City of Long Beach
Working Together to Serve

Memorandum

Date: December 5, 2018

To: Patrick H. West, City Manager

From: Kelly Colopy, Director of Health and Human Services

For: Mayor and Members of the City Council

Subject: December 11, 2018 – Item #R-19: Everyone Home Long Beach Taskforce Report

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On May 21, 2018, Mayor Robert Garcia launched the Everyone Home Long Beach (EHLB) Initiative to address homelessness and housing in the City of Long Beach. Everyone Home Long Beach was designed to build on the City's comprehensive homeless services and affordable housing efforts already underway and to identify innovative approaches to provide new pathways into housing and to prevent residents from falling into homelessness.

On June 15, 2018, the City convened the first EHLB Taskforce (Taskforce), chaired by Jane Close Conoley, President, California State University Long Beach. The Taskforce was comprised of leaders from across the City, including CEOs and leadership from major institutions, a diverse group of Long Beach organizations, community members and those with lived experience. Institutions represented include: California State University Long Beach and Long Beach City College, a variety of non-profit organizations, healthcare institutions, Long Beach Unified School District, faith based organizations, Downtown Long Beach Alliance, Long Beach Transit, Greater Long Beach Chamber of Commerce, Continuum of Care Board and Homeless Services Advisory Committee.

Attached you will find the report outlining the Taskforce recommendations for your review and consideration. The report will be discussed at the December 11, 2019 meeting of the City Council.

Please contact me with any questions at (562) 570-4016 or kelly.colopy@longbeach.gov.

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LONG BEACH
DEPARTMENT OF HEALTH AND HUMAN SERVICES

CITY OF LONG BEACH

EVERYONE HOME LONG BEACH TASK FORCE RECOMMENDATIONS

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CITY OF LONG BEACH

In May, the City of Long Beach launched Everyone Home Long Beach (EHLB), a new initiative to address the statewide homelessness crisis and its impacts on Long Beach. The EHLB Taskforce was assembled and is comprised of leaders from across the City and those with lived experience of homelessness. Its purpose was to build on the City's comprehensive homeless services and affordable housing efforts and to identify innovative approaches to provide new pathways into housing, while preventing residents from falling into homelessness.

The City of Long Beach is pleased to present the final report of the EHLB Taskforce. This report makes policy and service recommendations that will improve our responses to this issue in Long Beach, including expanding prevention and mental health, and sets clear goals for housing that are needed to reduce the number of people who experience homelessness each year in Long Beach. It is an important report, which deserves serious consideration and concrete steps to implement the policies and recommendations contained herein.

Thanks go to all the members of the EHLB Taskforce for their hard work and especially CSULB President Jane Conoley and Andy Kerr, who served as the Chair and Vice Chair, respectively, and helped guide the work of the Taskforce. Special thanks also go to Kelly Colopy and the entire Homeless Services staff, the City's Interdepartmental Team and Continuum of Care for their efforts to support the Taskforce, to develop the recommendations in this report, and for their work every day to provide services to those experiencing homelessness in Long Beach.

The City team looks forward to working with the City Council and our many community partners to achieve the statement of possibility that guides this report: to make the experience of homelessness in Long Beach rare and brief when it occurs.

Mayor Robert Garcia

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THE EVERYONE HOME LONG BEACH TASKFORCE

On May 21, 2018, Mayor Robert Garcia launched the Everyone Home Long Beach (EHLB) Initiative to address homelessness and housing in the City of Long Beach. Everyone Home Long Beach was designed to build on the City's comprehensive homeless services and affordable housing efforts already underway and to identify innovative approaches to provide new pathways into housing and to prevent residents from falling into homelessness.

On June 15, 2018, the City convened the first Everyone Home Long Beach (EHLB) Taskforce, chaired by Jane Close Conoley, President, California State University Long Beach. The Taskforce was comprised of leaders from across the City, including CEOs and leadership from major institutions, a diverse group of Long Beach organizations, community members and those with lived experience. Institutions represented include California State University Long Beach and Long Beach City College, Long Beach Unified School District, a variety of non-profit organizations, healthcare institutions, faith based organizations, Long Beach Transit, business organizations, Continuum of Care Board and Homeless Services Advisory Committee.

The EHLB Taskforce met five times over a six-month period. The first three meetings provided essential information regarding homeless service efforts underway within the City, gaps in housing and services, organizational infrastructure, and financing. Meetings four and five focused on developing and finalizing the goals and recommendations. A subgroup of Taskforce members met between the final meetings to refine and strengthen the recommendations.

In addition, Taskforce members engaged members of their organizations and communities to generate ideas and provide feedback throughout the process. The Mayor's Homeless Services Advisory Commitee and the City's Continuum of Care Board also reviewed and provided feedback to the recommendations. The Taskforce meetings were open meetings, and each included public comment opportunities which were also taken into account in the final recommendations.

STATEMENT OF POSSIBILITY

In 2017, nearly 100 Long Beach community stakeholders produced a Statement of Possibility to define success in Long Beach in its mission to end homelessness. This Statement of Possibility was affirmed by the Everyone Home Long Beach Taskforce members in 2018.

The Statement of Possibility is used as a guide as we develop strategies and initiatives for the next five years. Making this Statement of Possibility a reality will require broadening the effort to the whole community. The goals and strategies of the Everyone Home Long Beach Taskforce align and support the Statement of Possibility.

The experience of homelessness in Long Beach is rare and brief when it occurs.

- Capacity of strong and innovative collaborative partnerships are leveraged to ensure that individuals and families are sheltered within 48 hours of seeking shelter and quickly moved to permanent housing solutions integrated and supported in communities across Long Beach.

- Prevention is a City priority reflected in concerted efforts to expand low-income and affordable housing and to ensure that supports are in place to help those at imminent risk of homelessness remain housed. Individuals and families at risk of homelessness are identified long before they fall into homelessness and supports are provided.

- Residents experiencing homelessness access culturally competent services available 24/7 across the City, that both allow them to acquire skills and resources needed to remain housed and that create a sense of purpose and belonging.

- Data are utilized to track results and successes and to identify areas in need of improvement.

