

A photograph of a peacock standing in a grassy area with a yellow circular graphic overlay. The peacock is facing right, showing its blue head and neck, and its long, patterned tail feathers. The background consists of green grass and some foliage. The yellow circle is centered over the peacock and contains the text "CITY OF ARCADIA", "FIVE YEAR HOMELESS PLAN", and "JUNE 2024".

**CITY OF ARCADIA**

**FIVE YEAR  
HOMELESS PLAN**

JUNE 2024



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# INTRODUCTION

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In 2018, the City of Arcadia and LeSar Development Consultants established a Five Year Plan to Prevent and Combat Homelessness for the City of Arcadia. This Plan included data on persons experiencing homelessness (PEH) in Arcadia, efforts to reduce those numbers, and goals for the next five years.

Since the adoption of the Five Year Plan, the City of Arcadia has made great strides in achieving its set goals and proactively seeking new ways to assist Arcadia's unhoused residents. Despite these efforts, economic hardship, lack of affordable housing, and the COVID-19 pandemic have contributed to a rise in homelessness within the city. Arcadia continues to research new and emerging solutions and expand programs and services.

The 2024 Five Year Plan provides a comprehensive overview of Arcadia's PEH data, programs, goal progression, and framework for the remaining years of Measure H and beyond. The Plan was drafted by the Recreation & Community Services Department in collaboration with the Homeless Stakeholders, an Ad Hoc Committee representing a diverse group of individuals who represent many viewpoints and all five Council Districts within Arcadia. Since the establishment of the Homeless Stakeholders in 2022, the Committee has met quarterly to receive pertinent information on homelessness and discuss possible solutions. This Five Year plan is culmination of two years of research and direction from both the Homeless Stakeholders and Staff.

# **DATA ON PERSONS EXPERIENCING HOMELESSNESS**

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## POINT-IN-TIME COUNT

The Point-in-Time (PIT) Count is a count of sheltered and unsheltered people experiencing homelessness on a single night in January. The US Department of Housing and Urban Development (HUD) requires that Continuums of Care (CoCs) conduct an annual count of people experiencing homelessness who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. CoCs also must conduct a count of unsheltered people experiencing homelessness every other year (odd numbered years). Each count is planned, coordinated, and carried out locally.

The Los Angeles Homeless Services Authority (LAHSA) is the lead agency for the Los Angeles CoC which is comprised of almost every city and unincorporated area in Los Angeles County, including the City of Arcadia. LAHSA conducts the PIT Count for sheltered and unsheltered people experiencing homelessness annually. The PIT Count employs volunteers to go out in the community and determine how many individuals are experiencing homelessness in the County. PIT Counts help communities plan services and programs to appropriately address needs, measure progress in decreasing homelessness, and identify strengths and gaps in current homelessness assistance systems.

Arcadia is located in Service Plan Area (SPA) 3, which encompasses the San Gabriel Valley. Other SPA 3 cities include Alhambra, Altadena, Azusa, Baldwin Park, Claremont, Covina, Diamond Bar, Duarte, El Monte, Glendora, Irwindale, Monrovia, Monterey Park, Pomona, San Dimas, San Gabriel, San Marino, Temple City, Walnut, West Covina. \*Pasadena is not included in SPA 3 statistics as they are their own CoC.

### *2015-2023 PIT Count Data for SPA 3 and the City of Arcadia*

<b>Year</b>	<b>Persons Experiencing Homelessness in SPA 3</b>	<b>Persons Experiencing Homelessness in Arcadia</b>
2023	5,009	102
2022	4,661	174
2021	No count conducted*	No count conducted*
2020	4,555	106
2019	4,489	77
2018	3,605	15
2017	3,519	17
2016	2,612	16
2015	3,093	n/a

*\*LAHSA did not conduct a 2021 PIT Count due to COVID-19*



## HOMELESS CENSUS

From November to December 2021, the City implemented a comprehensive census of individuals experiencing homelessness in Arcadia to determine a baseline population number, key demographics, and vital information to better inform future homelessness prevention, diversion, assistance programs, and resource allocation. The Homeless Census is distinct from the HUD-mandated annual PIT Count as it allows for a more in-depth, city-specific focus on individuals experiencing homelessness within Arcadia.

Teams consisting of staff from the Recreation and Community Services Department, Fire Department, and Police Department deployed multiple times a week and covered all 26 census tracts within Arcadia. Participation in the Census was optional and those who did not wish to partake were simply counted. Resources for homeless services were offered and distributed to all individuals.

