

CITY OF INGLEWOOD
PLAN TO PREVENT AND COMBAT HOMELESSNESS

June 26, 2018

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Introduction:

The City of Inglewood is fortunate to have considerable resources for a city of its size. It has a Housing Authority with an inventory of approximately 1,000 Housing Choice Vouchers (HCVs), receives HOME and Community Development Block Grant (CDBG) funding from the U.S. Department of Housing & Urban Development (HUD), and has previous experience with other federal funding. With the construction of the Crenshaw Metro Line and the Rams Stadium, there are increasingly significant development and business interests within the City that could be leveraged to assist in the implementation of this Homeless Plan. The City interacts directly with persons experiencing homelessness through their Homeless Tenant Based Rental Assistance and motel voucher programs, and the Inglewood Police Department has a Community Affairs Liaison that is active in issues of homelessness. Similarly, there is a substantial homeless services provider community, both Coordinated Entry System (CES) and non-CES agencies, and an active faith community in Inglewood that will be key in implementing many of the strategies outlined in this Plan. These resources will all contribute to the successful implementation of this Plan.

However, Inglewood is also undergoing challenges. Housing affordability has become a significant issue with rapidly increasing rents in the City, a low vacancy rate across LA County, and minimal land available for residential development. Renter household income has not kept up with increases in rent for example, in 2014, over 75% of extremely low-income rental households were paying more than 50% or more of their income towards rent. Although Inglewood has a rich services environment, the City has historically had a limited relationship with providers. Additionally, there are few facility-based services, interim or permanent housing resources for homeless residents. There is no non-veteran supportive housing in Inglewood. The City is having trouble making use of its HCV and motel voucher programs due to the difficulty of finding willing landlords and motel owners who could otherwise rent to the general population. Many of these issues are addressed by this Plan.

A more comprehensive assessment of the key resources and barriers in Inglewood can be found in Attachments A and B, which were collaboratively developed by Shelter Partnership and the Inglewood Homeless Plan Workgroup.

The City does not have capacity to implement many of the strategies outlined in this plan without assistance from the County, State and other sources of funding. The City also needs a staff position with the explicit responsibility of overseeing implementation of this plan, revisiting the plan as needed, and coordinating homelessness-related issues at the City level. This staff member would work closely with the City’s Homeless Liaison who is currently spearheading many of the homelessness-related issues impacting Inglewood. The City hopes that Measure H City Plan implementation funding can be used to hire this staff member.

1. City and Plan Information

Name of City	Period of Time Covered by Plan	Date of Plan Adoption
Inglewood	June 2018-June 2021	June 26, 2018

2. Why Inglewood Developed a Homeless Plan:

The City of Inglewood has long been committed to addressing homelessness. The Inglewood Homeless Plan Workgroup, consisting of stakeholders across a range of sectors, identified a set of goals to guide the planning process. The strategies presented in this Plan all relate to at least one of these planning goals:

- 1) The number of people experiencing homelessness in Inglewood is reduced.
- 2) Homelessness is prevented by addressing the underlying economic and social factors that can cause homelessness.

- 3) The City of Inglewood is integrated into the Coordinated Entry System in order to maximize access to resources.
- 4) People experiencing homelessness in Inglewood are quickly assessed and connected to a range of resources, including housing and supportive services.
- 5) There is an increase in the interim housing options for people experiencing homelessness in Inglewood.
- 6) There is an increase in the permanent housing options for people experiencing homelessness in Inglewood, including both affordable and supportive housing units.
- 7) City representatives, community members, and people experiencing homelessness in Inglewood are educated about available resources and how to access them.
- 8) City representatives, landlords and community members are educated about homelessness, best practices and solutions for ending homelessness.

The Workgroup also established a set of principles to frame the homeless plan:

- 1) People experiencing homelessness are treated with respect and dignity.
- 2) Best efforts are made to connect people experiencing homelessness with connections to Inglewood to housing within the City.
- 3) The plan is conscientious of people who are the hardest to serve and those with the highest services needs and barriers to housing.
- 4) All homeless sub-populations are addressed in the plan.
- 5) Plan reflects a regional framework by incorporating regional coordination and resources.

3. Inglewood's Planning Process:

Phase 1 – Research & Stakeholder Interviews

The consultant, Shelter Partnership, started the planning process by reviewing internal City planning documents (e.g., Housing Element, Consolidated Plan) and interviewing key stakeholders. Specifically, Shelter Partnership interviewed City departments, other public agencies, homeless services providers, developers, and other key community stakeholders. This phase of the planning process provided a broad, yet in-depth, understanding of homelessness in Inglewood, its impact on the City and community, the current resource landscape, gaps in services provision and preliminary ideas for strategies that should be included in the plan.

A list of phone calls and interviews conducted can be found in Attachment C.

Phase 2 – Workgroup Sessions

After the bulk of stakeholder interviews were conducted, City staff and Shelter Partnership collaboratively identified key City and community stakeholders that should serve on the Inglewood Homeless Plan Workgroup. Four workgroup sessions were held on the following schedule:

1. Session 1 – Education: educate participants on Measure H and the Homeless Initiative, the Coordinated Entry System, key housing interventions and the purpose of the planning process.
2. Session 2 – Key Issues & Opportunities/Resources: present and collect feedback on the resource landscape and key issues related to homelessness in Inglewood.
3. Session 3 – Homeless Plan Development: present and collect feedback on strategies to be included in plan.
4. Session 4 – Homeless Plan Development: present and collect feedback on strategies to be included in plan.

A roster of workgroup participants is included as Attachment D.

4. Goals of the City's plan and related actions:

The City's goals are grouped into categories, with priority goals noted in red.

A. PERMANENT HOUSING GOALS

GOAL # 1 (PRIORITY)

1. Goal

Increase permanent housing options by developing mixed population projects (i.e., projects with supportive and affordable units).

The goal to increase permanent housing relates to the following LA County Homeless Initiative strategies:

- Provide Services & Rental Subsidies for PSH (D7): LA County Health Agency can fund services and rental subsidies in PSH that is developed in Inglewood.
- Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals (F7): Measure H funds go into a CDC NOFA which provides capital funding, Project-Based VASH and Housing Choice Vouchers (HCVs) for the creation of permanent rental housing units within both Special Needs and Mixed-Population projects.

2. Supportive Action(s) / Associated Policy Change(s)

a. Specific supportive action(s) and policy changes for each identified strategy.

- Work with LINC on the development of their project on the Metro property.
- Outreach to other developers to encourage the development of mixed population housing in the City.

b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.

- The development of the LINC property and any additional projects will supply much-needed affordable and supportive units to the city's housing stock.
- A local preference tenant selection policy will encourage Inglewood to contribute funding to future housing developments as the city will consider it to be a direct benefit to city residents.

c. Intended process for enacting the supportive action(s) and policy change(s).

- Planning Division to continue meeting with LINC to determine project details (e.g., number of special needs/homeless units, target population, service providers partner, property management guidelines).
- Outreach to other developers to encourage the development of mixed-population housing in the city.
- Identify sites and land for potential mixed-population housing projects.
- Advocate for a policy whereby residents of a city that invests in a permanent housing project are prioritized in that project's tenant selection plan.
 - Meet with LAHSA staff to discuss options to implement policy regarding tenant selection.
 - Consult with County CEO staff to discuss their perspective on implementing a policy regarding tenant selection.
- Meet with housing developers and County Community Development Commission to explore additional development opportunities.
- Market to CES providers when supportive units are available.

