

DRAFT

CITY PLAN TO PREVENT AND COMBAT HOMELESSNESS TEMPLATE

Planning Context

As Measure H resources are deployed to combat and prevent homelessness throughout Los Angeles County, each City in the County can broaden the collective impact and accelerate change by undertaking a locally specific City Plan to Combat Homelessness. This Plan template is intended to assist your City in undertaking a comprehensive assessment of homelessness in your local jurisdiction, assessing the resources currently available to address the challenge, identifying opportunities for City and County collaboration and marshalling a plan to collaborate in the implementation of identified strategies.

1. City and Plan Information

Name of City	Period of Time Covered by Plan	Date of Plan Adoption
City of Montebello	2018-2021	June 27, 2018

2. Why is the City working to develop and implement a homelessness plan?

According to the Los Angeles Homeless Services Authority (LAHSA), the City of Montebello (City) experienced an increase in its homeless population from 2016 to 2017. In 2017, LAHSA identified 362 people experiencing homelessness in the City—an increase from 52 people in 2016. In 2017, most of the homeless individuals identified in the City were living in RVs/Campers, cars, vans, and makeshift shelters.

The City is committed to working with the local community, neighboring cities, public agencies, and regional bodies to develop strategies that will equitably distribute homeless housing and services across the San Gabriel Valley according to need. Specifically, the Plan aims to achieve the following overarching goals to address homelessness:

- Reduce the impact of homelessness within the City
- Align City resources with County investments
- Improve quality of life for all residents

3. Describe your City's planning process

The City coordinated a series of stakeholder input meetings and interdepartmental interviews over the course of six months with the assistance of LeSar Development Consultants (LDC). The input sessions educated stakeholders about best practices in addressing homelessness, current city efforts to prevent and combat homelessness, and solicited feedback about the challenges and opportunities related to addressing homelessness in the City. The meetings engaged a broad network of stakeholders from public, private, and non-profit sectors, including city departments directly serving or impacted by homelessness, service providers, residents, and community and business leaders.

- Input Session #1: City Departments
 - Attendees included the following departments: Montebello Police Department, Montebello Fire Department, LA County Department of Mental Health, Los Angeles County Sheriff's Department, Public Works, Planning, Parks & Recreation, Code Enforcement, and Administration
- Input Session #2: Service Providers, Faith-Based Organizations, and Chamber of Commerce
 - Attendees included Mayor Pro Tem Jack Hadjinian and representatives from the following organizations: Montebello Chamber of Commerce, PATH, Whole Child,

Montebello Unified School District, Jovenes, Habitat for Humanity, East San Gabriel Valley Coalition for the Homeless, and Heart of Compassion

- Input Session #3: Service Providers, Faith-Based Organizations, and Gateway Cities Council of Governments
 - Attendees included the Gateway Cities COG representative, as well as representatives from the following local faith-based organizations and service providers: PATH, Whittier First Day Coalition, West LA Veterans Affairs Kekoa Veteran Foundation, New Hope Extended Living, The Lords Grace Church, Heart of Compassion, Park Avenue Christian Church, New Harvest Christian Fellowship, and Montebello Plymouth Congregation Church

- Input Session #4: Community Meeting
 - Attendees: Members from the local community

4. What are the goals of the City's plan and related actions? Review the example below, then respond to the prompts for your own City goals. Add sections for additional goals if needed.

GOAL #1

1. Goal

Better understand the City's homeless population

2. Supporting Action(s)

- a) Explore and identify homeless staff to assist the City of Montebello in coordinating with regional partners and overseeing the implementation of the Montebello Homelessness Plan
 - i. Engage in a discussion with neighboring cities in the feasibility of sharing a dedicated homeless staff among cities

- b) Collect data on the City homeless population and analyze the data to inform decision making
 - i. Work with PATH and Whittier First Day to analyze CES and Homeless Management Information System (HMIS) data on homelessness in Montebello - Including responses to the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) assessment and other indicators of a person's overall health and wellbeing
 - ii. Analyze the data to determine the acuity score to identify appropriate housing intervention strategies in the City as resources and funding become available

3. Associated policy change(s)

No associated policy changes

4. Goal Measurement

- Homeless coordinator designated for the City
- Summary report of homeless data with analysis

