Plan to Prevent and Reduce Homelessness

City of Glendora

June 2018

LESAR DEVELOPMENT CONSULTANTS

SGVCOG

The Los Angeles County HOMELESS INITIATIVE
REAL HELP. LASTING CHANGE.

About the City of Glendora Plan to Prevent and Reduce Homelessness

On December 12, 2017 the Glendora City Council approved acceptance of grant funds from the County of Los Angeles for a City Planning Grant to develop a City plan to prevent and reduce homelessness ("Homeless Plan"). In December 2017 the City approved an agreement with LeSar Development Consultants (LDC) to assist with creation of the Homeless Plan.

In January 2018, staff introduced the plan's purpose and process elements, schedule of meetings, and outreach strategies to gather public input from stakeholders, community members, and city staff throughout the development of the plan.

In January and February 2018, LDC along with the Community Services Department hosted a series of community meetings with various stakeholders, community members, homeless services providers, residents, and city staff to discuss the issues, challenges, concerns, and current conditions contributing to homelessness in Glendora. The meetings also focused on ways to improve the quality of life for residents, neighborhoods, and the business community and to solicit feedback and develop strategies to solve the problem. LDC facilitated the meetings and collected the pertinent information for the development of the homeless plan. The information gathered at the various meetings formulated the goals and strategies included in the plan and best reflect priorities and needs that align with the strategies adopted by the County of Los Angeles Board of Supervisors and funded by Measure H.

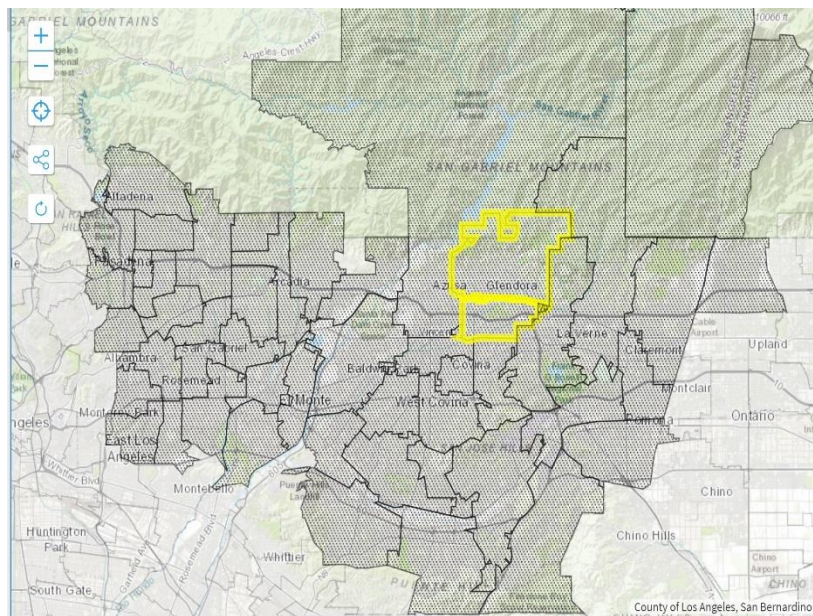# Contents

Background and Purpose of Homeless Plan

Figure 1: SPA 3 – City of Glendora

Homelessness in Los Angeles County has risen dramatically in recent years, creating concern for people without a permanent home, as well as the cities impacted by this issue. But while the Los Angeles Homeless Services Authority (LAHSA) Service Planning Area (SPA) 3, which encompasses the San Gabriel Valley, saw a 36% increase in homelessness last year,[1] the City of Glendora, saw its third year of declining numbers. Between 2015 and 2017, the City's homeless population decreased by approximately 17% (see Figure 2).

In 2017 there were 226 people experiencing homelessness in Glendora, the majority of whom (201 or 89%) were staying in seasonal shelter beds operated by the East San Gabriel Valley Coalition for the Homeless. These beds change location every two weeks and happen to coincide each year with LAHSA's point-in-time count (PIT Count) homeless survey, from which these population numbers are derived. It should be noted that these beds move to a different city after the PIT Count, significantly reducing the number of people experiencing homelessness in Glendora.