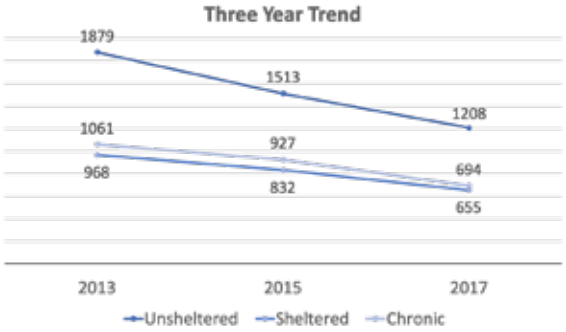
- Members of our communities can access the information needed to ensure they have the knowledge and comfort level to assist those experiencing homelessness and actively engage as part of a positive solution.

- We do not give up on the possibility of yes.

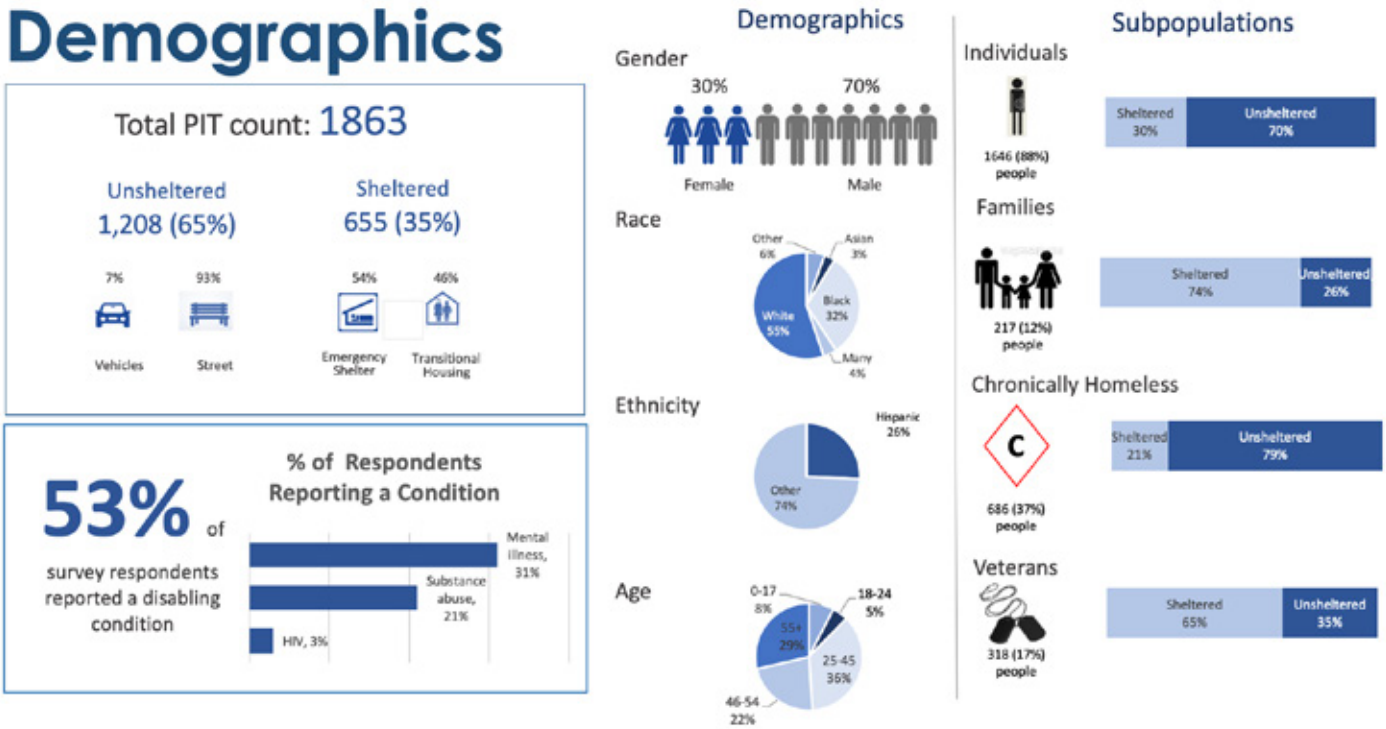
SETTING THE CONTEXT

Every two years, in January, the City of Long Beach conducts a Point-In-Time (PIT) count where 400-500 volunteers walk through the streets, parks, beaches, and under bridges across Long Beach to identify and interview individuals and families experiencing homelessness. Those in temporary shelters are also interviewed and counted. PIT data for the past six years have demonstrated a 41 percent decline between 2011 and 2017. This decrease is due, in part, to the many innovative approaches to address homelessness in Long Beach such as our unique outreach model, coordinated entry system, conversion of transitional housing programs into rapid rehousing models, federal investments in housing resources for veterans and the expansion of permanent housing for homeless households.

By the Numbers



The table below provides demographic information for those identified in the 2017 homeless count. We find that 13 percent are under age 24, over one-quarter (29 percent) are older adults, one-third (31 percent) report a mental illness and 21 percent report a substance use disorder. African Americans are approximately 13 percent of the population in Long Beach but are one-third of those experiencing homelessness. This over-representation in the homeless population mirrors poverty and unemployment trends within the City. Historical housing segregation practices that led to decreased home ownership and housing access nationally and in Long Beach has had long-term impacts on the financial success of the City's African American population.



We also know that five percent were formally in foster care, three percent are LBGTQ, and three percent are students

The Point-in-Time count provides a snap shot of homelessness on a particular day and only tells us part of the homeless story for Long Beach – it provides the story of those on the streets and in our shelters on one day. However, it is estimated that approximately 4,000 people fall in and out of homelessness in Long Beach each year. 23.6 percent (37,941 households) of the City's households are at 45 percent of the median income ($25,000) or less. In addition, nearly 20,000 households are living in over-crowded situations, of which over 9,000 are in severely overcrowded situations. These households are considered precariously housed, often one step away from homelessness.

The need for resources to prevent homelessness and to build low and very low-income housing far exceeds current capacity and resources.