5. Goal ownership

Homeless Coordinator, PATH, Whittier First Day

6. Leveraged City Resources

City staff time

7. Timeline

Year 1

GOAL #2

1. Goal

Coordinate with regional partners on homelessness plan implementation

- E6: Expand Countywide Outreach System
- E7: Strengthen the Coordinated Entry System

2. Supporting Action(s)

- a) Participate in regional coordination activities with the San Gabriel Valley Council of Governments and partnering cities (E6: Expand Countywide Outreach System; E7: Strengthen the Coordinated Entry System)
- i. Identify and coordinate shared resources
 - ii. Participate in the forthcoming Regional Riverbed Cities Workgroup convened by SGVCOG to develop a strategy to reduce homeless encampments along the riverbeds in the San Gabriel Valley region to address public health and public safety concerns in the community
 - iii. Identify “hotspot” locations for engagement
 - iv. Identify and facilitate the relocation of encampment inhabitants into shelters or other housing
 - v. Learn best practices in addressing encampments located in the riverbeds
 - vi. Work with SGVCOG to develop a joint outreach strategy with other cities to refer homeless individuals along the riverbed to housing and services
 - vii. Montebello to apply a similar outreach strategy to address homeless encampments located at the City’s parks, public library, and businesses
 - viii. Host town hall meetings to educate community members on homeless issues and solutions along the riverbeds

3. Associated policy change(s)

No associated policy changes

4. Goal Measurement

- Participation in activities related to regional coordination of homelessness plan implementation
- Shared resources
- Interjurisdictional Partnerships
- Number of town hall meetings hosted

5. Goal ownership

Homeless coordinator

6. Leveraged City Resources

City staff time

7. Timeline

Year 1; ongoing

Goal #3

1. Goal

Explore the feasibility of shelter options and services

- B7: Interim/Bridge Housing for those Existing Institutions
- D5: Support for Homeless Case Managers
- E6: Expand Countywide Outreach System
- E8: Enhance the Emergency Shelter System

2. Supporting Action(s)

- a) Identify public and privately-owned sites for development of an emergency shelter and pursue funding for shelter development, operation, and services
 - i. Pursue Measure H acquisition/rehab funding (Strategy E8) and other County Homeless Initiative capital funds
 - ii. Pursue Measure H funding (Strategy B7) for shelter beds serving as interim/bridge housing for persons exiting institutions
 - iii. Identify community organizations and individuals interested in sponsoring shelter beds
 - iv. Consider MOU with other cities that can contribute funding/resources to accommodate shelter referrals from their jurisdiction

- b) Identify underutilized public-owned sites for development of an access center serving homeless individuals and families
 - i. Potential office space for local homeless service providers (e.g., PATH, Whole Child, Whittier First Day, Jovenes, etc.)
 - ii. VI-SPDAT assessment and CES access point
 - iii. Portable showers, bathrooms
 - iv. Storage facility
 - v. Medical and mental health services
 - vi. Transportation vouchers for access to offsite services
 - vii. Explore converting underutilized municipal buses to be used for services, such as mobile showers, service clinics, etc.

- c) Explore a temporary safe parking program that will provide a safe place for those living in their vehicles to stay overnight and be connected to services (D5: Support for Homeless Case Managers, E6: Expand Countywide Outreach System)
 - i. Identify public or privately-owned locations suitable for establishing a temporary safe parking program
 - ii. Explore potential partners and funding opportunities to operate the program
 - iii. Explore options for onsite mobile showers and mobile health unit
 - iv. Link safe parking program to the Coordinated Entry System (CES)
 - v. Include security onsite

3. Associated policy change(s)

No associated policy changes

4. Goal Measurement

- Sites identified and vetted for potential shelters, access center, and safe parking lot program
- Decision made regarding pursuit of opportunities
- List of potential services onsite for the access center
- Funding sources and partnerships established for the safe parking lot program

- 5. Goal ownership**
City Planning & Community Development, CES leads, other partners
 - 6. Leveraged City Resources**
City staff time
 - 7. Timeline**
Year 1-3
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GOAL #4