Within the time the Homeless Census was conducted, the teams encountered 79 individuals experiencing homelessness, 55 of whom agreed to partake in the Census. The 79 individuals were spread throughout the City, but were mainly located in Census Tract 431502b: South Arcadia by Peck Road Water Conservation Park, and Census Tract 430400: East Arcadia by Eisenhower Park and the Transit Plaza.

### *2021 Homeless Census Data*

Census Question	Key Responses and Data
Duration of Homelessness	27.3%, 1-2 years
In which city do you spend your days?	74.6%, Arcadia
In which city do you sleep?	72.7%, Arcadia
Why do you choose to be in Arcadia?	45.5%, Safety
City of High School attendance	58.2%, City in San Gabriel Valley
City of last stable residence	54.5% City in San Gabriel Valley
Interested in services or resources?	81.8%, Yes
Would you utilize a shelter in Arcadia?	61.8%, Yes
Would you be interested in a shelter elsewhere?	32.7%, Yes
Do you want to continue to be homeless?	83.6% No

Analysis of the Census results revealed that of the 55 individuals experiencing homelessness, nearly half have been homeless for two years or less. This timeframe aligns with the duration of the COVID-19 pandemic, which brought job loss and economic hardship.

It also showed that the majority of individuals experiencing homelessness in Arcadia are from the area, with 58.2% citing attending a high school in the San Gabriel Valley, 54.5% citing having their last stable residence in the San Gabriel Valley, and 41.8% citing having their last stable residence within 10 miles of Arcadia. Further, many individuals stated having ties to Arcadia, with 10.9% attending a high school in Arcadia and 58.2% stating they grew up in Arcadia or have family and friends living in the City.

## HOMELESS CENSUS CONTINUED

The Census also showed safety is a common concern amongst individuals experiencing homelessness. Safety is a significant determining factor for where individuals spend their time and one of the greatest reasons why those who were surveyed choose to be in Arcadia. In addition, most individuals voiced they would utilize a shelter in Arcadia, but would not be interested in a shelter elsewhere, citing safety as their main concern. This information aligns well with the Field Outreach data collected in 2018.

Overall, the Homeless Census identified the gaps in services for individuals experiencing homelessness, including the lack of shelters in Arcadia and the immediate surrounding areas. Arcadia's homeless population indicated that they do not want to continue to be homeless and are interested in receiving services, resources, and housing, so long as they are offered in a safe community and are located nearby.

## AT-RISK POPULATION

According to the 2023 California Statewide Study of People Experiencing Homelessness conducted by the University of California, San Francisco Benioff Homelessness and Housing Initiative, the most common reason for leaving last housing was economic for leaseholders and social for non-leaseholders. Twenty-one percent of leaseholders cited a loss of income as the main reason that they lost housing. Among non-leaseholders, 13% noted a conflict within the household and 11% noted not wanting to impose. For leaseholders, economic considerations interacted frequently with social and health crises. For example, a health crisis within the household led to job loss, causing economic hardship.

Homelessness and poverty are inextricably linked and those who live in poverty are at a greater risk of becoming homeless. According to the U.S. Census Bureau's 2021 American Community Survey cumulative data from the last 5 years, 8.9% of Arcadians live below the poverty line. This percentage of individuals represents a large portion of Arcadia's at-risk population.

# **EFFORTS TO ADDRESS HOMELESSNESS**

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## **INTERNAL OUTREACH**

The City has spent hours educating staff to better serve and respond to persons experiencing homelessness. In June 2021, Union Station Homeless Services (USHS), held a webinar for 61 staff on the topic of homelessness. USHS presented on the general state of homelessness in LA County, SPA 3, and Arcadia, myths around homelessness, best practices, USHS's services, and the next steps to solve homelessness. This presentation is available to employees at any time on the City's internal Intranet. In addition to this training, the employee Intranet has tools and resources for employees to use if they encounter an individual who needs help, including case manager contact information, hours of service, and regional programs.