An additional 25 people were experiencing homelessness in Glendora in 2017 and were
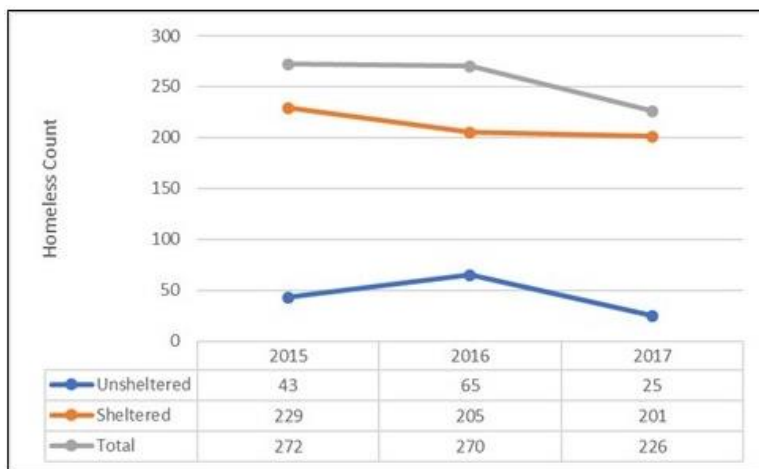
Figure 2: City of Glendora Homelessness 2015-2017

unsheltered, according to the PIT Count. Those individuals comprise Glendora's year-round homeless population. That number has also declined since 2015. Figure 3 shows the distribution of where these individuals experiencing homelessness lived during 2017.

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[1] Los Angeles Homeless Services Authority. 2017 Homeless Count-Count by City/Community. Available: https://www.lahsa.org/dashboards?id=13-greater-los-angeles-homeless-count-by-city-community.
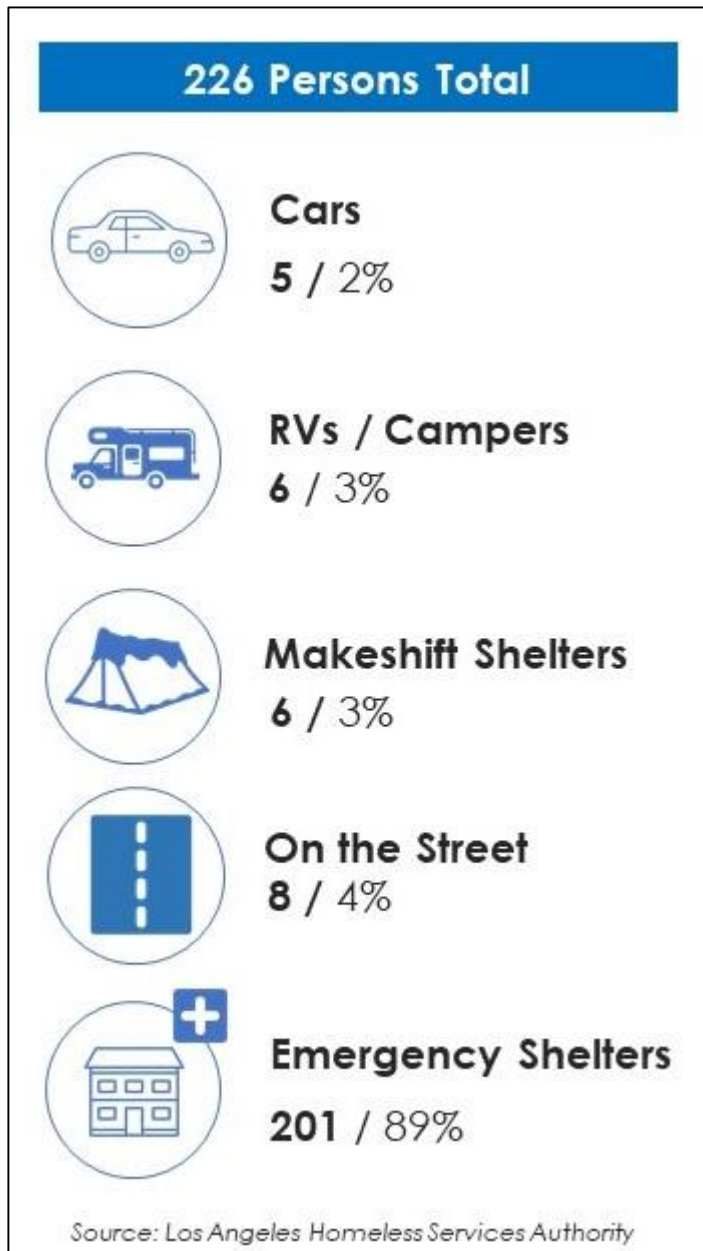
Figure 3: 2017 Homeless Count

In addition to the PIT Count data and regional demographics, it is useful to examine city-level data from the regional Coordinated Entry System (CES). This provides an enhanced 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) survey and other indicators of a person's overall health and wellbeing.