CAUSES OF HOMELESSNESS

Studies have found that people fall into homelessness for many reasons. As the graphic below indicates, loss of job/insufficient wages, behavioral health and health issues, abuse, family breakdown, and incarceration are key factors. A homeless prevention and services system must move beyond immediate interventions and address issues around employment and wages, family supports, health and reentry from incarceration.

THE CURRENT HOMELESS SERVICES SYSTEM

Governance

The City's homeless services and housing systems have four oversight bodies. Daily operations are managed by two City Departments, Health and Human Services and Development Services. Each oversight body has a different make-up and mission.

Homeless Services

One of the governing bodies is the Long Beach Continuum of Care (CoC) Board which is comprised of 17 members that are elected by the Long Beach Continuum of Care General Membership. They include representatives of organizations and projects serving homeless individuals and families in the City of Long Beach. The CoC Board is a requirement for Federal Housing and Urban Development (HUD) CoC funding. The CoC Board serves as the oversight for HUD funded homeless services programs in the City. It approves Multi Service Center (MSC) operations, Homeless Management Information System (HMIS) policies and procedures, annual performance standards for CoC and Emergency Solutions Grant (ESG) programs, and written standards for providing assistance under ESG and CoC programs. It also develops recommendations regarding homeless services related policies, programs and funding.

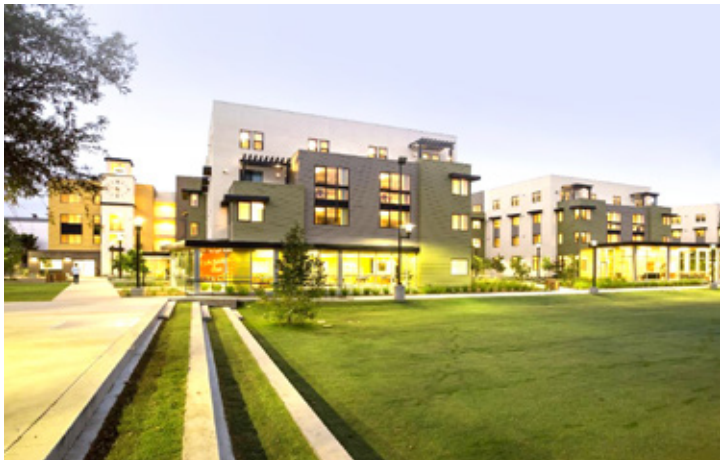
In addition to the CoC Board, the Mayor appoints, and the City Council confirms, a Homeless Services Advisory Committee (HSAC), comprised of 11 members - nine representing each council district in the City and two at-large members. HSAC advises the Mayor and Council members on policy, programs and activities related to homeless assistance resources.

The Homeless Services Division staffs HSAC, the CoC Board as well as the CoC General Membership meetings. Information, recommendations and feedback are shared across the two oversight bodies. Additional information can be found in the Long Beach Continuum of Care Governance Charter and Bylaws.

Housing Development

The Planning Commission and Long Beach Community Investment Company are the primary governance structures for locating and developing housing. The Planning Commission, a seven-member charter commission appointed by the Mayor and confirmed by the City Council, advises the Mayor and City Council on all matters affecting development of the City's general plan, zoning and other ordinances to guide the implementation of long range planning. Among other duties, the Planning Commission is responsible for approving development entitlements for housing projects, including affordable and supportive housing projects.

The Long Beach Community Investment Company (LBCIC) is a 501(c)(3) nonprofit company established by the City of Long Beach, with the City serving as its sole member. The LBCIC is led by a seven-member Board of Directors appointed by the Mayor and confirmed by the City Council. The LBCIC serves as the Housing Successor to the former Redevelopment Agency on behalf of the City and advises the City Council regarding the delivery of housing and neighborhood revitalization services, use of Community Development Block Grant funding, and continuing administration of the City's affordable housing funds. Among other duties, the LBCIC approves loans to developers for the production of affordable and supportive housing projects.



Outreach and Services

The City has a robust system of care to address the needs of our diverse homeless population. The Long Beach Continuum of Care (CoC), made up of over 80 service partners, brings together the core services needed by our population experiencing homelessness. The City's Health and Human Services Department provides the leadership for these efforts in Long Beach, and applies annually to HUD, the State and Los Angeles County to resource these services.

The CoC is an integrated and coordinated system that provides various services, including street outreach, intake and assessment, emergency shelter, transitional housing, permanent housing and supportive services. Each household has a unique set of needs and the system is designed to identify the appropriate services for each household. This collaborative group of service providers has the ability to meet those needs in part to being designated a Unified Funding Agency (UFA) by HUD in 2014. Given only to the highest quality Continuums of Care in the country, Long Beach is one of four UFA's out of 400 continuums nationwide. This status allows the flexibility to move funding within the approved projects to address the unique needs of our community.

The Homeless Services Division operates the Multi-Service Center (MSC), which is located at 1301 W. 12th Street. The MSC is an innovative best practice model and has been replicated by other communities. The MSC serves as the one-stop shop for homeless services. Over a dozen partner agencies operate at the MSC, working together to holistically address the needs of those accessing the center. The center provides a range of services from basic needs such as mail, transportation and shower facilities to assessments for more comprehensive needs such as

understanding the current living situation of each person and developing a housing plan that ultimately leads to a long-term housing solution. The MSC will have approximately 13,000 visits in 2018.

The Homeless Services Division is the lead agency for coordinated outreach, through the Outreach Network Team, and the City's Interdepartmental efforts. The Interdepartmental Team meets monthly to discuss the City's integrated and systemic approach to homelessness and plan resource allocation. This team includes the Police and Fire Departments, Public Works, the City Attorney's Office, the Library, and Parks, Recreation & Marine. The Outreach Network Team includes our interdepartmental team as well as nonprofit providers and community-based agencies such as the Downtown Long Beach Association. The Homeless Services Officer coordinates proactive outreach events across the City.

The Outreach Network makes approximately 2,000 contacts per year. We know that it takes an average of 17 contacts with an individual experiencing homelessness on the street to engage in services. In 2018, the Homeless Services team and its partners found permanent housing for over 1,000 people experiencing homelessness.

