

City of El Segundo
Five-Year Plan to Address Homelessness in Our Community

Adopted by the El Segundo City Council: August 7, 2018

Planning Context

The City of El Segundo has a population of approximately 16,893, according to the 2016 US Census Bureau estimate. We are in County Service Planning Area 8, which is a subdivision of Los Angeles County used for managing homeless and mental health services, and the Fourth County Supervisorial District, represented by Supervisor Janice Hahn.

At first glance, it is easy to assume that El Segundo doesn't have a "homeless problem." In 201, the Greater Los Angeles Homeless Count¹ identified 25 homeless individuals in El Segundo; in 2018, the count was 15. While that snapshot in time provides one version of homelessness in El Segundo, it misses the bigger picture of homelessness, including those who are just passing through our City, typically in warmer months. Also missed in the count are those who are staying with friends or family on a very temporary basis, house-sitting, or staying in motels without a permanent residence, after losing a job, experiencing a sudden rent increase, returning from college, becoming divorced, retiring with an inadequate pension, or fleeing domestic violence.

The South Bay as a whole has experienced a 55% increase in homelessness since 2015, according to the South Bay Coalition to End Homelessness. This means that even though our City doesn't always see the issue in our streets or parks, as a part of the South Bay community, it impacts us. We have the opportunity to play an important role in connecting individuals experiencing homelessness to those resources in a constructive way.

The County of Los Angeles allocated Measure H funding for cities to create plans to address homelessness in their communities. To do this, El Segundo engaged residents, community organizations, businesses, staff and other stakeholders in a discussion about what the City could do. Many participants felt that the City lacked a standard response to homelessness and creating a process or expectation would be a beneficial step.

The El Segundo Police Department has several officers with specialized training to effectively interact with mentally ill and homeless people, and provides first response to calls about incidents involving homeless people in the City. Over the past year, the El Segundo Police Department has gained skills in managing people who are homeless on the streets of El Segundo, and has developed channels to engage homeless individuals into services leading to a change in their housing status.

¹ The Greater Los Angeles Homeless Count is conducted annually across LA County in an effort to gather pertinent data on the region's homeless populations. (<https://www.theycountwillyou.org/>).

Through the South Bay Cities Council of Governments (SBCCOG), El Segundo is able to obtain response from People Assisting the Homeless (PATH) and Harbor Interfaith Services, the lead agency for homeless services in Service Planning Area 8. The LA County Library, LA County Beaches and Harbors Department, and El Segundo Unified School District, also devote budgetary and human resources to addressing homelessness. These agencies all participated in the planning process.

Over a two-month period, in March and April, 2018, the City's consulting team conducted six meetings² with a total of 83 participants, which gave community stakeholders the opportunity to identify problems and solutions relating to homelessness in El Segundo.

Rationale for El Segundo Homeless Plan

In response to the passage of Measure H, which created significant new resources to address homelessness in Los Angeles County, the City of El Segundo seeks to coordinate with other jurisdictions, including the County, and neighboring cities, so that City residents will experience a visible decrease in homelessness in their community. The City recognizes that this will only be accomplished through an active constituency working together, including government, businesses, and the faith community, to tackle the causes of homelessness, and implement solutions.

During the community outreach meetings, members of the El Segundo Police Department, along with other participants, described El Segundo's homeless population as diverse, with a variety of needs.

- **Chronically homeless individuals** often have a disabling condition, and have been homeless for a year or more, or have had at least four episodes of homelessness in the past three years. These individuals are well known to patrol officers, outreach workers, businesses, and the faith community, and are often the source of calls received by the El Segundo Police Department. They typically have co-occurring substance use and mental illness, and when services are offered, have been unwilling to begin the process of recovery. Several individuals are long-time, well-known local residents; others are more recent arrivals in El Segundo. California law has strict limits on the extent to which individuals can be required to engage in treatment. The El Segundo Police Department has requested from the County's Department of Mental Health access to a mental health clinician who can assist the patrol team with assessment and linkages to services for people who are experiencing homelessness in El Segundo with mental health conditions.
- **Recently or situationally homeless people** have lost their housing during the past year for reasons such as losing a job, medical bills, marital breakdown, or a property owner's decision to go out of the rental business. Most people in this category are local residents

² One meeting was held with the El Segundo Police Department, one with business, community, and faith organizations, two with people who are experiencing homelessness, and two meetings were held with outreach workers.

who want to stay in the area for school, job, or community accessibility, and some live in their vehicles. They may be able to benefit from emergency rental assistance or other programs available through Harbor Interfaith or PATH. These individuals may be known to the school district if their children are enrolled in local schools, and may also be known to faith groups that offer laundry and meals to people who are homeless.

