for Local Government

The Institute for Local Government

**ILG is the non-profit
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affiliate of**



**California Special
Districts Association**

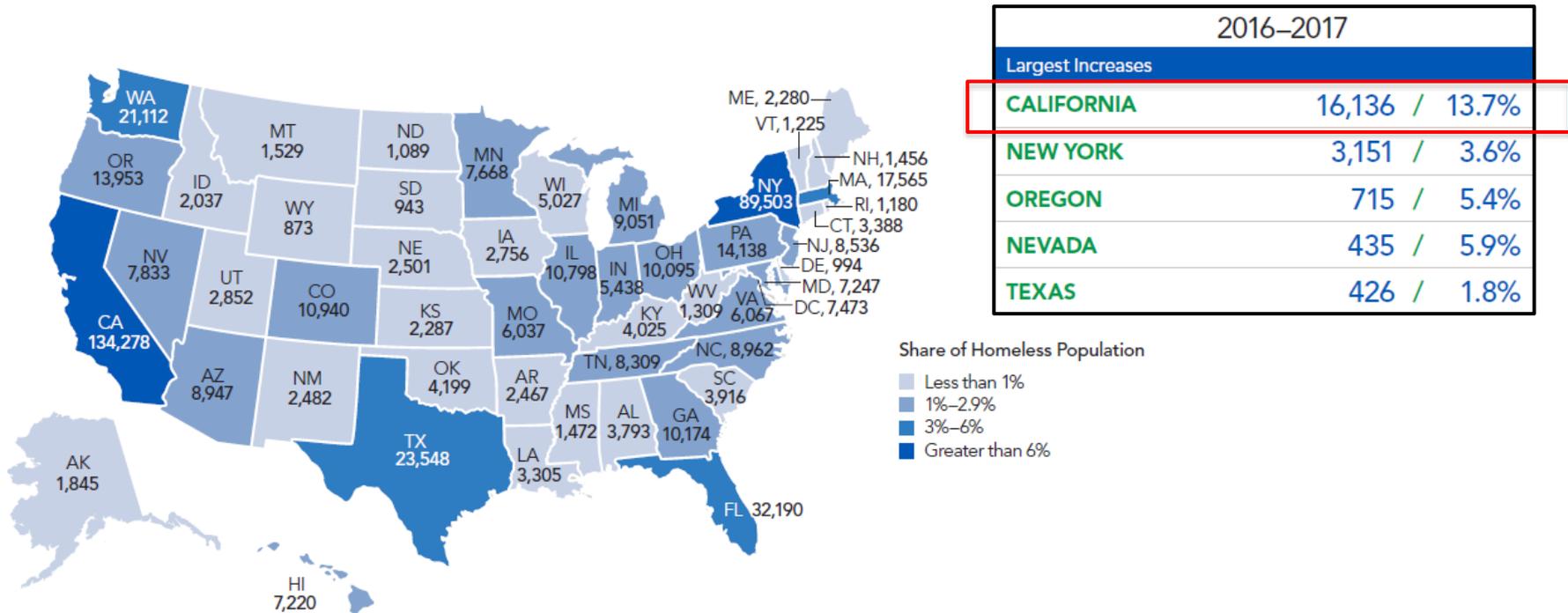
Districts Stronger Together

ILG Mission

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



Homelessness in California



- California accounted for nearly half of all unsheltered people in the country in 2017 (49%).
- Half of all people experiencing homelessness did so in one of five states: California (25% or 134,278 people); New York (16% or 89,503 people); Florida (6% or 32,190 people); Texas (4% or 23,548 people); or Washington (4% or 21,112 people).

Department of Housing and Urban Development 2017 Annual Homeless Assessment Report to Congress

What Will You Learn More About Today?



- Homelessness efforts from three communities
- Lessons learned and best practices that came out of those efforts
- League and CSAC Task Force Report

Have a question for our panel?

- Please type your questions into the question box at any time during the webinar.
- We will read your questions during the question period at the end of the webinar.





YUBA COUNTY

**Robert Bendorf, County Administrator
County of Yuba**

WHERE DO YOU START?

