



City of Arcadia Plan to Prevent and Combat Homelessness (AUGUST 2018)

Prepared in collaboration with:



Contents

City of Arcadia Plan to Prevent and Combat Homelessness	2
Data on Individuals and Families Experiencing Homelessness	3
Current Efforts to Address Homelessness.....	8
City Departments	8
Community Development Block Grant Funds.....	10
Community Partners	10
Regional Partners	11
Goals and Supporting Actions.....	11
Goal 1: Educate City Staff, Key Stakeholders, and the Community About Homelessness	12
Goal 2: Strengthen Local Capacity to Support Countywide Outreach	14
Goal 3: Connect People Experiencing Homelessness to the Coordinated Entry System	16
Goal 4: Explore the Creation of Temporary and Permanent Housing Resources.....	17
Goal 5: Coordinate with Regional Partners.....	18
Appendix A: City Planning Activities Tied to County Homeless Initiative Strategies	20

City of Arcadia Plan to Prevent and Combat Homelessness

Recognizing the impact of homelessness on individuals and communities countywide, in 2017 voters approved Measure H to fund services to prevent and combat homelessness. The County Board of Supervisors approved the allocation of funds in June 2017 and also allocated funds for cities to develop local homelessness plans. In October 2017, the City of Arcadia was awarded a \$30,000 planning grant to develop a City plan to prevent and combat homelessness. The City entered into an agreement with the San Gabriel Valley Council of Governments (SGVCOG) and LeSar Development Consultants to assist with the development of homelessness plan for Arcadia's strategies for addressing homelessness in the local community, as well as on a regional level. On January 31, 2018, staff from the City of Arcadia Department of Recreation and Community Services Department attended a kickoff meeting facilitated by LeSar Development Consultants for all the San Gabriel Valley cities partnering with the SGVCOG in the planning process.

In March 2018, LeSar Development Consultants along with the Recreation and Community Services Department conducted a series of interviews to solicit feedback from community stakeholders regarding homelessness in Arcadia, as well as ways to improve the quality of life for homeless and the business community. Key activities of the plan process included in-person interviews with key stakeholders, including two City Council Members and the City Manager, as well as staff from the Recreation and Community Services Department, the Police Department and its Homeless Education and Liaison Program, the Library and Museum Services Department, and the Chamber of Commerce and Downtown Arcadia Improvement Association.

During stakeholder interviews, participants were asked to provide feedback on the challenges associated with homelessness and input on possible strategies. Additional interviews and information was gathered from the Fire Department, Public Works Services Department, Development Services Department, Arcadia Mental Health Center, Arcadia Methodist Hospital, Foothill Unity Center, Arcadia Unified School District, and the Assistance League of Arcadia.

These stakeholder interviews focused on Arcadia's role in align with the following Measure H strategies:

- **B3: Partner with Cities to Expand Rapid Re-Housing**
Rapid re-housing programs target people experiencing homelessness or those imminently at risk of homelessness who have low to moderate barriers to maintaining permanent housing. These programs connect homeless families and individuals to permanent housing through the provision of time-limited financial assistance, targeted supportive services, and case management. Department of Health Services(DHS) and Los Angeles Homeless Services Authority(LAHSA) are partnering with cities to expand the availability of rapid re-housing.
- **E4: First Responders Training**
First Responders Training will focus on instructing field personnel on methods for engaging homeless individuals on the street and those in encampments. First responders will learn how to refer individuals and families to services and shelter options, understand homeless persons have the right to be in public parks and public facilities; and have access a list of questions in order to better assist homeless individuals.

- **E6: Countywide Outreach System**

This strategy serves to coordinate the Countywide Outreach System by ensuring E6 outreach teams, generalist, and multidisciplinary teams as well as existing community-based organization teams are deployed in a coordinated strategic and effective manner. To accomplish the coordination, LAHSA has hired a countywide outreach coordinator who works with newly hired regional/SPA coordinators housed at the CES lead agency within each SPA. In addition, a web-based 2-1-1 communication platform is currently being developed as a tool to report homeless individuals on the street and in encampments. Reports submitted via the platform will be automatically routed to the Countywide Coordinator and the appropriate SPA coordinator so the team can be sent to the location. The Countywide network of outreach teams will engage and connect, or reconnect, homeless individuals to interim and/or permanent housing and supportive services.

- **E7: Strengthen the Coordinated Entry System**

CES is a no wrong door, countywide system that engages and connects homeless families and individuals to the optimal resources for their housing needs.

- **E8: Enhance the Emergency Shelter System**

Refer homeless families and individuals to the shelter or to the pick-up points for free transportation to the shelters. E8 strategy will also include information on homeless services on city websites.