- Explore supportive housing funding opportunities, including but not limited to, the State's No Place Like Home program and former redevelopment agency funding.

d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).

- LINC and other housing developers that will be lead on the development of projects.
- Services providers that will be providing services within projects.
- LAHSA, County CDC and County CEO can provide feedback and guidance.

3. Goal Measurement

The success of mixed-population housing project strategy will be measured by:

- Number of affordable and special needs/homeless units at LINC project
- LINC project outcomes will include:
 - Housing retention (6 months; 1 year)
 - Tenant satisfaction
 - Increase in benefits
- Development of mixed population housing projects
- Enactment of local preference policy

4. Goal ownership

The Planning Division and Housing & Grants Department will be leads on this strategy. Planning will assist on the development of the project whereas the Housing & Grants Department will be lead on marketing, tenant selection and operating subsidies.

5. Leveraged City Resources

- The City's Housing Choice Vouchers can be used in supportive housing projects (project-based or tenant-based).
- The City's HOME Funds may be used in the development of supportive housing.

6. Timeline

- The City Planning Division is in ongoing meetings with LINC, which will continue until project is completed. The target date for completion of the project is yet to be determined. A contract was signed in January 2018.
- Policy advocacy will begin fall or winter of 2018
- Outreach to developers will begin in 2019

GOAL # 2

1. Goal

Increase permanent housing options by developing supportive housing projects.

This relates to the following LA County Homeless Initiative strategies:

- Provide Services & Rental Subsidies for PSH (D7): LA County Health Agency can fund services and rental subsidies in PSH.
- Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals (F7): Measure H funds go into a CDC NOFA which provides capital funding, Project-Based VASH and Housing Choice Vouchers (HCVs) for the creation of permanent rental housing units within both Special Needs and Mixed-Population projects.

2. Supportive Action(s) / Associated Policy Change(s)

a. Specific supportive action(s) and policy changes for each identified strategy.

Develop 100% supportive housing projects within the City of Inglewood.

b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.

The development of supportive housing projects will supply much-needed units to the city's housing stock. There are currently no 100% supportive housing projects within the City.

c. Intended process for enacting the supportive action(s) and policy change(s).

- Meet with housing developers and County Community Development Commission to explore additional development opportunities.
- Outreach to developers to encourage the development of supportive housing in the city.
- Identify sites and land for potential supportive housing projects.
- Advocate for a policy whereby residents of a city that invests in a permanent housing project are prioritized in that project's tenant selection plan.
 - Meet with LAHSA staff to discuss options to implement policy regarding tenant selection.
 - Consult with County CEO staff to discuss their perspective on implementing a policy regarding tenant selection.
- Market to CES providers when supportive units are available.
- Explore supportive housing funding opportunities, including but not limited to, the State's No Place Like Home program and former redevelopment agency funding.

d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).

- Housing developers that will be lead on the development of projects.
- Services providers that will be providing services within projects.
- LAHSA, County CDC and County CEO can provide feedback and guidance.

3. Goal Measurement

The success of the 100% supportive housing project strategy will be measured by:

- Development of supportive housing projects
- Number of supportive housing units within the City
- Housing project outcomes:
 - Housing retention (6 months; 1 year)
 - Tenant satisfaction
 - Increase in benefits
- Enactment of local preference policy

4. Goal ownership

The Planning Division and Housing & Grants Department will be lead on this strategy. Planning will assist on the development of the project whereas the Housing & Grants Department will be lead on marketing, tenant selection and operating subsidies.

5. Leveraged City Resources

- The City's Housing Choice Vouchers can be used in supportive housing projects (project-based or tenant-based).
- The City's HOME Funds may be used in the development of supportive housing.

6. Timeline

- Policy advocacy will begin fall or winter of 2018
- Outreach to developers will begin in 2019

GOAL # 3

1. Goal

Streamline the development of supportive housing by considering the implementation of a Supportive Housing Ordinance.

2. Supportive Action(s) / Associated Policy Change(s)

- a. **Specific supportive action(s) and policy changes for each identified strategy.**
Consider the development of a Supportive Housing Ordinance.
- b. **How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
Implementing a Supportive Housing Ordinance and removing barriers in the Zoning Code will encourage the development of supportive housing, and shorten the timeline for development.
- c. **Intended process for enacting the supportive action(s) and policy change(s).**
 - Planning Division to consider feasibility of enacting a Supportive Housing Ordinance, including researching other jurisdictions' ordinances (e.g., LA City ordinance)
 - Planning Division to review Zoning Code to identify any barriers that impede the development of supportive housing.
 - Develop draft ordinance.
 - Conduct hearings on proposed ordinance.
 - Adoption of ordinance by City Council.
 - Revise Zoning Code as needed.
 - Study impacts of ordinance.
- d. **List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).**
 - Planning Division will be lead on research and analysis of potential ordinance, drafting an ordinance and conducting public hearings.
 - City Council will need to approve the ordinance.

3. Goal Measurement

The success of a supportive housing ordinance will be measured by:

- Adoption of Supportive Housing Ordinance
- Development of supportive housing projects
- Number of supportive housing units in the City
- Reduction in supportive housing development timeline (compared to other jurisdictions)

4. Goal ownership

Planning Division will be lead, as this is a land use ordinance.

5. Leveraged City Resources

Staff time will be used to conduct analysis on this strategy.

6. Timeline

Initial analysis of this ordinance will begin late 2018 or early 2019.

GOAL # 4 (PRIORITY)

1. Goal

Increase homeless households' access to Housing Choice Vouchers (HCVs) by establishing a Homeless Set-Aside in the City's Housing Choice Voucher program.

This policy is modeled after what HACoLA is doing as part of the Housing Choice Vouchers for Permanent Supportive Housing (LA County Homeless Initiative Strategy B8). Additionally, this goal relates to LA County HI Strategy D7 (Provide Services & Rental Subsidies for PSH) because the LA County Health Agency can fund services for vouchers that are set-aside for homeless households in Inglewood.

2. Supportive Action(s) / Associated Policy Change(s)

- a. Specific supportive action(s) and policy changes for each identified strategy.**
Establish a Homeless Set-Aside in the City's Housing Choice Voucher program in the Inglewood Housing Authority (IHA) Section 8 Administrative Plan.
- b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
In June 2018, the Inglewood City Council adopted language in the Section 8 Administrative Plan that established a policy which will set-aside up to 36 tenant-based vouchers for homeless households. Previously, it was difficult for homeless households to access the City's Housing Choice Vouchers. By establishing a homeless set-aside policy, this will now give preference to homeless households and make it easier for them to access the Vouchers.
- c. Intended process for enacting the supportive action(s) and policy change(s).**
 - Revise IHA Section 8 Administrative Plan to establish homeless set-aside policy:
 - Draft revisions to IHA Section 8 Administrative Plan.
 - City Council approves revised IHA Section 8 Administrative Plan.
 - Develop program guidelines:
 - Determine how housing search and retention services will be provided to clients, including identifying a funding source.
 - Determine referrals source and process.
 - Determine eligibility criteria.
 - Review IHA Section 8 Administrative Plan to ensure that policies do not inadvertently place undue barriers to housing for people experiencing homelessness (e.g., excessive criminal background screening criteria).
 - Enter into MOUs with any partners, e.g., CES service providers, LA County.
 - Roll out program (start receiving referrals of eligible clients from community partners).
- d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).**
CES/other service providers will be key in ensuring housing retention and housing search for homeless households that receive HCVs.