- What are the real numbers?
- How many are on the street?
- Who are they?
- How many encampments and where are they? City limits, unincorporated, private property or public property?
- Who has had initial contact with this population?
- What non-profit or faith based groups are involved?
- How many County staff are involved in working with the homeless population and who are they?

"GET"

- ORGANIZED
- FOCUSED
- BUY IN
- BUSY

BECAUSE IF YOU DON'T...



BY WORKING TOGETHER, WE LEARNED

- Initial numbers and information were inconsistent
 - Over 150 homeless in encampments
 - Additional 1,600 total homeless and precariously housed
- Located in city limits, county areas, private property, public property
- Public Health and Environmental Hazards
- Not enough affordable housing
- Not enough shelter beds
- Non-Profits and Faith Based organizations working hard, but working independently
- What we wanted to do and could / couldn't do
- No dedicated/consistent line of communication with those that were homeless, businesses, county residents
-and much more

BY WORKING TOGETHER, WE GOT.....

ORGANIZED

- Representatives from numerous areas of expertise
- Identified immediate tasks
- Hired a Consultant and Homeless Project Manager
- Identified homeless needs and community needs
- Identified gaps in services
- Established a homeless hotline

FOCUSED

- Solution based
- Established ongoing communications with all parties
- Created a plan to target areas with highest health and safety risk
- Involved the right people from the right organizations
- Identified specific outcomes and timelines

BY WORKING TOGETHER, WE GOT.....

BUY IN

- Held lunch meetings with homeless
- Stakeholder engagement
- Town Hall meetings
- Door to door residential and business outreach
- CoC participation and involvement

BUSY

- Identified a place to provide "Emergency Temporary Shelter"
- Designed and allocated funding (developed a schedule)
- Concurrent work on long-term planning
- Held animal care events
- Conducted outreach at the encampments
- Held a "move" day
- Coordinated clean-up
- And much, much more.....

WHILE YOU ARE BUSY GETTING BUSY DON'T FORGET ABOUT.....

- LONG TERM PLANNING
- SUSTAINABILITY
- FOSTERING RELATIONSHIPS
(Partners/Partners/Partners)
- CONTINUING TO MEET
- THINK CREATIVE, BE CREATIVE
- OUTSIDE OF THE BUREAUCRATIC FISHBOWL

AND NEVER FORGET ABOUT THOSE WE ARE SERVING!!!!

A FEW OF OUR PARTNERS

- Yuba County
 - County Administrator's Office
 - Health and Human Services
 - Code Enforcement
 - Community Development
 - Public Works
 - Victim Services
 - Probation
 - Sheriff's Office
 - Juvenile Hall
- Marysville Police Department
- Habitat for Humanity
- The Twin Cities Rescue Mission
- The Salvation Army
- Economic Development Corporation

A FEW (MORE) OF OUR PARTNERS.....

- Homeless Stakeholders
- Sutter Yuba Behavioral Health
- Harmony Health
- Yuba Sutter Food Bank
- California Rural Legal Assistance
- Salvation Army
- The Regional Housing Authority
- The Veteran's Services Office
- Veteran's Affairs and VASH
- Bridges to Housing
- Hands of Hope

CLEAN-UP



CLEAN-UP



CLEAN-UP



RESULTS.....



RESULTS.....



14Forward

- County-Owned Property
 - * Adjacent to an established Rescue Mission
- 20 Tuff Sheds
- Portable Restrooms & Wash Station
- Office
- Shade Structure
- Fenced Dog Run & Animal Kennels
- Storage Container
- Trailer for "Site Host"
- Newly added modular unit
- Shower facilities
- Meals
- Transportation
- Case Management





OUTCOMES FROM OUR FIRST YEAR

- 141 Persons served
- 44 To permanent housing
- 27 Employed
- 1,066 Service referrals for clients
 - Behavioral Health
 - Substance Use Treatment
 - Veteran's Services
 - Social Security
 - DMV
 - Social Services
 - Health Services
 - Employment Training
 - Non-profits & Faith Based
 - Animal Care Services

A FEW (MORE) FIRST YEAR + RESULTS.....

- Over \$200,000 cash & In-Kind donations
- Over 1,000,000 pounds of debris removed from river bottoms
- Regional Homeless JPA formed with four cities and two counties
- Partnered, planned, built & opened county's first coordinated entry site.
- Completed our strategic plan
- Conducted over 40 tours of 14Forward for local govmts and non-profits for guests in and out of California.