- **Transients** often find their way to El Segundo, especially in the summer months, seeking beachside living. Some of these people are youth, and some may be willing to return to their home in another state if resources are available.
- **People at imminent risk of homelessness**, including families, often use services such as laundry, meals, and food pantries offered by the faith community. Intervention with these people prior to homelessness will help prevent additional people from becoming homeless.

The City of El Segundo currently invests significantly in managing homelessness within its jurisdiction. The El Segundo Police Department has several officers who have special training and are primarily assigned to respond to incidents involving people who are homeless. They work with City staff members in Public Works, Code Enforcement, Legal Services, and Parks and Recreation who regularly encounter people who are homeless as part of their duties. Outreach workers from PATH are contracted by the South Bay Cities Council of Governments to respond within 72 hours.

Although there are relatively few homeless people in El Segundo, solutions may be found that allow those who are homeless in the City to stabilize in permanent housing, and the City can work with neighboring cities, and the El Segundo Unified School District to prevent City residents from becoming homeless.

In alignment with the County's purpose in making planning funds available to cities, the El Segundo Plan to Address Homelessness will:

- Reconfirm that the City's priority is the safety and wellbeing of its residents, businesses, and visitors.
- Create a framework for collaboration with neighboring cities to meet the need for affordable housing in the South Bay region.
- Offer effective interventions to people who are homeless in El Segundo, with the goal of engaging them in services leading to permanent housing.

The City of El Segundo elected to participate in the Measure H planning process because it sees homelessness as a regional problem, and wants to be part of regional solutions. As a City with a small homeless population, local efforts will focus primarily on public safety, community education, and prevention of homelessness among City residents.

Goals of El Segundo Plan to Address Homelessness

Goal #1: To ensure resident safety and wellbeing by supporting Police Department, Fire Department, and City staff in responding appropriately, safely, and effectively to persons who are experiencing homelessness in El Segundo.

Supporting actions:

- 1a. Request the Board of Supervisors to increase the availability of a mental health clinician to collaborate with the El Segundo Police Department on the Mental Evaluation Team (MET).
- 1b. With staff input, create and disseminate protocols and resource guides for all staff who interact with people experiencing or at risk of homelessness.
- 1c. Provide comprehensive Mental Health First Aid training to all City staff members who interact with people experiencing or at risk of homelessness.
- 1d. Involve City staff members in cross-training with service providers, so that they can develop individual relationships with service providers in order to facilitate effective referrals.

Policy changes:

- Establish protocols and training standards.
- Identify appropriate staff members or positions.

Goal measurement:

- Hold preliminary meetings with Supervisor's staff in Fall 2018.
- By May 1, 2019, staff protocols and resource guide will be created and disseminated to all City staff who interact with people experiencing or at risk of homelessness.
- By May 1, 2019, at least 10 El Segundo staff members will complete Mental Health First Aid training.
- By May 1, 2019, a cross-training meeting with service providers will be held.

Goal ownership:

- El Segundo Police Department

Timeline:

- Submit request to Board of Supervisors in Fall 2018.
- Establish staff working group on protocols in Fall 2018.

Goal #2: To help residents and businesses to respond safely and effectively to individuals who are homeless in El Segundo.

Supporting actions:

- 2a. Offer an individualized safety assessment to businesses and residents to identify ways to deter and prevent crimes. The availability of this service can be announced through business license and utility bill mailings, and on the City website.

2b. With the assistance of the South Bay Coalition to End Homelessness, develop a El Segundo-specific resource card to be distributed to businesses and residents, with simple instructions and contact information for various populations, including when and how to call police, referrals for homeless people seeking services, and where to make donations. Review the resource card quarterly, and update as needed. Distribute the card widely through community groups, business organizations, and faith communities.

2c. Work with the South Bay Coalition to End Homelessness, El Segundo Police Department school resource officers, and homeless patrol unit to develop an educational program that can be presented to service clubs, student groups, and other community gatherings.

Policy changes:

- Seek Measure H funding for staffing, production of resource card, community education efforts, and networking and cross-training events.

Goal measurement:

- By April 1, 2019, the ESPD and South Bay Coalition to End Homelessness will have a community education plan in place, for implementation beginning May 1, 2019.
- By April 1, 2019, a El Segundo-specific resource card will be printed and ready for distribution to City businesses and residents, with the same material posted on the City website.
- The card will be updated at least once each year.