3. Goal Measurement

The success of the homeless set-aside policy strategies will be measured by:

- Enactment of the policy
- Number or percentage of total inventory of HCVs successfully utilized
- Number HCVs provided to and successfully utilized by homeless households
- Housing retention of homeless households that receive HCVs (6 months; 1 year)

4. Goal ownership

Inglewood Housing Authority is the lead on this strategy. CES and services providers will track housing retention via HMIS.

5. Leveraged City Resources

This goal leverages the City's inventory of Housing Choice Vouchers.

6. Timeline

The Inglewood City Council already approved the draft language that went into the IHA Section 8 Administrative Plan in June 2018. Turnover of vouchers to homeless households will begin once the new community partners are able to refer eligible clients to the City. The City will begin meeting with service providers in July 2018 to explore opportunities to provide services attached to these vouchers.

GOAL # 5 (PRIORITY)

1. Goal

Increase number of units inhabited by formerly-homeless tenants by engaging landlords through the establishment of a landlord incentive program.

This goal is directly linked to LA County HI Strategy B4 (Facilitate Utilization of Federal Housing Subsidies) because the Housing Authority of the City of LA (HACoLA) provides approximately \$3,500 in landlord incentives per HCV committed to homeless households. The County can also help with landlord recruitment events, transportation costs and establishing systems.

2. Supportive Action(s) / Associated Policy Change(s)

- a. **Specific supportive action(s) and policy changes for each identified strategy.**
Develop landlord incentives through LA County's Homeless Incentive Program (HIP).
- b. **How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
Instituting a landlord incentive program will encourage landlords to rent to homeless households, thus increasing the number of units available to Inglewood's homeless residents.
- c. **Intended process for enacting the supportive action(s) and policy change(s).**
 - Follow up with HACoLA to begin process of entering into an agreement.
 - Execute agreement with HACoLA.
 - Write program guidelines, including standards and requirements for participating landlords.
 - Research other jurisdictions' program guidelines.
 - Coordinate landlord engagement events to advertise the program.
 - Educate landlords about renting to homeless households.
 - Develop stronger relationships with individual landlords and landlord groups.
- d. **List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).**
 - HACoLA is providing funding for the landlord incentives and also assists with landlord engagement events and other technical assistance.
 - Inglewood Rental Property Owners Association, South Bay Association of Realtors, and other individual landlords will need to be engaged.
 - The South Bay Council of Governments can assist in landlord recruitment and other planning.

3. Goal Measurement

The success of the City's HIP program will be measured by the:

- Number of units leased with HIP incentives
- Number of incentives provided
- Number of landlords participating in HIP program
- Number of landlord engagement events held (including number of landlords attending and signing up to learn more)
- Number of landlords attending engagement events

4. Goal ownership

Inglewood Housing Authority is the lead for this strategy.

5. Leveraged City Resources

Landlord incentives will be coupled with the City's Housing Choice Vouchers that are set-aside for homeless households.

6. Timeline

The City and HACoLA will begin negotiations in the summer 2018.

GOAL # 6

1. Goal

Increase the development of permanent housing and increase the utilization of the City's Housing Choice Vouchers (HCVs) by instituting a policy to project-base HCVs.

2. Supportive Action(s) / Associated Policy Change(s)

- a. Specific supportive action(s) and policy changes for each identified strategy.**
Establish a policy to project-base HCVs in the Inglewood Housing Authority Section 8 Administrative Plan.
- b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
Project-basing vouchers will encourage the development of permanent housing in Inglewood by providing a source of operating subsidies, and will also benefit by the city by increasing Housing Choice Voucher utilization which is currently at approximately 85%.
- c. Intended process for enacting the supportive action(s) and policy change(s).**
 - Draft revisions to the Inglewood Housing Authority (IHA) Section 8 Administrative Plan to allow for project-basing.
 - City Council approves revised IHA Section 8 Administrative Plan.
 - Develop program guidelines.
 - Determine process to award project-based vouchers, e.g., procurement, and eligibility criteria.
 - Outreach to housing developers.
 - Implement project-based voucher program within future supportive housing projects.
- d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).**
 - City Council will need to approve revisions to IHA Section 8 Administrative Plan.

- Housing developers will need to develop housing in which project-based HCVs can be used.

3. Goal Measurement

The success of a policy to project-base HCVs will be measured by:

- Number of housing units developed with project-based vouchers
- Utilization and turn-over of project-based vouchers compared to tenant-based vouchers

4. Goal ownership

Inglewood Housing Authority is the lead for this strategy because it requires an administrative change to the IHA Section 8 Administrative Plan.

5. Leveraged City Resources

The City's Housing Choice Vouchers will be project-based under this policy change.

6. Timeline

Based on schedule for next revision of IHA Section 8 Administrative Plan (targeted for summer 2019).

GOAL #7 (PRIORITY)

1. Goal

Increase permanent housing options in Inglewood by expanding shared housing.

2. Supportive Action(s) / Associated Policy Change(s)

a. Specific supportive action(s) and policy changes for each identified strategy.

Expand landlord participation in existing shared housing programs.

b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.

Encouraging shared housing will utilize existing housing stock as a source of affordable housing and support long-term housing retention.

c. Intended process for enacting the supportive action(s) and policy change(s).

- Research existing shared housing programs, such as Self-Help and Recovery Exchange (SHARE!), for recommendations on program operations.
- Consult with CES on how shared housing is currently being used locally to house homeless clients.
- Ensure that IHA Section 8 Administrative Plan allows for shared housing.
- Develop program guidelines.
- Identify available housing stock for shared housing, including the possibility of foreclosed homes.
- Engage landlords interested in using their properties for shared housing.
- Educate landlords on engaging in shared housing with homeless households.
- Engage service providers to ensure clients receive housing retention and other services as needed.
- Enter into MOUs with any partners, e.g., CES service providers.
- Identify funding source for landlord engagement and services provision, if needed.

d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).

- Inglewood Rental Property Owners Association, South Bay Association of Realtors, and other individual landlords will need to be engaged.
- Shared housing providers will be responsible for overseeing expanded program.
- Service providers, including CES, to provide services for participants of shared housing.
- LAHSA can provide feedback and guidance.

3. Goal Measurement

The success of expanded shared housing will be measured by:

- Number of landlords participating in shared housing program
- Number of homeless households enrolled in shared housing
- Housing retention of shared housing participants (6 months; 1 year)

4. Goal ownership

The Housing & Grants Department is the lead for this strategy. Shared housing providers monitor participant outcomes.