14Forward



Contact:
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County Administrator
County of Yuba
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Landlord Engagement & Assistance Program

Institute for Local Government
June 7, 2018



SAN DIEGO
HOUSING
COMMISSION



Homelessness Overview

- **2016 PITC**

- Unsheltered: 2,745
- Sheltered: 2,348
- Total: 5,093

- **2017 PITC**

- Unsheltered: 3,231
- Sheltered: 2,388
- Total: 5,619

- **2018 PITC**

- Unsheltered: 2,630
- Sheltered: 2,282
- Total: 4,912

- 31% increase in the City's unsheltered population between 2014-2017
- 263% increase in hand built structures/tents in Downtown San Diego between 2014-2017
- City of San Diego homeless population is 57% of the total County homeless count (8,576)

Housing Market

AMI (\$81,800)

Family Size	80%	50%	30%
1	\$54,500	\$34,100	\$20,450
2	\$62,300	\$38,950	\$23,400
3	\$70,100	\$43,800	\$26,300
4	\$77,850	\$48,650	\$29,200
5	\$84,100	\$52,550	\$31,550

**Rental Vacancy Rate
2.8%**

Average Rent

Bedrooms	Rental Cost
Studio	\$1,465
1 Bedroom	\$1,547
2 Bedroom	\$2,060
3 Bedroom	\$2,631



Background

- **Joining Forces Initiative**
- **Housing First San Diego (2014-2017)**
- **\$12.5M in Federal, City, and San Diego Housing Commission resources**
- **Four Program Components**
 - **Landlord Outreach**
 - **Rapid Re-housing Assistance**
 - **SDHC Federal VASH Vouchers**
 - **SDHC Federal Housing Vouchers with Supportive Services**



Landlord Outreach

Budget: \$4,408,551

Homeless Veterans Assisted: All homeless Veterans

- **Incentive Payments for Landlords** – Landlords received \$500 for the first apartment they rent to a homeless Veteran and \$250 for each additional unit
- **Security Deposit & Utility Assistance** – An average of \$1,500 in security deposits and \$100 in utility assistance per household
- **Landlord Contingency Fund** – Funds set aside to help landlords cover expenses , such as repairs tat exceed security deposits upon move-out
- **Landlord Liaison** - Dedicated housing specialist that are available to answer landlord questions facilitate credit reports and provide homeless Veterans assistance in submitting applications



Rapid Re-housing Assistance

Budget: \$1,967,250

Homeless Veterans Assisted: Up to 600 homeless Veterans will be provided housing opportunities with supportive services

- Rental Subsidies
- Move-In Costs
- Security Deposits
- Utility Deposits
- Case Management
- Client Outreach
- Awarded Via Competitive Bidding Process to Partnering Service Providers



SDHC Federal VASH Vouchers

Budget: \$2,685,600

Homeless Veterans Assisted: Up to 300 chronically homeless Veterans with an honorable discharge and a disabling condition who need supportive services and qualify for the VASH Voucher Program

- Enhanced Rental Subsidies
- VA San Diego Healthcare System
- Case Management



SDHC Federal Housing Vouchers

Budget: \$3,410,800

Homeless Veterans Assisted: Up to 100 homeless Veterans who are not eligible for the Federal VASH Vouchers

- Mental Health Counseling
- Substance Abuse Treatment Programs
- Job Training Skills
- Health Services
- Awarded Via Competitive Bidding Process to Partnering Service Providers



Outcomes

- 435 unique landlords
- 1,279 units committed
- 1,200 Homeless Veterans housed (March 2016 – August 2018)
- 4 uses of contingency fund
- 20.8% reduction in unsheltered Veteran population (2016 -2017)
- 10.6% reduction in total Veteran homeless population (2016 – 2017)



Housing First San Diego (2017-2020)