Goal ownership:

- El Segundo Police Department

Timeline:

- Beginning in Fall 2018.

Goal #3: To share responsibility for addressing homelessness with neighboring cities, in order to expand permanent solutions to homelessness.

Supporting actions:

3a. Strengthen the role of the South Bay Cities' Council of Governments Homeless Task Force to build regional services, including expanded mental health assistance, coordinated law enforcement, identification of shelter resources, and solutions to housing affordability.

3b. Establish a working group with adjacent cities to collaborate on immediate actions, including the possibility of reserving a bed in an existing shelter for use by individuals who have been engaged by ESPD and the police departments of partnering cities.

3c. Work with the South Bay Workforce Investment Board to create and promote job opportunities for persons at risk of homelessness or experiencing homelessness.

Policy changes:

- None

Goal measurement:

- The El Segundo Police Department will provide an annual report on progress toward accomplishing these goals through regional collaboration.

Goal ownership:

- El Segundo Police Department

Timeline:

- Beginning in Fall 2018.

Goal #4: To support faith groups to effectively help individuals experiencing homelessness in El Segundo.

Supporting actions:

4a. Increase the effectiveness of faith community groups in supporting individuals they serve in their homeless ministries by strengthening ties between homeless services providers and homeless ministries. This can be accomplished by sponsoring a cross-training event for outreach workers, faith groups and other interested community members. The event will be designed to foster relationships between front-line outreach workers and faith groups interacting directly with the homeless community, so that services can be initiated quickly, personally, and effectively. The South Bay Coalition to End Homeless can assist in organizing this event.

4b. Update list of local homeless ministries annually, and repeat the cross-training event as needed to encourage linkage of faith groups to agencies that can help people who are homeless become housed.

Policy changes:

- None

Goal measurement:

- By June 1, 2019, the City will hold a cross-training class with City staff, El Segundo community groups, faith communities, and outreach workers from community-based organizations.

Goal ownership:

- El Segundo Police Department.

Timeline:

- Beginning in Fall 2018.

Goal #5: To reduce homelessness among El Segundo residents.**Supporting actions:**

5a. Engage El Segundo Unified School District, faith organizations, service clubs, and other local organizations in identifying local residents who are at risk of homelessness.

5b. Connect residents to prevention services through non-profit agencies with expertise and funding for homelessness prevention.

5c. Disseminate information about how to reach services through library, City website, schools, faith communities.

Policy changes:

- None

Goal Measurement:

- Review activities and results in annual meeting with school and community partners.

Goal ownership:

- El Segundo Police Department
- Parks and Recreation/Senior Services

Timeline:

- Call together partners during FY 2018-2019

Goal #6: To improve City response to homelessness by obtaining additional resources to address homelessness in El Segundo, and by creating efficiencies in the use of current resources.**Supporting actions:**

6a. Identify and track City department resources that are used to address homelessness.

6b. Apply for Measure H funds to supplement City funds that are already being used to address homelessness.

Policy changes:

- Direct staff to develop a system for identifying City resources dedicated to solving homelessness.

Goal measurement:

- By January 1, 2019, City will be able to create a report tracking City resources expended to address homelessness.
- During the 2018-2019 fiscal year, if County funding becomes available the City will evaluate funding opportunities and apply for funds to strengthen homeless services.

Goal ownership:

- El Segundo Police Department, City Finance Manager

Timeline:

- Begin tracking City resources in July 2018.

Goal #7: To support the availability of regional housing opportunities in the South Bay for populations at risk of homelessness.

Supporting actions:

7a. Work with South Bay Cities Council of Governments on regional solutions.

7b. Review the conformance of current City policies to State housing mandates, and adopt any required changes.

Policy changes:

- As required, update City ordinances and plans to conform to state mandates.

Goal Measurement:

- Within state mandated timelines, conform to state mandates.

Goal Ownership:

- Director of Community Development
- Parks and Recreation/Senior Services

Timeline:

- Beginning in Fall 2018.

Glossary of Terms

ACT Teams (Assertive Community Team) – A client-centered, recovery-oriented mental health service delivery model that has received substantial empirical support for facilitating community living, psychosocial rehabilitation, and recovery for persons who have the most serious mental illnesses, have severe symptoms and impairments, and have not benefited from traditional out-patient programs.

Acuity Scale – A scale used by case managers to assess numbers, and severity of issues, for their clients. Alternatively, the scale can be used by management for balancing the time commitment and caseload of an organization overall.