5. Leveraged City Resources

Shared housing participants may also be eligible to receive the City's Tenant Based Rental Assistance or Housing Choice Vouchers.

6. Timeline

Initial exploration will of this strategy begin in fall 2018.

GOAL #8

1. Goal

Increase permanent housing options in Inglewood by exploring opportunities to utilize Accessory Dwelling Units (ADUs) as a source of affordable housing.

The City's ADU ordinance could be modeled after the ADU pilot of the LA County Community Development Commission (LA County Homeless Initiative Strategy F4).

2. Supportive Action(s) / Associated Policy Change(s)

- a. Specific supportive action(s) and policy changes for each identified strategy.**
Develop a policy to allow for the conversion of unpermitted ADUs and to allow for the construction of new ADUs.
- b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
There are currently a substantial number of unpermitted ADUs in Inglewood. By establishing a process to permit ADUs, this can increase the supply of affordable housing and provide an opportunity for property owners to participate directly in addressing the housing crisis.
- c. Intended process for enacting the supportive action(s) and policy change(s).**
 - Research state law and other jurisdictions' policies on ADUs.
 - Explore applicability of an ADU ordinance for Inglewood.
 - Develop policy, and revise Zoning and Building & Safety Codes, as needed.
 - Develop program guidelines, e.g., eligibility criteria.

- Consult with CES on referral and service provision protocols (if ADUs will house homeless clients).
- Educate homeowners on renting to homeless households.
- Ensure compliance with state laws regarding ADUs.

d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).

- Property owners that would be willing to use their ADU as a source of affordable housing.
- CES which would provide services to homeless households living in ADUs.

3. Goal Measurement

If implemented, the success of an ADU ordinance would be measured by the:

- Number of ADUs permitted and/or constructed
- Number of ADUs housing formerly homeless tenants

4. Goal ownership

Planning Division will be lead on the research, analysis and roll-out of this strategy, because it relates to land-use. If implemented, Code Enforcement will also play an important role because this policy requires bringing non-permitted units up to code.

5. Leveraged City Resources

Staff time will be used to conduct analysis on this strategy.

6. Timeline

The Planning Division will begin developing an ADU ordinance in late 2018 in order to comply with state law.

GOAL #9

1. Goal

Increase permanent housing options in Inglewood by exploring the option of establishing a City rapid re-housing program.

This strategy relates to LA County Homeless Initiative B3 (Partner with Cities to Expand Rapid Re-Housing) because the County will provide matching funding to homeless residents of the City who are eligible for rapid re-housing.

2. Supportive Action(s) / Associated Policy Change(s)

a. Specific supportive action(s) and policy changes for each identified strategy.

Explore the establishment of a City rapid re-housing (RRH) program.

b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.

By creating a City rapid re-housing program, this will provide additional housing options for homeless residents.

c. Intended process for enacting the supportive action(s) and policy change(s).

- Attend coordination meetings with HACoLA to explore the establishment of a City RRH program.
- Explore feasibility of establishing a RRH program in Inglewood.

- Enter into agreements with HACoLA for City/County match (HI Strategy B3).
- Develop program guidelines (e.g., referral mechanisms, service provision).
- Enter into MOUs with any partners, e.g., CES service providers.
- Identify CES partner.

d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).

- HACoLA is providing matching funding for RRH program.
- Landlords for units to be used in RRH program.
- CES will provide services to RRH participants.

3. Goal Measurement

If implemented, a City funded rapid re-housing (RRH) would be measured by:

- Number of landlords participating in RRH
- Number of RRH participants
- Participant outcomes:
 - Increase in income
 - Number of households who can afford unsubsidized housing at program exit
 - Housing retention of RRH participants (6 months; 1 year)

4. Goal ownership

The Housing & Grants Department is lead for this strategy. CES providers will monitor participant outcomes.

5. Leveraged City Resources

Rapid re-housing participants could also access the City's Tenant Based Rental Assistance or HCVs.

6. Timeline

Exploration of this strategy will begin in 2019.

B. INTERIM HOUSING & FACILITIES GOALS

GOAL #10 (PRIORITY)

1. Goal

Increase interim housing options in Inglewood by establishing additional dedicated/reserved interim beds for non-veterans at US VETS Inglewood site.

This goal could be funded by LA County HI Strategy E8 (Enhance the Emergency Shelter System). LAHSA will bid out funding for shelter operations, and perhaps additional capital funding, which could be bid on by interim housing operators in Inglewood. Year 2 Measure H allocations increased funding for this strategy by \$23 million.

2. Supportive Action(s) / Associated Policy Change(s)

- a. **Specific supportive action(s) and policy changes for each identified strategy.**
Establish dedicated interim beds at US VETS on a short-term basis prior to facility rehabilitation, and on a long-term basis for post-rehabilitation.
- b. **How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
Increasing the number of interim beds at US VETS for non-veterans will be an important resource given the limited short-term housing stock in the city, and will help outreach teams engage with clients. The City is already investing redevelopment funding into the rehabilitation of the site, so it has a vested interest in the site's uses.
- c. **Intended process for enacting the supportive action(s) and policy change(s).**
 - Negotiate with Cloudbreak and US VETS regarding the number of units that can be dedicated/reserved for non-veterans for the two phases: pre- and post-rehabilitation of the facility.
 - Determine eligibility criteria for beds.
 - Determine referral process, e.g., CES involvement.
 - Enter into agreement with services provider to ensure clients receive appropriate services, including development of a housing plan.
 - Procure funding for the operations of these new beds (e.g., Measure H E8 funding).
 - Explore opportunities for additional interim housing sites.
- d. **List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).**
 - US VETS Inglewood and Cloudbreak are the key negotiating partners.
 - CES will need to be engaged in terms of the referral process and eligibility.
 - LAHSA is responsible for procuring operators for interim housing.

3. Goal Measurement

The success of interim housing beds at US VETS will be measured by:

- Number of dedicated beds that are secured
- Bed occupancy rate
- Number of participants exiting beds into permanent housing

4. Goal ownership

The Housing & Grants Department is the lead for this strategy. CES monitors client outcomes.

5. Leveraged City Resources

The City's redevelopment funding is being used for the rehabilitation of the US VETS site.

6. Timeline

Negotiations on the rehabilitation have already begun and discussions around additional dedicated beds will begin in summer 2018.

GOAL #11 (PRIORITY)

1. Goal

Increase interim housing options in Inglewood by continuing the Winter Shelter Program (WSP) at the Inglewood Armory site.

2. Supportive Action(s) / Associated Policy Change(s)

- a. **Specific supportive action(s) and policy changes for each identified strategy.**
Continue WSP at the Inglewood Armory.
- b. **How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
Continuing operation of the WSP will provide an additional interim housing resource for the City.
- c. **Intended process for enacting the supportive action(s) and policy change(s).**
 - Identify potential operators to apply to LAHSA RFP.
 - Identify program modifications to ensure improvements in the operation of the WSP.
 - Share with potential operators the concerns from past WSP operations, e.g., pick-up/drop-off locations, services provided, outreach to stakeholders, impact on City.
 - Operator to attend mandatory bidder's conference and submit proposal to LAHSA RFP.
 - City to draft letter of support for WSP at Inglewood Armory.
 - If awarded, work with operator, LAHSA, and CES on establishment of program guidelines, and to develop regular meetings/communication to ensure that any issues are resolved quickly and that all parties are informed on the program's operations.
- d. **List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).**
 - LAHSA procures WSP sites and operators. LAHSA also provides oversight for the WSP.
 - Potential operators for WSP site.
 - CES provides referrals and support to WSP.
 - Homeless residents in neighboring jurisdictions may access WSP site in Inglewood. This will require coordination with the law enforcement and governments of these neighboring jurisdictions.

