WITHIN OUR REACH:
A Community Partnership to Prevent and End Homelessness

Long Beach’s 10-Year Plan Report
# TABLE OF CONTENTS

A Call To Action ................................................................. 5
   A Letter By Harry Saltzgaver, Grunion Gazette

Executive Summary ......................................................... 8

A New Approach .............................................................. 14

The Scope of Homelessness ............................................... 18

Who is Homeless In Long Beach .......................................... 21

The Costs of Homelessness ................................................. 25

Long Beach as a Model ........................................................ 27

The Community Partnership 5 Key Community Strategies ....... 33
   1. Finding A Home: Housing Goal .................................... 34
   2. Enough To Pay The Bills: Economic Stability Goal .......... 40
   3. Enhancing The Safety Net: Supportive Services Goal ...... 44
   4. Addressing Homelessness Together As A Community:
      Community Involvement Goal .................................... 46

Implementation of the 10-Year Plan Report .......................... 50

Conclusion ............................................................................. 53

Acknowledgements .................................................................. 55

Appendices
   A. Footnotes
   B. The City of Long Beach Homeless Services Division
   C. The Community Planning Process
   D. United States Department of Housing and
      Urban Development Income Limits
   E. Housing Affordability
   F. Acronyms and Glossary of Terms
   G. Community Recommendations
CALL TO ACTION

By Harry Saltzgaver, Grunion Gazette
10-Year Plan Community Partnership Member

A society will be judged by the way it treats its most unfortunate members. Call it a moral imperative. Human beings are wired to care for the vulnerable — the young, the old, the ill.

So how it is that nearly 4,000 of Long Beach’s population has no place to call home? That 4,000 includes: women, children and families — you don’t have to be a panhandling man to be homeless.

Yet that is the perception most of us have. You’ve said it: “Why doesn’t that panhandler go out and get a job instead of bumming quarters to get a bottle of booze?” “They could get out of the situation if they’d just work at it.”

In this case, perception is far from reality: When work began in 2005 on “Within Our Reach: A Community Partnership To Prevent And End Homelessness (The 10-Year Plan) a census of those suffering homelessness showed that there were close to 1,281 children among the 4,475 homeless in the City. That was just the count on one day— almost 15,000 individuals are estimated to suffer from homelessness at some time during the year in Long Beach.

Most of the homeless are never seen by “regular folks.” They are women and children in transition, often from an abusive environment, moving from safe house to shelter to temporary housing; they are veterans struggling to find a way back into society; they are foster children who no longer are children; they are people suffering from mental illness lacking supports and a place to call home; they are men who once supported a family but whose job has been “down-sized.”

To be sure, some have contributed to their current condition, through substance abuse, criminal activity or other poor life choices. But for most, homelessness is not a condition they have chosen.

Moral individuals can be part of a pragmatic society — a society that feels bad about the unfortunate, but is determined to do only what offers the best return for the majority of its members.

That too, is a reason for Long Beach to work to end (okay, significantly reduce) homelessness in our city. Managing the homeless as homeless is far more expensive than providing assistance to help the homeless find stable homes, access job readiness, life-skills and other safety net services that would allow them to change.
Consider this: A study in the New England Journal of Medicine showed that the homeless averaged four days longer per hospital stay than the regular population. Insurance? Come on. Add emergency room visits as the primary source for health care, the higher incidence of substance abuse- and exposure-caused diseases, etc.

Then there are the police and incarceration costs. Technically, it may not be illegal to be homeless, but just about everything involving homelessness can land an individual in jail. According to a University of Texas study of homeless individuals, each cost taxpayers $14,800 a year, almost all for overnight jail stays. Shelters are nearly as expensive as jails to operate.

Compare that to the cost of subsidized housing, life training and job training. There is no comparison.

There are answers. A group of experts, community leaders and homeless community representatives have spent the last 18 months wrestling with ways Long Beach can best help those who are homeless find their way back into productive life. The resulting report offers a plan of action that is both realistic and optimistic.

All of the strategies have one requirement in common — a community will. Our city leaders must be willing, our neighbors must be willing, and we must be willing to end this insidious societal ill.

How will our society be judged? It’s up to you, to us, to decide.
EXECUTIVE SUMMARY

The Need for a Long Beach 10-Year Plan to Prevent and End Homelessness
(10-Year Plan Report)

Long Beach’s 10-Year Plan Report is part of a national movement toward long-range, strategic planning to halt the country’s growing homeless epidemic. A Long Beach-specific 10-Year Plan to Prevent and End Homelessness will allow the City to remain competitive for federal Continuum of Care (CoC) homeless services funding, which provides over $5 million annually to the City and its community partners. The 10-Year Plan Report also provides a guide for the community to coordinate its resources and efforts to prevent and end homelessness more efficiently. Additionally, in an effort to make Long Beach a cleaner, safer and more welcoming place to live, work and play, the 10-Year Plan Report seeks the continued engagement of diverse stakeholders involved in addressing homelessness.

Long Beach as a Model

The City of Long Beach has been, and continues to be, a regional model for producing innovative programs and services that address homelessness. In 1987, a Homeless Task Force began this vision by recommending the development of a Homeless Services Advisory Committee, a Homeless Coordinator position, the Mayor’s Fund for the Homeless and the concept for a Multi-Service Center. Since that time, the City has implemented each of these recommendations, which are the cornerstone for Long Beach’s success as a regional model.

The City of Long Beach Department of Health and Human Services, Homeless Services Division has primary responsibility for planning and coordinating services for homeless individuals and families citywide. This division provides oversight of the Long Beach Continuum of Care (CoC) funded by the United States Department of Housing and Urban Development (HUD). Additionally, the Homeless Services Division operates the Multi-Service Center for the homeless and oversees $10 million in funding.

The City of Long Beach Continuum of Care System (CoC), active since 1995, is a community-wide planning effort to address issues of homelessness in a coordinated manner. As one of four CoCs in the County of Los Angeles, the City’s Continuum of Care System is responsible for coordinating more than $5 million in federal HUD funding each year with an overall Homeless Services Division budget of $10 million for fiscal year 2008. The City distributes over 50% ($5.1 million) of the homeless services funding to its 38 partner...
community agencies. As a part of the CoC System, the City, in conjunction with its community partners, developed 1,653 shelter beds and 373 permanent housing units.

During the past decade, the Long Beach community has developed several innovative programs to engage the homeless, including the Villages at Cabrillo and the Long Beach Multi-Service Center for the Homeless (MSC). The Villages at Cabrillo is a 26-acre development that offers a coordinated system of housing and support services for 725 individuals and families on a daily basis provided by a collaborative partnership of eleven agencies. It is the largest non-governmental housing/social services program for homeless veterans in the country.

The Long Beach Multi-Service Center for the Homeless (MSC) is a collaborative partnership between the City, the Port of Long Beach, and twelve non-profit agencies co-located on one site to provide a range of services for homeless individuals and families seeking assistance. Services include showers, laundry, mail/phone message services, licensed childcare, medical care, employment assistance, drug/alcohol treatment, case management, shelter and housing placement assistance. Although there are multiple access centers throughout Los Angeles County with services provided by a single agency, the MSC is one of six centers with multiple agencies co-located on one site providing a range of homeless services.

The City of Long Beach is also committed to providing housing that is affordable for its residents and workforce. During 2008, the City will produce 283 housing units that are affordable to very low- and low-income families. The City has $178.6 million in resources available for the development of housing that is affordable. The City also provides rental assistance for decent, affordable housing to 6,000 low-income Long Beach households through the Housing Choice Section 8 housing assistance subsidy. The City’s FY 2008 Vouchers Funds are estimated to be approximately $60 million.

Projects on the Horizon

Two proposed projects that will help reduce homelessness in the City of Long Beach are the modernization of the City’s Multi-Service Center (MSC) and the development of efficiency units at the Villages at Cabrillo. The Multi-Service Center will be commencing a modernization project through a $2 million grant from Office of Los Angeles County Supervisor Don Knabe and the County’s Homeless Initiative. The MSC modernization is proposed to include expansion of waiting area, educational/conference area and outdoor
activity space, which will allow for increased volume for drop-in services to occur at the MSC for the homeless. In conjunction with the MSC modernization, the development of between 100 to 300 efficiency units on the remaining acres at the Villages at Cabrillo will provide a visible reduction of homelessness in the downtown area and public park spaces.

10-Year Plan to Prevent and End Homelessness

In February 2005, the Long Beach City Council, in response to a federal call to action to end chronic homelessness in ten years, directed the Department of Health and Human Services to undertake a communitywide planning process with the goal of developing a strategic plan to prevent and end homelessness. This initiative sought to expand the diversity of stakeholders committed to addressing homelessness, develop cost efficient ways through proven methods to prevent and end homelessness, and utilize the momentum of the planning effort to take incremental steps that would prove sustainable in the long term. Since 2005, more than 450 community stakeholders have participated in the Community Partnership to Prevent and End Homelessness (Community Partnership) 10-Year planning process.

The title of Long Beach's 10-Year Plan Report reflects the challenge issued by the Bush Administration’s Interagency Council on Homelessness calling for the creation of “10-Year Plans to End Chronic Homelessness.” Long Beach’s 10-Year Plan Report is an initiative to prevent and end homelessness for all homeless populations in the community (individuals and families), which began in 2005 through the community strategic planning process. The main documents affiliated with this 10-Year Plan Report are the Community Recommendations, a reference guide with over 400 examples of successful strategies and actions steps used in other cities’ 10-Year Plan implementation, and the 5 Key Community Strategies, which are based on Community Recommendations and provide overarching guidelines for future policy decisions.

The Community Partnership
5 Key Community Strategies

1. Finding a home - HOUSING GOAL
   Goal: Increase the number of homes that homeless and low-wage earning income people can afford.

2. Enough to pay the bills - ECONOMIC STABILITY GOAL
   Goal: Having the economic resources to manage basic needs.
3. **Enhancing the safety net - SUPPORTIVE SERVICES GOAL**
   Goal: Provide support services to prevent homelessness and promote housing stability.

4. **Addressing homelessness together as a community - COMMUNITY INVOLVEMENT GOAL**
   Goal: Expand participation and leadership from all sectors of the Long Beach community.

5. **Doing what works - OUTCOMES & EVALUATION GOAL**
   Goal: Use data and research to ensure the success of 10-Year Plan implementation.

Cost-efficient measures can be accomplished with a new approach to the issue of homelessness. Affordability of housing at all income levels is critical to the economic viability and quality of life for all residents of Long Beach. Creative partnerships that generate economic opportunities for employment and to promote housing self-sufficiency are the goal. Outcome and evaluation improves the cost effectiveness of homeless programs and use of resources. Through a shift of focus to prevention efforts, homelessness will be prevented and reduced with greater efficiency.

In Long Beach, a true Community Partnership has been established through the 10-Year planning process. Regional planning efforts are under way. Jails and hospitals are working in conjunction with service providers to prevent a return to the streets. However, to accomplish the goal of reducing homelessness, broader participation from diverse stakeholders is necessary. Civic leadership and community involvement are needed to continue Long Beach’s movement toward preventing and ending homelessness. To this end, the Community Partnership requests that the Mayor and City Council:

- Endorse the **5 Key Community Strategies** as overarching guidelines for future decisions;
- Expand the Homeless Services Advisory Committee into a **Community Board**, with representation from a cross-section of stakeholders;
- Create an **Implementation Coordinator** position using non-General Fund resources for the 10-Year Plan; and
- Refer the 10-Year Plan to the City Manager for **feasibility reviews** of the recommendations and report back to the City Council.
Long Beach continues to be a role model for innovative and progressive development of homeless services and housing models that are affordable at all levels of income. The Community Partnership planning process provides Long Beach a blueprint for future policy decisions. The 10-Year Plan Report, Community Recommendations and 5 Key Community Strategies give the Long Beach community, and its various stakeholders, a set of guidelines and best practices to assist individuals and families from becoming homeless or ending their homelessness as quickly as possible while giving them a chance to regain their footing in society.

“I congratulate Long Beach on this significant accomplishment: a ten year plan that lays out key strategies and recognizes that homelessness is a problem with a solution. Homelessness in Long Beach—and across the country— not only takes a great human toll on the people experiencing it, but also has high economic and social costs. Ending homelessness in Long Beach should be a priority for business leaders, government officials, and advocates alike, and implementation of this ten year plan will go a long way toward accomplishing that goal.”

~ Nan Roman, Executive Director National Alliance to End Homelessness
A NEW APPROACH

Historically, faith-based organizations, non-profit social service agencies and grassroots advocacy groups have responded to poverty and homelessness as a moral imperative. A system of care emerged, including soup kitchens, shelters and supportive services that addressed mental health issues, drug and alcohol addictions and the need for vocational training. As the incidence of homelessness grew due to systemic and economic issues, the existing system of care became overburdened and consequently unable to eradicate homelessness.

Emergency shelters were not designed to end homelessness, but to provide short-term assistance to people experiencing a crisis. The current shelter systems throughout Los Angeles County remain at capacity with working poor families and individuals experiencing homelessness including veterans, unaccompanied youth, students, low-to mid-range salaried employees, individuals with disabilities and seniors.

Times have changed... “Widespread homelessness did not always exist. Prior to the 1980s the sight of people living in cars, churches, shelters, on the streets, or out in the woods was a distant memory of the Great Depression.”1 Approximately 754,147 people were experiencing homelessness on any given day in the United States in January 2005.2 California had a population of 170,270 individuals and families living on the streets and in shelters on any given day in January 2005.3

The sharp increase in homelessness this country has seen over the past thirty years has partially resulted from systemic factors such as the rising costs of healthcare, education, transportation, childcare, housing and food. Low- and middle-income households are stretching to afford the rising costs of rent and homeownership while incomes have remained relatively flat.

Local factors for homelessness

There are many factors that have contributed to the growing homeless and at-risk populations in Long Beach. For example, the job market in Long Beach has shifted away from higher-paid, manufacturing-based employment to lower-paid, service-oriented employment in the expanding tourism market. During the period of 1995-2003, Long Beach’s inner city wage growth was negative, while the cost of housing, medical care, gas, food, and childcare have continued to increase.4

This disparity between low wage growth and the rising cost of living expenses contributes to the issues of housing affordability and stability for low-to mid-wage earners such as students, disabled, seniors and people on fixed incomes.
Based on HUD Data, Fair Market Rent for a 2-bedroom apartment in Long Beach has risen from $823 per month in 2002 to $1,300 in 2008; an increase of 58% in only 6 years. Over half (57%) of renters in Long Beach spent 30% or more of their household income on housing in 2006. Additionally, homeownership costs have soared; the January 2008 median sales price for a home, including condominiums and single-family homes, in Long Beach was $440,000. Homeownership is out of reach for a household with a combined annual income below $100,000.

The Need for a Long Beach 10-Year Plan to Prevent and End Homelessness (10-Year Plan Report)

Long Beach’s 10-Year Plan Report is part of a national movement toward long-range, strategic planning to halt this country’s growing homeless epidemic. According to the United State Interagency Council on Homelessness (USICH), 300 cities and counties across the United States have undertaken 10-Year planning efforts. Many of the jurisdictions have begun 10-Year Plan implementation.

A Long Beach-specific 10-Year Plan to Prevent and End Homelessness will allow the City to remain competitive for federal Continuum of Care (CoC) homeless services funding, which provides over $5 million annually to the City and its community partners. The 10-Year Plan Report also provides a guide for the community to coordinate its resources and efforts to prevent and end homelessness more efficiently. Additionally, in an effort to make Long Beach a cleaner, safer and more welcoming place to live, work and play, the 10-Year Plan Report seeks continued engagement of diverse stakeholders involved in addressing homelessness.

Overview of the Community Planning Process

In February 2005, the Long Beach City Council directed the Department of Health and Human Services to undertake a communitywide planning process with the goal of developing a strategic plan to prevent and end homelessness. This initiative sought to expand the diversity of stakeholders committed to addressing homelessness, develop cost efficient ways through proven methods to prevent and end homelessness and utilize the momentum of the planning effort to take incremental steps that would prove sustainable in the long term.
Since 2005, more than 450 community stakeholders have participated in the Community Partnership to Prevent and End Homelessness (Community Partnership) 10-Year planning process. The Community Partnership consisted of a Steering Committee, a Working Group and nine topic-focused Working Group Subcommittees. In addition, two community focus groups were held in each council district. Following is a chart depicting the self-identified stakeholder participation in the 10-Year Plan community planning process by Council District.

### 10-Year Plan Participation By District ~ Summary

<table>
<thead>
<tr>
<th>District</th>
<th>Count</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>District 1</td>
<td>90</td>
<td>18.48%</td>
</tr>
<tr>
<td>District 2</td>
<td>88</td>
<td>18.07%</td>
</tr>
<tr>
<td>District 3</td>
<td>77</td>
<td>15.81%</td>
</tr>
<tr>
<td>District 4</td>
<td>43</td>
<td>8.83%</td>
</tr>
<tr>
<td>District 5</td>
<td>54</td>
<td>11.09%</td>
</tr>
<tr>
<td>District 6</td>
<td>26</td>
<td>5.34%</td>
</tr>
<tr>
<td>District 7</td>
<td>32</td>
<td>6.57%</td>
</tr>
<tr>
<td>District 8</td>
<td>32</td>
<td>6.57%</td>
</tr>
<tr>
<td>District 9</td>
<td>16</td>
<td>3.29%</td>
</tr>
<tr>
<td>Other Cities</td>
<td>29</td>
<td>5.95%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>487</strong></td>
<td><strong>100.00%</strong></td>
</tr>
</tbody>
</table>
Through this planning process, the Community Partnership developed and refined the Community Recommendations, which has 400 examples of potential action steps and strategies that could be utilized to prevent and end homelessness in Long Beach. (Please see Appendix G for the full Community Recommendations.)

The title of Long Beach’s 10-Year Plan Report reflects the challenge issued by the Bush Administration’s Interagency Council on Homelessness calling for the creation of “10-Year Plans to End Chronic Homelessness.” Long Beach’s 10-Year Plan Report is an initiative to prevent and end homelessness for all homeless populations in the community (individuals and families), which began in 2005 through the community strategic planning process. The main documents affiliated with this 10-Year Plan Report are the Community Recommendations, a reference guide with over 400 examples of successful strategies and action steps used in other cities’ 10-Year Plan implementation, and the 5 Key Community Strategies, which are based on Community Recommendations and provide overarching guidelines for future policy decisions.

The Community Partnership 5 Key Community Strategies

1. **Finding a home - HOUSING GOAL**
   Goal: Increase the number of homes that homeless and low-wage earning income people can afford.

2. **Enough to pay the bills - ECONOMIC STABILITY GOAL**
   Goal: Having the economic resources to manage basic needs.

3. **Enhancing the safety net - SUPPORTIVE SERVICES GOAL**
   Goal: Provide support services to prevent homelessness and promote housing stability.

4. **Addressing homelessness together as a community - COMMUNITY INVOLVEMENT GOAL**
   Goal: Expand participation and leadership from all sectors of the Long Beach community.

5. **Doing what works - OUTCOMES & EVALUATION GOAL**
   Goal: Use data and research to ensure the success of 10-Year Plan implementation.

The Community Partnership believes that a communitywide focused and coordinated effort to address these 5 Key Community Strategies will make the difference between continuing to manage homelessness versus preventing and ending it for Long Beach and surrounding communities.
THE SCOPE OF HOMELESSNESS

In The Nation ...

Approximately 754,147 people were homeless in the United States on any given day in January 2005, and this number is growing.11

Sheltered - Individuals and families living in shelters, including emergency and transitional shelter.

Chronic - Individuals who have a disability and are homeless for a year or more, or repeatedly over 3 years.

Non-Chronic - Individuals and families who are homeless for less than one year.

In California

In January 2005, California, New York, Florida, and Texas had the highest homeless populations nationally. Based on the HUD national data, on any given day in January 2005, California had a population of 170,270 individuals and families experiencing homelessness. California’s homeless population was greater than the total homeless populations of New York, Florida, and Texas combined.