- 1. Goal**
Promote the development of affordable housing
 - F2: Linkage Fee Nexus Study
 - F6: Using Public Land for Homeless Housing
 - F7: Incentive Zoning/Value Capture Strategies
- 2. Supporting Action(s)**
 - a) Strengthen policies that facilitate the development of affordable, bridge, and supportive housing. Explore feasibility of developing or expanding
 - i. Incentive zoning policies (e.g., density bonus)
 - ii. Housing overlay zoning
 - iii. Development agreements
 - iv. Ease restrictions for Accessory Dwelling Units (ADU)
 - b) Pursue strategies that generate funding to develop affordable and supportive housing
 - i. Explore the feasibility of a linkage fee or inclusionary housing program as a strategy to generate revenue sources to fund the development of more affordable housing
 - c) Identify blighted or underutilized sites for affordable and supportive housing development
 - ii. Generate list of all public and private underutilized properties within and surrounding the city that are potentially suitable for affordable housing development
 - iii. Engage affordable housing developers and property owners when applicable to discuss development opportunities
- 3. Associated policy change(s)**
Potential policy changes and revised ordinances related to incentive zoning policies, housing overlay zoning, and accessory dwelling units.
- 4. Goal Measurement**
 - Policy and updated ordinances to promote the development of affordable housing
 - Potential sites identified for affordable housing
 - Draft feasibility studies prepared for linkage fee and inclusionary housing
- 5. Goal ownership**
City Planning & Community Development
- 6. Leveraged City Resources**
City staff time

7. Timeline
Year 1; ongoing

GOAL #5

1. Goal

Enhance current homelessness engagement activities

- E4: First Responders Training
- E7: Strengthen the Coordinated Entry System

2. Supporting Action(s)

- a) Ensure First Responders in Montebello participate in the County's First Responders Training and the Law Enforcement Homeless Outreach Services Team (HOST) Program
 - i. Attend the County's First Responders Training as a prerequisite to participate in the Law Enforcement Homeless Outreach Services Team (HOST) Program
 - ii. Execute the Memorandum of Agreement (MOA) between the County of Los Angeles and other agencies in connection with the County Homeless Initiative
 - iii. Develop and implement a protocol to submit documentation and invoices (e.g., number of hours of outreach conducted, number of homeless individuals contacted, types of services provided, etc.) of homeless outreach activities eligible for reimbursement, including making referrals to housing, rehabilitative services, and support
- b) Enhance the existing homeless resource guide of available services and facilities supporting those who are currently homeless or on the brink of becoming homeless
 - i. Work with faith-based organizations and other homeless service providers
 - ii. Make the hard copies of the guide available for the community, including local businesses and the public library, as well as make it available online
- c) Continue to participate in the LAHSA Greater Los Angeles Homeless Count
 - i. Encourage community members to volunteer for the annual Greater Los Angeles Homeless Count to increase engagement between leaders, residents, and stakeholders, as well as to ensure an accurate count of homeless individuals

3. Associated policy change(s)

Update the Police Department protocol to facilitate the recommendations from the First Responders training, if necessary

4. Goal Measurement

- Number of first responders trained
- MOA executed with the LA County and other agencies
- Number of homeless individuals entered in the Coordinated Entry System and referred to services
- Completion of the updated resource guide
- Number of volunteers for the homeless count

5. Goal ownership

Police Department; Fire Department; Homeless Coordinator

6. Leveraged City Resources

City staff time

7. Timeline
Years 1; ongoing

GOAL #6

- 1. Goal**
Expand access to workforce development and employment programs
 - C1: Enhance the CalWORKs Subsidized Employment Program for Homeless Families
- 2. Supporting Action(s)**
 - a) Encourage the Chamber of Commerce and local businesses to participate in the CalWORKS program
 - i. Collaborate with the Chamber of Commerce and local businesses
- 3. Associated policy change(s)**
No associated policy changes.
- 4. Goal Measurement**
Annual increase in the number of local businesses employing homeless and formerly homeless people through the CalWORKS program (administered by the County of Los Angeles)
- 5. Goal ownership**
Homeless Coordinator
- 6. Leveraged City Resources**
City staff time
- 7. Timeline**
Year 1; ongoing

5. Identify City employees or other staff who will lead implementation of the plan.

Table 1: Primary Contact for Plan Implementation

Name & Position	Address & Email	Phone	% of Time
Andrew Pasmant City Manager	1600 W. Beverly Boulevard Montebello, CA 90640 APasmant@cityofmontebello.com	323-887-1437	50%
Danilo Batson Assistant City Manager	1600 W. Beverly Boulevard Montebello, CA 90640 DBatson@cityofmontebello.com	323-887-1462	50%

6. Describe the City’s participation or plans to participate in any new or ongoing collaborative efforts, within the City and/or with other cities and/or in the Service Planning Area.