City staff and the consultant team also worked together to analyze the challenges and opportunities identified during the interviews and gather additional data, which informed the development of the goals and actions set forth in the plan. Weekly check-ins with the consultant team kept development of goals and actions on track. The planning process also included calls and meetings with the County, the San Gabriel Valley Council of Governments, and with other cities in the San Gabriel Valley to identify opportunities for regional collaboration.

Data on Individuals and Families Experiencing Homelessness

Homelessness ranks among Los Angeles County's most pressing—and most intractable—social challenges, in large part the result of high housing prices, stagnant wages, and cuts to social services that did not rebound following the economic crisis. While the number of people experiencing homelessness in Los Angeles County decreased from 55,048 in 2017 to 53,195 in 2018—a drop of 3%, more people fell into homelessness for the first time and the number of people experiencing homelessness in the San Gabriel Valley grew by 5% to 4,292 individuals.¹

Point-In-Time Count

Unlike many cities in the San Gabriel Valley, the City of Arcadia has seen an overall decline in the number of people identified as homeless during the annual Greater Los Angeles Homeless Count.² In 2015, Arcadia had 22 people experiencing homelessness, including nine who were unsheltered and 13 who were sheltered in transitional housing.³ In 2016, the total population of people experiencing homelessness had dropped to 12 people; however, all of them were unsheltered.⁴ While homelessness increased slightly to a total of

¹ Los Angeles Homeless Services Authority. (2018). [Greater Los Angeles Homeless Count Presentation](#).

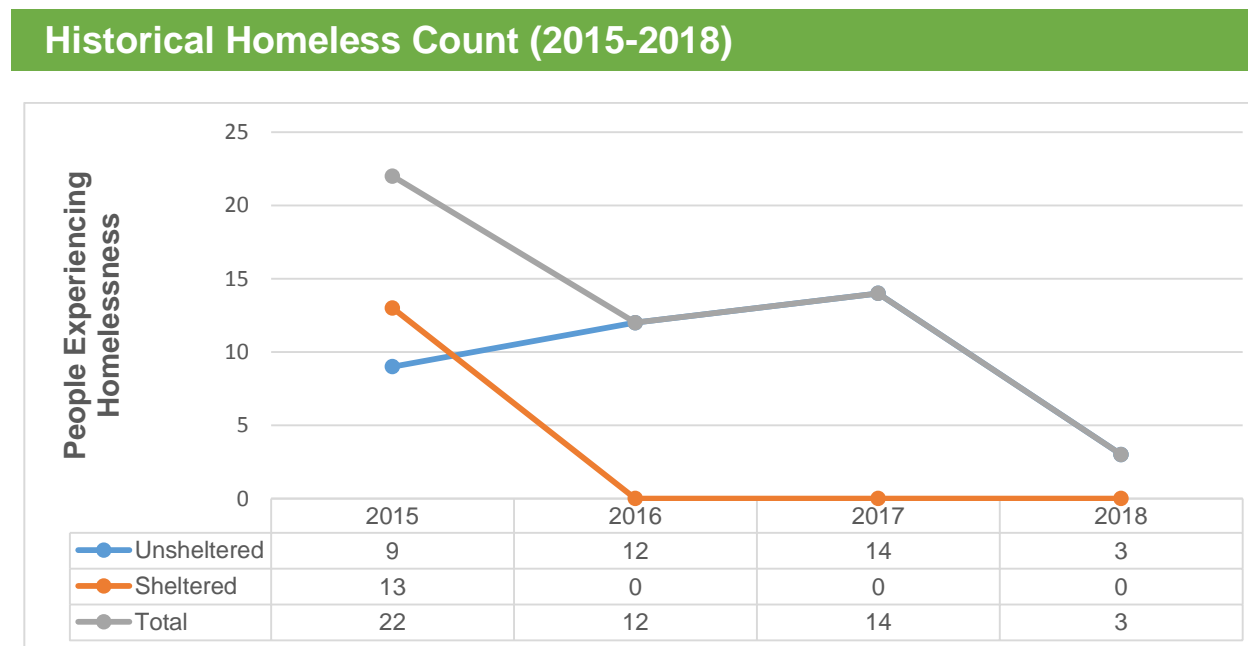
² The annual Greater Los Angeles Homeless Count (annual Point-In-Time Count) was conducted by the Los Angeles Homeless Services Authority on January 23-25, 2018.

³ Los Angeles Homeless Services Authority. (2015). Homeless Count by City/Community.

⁴ Los Angeles Homeless Services Authority. (2016). [Homeless Count by City/Community](#).