<table>
<thead>
<tr>
<th>The Four States with the Highest Homeless Populations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>State</strong></td>
</tr>
<tr>
<td>-----------</td>
</tr>
<tr>
<td>1. California</td>
</tr>
<tr>
<td>2. New York</td>
</tr>
<tr>
<td>3. Florida</td>
</tr>
<tr>
<td>4. Texas</td>
</tr>
</tbody>
</table>

Source: National Alliance to End Homelessness, Homelessness Counts, 2007, United States Census Bureau, American Community Survey, 2005

In Los Angeles County

The County of Los Angeles is the largest county in the United States, containing 88 cities. Due to the fact that it has the highest incidence of homelessness of any large county in the United States, the County of Los Angeles has been identified as the homeless capital of the nation. The 2007 Homeless Count released for the County of Los Angeles yielded an estimated 73,702 homeless living on the street on any given day. Fifteen percent of the homeless, or 10,100, were children.
Homelessness in Long Beach

On any given day in 2007, nearly 4,000 people were experiencing homelessness in Long Beach; 684 of the homeless were children, 355 were adults in families and 2,790 were single adults. More than 40% of the homeless are unsheltered and live on the streets. Of those unsheltered, approximately 1,000 people self-reported that they are “chronically homeless,” living on the streets for more than one year. The majority (74.1%) of the homeless in our city were residents of Long Beach and over half (64%) were working in Long Beach when they became homeless.

According to the United States Interagency Council on Homelessness, multiple local jurisdictions have estimated that their annual homeless figures were four times greater than their point-in-time counts. This means that in accordance with the Long Beach 2007 point-in-time count of 3,829 homeless people, over the course of a year, 15,316 persons/families experience homelessness. The at-risk population figures are even higher. With 20% of the Long Beach population living below the poverty threshold, an estimated 92,000 residents are at-risk to becoming homelessness.

SUCCESS STORY ~ Lisa and Michael C.

As a single mother, Lisa worked hard to earn a GED while supporting her son, Michael. She graduated as the valedictorian of her travel academy class and began working for an airline.

In September 2005, Lisa went into a coma and was hospitalized. The diagnosis was brain cancer; her doctors did not expect her to live. As she had done before, Lisa beat the odds and survived. She left the hospital in January 2006.

Lisa quickly spent her savings on motels for her and Michael to stay in. Helped by a case manager at the Long Beach Multi-Service Center, she and Michael were moved from emergency housing to a transitional shelter and, ultimately, to permanent housing.

Lisa’s driving force has always been her love for Michael and her untiring desire that he have a better life than she has had. Michael continues to motivate his mother to strive. And as she succeeds, she is showing Michael, and others she is inspiring, that it’s not okay to give-up.

Lisa is currently volunteering at the transitional shelter while working on regaining her driving privileges and finding a job. It’s clear to those who know her — and Michael — that she will be driving to work soon.
WHO IS HOMELESS IN LONG BEACH?

There is no way to categorize “the homeless”; the picture that most people envision is a single man, living on the streets, a chronic alcoholic or a veteran. This pre-conceived idea of a homeless person represents only a fraction of the total homeless population in Long Beach. Many homeless are hidden from view, as many homeless individuals and families are living in cars, garages, in motels, or doubled-up with other family members.

Long Beach Homeless Population Demographics

The homeless are as diverse as the ethnic fabric of this City. Below is a demographic snapshot of Long Beach’s homeless population on any given day based on the City of Long Beach 2007 Homeless Count:

**Ethnicity**

- 39.4% white (1,240)
- 28.6% Hispanic or Latino (561)
- 35.5% African American or Black (1,118)
- 1.2% American Indian or Alaskan Native (40)
- 2.1% Asian (66)
- 4.0% other (120)

**Gender**

- 71.1% male (2,236)
- 28.6% female (900)
- 0.3% transgender (9)

**Age and Family Status**

- 18% children under the age of 18 (584)
- 9% adults in families (355)
- 73% single adults (1,900)

Source: City of Long Beach, 2007 Homeless Count.
Homeless Families And Their Children

“In absolute terms, there are more homeless children today in California than ever before. The percentage of children who are homeless is greater today than at any time since the Great Depression.” 25 On any given day in 2007, approximately 684 Long Beach children experienced homelessness.26

Family homelessness is often a hidden population, as families move between transitory housing situations to prevent street homelessness. Single mothers, often tasked with a dual role of economic provider and nurturing caretaker, head the greatest numbers of homeless families. Households headed by single mothers represent more than 80% of the families who seek assistance from the MSC to address their homelessness.

The barriers that homeless single parents face are significant. Access to affordable childcare can determine the employability of a single parent. Low-wage work often prevents a working single parent from attaining affordable, stable permanent housing. Ensuring school enrollment and attendance are also difficult while in a homeless situation.

What is the impact of homelessness on a child? Homeless children face an array of daily challenges that other children do not experience. “Their physical and mental health, education, and personal safety lag far behind their peers who do not lack the basic human need for shelter.”27

Consequences of childhood homelessness:

• Over 20% of homeless children do not attend school at all;
• When in school, homeless kids are twice as likely to repeat a grade or be suspended;
• Homeless children go hungry twice as often as other children;
• Homeless children are reported in fair or poor health twice as often as housed children;
• Homeless children are 12 times more likely to wind up in foster care than housed children;

Source: California Housing Law Project, Homeless Children website, 2002.
The Link Between Poverty and Homelessness

Poverty and homelessness continue to be intertwined, making a large segment of the Long Beach population highly susceptible to homelessness. According to the U.S. Census Bureau’s American Community Survey, it is estimated that 19.8% of Long Beach residents lived in poverty in 2006, while 30.1% of Long Beach children lived in poverty. The City of Long Beach’s estimated overall poverty rate of 19.8% is significantly higher than the estimated 13.3% poverty rate for the United States.

<table>
<thead>
<tr>
<th>Population Type</th>
<th>Estimated Total Population</th>
<th>Poverty Rate</th>
<th>Estimated Population Living Below Poverty Level and At-Risk to Becoming Homeless</th>
</tr>
</thead>
<tbody>
<tr>
<td>Residents</td>
<td>466,718</td>
<td>19.8%</td>
<td>92,410</td>
</tr>
<tr>
<td>Children under 18 years of age</td>
<td>131,673</td>
<td>30.1%</td>
<td>39,634</td>
</tr>
</tbody>
</table>

The following map shows many areas where 20% or more of the segment of the neighborhood are living in poverty and are therefore at-risk of becoming homeless. 

Source: City of Long Beach Department of Development Services (formerly Planning & Building), City of Long Beach Poverty Rates By Census Tract, 2005.
THE COSTS OF HOMELESSNESS

Numerous cities across the country have found that it costs far more in limited human, financial, and material resources to manage homelessness in the shelter system, jails, hospital and mental institutions than it does to address it with permanent solutions such as housing that is affordable at multiple levels and permanent supportive housing for special needs populations.

Increasingly, cities are performing cost-benefit analyses that reveal the hidden costs of homelessness. For example, Denver completed a cost-benefit analysis examining the health and emergency service records of nineteen chronically homeless individuals over a four-year period. Utilization of services such as emergency room care, inpatient medical and psychiatric care, detoxification services, incarceration, and emergency shelter were significantly reduced by participation in the Denver Housing First Collaborative (DHFC) permanent supportive housing program. The findings documented a 73% decline in total emergency related costs, which resulted in a total savings of nearly $600,000 during the 24 months of participation in the DHFC program compared with the 24 months prior to entry in the program. The total emergency cost savings averaged $31,545 per participant. Furthermore, the overall quality of life for the community can be significantly improved as the negative impact of individuals living and sleeping on the streets is dramatically lowered.

SUCCESS STORY ~
Tanaya “Inky” W.

Tanaya “Inky” W.’s teenage years were difficult. She left home at the age of 13 and spent the next 5 years in the foster care system, a few of which included involvement with a gang. Determined to flee that lifestyle, she joined the Army National Guard.

In 2002 her unit was activated and sent to Iraq. Her days were filled with violence and the loss of life within her unit. In February 2004, Inky’s Humvee was hit by a rocket propelled grenade. Inky was severely injured and evacuated to Walter Reed Army Hospital where she went through extensive rehabilitation to re-learn how to perform basic daily functions.

Realizing she needed help after discharge, Inky found U.S. VETS–Long Beach, where she entered the ADVANCE Women’s Program. After some difficult months, she began responding to the intensive program. Inky has embraced the Villages at Cabrillo community that has helped her cope with the trauma she has been exposed to. She has even returned to school and renewed contact with her family.
Portland found that prior to entering the Community Engagement Permanent Supportive Housing program, 35 chronically homeless individuals each utilized over $42,000 in public resources per year. After entering permanent supportive housing, those individuals each used $27,069 per year, including the cost of housing.

Some of the hidden/persistent costs of homelessness to a community are the repetitive interventions by the following entities:

- Law enforcement and corrections facilities
- Fire and paramedic services
- Emergency medical services
- Emergency psychiatric response
- Detoxification facilities
- Public works
- California Department of Transportation (Cal Trans)
- Parks, Recreation and Marine

The City of Long Beach’s public safety personnel are burdened by responding to emergency situations involving homeless individuals and families. Additionally, there are impacts to tourism, local businesses, libraries and public facilities. The community at large can be better served by strategically addressing homeless issues in a manner that will prevent new individuals and families from experiencing homelessness and end homeless episodes for individuals and families as quickly as possible.

“The mission of the Long Beach Police Department is to become California’s safest large city. This goal must encompass all of the citizens of Long Beach, including residents and business owners. The Police Department is responsible for responding to calls for service in areas where the homeless gather and makes every effort to satisfy the needs of all citizens. The Police Department looks forward to supporting a plan to provide the homeless with opportunities to establish stable living conditions. It is an imperative collaboration between City Departments and the stakeholders of the City to promote a strong and healthy community.”

~ Anthony Batts, Chief of Police
Long Beach Police Department
LONG BEACH AS A MODEL

In 2007, the City of Long Beach had an estimated total population of 492,912 people making it the second largest city in Los Angeles County and the fifth largest city in the state of California. Long Beach is also the largest city in the Gateway Cities Council of Governments. Surrounding cities look to Long Beach as a model, and the City has met this challenge.

“As a Long Beach resident I am proud to be able to say that our City has been a pioneer in establishing successful models of life-changing assistance to homeless persons, and beyond that has been willing to share its expertise with its neighbors. In the end, every community must be part of the solution but we do that best when we work together and learn from each other.”

~ Richard R. Powers, Executive Director Gateway Cities Council of Governments

The City of Long Beach has been, and continues to be, a regional model for producing innovative programs and services that address homelessness. In 1987, a Homeless Task Force began this vision by recommending the development of a Homeless Services Advisory Committee, a Homeless Coordinator position, the Mayor’s Fund for the Homeless and the concept for a Multi-Service Center. Since that time, the City has implemented each of these recommendations, which are the cornerstone for Long Beach’s success as a regional model. The 1987 task force on homelessness forged the way for an ongoing public-private partnership that remains strong today.

The City of Long Beach Department of Health and Human Services (DHHS), Bureau of Human and Social Services, Homeless Services Division has primary responsibility for planning, coordinating, funding, and evaluating services for homeless individuals and families citywide. This division provides oversight of the Long Beach Continuum of Care (CoC), a jurisdiction of homeless service providers, funded by the Federal Department of Housing and Urban Development (HUD). The Homeless Services Division administers grant funding for Continuum of Care, Emergency Shelter Grant and Social Service Grant. Additionally, the Homeless Services Division operates the Multi-Service Center for the homeless and oversees $10 million in funding.

The City of Long Beach Homeless Services Division also conducts biannual homeless census, as required by the HUD. These biannual Homeless Street- and Service-based point-in-time counts denote a downward trend of homeless from 5,845 in 2003, to 4,475 in 2005 and 3,829 in 2007. While this reduction in the number of individuals and families experiencing homelessness on a given day is positive, the systemic factors that contribute to homelessness are still present in the community.
Since 1995, the City of Long Beach Homeless Services Division has led the local Continuum of Care System (CoC). The Long Beach Continuum of Care System is a community-wide planning effort to address issues of homelessness, which helps to coordinate services from street outreach, intake assessment to supportive services and housing placement. As one of four CoCs in the County of Los Angeles, the City of Long Beach Continuum of Care System is responsible for coordinating more than $5 million in federal HUD McKinney-Vento funding each year, with an overall Homeless Services Division budget of more than $10 million for fiscal year 2008. The City distributes over 50% ($5.1 million) of the homeless services funds to its 38 partner community agencies. As a part of the Continuum of Care System, the City, in conjunction with its community partners, developed 2,026 shelter and housing units available to homeless individuals and families, which include 1,653 shelter beds and 373 permanent housing units.

During the past decade, the Long Beach community has developed several innovative programs to engage the homeless, including the Long Beach Multi-Service Center for the Homeless (MSC) and the Villages at Cabrillo. Both projects were outcomes of the City’s Naval Reuse process. The MSC is a collaborative partnership between the City, the Port of Long Beach and twelve non-profit agencies co-located on one site to provide supportive services for homeless seeking assistance. The MSC provides service contacts with more than 28,000 visits each year. Services provided range from showers, laundry, mail/phone message services to licensed childcare, medical clinic, employment assistance, drug/alcohol treatment, case management, shelter and housing placement assistance. Although there are multiple access centers throughout Los Angeles County with services provided by a single agency, the MSC is one of six centers with multiple agencies co-located on one site providing a range of homeless services.

The Villages at Cabrillo is a national model of naval reuse in which 26-acres were developed and offer a coordinated system of housing and support services provided by a collaborative partnership of eleven agencies. It is the largest non-governmental housing/social services program for homeless veterans in the country. Services provided range from emergency and transitional shelter to permanent affordable housing for single men/women; unaccompanied youth, families, Native Americans, and veterans. Additional support services include: licensed childcare, employment counseling services, mental health and medical services as well as a Long Beach Unified school program that helps school age children re-integrate into the public school system. This site currently provides housing and supportive services for 725 individuals and families on a daily basis.

Parents Jennifer & Robbie, sons: Patrick & James
(Photo courtesy of Children Today at the Long Beach Multi-Service Center)
The City of Long Beach is also committed to providing housing that is affordable for its residents and workforce. The City provides a range of housing programs and assistance through its Community Development Department and Development Services Department (formerly Planning and Building). City agencies include Housing Services Bureau, Long Beach Housing Development Company (LBHDC), The Housing Authority of the City of Long Beach (HACLB), and Long Beach Redevelopment Agency (RDA). Between 2000 and 2007, the City and the LBHDC produced 257 new affordable housing units. In addition, 379 affordable housing units underwent rehabilitation over the last two years. During 2008, the City will produce 283 housing units that are affordable to very low- and low-income families. The City has $178.6 million in resources available for the development of housing that is affordable.

The California Community Redevelopment Law (CCRL) requires the Long Beach Redevelopment Agency (RDA) to dedicate 20% of its tax increment revenue for affordable housing. In addition CCRL contains inclusionary housing requirements for development or rehabilitation of housing units that are affordable. The RDA provides its tax increment revenue to the Long Beach Housing Development Company. In return, the LBHDC assists the RDA in meeting the inclusionary housing requirements.

The Housing Authority of the City of Long Beach, California (HACLB) provides rental assistance for decent, affordable housing to 6,000 low-income Long Beach households. HACLB programs provide low-income tenants a housing assistance subsidy so the household can afford to rent a privately-owned residence. The current program is the Section 8 Housing Choice Voucher Program, sponsored by the United States Department of Housing and Urban Development (HUD). Thirty of the Housing Choice vouchers are set-aside annually for homeless individuals and families. The Housing Authority FY 2008 Vouchers Funds are estimated to be approximately $60 million.

Through the 10-Year Plan process, many new partnerships were forged, both locally and regionally. The following outlines some of the new partnerships developed during the planning process, that will be expanded upon during the implementation phase:
1) The Long Beach Area Chamber of Commerce unanimously adopted the Committee to End Homelessness Plank, which includes: forming a standing Homeless Sub-Committee under the Government Affairs Council and supporting the adoption of a long-term plan to prevent and end homelessness in Long Beach.51

2) The Gateway Cities Council of Governments (GCCOG) - created a homeless subcommittee, and is evaluating a coordinated process for the 27 cities by developing base-line homeless counts, needs assessment and gaps analysis to determine where enhanced services are needed to meet the goal of preventing and ending homelessness region wide.52 As part of this process GCCOG, was the only regional council of governments that approached the County of Los Angeles Board of Supervisors for funding to conduct regional planning and program development. The GCCOG was granted $150,000 in planning dollars as well as $1.4 million in program implementation funds.

3) The Los Angeles County Department of Social Services (DPSS) has increased specialized services for homeless countywide. As part of this outreach and service effort, DPSS has placed a County benefits eligibility worker at the City operated Multi-Service Center to ensure any client who is eligible has access to county funded programs and assistance.

4) In 2007, The Los Angeles County Board of Supervisors voted to allocate $80 million for a Homeless Initiative to improve coordination, support best practices, and prioritize the development of housing resources.53 City staff and Long Beach Community Based Organizations (CBOs) participated in Los Angeles County’s regional planning process to distribute $80 million in new homeless funding.

5) City staff and Long Beach CBO’s worked in conjunction with United Way of Greater Los Angeles to hold the first HomeWalk to raise funds and community awareness regarding the epidemic of homelessness in Los Angeles County.54 The HomeWalk raised $500,000.

6) The City continues to be an active participant in California Keys, a collaboration of 20 cities and counties in California engaged in or planning to develop 10-Year Plans. California Keys worked with Governor Arnold Schwarzenegger’s Homeless Initiative Coordinator, Dick Schermerhorn, on the development of a statewide 10-Year Plan to end homelessness, that discussed development of the State Interagency Council and a statewide 10-Year Plan to End homelessness.
7) The County of Los Angeles Supervisor Don Knabe has supported the City of Long Beach with county funding for the following Long Beach projects: Project Achieve, U.S. VETS, Catholic Charities, Department of Health and Human Services Mental Health Coordinator position, specialized outreach and services for veterans and the Multi-Service Center for the Homeless.

Projects on the Horizon

Two proposed projects that will help to reduce homelessness in the City of Long Beach are the modernization of the City’s Multi-Service Center (MSC) and the development of efficiency units at the Villages at Cabrillo. These two projects will be financed through a variety of sources, including City, County, State and Federal funding.

The Multi-Service Center will be commencing a modernization project through a $2 million grant from County of Los Angeles Office of Supervisor Don Knabe and the County’s Homeless Initiative. The MSC modernization is proposed to include expansion of waiting area, educational/conference and outdoor activity space, which will allow for increased volume for drop-in services to occur at the MSC for the homeless. These new areas will also provide an alternate open space for local groups to provide food to the homeless, which will decrease the number of food distribution sites in City parks while increasing the incentive for homeless to access services at the MSC.

In conjunction with the MSC modernization, the development of between 100 to 300 efficiency units on the remaining acres at the Villages at Cabrillo will visibly reduce homelessness in the downtown area and public park spaces. The efficiency units would be targeted towards chronically homeless individuals, but will also service any single homeless individual. These units would also assist the City in meeting its Regional Housing Needs Assessment allocation for extremely low-income housing units.

Although Long Beach has made great efforts to address the needs of those experiencing homelessness, the current service levels and activities are not equipped to assist all those currently in need or to prevent new persons from becoming homeless. This Community Partnership strategic planning process sets the road map for the next step for the Long Beach community to forge strategic partnerships that further improve the effective response to prevent and end homelessness. This process assessed the gaps in local services while working with regional partners to ensure the development of appropriate regional services to address the homeless in their area to maximize efforts that prevent and end homelessness.
“Within Our Reach: A Community Partnership To Prevent And End Homelessness” (The 10-Year Plan Report) is the culmination of the community’s efforts and vision of how to prevent and end homelessness in Long Beach. Over the past three years, The Community Partnership to Prevent and End Homelessness developed the Community Recommendations and the 5 Key Community Strategies with participation and input from over 450 stakeholders (See Appendix G for the full Community Recommendations). Contained within the Community Recommendations are over 400 examples of ideas being utilized successfully in other communities to prevent and end homelessness.