At-Risk of Homelessness – People who are not homeless, but whose current economic and/or housing situation is precarious or does not meet public health and safety standards.

Affordable Housing – Housing for which the occupant(s) is/are paying no more than 30 percent of his or her income for gross housing costs, including utilities.

Bridge Housing – A housing intervention that provides an interim residence to participants while they work with housing navigators to become document ready and matched with appropriate permanent housing.

Community Development Corporation (CDC) – A developer who is building affordable housing.

Community Development Block Grants (CDBG) – An annual appropriation allocated between states and local jurisdictions that are distributed to ensure decent affordable housing, provide services to the most vulnerable members of a community, and to create jobs through the expansion and retention of businesses.

Case Management – A collaborative and client centered approach to service provision for persons experiencing homelessness. In this approach, a case worker assesses the needs of the client (and potentially their families) and when appropriate, arranges coordinates and advocates for delivery and access to a range of programs and services to address the individual's needs.

Chronically Homeless – An individual or family that is homeless and resides in a place not meant for human habitation, a safe haven, or in an emergency shelter, and has been homeless and residing in such a place for at least one year or on at least four separate occasions in the last three years. The head of household must have a diagnosable substance use disorder, serious mental illness, developmental disability, post-traumatic stress disorder, brain injury, or chronic physical illness or disability.

Co-location – Refers to the practice of housing services in a single location to improve service access and communication/collaboration between service providers.

Coordinated Entry System (CES) – A process through which the most vulnerable homeless residents of Los Angeles County are matched with the available and appropriate housing resources.

Continuum of Care (CoC) – Term that serves dual purposes in the arena of homeless service delivery. As a service delivery system, a Continuum of Care is an integrated system of care that guides and tracks homeless individuals and families through a comprehensive array of housing & services designed to prevent and end homelessness. As a jurisdictional body, a Continuum of Care is a regional or local planning body that coordinates housing and services funding for homeless families and individuals. The Los Angeles Homeless Services Authority (LAHSA) serves as the CoC for the City and most of the County of Los Angeles. Through its Continuum of Care program the Department of Housing and Urban Development allocates homeless assistance grants to CoCs.

Councils of governments (COGs) – Regional governing and/or coordinating bodies that work together on issues of mutual interest to their constituents.

Diversion/Prevention – Service programs that divert persons who are at imminent risk of losing their housing from entering the homeless system.

Emergency Shelters (Non-Disaster Related) – Temporary shelter and services designed to facilitate homeless individuals and families' transition from the streets to appropriate housing.

Everyone In – United Way's campaign focused on ending homelessness across Los Angeles County by providing critical services to those who need it most and helping transition people experiencing long-term homelessness with short-term and permanent housing solutions.

Greater Los Angeles Homeless Count - The Greater Los Angeles Homeless Count gives a snapshot (or a Point-In-Time Count) of homelessness in Los Angeles. It shows us the amount of people experiencing homelessness, the demographics, the distribution across the County, and where they are staying.

Harm Reduction – Similar to Housing First, the Harm Reduction philosophy prioritizes housing stability among persons who have experienced homelessness and who may be facing disabilities.

Home For Good – United Way's Action Plan to end chronic and veteran homelessness in L.A. County by 2016. The plan was launched in December 2010 by the Business Leader's Task Force on Homelessness, a partnership of United Way of Greater Los Angeles and the Los Angeles Area Chamber of Commerce.

Homeless – (a) People who are living in a place not meant for human habitation, in emergency or transitional housing, or are exiting an institution where they temporarily resided. (b) People who are losing their primary nighttime residence, which may include a hotel or a doubled-up situation, within 14 days and lack resources or support to remain in housing. (c) Families with children, or unaccompanied youth, who are unstably housed and likely to continue in that state, defined as no lease or ownership interest in a housing unit in the last 50 days, have had two or more moves in the last 60 days, and who are likely to continue to be unstably housed. (d) People who are fleeing domestic violence, have no other residence, and lack resources to obtain permanent housing.

Homeless Outreach Mobile Engagement (HOME) – DMH’s HOME provides countywide field-based outreach and engagement services to homeless persons and the mentally ill who live in encampments or other locations where outreach is not provided in a concentrated manner.

Homeless Management Information System (HMIS) – Is a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. Each Continuum of Care is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards.

