

# GATEWAY CITIES HOMELESS STRATEGY

BUILDING A REGIONAL STRATEGY TO END HOMELESSNESS

Gateway Cities Council of Governments Board Meeting  
April 1, 2009



## OUR GOAL

Develop a community-driven strategy that will reduce homelessness in the GCCOG region.

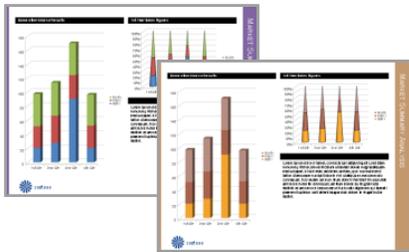
The Gateway Cities Homeless Strategy team conducted the following:

- Took an inventory of existing homeless services in the region
- Identified underserved regions and groups
- Engaged community stakeholders on the challenges and opportunities to serving the homeless
- Explored existing and new funding sources
- Developed community education strategies

# OUR GUIDING PRINCIPLES

- Locally-driven: Solutions that are developed with local expertise, planning and oversight
- Multi-sector: Engages stakeholders from different sectors of the community
- Outcomes: Results-based efforts to address homelessness
- Partnerships: Foster creative and strategic partnerships and alliances

# FINDINGS



Projected Number of Homeless

Existing Services

Existing Funding

## PROJECTED NUMBER OF HOMELESS

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Based on findings from the “Community Survey on Homelessness”, city and community stakeholders perceive there are an estimated **5,900** homeless persons living the GCCOG region. Due to small sample size, this number does not include projections for the unincorporated Los Angeles County areas in the GCCOG.

An analysis of 2007 Homeless Count data from the Los Angeles Homeless Services Authority (LAHSA) and the City of Long Beach was also performed. The projection based on these two sources is **14,553** homeless people in the GCCOG at any time.

**Based on the two projections, it can be estimated that the actual number of homeless people residing in the region falls somewhere between 5,900 and 14,553 on any given day.**

## EXISTING SERVICES: HOUSING

Our assessment of the housing inventory in the GCCOG found that there are approximately **2,544** emergency and transitional beds and **677** permanent supportive housing units.

This information was obtained from City of Long Beach, Housing Authority of the County of Los Angeles, Los Angeles Community Development Commission, Los Angeles Homeless Services Authority, Healthy City/211 and individual city sources.



## OTHER SUPPORT SERVICES

| TYPE OF SERVICE                    | Number of Programs |
|------------------------------------|--------------------|
| Street Outreach/Emergency Response | 5                  |
| Multi-Service Centers              | 5                  |
| Substance Abuse Treatment Programs | 20                 |
| Community Education                | 10                 |

Sources: City of Long Beach, Directory of Social Services for the Whittier Area, GCCOG City Manager Offices, Healthy City/211, LAHSA, Provision of Services Resource Directory, The Rainbow Resource Directory

## EXISTING FUNDING

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An assessment was conducted on the current level of funding for services and housing for the homeless. It was found there is an estimated \$30,483,726 in funds currently allocated in the region. Data was gathered from funding sources (local, state and federal), and from individual cities through the “Homeless Services & Housing Funding Survey.”

Some potential sources of funding for homeless services include:

- Homeless Prevention Initiative (HPI) funds (County)
- Mental Health Services Act (MHSA) funds (State)
- Emergency Food and Shelter Program (EFSP) funds (Federal)
- Homeless Veterans Reintegration Project funds (Federal)
- Community Services Block Grant (CSBG) funds (Federal)
- HUD Supportive Housing Program (SHP) funds (Federal)
- American Recovery and Reinvestment Act of 2009 (Federal)



## ENGAGING COMMUNITY STAKEHOLDERS



Input and feedback on the issue of homelessness and services was gathered from:

- Service Providers
- Law Enforcement
- Provider Coalitions
- Faith Groups
- Businesses (including BIDS and Chambers of Commerce)
- Residents
- Hospitals and Health Centers
- Neighborhood Associations/Residents

# LOCAL PLANNING AREAS

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With guidance from the GCCOG, PATH Partners divided the Gateway cities into four Local Planning Areas (LPA's) to facilitate the collection of community feedback.