Breaking The Cycle: To End Homelessness In Long Beach...

The Community Partnership will:

• Work to change the economic, social, philosophical and systemic barriers that contribute to homelessness.
• Challenge the status quo and collective acceptance of homelessness.
• Work to provide the tools necessary to help every homeless person return to stable housing.
• Use programs that have worked in other communities that will work for Long Beach.
• Maximize resources and the efficiency of local, county, and state systems of care.
• Coordinate strategies that promote broad-based participation.

SUCCESS STORY ~ Paul F.

“You know, it’s hard to get a job with a five year gap on your resume... the worst part of being homeless is the loss of dignity, the embarrassment, which makes it that much harder to re-acclimate back into a regular life.”

Paul F worked in pest control and lived in a condo with his brother until, at age 45, Paul became homeless. For five years, Paul lived under the riverbed or in a garage. He sought help at the Multi-Service Center to address his depression, drug addiction, and diabetes. When asked how he finally took the first step towards getting off the streets, he credits a “...a housing program, an internship at the Multi-Service Center, and a little inner courage”. Today, Paul is proud to say he has a full-time job, an apartment, and a driver’s license. Paul is a true success story—he has dedicated himself to helping others who are experiencing homelessness in Long Beach.
THE COMMUNITY PARTNERSHIP
5 KEY COMMUNITY STRATEGIES

The guiding goals of the Community Recommendations are contained within The Community Partnership 5 Key Community Strategies:

1. Finding a home - HOUSING GOAL
   Goal: Increase the number of homes that homeless and low-wage earning income people can afford.

2. Enough to pay the bills - ECONOMIC STABILITY GOAL
   Goal: Having the economic resources to manage basic needs.

3. Enhancing the safety net - SUPPORTIVE SERVICES GOAL
   Goal: Provide support services to prevent homelessness and promote housing stability.

4. Addressing homelessness together as a community - COMMUNITY INVOLVEMENT GOAL
   Goal: Expand participation and leadership from all sectors of the Long Beach community.

5. Doing what works - OUTCOMES & EVALUATION GOAL
   Goal: Use data and research to ensure the success of 10-Year Plan implementation.

The Community Partnership believes that a communitywide focused and coordinated effort to address these 5 Key Community Strategies will make the difference between continuing to manage homelessness versus preventing and ending it not only for Long Beach, but for our surrounding communities.

The strategies of the 10-Year Plan report, Community Recommendations and 5 Key Community Strategies are broken down into two main approaches. The first main approach, ending homelessness for individuals and families as quickly as possible, means rapidly re-housing an individual or family that has become homeless. The second main approach is preventing at-risk individuals and families from experiencing homelessness as preventive measures have been proven more cost effective than addressing the multiple challenges of an individual or family in active homeless crisis.

Two Main Approaches:
1. Ending homelessness for individuals and families as quickly as possible; and
2. Preventing at-risk individuals and families from experiencing homelessness.
1. Finding a home ~ HOUSING GOAL

Goal: Increase the number of homes that homeless and low-wage earning income people can afford.

Nationally, prior to the 1980s, America’s housing market and public support systems were able to sustain the housing needs of extremely low-income and disabled Americans. Since then, many of the affordable rental housing units have “been converted to higher-priced housing, cooperatives, and condominiums for ownership, eroding affordability in the housing market.”

AFFORDABILITY OF HOUSING IN LONG BEACH

In Long Beach, the market has driven the housing costs out of reach for many families and individuals. A majority (approximately 60%) of the households in Long Beach are directly impacted by the rising costs of rental housing. According to the Department of Housing and Urban Development (HUD) data, the Fair Market Rent (FMR) for a two-bedroom apartment in Long Beach has risen from $823 per month in 2002 to $1,300 in 2008—an increase of 58% in only 6 years. Symptoms of this affordability crisis have manifested in the increase of households that are residing in weekly motels, doubled and tripled up in housing, and households that reside in substandard dwellings.

<table>
<thead>
<tr>
<th>FMR Year</th>
<th>Efficiency</th>
<th>One-Bedroom</th>
<th>Two-Bedroom</th>
<th>Three-Bedroom</th>
<th>Four-Bedroom</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY 2002</td>
<td>$543</td>
<td>$650</td>
<td>$823</td>
<td>$1,110</td>
<td>$1,325</td>
</tr>
<tr>
<td>FY 2003</td>
<td>$638</td>
<td>$764</td>
<td>$967</td>
<td>$1,305</td>
<td>$1,558</td>
</tr>
<tr>
<td>FY 2004</td>
<td>$674</td>
<td>$807</td>
<td>$1,021</td>
<td>$1,378</td>
<td>$1,646</td>
</tr>
<tr>
<td>FY 2005</td>
<td>$746</td>
<td>$900</td>
<td>$1,124</td>
<td>$1,510</td>
<td>$1,816</td>
</tr>
<tr>
<td>FY 2006</td>
<td>$789</td>
<td>$952</td>
<td>$1,189</td>
<td>$1,597</td>
<td>$1,921</td>
</tr>
<tr>
<td>FY 2007</td>
<td>$843</td>
<td>$1,016</td>
<td>$1,269</td>
<td>$1,704</td>
<td>$2,051</td>
</tr>
<tr>
<td>FY 2008</td>
<td>$863</td>
<td>$1,041</td>
<td>$1,300</td>
<td>$1,746</td>
<td>$2,101</td>
</tr>
</tbody>
</table>

Between 2002 and 2005, the percentage of families residing in Los Angeles County/Long Beach that could afford the median priced home in the county dropped from 30% to 11%. With the January 2008 median home sales price of $440,000 in Long Beach (single family homes and condominiums), homeownership is merely a dream for much of Long Beach’s workforce. Homeownership is out of reach for a household with a combined annual income below $100,000. In 2006, an estimated 81.5% of Long Beach households did not earn enough income to qualify for market rate homeownership.

LONG BEACH HOUSING STOCK ANALYSIS

The projected housing stock need for a 10-year period (through 2018), based on the Southern California Association of Governments’ (SCAG) Regional Housing Needs Assessment (RHNA) allocation for Long Beach, is 11,274 units at all economic levels citywide. (For more information regarding the ten year RHNA projections, see Appendix E.) By utilizing the RHNA percentages provided by SCAG (see Appendix E), 39.7% of the total new units needed (4,476) reflect the number of very low and low-income units needed to meet the demand for housing for working poor and those on fixed incomes over the next decade in Long Beach. Of this, 2,728 are very-low income units and 1,748 are low-income units. 60.3% of the projected RHNA allocation will be for moderate and upper-income units. The upper-income unit development is driven by the market and produced by for-profit developers.

<table>
<thead>
<tr>
<th>Type of Unit</th>
<th>% of RHNA #’s</th>
<th>Development Responsibility</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Low Income</td>
<td>24.2% (2,728 Units)</td>
<td>City of Long Beach</td>
</tr>
<tr>
<td>Low Income</td>
<td>15.5% (1,748 Units)</td>
<td>City of Long Beach</td>
</tr>
<tr>
<td>Moderate Income</td>
<td>17.1% (1,928 Units)</td>
<td>City of Long Beach</td>
</tr>
<tr>
<td>Upper Income</td>
<td>43.2% (4,870 Units)</td>
<td>For-profit Developers</td>
</tr>
</tbody>
</table>

Source: Southern California Association of Governments, 2007. (For more information regarding the Ten Year Projected RHNA Allocation, please see Appendix E.)

City of Long Beach Downpayment Assistance Program

The Long Beach Housing Development Company and City of Long Beach Housing Services Bureau offer various programs for first-time homebuyers, such as the Downpayment Assistance Program. The program offers a conditional grant of up to $10,000 to qualified first-time homebuyers. To date, over 900 first-time homebuyers have realized their dream of homeownership. Source: City of Long Beach Department of Community Development, Housing Services Bureau.
The Long Beach Housing Services Bureau projects the development of 1,380 very low- to low-income units over the next decade. Additional partnerships with for-profit and non-profit developers will be needed to develop the remaining 3,096 units.

### Affordable Housing Developments and Needs Over the Next 10 Years (2008-2018)

<table>
<thead>
<tr>
<th>Type of Affordable Housing Unit</th>
<th>Projected Total New Affordable Housing Units Needed</th>
<th>Affordable Housing Development Planned over 10 Year Period (2008-2018)*</th>
<th>Projected Additional New Affordable Housing Units Needed</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Low Income</td>
<td>2,728</td>
<td>890</td>
<td>1,838</td>
</tr>
<tr>
<td>Low Income</td>
<td>1,748</td>
<td>490</td>
<td>1,258</td>
</tr>
<tr>
<td>Totals</td>
<td>4,476</td>
<td>1,380</td>
<td>3,096</td>
</tr>
</tbody>
</table>

*A portion of the new affordable units will be brought on through rehabilitation of current market rate units, converting them to affordable units.

Source: Southern California Association of Governments, 2007. (For more information regarding the Ten Year Projected RHNA Allocation, please see Appendix E.)

The City is continually striving to meet its RHNA allocation for the production of new units. Increasing housing that is affordable at multiple levels will improve housing stability for individuals and families at risk for homelessness as well as end homelessness for those living on the streets. To meet the needs of the working poor, seniors and disabled in Long Beach, new and innovative housing policies need to be explored.

### A Sample of Long Beach Residents Who Would Benefit from Affordable Homes

<table>
<thead>
<tr>
<th>Very Low-Income Earners*</th>
<th>Low-Income Earners**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tax preparers ..................</td>
<td>$33,301</td>
</tr>
<tr>
<td>Preschool teachers .............</td>
<td>$51,425</td>
</tr>
<tr>
<td>Bank tellers ...................</td>
<td>$49,423</td>
</tr>
<tr>
<td>Receptionists ..................</td>
<td>$49,138</td>
</tr>
<tr>
<td>Personal care aides ...........</td>
<td>$49,054</td>
</tr>
<tr>
<td>*50% of median income</td>
<td>**80% of median income</td>
</tr>
</tbody>
</table>

Source: Housing California, “Fixing the Broken Housing Market in Los Angeles County”, http://www.housingca.org. (For more information regarding median income and income limits, please see Appendix D.)
There were many effective strategies reviewed by the Community Partnership that would incrementally develop workforce housing units and housing that is affordable at all levels of income in Long Beach. Examples of these potential strategies include, but are not limited to, mixed-income housing, developments along transportation corridors, scattered-site permanent supportive housing and efficiency units, all of which could be achieved through an expansion of the City’s voluntary inclusionary housing program with additional incentives from the Department of Development Services (formerly Planning and Building). This expanded voluntary inclusionary housing program would strengthen the partnership between for-profit, non-profit and the City’s Housing Development Company.

### Mixed-Income Housing

Mixed-income housing increases the supply of housing that is affordable at all levels of income citywide while revitalizing urban neighborhoods and decreasing concentrations of poverty by joining people of different incomes into a single development. When located close to job centers, transportation corridors and services, mixed-income housing activates smart growth principles by reducing travel times and congestion.

An increasing number of for-profit developers are partnering with public agencies and non-profit development organizations to build mixed-income communities that combine market-rate and publicly assisted units. In Long Beach, there are two mixed-income developments developed in 2007 by for-profit developers. One is Neo Zoe, a 22-unit for sale townhome development at 1500 Pine Avenue by Hughes Development with 10 affordable units and 12 market-rate units. The second is mixed-use (retail and residential) development by Lyon West Gateway, LLC in downtown Long Beach. The site will have 291 units: 26 affordable units and 265 market-rate units. Mixed-income developments such as these could enhance homeownership citywide by ensuring that residents from all income levels have housing choices that are close to work and support services.

There are multiple research studies that confirm that mixed-income housing developments have a neutral or no effect on the property values of the surrounding community. According to a 2005 Massachusetts Institute of Technology (MIT) study examining the impact of seven large-scale, mixed-income rental developments on the property values of the surrounding neighborhoods, the developments had no negative effect on the neighborhoods. Additionally, a 2005 Brookings Institution report found a 93% decrease in the crime rate between 1993 and 2004 with the development of a mixed-income community in Atlanta.
Permanent Supportive Housing

Permanent supportive housing is specialized housing for persons with disabilities. The components are long-term, community-based housing that has supportive services for homeless persons with disabilities either on-site or a referral system in place. This type of supportive housing enables special needs populations (elderly, physically and mentally disabled) to live as independently as possible in a permanent setting.74

One model of permanent supportive housing is “Housing First.” Housing First is a nationally successful model, which is currently being utilized on a small scale in Long Beach, for helping the chronically homeless population. A Housing First approach is a client-driven strategy that provides immediate access to an apartment without requiring initial participation in treatment.75 The approach is based on the principle that supportive services, such as mental health and substance abuse services, health care, life skills and employment training, are more effective once people are settled in their own homes.76

Permanent housing with supportive services has emerged as a cost-effective investment as it has been shown to reduce dependency on other publicly funded resources and services.76a For example, research evaluating the New York-New York (NY/NY) Supportive Housing Initiative found that the provision of permanent supportive housing to homeless individuals with serious mental illnesses sharply reduced residents’ use of services in eight public systems (i.e., jails/prisons, emergency rooms, detoxification facilities, etc).77 “Compared with members of a matched control group, clients in (permanent) supportive housing showed reductions in service that were so substantial that cost savings nearly offset the entire $19,000 annual program cost.”76 Portland and Denver have reported similar results.78a 78b

Development of Efficiency Units

Efficiency units are a residential property that includes multiple single room dwelling units. Each unit is for occupancy by a single eligible individual. The unit contains a kitchen, bathroom and combined living and sleeping room. Increasing the development of efficiency units in Long Beach is one way to increase options for homeless individuals, seniors and students looking for an affordable, safe and long-term housing placement.
Expanded Voluntary Inclusionary Housing Program

The City of Long Beach currently utilizes a voluntary inclusionary housing program that has helped to create the 162 new units of very low- and low-income housing in the City.79 Expanding this program through added incentives from the City’s Department of Development Services (formerly Planning and Building) could help to strengthen the public/private partnerships needed to develop additional housing that is affordable at multiple levels of income. Additional incentives could include, but are not limited to, an expedited permitting and approval process, enhanced density bonus and amended zoning requirements that maximize allowable building area. Approval from the Department of Development Services, City Council and the Planning Commission will be sought for all incentives.

The Community Partnership reviewed other housing options such as expansion of shelters (emergency and transitional), but felt the shelter system would be adequate if there were more housing options at multiple affordability levels in Long Beach. With the limited available resources, the Community Partnership believes the focus should be on expanding and maintaining the availability of permanent housing at all levels of affordability citywide. For additional examples of recommendations to increase the number of housing units that are available at multiple levels of affordability, please see Appendix G.

“There is a growing demand for all types of housing in California, including market rate and affordable. Mixed income housing can be done successfully with the right combination of tools and incentives, making it a good business model. In many cases, a variety of subsidies are required to close the affordability gap. Cities are also offering developers some incentives in return, including giving them the right to build more units or to set aside less space for parking.”

~ Mario Turner, Director of Development, AMCAL Multi-Housing, Inc. (For Profit Developer)
2. Enough to pay the bills — ECONOMIC STABILITY GOAL

Goal: Having the economic resources to manage basic needs.

Long Beach Economic Changes

Earnings from employment and benefits have not kept pace with the cost of housing for low-income or low-wage earners. Since the 1990s, Long Beach has been transitioning from a manufacturing-based industrial economy to an economy based on services. According to a 2006 report, “between 1997 and 2003, declines in manufacturing employment (-10,306 jobs) have been offset by increased employment in the service industry (+6,541 jobs), retail trade (+3,940 jobs), health care (+7,270 jobs), and professional and administrative services (+7,649 jobs).” Much of the change in Long Beach’s economy has resulted from the naval base closures and downsizing in the aerospace industry. Between 1991 and 1995, the City of Long Beach lost 57,600 jobs. The costs of these losses to the City were estimated at $1.7 billion in lost wages and contracts.

Studies suggest that 20%-40% of homeless adults are currently and/or recently employed; however, many homeless that are employed do not earn enough to afford housing in Long Beach. Income for homeless persons, even those working full-time, is typically below the poverty level. Currently, the minimum wage in California is $8.00 per hour, which calculates to a gross annual full-time salary of $16,640. The 2008 California Supplemental Security Income (SSI) payment for a disabled individual or single senior with independent living status is $870 per month.

A person with a full-time job paying the minimum wage cannot afford a two-bedroom apartment at the fair market rent in any state in the United States. In order to afford the 2008 Fair Market Rent (FMR) of $1,300 for a two-bedroom apartment in Long Beach without paying more than 30% of the household’s income on housing, a household must earn $4,333 monthly or $52,000 annually. Assuming a 40-hour workweek, this level of income translates into an hourly wage of approximately $25.
### Scenario Affordability Analysis

<table>
<thead>
<tr>
<th>Scenario</th>
<th>Affordability Analysis</th>
</tr>
</thead>
<tbody>
<tr>
<td>2008 FMR for a 2 bedroom apartment.</td>
<td>$1,300 per month.</td>
</tr>
<tr>
<td>For a resident of Long Beach to afford $1,300 without paying more than 30% of his/her income on housing.</td>
<td>A person must earn $52,000 per year.</td>
</tr>
<tr>
<td>To earn $52,000 per year.</td>
<td>The person must earn approximately $25 per hour before taxes.</td>
</tr>
<tr>
<td>If the Long Beach resident is disabled or a senior, the primary source of income is likely to be Supplemental Security Income (SSI).</td>
<td>The average 2008 SSI monthly payment is $870.</td>
</tr>
<tr>
<td>Or, if the Long Beach resident earns minimum wage, $8.00 per hour, with no benefits.</td>
<td>The person must work 125 hours per week, 52 weeks per year.</td>
</tr>
</tbody>
</table>


The Community Partnership to Prevent and End Homelessness recognized that an investment in the community’s human capital is needed. This investment would assist low-income or low-wage individuals and families to become economically self-reliant and ultimately provide a Long Beach workforce that is educated and trained. The Community Partnership subcommittee on [homelessness] prevention identified the need to reduce the barriers of rapid re-employment and better employment programs for people who are laid off or earning at a low wage to improve economic stability. The Community Partnership included representatives from the Pacific Gateway Workforce Investment Network (PGWIN), the City, Long Beach City College, California State University Long Beach and the Long Beach Unified School District researching ways to link job training to education programs.

The subcommittee researched successful examples utilized in other communities that could be implemented in Long Beach. Recognizing that there is a need for better coordination of job training and educational services available to homeless or at-risk individuals and families, the subcommittee researched the potential expansion of the Workforce Development and Career Transition Centers. Additionally, the subcommittee reviewed the prospective action step of expanding collaboration with colleges, city and state, to improve financial literacy by offering money management workshops, life skills, and job training.
Another possible action step is increasing work opportunities and career development services specialized for homeless persons returning to work. An examples of a Long Beach employment program that could be expanded is the Goodwill of Southern Los Angeles County (Goodwill SOLAC) workforce development program at the City of Long Beach Multi-Service Center for the homeless (MSC). Once an MSC client successfully completes the Goodwill Works classes, the client is referred to Goodwill’s Job Placement services and receives employment retention services and additional supportive services for up to one year after placement into a job.

To achieve the goal of economic stability, strong connections between homeless service providers, the local business community, and the local Pacific Gateway Workforce Investment Network (PGWIN) need to be forged. By assisting homeless individuals and families acquire the necessary knowledge, skills, and resources to support themselves, the length and number of homeless episodes can be reduced as families regain economic self-reliance and housing stability. Please see Appendix G for additional examples of recommendations to assist homeless and at-risk individuals and families achieve economic stability.

“I don’t think any city can better itself unless they start from the bottom up and fix things... I can not speak for other businesses in Long Beach, but West Coast Choppers has felt the positive effect of investing in our neighborhood and its residents. Long Beach is our Home and we will always treat it as such... It is simply unfair that in a city that sustains over 7000 businesses, we still have 4000 homeless residents. This plan needs to be a team effort by everyone to be successful.”