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 it is suggested that people experiencing homelessness who fall into the low-acuity scoring range of the assessment (0-3) should be able to find housing on their own, or self-resolve; those in the mid-acuity scoring range (4-11) typically require time-limited housing assistance and case management and are best served by Rapid Re-housing programs; and high-acuity individuals (12+) generally need supportive housing and more in-depth, ongoing supportive services, including case management, psychiatric care, and medical treatment.[2] Other useful indicators in the data set include information about a person's housing history, legal history, physical and mental health, history of substance use, and general demographic information such as age and race. These are listed below for reference, as well as in Figure 4, which highlights several of the most pertinent indicators. All of these elements are self-reported by the individuals being assessed. For the

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

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.

- 80% of assessed individuals who said they were from Glendora are in the mid-acuity range, compared to 11% for high-acuity (12+) and 9% for low-acuity individuals (0-3).
- 64% of people assessed in Glendora were 25-40 years old, while 28% were 41 or older, and 9% were 18-24.
- Of individuals for whom data on race is available, 77% are white and 18% are black or African American (data was not collected in 5% of assessments).
- 73% of those assessed identified as male, 23% identified as female, and 5% identified as transgender.[3]
- Of those assessed, 64% received health care at an emergency room
- 45% report having a chronic health condition
- 32% report having a mental health issue
- 5% report a substance use disorder[4]

Figure 4: City of Glendora CES Statistics

Coordinated Entry System Assessments

32% Reported last being in their own home less than 12 months ago, while 64% reported a year or longer

14% Reported riding an ambulance at least once in the last 6 months

32% Reported spending at least one night in jail/prison in the last 6 months

Recommended Housing Intervention

11% Scored high acuity & needing supportive housing

80% Scored moderate acuity & needing rapid re-housing

9% Scored low acuity & are able to self-resolve

Source: SPA 3 CES Assessment Data, Jul 2016-Nov 2017

Glendora's city leadership has committed to creating a homeless plan that will guide the City over the course of three years with reducing instances of homelessness because of the issues described above, as well as the following reasons:

1. Having a homelessness plan will enable the City to be strategic and proactive in identifying ways to implement some of the Measure H strategies locally and make strong connections with our region (SPA 3) CES lead, and with other resources.
2. City leadership recognizes that homelessness is an issue that cannot be ignored. The City is moving forward with the preparation of this initial homelessness plan in response to the desire to see what more Glendora could do to assist with this matter, especially as relates to Measure H and the Homeless Initiative strategies.
3. A homelessness plan will help transition Glendora from a reactive to proactive state; positioning the City in a way that it will be better prepared to contribute to a regional solution on the issue of homelessness.

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[3] Los Angeles Homeless Services Authority. Coordinated Entry System Data Set. March 2018.
[4] Los Angeles Homeless Services Authority. SPA 3 CES Assessment Data Set. November 2017.

Current Efforts to Address Homelessness

Glendora currently funds a number of activities related to homelessness, including outreach through its police department, and referral services offered as needed by the Community Services Department staff. In addition, there are many service providers, faith-based groups, and other members of the Glendora community working to address this issue.

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

Activity	2017-18 Funding	Funding Source	Non-Profit Partner	Activity Description
Outreach and Referral	$100,000	California State AB109 Funds	Police – Homeless Assistance Liaison Officer (HALO) Team	Partnership between the cities of Glendora, Azusa, and West Covina, as well as LA County DMH, provides outreach and referrals services to homeless individuals, and responds to encampments
Outreach and Referral	$50,000	City General Fund (In-Kind)	Police – Mental Evaluation Team (MET)	Outreach to unsheltered individuals throughout Glendora, general law enforcement, response to mental health crisis incidents
Information and Referral	$25,000	City General Fund (In-Kind)	Community Services Department	Offer information and service referrals to individuals experiencing homelessness, on a walk-in basis
Information and Referral	$2,000	City General Fund (In-Kind)	Library Public Services Division	Provide help with job-seeking preparation, online job applications, Section 8 and low-cost housing information, and social service referrals
Total Annual Funding	**$177,000**			

In addition to the activities outlined above the City and its partners are currently providing and participating in the following activities:

- East San Gabriel Valley Coalition for the Homeless operates its rotational winter shelter at two churches in Glendora (St. Dorothy's and Glenkirk Presbyterian)
- The Los Angeles Regional Foodbank serves residents who are 60-plus years old at the La Fetra Center.
- The Glendora Welfare Association offers approximately $1,500/month in motel vouchers (mainly to single women with children), as well as additional rental assistance (mainly to seniors), and grocery gift cards (distributed mainly through HALO team).
- The Glendora Ministerial Association provides coordination of faith-based groups in Glendora. These organizations hand out food, provide motel vouchers and gym memberships, and participate in the rotational winter shelter.
- Glendora Church Homes (GCH) oversees the Glendora Gardens housing project, which supplies affordable housing to seniors, and also contributes significant funds to homelessness-related projects (e.g. $50,000 to YWCA for outreach coordination in 2017).