14 unsheltered individuals in 2017,⁵ the 2018 Point-In-Time (PIT) Count showed that only three people were experiencing homelessness in Arcadia (see Figure 1).⁶ All three of these individuals were unsheltered, with two living in RVs/campers and one living on the street.⁷

Figure 1: Homelessness in the City of Arcadia



Field Outreach

While the annual PIT Count identified only a small number of individuals experiencing homelessness within the community, subsequent research and field outreach suggests a higher number of individuals within the community are experiencing homelessness on a daily basis.⁸ As part of the field outreach effort, LeSar Development Consultants visited five sites within the community that City staff had identified as locations where individuals experiencing homelessness congregate, and identified seven individuals experiencing homelessness and five makeshift shelters and tents.⁹ Four of the seven people, two makeshift structures, and one tent were identified in the Peck Road Park. The other two makeshift structures were located on the horse trail adjacent to the Arcadia Golf Course and a former American Legion site. Two people were identified at Albertson’s and one was identified pushing a shopping cart along Huntington Drive.

Of the individuals identified during field outreach, two adult males—one in his forties and another age 62 or older—agreed to be interviewed. One of the men indicated that he had been homeless for six months; the other said he had been homeless on and off for 20 years. These individuals both identified as being from the San Gabriel Valley and indicated that they chose to live in Arcadia to be close to family and because they feel safe in the community. These

⁵ Los Angeles Homeless Services Authority. (2017). [Homeless Count by City/Community](#).

⁶ Los Angeles Homeless Services Authority. (2018). [Homeless County by City/Community](#).

⁷ Ibid.

⁸ The annual Greater Los Angeles Homeless Count (formally the annual Point-In-Time Count) was conducted by the Los Angeles Homeless Services Authority in collaboration with local jurisdictions and volunteers January 23, 2018, and does not reflect fluctuations in the number of people experiencing homelessness over the course of the year.

⁹ LeSar Development Consultants conducted field outreach at seven sites to interview individuals experiencing homelessness within Arcadia on March 27, 2018. These sites include an Albertson’s grocery store, the Arcadia Golf Course, a former American Legion post, the Arcadia Library, and the business district along Huntington Drive, as well as Arcadia Park and Peck Road Park, which are managed by the County.

comments underscore 2018 PIT Count findings, which show that 65% of people experiencing homelessness have been in Los Angeles County for 20 years or more, with only 10% living in the area for a year or less.¹⁰

Both attributed their homelessness to the high cost of housing, lack of employment that pays a living wage, the difficulty saving adequate funds to cover a security deposit, and limited services and supports available within the community. One explicitly stated that he chose not to stay in shelters because of drugs, bedbugs, and other unhealthy conditions.¹¹ The interviewees also indicated that better access to quality affordable housing and services, as well as short-term solutions such as showers and restrooms, were all needed to effectively address homelessness. These comments reflect general public health and safety concerns associated with the regional rise in unsheltered homelessness.

Coordinated Entry System Data

In addition to data gathered from people experiencing homelessness through field outreach, City-level data from the regional Coordinated Entry System (CES) provides an enhanced view of those experiencing homelessness and their challenges as well as needs using responses to the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) assessment and other indicators of a person's overall health and wellbeing.¹² Specifically, the VI-SPDAT assessment produces an acuity score, which can help identify an appropriate housing intervention for someone experiencing homelessness. In Los Angeles County, individuals experiencing homelessness who fall into the low-acuity scoring range of the assessment (0-3) should be able to find housing on their own, those in the mid-acuity scoring range (4-11) are best served by Rapid Re-Housing programs, and high-acuity individuals (12+) generally need supportive housing.¹³

Other useful indicators in the data set include information about a person's housing history, legal background, physical and mental health, history of substance use, and general demographic information such as age and race. All of these elements are self-reported by the individuals as part of the VI-SPDAT assessment. For the purposes of this Homelessness Plan, all data have been de-identified to protect confidentiality.

Between July 2016 and November 2017 in Arcadia, 32 individuals were assessed. Of these, 81% are in the mid-acuity range, compared to 11% in the high-acuity range and 7% in the low-acuity range.

Among Arcadia's homeless population who completed the VI-SPDAT, 41% are ages 56 and older—the second highest percentage of older individuals who are homeless among cities participating in the San Gabriel Valley homelessness planning process.¹⁴ Of the remaining age groups, 31% are ages 41-55, 25% are ages 25-40, and 3% are ages 18-24. Among these individuals, 78% identify as white and 13% as black or African American. For the remaining 9%, data was not collected or individuals declined to state their race. Two-thirds (66%) identified as male, 28% identified as female, and for 6% data were not collected.

¹⁰ Los Angeles Homeless Services Authority. (2018). [2018 Homeless count shows first decrease in four years](#).

¹¹ Results of LeSar Development Consultants field outreach, March 27, 2018.

¹² The Coordinated Entry System (CES) is a regional database that streamlines housing placement and service provision and prioritizes those who are most vulnerable. This Homeless Plan incorporates data from the adult singles database.

¹³ Los Angeles Homeless Services Authority. (ND). [Draft CES Prioritization Policies](#).