~ Jesse James, Owner
West Coast Choppers
SUCCESS STORY ~ Greg V. and Carlos R.

Greg V. and Carlos R. hadn’t seen one another since they both graduated from Lakewood High School in 1999. After graduation they went their separate ways. Greg joined the Army as an infantryman and he served in both Afghanistan and Iraq. Carlos joined the Marine Corps as a supply specialist and MP and completed two tours of duty in Iraq. They both saw a lot of action during their tours and these experiences left an indelible impression on them.

When Greg was discharged from the Army he found it hard to readjust. “I had PTSD (Post Traumatic Stress Disorder) Big Time,” he states, “So I spent the next couple of years getting loaded. I took drugs so I wouldn’t go to sleep… I needed to be awake and on guard.” Greg’s substance abuse landed him in jail, and while there he learned about U.S. VETS from an Outreach Worker.

Carlos found he had a number of financial and child support issues when he discharged from the Marine Corps. He came to Long Beach to hunt for work, but quickly ran out of money. He found his way to Villages at Cabrillo and to his surprise, ran into his old friend Greg.

Both Carlos and Greg are now working full time and going to school. Greg is working toward a degree in Human Services. Carlos is studying to become a commercial diver. They both credit their time at U.S. VETS to their hopeful futures. “Coming here has been a great opportunity for me and would be for any veteran,” says Greg.

~ Randy Gordon, President and CEO, Long Beach Area Chamber of Commerce

“The business community has identified homelessness in Long Beach as a top priority. The Chamber has formed a Committee and created an entire policy platform in this area. Ending homelessness is a top priority to the business community, because it is a matter of full-employment. More importantly, though, it is a quality of life issue. The business community cares about ending homelessness because, as business leaders, it is our responsibility to care about the human condition.”

Greg V. and Carlos R.
～Photo courtesy of U.S. VETS～
3. Enhancing the safety net ~ SUPPORTIVE SERVICES GOAL

Goal: Provide support services to prevent homelessness and promote housing stability.

The goal of enhancing the safety net would be to strengthen the current Long Beach Continuum of Care system (CoC) while expanding it to incorporate County service agencies and non-traditional service providers such as: police, jails, hospitals, psychiatric facilities, foster care, and public works. The Long Beach CoC is a community-wide planning effort to address issues of homelessness. CoC activities currently include services such as street outreach, intake assessment, supportive services and housing placement.

Improved collaboration and coordination of discharge planning practices would help prevent people being discharged into homelessness by large institutions, such as jails, hospitals, psychiatric facilities, and the foster care system. To achieve this goal, The Community Partnership’s research found that collaboration between Long Beach homeless providers and the new partners listed above would need to be developed and/or strengthened to assist in planning for secure and appropriate housing placement prior to being released. To meet the needs of these populations, the development of specialized resources is required. These specialized resources could include:

- Increased outreach and counseling for veterans returning from war.
- Development of subsidized housing with support services for students and homeless youth.
- Improved collaboration between mental health and substance abuse providers.
- Increased number of substance abuse treatment and detoxification programs to provide immediate recovery options for persons/families being released from jail/prison, psychiatric facilities and foster care.
- Connection of at-risk individuals with support services to help them build and strengthen independent living skills.

Studies have shown that it is more cost effective to provide the immediate and temporary intervention needed to maintain housing than it is to address the multiple challenges presented by an individual or family in active homeless crisis.92
Another outcome of enhancing the safety net is to prevent individuals and families in crisis from becoming homeless. The Community Partnership’s research found this could be achieved through:

- Improved collaboration between agencies whose clients have a higher vulnerability to homelessness, (i.e. DPSS, DCFS, DOC).
- Focused assistance for people who are vulnerable to homelessness, including: seniors on a fixed income; individuals with disabilities; and foster youth exiting the system at age 18.
- Increased eviction prevention awareness, resources and activities for one-time-only financial assistance and longer-term case management and support services.
- Expansion of the homeless court to prevent homeless people from entering the criminal justice system for minor Quality-of-Life offenses, such as recycling, public elimination, and sleeping in public.
- Treatment in Permanent Housing or Supportive Housing programs for homeless people with mental illness and substance abuse problems instead of jail time.

Studies have shown that it is more cost effective to provide the immediate and temporary intervention needed to maintain housing than it is to address the multiple challenges presented by an individual or family in active homeless crisis. The goal of securing housing stability may be attained through preventative and supportive activities such as improved coordination of discharge planning. Additional examples of recommendations to enhance supportive services and the current Continuum of Care system can be found in Appendix G.
4. Addressing homelessness together as a community ~ COMMUNITY INVOLVEMENT GOAL

Goal: Expand participation and leadership from all sectors of the Long Beach community.

LOCAL AND REGIONAL EFFORTS

The Community Partnership was built on local and regional partnerships. Through the 10-Year planning process, non-traditional partners such as the Long Beach Area Chamber of Commerce, Gateway Cities Council of Governments, and the County of Los Angeles, have been engaged. Because homelessness is not just a City of Long Beach issue, but a County, State and National epidemic, it is critical that overlapping and intersecting entities and services are coordinated to provide the strongest regional approach possible. Both services and safety net activities need to be coordinated to prevent new individuals and families from becoming homeless while ending homelessness as quickly as possible for those currently living on the streets and in shelters. Collaboration across agencies, systems, and city lines is a critical aspect of successfully implementing the 5 Key Community Strategies of the 10-Year Plan Report.

“If we truly want to tackle the issue of homelessness, we need to completely change the old ways of thinking.”
~ Don Knabe
Supervisor, 4th District
County of Los Angeles
COORDINATION WITH OTHER CITY DEPARTMENT PLANS

During the Community Partnership 10-Year planning process, a consistent message was heard: the community required that this planning process take into consideration other City plans and department roles that could potentially be impacted by this plan and/or would have an impact on the outcomes of this plan. The Community Partnership, as part of the planning process, had specialized City staff participate in the planning process and lead sub-committee groups to ensure that the 10-Year planning process was in line with current and future City planning activities. Several sub-committees reviewed The Housing Action Plan, General Plan, Housing Element and the Consolidated Plan. The Community Partnership referenced these plans to develop a projected housing stock need for a 10-year period (2008 through 2018), based on the Southern California Association of Governments’ Regional Housing Needs Assessment (RHNA). Also included were future housing development projections from the Housing Services Bureau and Long Beach Housing Development Company to be achieved over the next ten years (2008-2018). (For additional information, see Appendix E.)

IMPLEMENTATION COORDINATOR

National experts, such as the National Alliance to End Homelessness (NAEH) and the United States Interagency Council on Homelessness (USICH), recognize that one of the most critical variables to a 10-Year Plan’s success is the designation of a responsible party to ensure implementation of goals. Cities with successful 10-Year Plan implementation, such as San Francisco, Denver and New York, have designated an individual to focus solely on 10-Year plan implementation.

The Community Partnership is recommending the creation of a 10-Year Plan Implementation Coordinator position, with funding if feasible. This dedicated person will ensure progress on inter-city department coordination, plan objectives, and sustain momentum of community partnerships. In addition, the Implementation Coordinator will seek funds to implement components of the plan; over $33 million has been raised for 10-Year Plan implementation in Denver. The Implementation Coordinator, based within the Homeless Services Division, will work to further strategize for inter-departmental collaborations, implement mechanisms that streamline service delivery, maximize existing resources and expand partnerships that yield positive results for both the Long Beach Community and broader region of Los Angeles County.

Ultimately, the Implementation Coordinator will be the sustaining force behind all coordination, public/private partnerships, community education and fund development to ensure that implementation of the feasible Community Recommendations move forward in an efficient and inclusive manner.

over $33 million has been raised for 10-Year Plan implementation in Denver.
COMMUNITY BOARD

The Community Partnership must also continue to bring together diverse stakeholders. To accomplish this critical task, the Community Partnership is seeking the expansion of the current Homeless Services Advisory Committee (HSAC) into a Community Board by increasing the number and diversity of stakeholders. This Community Board would continue to be appointed by the Mayor and City Council. Additionally, the Community Board would be staffed by the Implementation Coordinator and overseen by the Homeless Services Division Officer.

The development of this diverse Community Board will build on the Community Partnership’s current success of involving an expanded group of traditional and nontraditional stakeholders. In addition, the City would be improving the Continuum of Care process, which seeks to ensure broad participation and promote strong public/private partnerships. It is recommended that the Community Board be comprised of diverse stakeholders, including but not limited to representatives who are or who have been homeless, advocates for homeless people, homeless service providers, members of the business community, neighborhood associations, members of government and members of philanthropic organizations, in addition to the Council district appointments.

The function of the Community Board would remain as “[g]athers information from homeless persons and makes recommendations to the Mayor and City Council on how to best meet the needs of the homeless community.” The Community Board would work in conjunction with the Implementation Coordinator to bring forward Community Recommendations to the Mayor and City Council. Associated activities could include surveying the homeless population on an annual basis, as well as utilizing aggregate data captured by the Homeless Management Information System (HMIS) to allow for careful monitoring of the progress made on all Council-approved feasible Community Recommendations.

By hiring an Implementation Coordinator and expanding the current Homeless Services Advisory Committee to represent a diverse Community Board, the City of Long Beach will be equipped with the necessary components to create efficient measures to prevent and end homelessness. The Implementation Coordinator and Community Board will work to expand the regional and public/private collaborations forged during the Community Partnership 10-Year planning process. Additional recommendations to increase community involvement can be found in Appendix G.
5. Doing what works ~ OUTCOMES & EVALUATION GOAL

Goal: Use data and research to ensure the success of 10-Year Plan implementation.

OUTCOMES AND EVALUATION CASE STUDIES FROM OTHER COMMUNITIES' SUCCESSES:

10-Year Plan outcomes research has revealed solutions that are working in other communities. Success stories highlight significant decreases in street homelessness in other large cities that are implementing 10-Year Plans, such as San Francisco, Portland and Denver. These cities have found that it costs far more to manage homelessness than it does to address it with long-term solutions such as: housing that is affordable and permanent supportive housing.\(^{94,95}\)

<table>
<thead>
<tr>
<th>City</th>
<th>New Strategies</th>
<th>New Results</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Francisco</td>
<td>• 3,000 New permanent supportive housing units;</td>
<td>✓ The number of homeless people decreased 28% from 8,640 in 2002 to 6,248 in 2005</td>
</tr>
<tr>
<td></td>
<td>• Crisis centers and permanent affordable housing;</td>
<td>✓ Street homelessness declined by 40%, from 4,535 in 2003 to 2,655 in 2005.</td>
</tr>
<tr>
<td></td>
<td>• Direct access to affordable units controlled by jurisdiction (Direct Access to Housing);</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Housing First; and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Redirection of cash aid to permanent supportive housing (Care Not Cash).</td>
<td></td>
</tr>
<tr>
<td>Portland</td>
<td>• Opened 480 new permanent supportive housing units in 2005 and 2006;</td>
<td>✓ The number of people who are homeless and sleeping outside decreased by 39%, from 2,355 in January 2005 to 1,438 in January 2007;</td>
</tr>
<tr>
<td></td>
<td>• Rental assistance program streamlined—1,206 households assisted between January 2006 and June 2007; and</td>
<td>✓ The number of chronically homeless people sleeping outside decreased by 70%, from 1,284 in January 2005 to 386 in January 2007.</td>
</tr>
<tr>
<td></td>
<td>• New discharge planning protocols.</td>
<td></td>
</tr>
<tr>
<td>Denver</td>
<td>• 789 new housing units created between 2005 and 2007;</td>
<td>✓ Homelessness declined 11% from 4,444 in 2005 to 3,954 in 2007;</td>
</tr>
<tr>
<td></td>
<td>• Expanded homeless prevention assistance program (rent, utility or mortgage assistance);</td>
<td>✓ Chronic homelessness decreased 36% from 942 in 2005 to 602 in 2007.</td>
</tr>
<tr>
<td></td>
<td>• Developed education, training, and employment programs</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Created “Give A Better Way” Panhandling</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Education Campaign;</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Increased collaboration between Street Outreach Collaborative, Police and Downtown Denver Partnership; and</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• 2 Full-time police officers and 3 outreach dispatch workers added to Police Department</td>
<td></td>
</tr>
</tbody>
</table>

MEASURING SUCCESS AND REPORTING OUTCOMES

To ensure a planning effort is successful, ongoing monitoring and reporting out need to occur to allow a plan to grow and change as positive impacts are made, and to modify areas that either are not performing to standard or need more attention. The Community Board, in conjunction with the Implementation Coordinator, will produce reports that will provide updates on the progress of each goal. The Community Board and Implementation Coordinator will also track data on homelessness, including baseline data, the number of households placed into housing and where resources were effective in preventing homelessness. In addition, the Community Board and Implementation Coordinator will search for best practices that should be integrated into the implementation process. Please see Appendix G for more information on additional recommendations regarding 10-Year planning outcomes and evaluations.

IMPLEMENTATION OF THE 10-YEAR PLAN REPORT

The Community Partnership is recommending the City Council endorse the 5 Key Community Strategies; expand the Homeless Services Advisory Committee into a diverse Community Board; create an Implementation Coordinator position using non-General Fund resources; and refer the 10-Year Plan to the City manager to conduct feasibility reviews of the recommendations.

As a part of the planning process, the Community Partnership researched funding strategies and policies used by other cities for 10-Year Plan implementation. The following are examples of potential funding opportunities and policies that can be explored for 10-Year Plan implementation in Long Beach. Please see Appendix G for additional potential funding opportunities and policies that would have an impact on homelessness in the community.

Examples of Funding Strategies

The following funding strategies reflect a small sample of wide-ranging creative financing opportunities used by other communities that could potentially be used to broaden funding partnerships for preventing and ending homelessness.
in Long Beach. It is expected that 10-Year Plan activities will be financed through an array of federal, state, county, local, foundation and philanthropic funding sources.

**CORPORATE AND FOUNDATION DONATIONS**

A 10-Year Plan Implementation Coordinator would facilitate donations from businesses located in Long Beach. Through Atlanta’s 10-Year Plan process, the community was able to raise almost $32 million in new private and philanthropic investment for implementation of its 10-Year Plan strategies.

**COUNTY, STATE AND FEDERAL FUNDING SOURCES**

A 10-Year Plan Implementation Coordinator would seek new county, state and federal funding sources. One funding source is the state Mental Health Services Act (MHSA/Prop 63), which was projected to generate $690 million in 2006-2007 to create and expand mental health programs and housing. Another potential funding source is the $80 million Los Angeles County Housing Initiative.

**COMMUNITY FUNDRAISING**

Conduct a community Campaign to Prevent and End Homelessness, an annual fundraising campaign whereby community stakeholders and faith-based organizations contribute donations, possibly matched by corporate sponsorship, to homeless services.

**MAKE-A-CHANGE PROGRAM**

Encourage Long Beach residents and visitors to fill donation receptacles with their spare change. This money would go directly to support homeless services.

In the City of Denver, 86 obsolete parking meters were recycled and installed downtown, to generate revenue for Denver’s Road Home 10-Year Plan. Advertisements of local business are placed in the backdrop of the meter; in exchange for the advertisement, the business matches the change collected by each sponsored meter. This innovative approach has yielded close to $100,000 annually to support implementation strategies. Additionally, the meters generate awareness about homelessness and discourage panhandling.96

**THE MAYOR’S FUND FOR THE HOMELESS (MAYOR’S FUND)**

Direct the proceeds of the Mayor’s Fund to implement 10-Year Plan activities.
Examples of Potential Policy Development

The following are examples of policies that other communities have used for 10-Year Plan implementation. These potential policy shifts require little or no additional City funds, but would have major impacts on reaching the goals highlighted in the 5 Key Community Strategies.

**HOUSING TRUST FUND**

Dedicate 100% of the Housing Trust Fund to develop housing for the working poor, disabled, students, seniors and homeless at the extremely low-income level. This would provide the visible benefit of reduced homelessness and be a major investment towards preventing and ending homelessness.

**REDEVELOPMENT AGENCY (RDA)**

Work with the City’s RDA to increase the affordability of housing stock in redevelopment areas. The Los Angeles County RDA set aside is 30% of its new development as affordable versus the 20% requirement by the state.

**DENSITY BONUS**

Offer developers a density incentive higher than permitted under the General Plan for a specific parcel of land, creating an incentive for mixed-income developments citywide. In return, the developer commits to developing and maintaining a portion of the units as affordable to extremely low, very low, and low-income residents.
CONCLUSION

Achieving the goal of preventing and ending homelessness in the City of Long Beach requires a commitment of resources, time and energy from the business community, the philanthropic community, all levels of government, and the community at large. Building and sustaining political will and community support can be achieved. To this end, the Community Partnership to Prevent and End Homelessness requests that the Mayor and City Council:

- Endorse the 5 Key Community Strategies as overarching guidelines for future decisions;
- Expand the Homeless Services Advisory Committee into a Community Board with representation from a cross-section of stakeholders;
- Create an Implementation Coordinator position using non-General Fund resources for the 10-Year Plan; and
- Refer the 10-Year Plan to the City Manager for feasibility reviews of the recommendations and report back to the City Council.

The Community Partnership planning process has developed a comprehensive blueprint, including this 10-Year Plan Report, the 5 Key Community Strategies and Community Recommendations, that will guide the City over the next ten years to address the factors and phases of homelessness needed to effect true systemic change through preventive services, supportive services, outcome measurement and accountability, community involvement and housing development. The success of the 10-Year Plan Report is dependent upon the willingness and commitment of the community and its leaders to view this report, the Community Recommendations and 5 Key Community Strategies as an opportunity to dramatically improve the future of the City of Long Beach.

What Can You Do?

- Get involved and stay committed;
- Donate your time, energy, resources, influence and compassion;
- Contact the Community Partnership for more information at:

Within Our Reach:
A Community Partnership to Prevent & End Homelessness
Long Beach’s 10-Year Plan Report
Contact: City of Long Beach Department of Health and Human Services
2525 Grand Avenue, Room 235, Long Beach, CA 90815
Phone: (562) 570-4176
Website: http://www.longbeach.gov/health/bureau/hss/10yrplan/default.asp
10-YEAR PLAN ACKNOWLEDGEMENTS

The Community Partnership to Prevent and End Homelessness would like to acknowledge and thank all of the Long Beach community stakeholders who participated in the 10-Year planning process.