3. Goal Measurement

The success of the WSP in Inglewood will be measured by:

- Inglewood Armory continuing as a WSP in the 2018/19 winter season
- Bed occupancy rate
 - % participants who are Inglewood residents
- Participant Outcomes:
 - Number of participants exiting beds into other interim housing
 - Number of participants exiting beds into permanent housing
- Reduction in reports of negative impacts from WSP

4. Goal ownership

The Inglewood Police Department Community Affairs Liaison is the lead for this strategy.

5. Leveraged City Resources

Staff time will be used to provide oversight and coordination for this strategy.

6. Timeline

Negotiations with The Salvation Army (TSA) as a potential operator are now in progress. TSA will attend mandatory bidder's conference in June 2018 and will submit proposal in response to LAHSA's RFP in July 2018. The 2018/19 WSP season will begin operations in December 2018.

GOAL #12

1. Goal

Increase interim housing options in Inglewood by establishing a safe parking pilot program.

2. Supportive Action(s) / Associated Policy Change(s)

a. Specific supportive action(s) and policy changes for each identified strategy.

Establish a safe parking pilot program.

b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.

By establishing a safe parking program, more people experiencing homelessness will have access to safe interim housing that can assist them in the transition to permanent housing.

c. Intended process for enacting the supportive action(s) and policy change(s).

- Research existing safe parking models and explore feasibility for implementation of various models within Inglewood.
- Set up site visits with existing program (e.g., SSG site in SPA 6, Safe Parking LA).
- Identify sites (e.g., faith communities, city lots).
- Determine whether any land use policies must be adopted in order to use identified site(s) as safe parking.
- Get approval for safe parking site from site owner.
- Identify service provider.
- Enter into MOUs with any partners, e.g., CES service providers.
- Determine program design (e.g., type of vehicle, number of spaces, services connections, hours of operation, delineation of responsibilities between service provider and site owner).
- Identify source of funding (e.g., Measure H).
- Roll out pilot program.

d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).

- Interested faith communities will be engaged to identify potential safe parking sites.
- The City should also work with LAHSA to develop a program design for the safe parking pilot and to ensure that the City's program follows best practices within the industry.
- The City will also need to engage service providers to provide case management and other services to safe parking participants.

3. Goal Measurement

Success of a safe parking pilot program will be measured using the following metrics:

- Number of safe parking spaces in Inglewood
- Number of people enrolled in safe parking program
- Number of participants completing VI-SPDAT assessments
- Number of safe parking participants exiting to permanent housing

4. Goal ownership

The Housing & Grants Department and Inglewood Police Department will be responsible for this goal. The Planning division will be responsible for any land use implications of the goal. The service provider/operator will monitor participant outcomes.

5. Leveraged City Resources

Staff time will be used to provide oversight and coordination for this strategy.

6. Timeline

Exploration of this goal will begin in late 2018/early 2019.

GOAL #13

1. Goal

Increase homeless residents' access to facility-based services (e.g., Navigation Center, storage, hygiene) by expanding the services available to homeless residents of Inglewood.

2. Supportive Action(s) / Associated Policy Change(s)

a. Specific supportive action(s) and policy changes for each identified strategy.

Provide additional services, such as storage and restrooms/showers, at facilities in or near the City.

b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.

Currently, St. Margaret's Center is serving as the access center for the region (e.g., restrooms, access to showers one day a week, in negotiations for laundry access) and the Inglewood Police Department provides limited storage services, but facility-based services are extremely limited within the City. Establishing other facilities, such as a formal Navigation Center, will provide homeless residents with access to a broader range of services and resources to resolve their homelessness and support the transition to permanent housing.

c. Intended process for enacting the supportive action(s) and policy change(s).

- Determine what facility-based services are most needed and most agreeable to the community.
- Discuss with The Salvation Army ways to maximize the utilization of their Inglewood site.
- Conduct inventory of other potential sites, including both City-owned and faith-based sites.
- Determine if any revisions need to be made to Zoning Code to allow for establishment of such facilities.
- Inquire with the City of Los Angeles regarding their planned Navigation Center adjacent to Inglewood, and determine if collaboration could benefit Inglewood homeless residents.
 - Identify resources that could be used to transport clients to this site.
- Identify funding for facility-based services, if needed.
- Enter into MOUs with any partners, e.g., CES service providers.

d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).

- Planning Division to conduct analysis of land-use implications.
- Service providers, including The Salvation Army, to operate facilities.
- Office of City of Los Angeles Councilmember Harris-Dawson if this site is pursued.

3. Goal Measurement

The success of facility-based services will be measured by the following metrics:

- Number of facility sites established
- Number of Inglewood and non-Inglewood residents accessing facilities
- Number of participants completing VI-SPDAT assessments

4. Goal ownership

The Housing & Grants Department and Inglewood Police Department will be responsible for this goal. The services provider/operator would monitor client outcomes.

5. Leveraged City Resources

Staff time will be used to provide oversight and coordination for this strategy.

6. Timeline

Exploration of this strategy will begin in Fall/Winter 2018

C. PREVENTION & DISPLACEMENT GOALS

GOAL #14

1. Goal

Prevent homelessness among Inglewood residents.

This is tied to County Homeless Initiative Strategies A1 and A5 – Homeless Prevention for Families and Individuals because eligible at-risk persons who come to the City for assistance will be referred to the CES for prevention and diversion resources.

2. Supportive Action(s) / Associated Policy Change(s)

a. Specific supportive action(s) and policy changes for each identified strategy.

City staff in the Housing & Grants Department who are interacting directly with extremely low-income resident and persons at-risk of losing their housing are referring into the Coordinated Entry System (CES) Homeless Prevention & Diversion Program.

b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.

The homeless prevention and diversion programs require that CES work with a population of people who are not yet homeless, which is a new client population for CES. The City of Inglewood gets many inquiries from persons who are at-risk of losing their housing, and potentially becoming homelessness, and who are seeking resources. The City is a natural referral pathway into the CES prevention and diversion program.

c. Intended process for enacting the supportive action(s) and policy change(s).

- Develop protocol for City staff to refer at-risk clients to the CES.
- City is educated on eligibility and targeting tool criteria for the CES homeless prevention and diversion programs.
- Identify how clients referred to homeless prevention and diversion can transition into the City's permanent housing resources (e.g., TBRA, Homeless TBRA, HCV).

d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).

- CES providers will need to be in close communication with City staff to ensure that the referrals are appropriate. CES providers will also be key in following up on referrals.
- City staff should conduct outreach and market to schools, City departments, faith-based organizations, and other community partners to identify households who are at-risk for homelessness.