¹⁴ The City of Duarte has the highest percentage (50%) of individuals ages 56 and older experiencing homelessness among cities participating in the San Gabriel Valley planning process. Other cities include Alhambra, Azusa, Baldwin Park, Claremont, Covina, El Monte, Glendora, Irwindale, La Puente, La Verne, Pomona, San Dimas, South El Monte, South Pasadena, and West Covina.

Other important vulnerability indicators are length of time a person has spent homeless, any existing chronic health conditions, diagnosed mental health issues, and people who have spent one or more nights in a holding cell, jail, or prison within six months of their VI-SPDAT assessment. Of the people experiencing homelessness in Arcadia from July 2016 through November 2017:

- 37% reported being homeless less than a year, 50% said 1-2 years, and 9% said 2 years or more.
- 34% reported chronic health issues related to the liver, kidneys, stomach, lungs, or heart.
- 19% reported a mental health issue, and only 3% reported substance use disorder.
- In the 6 months prior to assessment, 41% had taken an ambulance to the hospital, 69% had received health care at an emergency department/room, and 47% had received in-patient care at least one time.
- 22% had spent at least one night in a holding cell, jail, or prison within six months of their assessment, with 3% being incarcerated five or more times.

School District Data

Data gathered through the PIT Count and field outreach can also be supplemented with data from the Los Angeles County Office of Education. These data indicate that, during the 2016-2017 academic year, 25 Arcadia Unified School District students were considered homeless under the McKinney-Vento Act.^{15, 16} The McKinney-Vento Homeless Assistance Act provides guidance to state education agencies and school districts on how to ensure that policies related to the identification, enrollment, attendance, and success of students experiencing homelessness serve those students' "best interest." Like HUD, the McKinney-Vento Act counts as homeless those students who are living in emergency or transitional shelters, vehicles or public or private spaces not designed for sleeping. McKinney-Vento, however, also counts as homeless those children and youth who are living in motels, hotels, trailer parks, or camping grounds; abandoned buildings or substandard housing; bus or train stations; or in shared housing due to economic hardship. It also includes children abandoned in hospitals and unaccompanied minors and children and youth.

Service Planning Area 3 Data

Arcadia currently has one of the smallest populations of people experiencing homelessness within Service Planning Area 3 (SPA 3); however, housing instability and homelessness often results in individuals being forced to move out of their preferred communities. Therefore, the data in the preceding sections of the report should be looked at holistically in conjunction with the following snapshot of SPA 3 demographics to better understand regional trends within the homeless population, which has increased 5% from 4,094 in 2017 to 4,292 in 2018.¹⁷

- 76% (3,262) were unsheltered and living outside while 24% (1,030) were in some form of temporary shelter accommodations – accounting for 8% of Los Angeles' homeless population
- 87% were single adults, 13% were families, and none were unaccompanied youth and young adults

¹⁵ Los Angeles County Office of Education. (2017). Aggregated LA County Homeless Student Count.

¹⁶ Federal Register. (2016). [McKinney-Vento Education for Homeless Children and Youths Program](#).

¹⁷ Los Angeles Homeless Services Authority. (2018). [2018 Greater Los Angeles Homeless Count Service Planning Area 3 – San Gabriel Data Summary](#). The data does not cover Pasadena with the exception of the percentages of sheltered and unsheltered individuals.

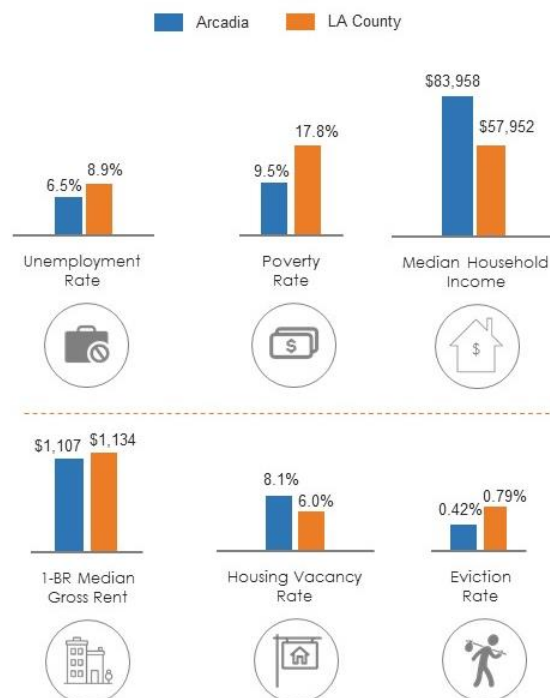
- 35% were female, 63% male, 2% transgender, and .3% gender non-conforming
- 53% were Hispanic/Latino, 25% were white, 17% were African American, 1% were Asian, 1% were Native Hawaiian/Pacific Islander, .3% were American Indian/Alaska Native, and 2% identified as multi-racial.
- 11% were ages 62 and older, 13% between the ages of 55-61, 65% between the ages of 25-54, 4% between the ages of 18-24, and 8% were under the age of 18
- 7% were United States Veterans, with 4% of the total population identified as chronically homeless Veterans