City of Long Beach

MAYOR AND CITY COUNCIL
- Bob Foster, Mayor
- Bonnie Lowenthal, Vice-Mayor, 1st District
- Suja Lowenthal, 2nd District
- Gary DeLong, 3rd District
- Patrick O’Donnell, 4th District
- Gerrie Schipske, 5th District
- Dee Andrews, 6th District
- Tonia Reyes-Uranga, 7th District
- Rae Gabelich, 8th District
- Val Lerch, 9th District

OFFICE OF THE CITY MANAGER
- Patrick H. West, City Manager
- Suzanne Frick, Assistant City Manager

FORMER CITY OFFICIALS AND OFFICE OF THE CITY MANAGER
- Beverly O’Neill, Mayor
- Jackie Kell, Vice Mayor, 5th District
- Dan Baker, 2nd District
- Frank Colonna, 3rd District
- Laura Richardson, 6th District
- Gerald R. Miller, City Manager
- Christine Shippee, Assistant City Manager

City Interdepartmental Task Force
Board of Health and Human Services
Department of Community Development
  • Housing Authority
  • Housing Services Bureau
  • Neighborhood Resource Center
Department of Development Services (formerly Planning and Building)
  • Advance Planning Program
  • Redevelopment Agency
Department of Health and Human Services
Department of Parks, Recreation and Marine
Homeless Services Advisory Committee
Long Beach Fire Department
Long Beach Police Department
Long Beach Public Library
Office of the City Attorney
Office of the City Manager
Port of Long Beach

Steering Committee, Working Group and Working Group Sub Committees Co-Chairs

Mike Murray, Steering Committee
Stephen Peck, Steering Committee
Beverly O ‘Neill, Steering Committee, Emeritus
Kevin Cwayna, M D., Working Group; Steering Committee, Emeritus
Dave Neary, Working Group
Dora Jacildo, Community Education Subcommittee
Kurt Neswald, Community Education Subcommittee & Prevention Subcommittee
Anita Gibbins, Continuum of Care Subcommittee
Shannon Legere, Continuum of Care Subcommittee
Mary Coburn, Data Analysis Subcommittee
Gabrielle Hooks, Data Analysis Subcommittee
Keith Green, Funding Subcommittee
William Edward Neusteter, Funding Subcommittee
Maria Giesey, Housing Subcommittee
Toby Rothschild, Housing Subcommittee
Leslie Braden, Outreach Subcommittee
Annette LaBarca, Outreach Subcommittee
John Thomas, Planning & Building Subcommittee
Aaron Wooler, Planning & Building Subcommittee
Patricia Speelman, Prevention Subcommittee
Richard Powers, Review of Other Cities Plans Subcommittee
Joel John Roberts, Review of Other Cities Plans Subcommittee
Jack C. Smith, Housing Subcommittee

Community Partnership Participants, including Steering Committee, Working Group and Working Group Subcommittee Members

Nancy Ahlswede
James Allen
Ryan Alsop
Ronald Arias
Mary Artino
Patricia Balderas
Tom Barnes
Chief Anthony Batts
Richard Beam
Torben Beith
Robert Benjamin

Jean Bixby-Smith
Commander William Blair
Cynthia Blatt
Kim Brettschneider
Eric Brown
James Brown
Elise Buik
Albert Campos
Greg Carpenter
Steven Chesser
Him Chhim
Mark Christoffels
Don Cochran
Gary Commins
Anthony Cookies
Janet Cooper
Gloria Cordero
Arthur Cox
Tom Dahlke
Jessica Daniels-Jackson
Christine Delabre
Vincent Delcasino
Elaine Des Roches
Debbie Dexter
Scott Dionne
LaVerne Duncan
George Economides
Mark Edwards
Marquez Equalibria
Ben Espitia
Linda Evans
Lisa Fall
Paul Farace
Jyl Ferris
Lucinda Fox
Jayne Gangloff
Veronica Garcia
Pat Garrow
Fabiola Gomez
Steve Goodling
Randy Gordon
James Gray
Annie Greenfield-Wisner
Geoffrey Hall
Michelle Hargrove
Lucinda Hayes
Elizabeth Hege
Tom Helak
Judy Hess
Pat Hicks
Bob Hildebrand
Rita Hooker
Jonathan H unter
Deborah Hursey
Dale Hutchinson
Nick Ippolito
Larry Jackson
Diane Jacobus
Jesse James
Christine Jocoy, Ph.D.
Maria Johnson
S. Michael Johnson
Rachel Jones
Barbara Kaiser
Jacklyn Kaplan
Annette Kashiwabara
E. Jan Kehoe, Ph.D.
Carl Kemp
Pat Kennedy
Ibtisam Khoury-Sirhan
Jeffrey King
Brandon Kline
Matt Knabe
Geraldine Knatz
Margaux Kohut
Kraig Kojian
Sarai Koo
Arlene Korte
Jeff Kulek
Max Kurner
Craig Lea
Sara Lee
Tim Lee
Sylvia Leyba
Rick Linder
Patricia Long-San Jose
Daniel Lucero
Shaun Lumachi
Steven Ly
Margaret Madden
Joseph Magaddino, Ph.D.
Robert Maxon, Ph.D.
Janet McCarthy-Wilson
Kathryn M cDermott
Kevin M cGuan
Ginger M cKay
Mercedes M cLemore
Arlene Mercer
Cristyl Meyers
Rene M iyasato
Larry M ontgomery
Arlene M oreno
Rudolf M ontiel
Alisa M unoz
Dan M urphy
Jane N etherton
Lezlie N eusteter
Carol Nevin
Marion Nguli
Terri Nikoletich
Fern Nueno
Janine O’Hara
Kelly Parker
Rocky Patel
Steve Peck
Cassie Perez-Harminson
Kristin Pierce
Eddie Pierson
Susan Price
Natalie Profant-Komuro
Ray Pok
Rachel Potucek
Richard Powers
Laurel Prysiazny
Commander Ted Reno
Elaine Ridder
Daniel Rodriguez
Sheila Rodriguez
Bryan Rogers
Sylvia Romero
Bina Rosenberg
Dan Rosenfeld
Judy Ross
Liliane Roy
Tom Russell
Harry Saltzgaver
Alma Samson
Norene Samuelson
Eleanore Schmidt
Corinne Schneider-Jones
Jerry Schubel
Judy Seal

Irene Shapiro
Gary Shelton
Brenda Simpson
Leah Sloan
Donna Smithson
Dave Southern
Evelyn Steele
Christopher Steinhauser
Kim Stephens
Michael Stephens
Reverend Jerry Stinson
Elizabeth Stochl
Michael Sundberg
Connie Sziebl
Yasmin Tarver
Ruth Teague
Niki Tennant
J. Thompson
Ellie Tolentino
Mark Tolley
Anna Totta
Diane Tropper
Darnisa Tyler
Jamilla Vollman
Reverend Ginny Wagener
Kimbal Wasick
Tracy Weaver
Ray Worden
Leila Wright
Charlene Wynne
Sita Yetasook
Sean Zullo & all other community members who participated in the Steering Committee, Working Group and/or Working Group subcommittees.

Contributing Members

Apartment Association, Southern California Cities
Boeing
California Conference for Equality and Justice (Formerly NCCJ)
California State University Long Beach
Community Based Organizations
Concerned Long Beach community members who participated in the two rounds of public Focus Groups in each of the nine Council Districts
Corporation for Supportive Housing
County of Los Angeles
- Department of Public Social Services
- Department of Mental Health
- Los Angeles Homeless Services Authority
- Office of Supervisor Don Knabe

Downtown Long Beach Associates
Gateway Cities Council of Governments
Gazette Newspapers
Housing Developers, for-profit and non-profit
Homeless & Formerly Homeless Individuals and Families
Inter-Faith Organizations
Legal Aid Foundation of Los Angeles
Long Beach Area Chamber of Commerce
Long Beach Area Convention and Visitors Bureau
Long Beach Area Coalition for the Homeless
Long Beach City College
Long Beach Continuum of Care Agencies
Long Beach Multi-Service Center Agencies
Long Beach Neighborhood Associations
Long Beach Unified School District
Long Beach Veteran Affairs Healthcare System
MarketINK
Millikan High School, P.E.A.C.E. Academy, E.L.E.V.A.T.E. Program
Pacific Hospital
Panel: Homeless/Formerly Homeless individuals
Panel: A Regional Approach to Discharge Planning
- Dr. Karen S. Dalton, Director, Offender Programs and Services, Correctional Services Division, Sheriff’s Department, County of Los Angeles;
- Yvonne Duke, Jail Administrator, Police Department, City of Long Beach;
- Sylvia Romero, Homeless Coordinator, Department of Public Social Services, County of Los Angeles;
- Rhelda Shabazz, Chief, Emancipation Services Division, Department of Children and Family Services, County of Los Angeles;
- Lari Sheehan, Assistant Administrative Officer, Service Integration Branch, Chief Administrative Office, County of Los Angeles;
- Viki Sparks, Supervisor, Social Services Department, St. Mary’s Medical Center; and
- Miki Webber, Program Manager, County Wide AB 2034/ACT Programs, Department of Mental Health, County of Los Angeles.

ReThink Long Beach
United States Interagency Council on Homelessness
- Philip F. Mangano, Executive Director
- Eduardo Cabrera, Regional Coordinator, Region IX

United Way of Los Angeles
Verizon Communications
Villages at Cabrillo Agencies
APPENDIX A

FOOTNOTES


9 Ibid.

10 Ibid.


13 Ibid.

14 Ibid.

15 Los Angeles Homeless Services Authority. 2007 Homeless Count Reports Over 73,000 People Remain Homeless in Los Angeles County. October 2007.


17 Ibid.


Ibid.


City of Long Beach Department of Planning & Building, Advance Planning Division. Map: City of Long Beach Poverty Rates By Census Tract. 2005.


Ibid.

Moore, Ph.D., T. L. and Central City Concern, Estimated Cost Savings Following Enrollment In The Community Engagement Program: Findings From A Pilot Study Of Homeless Dually Diagnosed Adults, June 2006.

Ibid.


59 Ibid.


64a Ibid.

65 Ibid.

66 City of Long Beach Department of Community Development, Housing Services Bureau.


69 City of Long Beach Department of Community Development, Housing Services Bureau.

70 Ibid.
71 Ibid.


76 Ibid.


78 Ibid.

78a Moore, Ph.D., T. L. and Central City Concern, Estimated Cost Savings Following Enrollment In The Community Engagement Program: Findings From A Pilot Study Of Homeless Dually Diagnosed Adults, June 2006.


79 City of Long Beach Department of Planning and Building. Housing Element Annual Progress Report. September 2006.


81 City of Long Beach. Fact sheet. The Problem: Years of Economic Dislocation. n.d.

82 Ibid.


84 Ibid.


Ibid.


Ibid.


City of Long Beach Department of City Clerk. Authorities, Boards, Commissions, and Committees Roster, January 2008.


APPENDIX B

The City of Long Beach Homeless Services Division

The City of Long Beach Department of Health and Human Services (DHHS), Bureau of Human and Social Services, Homeless Services Division has primary responsibility for planning, coordinating, funding, and evaluating services for homeless individuals and families citywide. This division provides oversight of the Long Beach Continuum of Care (CoC), a jurisdiction of homeless service providers, funded by the Federal Department of Housing and Urban Development (HUD). The Homeless Services Division administers grant funding for Continuum of Care, Emergency Shelter Grant and Social Service Grant. Additionally, the Homeless Services Division operates the Multi-Service Center for the homeless, conducts biannual homeless census and oversees $10 million in funding.

The Long Beach Continuum of Care System is a community-wide planning effort to address issues of homelessness, which helps to coordinate services from street outreach, intake assessment to supportive services and housing placement. As one of four CoCs in the County of Los Angeles, the City of Long Beach Continuum of Care System is responsible for coordinating more than $5 million in federal HUD McKinney-Vento funding each year, with an overall fiscal year 2008 Homeless Services Division budget of more than $10 million. Over 50% ($5.1 million) of the homeless services funds are distributed to partner community agencies. As a part of the Continuum of Care System, the City, in conjunction with its community partners, developed 2,026 shelter and housing units available to homeless individuals and families, which include 1,653 shelter beds and 373 permanent housing units.

The Multi-Service Center for the Homeless (MSC) is a collaborative partnership between the City, the Port of Long Beach and twelve non-profit agencies co-located full-time and 4 part-time on one site to provide supportive services for homeless seeking assistance. The MSC provides service contacts with more than 28,000 visits each year. Services provided range from showers, laundry, mail/phone message services to licensed childcare, medical clinic, employment assistance, drug/alcohol treatment, case management, shelter and housing placement assistance. Although there are multiple access centers throughout Los Angeles County with services provided by a single agency, the MSC is one of six centers with multiple agencies co-located on one site providing a range of homeless services.
Structure

The Homeless Services Officer administers the city’s homeless services (Homeless Services Division), provides staff support to the Homeless Services Advisory Committee and represents the City on State and County councils and coalitions.

Corinne Schneider-Jones
Manager
Human/Social Services

Susan Price
Homeless Services Officer

Contracts/Grants
Specialists (4)
Overseeing
$10 million in funding

Multi-Service
Center Coordinator (1)

HMIS
Administrator (1)

Housing
Coordinator (1)

Street Outreach
Workers (3)

Front Desk (3)

MSC Non-Profit
Agencies (12)

Case Manager (7)

Beyond Shelter
Children Today
The Play House
Help Me Help You
LA County
DPSS
Long Beach VA
Medical Center
New Image
People Assisting
The Homeless
The Children's
Clinic
U.S. VETS

Catholic Charities
Goodwill
SoLAC
Mental Health
of America

68
Homeless Services Funds

The City of Long Beach Homeless Services Division funding includes a mixture of federal, county and city sources. HUD provides homeless services funding through a variety of programs: CoC, Emergency Shelter Grant (ESG), Social Service Grant (SSG) and Community Development Block Grant (CDBG). In addition, the HOME block grant from HUD provides rental assistance to low-income people. Emergency Food and Shelter Program (EFSP), governed locally by the Los Angeles Emergency Food and Shelter Program Board provides emergency shelter and food to people in need. The Los Angeles County Department of Public Social Services (DPSS) provides funds for shelter and case management to families in the CalWORKs GAIN program. For fiscal year 2008, the Office of Los Angeles County Supervisor Don Knabe provided $2 million for the modernization of the City of Long Beach Multi-Service Center. In addition, for fiscal year 2008, the Homeless Services Division also received a one-time $500,000 VA grant, which will include the creation of a Mental Health Services Coordinator position at DHHS.

<table>
<thead>
<tr>
<th>Funding Source</th>
<th>City Amount</th>
<th>Partner Agencies Amount</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>CoC</td>
<td>$1,144,921</td>
<td>$4,257,504</td>
<td>$5,402,425</td>
</tr>
<tr>
<td>ESG</td>
<td>$16,000</td>
<td>$368,113</td>
<td>$384,113</td>
</tr>
<tr>
<td>SSG funded by CDBG</td>
<td>$</td>
<td>$200,000</td>
<td>$200,000</td>
</tr>
<tr>
<td>General Fund (SSG Support)</td>
<td>$50,000</td>
<td>$150,000</td>
<td>$200,000</td>
</tr>
<tr>
<td>CDBG (MSC Support)</td>
<td>$220,000</td>
<td>$0</td>
<td>$220,000</td>
</tr>
<tr>
<td>General Fund (MSC Support)</td>
<td>$472,631</td>
<td>$0</td>
<td>$472,631</td>
</tr>
<tr>
<td>EFSP</td>
<td>$11,830</td>
<td>$0</td>
<td>$11,830</td>
</tr>
<tr>
<td>LA County - MSC</td>
<td>$2,000,000</td>
<td>$0</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>LA County - VA Grant</td>
<td>$350,000</td>
<td>$150,000</td>
<td>$500,000</td>
</tr>
<tr>
<td>DPSS</td>
<td>$416,843</td>
<td>$0</td>
<td>$416,843</td>
</tr>
<tr>
<td>HOME</td>
<td>$200,000</td>
<td>$0</td>
<td>$200,000</td>
</tr>
<tr>
<td><strong>Totals</strong></td>
<td><strong>$4,882,225</strong></td>
<td><strong>$5,125,617</strong></td>
<td><strong>$10,007,842</strong></td>
</tr>
</tbody>
</table>
APPENDIX C

The Community Planning Process

In February 2005, the Long Beach City Council directed the Department of Health and Human Services to undertake a community-wide planning process with the goal of developing a strategic plan to prevent and end homelessness, as part of a broader national effort. Since 2005, more than 450 community stakeholders have participated in the Community Partnership to Prevent and End Homelessness (Community Partnership) 10-Year planning process. The Community Partnership consisted of a Steering Committee, a Working Group and nine topic-focused Working Group Subcommittees. In addition, two community focus groups were held in each council district. Through this planning process, the Community Partnership developed and refined the Community Recommendations, a set of 400 POTENTIAL action steps and strategies that could be utilized to prevent and end homelessness in Long Beach.

THE STRUCTURE OF THE PLAN

Steering Committee

A Steering committee was formed to provide oversight and executive leadership for the 10-Year Plan. The Steering Committee consisted of approximately 20-30 community stakeholders who were committed to preventing and ending homelessness in Long Beach. The Steering Committee was chaired by Mike Murray, Director of Government and External Affairs for Verizon Communications. Steve Peck, Community Development Director at U.S. VETS, has served as co-chair since Dr. Kevin Cwayna’s departure. The primary responsibilities of the Steering Committee included: 1) Review Working Group Strategic Goal recommendations; 2) Share information with other key stakeholders, government officials, community groups and associations; 3) Co-chair subcommittees; and 4) Make key recommendations to City Council.

Working Group

The Working Group provided the Steering Committee with information received from Working Group Subcommittees and Focus Groups (described below). This information was used to identify issues and problems related to homelessness and identify potential solutions to include in the Community Recommendations. The Working Group consisted of approximately 35 community representatives. In addition to gathering and disseminating community input, the Working Group hosted several topic-focused special panel discussions:
Homeless/Formerly Homeless Panel. At the joint Steering Committee/Working Group meeting in January 2006, a panel of five formerly and currently homeless individuals provided committee members the unique opportunity to hear first-hand accounts of what caused their homelessness, the tremendous impact this experience had on their lives, and the multitude of obstacles they faced in order to overcome their homelessness. Panelists answered difficult and personal questions in an attempt to share the true experience of homelessness.

Interagency Council on Homelessness. Philip F. Mangano, Executive Director of the United States Interagency Council on Homelessness, and key 10-Year Plan leaders from San Francisco, Reno, San Diego and around the country visited Long Beach in October 2005, and again in 2006, to share their wisdom and experience in developing and implementing a successful 10-year plan to end homelessness.

A Regional Approach to Discharge Planning. A distinguished panel of local and county social service experts discussed the following critical topics: (i) Developing a regional approach to serving the homeless; (ii) recognizing the needs of special sub-populations (emancipated foster youth, jail population, people with mental illness, and the disabled); and, (iii) improving discharge planning from jails, hospitals, foster care, and mental health facilities. The panel included:

- Dr. Karen S. Dalton, Director, Offender Programs and Services, Correctional Services Division, Sheriff’s Department, County of Los Angeles;
- Yvonne Duke, Jail Administrator, Police Department, City of Long Beach;
- Sylvia Romero, Homeless Coordinator, Department of Public Social Services, County of Los Angeles;
- Rhelda Shabazz, Chief, Emancipation Services Division, Department of Children and Family Services, County of Los Angeles;
- Lari Sheehan, Assistant Administrative Officer, Service Integration Branch, Chief Administrative Office, County of Los Angeles;
- Viki Sparks, Supervisor, Social Services Department, St. Mary’s Medical Center; and
Miki Webber, Program Manager, County Wide AB 2034/ACT Programs, Department of Mental Health, County of Los Angeles.

ReThink Long Beach is a community-based coalition dedicated to ending poverty. The founders of this group have adopted, as one of their guiding principles, the belief that the people most affected by a particular problem, such as homelessness, should have the greatest voice in any discussion of potential solutions. Panelists discussed various ways of addressing the negative impact poverty has on our community.

Working Group Subcommittees

Since September 2005, nine Working Group Subcommittees conducted more than 60 meetings attended by over 150 community members. Each subcommittee completed a topic-focused community recommendations matrix in which they developed goals and action steps pertaining to their assigned topic area. The nine topic-focused subcommittees were:

- Community Education Subcommittee
- Continuum of Care Subcommittee
- Data Analysis Subcommittee
- Funding Subcommittee
- Housing Subcommittee
- Outreach Subcommittee
- Planning & Building Subcommittee
- Prevention Subcommittee
- Review of Other Cities Plans Subcommittee

Focus Groups

Between September and November 2005, The Community Partnership and Institute for Urban Research and Development conducted nine public Focus Group meetings, one in each of the City Council Districts, to build an infrastructure of community-wide participation. The purpose of the first round of Focus Group meetings was to convene all interested City of Long Beach residents and business people, to inform them of opportunities to participate on Working Group Subcommittees, and identify issues and problems related to homelessness and potential solutions for preventing and ending homelessness. Focus Group recommendations were subsequently taken to the Working Group and Steering Committee for inclusion in the Community Recommendations.
A second round of nine public Focus Group Meetings was conducted by the National Coalition for Community and Justice (now California Conference for Equality and Justice) from November 2005 to January 2006, one in each of the City Council Districts. The purpose of the second set of meetings was for community members to review, rate, and provide input on the culmination of the Working Group Subcommittee’s Draft Community Recommendations.
APPENDIX D

United States Department of Housing and Urban Development INCOME LIMITS

The Department of Housing and Urban Development (HUD) is required by law to set income limits that determine the eligibility of applicants for HUD’s assisted housing programs. HUD uses the Section 8 program’s Fair Market Rent (FMR) area definitions in developing median family income estimates, which means income estimates are developed for each metropolitan area and non-metropolitan County. HUD income limits are calculated for every FMR area with adjustments for family size and for areas that have unusually high or low income-to-housing-cost relationships.