## **PUBLIC OUTREACH**

To provide transparency on the topic of homelessness, the City has provided multiple means of public outreach, including community meetings, digital resources, and physical handouts. In December 2020, the City held a Town Hall meeting on the Homeless Resource Hub highlighting the services offered, success stories, and common myths. In August 2021, the City held a Community Forum on Homelessness providing educational information on the topic of homelessness in Arcadia and an opportunity for the community to share ideas and concerns regarding the issue. Accompanying the Forum, the City published a special edition of the Arcadia Community Newspaper. Additionally, the City has an entire section on the website dedicated to homelessness, where one can find information such as the causes of homelessness, Point-In-Time Count results, the Homeless Census, funding, programs and services, resources and referrals, and more. These webpages are updated regularly to keep the community as informed as possible. The City also advertises programs via business cards, trifolds, and flyers distributed to the community and local businesses.

## **HOMELESS STAKEHOLDERS**

In October 2022, at the direction of City Council, the City established the Homeless Stakeholders Ad Hoc Committee. The Homeless Stakeholders consists of a diverse group of individuals who represent all viewpoints and Council Districts within Arcadia, as well as representatives from Arcadia Unified School District, Arcadia Downtown Business Improvement Association, Arcadia Chamber of Commerce, and USC Arcadia Hospital, Keck Medicine of USC. The Stakeholders meet quarterly to receive up to date information on homelessness and discuss possible solutions. The Homeless Stakeholders were consulted over a two year period in the formation of this Five Year Plan.

## **REGIONAL PARTNERSHIPS & COMMUNICATIONS**

City staff coordinates on a regional level with other cities, agencies, and non-profit organizations to have a cohesive and informed response to homelessness. Some of these partnering organizations include Los Angeles Homeless Services Authority, Union Station Homeless Services, Hathaway-Sycamores Child and Family Services, San Gabriel Valley Council of Government, and San Gabriel Valley Consortium on Homelessness. Meetings between these organization occur regularly, usually on a monthly basis.

## MULTI-AGENCY HOMELESSNESS SYMPOSIUM

In February 2024, the City hosted a multi-agency homelessness symposium for city council members, city managers, local government staff, and homeless services professionals in the San Gabriel Valley and surrounding areas. In total, 167 people attended the event, representing over 45 different agencies. The symposium included panel presentations on homelessness initiatives, and discussions on the varying successes and failures of programs and projects that have been enacted. Panel topics included case management & services, enforcement & encampments, transitional housing, permanent & affordable housing, innovative housing, and settlement agreements.

## STAFF HOURS & COSTS

As a response to the homelessness crisis, all City departments track staff time dedicated to homelessness, as well as associated costs. Among other things, hours typically consist of calls for service, issues on site, encampment clean ups, grant work, meetings, reporting, rescue ambulance deployments, and fire engine responses.

*Staff Hours and Costs Dedicated to Homelessness by Fiscal Year*

<b>Fiscal Year</b>	<b>Hours</b>	<b>Costs</b>
FY22-23	3,868 hours and 30 minutes	\$1,176,259.48
FY21-22	5,379 hours and 16 minutes	\$1,332,650.94
FY20-21	4,662 hours and 47 minutes	\$868,807.88

## FIVE POINT PLAN

On September 21, 2021, the City Council directed staff to analyze and report back on five actions related to homelessness.

1. Identify those that are at-risk of becoming homeless and focus on preventing them from becoming homeless. (Completed on March 15, 2022)
2. Implement the anti-camping ordinance and report back on enforcement efforts within 90 days. (Completed on February 15, 2022)
3. Within six months, conduct a true census of the homeless in Arcadia and provide a report to the City Council. (Completed on March 15, 2022)
4. Within six months, investigate and report on options about working with different organizations other than Los Angeles Homeless Services Authority (LAHSA) to advance homeless efforts. (Completed on March 15, 2022)
5. Within six months, provide a report to City Council about the outcomes experienced in other cities that have implemented tiny shelters and other transitional shelters. (Completed on March 15, 2022)

Based on Staff's recommendations, the City Council approved three full-time case managers and Emergency Services funds, reestablished the Homeless Stakeholders, and provided direction to explore a permanent Homeless Resource Hub, establish a plan for transitional and temporary housing, and further refine the City's permanent affordable housing via the Housing Element process.