**LPA 1:** Bell, Bell Gardens, Commerce, Cudahy, Huntington Park, Lynwood, Maywood, South Gate, Vernon

**LPA 2:** Avalon, La Mirada, Montebello, Pico Rivera, Santa Fe Springs, Whittier

**LPA 3:** Artesia, Bellflower, Cerritos, Compton, Downey, Norwalk, Paramount

**LPA 4:** Hawaiian Gardens, Lakewood, Long Beach, Signal Hill



# ENGAGING COMMUNITY STAKEHOLDERS

## Gathering Stakeholder Feedback

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**SURVEYS:** **Community Survey on Homelessness:** A total of 217 surveys were received from city and community stakeholders, representing 25 Gateway cities and unincorporated Los Angeles County.

**City Funding Survey:** Gathered information from cities on the sources and amounts of funds designated towards homeless services and housing. Twenty-three (23) cities responded to the survey.

**INTERVIEWS:** From September 2008 to February 2009, conducted 18 interviews with stakeholders from across eight cities. Participants were asked about existing services, gaps, challenges and opportunities for addressing homelessness.

**FOCUS GROUP:** Organized one focus group with homeless individuals from the City of Long Beach. Participants discussed where they go for services, what services are needed, and also identified challenges to accessing services in their city.



# ENGAGING COMMUNITY STAKEHOLDERS

## Gathering Stakeholder Feedback (cont.)

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### CITY AND COMMUNITY STAKEHOLDER MEETINGS

#### CITY MANAGER DESIGNEES

Held on October 15, 2008, City Manager Designees from 21 cities were brought together to introduce the initiative, present findings, gather input and dialogue about next steps.

#### STAKEHOLDER PLANNING MEETINGS

On November 12, 2008, PATH Partners facilitated four planning meetings that brought together 50 city and community stakeholders. Participants ranked the priority service and housing needs in their local cities.

#### “ON THE MENU: RECIPES FOR BUILDING YOUR COMMUNITY’S EFFECTIVE SOLUTION TO HOMELESSNESS” FORUM

PATH Partners facilitated a forum on February 11, 2009 to present effective homeless and housing programs and solutions to stakeholders in the Gateway cities.



# ENGAGING COMMUNITY STAKEHOLDERS

## Prevailing Themes

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- Cities acknowledge that homelessness is an issue.
- Cities have a stake in solving homelessness.
- Current efforts to help the homeless are not well coordinated; a more regional approach is needed.
- Attention should be focused on preventative measures.
- Greater communication and cooperation between diverse stakeholder groups is required to bring about effective solutions to end homelessness.

*"Everyone has to get involved and play their part in ending homelessness."*

- Homeless resident, City of Long Beach

# ENGAGING COMMUNITY STAKEHOLDERS

## Priority Needs

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- Homeless Prevention Services
- Emergency and Transitional Housing
- Permanent Supportive Housing
- Supportive Services (including referrals, mental health services, employment services)

# GATEWAY CITIES HOMELESS STRATEGY

The **Gateway Cities Homeless Strategy** focuses on engaging the community and integrating services on the local level. It is comprised of 11 action items which fall into four categories:

**LEAD** – actions aimed at building the necessary leadership to oversee the development, funding, implementation and evaluation of the strategy.

**ENGAGE** – actions that involve various sectors of the community to foster community support and “buy-in” for strategy and efforts.

**COLLABORATE** – actions aimed at getting stakeholders to work together to reach common actions and goals.

**IMPLEMENT** – actions which describe actual programs and approaches of the strategy that will directly serve the needs of homeless people in the community.

# GATEWAY CITIES HOMELESS STRATEGY

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## LEAD

### **1. IDENTIFY A REGIONAL OR LOCAL LEADERSHIP ENTITY**

This entity will be responsible for overseeing all aspects of a regional homeless strategy, including decisions on funding, planning, implementation and evaluation.

### **2. DESIGNATE A POINT OF CONTACT PERSON FOR EACH CITY**

Each Gateway city will assign a contact person who will be a liaison for community services and regional coordination efforts.