An example of the power of this coordinated comprehensive partnership can be seen in our work with veterans and their families. The Homeless Services Division and its partners, which include the Long Beach Veterans Administration and multiple nonprofit providers serving Veterans, have coordinated a comprehensive approach to assist homeless Veterans achieve housing stability. The success of this effort has been the critical development of a seamless system of care for Veterans experiencing homeless. The key to this approach are dedicated resources that are flexible, sufficient and reliable to assist Veterans no matter where they are in the housing process, including those who are precariously housed, newly homeless, or chronically homeless. The collaboration provided emergency shelter, transitional housing, rapid rehousing and permanent housing or prevention services. At each stage of a Veteran's housing process, the system can respond quickly and nimbly to each unique circumstance. Long Beach has effectively ended street homelessness in the city for Veterans. Every Veteran is offered a permanent housing intervention and services to stabilize his or her situation.

Current Funding

Most funding available to serve individuals and families who are precariously housed or homeless is held by the Long Beach Health and Human Services Department through both the Homeless Services Division and Housing Authority.

The Homeless Services Division applies each year for the HUD Continuum of Care Grant. This funding has been the main source of services and housing for homeless services for over 20 years in the City. The Homeless Services Division also receives HUD funds through its Emergency Solutions Grant (ESG) and HOME funds and recently was awarded State ESG funding. More recently, the Homeless Services Division negotiated specifi c funding through Los Angeles County Measure H which is now in its second year of funding and received the State Homeless Emergency Assistance Program (HEAP) Grant ($12.3 million total) that is available over the next two years. Finally, the Homeless Services Division was awarded California Emergency Solutions and Housing Program (CESH Program) which provides funding for five years to strengthen the Coordinated Entry System and HMIS. The Measure H, HEAP and CESH funds have significantly expanded the City's capacity to provide services.

The Housing Authority provides 100 vouchers specifically for those coming through Homeless Services and another 702 vouchers for Veterans Experiencing homelessness. These vouchers equate to approximately $10 million in housing subsidy for those experiencing homelessness.

The current funding available for services, shelter, housing, and operations is approximately $30 million in FY 2019.

Current Funding Available for Services (in millions)	
HUD Continuum of Care	$8.18
HUD Other Sources	$0.76
Measure H	$5.61
HEAP (Services)	$2.34
Other State Funding	$1.58
Other County Funding	$0.45
Housing Authority Vouchers	$10.02
City Funding (Homeless Services)	$1.21
Total Services, Shelter, Operations	**$30.15**
Total Capital Funding (HEAP)	**$9.92**

While the Homeless Services Division generates significant funding to support those facing homelessness, the utilization of these funds is very prescribed and allows little flexibility in how they are used. Their focus is street outreach, emergency shelter, transitional housing, rapid rehousing, permanent supportive housing, and some supportive services. Funding for prevention has been minimal; resources for mental health and substance use treatment, pilot programs, and building facilities and housing are not funded under most of these sources.

The HEAP funding provided a much-needed level of flexibility and is allowing the City to increase its prevention funding, fund pilot programs for both employment opportunities and SAFE Parking, as well as purchase both a year-round shelter building and storage facility.

Available funding to support building additional housing within the City of Long Beach is minimal. The City's only existing ongoing funding source for affordable housing is the Home Investment Partnerships Program (HOME) funds provided by HUD. The City's allocation for 2019 is about $3 million, with an estimated $1.5 million in program income, for a total of $4.5 million. In 2017, the California Legislature adopted Senate Bill 2, which is intended to provide affordable housing funding to cities. The amount that Long Beach may receive through this source is estimated by staff at about $2 million annually, but the actual amount is unknown at this time.

THE NEED

As a city-wide homeless services system, we focus on homeless prevention as well as services to assist individuals and families experiencing homelessness into temporary and permanent housing. The standard definition of prevention services includes rental assistance, rental arrears, security deposits, and utility assistance for those who are at-risk of, or are recently homeless. In Long Beach, we also define access to low and very-low income housing opportunities, mental health and substance use treatment as well as case management to assist with maintaining housing, employment training and employment opportunities as homeless prevention.

Prevention

For FY 2019, the Homeless Services Division received $1.5 million in prevention funding to serve approximately 430 households per year for the next two years, an increase from 150 households per year, from HEAP funding and an increase in Measure H funding. However, given that approximately 4,000 people fall into homelessness each year, the need is far greater. The average cost for prevention services per individual or family is $3,500. Assisting half of that number would require $7 million in prevention funding annually.

Housing

As previously discussed, nearly 4,000 individuals and families experience homelessness each year and over 20,000 households are precariously housed in our city. Creating access to permanent supportive, very low and low-income housing is essential. This could come in the form of new development, re-development of properties (including nuisance motels), and increasing the number of landlords that accept Housing Choice Vouchers (HCV).

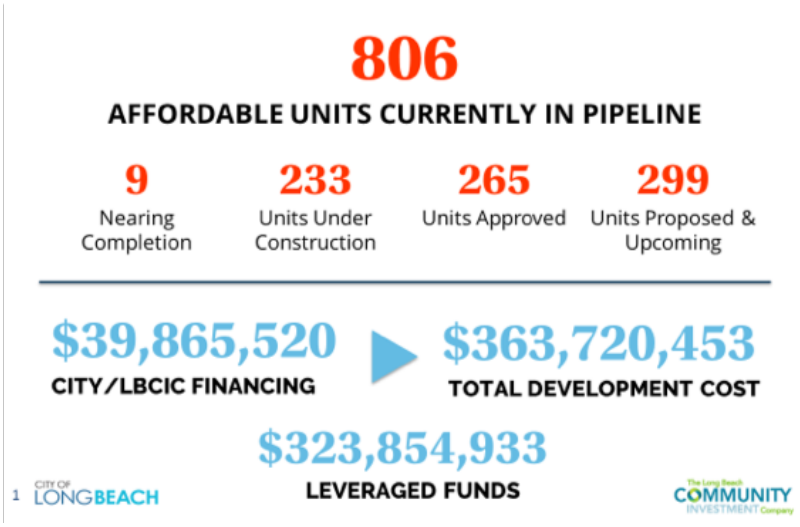
It is estimated that to meet the needs of those falling into homelessness each year, the City would need an additional:

- 500 emergency shelter beds (including capacity for families, transition-aged youth, and other specific populations
- 350 Permanent Supportive Housing units including support services
- 2,400 additional units that accept rental subsidies, including Housing Choice Vouchers (formerly known as Section 8)
- 450 rapid rehousing units

Through HEAP and Measure H funding, the City has generated sufficient funding to purchase, improve and operate a 125-bed year-round shelter which is expected to open in 2020. This leaves an additional need of 375 beds.