The City is planning to participate on cohort calls with the San Gabriel Valley Council of Governments in an effort to address homelessness issues throughout the region.

7. Review specific County Homeless Initiative Strategies from the table below and consider how the City could collaborate and align planning efforts to achieve mutual goals.

For each of the County Homeless Initiative Strategies listed in the table below, identify whether the City plans to participate in the Strategy’s implementation and/or if the City is currently participating in the Strategy’s implementation. If the City is already participating in the implementation of any of the Strategies, please attach an explanation.

- The City is already in compliance with SB2.

Table 2: City Planning Activities tied to County Homeless Initiative Strategies

	Plan to participate	Currently participating	County Homeless Initiative Strategies
A – Prevent Homelessness	<input type="checkbox"/>	<input type="checkbox"/>	A1. Homeless Prevention for families
	<input type="checkbox"/>	<input type="checkbox"/>	A5. Homeless Prevention for Individuals
B – Subsidize Housing	<input type="checkbox"/>	<input type="checkbox"/>	B3. Partner with Cities to Expand Rapid Rehousing
	<input type="checkbox"/>	<input type="checkbox"/>	B4. Facilitate Utilization of Federal Housing Subsidies
	<input type="checkbox"/>	<input type="checkbox"/>	B6. Family Reunification Housing Subsidies
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	B7. Interim/Bridge Housing for those Exiting Institutions
	<input type="checkbox"/>	<input type="checkbox"/>	B8. Housing Choice Vouchers for Permanent Supportive Housing
C – Increase Income	<input checked="" type="checkbox"/>	<input type="checkbox"/>	C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families
	<input type="checkbox"/>	<input type="checkbox"/>	C2. Increase Employment for Homeless Adults by Supporting Social Enterprise

	<input type="checkbox"/>	<input type="checkbox"/>	C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy
	<input type="checkbox"/>	<input type="checkbox"/>	C7. Subsidize Employment for Homeless Adults
	Plan to participate	Currently participating	County Homeless Initiative Strategies
D – Provide Case Management & Services	<input type="checkbox"/>	<input type="checkbox"/>	D2. Jail In-Reach
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	D5. Support for Homeless Case Managers
	<input type="checkbox"/>	<input type="checkbox"/>	D6. Criminal Record Clearing Project
	<input type="checkbox"/>	<input type="checkbox"/>	D7. Provide Services for Permanent Supportive Housing
E – Create a Coordinated System	<input checked="" type="checkbox"/>	<input type="checkbox"/>	E4. First Responders Training
	<input type="checkbox"/>	<input type="checkbox"/>	E5. Decriminalization Policy
	<input type="checkbox"/>	<input type="checkbox"/>	E6. Expand Countywide Outreach System
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	E7. Strengthen the Coordinated Entry System (CES)
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	E8. Enhance the Emergency Shelter System
	<input type="checkbox"/>	<input type="checkbox"/>	E10. Regional Coordination of Los Angeles County Housing Agencies
	<input type="checkbox"/>	<input type="checkbox"/>	E14. Enhance Services for Transition Age Youth
F – Increase Affordable/ Homeless Housing	<input type="checkbox"/>	<input checked="" type="checkbox"/>	F1. Promote Regional SB2 Compliance and Implementation
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	F2. Linkage Fee Nexus Study
	<input type="checkbox"/>	<input type="checkbox"/>	F4. Development of Second Dwelling Units Program
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	F5. Incentive Zoning/Value Capture Strategies
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	F6. Using Public Land for Homeless Housing
	<input type="checkbox"/>	<input type="checkbox"/>	F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals
	<input type="checkbox"/>	<input type="checkbox"/>	F7. Housing Innovation Fund (One-time)