- o GCH is also trying to get churches to engage landlords
- The YWCA provides outreach coordination, as well as senior, youth and domestic violence services in Glendora and throughout the region.
- Shepherd's Pantry provides food and clothing, as well as educational programs to low-income individuals and families.
- The Housing Rights Center provides free fair housing services to Glendora residents, including landlord-tenant counseling, discrimination investigations, and fair housing outreach and education.
- Glendora's Housing Authority administers 135 units of very low- and low-income housing, and oversees 31 improvement and affordable housing loans.
- City staff coordinate with the Glendora and Charter Oaks Unified School Districts around quality of life issues, including homelessness
- The La Fetra Center provides an array of activities and services available to all Glendora residents who are seniors (60+), including those experiencing homelessness.
- Good Shepherd Church is partnering with Mercy's Gate to work with homeless people.
- The City receives approximately $245,000 from the Department of Housing and Urban Development in Community Development Block Grant (CDBG) funding. CDBG funds are used to develop viable communities by providing decent housing, a suitable living environment, and expanded economic opportunities, principally for low- and moderate-income residents.
- Glendora creates additional housing units through an Accessory Dwelling Unit ordinance permitting homeowners with a second dwelling on their property to rent that unit out.

Homeless Plan Process

The Homeless Plan was created through a collaborative process that included the input of multiple stakeholders from different sectors. Key activities of the Plan process included one-on-one interviews with individuals intimately involved with homeless services in Glendora, and two input sessions targeted to different stakeholders, including the City Council, City Departments, Homeless Services Provider Partners, the general public, including current and formerly homeless individuals, and the faith-based community. As a part of each stakeholder input session, groups were asked to provide feedback on the challenges of homelessness within the City as well as to provide input with regard to 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 Strategies

The following includes specific goals along with supporting actions, which are linked wherever possible to corresponding Los Angeles County Homeless Initiative strategies. This is indicated along with each goal below, as well as in the supporting actions. Homeless Initiative strategies are described in detail in Appendix G.

Each action includes any necessary policy changes, measurement, ownership, leveraged City resources (if applicable), and timeline. The Community Services Department, in partnership with the Planning, Library and Police Departments, will be responsible for overseeing the goals and actions described in this Plan, reporting on progress, as well as updating or adding new goals

and actions over time. At a minimum the Plan will be reviewed on a yearly basis and the Community Services Director will report plan progress to the City Council annually.

It should be noted that in order to fully and properly implement the goals and strategies outlined that third-party funding for many of them will be critical. The City of Glendora, like most other municipal entities, is facing resource challenges that are already eroding the ability to meet community expectations for many critical services. Implementing additional responsibilities and expectations upon the staffing and budgets is not feasible without the ability to obtain third-party funding, despite the desire of the City of Glendora officials, staff and the community to better address this significant homelessness issue within our communities.

Goal 1: Improve Community Engagement and Coordination Between Key Stakeholders, Including the Regional Coordinated Entry System (CES)

Homeless Initiative Strategy Link(s): A1, A5

Action 1a

Appoint a standing committee consisting of City staff and key community stakeholders to meet quarterly on homelessness, coordinate referrals, volunteers, and other services, and assist with implementation of the Homeless Plan

Measurement:	Convening first meeting; delivery of summary report on agenda and outcomes
Ownership:	Community Services Department
Leveraged City Resources:	City staff time; potentially a meeting space
Associated Policy Changes:	No associated policy changes
Timeline	6 months

Action 1b

Encourage City staff members or other appointees to participate in regional CES case-conferencing meetings in order to network and support housing goals

Measurement:	Summary report of meetings and potential impact on housing goals
Ownership:	Community Services Department
Leveraged City Resources:	City staff time
Associated Policy Changes:	No associated policy changes
Timeline	6 months; ongoing

Action 1c

Coordinate local outreach efforts, including MET and HALO teams and YWCA, and ensure that these are trauma-informed, non-duplicative, and lead to pathways to housing by conducting the VI-SPDAT, and assisting with documentation and income

Measurement:	Successfully enter all individuals experiencing homelessness into CES
Ownership:	Community Services Department; Police Department; Library
Leveraged City Resources:	City staff time
Associated Policy Changes:	Consider reviewing current protocol on engaging homeless individuals and updating to reflect emphasis on CES access
Timeline	1-2 years

Action 1d

Engage with Glendora and Charter Oak Unified School Districts to identify families and youth experiencing homelessness or at-risk of homelessness and ensure they are connected to CES

Measurement:	Successfully enter all individuals experiencing homelessness into CES
Ownership:	Community Services Department; Community Partners
Leveraged City Resources:	City staff time
Associated Policy Changes:	No associated policy changes
Timeline	1-2 years