The Housing Authority has the voucher capacity and funding to house approximately 7,200 households within Long Beach. However, nearly 550 households have qualified and completed the application for a voucher but cannot find a unit available to them. Many unit advertisements state that "No Section 8" will be accepted. They remain precariously housed, and can fall into homelessness, during their housing search. Vouchers expire in 180 days, which means a person with a voucher who cannot find a unit within 180 days loses the voucher. The average time to find a unit is five months for those who do find housing. We estimate an additional need of nearly 2,400 units that will accept subsidies.

Currently, the City has 6,477 publically assisted housing units with long-term affordability covenants, and 6,666 Housing Choice Vouchers that are used citywide. The current Regional Housing Needs Assessment (RHNA) production goal for the City of Long Beach is an additional 2,517 low and very low-income units. 806 are currently in the development pipeline (9 units nearing completion, 233 units under construction, 265 units approved, and 299 proposed and upcoming). 235 permanent supportive housing units are included in the 806 number. In order to build the 1,711 additional units identified under RHNA, an estimated additional $793,000,000 in total development funding would be needed (based on the average development cost of projects in the pipeline). The RHNA number addresses approximately 12.5 percent of the units to meet the needs of those precariously housed within the City. The graphic below shows the number of units in development and city and leveraged funds utilized for development.



Behavioral and Physical Health Services

The 2017 Point-in-Time Count found that nearly one-third of those experiencing homelessness report a mental illness and 21 percent report using substances. This is a slightly higher rate of mental illness among those who are homeless than the national estimates (20-25 percent) and lower than the national estimates for substance use (38 percent abuse alcohol and 25 percent other drugs). Both Mental Health and Substance Use services are funded through Los Angeles County.

The County Department of Mental Health (DMH) both directly provides mental health services in the City and contracts with non-profit organizations to provide services. DMH is co-located at the MSC and works closely with the MSC team for assessment and referrals. DMH is working to identify additional locations for residential treatment in Long Beach and across the County. In 2017, Star Behavioral Health opened a DMH-funded Behavioral Health Urgent Care Center which provides 24-hour access to mental health services in Long Beach.

Substance use services are provided by non-profit providers in the City. LA County Substance Abuse Prevention and Control (SAP-C) is currently conducting a needs assessment to determine the levels and capacity of services needed for SPA-8, the Service Planning Area that includes Long Beach. At this time, SAP-C records show 196 residential treatment beds located in Long Beach and fewer than 10 medical detox beds. These beds are available to surrounding cities as well. Bed availability can be seen on the Service and Bed Availability Tool (http://sapccis.ph.lacounty.gov/sbat/). Current review shows little availability.

Discharge Planning

Due to recent State legislation (SB-1152 Hospital patient discharge process: homeless patients), hospitals are precluded from discharging people experiencing homelessness without a connection to shelter. The City of Long Beach has developed a Discharge Collaborative, working closely with hospitals and community partners to strengthen the process for accessing housing opportunities for patients who are homeless and at risk for return to the street. Planning and implementation efforts include: creating a mechanism for identifying homeless patients at admission and linking them to the Coordinated Entry System and/or current service provider as quickly as possible; developing a data base that can be accessed by all participating partners to coordinate care and services and access to housing opportunities; and developing a multi-disciplinary post discharge team that will work together to identify practices that can be designed and implemented to decrease repeat admissions to the emergency room or hospital.

A key service needed for effective discharges from hospitals are recuperative care beds. These beds provide a location for people who do not have access to a safe and clean place to recover from injury and illness. Recuperative care is not a medical facility, but temporary housing with case management and care coordination for further medical and behavioral health follow-up. The Los Angeles County Department of Health Services has recuperative care beds located in the City of Long Beach and can accommodate approximately ten referrals to its system of care. This number of recuperative care beds does not meet the need for the number of people being discharged from our local hospitals.

Income and Employment

Over one-half of those falling into homelessness have either lost their job and or have insufficient income to pay for housing and bills. The poverty rate in the City of Long Beach is 20.3 percent and over 40 percent in some neighborhoods in Long Beach. The unemployment rate is 4.1 percent but over 30 percent in pockets of our City. Pacific Gateway Workforce Develop Board provides a number of employment programs for youth and adults who are precariously housed, including job search assistance, skills development, on-the-job training as well as a youth jobs program. Pacific Gateway matches on-the-job training opportunities and youth internship programs. Pacific Gateway serves over 4,000 people per year. In addition, through the Continuum of Care, Goodwill SOLAC provides training, education, job preparation and placement programs for individuals experiencing homelessness. In 2019, the City will pilot an additional employment program for those experiencing homelessness through the HEAP funding. Approximately 95,000 people live in poverty within the City. Increasing access to job training and living wage employment opportunities is an essential step to reducing homelessness.

Supporting Families

The Corporation for Supportive Housing (CSH) and National Alliance to End Homelessness (NAEH) completed research on family homelessness called National Trends and Local System Responses. Families with short- and long-term stays in homeless service programs have a myriad of challenges that are similar to the challenges many other low-income families face who never become homeless. A small subset of families experience multiple episodes of homelessness. This group of families requires more assistance than homeless service programs typically provide to achieve housing stability. Shelter, service and housing options for families experiencing homelessness can be more difficult to access. Long Beach has one 56-bed shelter for families, another 41 beds for women with children and 18 beds for veteran women with children.