## ENCAMPMENTS & ENFORCEMENT

In April 2019, City Council adopted an Anti-Camping Ordinance prohibiting camping on public property to ensure public peace, health, safety, and welfare. In 2021, the City updated the Anti-Camping Ordinance to align with the *Martin v. Boise* decision, and to include restrictions on the time, manner, and place camping on public property is permitted. Under the new Ordinance, camping on public property is always prohibited between 7:00 a.m. and 8:00 p.m., and public and pedestrian access cannot be obstructed in any manner. The Ordinance also lists those areas within the City where camping is prohibited at all times, including but not limited to City benches, freeway on/off-ramps, park playgrounds, public facilities, commercial districts, and wildfire high-risk areas, among others. The Arcadia Police Department enforces the Ordinance and Public Works Department performs encampment clean ups. Individuals contacted by the City relation to the Ordinance are connected with services or referrals by case managers, the HELP Team, or Staff.

In addition to limiting campsites in unsafe locations and providing encampment resolution, the City continues to be proactive in the prevention of destruction of public and private property, discouraging public drunkenness and drug abuse, and providing a safe environment for both its housed and unhoused residents.

## CASE MANAGEMENT & HOUSING NAVIGATION

Case management and housing navigation services provide individuals experiencing homelessness with access to an extensive knowledge of resources and link individuals to their specific needs based on personal assessment. Case management and housing navigation often begins with street outreach and the establishment of trust. Services provided through case management can include resources and referrals to medical care, mental health care, social services, financial supports, and housing. Each client's journey to personal stability and housing is unique and is arranged, coordinated, advocated, and monitored by a professional.

Arcadia is regionally served by case managers/housing navigators through Los Angeles Homeless Services Authority and the SPA 3 lead, Union Station Homeless Services; however, since these services are shared regionally, there is little daily focus on Arcadia's homeless population. To better serve Arcadia's individuals experiencing homelessness, the City has executed contracts with homeless services providers to focus solely on Arcadia.

From January 2020-December 2021, the City was served by one, part-time case manager/housing navigator funded through Measure H. From January 2021-May 2022, Arcadia was served by one, full-time case manager/housing navigator through a contract with the SCVCOG, executed by Union Station Homeless Services.

## CASE MANAGEMENT & HOUSING NAVIGATION CONT.

In July 2022, Arcadia began a contract with Los Angeles Centers for Drug and Alcohol Abuse (LACADA) to establish a “Home Team” consisting of three case managers/housing navigators and eight dedicated beds within their facilities exclusively for the City’s use. In addition to providing case management and housing navigation services, the home team also allocates funds and items for the Prevention and Diversion Program, the Emergency Services Program, and the Housing Solutions Fund.

This team will continue to serve Arcadia through June 2024, with the option to renew on a year-by-year basis for an additional two years. LACADA's case management/housing navigation contract is financially supported by the Permanent Local Housing Allocation (PLHA).

During the first year of the contract, LACADA’s three full-time case managers served the Arcadia community by assisting individuals experiencing homelessness and those at risk of becoming homeless; they displayed impressive response times, collected and reported data efficiently, and placed individuals in both interim and permanent housing.

### *FY22-23 LACADA "Home Team" Statistics*

<b>Case Management/Housing Navigation Services</b>	<b>Units or Hours of Service</b>
Street Outreach Hours	3,393.5
Office Work Hours	1,981
Engagements with PEH	2,182
First Time Encounters	571
Follow Ups	1,611
People Assessed via CES Survey	314
Housing Plans Established	148
Items Distributed	606
Connections to Supportive Services	967
People Placed in Interim Housing	45
People Placed in Permanent Housing	18
Total Persons Housed	63

When looking over the data, it is important to note that homelessness by nature is extremely transitory. Persons experiencing homelessness do not often stay within the confines of a single city, but rather move across a larger geographic region. LACADA’s number of First Time Encounters does not represent the number of people experiencing homelessness in Arcadia at any given time. The actual number of persons experiencing homelessness in Arcadia on any given day is closer to 79 individuals, based off the City’s 2021 Homeless Census.

## PREVENTION & DIVERSION FINANCIAL ASSISTANCE

To proactively keep Arcadia's at-risk population housed and reduce chronic homelessness, the City developed and implemented a homeless Prevention and Diversion Program, also known as the Financial Assistance Program. Since its establishment in October 2020, the program has provided financial relief for essential bills, services, and rent to keep Arcadians sheltered and off the streets.

The Prevention and Diversion Program has been administered by several providers, including City staff, USHS, and LACADA and has been financially supported by multiple funding streams including a SGVCOG multi-jurisdictional grant, individual SGVCOG allocations, and the American Rescue Plan Act (ARPA). ARPA funds will support the program through 2026.