The 2008 Los Angeles – Long Beach Area Median Family Income is $59,800.

Note: the following “definitions” are adjusted by HUD due to the high housing cost in the Los Angeles – Long Beach Metropolitan Area.

- Low income families are defined as families whose incomes do not exceed 80% of the median family income for the area.
- Very low income families are defined as families whose incomes do not exceed 50% of the median family income for the area.
- Extremely low income families are defined as families whose incomes do not exceed 30% of the median family income for the area.

Source: HUD User Policy Development and Research Information Service.

<table>
<thead>
<tr>
<th>Family Size</th>
<th>EXTREMELY LOW INCOME (0-30% of Median)</th>
<th>VERY LOW INCOME (30%-50% of Median)</th>
<th>LOW INCOME (50%-80% of Median)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$15,590</td>
<td>$26,550</td>
<td>$42,450</td>
</tr>
<tr>
<td>2</td>
<td>$18,200</td>
<td>$30,300</td>
<td>$48,500</td>
</tr>
<tr>
<td>3</td>
<td>$20,500</td>
<td>$34,100</td>
<td>$54,600</td>
</tr>
<tr>
<td>4</td>
<td>$22,750</td>
<td>$37,900</td>
<td>$60,650</td>
</tr>
<tr>
<td>5</td>
<td>$24,550</td>
<td>$40,950</td>
<td>$65,500</td>
</tr>
<tr>
<td>6</td>
<td>$26,400</td>
<td>$43,950</td>
<td>$70,350</td>
</tr>
<tr>
<td>7</td>
<td>$28,200</td>
<td>$47,000</td>
<td>$75,200</td>
</tr>
<tr>
<td>8</td>
<td>$30,050</td>
<td>$50,050</td>
<td>$80,050</td>
</tr>
</tbody>
</table>

APPENDIX E

Housing Affordability

WHAT ARE “RHNA” NUMBERS AND WHAT DO THEY MEAN TO LONG BEACH?

State law requires that jurisdictions provide development opportunities to meet their “fair share” of regional housing needs from low-income to upper income housing. The State of California Department of Housing and Community Development (HCD) is mandated to determine the statewide housing need. In cooperation with HCD, councils of governments (COGs) working with local governments are charged with making a determination of their city or region’s existing and projected housing need as a share of the statewide housing need. This “Regional Housing Needs Assessment” (RHNA) is completed periodically by the Southern California Association of Governments (SCAG) and used as a guide by local elected officials and planners in determining local housing development needs. The RHNA consists of two measurements of housing need: 1) existing need and 2) future need.

The need for new housing is distributed among income groups so that each community moves closer to the regional average income distribution.

The City’s 2006-2014 RHNA allocation to meet current and projected housing needs (as RHNA allocations are completed for 8.5 years planning periods) is as follows:

- Very Low Income Units, 24.2% of need, 2,321 units
- Low Income Units, 15.5% of need, 1,485 units
- Moderate Income Units, 17.1% of need, 1,634 units
- Above Moderate Income Units, 43.2% of need, 4,143 units.

Of the total RHNA projected units for 2006-2014 nearly 40% of the 9,583 units are for very low and low-income households.

LONG BEACH HOUSING STOCK ANALYSIS

The projected housing stock need of 11,274 units at all economic levels citywide for 2008-2018, was based on SCAG’s RHNA allocation for Long Beach. Following is the methodology utilized in determining the projected housing stock need.
Information from the Southern California Association of Governments

Current Planning Period: January 1, 2006 to June 30, 2014 (8.5 Years)

<table>
<thead>
<tr>
<th>2006-2014 RHNA Allocation (8.5 years) for Long Beach</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Low Income Units</td>
</tr>
<tr>
<td>Low Income Units</td>
</tr>
<tr>
<td>Moderate Income Units</td>
</tr>
<tr>
<td>Above Moderate Income Units</td>
</tr>
<tr>
<td>Total 2006-2014 (8.5 years) RHNA Allocation</td>
</tr>
</tbody>
</table>

- All levels of housing citywide


Calculations

The RHNA Allocation per year was calculated by dividing the Total 2006-2014 Long Beach RHNA Allocation by the 8.5 years in the planning period.
- Calculation: RHNA Allocation per year
  \[
  \text{9,583 Units / 8.5 years} = 1,127 \text{ Units/Year}
  \]

The current RHNA planning period is 8.5 years. To calculate the projected RHNA allocation for 10 years, a RHNA allocation is projected for the remaining 1.5 years \((10 - 8.5 = 1.5)\) by multiplying the RHNA Allocation per year by 1.5 years.
- Calculation: RHNA Allocation for 1.5 years
  \[
  1,127 \text{ Units/Year} \times 1.5 \text{ years} = 1,691 \text{ Units}
  \]

The 10 Year Projected RHNA Allocation (2008-2018) was calculated by adding the Total 2006-2014 Long Beach RHNA Allocation to the RHNA allocation for 1.5 years.
- **Calculation: 10 Year Projected RHNA Allocation (2008-2018)**
  \[
  9,583 \text{ Units} + 1,691 \text{ Units} = 11,274 \text{ Units} \text{ (Total 10 Year Projected RHNA Allocation)}
  \]

The units per income level were calculated using the 2006-2014 RHNA Allocation percentages for the income levels.
Calculation:
2008-2018 Projected RHNA Allocation (10 years)

<table>
<thead>
<tr>
<th></th>
<th>Percent</th>
<th>Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total 2008-2018 (10 years) Projected RHNA Allocation - All levels of housing citywide</td>
<td>100.0%</td>
<td>11,274</td>
</tr>
<tr>
<td>Very Low Income Units</td>
<td>24.2%</td>
<td>2,728</td>
</tr>
<tr>
<td>Low Income Units</td>
<td>15.5%</td>
<td>1,748</td>
</tr>
<tr>
<td>Moderate Income Units</td>
<td>17.1%</td>
<td>1,928</td>
</tr>
<tr>
<td>Above Moderate Income Units</td>
<td>43.2%</td>
<td>4,870</td>
</tr>
</tbody>
</table>

2008-2018 Projected RHNA Allocation (10 years) for Total Very Low-Income and Low-Income Units: 2,748 very low income units + 1,748 low-income units = **4,476 units**.

INCLUSIONARY ZONING

Inclusionary zoning ordinances (IZO) are being used across the country as a tool to stimulate the development of housing affordability. Inclusionary zoning localities require a specified percentage of any new residential developments to be offered at a price that is affordable to extremely low- and low-income residents.

Since 1999, inclusionary housing programs have created approximately 30,000 affordable homes and apartments in California. As of March 2006, **one-third of all localities in California (170 cities and counties) reported using inclusionary housing, a 60% increase since 2003**. At least two-dozen other California jurisdictions are presently considering adopting inclusionary housing ordinances, including, the City of Los Angeles. Inclusionary zoning programs are most prevalent in high-cost housing markets in coastal counties including the San Francisco Bay Area, Santa Barbara and San Diego County.
A sample of the 170 Jurisdictions in California with an Inclusionary Housing Program as of 2006:

| ✓ Agoura Hills | ✓ Mammoth Lakes | ✓ San Juan Capistrano |
| ✓ Artesia      | ✓ Monterey County | ✓ San Luis Obispo   |
| ✓ Berkeley     | ✓ Morro Bay | ✓ San Mateo |
| ✓ Brea         | ✓ Napa County | ✓ San Rafael |
| ✓ Brentwood    | ✓ Oxnard | ✓ Santa Barbara |
| ✓ Cypress      | ✓ Palm Springs County | ✓ Santa Clara |
| ✓ Davis        | ✓ Pasadena | ✓ Santa Cruz County |
| ✓ Glendale     | ✓ Pismo Beach | ✓ Santa Monica |
| ✓ Huntington Beach | ✓ Rancho Palos Verdes | ✓ Santa Rosa |
| ✓ Irvine       | ✓ Sacramento County | ✓ Sonoma County |
| ✓ Laguna Beach | ✓ San Clemente | ✓ West Hollywood |
| ✓ Lakewood     | ✓ San Diego County | ✓ San Francisco |


A persistent myth associated with Inclusionary Zoning is that it will “disengage potential developers” resulting in a decrease in housing development. A review of building permit data shows that in many cases, development actually increased after the adoption of an Inclusionary Zoning Ordinance.78

The County of San Diego adopted an inclusionary zoning in 1994. The following charts shows Residential building permit activity 5 years before and after adoption of ordinance:

![Chart showing residential building permit activity](chart.png)

Source: California Coalition for Rural Housing, 2007.
## APPENDIX F

### Acronyms and Glossary of Terms

<table>
<thead>
<tr>
<th>Acronym</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>ADA</td>
<td>Americans with Disabilities Act</td>
</tr>
<tr>
<td>AMI</td>
<td>Area Median Income</td>
</tr>
<tr>
<td>APS</td>
<td>Adult Protective Services</td>
</tr>
<tr>
<td>AUP</td>
<td>Administrative Use Permit</td>
</tr>
<tr>
<td>CBO’s</td>
<td>Community Based Organizations</td>
</tr>
<tr>
<td>CEQA</td>
<td>California Environmental Quality Act</td>
</tr>
<tr>
<td>CHALENG</td>
<td>Community Homelessness Assessment, Local Education &amp; Networking Groups</td>
</tr>
<tr>
<td>CoC</td>
<td>Continuum of Care</td>
</tr>
<tr>
<td>COG</td>
<td>Council of Governments</td>
</tr>
<tr>
<td>COLA</td>
<td>Cost of Living Adjustment</td>
</tr>
<tr>
<td>CSULB</td>
<td>California State University at Long Beach</td>
</tr>
<tr>
<td>CUP</td>
<td>Conditional Use Permit</td>
</tr>
<tr>
<td>DCFS</td>
<td>Department of Children and Family Services</td>
</tr>
<tr>
<td>DHS</td>
<td>Department of Health Services</td>
</tr>
<tr>
<td>DIP</td>
<td>State Disability Insurance Plan</td>
</tr>
<tr>
<td>DMH</td>
<td>Department of Mental Health</td>
</tr>
<tr>
<td>DMV</td>
<td>Department of Motor Vehicles</td>
</tr>
<tr>
<td>DOC</td>
<td>Department of Corrections</td>
</tr>
<tr>
<td>DOE</td>
<td>State Department of Education</td>
</tr>
<tr>
<td>DOL</td>
<td>State Department of Labor</td>
</tr>
<tr>
<td>DPSS</td>
<td>State Department of Public and Social Services</td>
</tr>
<tr>
<td>DR</td>
<td>State Department of Rehabilitation</td>
</tr>
<tr>
<td>DV</td>
<td>Domestic Violence</td>
</tr>
<tr>
<td>EDD</td>
<td>Employment Development Department</td>
</tr>
<tr>
<td>EHAP</td>
<td>Emergency Housing Assistance Program/State HCD</td>
</tr>
<tr>
<td>EMS</td>
<td>Emergency Medical Services</td>
</tr>
<tr>
<td>FBO’s</td>
<td>Faith Based Organizations</td>
</tr>
<tr>
<td>GR</td>
<td>General Relief</td>
</tr>
<tr>
<td>HCD</td>
<td>State of California Housing and Community Development Program</td>
</tr>
<tr>
<td>HCHV</td>
<td>Healthcare for Homeless Veterans</td>
</tr>
<tr>
<td>HHS</td>
<td>Federal Department of Health and Human Services</td>
</tr>
<tr>
<td>Acronym</td>
<td>Full Form</td>
</tr>
<tr>
<td>---------</td>
<td>-----------</td>
</tr>
<tr>
<td>HIV/AIDS</td>
<td>Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome</td>
</tr>
<tr>
<td>HMIS</td>
<td>Homeless Management Information Systems</td>
</tr>
<tr>
<td>HSAC</td>
<td>Homeless Services Advisory Committee</td>
</tr>
<tr>
<td>HUD</td>
<td>United States Department of Housing and Urban Development</td>
</tr>
<tr>
<td>LB WIB</td>
<td>Long Beach Workforce Investment Board</td>
</tr>
<tr>
<td>LBUSD</td>
<td>Long Beach Unified School District</td>
</tr>
<tr>
<td>LBCC</td>
<td>Long Beach City College</td>
</tr>
<tr>
<td>LGBT</td>
<td>Lesbian/Gay/Bi-sexual/Transgender</td>
</tr>
<tr>
<td>MET</td>
<td>Mental Evaluation Team</td>
</tr>
<tr>
<td>MSC</td>
<td>Long Beach Multi-Service Center for the Homeless</td>
</tr>
<tr>
<td>NIMBY</td>
<td>Not In My Backyard</td>
</tr>
<tr>
<td>OR</td>
<td>Own Recognizance</td>
</tr>
<tr>
<td>PD-30</td>
<td>Downtown Planned Development District 30</td>
</tr>
<tr>
<td>PR</td>
<td>Public Relations</td>
</tr>
<tr>
<td>PSA</td>
<td>Public Service Announcement</td>
</tr>
<tr>
<td>PTSD</td>
<td>Post Traumatic Stress Disorder</td>
</tr>
<tr>
<td>R-4</td>
<td>Multi-Family Residential District</td>
</tr>
<tr>
<td>RDA</td>
<td>Redevelopment Agency</td>
</tr>
<tr>
<td>RHNA</td>
<td>Regional Housing Needs Assessment</td>
</tr>
<tr>
<td>SAMHSA</td>
<td>Substance Abuse and Mental Health Services Administration</td>
</tr>
<tr>
<td>SART</td>
<td>Sexual Assault Response Team</td>
</tr>
<tr>
<td>SCAG</td>
<td>Southern California Association of Governments</td>
</tr>
<tr>
<td>SIMBY</td>
<td>Solutions In My Backyard</td>
</tr>
<tr>
<td>SSA</td>
<td>Social Security Administration</td>
</tr>
<tr>
<td>SSDI</td>
<td>Social Security Disability Insurance</td>
</tr>
<tr>
<td>SSI</td>
<td>Supplemental Security Income</td>
</tr>
<tr>
<td>TAC</td>
<td>Technical Advisory Committee</td>
</tr>
<tr>
<td>TANF</td>
<td>Temporary Assistance for Needy Families</td>
</tr>
<tr>
<td>TOD</td>
<td>Transit Oriented Development</td>
</tr>
<tr>
<td>TOT</td>
<td>Transient Occupancy Tax</td>
</tr>
<tr>
<td>VA</td>
<td>Veterans Affairs</td>
</tr>
<tr>
<td>WIC</td>
<td>(Supplemental Nutrition Program for) Women, Infants, and Children</td>
</tr>
</tbody>
</table>
GLOSSARY

**Area Median Income (AMI)** -- The Area Median Income is used to determine the eligibility of applicants for both federally and locally funded programs. It sets the maximum limit that a household can earn to be eligible for programs. Income limits are calculated for specific geographic areas based on the United States Department of Housing and Urban Development estimates of median family income with adjustments for family size. **2008 Area Median Income for LA/Long Beach Metro Area- $59,800**

**California Keys** -- A collaboration of cities and counties in California that are engaged in or plan to develop 10-Year Plans to End Homelessness.

**Chronically Homeless** -- According to HUD, a person who is “chronically homeless” is “an unaccompanied homeless individual with a disabling condition who has either been continuously homeless for a year or more, or has had at least four episodes of homelessness in the past three years.”

**Closing the Front Door** -- Preventing an individual or family from ever becoming homeless.

**Consolidated Plan** (2005-2010) -- A planning document that identifies the City of Long Beach’s overall housing and community development needs, and outlines a strategy to address those needs.

**Continuum of Care (CoC)** -- A regional or local planning body that coordinates housing and services funding for families and individuals.

**Discharge planning** -- The process to prepare a person in an institution for return or re-entry into the community and the linkage of the individual to needed community services and supports.

**Efficiency unit** -- According to Long Beach City Ordinance (Ord. C-6533 § 1 (part) 1988) a dwelling unit consisting of one kitchen, one bathroom and one combination living and sleeping room. It shall not exceed four hundred and fifty square feet gross floor area or it shall be considered a one-bedroom unit. Also known as a single, a bachelor or zero bedroom unit.

**Emergency Shelter** -- An emergency shelter houses individuals and/or families for 30 to 90 days and may provide some case management services.

**Extremely Low-Income** -- Households at or below 30% of the Area Median Income. $22,200 for family of four in Long Beach for 2007.
**Fair Market Rent (FMR)** – Gross rent estimates from the United States Department of Housing and Urban Development used to determine payment standard amounts for HUD programs in a specified area. FMRs include the shelter rent plus the cost of all tenant-paid utilities, except telephones, cable or satellite television service, and internet service.

**Family** – Family is defined as any of the following: Minor parents with child(ren); one or more adults with legal custody of minor child(ren); a couple in which one person is pregnant; grandparents or others who are legal guardians with child(ren) present; multi-generational families with grandparents, parents (adult child) and minor child(ren).

**Gateway Cities Council of Governments (GCCOG)** – Cooperative and advocacy association of twenty seven city governments of southeastern Los Angeles County.

**General Plan** – The citizens’ “blueprint” for development. The General Plan sets forth the goals, policies and directions the City will take in managing its future.

**General Relief (GR)** – General Relief (GR) is a County-funded program that provides temporary cash aid to indigent adults and certain sponsored legal immigrant families who are ineligible for federal or State programs.

**Homeless** – A person is considered homeless only when he/she resides in one of the places described below:

- In places not meant for human habitation, such as cars, parks, sidewalks, abandoned buildings (on the street).
- In an emergency shelter.
- In transitional or supportive housing for homeless persons who originally came from the streets or emergency shelters.
- In any of the above places but is spending a short time (up to 30 consecutive days) in a hospital or other institution.
- Is being evicted within a week from a private dwelling unit and no subsequent residence has been identified and the person lacks the resources and support networks needed to obtain housing.
- Is being discharged within a week from an institution, such as a mental health or substance abuse treatment facility or a jail/prison, in which the person has been a resident for more than 30 consecutive days and no subsequent residence has been identified and the person lacks the resources and support networks needed to obtain housing.
• Is fleeing a domestic violence housing situation and no subsequent residence has been identified and the person lacks the resources and support networks needed to obtain housing.

**Homeless Management Information System** – A class of database applications used to confidentially aggregate data on homeless populations served in the United States.

**Housing Element** – One of eleven elements of the City of Long Beach General Plan. It discusses in detail official policies and programs the City has adopted regarding housing.

**HUD Definition of Homelessness:**

“In general, a person is considered homeless if he or she would have to spend the night in a homeless shelter or in a place not meant for human habitation. More specifically, an individual is considered homeless if he or she is:

• Sleeping in an emergency shelter;
• Sleeping in places not meant for human habitation, such as cars, parks, sidewalks, or abandoned or condemned buildings;
• Spending a short time (30 consecutive days or less) in a hospital or other institution, but ordinarily sleeping in the types of places mentioned above;
• Living in transitional/supportive housing but having come from streets or emergency shelters;
• Being evicted within a week from a private dwelling unit and having no subsequent residence identified and lacking the resources and support networks needed to obtain access to housing; or
• Being discharged from an institution and having no subsequent residence identified and lacking the resources and support networks needed to obtain access to housing”

**Homeless courts** – Special court sessions held in a local shelter or other community site designed for homeless citizens to resolve outstanding misdemeanor criminal warrants (principally “quality-of-life” infractions such as unauthorized removal of a shopping cart, disorderly conduct, public drunkenness, and sleeping on a sidewalk or on the beach).

**Homeless Foster Youth** – Young adults who have reached majority age (18 years), who were in foster care system and who now have no other home.
Housing Action Plan (Long Beach) - The Housing Action Plan (HAP) for fiscal years 2005-2009 was adopted in June 2004 and serves as the framework for the allocation of scarce resources to address the most critical housing needs in the community. The HAP has two main goals: 1) To maximize investment towards providing quality affordable housing to as many City residents with the greatest housing needs as possible; and 2) To revitalize and stabilize Long Beach neighborhoods.