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# GATEWAY CITIES HOMELESS STRATEGY

## ENGAGE

### 3. FORM A STAKEHOLDER REGIONAL HOMELESS ALLIANCE

The alliance, consisting of stakeholders from multiple sectors of the community who will assist in guiding and partnering with the leadership entity in the development and implementation of the regional strategy.

### 4. IMPLEMENT “CONNECTIONS” STRATEGIES

The strategy will incorporate actions to combat “nimby (not in my backyard)-ism” through positive community engagement and partnership development, paving the way for increased support for homeless services and housing developments.

### 5. DEVELOP A COMMUNITY EDUCATION PROGRAM

To ensure the greatest level of support for the strategy, a public education campaign will be implemented to effectively communicate what will be accomplished through the strategy and how the community will see visible outcomes to getting people off of the streets.

# GATEWAY CITIES HOMELESS STRATEGY

## COLLABORATE

### **6. DEVELOP PLANS FOR ENHANCED GOVERNMENT-WIDE COLLABORATION**

Greater governmental partnerships should be built to leverage existing resources and strengthen the GCCOG's political influence to obtain its "fair share" of funding and resources.

### **7. IMPLEMENT ONE CONCRETE, MULTI-SECTOR HOMELESS EVENT OR ACTION**

The strategy will propose concrete actions that are focused on integrating services and resources across agencies and departments, including government departments, service providers, faith groups and the business community. One example of an effective action that has produced demonstrated results in several communities are "homeless connect days".

# GATEWAY CITIES HOMELESS STRATEGY

## IMPLEMENT

Four implementation actions are proposed as part of the Gateway Cities Homeless Strategy, which are:

- Homeless Prevention Services
- First Responders Program
- Interim Housing
- Permanent Supportive Housing (PSH)

These areas, although listed as separate items with distinct goals and outcomes, are all very closely intertwined and form a “homeless strategy” for a particular locality or region that assists individuals and families to move from homelessness to housing and independence.

# GATEWAY CITIES HOMELESS STRATEGY

## IMPLEMENT (CONT.)

### 8. HOMELESS PREVENTION SERVICES

One of the most effective approaches of alleviating the growing homelessness crisis is to prevent the immediate threat of eviction and stabilize families over time to reduce the risk of homelessness. The GCCOG region will create a minimum of 2 new homeless prevention programs over the next 12 months to provide prevention services to the homeless in the Gateway Cities. Each homeless prevention program is projected to serve a minimum of 500 unduplicated individuals annually, providing screening and assessments, prevention programs and housing assistance.

### 9. FIRST RESPONDERS PROGRAM

Form multi-disciplinary street outreach teams that serve as “first responders” and coordinate with local law enforcement, providers, businesses and residents. The GCCOG region will create a minimum of 2 new outreach teams over the next 12 months to provide outreach services to the Gateway Cities. Each outreach team is projected to engage 80 new unduplicated homeless individuals annually, and assist them in connecting to services and housing.

# GATEWAY CITIES HOMELESS STRATEGY

## IMPLEMENT (CONT.)

### 10. INTERIM HOUSING

Develop a strategy to “rapidly re-house” individuals into interim (temporary) housing, with the end goal of long-term housing. The GCCOG region will create a minimum of 2 new interim housing programs (30-40 beds per program) over the next 12 months to provide interim housing for the homeless. Each new program will serve a projected minimum of 100 unduplicated homeless individuals annually, providing them with housing, case management and supportive services.

### 11. PERMANENT SUPPORTIVE HOUSING (PSH)

Create and implement a multi-year plan to increase the stock of PSH units in the GCCOG region. A proposed goal for the total GCCOG region is to invest in the creation of 665 units of PSH over the next five years (2010 to 2014). **The production goal of 665 new units will double the number of available supportive housing units that are currently available in the region.** The goal is based on an assessment of the available funding resources the GCCOG will be able to realistically access to support the creation of new PSH units, and includes large and small-sized developments, set aside units, and scattered-site leasing units.

# PATH PARTNERS 2009

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