### *FY22-23 Prevention & Diversion Funds Statistics*

<b>Prevention &amp; Diversion Funds</b>	<b>Allocations</b>
Total Allocations	19
Total Dollars	\$29,955.39

## EMERGENCY SERVICES DISTRIBUTION

The City provides essential items to persons experiencing homelessness in Arcadia, such as hygiene items, clothing, food gift cards, and more. In addition to these distributions, the City provides Emergency Services financial allocations, which are used to remove financial barriers to housing, such as transportation expenses for family reunification.

The Emergency Services Program has been administered by several providers, including City staff, USHS, and LACADA and has been financially supported by a SGVCOG allocation PLHA, and ARPA.

### *FY22-23 Emergency Services Funds Statistics*

<b>Emergency Services Funds</b>	<b>Allocations</b>
Total Allocations	18
Total Dollars	\$2,612.98

## HOUSING SOLUTIONS FUND

In 2024, the City began administering the Housing Solutions Fund through the SGVCOG. The Housing Solutions Fund provides Arcadia with additional financial resources to support individuals experiencing homelessness or at-risk of homelessness. Funds can be used for direct costs associated with housing, rehousing, or stabilizing clients. Client eligibility for these funds is determined by SGVCOG staff and Arcadia's Home Team.

Arcadia's total Housing Solutions Fund allocation is calculated on a number of factors, including opting out of regional programs and Point-in-Time Count numbers. This program is offered through SGVCOG and funded by Measure H at no additional cost to the City of Arcadia.

## **COVID-19 HYGIENE PROGRAM**

In 2020 during the height of the COVID-19 pandemic, Los Angeles County provided funding to each of the County sub regions for hygiene programs to support the homeless population. Through this program, the City of Arcadia secured funding to provide portable handwashing stations and portable toilets at three locations. As public facilities reopened, this program was phased out by the County. However, due to the positive impact of the program, the City has continued to fund a portable toilet at the Arcadia Public Library.

## **HOMELESS RESOURCE HUB**

The Homeless Resource Hub (HRH) was a weekly program that operated on Thursdays from 9am-3pm from November 2020-July 2021. The HRH was located at the City's Par 3 Golf Course's parking lot, adjacent to the Santa Anita Wash Trail, which was the most densely populated homeless area in the City's 2020 PIT Count. Services at the Homeless Resource Hub included showers, laundry facilities, food, clothing, case management, housing navigation, job training, first aid services, flu shots, COVID-19 testing and vaccines, haircuts, charging stations, and Wi-Fi. During the programs nine months, the HRH served over 1,000 units of services. The HRH was mostly funded by the Pilot Program Grant, which was an allocation of \$175,000 to implement innovative ways to directly impact individuals experiencing homelessness. Due to the short-term nature of the Pilot Program Grant, the HRH is no longer active.

## **HOMELESS EDUCATION AND LIAISON PROGRAM**

In 2016, the Arcadia Police Department observed an increase in individuals experiencing homelessness in Arcadia and responded by establishing the Homeless Engagement and Liaison Program (HELP), also known as the HELP Team. The mission of the HELP Team is to improve the quality of life in the City of Arcadia by reaching out to the homeless community and providing information, resources, and motivation with the ultimate goal of finding an alternative to life on the streets. The current HELP Team is managed by one Lieutenant and one Sergeant who oversee the Team's daily activities. The Team is comprised of six Police Officers who work together to provide assistance to individuals experiencing homelessness in Arcadia. Services include providing literature regarding shelters and resource programs, family reunification, connecting with regional resources such as the Los Angeles Homeless Services Authority, mental health clinicians, and other social services, and providing basic needs in situations involving emergent circumstances (such as a dire need for housing, food, and or clothing).

The HELP Team developed an Information Card that is given to individuals experiencing homelessness. One side lists available resources and phone numbers, while the other side educates the homeless on Arcadia laws for public places. As of August 2021, on average, Officers working a HELP detail contact 10-15 homeless individuals during an approximate 8-hour shift. Currently, the HELP Team is working on developing methods for tracking their activities and interactions with the homeless community.