The following data show vulnerability indicators reported by individuals experiencing homelessness in SPA 3:¹⁸

- 35% were considered chronically homeless, an increase of 5% over 2017. Chronic homelessness refers to lengthy or repeated histories of homelessness along with a long-term disability such as a mental or physical health problem or a substance use disorder
- 33% had a mental illness, 21% had a substance use disorder, and 1% had HIV/AIDS
- 23% had a physical or developmental disability
- 37% have experienced domestic/intimate partner violence in their lifetime, and 11% of the total population reported being homeless due to fleeing domestic partner violence

Finally, City-level data on economic and housing trends serve as reliable indicators of residents who may be at risk of falling into homelessness. As Figure 2 illustrates, Arcadia’s median household income is higher than the average across Los Angeles County, and its unemployment, poverty, and eviction rates are lower than the average. ^{19, 20} These data suggest that a lower proportion of residents may be at risk of homelessness.

Figure 2: Selected Demographic Statistics



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

¹⁸ Ibid.

¹⁹ U.S. Census Bureau. 2012-2016 American Community Survey 5-Year Estimates

²⁰ Eviction Lab.

Current Efforts to Address Homelessness

Recognizing the benefits of regional coordination in addressing homelessness, the City of Arcadia opted to engage in the planning process to ensure that individuals experiencing homelessness within the community and across the San Gabriel Valley have access to housing and services consistent with the Los Angeles County Homelessness Initiative strategies. Prior to the initiation of the planning process, City staff relied primarily on 2-1-1, Union Station, and Volunteers of America to serve people experiencing homelessness. During the stakeholder interviews, they expressed interest in learning how to better connect these residents to the Coordinated Entry System (CES) with the goal of helping them move from homelessness to housing. Arcadia also regularly participates as an opt-in city in the annual PIT Count conducted annually each January.

City Departments

Within Arcadia, the following departments were identified as having a role in preventing and combating homelessness, including the mitigation of the impact of homelessness on the community:

- The Recreation and Community Services Department serves as the designated project lead for coordinating the City's response to homelessness, and has created resource and referral information for individuals experiencing homelessness as needed. The Department also coordinates the City's participation in the annual PIT Count.
- The Police Department operates a six-person Homeless Education and Liaison Program (HELP) team. The HELP team responds to calls for service from business owners and residents, conducts outreach, and also connects people experiencing homelessness with resources. Approximately once a quarter, the HELP team responds to calls from the Library. The Police Department added, since the Gold Line opened, calls for service related to homelessness have increased from 473 to 954 a year, a 101% increase. The Police Department expressed interest in participating in future PIT Counts.
- The Fire Department responds to calls, and can provide paramedic and ambulance services. They also hand out kits with necessities to people experiencing homelessness.
- The Library and Museum Services Department provides resource and referral information and an inclusive place for people to rest, use the computers, charge cell phones, and use the public restrooms. Recognizing the limited availability of services within the community, library staff received training from Ryan Dowd, a national expert that trains various city departments, libraries, and schools on how to work with chronically homeless individuals.
- The Public Works Services Department works with the County to clean up encampments in response to calls, many of which may be related to County-owned land.
- The Development Services Department has code services respond to requests for commercial and industrial debris removal.

Table 1 outlines the City’s estimated annual expenses associated with addressing homelessness, which includes both mitigation costs associated with encampments and funding dedicated to serving individuals and families experiencing homelessness and those facing housing instability. Currently, 60 percent of Arcadia’s funding associated with addressing homelessness is allocated to mitigation.

Table 1: Estimated Annual Expenses Related to Homelessness

Department	Estimated Annual Costs Associated with Homeless Services	Service Description
Recreation and Community Services Department	\$27,500	Coordinates the City’s response to homelessness with other City departments, the County, and the community; maintains a list of available resources; and provides services, as needed. Also coordinates the annual PIT Count.
Police Department Homeless Education and Liaison Program (HELP) Team	\$20,000	Responds to calls for service and engages in proactive outreach to homeless individuals.
Fire Department	\$30,725	Responds to calls for service and provides paramedic and ambulance services, as needed.
Library and Museum Services Department	\$1,900	Provides information about housing and services to patrons experiencing homelessness. Costs associated with staff training and biohazard clean-up.
Public Works Services Department	\$1,800	Removes property and debris from encampments, as needed.
Development Services Department	\$2,900	Code services officers respond to commercial and industrial debris removal.
Estimated Annual Total	\$84,825	