- **\$79.7M investment over three years**
 - **Landlord Incentives** – Assist at least 3,000 homeless households by increasing the resources for SDHC’s landlord incentives and benefits program.
 - **New Permanent Supportive Housing** – Invest Federal MTW and City of San Diego Affordable Housing Funds to create 500 permanent supportive housing units, which will also be eligible for Federal rental housing vouchers to provide rental assistance for homeless San Diegans.
 - **SDHC Moving Home Rapid Rehousing Assistance** – Assist approximately 600 homeless households to obtain and maintain permanent housing through light case management and short-term rental assistance.
 - **SDHC Moving On Rental Assistance Program** – Provide rental assistance to 50 formerly homeless individuals who are transitioning out of permanent supportive housing, but continue to need rental assistance.
 - **Homeless Prevention & Diversion Services** – Assist up to 1,450 households, which will reduce the inflow of newly homeless individuals and families.
 - **Coordinated Street Outreach for Coordinated Entry** – Expand support and coordination among existing street outreach efforts



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Costa Mesa Sanitary District

Tools and Approaches to Address Homelessness

Thursday, June 7, 2018 – 11:00 am – 12:00 pm

Costa Mesa Sanitary District

- Formed in 1944
- Independent special district
- Provides solid waste and wastewater collection services
- Population – 116,000
- Budget – \$12 Million
- Five Board of Directors
- Staff – 20



City of Costa Mesa

- 2011 – Proactively focused on developing a multi-faceted program for CM homeless residents
- Network for Homeless Solutions
- NHS consist of:
 - City leadership
 - Outreach workers
 - Code enforcement
 - Churches
 - Nonprofits
 - Volunteers
 - CMSD
 - County library
- NHS reduced chronic homelessness in CM from 158 to 103 individuals



The Issue

- Illegal activities in and around park restrooms
- Public outcry
- City closed restrooms at Lion and Wilson Street Parks
- Homeless population defecating on sidewalks, alleys, adjacent to businesses, near the library, parking lots, etc.
- Hepatitis A outbreak in San Diego and Los Angeles
- CMSD became concern for the public's health



The Issue

- CMSD's Mission – "Protecting the community's health and the environment"
- CMSD is a sanitary district
- Nexus for spending public funds to help address homelessness in CM
- Looked at alternative restrooms
- Portland Loo



Mobile Restrooms

- Successful in San Francisco, Miami, Sacramento, Denver, Austin
- Two restrooms with flushing toilets, mirror, sinks with running water, solar powered lights, waste basket
- Paid attendant on site
- Schedule flexible hours
- Place strategically where the homeless population are congregating
- Collect data
- Recommended six month program
- Cost: \$43,000
- Approved and recommended by NHS



Mobile Restrooms

- CMSD Board of Directors approved the pilot program on November 30, 2017
- CMSD fund \$21,500 and recommend the City of Costa Mesa fund \$21,500
- February 20, 2018 City Council Meeting
- Concerns from the public and some Council members
 - Attract homeless people from neighboring communities
 - Restrooms placed in neighborhoods
 - Will not solve homelessness



Mobile Restrooms

- Majority of CC approve the pilot program in concept
- Wanted more community outreach, especially the business community
- CMUSD hired consultant to survey business community
- Cost of survey: \$4,000
- Worked with city officials to identify businesses that are impacted the most from the homeless population



Survey Results

- Obtain 600 emails from City issued business licenses
- Emailed approximately 8 questions along with an introduction letter from the City and CMSD
- Survey return ratio: 48%!
- Surprising results!



April 23, 2018

Dear Costa Mesa Business Owner/Manager:

The City of Costa Mesa and the Costa Mesa Sanitary District (CMSD) are partnering to obtain important feedback from the business community regarding homelessness in the City. Below is a short survey from Survey Monkey, designed by our consultant hired to perform the survey, about whether the homeless population are having an effect on your business?

The information you provide will help us determine what kind of programs may be needed in the City to better assist the business community. If you have an email associated with your business license and are randomly selected please respond immediately to the survey by clicking on the link below.

<https://www.surveymonkey.com/r/CityofCostaMesa>

Thank you so much.

Sincerely,

Handwritten signature of Thomas R. Hatch in blue ink.