3. Goal Measurement

The effectiveness of City staff making prevention/diversion referrals to CES will be measured by:

- Number of City referrals to CES
- Housing retention of people referred to prevention/diversion (6 mos., 1 year)
- Increase in the number of families and individuals receiving prevention/diversion resources
- Number of new partners identified as referral sources for CES' prevention and diversion programs

4. Goal ownership

The Housing & Grants Department is interacting directly with the at-risk population, so they will be the lead for this goal. CES can also help track outcomes via HMIS.

5. Leveraged City Resources

Persons at-risk for homelessness may be able to access the City's permanent housing resources, when appropriate.

6. Timeline

The City can start making referrals to CES immediately but the procedural guidelines will be put into place later in 2018.

GOAL #15

1. Goal

Prevent displacement of Inglewood residents.

2. Supportive Action(s) / Associated Policy Change(s)

a. Specific supportive action(s) and policy changes for each identified strategy.

Implement policies that would prevent displacement of Inglewood residents.

b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.

The City needs to develop explicit policies to prevent displacement of Inglewood residents.

c. Intended process for enacting the supportive action(s) and policy change(s).

- Set up ad-hoc committee or other group to research what other cities/jurisdictions have done to prevent displacement and explore feasibility for implementation within the City.
- Establish, or explore the opportunity of establishing, ordinances that will incentivize the development or preservation of affordable housing, such as:
 - Inclusionary Housing Ordinance
 - Strengthening the City's Density Bonus by increasing affordability requirements
 - Linkage Fee
- Explore options for affordable housing preservation, such as:
 - Preserving relationships with landlords that rent to households with HCVs
 - Preserving existing affordable deed restrictions

d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).

This depends on the specific displacement strategies that are pursued.

3. Goal Measurement

A decreased rate of residents being displaced from Inglewood would show that displacement efforts are successful.

4. Goal ownership

Depends on the policies implemented. The study of potential displacement efforts would be housed within the Housing & Grants Department or Planning Division.

5. Leveraged City Resources

Depending on the policies implemented, the City could strategically connect residents who are at-risk for displacement with housing or supportive services provided by the City.

6. Timeline

Although this is a priority for the Homeless Plan, it will take many months to research displacement options, conduct feasibility analysis and go through any procedural or administrative actions to implement. Any displacement strategies would likely not be implemented until 2019 or 2020.

D. COORDINATION GOALS

GOAL #16 (PRIORITY)

1. Goal

Ensure ongoing coordination and implementation of the Homeless Plan by establishing a Homeless Services Coordinator position to work closely with the City's existing Homeless Liaison.

2. Supportive Action(s) / Associated Policy Change(s)

a. Specific supportive action(s) and policy changes for each identified strategy.

Establish Homeless Services Coordinator position within the City of Inglewood.

b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.

Currently, City staff do not have the capacity to maintain coordination efforts and to carry implementation of this plan without an internal advocate to take on this role. This position would support and work closely with the City's existing Homeless Liaison.

c. Intended process for enacting the supportive action(s) and policy change(s).

- Identify gaps and barriers in the homeless services delivery system in Inglewood that could be addressed by this position.
- Formulate job description for position.
- Delineate roles and responsibilities in relation to the City's Homeless Liaison.
- Identify which department will hold this position.
- Determine funding source for position.
 - Request funding from LA County (e.g., Measure H City Implementation grant) to partially fund this position.
- Recruit, hire and train position.

d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).

- CES providers should work with the City to collaboratively develop the position description for the Homeless Services Coordinator position.
- Similarly, once the position is hired, they will interact with a wide variety of stakeholders including a variety of City departments, the City's Homeless Liaison, CES providers, other services providers, faith communities, local businesses, regional planning bodies such as the South Bay Council of Governments, and the general public.

3. Goal Measurement

This goal will be fulfilled once the City hires a Homeless Services Coordinator.

4. Goal ownership

The Homeless Services Coordinator will likely be situated within the Housing & Grants Department and will work closely with the Inglewood Police Department.

5. Leveraged City Resources

If needed, the City may be willing to provide matching funding for this position (e.g., matched to County Measure H funding).

6. Timeline

The Homeless Services Coordinator is integral for the implementation of this plan, so the position will be hired within the six months of the plan's adoption.

GOAL #17 (PRIORITY)

1. Goal

Literally homeless and at-risk residents within the City of Inglewood are more effectively served by coordinated efforts between City staff working directly with the population and Coordinated Entry System (CES) providers.

2. Supportive Action(s) / Associated Policy Change(s)

a. Specific supportive action(s) and policy changes for each identified strategy.

City of Inglewood staff and CES providers work more closely together, integrate resources and strategize to serve clients.

b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.

If City staff working directly with homeless and at-risk populations work more closely with CES providers, it will reduce duplication of efforts, provide more opportunities to leverage resources and ultimately produce better outcomes for clients.

c. Intended process for enacting the supportive action(s) and policy change(s).

- Establish Inglewood-specific case conferencing, or integrate Inglewood staff into existing case conferencing meetings. Outreach specific case conferencing should also be established.
- Establish a "by-name" list of persons experiencing homelessness in Inglewood that is shared between service providers and City staff.
- Explore integrating City resources with CES.
- Strengthen written protocol for City's TBRA and motel voucher programs and share widely with community partners.
- Develop written protocol and identify funding for service provision within the City's TBRA and motel voucher programs.
 - Explore how Measure H City Plan implementation funding could be used.
- City to consider becoming a Homeless Count opt-in City.

d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).

- All CES and non-CES providers working in the City of Inglewood will need to be part of coordinating efforts, including outreach teams. This includes St. Margaret's Center (the CES lead for the region), Harbor Interfaith Services, PATH, US VETS, the LAHSA Homeless Engagement Team, MHA, the VA, The Salvation Army, Didi Hirsch Mental Health Services, the Midnight Mission and others.
- LAHSA, the South Bay COG and the South Bay Coalition to End Homelessness can assist with SPA 8 and regional coordination.
- The Inglewood Police Department is active in homeless engagement and outreach, so they will need to play a major role in coordination efforts.

3. Goal Measurement

The integration of the City and CES will be measured by:

- Number of case conferencing sessions
- Number of referrals (bi-directionally)
- Number of coordination meetings

4. Goal ownership

The Housing & Grants Department and Inglewood Police Department are interacting directly with the homeless population, so they will be the leads for this goal. CES can also help track outcomes via HMIS.

5. Leveraged City Resources

Integration of resources if part of this goal, so the City can leverage its TBRA, motel voucher program and PATH contract for outreach and community engagement as part of the menu of resources available via the CES.

6. Timeline

Coordination meetings have already begun. Case conferencing and the development of a by-name list will begin within the first three months of implementation of the plan. A follow-up planning meeting between CES and the City is already scheduled for July 2018.

GOAL #18

1. Goal

The homeless services delivery system in Inglewood is enhanced by engaging faith communities.

2. Supportive Action(s) / Associated Policy Change(s)

a. Specific supportive action(s) and policy changes for each identified strategy.

Engage and incorporate faith communities in the homeless services delivery system.

b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.