Families generally become homeless after a period of housing instability. They often move from one doubled-up situation to another to avoid homelessness, which is reflected in the City's overcrowded household numbers. However, when doubled-up situations are no longer tenable, they become homeless. Homeless families reside in missions, emergency shelter, and transitional housing. They also can be found in cars, outdoors, or in other unsafe locations.

Homeless families have thinner social networks than their housed counterparts, with fewer people in their social networks that they can turn to for concrete assistance, to borrow money for example, or for social support. A multi-city study of homeless families found 27 percent of parents were in foster care as a child or an adolescent. This suggests they may have strained or nonexistent familial resources. Most also have difficulties accessing social service benefits.

TASKFORCE GOALS AND RECOMMENDATIONS

The Everyone Home Long Beach Taskforce was provided context, data, system and service information and formation on gaps through presentations provided by experts and people with lived experience. They listened to public comments, asked good questions and engaged in lively, thoughtful conversations. Staff responded to questions either at the meetings or electronically were information was available. From this process, the Taskforce determined specific categories for focus and developed the following goals and recommendations to guide the City's next steps to end homelessness.

Goal 1: Strengthen Governance and Increase Funding

Secure local sustainable funding and leverage third party sources

Secure **$25** million in on-going funding and **$220** million in capital funding

Build governance, data capabilities, communications and financing to support a coordinated and robust homeless services and housing system.

Governance

Currently, governance and oversight for housing and homelessness is held by multiple organizations, including the Mayor appointed Homeless Services Advisory Committee (HSAC), the Continuum of Care Board, Long Beach Community Investment Company, the Long Beach Planning Commission, Health and Human Services and Development Services Departments. Each plays a different role and oversees a portion of the system. Improved coordination of governance, planning, goals and accountability will build a stronger prevention and homeless response system.

Recommendations:

1a. Restructure the Continuum of Care Board to serve as a City-wide umbrella governance structure to coordinate the expansion of housing opportunities, homeless services, and homeless response; to develop system performance measures; and ensure system accountability. Ensure Board's membership reflects the cultures in the community and includes members with lived experience.

1b. Strengthen City's efforts to identify and implement affordable and homeless housing opportunities by creating a position dedicated to positioning the City for future housing funding, addressing zoning and entitlement concerns, and participating with expanded governance structure.

Data

The availability of data across the homeless services system is essential to improved services, coordination and system performance. Currently, only those organizations (11) who are funded through the Continuum of Care (CoC) and 7 unfunded partners provide service and utilization data into the Homeless Services Management Information System (HMIS). Utilization of an HMIS is required by HUD as a condition of CoC funding.

Recommendations:

1c. Expand existing data sharing agreements (AR8-32 and HMIS) to County departments, non-profit organizations, developers, and hospitals to strengthen coordination and services for individuals and families experiencing homelessness. Precedence has been set through AB 210 (Homeless Services Multidisciplinary Personnel).

1d. Design and utilize a common client consent form across the system (leveraging existing multi-organizational forms).

1e. Implement a technology solution (or expand the Homeless Management Information System-HMIS) to include all partners in the homeless services system. This may include a single platform and/or migrating data from existing platforms into a data warehouse solution. Create incentives for organizations that are not funded through the CoC to participate in the system.

Communications, Education and Advocacy

Communications that educate our communities and partners about homeless services available in Long Beach, how communities can help, as well as build support within communities to accept organizations that provide services to support people experiencing homelessness and low-income housing is essential to reducing stigma related to homelessness and building our City's capacity to end homelessness. Active contributions will be required from all sectors in Long Beach including other City departments, housing developers and policy makers, the Apartment Association, those who have experienced homelessness, businesses, hospitals, education systems, social services, and the general public.

Recommendations:

1f. Implement the City's strategic communications plan, which is currently under development. Engage City partners, community members, businesses, and providers to educate the community about City homeless services and performance and how they can help. Ensure solutions are integrated within the communications. Expedite this plan to address:

- Short term and ongoing needs to de-escalate negative reactions to people experiencing homelessness on the streets of Long Beach.
- Long term issues regarding affordable housing needs and services for people experiencing homelessness.

1g. Reduce stigma and fear surrounding homelessness by:

- Focusing on language and messaging
- Engaging in community education and communication
- Incorporating leading voices in the community

1h. Utilize LA County YES in My Back Yard (YIMBY) education model:

- Use data and stories to build a case for investing in high quality affordable housing in Long Beach. Publicize Long Beach's efforts through a website portal that documents progress, celebrates successes, and mobilizes support.

1i. Continue and expand City advocacy and education at the County, State and Federal levels to support housing, health and social support legislation and funding.

Funding

Current funding opportunities focus on specific homeless services such as outreach, emergency shelter, transitional and rapid rehousing, and services provided for permanent supportive housing. Current funds do not fund capital expenditures to build low-income and homeless housing, nor do they effectively fund homeless prevention services to ensure those who are formerly homeless or precariously housed do not fall into homelessness. The City Council received information on potential funding sources in August 2018 and directed staff to begin exploring possibilities with the community. The City Council allocated a contingent appropriation of $50,000 in the FY19 budget to initiate the work, which will begin in early 2019.

Recommendations:

1j. Identify and implement one or more dedicated, sustainable revenue sources to meet governance, data, service, operations and lower-income housing gap financing assistance needs, including dedicated funding resources to support immediate prevention and case management needs.