Thomas R. Hatch
City Manager

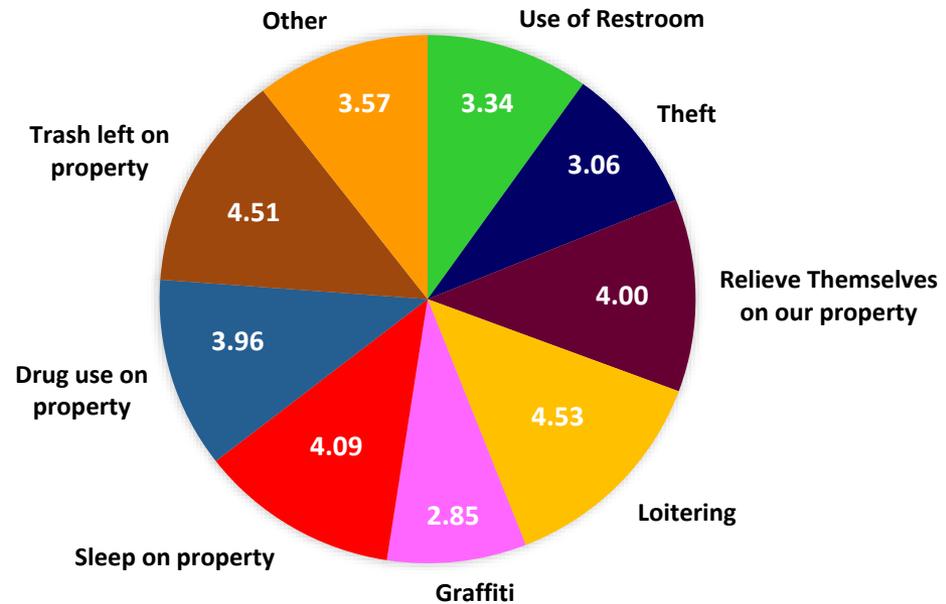
Handwritten signature of Scott Carroll in blue ink.

Scott Carroll, SDA, ICMA-CM
General Manager

Survey Results

- 49% of respondents believe having a supervised public restroom will **not** alleviate the homeless population affecting their business.
- 38% of respondents believe a supervised portable restroom is a horrible idea.
- 48% of respondents believe a supervised public restroom near their business will **not** have a positive impact on their business.
- 80% of respondents indicated the homeless population is affecting their business. Of the 80% responses, 38% said its a huge problem.

IN WHAT WAYS DOES THE HOMELESS POPULATION AFFECT YOUR BUSINESS?



What Now?

- On May 24, 2018, reported survey results to the Board of Directors
- Board's direction to staff:
 - Stop pursuing the Pilot Mobile Restroom Program; and
 - Continue working with City officials and the City's Network for Homeless Solution Committee



Lessons Learned

- Outreach to the business community before approaching the City Council
- Engage with the business community why they believe the mobile restroom program was a bad idea
- More community outreach with the public before approaching the City Council

Best Practices for Special Districts

- Create a trustworthy and positive working relationship with your City.
 - E.g. Liaison Committee (City, CMSD, Mesa Water, NMUSD), Network for Homeless Solutions, Development Review Committee
- You're not alone. Special districts and cities need each other to solve problems for the betterment of the community
 - E.g. sanitary, CSD, Recreation & Park, open space, transit, library

Challenges and how CMSD Addressed Them

- Homeless population impacting the business community
 - Relieving themselves on business property
 - Trash left on business property
 - Loitering and sleeping on business property

Source: April 2018 Business Survey

- Drug addiction in the street
 - CMSD distributes sharp containers
 - Sharps drop-off box at CMSD HQ
- Getting help to those in need
 - CMSD code enforcement officer calls City outreach workers
- Public awareness
 - CMSD quarterly newsletter

Key partners CMSD worked with

- City of Costa Mesa Network for Homeless Solutions
- Trellis – Nonprofit that facilitates a collaborative approach to resolving the city's greatest challenges
- Deb Johnson, CEO for Second Chance

Contacts

Scott Carroll, General Manager
Costa Mesa Sanitary District
scarroll@cmsdca.gov

Muriel Ullman, Homeless Coordinator
City of Costa Mesa
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Stacy Lumley, Outreach Coordinator
City of Costa Mesa
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Joint League/CSAC Homelessness Task Force