In Inglewood, many residents experiencing or at-risk of homelessness reach out to the faith community for assistance. Currently, many of these faith communities are providing referrals or a minimal level of service, such as a hot meal or a hygiene kit. These faith communities could be leveraged in a more substantive way to help in the solutions to homelessness.

c. Intended process for enacting the supportive action(s) and policy change(s).

- Engage faith communities in Inglewood to assess current homeless programs, interest in getting more engaged, and barriers to past involvement.
- Establish interfaith task force to work on issues of homelessness.
- Conduct analysis of space within faith communities that could be used for homeless services or housing (e.g., mental health services, shelter).
- Develop resource directory of services/assistance available at local faith communities.
- Formalize informal referral networks that involve faith communities.
- Develop protocol for connecting homeless residents to City and CES services, including prevention and diversion resources.

- Explore other opportunities to engage faith communities (e.g., hold an interfaith summit, host educational events at faith communities, co-locate services at faith sites, educate congregations/leadership on issues of housing and homelessness, family reunification)

d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).

- Faith communities in Inglewood including Faithful Central Bible Church, First Presbyterian, Holy Faith Episcopal, Victory Outreach, Truevine Ministries, Bible Enrichment Fellowship and more.
- CES providers must work closely with faith communities to educate and accept referrals.
- The Ministerial Association in Inglewood could play a leadership role in convening the various faith communities in Inglewood.

3. Goal Measurement

Depending on specific strategies that the task force decides to pursue, the level at which the faith community is engaged in the homeless services delivery system will be measured by:

- Number of faith communities with homeless ministries/programs/services (depending on the strategies pursued)
- Number of events (e.g., Everyone In) hosted by faith communities
- Number of faith leaders trained in homelessness-related topics

4. Goal ownership

The Housing & Grants Department is interacting directly with the homeless population, so they will be the lead for this goal.

5. Leveraged City Resources

Homeless residents could be linked into the City's housing or supportive services.

6. Timeline

Initial outreach to faith communities in Inglewood will begin within the first six months of the plan.

GOAL #19 (PRIORITY)

1. Goal

Homeless residents of Inglewood that are being discharged from hospitals are connected to housing and mainstream resources (e.g., CES case management).

This relates to County HI Strategy A2 (Discharge Planning Guidelines) because Centinela Hospital could adopt the discharge planning guideline developed collaboratively by the County and other stakeholders. This goal also relates to HI Strategy B7 (Interim & Bridge Housing for Those Exiting Institutions). County hospitals (e.g., MLK, Harbor UCLA) already have access to bridge/interim housing to homeless persons being discharged from hospitals and the Health Agency is now engaging private hospitals as well (e.g., Centinela).

2. Supportive Action(s) / Associated Policy Change(s)

a. Specific supportive action(s) and policy changes for each identified strategy.

Engage local hospitals in discharge planning for homeless patients that are also residents of Inglewood. This includes engaging Centinela Hospital in discharge planning and developing protocol with first responders so homeless residents are more frequently admitted/transported to County hospitals in the area (e.g., MLK and Harbor UCLA).

b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.

Currently, many homeless residents go to Centinela Hospital when they are in need of emergency medical services. Centinela Hospital does not have clear discharge planning protocol for homeless patients and does not have a strong relationship with CES or the City, so homeless patients are not necessarily discharged in a way that is thoughtful to their homeless status. Due to the existing protocol of first responders, homeless residents are not transported to area County hospitals (e.g. MLK, Harbor UCLA) where they would have access to a wide array of services upon discharge. By engaging Centinela Hospital and developing protocol whereby residents could be transported to County hospitals in the region, homeless patients would have access to more housing and services upon discharge.

c. Intended process for enacting the supportive action(s) and policy change(s).

- Engage Centinela Hospital as a key partner in the homeless services delivery system in Inglewood (e.g., set up meetings, invite to coordination/case conferencing meetings).
- CES and City to work collaboratively with Centinela Hospital in discharge planning protocol.
- Invite Centinela Hospital to South Bay Coalition to End Homelessness hospital group.
- Develop protocol whereby first responders are able to transport people to County hospitals (e.g., MLK, Harbor UCLA) where there is more direct access to an array of County services, when appropriate.
- CES to develop stronger relationships with discharge planners at County hospitals so that case managers are aware of discharge planning process for their clients.
- Encourage discharge planners to participate in case conferencing and other City coordination meetings.
 - Develop list of frequent users of Emergency Department.

d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).

- CES providers are a key partner because the case managers are working with clients pre- and post-hospitalization. CES staff will be the main point of contact with hospital discharge planners.
- First responders (i.e., Inglewood Police Department, LA County Fire Department, LA County Sheriff's Department) are transporting people to hospitals.
- CES and the City will need to work closely with the LA County Health Agency on discharge planning and admissions protocol.
- Discharge planners at MLK and Harbor UCLA.

3. Goal Measurement

Success towards engaging area hospitals will be measured by:

- Number of homeless individuals who are connected to CES upon discharge.
- Number of homeless individuals who are successfully placed into various housing types upon discharge
- Number of homeless individuals who are successfully connected to mainstream services upon discharge
- Reduction in cost and an increase in cost savings by implementing successful discharge plans
- Reduction in Emergency Department visits by homeless patients

4. Goal ownership

Housing & Grants Department and the Inglewood Police Department will be lead for this strategy.

5. Leveraged City Resources

Staff time will be used to provide oversight and coordination for this strategy.

6. Timeline

Initial engagement with Centinela Hospital and conversations about admissions protocol will begin within the first six months of the plan.

GOAL #20

1. Goal

There are increased employment options for literally and formerly-homeless residents of Inglewood by coordinating closer with the South Bay Workforce Investment Board (SBWIB).

The City can encourage local businesses to become sites for subsidized employment provided via LA County HI Strategy C7 or to work with Social Enterprise Agencies via Strategy C2.

2. Supportive Action(s) / Associated Policy Change(s)

- a. **Specific supportive action(s) and policy changes for each identified strategy, where applicable.**
CES and City to coordinate closer with the SBWIB.
- b. **How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.**
Currently, the SBWIB has a wide array of employment programs including subsidized employment for persons in GAIN/GROW and for foster care youth, and employment case management, but the City and CES do not have a formal relationship with the WIB. By more closely coordinating with SBWIB, the City and CES will be able to ensure that homeless residents have more opportunity to secure employment, increase their income and achieve self-sufficiency.
- c. **Intended process for enacting the supportive action(s) and policy change(s).**
 - SBWIB to present to CES and City staff on available programs.
 - WIB to distribute homeless programs cards to key community partners.
 - Develop written referral protocol between City/CES and SBWIB.
 - Execute Inglewood OneStop contract with PATH.
 - Implement more regular meetings between SBWIB and CES (e.g., case conferencing).
 - Explore ways to strengthen Subsidized Employment program.
 - Outreach to private businesses to identify more placement options for the SBWIB's subsidized employment programs.
 - Explore the feasibility of facilitating inclusive recruitment opportunities, such as hiring fairs or Project Labor Agreements.
 - Explore establishing business leaders task force to increase workforce development opportunities.
- d. **List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).**
 - Private businesses are key to the success of this goal, because they will provide the sites for subsidized and permanent employment.
 - The Inglewood Chamber of Commerce can provide a forum for discussing the intersection of homelessness and workforce development.