	Estimated Funding Need to Meet Goals (In Millions)
Capitalize the City's Housing Trust Fund. Local funds are critical to leveraging the resources of other public agencies including the County, State and federal resources such as the Low-Income Housing Tax Credit (LIHTC) as administered by California's Tax Credit Allocation Committee.	
2,000 Low-Income Units	$170
200 Permanent Supportive Housing Units	$17
Purchase of buildings to support shelter opportunities and other programming	$30
Resource the coordination and oversight of housing and homelessness Citywide, including data infrastructure and support. (Annually)	$2
Prevention, retention, flexible subsidies, 24x7 outreach, and other health and support services. (Annually)	$18
Landlord incentives/Homeless Incentive Program for precariously housed. (Annually)	$2
Emergency Shelter Expansion/Storage Operations. (Annually)	$2
Approximate Total Capital Costs	**$217**
Approximate Total Operational Costs (on-going)	**$24**

Goal 2: Increase Housing Access

Emergency Shelter	Permanent Supportive Housing	Low and Very Low Income Housing
Add **200** beds of shelter/crisis housing capacity by the end of 2020	**200** new additional units of PSH will be entitled, online, or in the pipeline for construction by 2023	**2,000** very low or low income units will be entitled, online, in the pipeline for construction or completed by 2023

Expand Housing Opportunities

Over 20,000 households are precariously housed and an estimated 4,000 people in the City of Long Beach experience homelessness each year. Expanding housing opportunities is imperative. In fall of 2016, the City's Affordable and Workforce Housing Study Group, chaired by former Assemblywoman Bonnie Lowenthal, began meeting to identify strategies and best practices to expand housing opportunities. The Study Group provided 29 strategies for expanding housing opportunities (http://www.lbds.info/civica/filebank/blobdload.asp?BlobID=6407). The Everyone Home Long Beach Taskforce supports these strategies and highlights the need to commit to a combination of short-term and long-term strategies to increase the stock of permanent low-income housing across the City while generating the necessary sustainable funding, public support and goodwill to successfully implement these strategies.

Recommendations:

Short-term

2a. Adopt a progressive inclusionary housing ordinance that creates new affordable housing opportunities throughout the City while requiring payment of reasonable "in lieu" fees by developers.

2b. Provide zoning accommodations to developers who wish to convert existing motels into permanent supportive housing.

2c. Develop and adopt an ordinance that prohibits discrimination based on housing subsidy and other sources of income, including Housing Choice Vouchers (HCV-Section 8) and encourages housing providers to accept tenants with housing subsidies.

2d. Identify properties and incentivize property owners in Long Beach to participate in a shared housing model program that allows for master leasing a property and matching tenants to affordable housing.

2e. Expand the number of rent-stabilized units through options such as production, policy and preservation.

Long-term

2f. Establish more geographically equitable distribution of lower-income housing units and supportive services across the City.

- Elicit commitments from every Council District to provide for a certain number of affordable and/or

supportive housing units/developments, including supportive services, within that City Council district. (These may include new development, re-purposed units, access to units utilizing subsidies, substance use services, mental health services, and other support services).

2g. Increase low barrier emergency shelter beds and increase accessibility for populations that currently have limited shelter options:

- Couples, parents with children and people with pets so they can remain together
- Transition-Aged Youth
- Older adults
- Re-entry population
- People with multiple diagnoses, particularly those with mental illness co-occurring with physical or substance use
- Individuals experiencing homelessness who do not meet requirements of current sheltering options or have other barriers to shelter

2h. Utilize assets outside of the successor agency assets by identifying underutilized government or privately-controlled land assets that could be redeveloped to provide affordable housing opportunities while incorporating public uses.

Incentivize and engage landlords to provide housing to low-income and homeless individuals and families.

The current rental market is tight and finding housing if you are low-income, on assistance or homeless, is very difficult. An essential component to increasing rental housing opportunities for homeless and low-income individuals and families is partnering with and incentivizing landlords to open existing units. Landlords express concern about damage to their units, inability to pay, and behavior concerns. Incentives and services specifically designed to mitigate these landlord concerns can open existing and new units across the City.

Recommendations:

2i. Finance, pilot and implement incentives commensurate to the Homeless Incentive Program (HIP) for landlords accepting Housing Choice Vouchers (HCV) or proposed flexible subsidy for both precariously housed and homeless households. Possible options may include:

- Funds to cover holding fees
- Damage mitigation fees
- Move in assistance
- New bonus for landlords partnering with the Housing Authority in communities where HCV access is limited
- Landlord continuity bonus to reward landlords for renting to another participant from any housing program within 60 days
- Leasing bonus of up to $500 per unit for landlords newly leasing to a veteran experiencing homelessness
- Property improvement incentives such as energy efficiency upgrades for landlords who lease to low income or homeless renters
- Application expense assistance of up to $25 to be paid directly to landlords to cover applicant costs, such as credit report and application fees
- On-call maintenance to assist with preparing the unit for inspection/rental or assist in repairs that deposits do not cover
- Tax incentive for landlords that exclusively rent to low-income households
- 24/7 call-in availability to support property owners renting to formerly homeless or housing subsidy tenants

2j. Provide case management and support services for people utilizing HCV and proposed flexible housing subsidies.

2k. Design and implement anti-discrimination training required for landlords participating in any incentive program.

Goal 3: Reduce Homelessness

Prevention	Immediate Intervention	Cnronic Homelessness
Reduce the number of people falling into homelessness to **1,500** or fewer annually by 2023	**75%** of people that exit into housing do so within 6 months of becoming homeless by 2023	Reduce the number of chronically homeless to **350** or fewer by January 2021

Provide services and incentives to prevent homelessness.

Homeless prevention opportunities focus on those who are precariously housed due to the rent burden over 40 percent of income, rapidly increasing rents or eviction. The City of Long Beach has been experiencing significant rent increases and increased displacement due to these rent increases, building sales and new ownership. Ensuring tenant assistance policies are in place to support tenants and also maintaining naturally occuring low-income housing opportunities within the City are important to ensuring sufficient low-income housing access.

Recommendations:

3a. Support and implement tenant assistance policies as developed in coordination with community members and landlords. These include:

- A Tenant Relocation Assistance Policy that provides relocation assistance to households impacted by rising rents and displacement.
- Support to increase the State's noticing requirement for a no-fault termination of tenancy to a minimum of 90 days.
- Rapid rehousing services and deposit assistance, in addition to the tenant relocation assistance policy, for displaced very low-income older adults.
- Setting aside Housing Choice Vouchers for displaced extremely low- and very-low income older adults.
- Establishing a communication framework with HUD, affordable apartment owners with expiring covenants or rental assistance contracts, and residents to improve knowledge of the housing preservation process and to increase housing preservation opportunities.