Housing First - One model of permanent supportive housing that provides immediate access to an apartment without requiring initial participation in treatment.

Housing Trust Fund - A dedicated, annually renewable source of subsidy dedicated for the development and preservation of affordable housing. Established by Long Beach City Council on October 11, 2005, in order to augment the City’s resources for affordable housing.

Income Limits - Legally required criteria set by the Department of Housing and Urban Development (HUD) that determine the eligibility of applicants for HUD’s assisted housing programs in a specified area.

Individual - A person over age 18, not accompanied by minor child(ren).

Individuals with Disabilities - A person has a disability if she or he has at least one of the following: (1) has a physical or mental impairment that substantially limits a major life activity, (2) has a record of such an impairment, or (3) is regarded as having such an impairment.

Low-Income - Households at or below 80% of the Area Median Income. $59,200 for family of four in Long Beach during 2007.

McKinney-Vento Homeless Assistance Act of 1986 - A United States federal law that provides federal money for shelter programs. (Pub. L. 100-77, July 22, 1987, 101 Stat. 482, 42 U.S.C. § 11301 et seq.) The McKinney Act originally had fifteen programs providing a spectrum of services to homeless people, including the Continuum of Care Programs: the Supportive Housing Program, the Shelter Plus Care Program, and the Single Room Occupancy Program, as well as the Emergency Shelter Grant Program. It established the Interagency Council on the Homeless

Mentally Ill, Individuals - Individuals substantially limited in one or more major life activity by mental illness, based on confirmed clinical diagnosis, or initially by referral or staff assessment and later confirmed by clinical diagnosis.
**Mixed-Income Housing** – Developments, achieved through a variety of policies and practices, that contain units that are affordable to households with different income levels.

**National Alliance to End Homelessness (NAEH)** – A nonpartisan, mission-driven organization committed to preventing and ending homelessness in the United States.

**Opening the Back Door** – Rapidly re-housing an individual or family that has become homeless.

**Pacific Gateway Workforce Investment Network** – A business-led board with the primary responsibility for oversight of the Workforce Investment Act and the One-Stop Career Center System in Long Beach and Signal Hill.

**Permanent Housing** – Long-term, community-based housing that has supportive services for homeless persons with disabilities either on site or a referral system in place.

**Point-in-time survey** – A count of the homeless population in an area as of a specific point-in-time.

**Poverty** – The condition of lacking economic access to fundamental human needs such as food, shelter and safe drinking water.

**Poverty Threshold** – The original version of the federal poverty measure developed by Mollie Orshansky of the Social Security Administration. The thresholds are updated each year by the Census Bureau. The thresholds are used mainly for statistical purposes—for instance, preparing the estimates of the number of Americans in poverty for each year’s report.

**“Quality of life” citations** – Minor, non-violent misdemeanors including jaywalking, riding the metro without a fare, sleeping in public places, illegal use of shopping carts, possession of an open container of alcohol in public, public drunkenness, disorderly conduct, obstructing traffic on the sidewalk, and sleeping on a bus bench.

**Redevelopment Agency** – In 1961, the City of Long Beach established a Redevelopment Agency to assist the city in eliminating blight from designated areas. Redevelopment is a tool created by state law to assist local governments to achieve the goals of development, reconstruction and rehabilitation in residential, commercial, industrial and retail districts.
Regional Housing Needs Assessment (RHNA) – The Regional Housing Needs Assessment (RHNA) is mandated by State Housing Law as part of the periodic process of updating local housing elements of the General Plan. The RHNA quantifies the need for housing within each jurisdiction during specified 8.5 year planning periods.

Substance Abuse, Individuals – Individuals who have acknowledged addiction problems related to alcohol and drug use and who seek services or housing to support their sobriety.

Supplemental Security Income (SSI) – Federal income supplement program funded by general tax revenues (not Social Security taxes):

- It is designed to help aged, blind, and disabled people, who have little or no income; and
- It provides cash to meet basic needs for food, clothing, and shelter.

The SSI program makes payments to people with low income who are age 65 or older or are blind or have a disability.

The basic SSI amount is the same nationwide. However, many states, including California, add money to the basic benefit.

Transitional shelter – Longer-term shelter up to 24 months that requires case management and provides a range of supportive services and linkages to other services.

United States Interagency Council on Homelessness (USICH) – A collaborative of 20 Cabinet Secretaries and Federal agency directors who convene regularly at the White House to ensure that Federal resources are more available and accessible to homeless people.

Very Low-Income (HUD) – Households at or below 50% of the Area Median Income. $37,000 for family of four in Long Beach during 2007.
APPENDIX G

Community Recommendations

WITHIN OUR REACH: A COMMUNITY PARTNERSHIP TO PREVENT AND END HOMELESSNESS

Community Recommendations

Over the past three years, The Community Partnership to Prevent and End Homelessness developed the Community Recommendations with participation and input from over 450 stakeholders. Contained within the Community Recommendations are over 400 examples of ideas being utilized successfully in other communities to prevent and end homelessness.

List of Acronyms

ADA  Americans with Disabilities Act
AMI  Area Median Income
APS  Adult Protective Services
AUP  Administrative Use Permit
CBO’s  Community Based Organizations
CEQA  California Environmental Quality Act
CHALENG  Community Homelessness Assessment,
Local Education & Networking Groups
CoC  Continuum of Care
COG  Council of Governments
COLA  Cost of Living Adjustment
CSULB  California State University at Long Beach
CUP  Conditional Use Permit
DCFS  Department of Children and Family Services
DHHS  Department of Health and Human Services
DHS  Department of Health Services
DIP  State Disability Insurance Plan
DMH  State Department of Mental Health
DMV  Department of Motor Vehicles
DOC  Department of Corrections
DOE  State Department of Education
DOL  State Department of Labor
DPSS  State Department of Public and Social Services
DR  State Department of Rehabilitation
DV  Domestic Violence
EDD  Employment Development Department
EHAP  Emergency Housing Assistance Program/State HCD
<table>
<thead>
<tr>
<th>Abbreviation</th>
<th>Full Form</th>
</tr>
</thead>
<tbody>
<tr>
<td>EMS</td>
<td>Emergency Medical Services</td>
</tr>
<tr>
<td>FBO’s</td>
<td>Faith Based Organizations</td>
</tr>
<tr>
<td>GR</td>
<td>General Relief</td>
</tr>
<tr>
<td>HCD</td>
<td>State of California Housing and Community Development Program</td>
</tr>
<tr>
<td>HCHV</td>
<td>Healthcare for Homeless Veterans</td>
</tr>
<tr>
<td>HHS</td>
<td>Federal Department of Health and Human Services</td>
</tr>
<tr>
<td>HIV/AIDS</td>
<td>Human Immunodeficiency Virus/Acquired Immune Deficiency Syndrome</td>
</tr>
<tr>
<td>HMIS</td>
<td>Homeless Management Information Systems</td>
</tr>
<tr>
<td>HSAC</td>
<td>Homeless Services Advisory Committee</td>
</tr>
<tr>
<td>HUD</td>
<td>Housing and Urban Development</td>
</tr>
<tr>
<td>LB WIB</td>
<td>Long Beach Workforce Investment Board</td>
</tr>
<tr>
<td>LBUSD</td>
<td>Long Beach Unified School District</td>
</tr>
<tr>
<td>LBCC</td>
<td>Long Beach City College</td>
</tr>
<tr>
<td>LGBT</td>
<td>Lesbian/Gay/Bi-sexual/Transgender</td>
</tr>
<tr>
<td>MET</td>
<td>Mental Evaluation Team</td>
</tr>
<tr>
<td>MSC</td>
<td>Multi-Service Center</td>
</tr>
<tr>
<td>NIMBY</td>
<td>Not In My Backyard</td>
</tr>
<tr>
<td>OR</td>
<td>Own Recognizance</td>
</tr>
<tr>
<td>PD-30</td>
<td>Downtown Planned Development District 30</td>
</tr>
<tr>
<td>PR</td>
<td>Public Relations</td>
</tr>
<tr>
<td>PSA</td>
<td>Public Service Announcement</td>
</tr>
<tr>
<td>PTSD</td>
<td>Post Traumatic Stress Disorder</td>
</tr>
<tr>
<td>R-4</td>
<td>Multi-Family Residential District</td>
</tr>
<tr>
<td>RDA</td>
<td>Redevelopment Agency</td>
</tr>
<tr>
<td>RHNA</td>
<td>Regional Housing Needs Assessment</td>
</tr>
<tr>
<td>SAMHSA</td>
<td>Substance Abuse and Mental Health Services Administration</td>
</tr>
<tr>
<td>SART</td>
<td>Sexual Assault Response Team</td>
</tr>
<tr>
<td>SCAG</td>
<td>Southern California Association of Governments</td>
</tr>
<tr>
<td>SIM BY</td>
<td>Solutions In My Backyard</td>
</tr>
<tr>
<td>SSA</td>
<td>Social Security Administration</td>
</tr>
<tr>
<td>SSDI</td>
<td>Social Security Disability Insurance</td>
</tr>
<tr>
<td>SSI</td>
<td>Supplemental Security Income</td>
</tr>
<tr>
<td>TAC</td>
<td>Technical Advisory Committee</td>
</tr>
<tr>
<td>TANF</td>
<td>Temporary Assistance for Needy Families</td>
</tr>
<tr>
<td>TOD</td>
<td>Transit Oriented Development</td>
</tr>
<tr>
<td>TOT</td>
<td>Transient Occupancy Tax</td>
</tr>
<tr>
<td>VA</td>
<td>Veterans Affairs</td>
</tr>
<tr>
<td>WIC</td>
<td>(Supplemental Nutrition Program for) Women, Infants, and Children</td>
</tr>
</tbody>
</table>
The Community Partnership
5 Key Community Strategies

The guiding goals of the Community Recommendations are contained within the Community Partnership 5 Key Community Strategies:

1. **FINDING A HOME... HOUSING GOAL**
   GOAL: Increase the number of homes that homeless and low income people can afford.

2. **ENOUGH TO PAY THE BILLS... ECONOMIC STABILITY GOAL**
   GOAL: Having the economic resources to manage basic needs.

3. **ENHANCING THE SAFETY NET... SUPPORTIVE SERVICES GOAL**
   GOAL: Provide support services to prevent homelessness and promote housing stability.

4. **ADDRESSING HOMELESSNESS TOGETHER AS A COMMUNITY... COMMUNITY INVOLVEMENT GOAL**
   GOAL: Expand participation and leadership from all sectors of the Long Beach community.

5. **DOING WHAT WORKS... OUTCOMES AND EVALUATION GOAL**
   GOAL: Use data and research to ensure the success of 10-Year Plan implementation.

The 5 Key Community Strategies are based on national models and best practices. The strategies were chosen because of their proven success and innovation; ability to be replicated; and effectiveness in addressing the root causes of homelessness.

The Community Partnership believes that a focused and coordinated effort to address these 5 Key Community Strategies could make the difference between continuing to manage homelessness versus preventing and ending it.
GOAL: HOUSING

Expand the development and accessibility of permanent housing that is affordable to extremely low, very low, and low income residents*.

OBJECTIVE #1:

IMPROVE ACCESS TO EXISTING SHELTERS FOR ALL PERSONS EXPERIENCING HOMELESSNESS IN LONG BEACH.

COMMUNITY RECOMMENDED ACTION STEPS

1.1 Utilize HMIS to locate shelter bed availability within the current system of care and maximize use of beds on any given night:
   1.1 (a) Utilize the MSC as the 24/7 centralized intake source for filling identified shelter vacancies.
   1.1 (b) Improve communication between, and coordination among, service providers regarding eligibility guidelines into all shelter and permanent housing programs.
   1.1 (c) Enforce full occupancy standards via performance measurements (funding contingency).

1.2 Develop emergency housing options to ensure individualized solutions for chronically homeless populations:
   1.2 (a) Provide 24/7 shelter.
   1.2 (b) Provide emergency motel vouchers.
   1.2 (c) Develop other innovative emergency housing solutions.

1.3 Increase availability of all types of housing for homeless populations not addressed by specialized programs:
   1.3 (a) Ensure funding resources are identified and allocated for non-specialized sub-populations (i.e. Domestic Violence, Mentally Ill, Substance Abuse, Disabled, Veterans, Youth, etc).
   1.3 (b) Evaluate the availability of shelters for specific sub-populations to determine the need for a decrease or increase in shelter development limited to sub-populations (e.g. victims of domestic violence, youth, veterans, disabled, mentally ill, etc).

OBJECTIVE #2:

INCREASE THE SUPPLY OF RENTAL AND OWNERSHIP HOUSING TO ALL LONG BEACH RESIDENTS IN EXTREMELY LOW, VERY LOW, AND LOW INCOME CATEGORIES.

COMMUNITY RECOMMENDED ACTION STEPS

2.1 Develop 4,476 rental housing units for extremely low, very low, and low income residents by 2018*:
   2.1 (a) Develop 2,728 very low income units.
   2.1 (b) Develop 1,748 low income units.

*For the definition of extremely low income, very low income, and low income, see Appendix C.

2.2 Develop new efficiency units:
   2.2 (a) Convert/rehabilitate existing structures (motels/hotels or other multiple unit housing stock) into efficiency units
   2.2 (b) Legislate zoning/land use changes to remove barriers and support the development of efficiency units.

2.3 Amend local policies for promoting housing development opportunities:
2.3 (a) Amend zoning regulations and zoning maps in the General Plan to support development of new mixed income residential and affordable efficiency housing options citywide.

2.3 (b) Encourage Transit Oriented Development (TOD) (e.g. housing developed along transit corridors and strategically planned areas for easy access to public transportation).

2.3 (c) Seek Planning Commission and City Council approval of policy changes to the General Plan and Land Use Element which support development of diverse affordable housing.

2.4 Work with RDA to increase the affordability of housing stock:

2.4 (a) Expand Adaptive Reuse regulations to allow conversion of commercial properties to mixed income and mixed use housing (PD-30) beyond downtown, to allow this citywide.
   I. Seek Planning Commission and City Council approval.

2.4 (b) Expand RDA role with the development of mixed income and affordable housing:
   I. Expanding the life (state law-legislative action) of the Redevelopment Project Areas.
   II. Establish the use of 30% of property tax increment funding (currently it is 20% for affordable housing) dedicated for the development of mixed income and affordable housing.
   III. Encourage RDA to purchase unused land to develop mixed income housing.

2.5 Identify and create land leases as a mechanism to finance home ownership and rental opportunities:

2.5 (a) Establish a community land trust organization to own and develop home ownership properties for sale to qualified low-income first-time homeowners.

2.5 (b) Identify national and international best practices regarding land trust opportunities and local feasibility, especially by means of the National Community Land Trusts Network and its National Land Trusts Academy.

2.5 (c) Identify national and international best practices regarding Equity Sharing opportunities and local feasibility.

2.5 (d) Actively participate in the Affordable Housing Clearinghouse.

2.5 (e) Negotiate with Los Angeles County Assessor to reduce property taxes assessed on land trust units.

2.5 (f) Negotiate with lenders to obtain their participation in funding land trust unit purchases (structures only).

2.6 Expand the Housing Trust Fund so that it assists extremely low, very low, and low income residents to afford rental and ownership housing:

2.6 (a) Have City Council expand the existing Housing Trust Fund to dedicate 100% of fund allocations towards the development of housing for extremely low, very low, and low income residents.

2.7 Pass a Housing and Development Measure:

2.7 (a) Example: The State of California passed Prop 1 C, targeted to help low income households become first time homeowners and afford rental housing.

2.8 Adopt a Commercial Development Linkage Fee for all non-residential development:

2.8 (a) Direct linkage fees to the Housing Trust Fund to support rental housing through mixed-income and affordable housing developments.

2.8 (b) Seek Planning Commission and City Council approval to convene stakeholders group to make recommendations for the structure of the ordinance.

2.9 Develop a Revolving Loan Fund for pre-development costs of affordable and mixed-income housing citywide:
2.9 (a) Create a funding base that allows developers funds for pre-development costs that are repaid after completion of development.
2.9 (b) Carve out funds from the Housing Trust Fund to support the revolving loan fund as an incentive to develop mixed income housing citywide.

2.10 Create a 1% Tax on Sales of Food and Beverages in Hotels/Motels:
2.10 (a) Collect between one half percent (.5%) and one percent (1%) tax on the sale of food and beverages.

Example: The County of Miami-Dade, Florida collects one percent (1%) Homeless and Domestic Violence Tax on all food and beverage sales by establishments that are licensed by the State of Florida to sell alcoholic beverages for consumption on the premises, except for hotels and motels. With a population of 2.2 million in the county, this tax is currently generating approximately 11 million dollars in revenue per year and has resulted in the creation of 4,600 supportive housing units since 1993. The estimated population of Long Beach in 2005 was 463,956, which is 21% of Miami’s 2.2 million; therefore, the estimated revenue generated by a similar food and beverage tax in Long Beach would be between 1.1-2.3 million dollars.

2.11 Adopt a Condo Conversion Fee:
2.11 (a) Set the condo conversion fee at 1.5% of condo sales price.
2.11 (b) 100% of funds generated by the Condo Conversion Fee should be dedicated to the Housing Trust Fund and set aside to develop mixed income housing for extremely low, very low, and low incomes rental units.
2.11 (c) Make it retroactive for applications that have not received final map approval at the time of adoption.
2.11 (d) Tie Condo Conversion Fee to the Inclusionary Ordinance by requiring a percentage of units to be maintained as affordable to low, very low and extremely low income residents.
2.11 (e) Seek Planning Commission and City Council approval.

OBJECTIVE #3:
MAINTAIN THE EXISTING LOW INCOME HOUSING SUPPLY.

COMMUNITY RECOMMENDED ACTION STEPS

3.1 Prevent the deterioration and loss of existing affordable housing by prioritizing rehabilitation of housing units:
3.1 (a) Establish criteria to identify what housing stock should be acquired and renovated versus demolished.
3.1 (b) Assess the viability to preserve existing affordable housing, such as moratoria on the destruction of structures that are or can be utilized as efficiency units.
3.1 (c) If a developer plans to remove units deemed to be existing affordable units, require a mandatory replacement rate of 1:1 or 20% affordable/mixed income, whichever is greater.

3.2 Limit condo conversions to preserve low income rental housing:
3.2 (a) Develop a cap on the number of condo conversions allowed per year.
3.2 (b) Develop a % of condo conversions allowed based on new rental (low and market level) units developed per year. If affordable rental units reach below a certain threshold, conversions could be limited.
3.2 (c) Prohibit residential hotels from being converted into condos.

OBJECTIVE #4:
INCREASE THE SUPPLY OF PERMANENT SUPPORTIVE HOUSING AND EXPAND PROGRAMS OFFERING A HIGH TOLERANCE APPROACH TO HOUSING FOR CHRONICALLY HOMELESS PERSONS.
COMMUNITY RECOMMENDED ACTION STEPS

4.1 Increase the permanent supportive housing stock for chronically homeless persons with disabilities:
   4.1 (a) Designate 30% of all new housing developed as permanent affordable housing to have supportive services provided on site.
   4.1 (b) Create scattered-site opportunities to avoid concentration of chronically homeless individuals and families.
   4.1 (c) Strengthen congregate living connection to jobs and support services.
   4.1 (d) Supportive housing for subpopulations should provide an appropriate array and intensity of services for people with disabilities (i.e., substance abuse, mental health issues).
   4.1 (e) Develop multi-generational housing.

4.2 Expand the capacity and/or number of drop-in centers utilizing a high tolerance approach to working with the chronically homeless:
   4.2 (a) Evaluate and implement ‘best practices’ for high tolerance drop-in centers.

4.3 Amend the zoning regulations to define when supportive services are allowed as an accessory use:
   4.3 (a) Review and recommend changes to the General Plan to accommodate housing with supportive services.
   4.3 (b) Review the Conditional Use Permit (CUP), Administrative Use Permit (AUP) requirement process.