Action 1e

Encourage City staff, homeless services providers, and general public to participate in the PIT Count

Measurement:	Increased participation compared to 2018 count

Ownership:	Community Services Department
Leveraged City Resources:	City staff time
Associated Policy Changes:	No associated policy changes
Timeline	6 months

Action 1f

Develop a community engagement strategy to conduct regular outreach on Homeless Plan implementation

Measurement:	Delivery of finished community engagement strategy
Ownership:	Community Services Department
Leveraged City Resources:	City staff time
Associated Policy Changes:	No associated policy changes
Timeline	6 months

Action 1g

Partner with regional CES lead to improve access to County prevention assistance through CES alignment and enhanced education to local service providers on program requirements *(A1: Homeless Prevention Program for Families, A5: Homeless Prevention Program for Individuals)*

Measurement:	Summary report on Glendora's success at utilizing County-funded prevention program
Ownership:	Community Services Department; Community Partners
Leveraged City Resources:	City staff time
Associated Policy Changes:	No associated policy changes

Timeline	6 months

Action 1h

Work with local non-profits, faith-based organizations, and SPA 3 CES lead, to provide CES access point at existing service locations (e.g. library, food pantry, churches). Consider combining with expanded services, including mobile showers, animal care, and small safe parking area.

Measurement:	Agreement with community partner(s) on details for additional CES access point(s)
Ownership:	Community Services Department; Community Partners
Leveraged City Resources:	Staff time
Associated Policy Changes:	No associated policy changes
Timeline	1 year

Action 1i

Work with LA County to access California State AB109 funds for Homeless Outreach Services Teams (HOST) (*E6: Expand Countywide Outreach System*)

Measurement:	Successful access to HOST funds through LA County/City of Pomona Office of Chief of Police
Ownership:	Police Department
Leveraged City Resources:	Staff time
Associated Policy Changes:	No associated policy changes
Timeline	6 months

Goal 2: Increase Income of Individuals and Families Experiencing or At-Risk of Homelessness

Homeless Initiative Strategy Link(s): C4

Action 2a

Ensure City departments and other partners are educated on County programs that provide SSI/SSDI/Veterans benefits advocacy and understand the referral process *(C4: Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy)*

Measurement:	Distribute information on programs to community partners
Ownership:	Community Services Department; Community Partners
Leveraged City Resources:	Staff time
Associated Policy Changes:	No associated policy changes
Timeline	6 months

Action 2b

Explore partnering with business community, faith-based organizations, school districts and colleges to offer job training and employment opportunities to households experiencing or at risk of homelessness.

Measurement:	Summary report on potential opportunities to expand job training and employment opportunities for homeless individuals
Ownership:	Community Services Department; Community Partners
Leveraged City Resources:	Staff time
Associated Policy Changes:	No associated policy changes
Timeline	1 year

Goal 3: Explore Opportunities to Increase Access to Affordable and Supportive Housing

Homeless Initiative Strategy Link(s): B3, F4

Action 3a

Explore funding sources for Rapid Re-housing program for individuals experiencing homelessness in Glendora and partnering with LA County to provide rent differential and case management services *(B3: Expand Rehousing)*

Measurement:	Summary report on funding options for City-portion of program
Ownership:	Housing Authority
Leveraged City Resources:	Staff time; potential funding for Rapid Re-housing program
Associated Policy Changes:	Potential update to Housing Authority Administrative Plan
Timeline	1 year

Action 3b

Work with the faith-based community to engage landlords, build a pool of potential rental units, and explore options for incentivizing landlords to work with homeless families and individuals

- Consider partnering with neighboring cities to develop this pool

Measurement:	Creation of a landlord contact list/list of available rental units
Ownership:	Community Services Department; Community/Regional Partners
Leveraged City Resources:	Staff time; potential funds for landlord incentives
Associated Policy Changes:	No associated policy changes
Timeline	1 year

Action 3c

Explore ways to incentivize renting Accessory Dwelling Units to low-income households or homeless individuals *(F4: Development of Second Dwelling Units Pilot Program)*

Measurement:	Summary report on potential interest in such a program and possible incentives
Ownership:	Community Services Department; Community Partners
Leveraged City Resources:	Staff time
Associated Policy Changes:	No associated policy changes
Timeline	1 year

Action 3d

Explore potential for creating permanent supportive housing or crisis housing at Good Shepherd Church or other similar underutilized property, in conjunction with County, Ministerial Association, and other regional partners *(D7: Provide Services and Rental Subsidies for Permanent Supportive Housing, E8: Enhance the Emergency Shelter System)*