Community Development Block Grant Funds

For more than 40 years, Arcadia has received funds through the U.S. Department of Housing and Urban Development Community Development Block Grant (CDBG) program, which is administered through the Community Development Commission (CDC) of Los Angeles County. According to the Annual Action Plan covering the period starting on July 1, 2018, and ending on June 30, 2019, Arcadia will receive an allocation of \$337,839 in Community Development Block Grant (CDBG) funds to support a variety of program and services:^{21, 22}

- \$235,836 to provide grants to 13 low-income homeowners for necessary home improvements
- \$24,640 to provide a lunch program to 350 seniors Monday through Friday at the Arcadia Community Center
- \$20,507 to provide information on government benefits and other services seniors

Community Partners

In addition to the services and resources listed in Table 1, the City and its local partners are currently engaged in the following services to prevent and combat homelessness:

- The Arcadia Chamber of Commerce and Downtown Arcadia Improvement Association (DAIA) have been speaking with businesses about the impact of homelessness. The Chamber recently partnered with the Police Department to educate the business community about homelessness, as well as where to refer individuals seeking services and support. The Chamber currently responds to two to three calls a month from business owners, and also tries to connect walk-ins with resources.
- The Downtown Arcadia Improvement Association (DAIA) represents the interests of local business owners. DAIA expressed interest in educating the business community about homelessness and where to refer individuals seeking services and support.
- The Arcadia Unified School District (AUSD) serves the educational needs of the majority of youth in Arcadia. The district works to connect students and families experiencing or at risk of homelessness with housing and services.
- The Arcadia Mental Health Center, operated by the Los Angeles County Department of Mental Health Services, provides outpatient mental health services to clients, which include a growing number of people experiencing homelessness. The Center serves as a (CES) assessment site and works to secure housing vouchers and placements for clients through Full Service Partnerships, a program for adults ages 25-69 with severe mental illness.
- Arcadia Methodist Hospital serves Arcadia and the surrounding area, including approximately 40 Emergency Room patients experiencing homelessness per month.²³ The hospital provides patients experiencing homelessness with prescriptions, clothing, taxi vouchers, and referrals to local resources and services, as needed.
- The Assistance League of Arcadia distributes backpacks, school uniforms and clothing, and other necessities to children in grades K-8 in the San Gabriel Valley who are identified by their school district as “in need,” which includes children who are experiencing or at risk of homelessness.

²¹ Community Development Commission of Los Angeles. (2018). [2018-2023 Consolidated Plan/2018-2019 One Year Action Plan: Appendix I – CDBG Allocations](#).

²² Community Development Commission of Los Angeles (2018). [2018-2019 Action Plan Proposed Projects](#).

²³ Information provided by T. Kaplan, Manager of Social Work Care Coordination, Methodist Hospital of Southern California.

- Foothill Unity Center, located in Monrovia, provides food, case management, transportation, motel vouchers, referrals, and health services for people who are homeless or at risk of homelessness. They also serve as a CES assessment site.

Regional Partners

On a regional level, the City also coordinates with surrounding cities, the San Gabriel Valley Council of Governments, and various County Departments on relevant issues, as needed. City staff also refer individuals experiencing homelessness to the following SPA 3 CES leads to complete the VI-SPDAT and match them with the appropriate housing and services:

- Union Station Homeless Services, which is contracted to serve adults in the Western region of the SPA, as well as families throughout the SPA.
- Hathaway-Sycamores Child and Family Services, which serves youth ages 16-24.
- Volunteers of America, which is contracted to serve adults in the Eastern region of the SPA.

In addition, the United Way of Greater Los Angeles recently launched the Everyone In campaign, which aims to educate and engage nonprofit organizations, businesses, and labor and community leaders in advocating for solutions to bolster homeless services and increase the supply of supportive housing.²⁴

Goals and Supporting Actions

While the population experiencing homelessness is modest in comparison to many other cities, the vulnerability of those who are homeless has prompted the City of Arcadia to create a five-year plan homelessness plan to guide the efforts to prevent and combat homelessness.

The following goals and actions to address homelessness in Arcadia were derived from input received from stakeholder interviews, as well as identification of best practices and opportunities.

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

Goal #2: Strengthen Local Capacity to Support Countywide Outreach

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

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

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

The Department of Recreation and Community Services is responsible for overseeing the goals and actions, and updating or adding new goals and actions over time. The plan will be reviewed continually and the necessary changes will be made to ensure that the City's goals and actions reflect best practices in serving the needs of people experiencing homelessness.

²⁴ Everyone In LA. (NA). [About Us](#).



Goal 1: Educate City Staff, Key Stakeholders, and the Community About Homelessness

Homeless Initiative Strategy Link(s): E6, E7

Action 1a

Establish a local team comprised of key stakeholders within Arcadia to educate individuals regarding the homeless plan and ensure a coordinated response to homelessness (E7).