- PATH, who has a contract to work at the Inglewood OneStop Center, will play a key role in the coordination between the SBWIB, the City and CES.

3. Goal Measurement

Success of coordination with SBWIB's workforce development initiatives will be measured by:

- Number of employment opportunities available for people experiencing homelessness in Inglewood
- Number of people experiencing homelessness in Inglewood placed in temporary and permanent positions.
- Number of people experiencing homelessness in Inglewood enrolled in workforce development programs
- Increase in income among participants of workforce development programs
- Number of trainings provided by SBWIB

4. Goal ownership

The Housing & Grants and Economic & Community Development Departments and CES providers will be key in the coordination with SBWIB.

5. Leveraged City Resources

The City already works with SBWIB as a placement site for subsidized employment.

6. Timeline

SBWIB will begin conducting presentations, attending more coordination meetings and distributing homeless program cards immediately. The PATH contract will be executed in the summer of 2018, which will facilitate some of the more substantive planning and coordination efforts.

E. OTHER GOALS

GOAL #21

1. Goal

Increase local funding for homelessness by utilizing SB 2 (2017) funds strategically within the City.

2. Supportive Action(s) / Associated Policy Change(s)

a. Specific supportive action(s) and policy changes for each identified strategy, where applicable.

The City of Inglewood will explore using some or all of its year two/ongoing SB 2 (2017) funding for homeless programs and services. Additionally, the City will consider applying for a first year SB 2 local planning grant that would assist with the streamlining of affordable housing development.

b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.

There are limited resources to implement the strategies outlined in this plan. By tapping into SB 2 funding, this provides additional local resources to fund solutions to homelessness and the local housing crisis.

c. Intended process for enacting the supportive action(s) and policy change(s).

- Monitor correspondences from the California Department of Housing and Community Development (HCD) for any updates on SB 2 funding (both year 1 and ongoing).
- Apply for affordable housing streamlining planning grants, when funds are available.
- Identify desired uses for year 2 funds that can be used for homeless services and programs.

d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).

- CES and South Bay COG to help in planning efforts

3. Goal Measurement

Because the exact programming and deliverables are yet to be determined, it is impossible to craft metrics at this time.

4. Goal ownership

SB 2 first year funding is for planning, so the Planning Division will be the lead for this funding. SB 2 ongoing funding will likely flow through the Housing & Grants Department, so they will be the lead for this funding.

5. Leveraged City Resources

Depending on the exact programming and deliverables, there is a wide array of City resources that could be leveraged (e.g., Tenant Based Rental Assistance, Housing Choice Vouchers).

6. Timeline

Year 1 funding will be available in the 2018/19 Fiscal Year (around spring 2019) and Year 2 funding will be available in the 2019/2020 Fiscal Year (around summer 2019).

GOAL #22

7. Goal

Inglewood City staff are more educated on homelessness-related issues by instituting a standardized employee training program.

Depending on the curriculum developed, training for staff could incorporate the First Responder Training Curriculum developed as part of LA County Homeless Initiative Strategy (E4), the Centralized Training Academy as part of Strategy E7 (Enhance the CES) and the training that was delivered to County Departments as part of Strategy D5 (Support for Homeless Case Managers).

8. Supportive Action(s) / Associated Policy Change(s)

a. Specific supportive action(s) and policy changes for each identified strategy, where applicable.

Institute a standardized employment training program for new and existing staff that educates on issues related to homelessness.

b. How the supportive action(s) and policy change(s) will directly impact the City's ability to achieve the desired goal.

Currently, the City does not provide any formal training to its staff that are interacting directly with persons experiencing homelessness or are impacted by homelessness. By incorporating training into the on-boarding process and by providing training to existing staff, staff would have the knowledge and capacity to act compassionately and to make a referral to CES, when appropriate.

c. Intended process for enacting the supportive action(s) and policy change(s).

- Develop curriculum for city training (e.g., CES 101, homelessness 101).
- Develop protocol for training existing staff and incorporate training into on-boarding for new staff.
- Identify training provider.
- Identify source of funding for training.
- Develop protocol for City staff to make referrals to CES and
- Develop protocol for actions to be taken when staff interact with homeless and incorporate the protocol into training.
- Consider the incorporation of tours that expose city staff to supportive housing projects, emergency shelters and other model homeless service projects (e.g., navigation center).
- Determine how and if First Responder Training should be incorporated into the training.

d. List the stakeholders/partners you will need to engage to enact the supportive action(s) and policy change(s).

- LAHSA has developed training for County Departments as part of HI Strategy D5 that could be incorporated.
- The City should reach out to Homeless Health Care LA to see applicability of the Centralized Training Academy curriculum.
- The City should reach out to the LA County Sheriff's Department to see applicability of First Responder Training curriculum.
- CES can help develop training curriculum and would be accepting City referrals.

9. Goal Measurement

The following metrics will help measure the effectiveness of this goal:

- Number of trainings delivered to staff
- Number of City staff referrals to CES
- Adoption of homelessness protocol

10. Goal ownership

Training is part of staff development, so it would likely be housed within the Human Resources department.

11. Leveraged City Resources

City space can be used for training. Staff time will be used to provide coordination for this strategy.

12. Timeline

Initial planning on this goal will begin in Spring 2019.

5. 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*
Cecil Flournoy	cflournoy@cityofinglewood.org	310-412-8844	5%
Damian Pipkins	dpipkins@cityofinglewood.org		25%
Lori Jones	ljones@cityofinglewood.org		20%
Cinder Eller	celler-kimbell@cityofinglewood.org		50%

*until Homeless Services Coordinator position is hired

6. Inglewood’s current and planned participation in collaborative efforts:

The City is already participating in collaborative efforts and plans to expand its collaborations, particularly once the Homeless Services Coordinator position is hired.

The City is already participating in meetings of the South Bay Coalition to End Homelessness, South Bay Council of Governments and additional CES coordination meetings. Additionally, City staff communicates regularly with its CES and other service provider partners (e.g., with St. Margaret’s Center, LAHSA Homeless Engagement Team, PATH, The Salvation Army, Arms of Nefertari). The City plans to begin regularly participating in regional case conferencing, Regional Housing Authority Quarterly meetings and would like to establish an ongoing homeless task force to continue exploring and pursuing the strategies outlined in this planning document.

7. How Inglewood will participate with County Homeless Initiative Strategies:

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

	Plan to participate	Currently participating	County Homeless Initiative Strategies
A – Prevent Homelessness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A1. Homeless Prevention for families
	<input checked="" 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 checked="" 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 checked="" 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 checked="" 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 checked="" 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 type="checkbox"/>	<input type="checkbox"/>		D5. Support for Homeless Case Managers
	<input type="checkbox"/>	<input type="checkbox"/>		D6. Criminal Record Clearing Project
	<input checked="" 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 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 checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>		F4. Development of Second Dwelling Units Program*
	<input type="checkbox"/>	<input checked="" 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 checked="" type="checkbox"/>	<input type="checkbox"/>		F7. Housing Innovation Fund (One-time)
* These strategies need to be explored more before the City can commit to participation.				