Measurement:	Summary report on potential options for housing at this and other sites
Ownership:	Community Services Department; Community Partners
Leveraged City Resources:	Staff time
Associated Policy Changes:	No associated policy changes
Timeline	1 year

Appendix A: Stakeholder Input Sessions: Summary of Identified Challenges

City Administration and Staff of Select City Departments

- Homeless individuals are fearful and exhibit behaviors associated with mental illness.
- Are there legal concerns related to addressing or failing to address homelessness?
- It is expensive to build housing.
- Fair share – what can each SGV city provide in terms of resources?
- Examine best practices for addressing homelessness in California, including Housing First model, various types of housing construction
- The issue needs sustainable funding.
- There are conflicting policies at different levels of government regarding planning and zoning.
- Concern that some policies might enable people

Homeless Services Providers and Faith-Based Organizations

- There are too few services, including "light" services, like food, clothing, and laundry.
- It needs to be clear who owns the Homeless Plan and the job of getting funding to implement it.
- It is important to address mental health issues behind homelessness.
- Homeless seniors – five-year waitlist for affordable housing
- Accepting issue of homelessness requires community buy-in
- Non-profits and service providers need to be engaged in the Homeless Plan.
- There are a variety of populations and unique needs: youth, veterans, individuals, families. They have short and long-term needs.

Business Community and General Public, Including People with Lived Experience of Homelessness

- Trespassing, theft, and crime are all issues people encounter.
- Residents feel unsafe on trails and in parks because of people camping in these areas.
- "I want to live in a town that takes care of its people."
- People who are housing insecure/at risk are a major concern.
- There is a need for compassion and practicality, buy-in, and political will.
- The homeless population creates issues for businesses and commercial areas.
- "Bad Actors" are the face of homelessness.
- There is resistance to help when it is offered.
- Homelessness impacts public safety and the environment.

Appendix B: Stakeholder Input Sessions: Summary of Identified Strategies

City Administration and Staff of Select City Departments

- Look at ways to coordinate volunteers more effectively
- Accessory dwelling units might be an option for creating more housing for people experiencing homelessness, and also provide income for homeowners
- Mobilize the faith-based community
- Tap into local experts
- Organize a monthly service provider council
- Inventory underutilized properties and consider potential uses
- Support and expand the MET and HALO teams

Homeless Services Providers and Faith-Based Organizations

- Training for law enforcement personnel on mental illness
- Convert motels into housing for homeless people
- Provide care and services for homeless people's animals
- Consider safe parking zones for people living in vehicles
- More "boots on the ground" are needed to walk people through the housing process
- Work with people hanging out at the library
- Meet people where they are and provide weekly services at a central location
- Help people increase their income through qualified programs, including SSI and veterans' benefits
- Create more supportive housing and provide case management services
- Consider resource centers, similar to the model used in San Francisco
- The faith community needs to push the larger community to help people.

Business Community and General Public, Including People with Lived Experience of Homelessness

- Service exposition where people can get food, haircuts, and other services
- Provide a day center where individuals can take showers, get clothing, etc.
- Offer employment assistance for residents through social enterprise organizations, focusing on culinary arts and other low-barrier jobs
- Look at tiny homes as a housing solution
- Get support from the community and cover for elected officials willing to come up with innovative solutions
- Decrease costs and red tape required to build housing
- Gain a better understanding of all service provider support
- There should be an overarching body of key leaders—a task force or committee—to oversee homeless services

- Employ homeless individuals through non-profits, the City, VA, etc.
- Support non-profit partner(s) in providing resource specialists, homeless assistants, and mental health counselors in an accessible way

Appendix C: List of Organization and Departments that Provided Input

Name		Affiliation
Karen	Davis	Council Member/ First Christian Church
MaryPat	Dodson	Glendora Library
Matt	Bartlett	Glendora Welfare Association
Hillary	Chrisley	United Methodist Church
Bob	McKennon	East San Gabriel Valley Coalition on the Homeless
Richard	Hopkins	East San Gabriel Valley Coalition on the Homeless
Craig	Cerro	Shepherd's Pantry
Laura	Hinkle	United Pacific
Dale	Edgington	St. Vincent de Paul
Megan	Aguilar	Glendora Resident
Jasie	Bresee	Glendora Resident
William	Bresee	Glendora Resident
Scott	Brickner	Glendora Resident
Laura	Chenelia	Glendora Resident
Catherine	Cornelius	Glendora Resident
Robert	Cornelius	Glendora Resident
Dan	Derby	Glendora Resident
Patrick	Dowling	Glendora Resident
Marco	Duran	Glendora Resident
Melissa	Ealba	Glendora Resident
Luke	Ellison	Glendora Resident
Janet	Glaze	Glendora Resident
Tina	Gonzales	Glendora Resident
Jim	Herman	Glendora Resident