- Identify and invite team members (e.g., Recreation and Community Services, Police, Fire, Library and Museum Services, and Public Works Services Department, Arcadia Downtown Business Improvement Association, Arcadia Chamber of Commerce, Arcadia Unified School District, Arcadia Methodist Hospital), and other organizations in Arcadia.
- Schedule and hold meetings to discuss plan progress and coordinate ongoing staff and community education.
- Pursue County Homeless Initiative plan implementation funding for FY 2018 to support coordination efforts either individually or with neighboring cities.

Measurement:	Team established within six months
Ownership:	Recreation and Community Services Department
Leveraged City Resources:	Staff time for participating City departments to organize, facilitate, and attend meetings
Associated Policy Changes:	No associated policy changes
Timeline:	Six months, ongoing

Action 1b

Establish and implement a community education process.

- Develop a community toolkit that provides general information on local and regional resources for homeless. Share it with all City departments and create an online resource area where stakeholders can access the information.
- Organize community meetings for stakeholders to share information and answer questions. Ensure members of the business and faith-based communities, service providers, and residents are informed about best practices to address homelessness.
- Participate in the Everyone In campaign when possible.

Measurement:	Toolkit developed and made available online, one community meeting in Year One
Ownership:	Recreation and Community Services Department
Leveraged City Resources:	City staff time, website and social media, and facilities for meetings
Associated Policy Changes:	No associated policy changes
Timeline:	One year, ongoing

Action 1c

Enhance City staff understanding of Arcadia's homeless population (E6).

- Work with the SPA 3 CES leads (e.g., Union Station Homeless Services, Hathaway-Sycamores) to gather the City's data and develop a list of individuals. If feasible, go through the LAHSA onboarding process to get access to system data on single adult and youth clients.
- Determine how people are becoming homeless in Arcadia by gathering data from other existing databases (e.g., CalWORKS, City and School District databases).
- Conduct ongoing reviews of data to understand trends in homeless population demographics (e.g., chronic homelessness, students and families, seniors, survivors of domestic violence).
- Involve City staff and Police Department HELP program in annual PIT Count.

Measurement:	Regularly updated summary of who is experiencing or at risk of homelessness in Arcadia
Ownership:	Recreation and Community Services Department
Leveraged City Resources:	Staff time to gather and analyze data, participate in PIT Count, work with organizations to assist in providing resources
Associated Policy Changes:	No associated policy changes
Timeline:	Annual, ongoing



Goal 2: Strengthen Local Capacity to Support Countywide Outreach

Homeless Initiative Strategy Link(s): E6,E4,E7

Action 2a

Train frontline City staff to refer homeless and at-risk individuals and families to the crisis response system (E6).

- Identify frontline staff who have the most interaction with people experiencing or at risk of homelessness.
- Develop and implement process to ensure City staff are educated and trained on how to connect people with prevention services via 2-1-1 and possibly learn how to use the County Web-based portal to submit outreach requests.
- Start with City staff and explore expanding to other community stakeholders as needed.

Measurement:	Frontline staff identified, process developed, first training conducted within Year One Expansion to stakeholders in Year Two, as needed Number of individuals who are homeless or at-risk referred to outreach teams and services annually
Ownership:	Recreation and Community Services Department
Leveraged City Resources:	Staff time
Associated Policy Changes:	No associated policy changes
Timeline:	One year, ongoing

Action 2b

Review and align Police Department HELP team outreach protocols with County protocols (E4, E6, E7).

- Participate in the Los Angeles County Sheriff's Department Crises Intervention Training (First Responders Training) to ensure local outreach policies and protocols align with best practice and Homeless Initiative strategies.²⁵
- Assess how current HELP program aligns with First Responders training and CES, and adapt the program as needed to focus on pathways to housing.
- Continue working with outreach partners, including the Department of Mental Health and West San Gabriel Valley Mental Evaluation Team, to regularly report locations of encampments and connect people to services.
- Explore potential to access AB 109 funding by partnering with the County.

Measurement:	Completed training within one year, number of individuals trained Revisions to policies and protocols developed and implemented within Year One
Ownership:	Arcadia Police Department and Recreation and Community Services Department
Leveraged City Resources:	Staff time to develop and implement protocol
Associated Policy Changes:	Develop policies and processes parallel to those of Los Angeles County to enhance coordination and reflect best practice
Timeline:	One year, ongoing

²⁵ Police Chief Magazine. (ND). [Changing Law Enforcement Culture One Deputy at a Time with LASD-CIT: Is that Crisis Intervention Training or Changing Inherent Thinking? Or Both?](#)



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

Homeless Initiative Strategy Link(s): E6, E7

Action 3a

Ensure that all individuals experiencing or at risk of homelessness are entered in CES (E7).

- Coordinate with Union Station and Hathaway-Sycamores to ensure that each individual referred completes the VI-SPDAT.
- Consider formal participation in CES, which includes signing a participation agreement and providing City staff with training on the VI-SPDAT and HMIS.
- Assign staff to participate in regional (and potentially sub regional) case conferencing to ensure that clients with high levels of need are prioritized for housing.