## MOBILE CRISIS TEAM

The SGVCOG Mobile Crisis Team is a part of a Homeless, Mental Health, and Crisis Response Pilot Program aimed at providing additional support to law enforcement during calls for service related to homelessness, mental health, and other crisis incidents. Teams are provided by LACADA and consist of a Mental Health Clinician and a Peer Support Specialist or a Substance Use Disorder Clinician. Teams are shared amongst participating cities and operate a limited number of hours; Arcadia is in a cohort with South Pasadena and San Marino and is served by the team 40 hours a week. Through the Pilot Program, cities establish a strong program foundation, build trust, and collect data to inform program expansion. This program is offered through SGVCOG and funded by Measure H at no additional cost to the City of Arcadia.

## SUPPLEMENTAL SERVICES TEAM

Operating from August 2022-October 2023, the SGVCOG Services to Supplement Existing Homeless Services Program (Supplemental Services Program) provided general outreach, housing navigation, case management, and mental health and health support, with the goal of linking clients to services and interim and permanent housing. LACADA is the service provider in charge of executing the program and will coordinate with existing services provided by cities and other SGVCOG programs.

As part of the scope of work, LACADA provided three, four-person teams, each of which served cohorts of cities. The city cohorts were formed based on existing relationships, geography, and the PIT count. Arcadia was in a cohort with Temple City and South Pasadena. LACADA provided 12.2 full-time equivalents and priority access to 16 beds in LACADA's continuum of care. This number of beds was in addition to the eight beds allocated to Arcadia through the City's preexisting Case Management and Housing Navigation contract with LACADA. This program was offered through SGVCOG and funded by Measure H at no additional cost to the City of Arcadia.

## HIGH ACUITY TEAM

Operating from August 2022-October 2023, the SGVCOG High Acuity Homeless Outreach Program was designed to fill gaps in outreach and the service needs of high-acuity populations. Acuity refers to the severity and chronicity of one's illness and/or disability, and the level of care necessary to support activities of daily living. Acuity also takes into consideration the impact of multiple co-occurring chronic health and behavioral health conditions. The Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT) is the triage tool currently used in Los Angeles County to consider level of acuity, and it is used to help direct services and housing to individuals. Those with a lower acuity score require less assistance in their daily living and, thus, fewer services. Those with a higher acuity score require more assistance and wrap-around support in their daily living.

The program required intensive engagement between the SGVCOG's selected service provider, LACADA, Arcadia's HELP Team, the San Gabriel Valley Homeless Outreach Services Team (HOST), Arcadia staff, and Arcadia's LACADA "Home Team". This program was offered through SGVCOG and funded by Measure H at no additional cost to the City of Arcadia.

## LANDLORD INCENTIVE PROGRAM

The SGVCOG Landlord Incentive Program connects rental property owners with financial incentives for leasing units to tenants who are receiving rental assistance to leave homelessness. Rental property owners who participate in SGVLIP receive a guaranteed rent check while still having the final say in who they rent to. Landlords also receive the support of SGVLIP staff who visit the rental unit once per month to support the tenant and ensure tenants are following the terms of the lease. Other financial incentives include an upfront leasing bonus of \$500, a non-refundable holding deposit up to the cost of one month's rent, up to \$2,000 for damage in excess of the security deposit, and up to \$3,000 to cover unpaid rents, abandoned units, eviction fees

## TINY & TRANSITIONAL SHELTER RESEARCH

The Recreation and Community Services Department has conducted two comprehensive surveys of tiny & transitional shelters resulting in the 2021 & 2023 Tiny & Transitional Shelter Reports. These reports were created to learn from the collective experiences and outcomes of transitional housing sites as the City continues to consider shelters as part of a more comprehensive approach to reducing the number of persons experiencing homelessness in Arcadia.

In 2021, hard data was difficult to acquire and compare due to the limited and varying times the shelters had been operational, the different ways in which representatives defined success and tracked data, and the impact of COVID-19 protocols. Despite these difficulties, key similarities in outcomes did appear and provided a small glimpse at what made shelters successful.

In 2023, the City conducted a new, improved survey by collecting more quantifiable data, expanding the number of sites in the sample, and increasing the number of questions.