Scott	Hopkins	Glendora Resident
Eddie	Kouyoumdjian	Glendora Resident
Jeff	Merrick	Glendora Resident
Teri	Merrick	Glendora Resident
Tony	Miller	Glendora Resident
Fran	Mitchell	Glendora Resident
Marylee	Nambu	Glendora Resident
Juoi	Neal	Glendora Resident
Patti	Nearhoff	Glendora Resident
Jerome	Nilsse	Glendora Resident
Marty	Offerman	Glendora Resident
Helene	Orban	Glendora Resident
Jon	O'Rourke	Glendora Resident
Joann	Patton	Glendora Resident
Winifred	Pope	Glendora Resident
Sandra	Preciado	Glendora Resident
Kath	Precit	Glendora Resident
Jesse	Raymundo	Glendora Resident
Carol	Stellato	Glendora Resident
Carolyn	Thomas	Glendora Resident
Duo	Wang	Glendora Resident
Mark	Zavala	Glendora Resident

Appendix D: Table with Alignment of City Actions and County Homeless Initiative Strategies
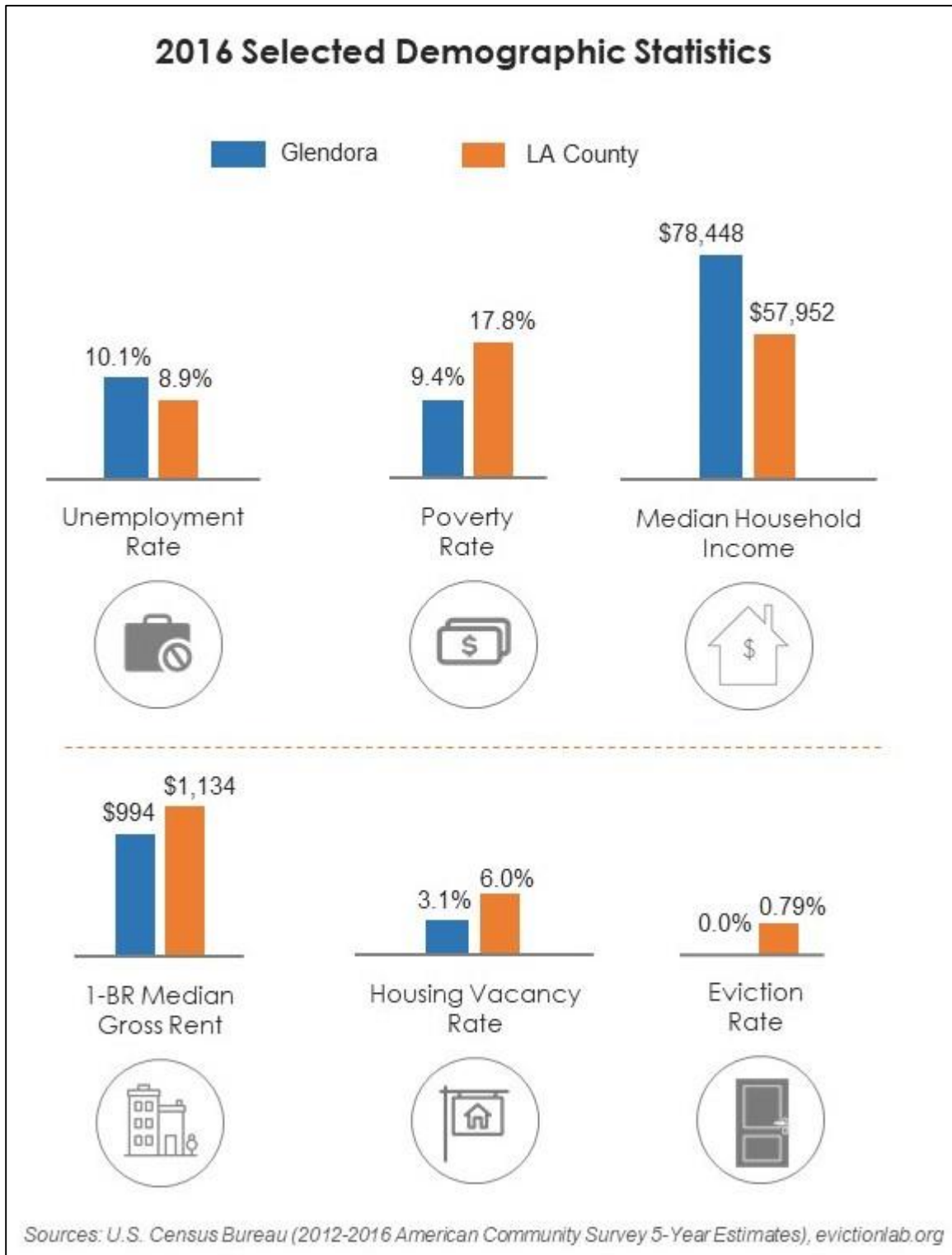
The following table provides a summary of the alignment of actions identified in Glendora's plan and strategies within the County Homeless Initiative. These links allow the City to take advantage of existing County-funded programs, as well as potentially leverage funds through Measure H, the quarter-cent sales tax LA County voters approved in March of 2017. The City will work with County towards getting funding for these strategies.