Housing First – An approach that offers permanent housing as quickly as possible for people experiencing homelessness, particularly for people with long histories of homelessness and co-occurring health challenges, while providing the supportive services people need to keep their housing and avoid returning to homelessness. Income, sobriety and/or participation in treatment or other services are voluntary and are not required as a condition for housing.

Housing Opportunities for Persons with AIDS (HOPWA) – provides housing assistance and related supportive services.

Housing and Urban Development (HUD) – The United States Department of Housing and Urban Development.

Integrated Case Management Teams (ICM) – “refers to a team approach taken to co-ordinate various services for a specific child and/or families through a cohesive and sensible plan. The team should include all service providers who have a role in implementing the plan, and whenever possible, the child or youth's family”

Joint Powers Authority (JPA) – An entity that is established when two or more public agencies by agreement jointly exercise any power common to the contracting agencies.

Los Angeles Homeless Services Authority (LAHSA) Commission – The governing body for LAHSA. It is politically appointed, ten-member board with five members selected by the County Board of Supervisors and five members chosen by the Mayor and City Council of Los Angeles.

The Commission has the authority to make budgetary, funding, planning, and program policies. For more information visit <https://www.lahsa.org/>

Measure H – The approval of Measure H by L.A County voters will authorize the County to impose a one-quarter percent (0.25%) tax that will generate \$355 million annually for services and programs to prevent and combat homelessness. The tax applies to all the cities within the County of Los Angeles and will be in effect for 10 years.

Measure HHH – Assures \$1.2 billion over 10 years for construction projects to provide "safe, clean, affordable housing for the homeless and for those in danger of becoming homeless."

Mental Health First Aid – An 8-hour course that teaches how to help someone who is developing a mental health problem or experiencing a mental health crisis.

MET Mental Health Evaluation Team – Often composed of mental health clinicians, outreach workers, and law enforcement representatives they offer mental health assessment, treatment and care to people experiencing homelessness.

Motivational Interviewing – An evidence based practice in working with clients that has proven to be successful. In this approach, the service provider allows the client to direct the change rather than telling the client what they need to do. This approach is about having a conversation about change.

No Wrong Door – A philosophy that helps structure a response to homelessness. Any government agency regularly interacting with the general public is a means of connecting homeless individuals with homeless service providers capable of providing basic care, shelter, and housing. Any interaction between homeless individuals and City employees is an opportunity for meaningful engagement that ultimately results in a homeless person connecting with a care provider or case manager.

Permanent Supportive Housing (PSH) – A housing intervention with indefinite rental assistance and supportive services to assist homeless persons with a disability achieve housing stability.

Point-in-Time (PIT) Count – A count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). Each count is planned, coordinated, and carried out locally.

Rapid Re-Housing (RRH) – A housing intervention that connects homeless individuals and families (from emergency shelters or the streets) to permanent housing through the provision of time-limited financial assistance and targeted supportive services.

Recovery – A process of change through which individuals improve their health and wellness, live a self-directed life, and strive to reach their full potential.

Safe Parking Program – A program that provides a safe parking environment and supportive services for transitional homeless individuals living in their vehicles for overnight stays. Onsite service providers work with participants to help develop a plan with a final emphasis on permanent housing, employment and training.

Service Planning Area (SPA) – A specific geographic region within Los Angeles County. These distinct regions allow the Los Angeles County Department of Public Health to develop and provide more relevant public health and clinical services targeted to the specific health needs of the residents in these different areas.

Sheltered Homeless – A homeless person that resides in an emergency shelter, including temporary emergency shelters only open during severe weather; or in transitional housing for homeless individuals who originally came from the streets or emergency shelters.

Supportive Services – The supportive services provided in supportive housing are what distinguish supportive housing from other types of affordable housing. To the extent possible, the supportive services available in a supportive housing project should be customized with the needs of the tenants in mind. Supportive housing support services are intended to help ensure housing stability and to maximize each tenant's ability to live independently.

Transitional Age Youth (TAY) – Young people between the ages of sixteen and twenty-four who are in transition from state custody or foster care and are at-risk of homelessness. Once they turn 18 they can no longer receive assistance from the systems of care that previously provided for many of their needs.

Transitional Housing (TH) – A housing intervention that provides homeless individuals and families with the interim stability and support to successfully move into and maintain permanent housing.

Unsheltered Homeless – A homeless person that resides in a place not meant for human habitation, such as cars, parks, sidewalks, abandoned buildings, or on the street.

The Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) – A pre-screening tool for communities that can be conducted to quickly determine whether a client has high, moderate, or low acuity.