### *2023 Tiny & Transitional Shelter Report Key Takeaways*

- All local government and service provider representatives agreed or strongly agreed that their shelter was successful
- Getting individuals off the street and the number of individuals permanently housed were the most common measures of success
- Individuals were more likely to exit to permanent housing than to the streets or unknown location
- Tiny homes had greater exits to permanent housing than congregate or non-congregate shelters combined
- Complaints from the public concerning the shelters decreased after the shelters opened
- Shelters with lower numbers of beds saw higher exits to permanent housing
- Shelters with a shorter length of stay saw higher exits to permanent housing

# **GOAL PROGRESSION AND PLANNING**

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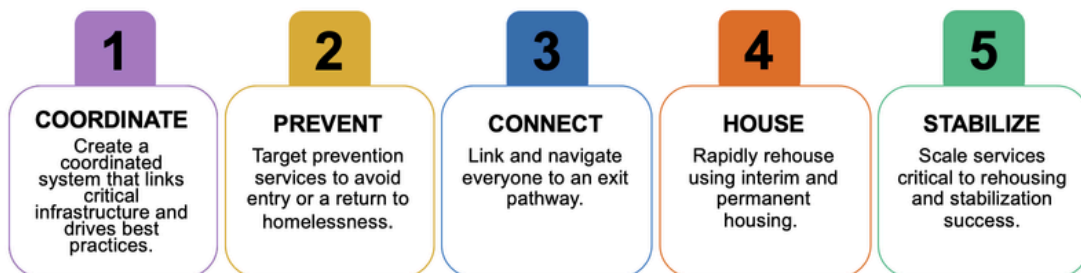
## GOAL FRAMEWORK

In the Five-Year Homeless Plan adopted in 2018, the City of Arcadia established goals and actions based on Los Angeles County's Homeless Initiative framework. This framework consisted of 51 strategies in an implementation plan approved by the Board of Supervisors in 2017. Halfway through the 10-year term of Measure H, the Homeless Initiative recommended a new framework for preventing and addressing homelessness, which the Board of Supervisors unanimously approved in May 2022. The new framework developed by the Homeless Initiative focuses on three key partners – the Mainstream Government Systems, the Rehousing System, and Partnerships with Cities – each taking action to Coordinate, Prevent, Connect, House, and Stabilize people experiencing or at risk of homelessness. The new framework, specifically the Participation of Cities framework, will guide and influence Arcadia's goals moving forward.

Figure 8: Homeless Initiative: New Framework

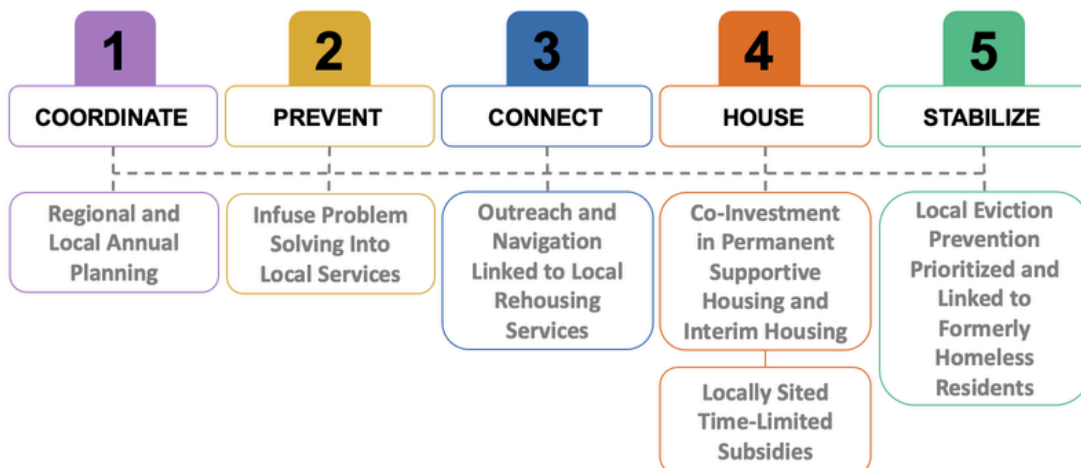
### HOMELESS INITIATIVE NEW FRAMEWORK

#### All Hands On Deck Approach



### NEW FRAMEWORK: PARTICIPATION OF CITIES

#### Focus on Shared Investment



## GOAL PROGRESSION

The goals and actions as outlined in the original Five-Year Homeless Plan were derived from input received from stakeholder interviews, LA County Framework, as well as identification of best practices and opportunities. Below are the five original goals and the supporting actions which Arcadia has undertaken to fulfill them.