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

Joint League/CSAC Homelessness Task Force

Examine homelessness in CA

Discuss collaborative local solutions

Provide education and resources

Task Force Report

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

Homelessness in California

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



Homelessness Task Force Report

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



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

> [Task Force Members](#)

> [Executive Summary](#)

> [Introduction](#)

www.ca-ilg.org/homelessness

Introduction

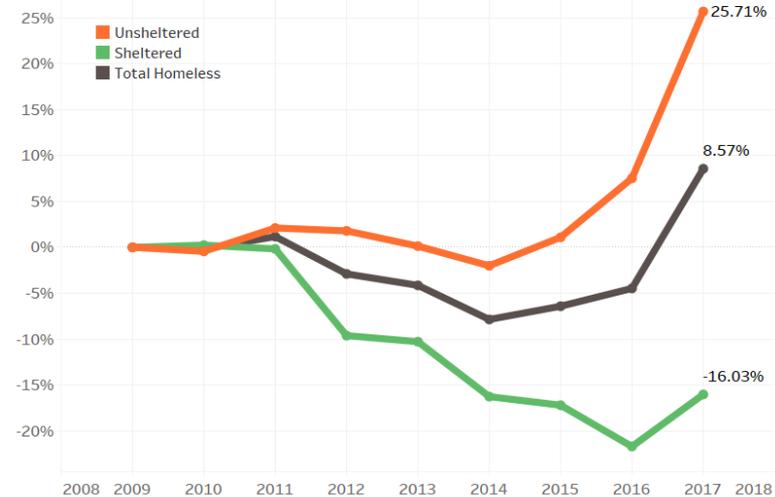
State of Homelessness

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

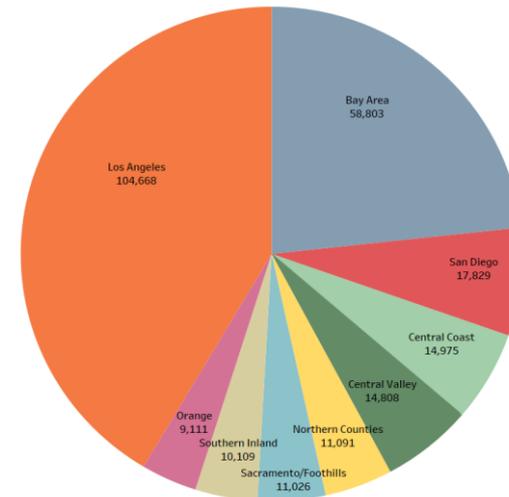
Causes of Homelessness

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

Rise in Number of Unsheltered Fuels Recent Increase in Overall Homelessness

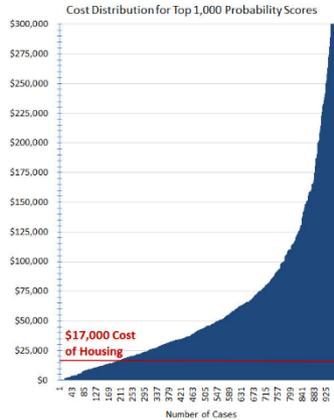


California's 134,000 Homeless by Region



Assessing the Cost of Homelessness

Examples:



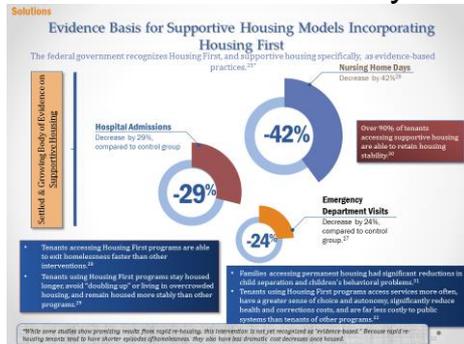
Silicon Valley Triage Tool

Data Collection and Sharing

- Allows cities and counties to understand the demographics and needs of their homeless populations as well as track the associated costs.

Preventative Services and Cost Savings

- Addressing homelessness early on and implementing preventative services and strategies can save jurisdictions resources and revenue in the long run.



San Diego Project 25

Funding Options

See Page 11 for Federal, State,
and Local Sources of Funding.