Measurement:	Participation decisions made by end of Year One
Ownership:	Recreation and Community Services Department
Leveraged City Resources:	Staff time to participate in training, attend case conferencing, and conduct follow-up with CES leads on referrals
Associated Policy Changes:	No associated policy changes
Timeline:	Years One-Two

Action 3b

Work with community partners to increase the number of CES access points in the community (E6, E7).

- Increase the number of CES access points in the City if funding is available.

Measurement:	Partners identified by end of Year One. Funding decisions made before end of Year Two.
Ownership:	Recreation and Community Services Department
Leveraged City Resources:	Staff time to develop partnerships and analyze the feasibility of funding services providers to serve as CES access points.
Associated Policy Changes:	No associated policy changes
Timeline:	Years One-Two



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

Homeless Initiative Strategy Link(s): B3, E6, E8

Action 4a

Consider developing a Rapid Re-Housing program to reduce homelessness among unsheltered residents who score in the mid-acuity range on the VI-SPDAT if funding is available (B3, E6).

- Refer individuals and families experiencing homelessness to CES to access the Rapid Re-Housing program.
- Work with LAHSA and the Department of Health Services to explore the feasibility of providing a City-funded rental subsidy to designate Rapid Re-Housing Units for local preference. Cities that contribute \$500 per month per individual/family for up to nine months are eligible for matching funds equal to the remainder of the rental subsidy, plus all supportive services. After nine months, the County covers all costs.
- Partner with LAHSA housing locators to recruit landlords/property owners interested in participating in the Rapid Re-Housing program.

Measurement:	Explore partnership by end of Year Two; funding decisions made by end of Year Three
Ownership:	Recreation and Community Services Department
Leveraged City Resources:	\$500 per month per homeless family/individual for up to nine months (\$4,500); seek grants to cover costs
Associated Policy Changes:	Policy and associated protocol outlining eligibility for Rapid Re-Housing placement based on VI-SPDAT scores and County program guidelines
Timeline:	Years Two to Three

Action 4b

Explore opportunities to partner with a service provider in a neighboring city with a shelter to fund the placement of Arcadia’s homeless population in dedicated shelter beds (E8).

- Identify neighboring cities that have or are developing shelters.
- Identify funding sources for shelter beds.
- Develop an MOU and associated protocols to fund and place Arcadia residents experiencing homelessness in dedicated shelter beds, as needed.

Measurement:	Funding decisions possible by end of Year Two, if applicable grants are available.
Ownership:	Recreation and Community Services Department
Leveraged City Resources:	City staff time to pursue funding sources, partnerships
Associated Policy Changes:	Memorandum of Understanding with shelter provider
Timeline:	Years Two to Three



Goal 5: Coordinate with Regional Partners

Homeless Initiative Strategy Link(s): E6, E7

Action 5a

Participate in homeless plan coordination services with the San Gabriel Valley Council of Governments (E7).

- Collaborate with other cities in the San Gabriel Valley Council of Governments to share ideas, protocols, and outreach efforts.
- Collaborate with neighboring cities and regional partners to explore opportunities to share resources for homeless individuals.

Measurement:	Attendance at meetings, city participation in services
Ownership:	Recreation and Community Services Department
Leveraged City Resources:	City staff time
Associated Policy Changes:	No associated policy changes
Timeline:	Year one, ongoing

Action 5b

Coordinate with LAHSA and the County Homeless initiative team on regional efforts to enhance outreach and strengthen the CES (E6, E7).

- Coordinate with the Los Angeles Homeless Services Authority, CES leads (e.g., Union Station Homeless Services for adults and families, Hathaway-Sycamores Child and Family Services for youth), and County departments/agencies (e.g., Department of Mental Health, Department of Education, Los Angeles County Metropolitan Transportation Agency).

Measurement:	Ongoing participation in County Homeless Initiative collaboration opportunities, as identified
Ownership:	Department of Recreation and Community Services
Leveraged City Resources:	City staff time
Associated Policy Changes:	No associated policy changes
Timeline:	Year One, ongoing

Appendix A: 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 checked="" 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 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 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
D – Provide Case Management & Services	<input type="checkbox"/>	<input type="checkbox"/>	D2. Jail In-Reach
	<input 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 checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	E6. Expand Countywide Outreach System
	<input checked="" type="checkbox"/>	<input checked="" 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 type="checkbox"/>	F1. Promote Regional SB2 Compliance and Implementation
	<input type="checkbox"/>	<input type="checkbox"/>	F2. Linkage Fee Nexus Study
	<input type="checkbox"/>	<input type="checkbox"/>	F4. Development of Second Dwelling Units Program
	<input type="checkbox"/>	<input type="checkbox"/>	F5. Incentive Zoning/Value Capture Strategies
	<input 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)