### **Goal #1: Educate City Staff, Key Stakeholders, and the Community about Homelessness**

Supporting actions:

- Informational Meetings & Public Forums
- Homeless Services Website
- Homeless Census
- Homeless Stakeholders

### **Goal #2: Strengthen Local Capacity to Support Countywide Outreach**

Supporting actions:

- Informational Meetings & Public Forums
- HELP Team
- Homeless Stakeholders

### **Goal #3: Connect People Experiencing Homelessness to the Coordinated Entry System**

Supporting actions:

- Case Management/Housing Navigation Services
- Street Outreach
- VI-SPDAT assessments

### **Goal #4: Explore the Creation of Temporary and Permanent Housing Resources**

Supporting actions:

- Tiny and Transitional Shelter Report
- Dedicated beds for Arcadians through the contract with LACADA for Case Management/Housing Navigation services
- Housing Element Plan

### **Goal #5: Coordinate with Regional Partners on Homelessness Plan Implementation**

Supporting actions:

- Collaboration with South Pasadena for case manager services
- Collaboration with La Canada for Prevention & Diversion Program
- Close working relationship with SPA 3 lead, Union Station Homeless Services
- Collaboration with SGVCOG for regional programs including Supplemental Services, High Acuity, and Mobile Crisis programs

## LOOKING FORWARD

For the next five years, Arcadia plans to continue implementing successful programs, explore adding new services, utilize LA County's Framework, receive input from community stakeholders, and follow the direction of Arcadia City Council.

Based on years of research and the direction of the Homeless Stakeholders, below are Staff's recommendations.

### **Pillar #1: Coordinate**

Supporting actions:

- Continue utilizing the Coordinated Entry System (CES)
- Continue working with SPA 3 regional teams
- Continue City staff participation in LASHA's annual PIT Count
- Continue partnering and participating in SCVCOG programs, such as grant opportunities and the Landlord Incentive Program
- Continue utilizing Los Angeles County Department of Health Services' mobile clinic
- Continue to update Homeless Services webpages for transparency with stakeholders
- Consider following the tenants of established settlement agreements for judicial protection
- Consider using litigation to keep institutions and officials in compliance with laws
- Consider partnering with other cities and agencies to offer services and housing

### **Pillar #2: Prevent**

Supporting actions:

- Continue offering the Prevention & Diversion Financial Allocation program to assist Arcadians at risk of falling or returning into homelessness, funding permitting

### **Pillar #3: Connect**

Supporting actions:

- Continue city-based Case Management/Housing Navigation Services to provide:
  - Street outreach
  - Document ready services
  - Transportation services
  - Care Coordination services
  - Connections and referrals to:
    - Government funded programs
    - Legal services
    - Medical services
    - Mental health services
    - Substance use services
    - Employment services
- Continue offering weekly, in-person case management services at a central location
- Continue offering the Emergency Services Distribution program
- Consider reestablishing the Homeless Resource Hub



## LOOKING FORWARD

### **Pillar #4: House**

#### Supporting actions:

- Continue to utilize city-based Case Management/Housing Navigation Services to establish housing plans with PEH
- Continue to research temporary, transitional, and permanent housing solutions
- Continue to utilize LACADA's dedicated substance use beds for those who meet criteria
- Continue to connect PEH with existing interim and permanent housing
- Continue to reunite PEH with their families
- Continue to utilize hotels as temporary shelter when appropriate
- Follow Arcadia's 2021-2029 Housing Element to preserve and expand affordable housing
- Consider establishing a safe parking program with supportive services where individuals can stay overnight in their vehicles
- Consider retro-fitting empty buildings for housing
- Consider using hotels as transitional or permanent supportive housing
- Consider establishing regional housing solutions
- Consider building transitional housing
- Consider building permanent supportive housing
- Consider partnering with and utilizing other cities' land to build housing

### **Pillar #5: Stabilize**

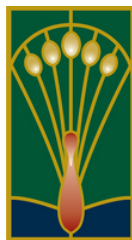
#### Supporting actions:

- Continue city-based Case Management/Housing Navigation Services to provide:
  - Access to government services, such as Supplemental Security Income and other benefits
  - Employment resources and connections
  - Links to legal and financial services
  - Substance Use Disorder services
  - Health and mental health services
- Consider establishing a social support system for those who have experienced homelessness and have been rehoused

### **Items Outside of LA County Framework**

#### Supporting actions:

- Consider establishing more restrooms for PEH and explore automated restrooms
- Consider establishing a sanitation plan for heavily populated areas to maintain a clean and healthy city
- Consider establishing extra police patrols for heavily populated areas to maintain a safe city
- Consider updating the Homeless Census



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