Examples:

- San Jose - Streamlined Temporary and Incidental Shelter Program
- Marin County Landlord Partnership Program
- LA County Landlord Incentive Programs



Existing and Emerging Approaches

Housing
Veterans
Health and Social Services
Families
Law Enforcement



St John's Program For Real Change

Local Examples:

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

Creating a Homelessness Plan

Homelessness Plans: Template for Strategies

CATEGORY

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

- | | |
|---|--|
| <input type="checkbox"/> Prevention | <input type="checkbox"/> Management and Services |
| <input type="checkbox"/> Coordinated Entry System | <input type="checkbox"/> Income |
| <input type="checkbox"/> Housing | |
| <input type="checkbox"/> Other: _____ | |

RECOMMENDATION

(One or two sentences describing the recommendation or action item)

DESCRIPTION

(More in depth description of recommendation and strategy overall. May include additional information on the challenge the strategy is addressing.)

POPULATION(S) TARGETED

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

- | | |
|---|---|
| <input type="checkbox"/> All | <input type="checkbox"/> Transitional Age Youth (TAY) |
| <input type="checkbox"/> Chronically Homeless Adult | <input type="checkbox"/> Veteran |
| <input type="checkbox"/> Families | <input type="checkbox"/> Victims of Domestic Abuse |
| <input type="checkbox"/> Homeless Pet Owners | <input type="checkbox"/> Women |
| <input type="checkbox"/> LGBTQ Community | <input type="checkbox"/> Youth |
| <input type="checkbox"/> Single Adult | |

POTENTIAL FUNDING SOURCE

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

IMPLEMENTATION TIME-FRAME

(When is the strategy expected to be accomplished?)

LEAD AGENCY

(Who is the lead responsible agency? This may be a department within the jurisdiction or a community partner.)

Partnering for Greater Impact

More efficient use of resources
Increased effectiveness in the community



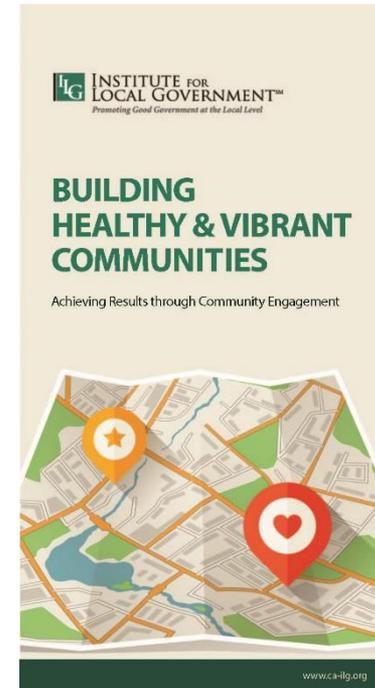
LA Home for Good – Walk

Examples:

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

Building Support for the Spectrum of Housing in the Community

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



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

Share Your Story



Share Your Agency's Story



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

Please share lessons learned and examples of homelessness programs, partnerships or initiatives by contacting the Institute at 916-658-8202 or mkuehne@ca-ilg.org.

Share this page



This item also appears in

Homelessness



www.ca-ilg.org/post/homelessness-task-force-report

Q&A



Opportunities to Learn More

ILG Homelessness Resource Page

www.ca-ilg.org/homelessness

- Report, past presentations, webinar recording

CSAC Institute Course

www.counties.org/csac-institute-excellence-county-government

- Supporting Homeless and At-Risk Youth, June 22, 2018 | Sacramento

Task Force additional education and convenings

Stay updated!

- Additional upcoming 2018 webinars.
- Slides and materials to be posted on ILG's website and email with link sent out.
- If you have additional questions, please contact Hang Tran at htran@ca-ilg.org.



The graphic features a green background with a white hexagonal pattern. It contains four white rectangular boxes with social media icons and text:

- Twitter:** A blue square with a white bird icon, followed by the text "@InstLocGov".
- Facebook:** A blue square with a white 'f' icon, preceded by the text "@InstituteForLocalGovt".
- LinkedIn:** A blue square with a white 'in' icon, followed by the text "Institute for Local Government".
- Newsletter:** A yellow icon of a newspaper, preceded by the text "Sign up for our newsletter: www.ca-ilg.org/news".