City of Glendora Action	County Homeless Initiative Strategy	Description	County Funded	Measure H Funded
1g	A1, A5	Prevention	Yes	Yes
2a	C4	Increase Income	Yes	Yes
3a	B3	RRH	Yes	Yes
3c	F4	Affordable Housing	Yes	No
3d	D7, E8	PSH, Crisis Housing	Yes	Yes

Appendix E: Glossary

Accessory Dwelling Unit	ADU	Also known as granny-flat or Secondary Dwelling Unit
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.
Council of Governments	COG	Geographic sub regions designated by Los Angeles County for planning purposes. There are nine of these throughout the region. Claremont belongs to the San Gabriel Valley COG.
Homeless Management Information System	HMIS	Web-based database on individuals experiencing homelessness. Los Angeles' HMIS is administered by LAHSA.
Los Angeles Homeless Service Authority	LAHSA	LAHSA administers federal, state, and local funding to almost 100 service providers.
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 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.
Shelter		Temporary housing for people experiencing homelessness
Sheltered		Indicates that a person is experiencing homelessness but staying in a shelter, not outside, in a vehicle, or in a homemade dwelling, such as a tent
Supplemental Security Income	SSI	A Federal income supplement program funded by general tax revenues.
Unsheltered		Indicates that a person is sleeping outside, in a vehicle, in a homemade dwelling, or other location not meant for human habitation
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.

Appendix F: City of Glendora Key Demographic Indicators

2016 Selected Demographic Statistics

Legend: Glendora | LA County

Unemployment Rate: Glendora 10.1%, LA County 8.9%

Poverty Rate: Glendora 9.4%, LA County 17.8%

Median Household Income: Glendora $78,448, LA County $57,952

1-BR Median Gross Rent: Glendora $994, LA County $1,134

Housing Vacancy Rate: Glendora 3.1%, LA County 6.0%

Eviction Rate: Glendora 0.0%, LA County 0.79%

Sources: U.S. Census Bureau (2012-2016 American Community Survey 5-Year Estimates), evictionlab.org

Appendix G: Descriptions of Homeless Initiative Strategies the City is Pursuing from Homeless Initiative Action 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.

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 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 HFSS for prevention purposes that could be useful to learn from and build upon.

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 Permanent Supportive Housing

Cities with PHAs 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).

Cities can collaborate in siting PSH complexes and identify current housing units that could be used for PSH. For current units, cities can work with LAHSA-funded Housing Locators to foster relationships with property owners/managers and increase the number of landlords willing to rent to program participants, thus increasing the number of PSH units.

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: 1. 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. 2. 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. 3. 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. 4. 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. 5. When possible, ensure that there is storage for belongings.

Strategy F4: Development of Second Dwelling Units Pilot Program

The State of California has continued to implement laws that reduce the regulatory standards that local communities may place upon Second Dwelling or Accessory Dwelling Units in single family residential zones. The most recent efforts have been in 2016, with the passage of SB 1069, AB 2406 and AB 2299,

which required local governments to update their zoning ordinances to be compliant with their provisions. The City of Glendora undertook the necessary changes with the City Council approval in March 2017.

Some cities have adopted additional actions to help homeowners build second units. For example, the City of Santa Cruz made second units a centerpiece of its affordable housing strategy by providing pre-reviewed architectural plans, waiving fees for permitting and processing, and providing a free manual with instructions about the development and permitting process. The City also helped arrange financing with a local credit union to qualify homeowners for a period of time. This example shows how the locality removed barriers, and actively encouraged residents to pursue this type of development.

The County of Los Angeles has adopted an ordinance specifically regulating second units. The opportunity exists to develop processes to further facilitate the development of new second units and the preservation of existing, unpermitted second units. Similar opportunities exist in cities throughout the County. Construction cost of second dwelling units on single-family lots can be substantially less than creating a new unit of supportive housing because there would be no land costs involved. Per the Community Development Commission, the cost of building a new unit exceeds $300,000 compared to the cost of developing a second dwelling unit that can range from $25,000 to $150,000, depending on the size of the unit.[5]

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[5] Los Angeles County. "Approved Strategies to Combat Homelessness." February 2016.