3b. Provide support services and prevention funding to households at 60 percent (an increase from 40 percent) of average median income (AMI) who are at-risk of losing their housing.

3c. Proactively identify buildings at risk of rent increases and/or evictions. Require owners to notify the City to allow for proactive support of tenants.

Goal 4: Employ People

Adult	Transition- Age Youth (TAY)
Create **600** job opportunities, prioritizing living wage, for people who are homeless or precariously housed by 2021	Create **240** job job opportunities, prioritizing living wage, for Transition-Aged Youth (TAY) experiencing homelessness or precariously housed by 2021

Increase employment opportunities for people who are at-risk of, or experiencing, homelessness.

While employment training and opportunities exist for those who are precariously housed or experiencing homelessness in the City of Long Beach, it is important to review these programs to determine where barriers to services exist and develop solutions to increase access. In addition, our City's employers can play an essential role in building internship and employment opportunities.

Recommendations:

4a. Partner with the City's Workforce Development Board to examine and expand options for on-the-job training, dislocated workers, re-entry population and transition-aged youth at risk of, or experiencing, homelessness.

4b. Partner with the Chamber of Commerce, Business Improvements Districts and the business community to provide job training and employment opportunities for individuals that are currently at-risk or experiencing homelessness. Where possible, provide opportunities to earn a living wage.

4c. Reduce barriers to employment for those with criminal histories and/or system-impacted by:

- Supporting City Prosecutor's Restoration Initiative for Safety and Employment (RISE) program to provide free assistance to those who are eligible to seal their criminal records, clear a minor warrant, convert court fines to community service as well as assist with finding employment, educational opportunities, and providing other benefits.
- Expanding employment opportunities specifically for people who are released from incarcerated settings.

4d. Leverage and promote social enterprise opportunities that either employ individuals who are experiencing homelessness to support job skills and income generation or donate a percentage of profits to non-profit organizations to provide services to address needs of those experiencing homelessness.

4e. Expand City's youth internship program to include youth who are near or experiencing homelessness.

4f. Research worker co-op models and implement best practices.

Goal 5: Support Families

Child Care

Create at least **400** new childcare slots available to very low-income and homeless parents by 2021

Support children and families who are precariously housed or homeless.

Homelessness, poverty and domestic violence can have life-long impacts on a child's well-being. Supporting families and children who are at-risk or experiencing homelessness due to income, family breakdown, domestic violence is essential. Many non-profits in the City of Long Beach serve children and their families by providing case management, mental health treatment, and access to supportive services. Key to success is the coordination of these services for those experiencing homelessness as well as finding child care opportunities that allow for employment and life skills training and participation in treatment services for parents.

Recommendations:

5a. Increase childcare opportunities for low-income and homeless families, particularly infants and toddlers, including at provider sites to support family access to services.

5b. Improve coordination between organizations to improve access and utilization of physical and mental health care by children and families.

5c. Expand availability of life-skills training for families.

5d. Increase services, supports and housing for families experiencing domestic violence.

5e. Strengthen education and coordination of services for children, youth and young adults experiencing homelessness to support academic access and success.

Goal 6: Connect to Health

Substance Use	Health	Hospital Discharge
Triple the detox beds for Long Beach residents to **30** by 2021. Implement a sobering center by 2020	Reduce the number of non-emergency visits to the ER for those experiencing homelessness by **25%** by 2023 Implement **30** new Recuperative Care beds by 2021.	Reduce the number of people who are discharged from hospitals to homelessness to **0%** by 2023

Increase access to Behavioral Health and Physical Health Services

Over 50 percent of homeless individuals in Long Beach experience either mental illness or a substance use disorder. Research indicates that 20 percent of people fall into homeless due to a behavioral or physical health condition or disability. Improving access to services is an important step to accessing housing and helping people maintain their housing once housed. In addition, our hospitals are impacted by those experiencing homelessness who have physical and behavioral health conditions. With state legislation in place that precludes discharging a person into homelessness, there is a tremendous need to increase collaboration among hospitals and community partners to access shelter and housing, as well as to increase the number of, and access to, recuperative care beds and sobering center opportunities in the City.

Recommendations:

6a. Establish agreement with LA County Housing for Health program to allow for a coordinated referral program to serve the City's most vulnerable and most frequent users of City resources.

6b. Partner with LA County and the State to implement a substance use detox center, sobering center, and increased recuperative care beds in the City of Long Beach and explore and work to implement a safe needle exchange program for the City.

6c. Engage non-profit partners and hospitals to increase substance use treatment opportunities.

6d. Advocate at state and federal government levels to significantly increase long-term mental healthcare capacity and to reform the conservatorship rules and processes to make it easier to get people the care they need and maintain it as long as the level is appropriate.

6e. Expand discharge planning process that engages hospitals, institutions, and community organizations to ensure that people experiencing homelessness are discharged and supported in an appropriate setting. Provide care coordination upon discharge.

Goal 7: Develop Population Based Service Models

Develop service models specific to Older Adults, Transition-Aged Youth (TAY), LGTBQ, and Re-entry populations

The Taskforce members recognize that specific populations within our City face additional barriers to services and existing models may not have the current capacity to sufficiently address the range of needs presented. To incorporate a strengths-based approach, the existing models will require identification and training on best practices to address the needs of those specific populations. Developing specific service models for Older Adult, TAY, LGBTQ and re-entry populations were beyond the scope and expertise of the Taskforce members. They instead recommend planning specific to each population.

Recommendations:

Develop and implement housing and service models including prevention, retention, housing access and support services specifically to meet the needs of older adults, transition-aged youth, LGTBQ and re-entry populations who are at-risk of, or experiencing, homelessness.

CONCLUSION

The Everyone Home Long Beach Taskforce asks that the City Council adopt this document outlining our vision, goals and recommendations for addressing housing and homelessness within the City of Long Beach. We look forward to a Long Beach where the experience of homelessness in our City is rare and brief when it occurs. We ask that the City work closely with community members and its community, business, finance, education, health and government partners to implement this aggressive vision-setting document. We understand that achieving this work will require significant dedicated funding and other resources. It is imperative that these resources are identified and prioritized to end homelessness in our City.

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