4.4 Develop funding provisions to include supportive services within mixed income and permanent supportive housing development.

OBJECTIVE #5:
PROVIDE INCENTIVES TO DEVELOP MIXED INCOME HOUSING AHD HOUSING THAT IS AFFORDABLE TO EXTREMELY LOW, VERY LOW, AND LOW INCOME RESIDENTS.

COMMUNITY RECOMMENDED ACTION STEPS

5.1 Expedite or “fast track” permitting and approvals for all special needs, affordable, and mixed income housing proposals:
   5.1 (a) Create a Project Facilitation Unit that will be responsible for assisting with special projects to expedite the review process.
   5.1 (b) Project facilitator to walk project through all phases of development (initiation through completion).
   5.1 (c) Increase Planning & Building staffing to assist in moving project forward.
   5.1 (d) Seek City Council approval and funding to establish positions (i.e., fees, Housing Trust Fund, RDA, etc.).

5.2 Support local amendments to building code regulations to promote mixed income and affordable housing development:
   5.2 (a) Review zoning regulations to ensure there are no barriers to the development of mixed income or affordable housing development.
   5.2 (b) Amend the zoning regulations to permit permanent homeless shelters to be sited in industrial zones.
   5.2 (c) Amend municipal code to allow temporary winter shelters in certain zoning districts.
   5.2 (d) Amend building codes to encourage development of efficiency units and other low cost housing.
   5.2 (e) Request a change in the zoning code to allow temporary shelters with fewer than 100 residents in any zone, in conjunction with a neighborhood input and oversight process.
5.2 (f) Amend the use classification of Supportive Service Office (without food distribution) so that it is treated equally to the use classification Professional Services.

5.2 (g) Amend the residential use classifications for Senior Citizen Housing and Disabled Housing so that they are treated equally to other similar Single-Family Residential and Multi-Family Residential uses (i.e., remove the Conditional Use Permit and allow the density bonus by right in certain R-4 and commercial zones).

5.3 Enhance the Density Bonus Ordinance:
5.3 (a) Offer developers a density bonus of at least 25% higher than permitted under the General Plan and zoning ordinance for a specific parcel of land. In return, the developer commits to developing and maintaining a portion of the units as affordable to extremely low, very low, and low income residents.

5.3 (b) Match State requirements.

5.3 (c) Requires City Council approval.

5.4 Develop mixed income housing by establishing an Inclusionary Zoning Ordinance:
5.4 (a) All new market rate developments to have 10% of extremely low to moderate low income housing.

5.4 (b) Inclusionary Zoning should be ‘development only’ to increase mixed income development versus providing the option of paying an in-lieu fee; however, if this is not possible, then direct all in-lieu fees to the Housing Trust Fund to support mixed income and affordable housing development.

5.4 (c) Conduct a cost-benefit analysis for builders and developers as well as a comparison of Inclusionary Ordinances in other large cities.

5.4 (d) As part of the design requirements, designate community space to accommodate support services and/or community services.

5.4 (e) Planning Commission to convene stakeholders group to make recommendations for the structure of the ordinance such as:
I. Whether to allow an in-lieu fee or on-site developments only;
II. Amount of in-lieu fee;
III. Threshold number of units;
IV. Income target;
V. Set-Aside requirement;
VI. Control period;

5.4 (f) Requires City Council approval.

5.5 Maximize building allowable area:
5.5 (a) Reduce parking requirements for all affordable housing developments.
5.5 (b) Set backs.
5.5 (c) Height limits.
5.5 (d) Mitigate off-site improvements for special needs housing.
5.5 (e) Rezone vacant land for residential use.
5.5 (f) Increase scope of Technical Advisory Committee (TAC) meetings to rehabilitate projects for special needs facilities. Empower project facilitator to use Technical Advisory Committee to expedite process.

5.5 (g) Hotel/Motel Conversion (emergency, transitional, permanent housing). Explore process to allow hotel/motel conversion:
I. What triggers the need for each permit?
II. What are the requirements for both?
III. Do a cost comparison.
IV. Waiver of cost for non-profits.
5.5 (h) Remove zoning barriers that are exclusionary, such as those that forbid shared housing or in-law apartments, or otherwise directly or indirectly inhibit the production of affordable housing.

5.5 (i) Requires Planning Commission and City Council approval.

5.6 Support amendments to state development regulations:
5.6 (a) Promote legislation to reduce barriers, provide exceptions, and streamline CEQA (California Environmental Quality Act) process for special needs populations in urban locations.

5.6 (b) Promote an accountable and transparent process.

5.6 (c) Lobby/educate state officials on the need for a regional approach to address housing needs for extremely low, very low, and low income residents.

5.6 (d) Lobby to have the state increase their density bonus incentives.

5.6 (e) Support the state of California’s 10-Year Plan.

5.6 (f) Lobby to revise state and local redevelopment law to mandate that one-half of all housing set aside funds target households with incomes at or below 30% Area Median Income (AMI).

5.6 (g) Lobby the state to modify EHAP regulations to allow for conversion of shelters to service enriched interim housing.

5.6 (h) Support lobbying efforts for SB 1322: The inclusion of emergency shelters and transitional housing into housing element.

5.6 (i) Support lobbying efforts for AB 2634: Inclusion of extremely low-income households into the housing element.

5.7 Evaluate reducing or eliminating fees for affordable housing development:

5.7 (a) Have the Planning commission evaluate the development of fee waivers for special needs housing developments by income, population, etc.

5.7 (b) Decrease case processing fees.

5.7 (c) Evaluate reducing or eliminating all fees associated with the Conditional Use Permit & Administrative Use Permit process for special needs populations without losing Community Education component.

5.7 (d) Find other source for fee subsidy (i.e., Housing Trust Fund).

5.7 (e) Council action required on city’s fee resolution/amend fee resolution.

OBJECTIVE #6:
AFTER INCREASING THE AFFORDABLE PERMANENT HOUSING SUPPLY, CONVERT EXISTING TRANSITIONAL AND EMERGENCY SHELTER UNITS INTO SUPPORTIVE HOUSING UNITS.

COMMUNITY RECOMMENDED ACTION STEPS

6.1 Conduct regular assessments of the feasibility of converting transitional and emergency housing units into permanent housing units:

6.1 (a) Every two years, after creating the development of 4,476 new affordable housing units, review the utilization patterns of existing shelter beds and do a feasibility study to determine the ability to convert shelters into permanent housing.

6.1 (b) Promote the rehabilitation of shelter structures into permanent housing units.

6.2 Expedite permanent housing placements:

6.2 (a) Within six months of entering the shelter system, transition individuals out of emergency and transitional housing into housing they can afford.

6.2 (b) Place families in shelters near their home communities, and reinforce prevention and placement opportunities at intake.
GOAL: ECONOMIC STABILITY
Having the economic resources to manage basic needs.

OBJECTIVE #1:
REDUCE BARRIERS TO EMPLOYMENT FOR HOMELESS PERSONS.

COMMUNITY RECOMMENDED ACTION STEPS

1.1 Increase work opportunities and career development services for homeless persons:
   1.1 (a) Expand specialized job readiness, job training and job retention programs for homeless persons needing extra assistance in re-entering the workforce.
   1.1 (b) Engage local business owners to mentor, hire and train homeless persons and unskilled persons in poverty to become skilled and self-reliant.
   1.1 (c) Enhance mail and message center at the Multi-Service Center to provide an address and point of contact for those participating in the employment search process.
   1.1 (d) Use a holistic approach to career development (i.e., employment preparation, resume assistance, life-skills instruction, vocational training, career development, job coaching, etc.)
   1.1 (e) Coordinate citywide job development programs.
   1.1 (f) Create, expand and promote organized day labor programs.
   1.1 (g) Work with DCFS and DOL to develop specialized employment/training for foster care and homeless youth to expand and improve internship opportunities and educational centers (i.e., develop youth mentor programs with local businesses).
   1.1 (h) Work with EDD, DR, and DOL to create, increase and promote structured employment opportunities for people with severe disabilities (i.e., sheltered workshops).
   1.1 (i) Expand rapid re-employment programs for when people are laid-off (i.e., increase programs and access to unemployment benefits).
   1.1 (j) Increase resources to enhance current adult/youth career.

1.2 Reduce barriers to employment by linking job training and education programs.
   1.2 (a) Promote education links to job training and expand programs to assist in securing and maintaining employment.
   1.2 (b) Create programs to assist people transitioning from public benefits assistance to employment income.
   1.2 (c) Strengthen literacy, job readiness, and employment training by providing:
            I. Life skills training;
            II. Transitional employment;
            III. Post-employment case management for job retention;
            IV. Educational opportunities (i.e. vocational training in public schools); and
            V. Increased outreach and marketing to employers for alternative work options (i.e., non-traditional jobs for women).
   1.2 (d) Support Welfare-to-Work Initiatives.
   1.2 (e) Encourage Department of Rehabilitation to design and fund employment programs that would be successful with chronic homelessness.
   1.2 (f) Develop a workforce support subsidy to allow persons on public benefits to slowly decrease their benefits as their income from work increases.

1.3 Reduce barriers to transportation for employment:
   1.3 (a) Create subsidized transportation options.
   1.3 (b) Identify and address accessibility issues in transportation.
   1.3 (c) Develop affordable workforce housing along transportation corridors.
   1.3 (d) Revise eligibility requirements to reduce fares on public transportation based on income level.
1.3 (e) Distribute bus passes at the NRC to qualified low income individuals.

1.4 Lobby the Department of Rehabilitation to customize programs to promote employment for chronically homeless persons by reducing income penalties for partial employment while receiving disability benefits.

1.5 Expand employment programs to assist people with criminal records:
   1.5 (a) Expand programs providing advocacy to assist people seeking expungement of eligible criminal offenses.
   1.5 (b) Assistance with appropriate job referrals (identifying employers who will hire people with felony records).
   1.5 (c) Develop a coordinated discharge plan between correctional institutions and employment services in the community of origin upon release.
   1.5 (d) Develop a connection between the prison system, CBO’s/FBO’s, EDD and the DOL to enhance support to employers for hiring ex-offenders to increase economic stability.
   1.5 (e) Develop employee assistance specifically for people with criminal records (incentives to hire, tax incentives, etc.).
   1.5 (f) Lobby the state to eliminate the check box on employment applications that require people to disclose felony status.

**OBJECTIVE #2:**

**REDUCE BARRIERS TO SELF-SUFFICIENCY.**

**COMMUNITY RECOMMENDED ACTION STEPS**

2.1 Ensure the availability and affordability of quality childcare services.
   2.1 (a) Educate childcare providers about homeless services and resources.
   2.1 (b) Expand Head Start and similar programs and simplify eligibility criteria to increase participation.
   2.1 (c) Increase the number and type of subsidized childcare programs.
   2.1 (d) Create childcare options for workers with nonstandard work hours and/or transportation barriers.
   2.1 (e) Educate childcare providers to address the specialized needs of homeless children.
   2.1 (f) Work with educational institutions to use interns to professionalize childcare services.

2.2 Remove barriers to critical resources for homeless persons (i.e., birth certificates, immunizations, DMV identification, etc.).
   2.2 (a) Provide assistance with obtaining social security cards, birth certificates, immunization records, DMV identification, etc.
   2.2 (b) Provide affordable storage facilities.
   2.2 (c) Create a resource directory for medical resources for this population.
   2.2 (d) Distribute phone cards to maintain contact with service providers.

2.3 Connect incarcerated persons to mainstream benefits prior to release from jail/prison to prevent homelessness:
   2.3 (a) Connect eligible inmates (Long Beach jail and Long Beach residents housed in Los Angeles County jail) to public benefits prior to release (e.g., case mgr/system navigator to obtain necessary identification and complete applications); use real time reporting to re-activate benefits.
   2.3 (b) Establish disability entitlements through outreach with Social Security Administration and submit Social Security applications for inmates presenting with severe and persistent mental or physical disabilities.
   2.3 (c) Upon release from jail, provide entitlement recipients with required documentation to verify incarceration to reactivate entitlements; prior to release, system navigator to assist disabled with submitting paperwork to payment center for immediate reactivation.
OBJECTIVE #3: PROVIDE ECONOMIC ASSISTANCE TO PREVENT HOMELESSNESS.

COMMUNITY RECOMMENDED ACTION STEPS

3.1 Maximize access to and retention of mainstream benefits (i.e., SSI, GR, VA benefits, etc.).
   3.1 (a) Recruit advocates and employ system navigators to assist clients in filling out forms, gathering evidence, and provide representation at the Social Security Administration.
   3.1 (b) Work with county, state and federal agencies to simplify welfare and disability claims.
   I. Simplify access to past medical records and school records of clients for disability determination.
   3.1 (c) Expand enrollment in food stamps, Medi-Cal, and WIC.
   3.1 (d) Advocate on the county level to provide a transition period eliminating the gap between benefits and wages.
   3.1 (e) Supplemental subsidies such as childcare, WIC and Medi-Cal coverage should be maintained in the absence of employer paid healthcare to promote employment retention.
   I. Review and revise entitlement benefit policies that prevent savings.
   3.1 (f) Lobby the state to provide COLA's for families on CalWORKS, increase the CalWORKS grant level to families, and reinstate SSI COLA.

3.2 Expand and coordinate rental and mortgage assistance for those at-risk of becoming homeless:
   3.2 (a) Expand funding for security deposit programs (i.e., first month's rent and security deposit).
   3.2 (b) Increase gap funding for transitional housing, rental assistance, and relocation assistance to prevent evictions.
   3.2 (c) Provide a housing “bridge” subsidy to people leaving treatment programs, the county system, prison re-entry housing, etc. A bridge subsidy is when a portion of a person’s rent is subsidized for a set period of time (i.e., 95% subsidy in year one; 75% in year two; 20% in year three; subsidy ends in year four).
   3.2 (d) Educate community residents, apartment owners, and business owners about rental assistance programs that are available for at-risk tenants and how to access these programs.
   I. Institute a requirement for all property owners and managers to complete a seminar on Fair Housing law and tenant rental assistance programs as a prerequisite for a business license.
   II. Provide tax credits and other incentives to encourage apartment owners to rent to homeless and low income persons.

3.3 Increase the number and type of housing assistance programs (i.e., Section 8):
   3.3 (a) Lobby to address cuts in funding to HUD housing programs at the federal level.
   3.3 (b) Lobby the federal government for changes to Section 8 eligibility (i.e., allowing people with felonies and/or no income to qualify).
   3.3 (c) Explore and evaluate alternate forms of housing assistance such as “flat rent” (e.g. one level of pay based on a set FMR that does not increase)
   3.3 (d) Increase development of scattered-site subsidized housing.
   3.3 (e) Create opportunities to supplement rent with skilled labor and/or other services (i.e., sweat equity programs, bartering, Habitat for Humanity, etc).

3.4 Remove barriers to financial stability:
   3.4 (a) Improve financial literacy:
   I. Identify and enhance credit counseling programs;
   II. Develop a consumer credit counseling agency in Long Beach;
III. Collaborate with community based organizations to provide budgeting workshops for low income and fixed income Long Beach residents;

IV. Minimize barriers to chronically homeless individuals and families in securing fiscal management services (such as banking and payee barriers).

3.4 (b) Work with DPSS to ensure CalWORKS will provide funding at a level sufficient to pay rent and food and make homeless assistance available annually, as needed.

3.4 (c) Support local and state legislation to:
   I. Establish a mechanism to reduce outstanding child support penalties and interest (not unpaid principal) for chronically homeless individuals.
   II. Remove work disincentives under SSI and DPSS assistance.
   III. Adjust benefit levels for SSI to consider housing costs in high cost areas to avoid displacement to low cost areas.
   IV. Increase General Relief benefit.
   V. Restructure Medicaid to increase access to insurance.
   VI. Adopt Universal Health Care. Evaluate impact of having no health insurance and being under-insured as factors in causing people to becoming homeless.
   VII. Support and implement AB 2961 which would provide limited, short-term housing assistance as a work support to families who are participating in Welfare-to-Work activities and for whom the County identifies housing instability as a barrier to finding and/or maintaining employment.
   VIII. Adopt a living wage law. Increase the minimum wage and develop higher paying (living wage) employment opportunities.

3.5 Expand the utilities users tax definition to ensure people on fixed income receive a waiver to get a reduction in utility cost:

3.5 (a) Review the ordinance that sets user tax and determine how that tax could be modified to assist more low income residents.

3.5 (b) Look at reduced rate for utility costs for low income, disabled, and seniors and see how it could be expanded (similar to the model used by telephone companies).
GOAL: SUPPORTIVE SERVICES

Provide a full range of support services designed to secure housing stability for homeless persons and those at-risk to homelessness.

OBJECTIVE #1:
DEVELOP INDIVIDUALIZED RESOURCES TO MEET SPECIFIC AT-RISK AND HOMELESS SUB-POPULATION NEEDS.

COMMUNITY RECOMMENDED ACTION STEPS

1.1 Increase the development of supportive housing and specialized housing to meet the unique needs of homeless sub-populations (i.e., homeless/foster youth, veterans, ex-offenders, persons in recovery, mentally ill, developmentally disabled, seniors, HIV/AIDS, victims of domestic violence, etc):
   1.1 (a) Increase supportive housing that is affordable and accessible to people on a fixed disability income (i.e., SSI, VA benefits, etc).

1.2 Individualize support services to meet special sub-population needs:
   1.2 (a) Homeless Youth and Foster Youth:
       I. Increase specialized mental health services for foster youth, at-risk, and homeless youth.
       II. Provide a range of supportive services to assist youth at all levels.
       III. Offer emancipated youth subsidized student housing.
       IV. Establish mentoring programs between adults and emancipated youth to foster relationships to provide support and prevent emancipated youth from becoming homeless.
       V. Expand existing youth networks and outreach to promote homeless prevention for emancipated and at-risk youth.
       VI. Prevent Lesbian/Gay/Bi-sexual/Transgender (LGBT) youth from becoming homeless:
           • Increase outreach and education efforts regarding specialized needs of LGBT youth.
           • Promote counseling services for families of LGBT youth, with a focus on acceptance and diversity.
   1.2 (b) Disabled:
       I. Increase the number of licensed group homes, board and care facilities, efficiency units and other special needs affordable housing for persons with disabilities.
       II. Lobby the state for funding that would replicate the successes of the AB2034 model of working with chronically mentally ill persons, while broadening the eligibility criteria to include all chronically homeless (i.e., Three counties—Sacramento, Stanislaus, and Los Angeles—initiated pilot programs the first eleven months of which have resulted in a 68% decrease in days hospitalized, a 79% reduction in days in jail, and a 73% reduction in days spent homeless among program participants).
       III. Increase street outreach services and resources.
       IV. Develop the following programs to assist persons with mental illness to obtain and maintain housing:
           • Interagency collaboration to provide “no wrong door” services and wrap around services both in housing and on the streets.
           • Intensive case management with low client to staff ratios.
• Medication management by developing and utilizing existing mental health centers and clinics.
• Assistance with transportation.

IV. Develop peer support groups.
V. Identify and/or create resources to improve client access to prescribed medication.

Dually Diagnosed (Mental Illness Co-Occurring with a Substance Abuse Problem):
I. Improve collaboration between the mental health treatment system and substance abuse treatment system by establishing a joint collaboration.
II. Offer long-term treatment with assertive street outreach and case management, motivational interventions, and cognitive behavioral treatment integrated with medication treatment.
III. Increase the availability of medically supervised detoxification services.

Physically or Developmentally Disabled:
I. Create a benefits advocacy resource to ensure the disabled receive maximum entitlements.
II. Improve ADA Compliance in housing (i.e., increase awareness of funds available to assist apartment owners with improving disability access to become ADA compliant).

1.2 (c) Veterans:
I. Expedite approval process for individuals deemed eligible for veteran-specific resources and benefits:
   • Improve linkages for homeless individuals with military experience to VA outreach workers for determination of VA eligibility (Health Care/Community Support Services).
   • Improve Veterans Benefits Officer’s capacity to streamline the evaluation of eligibility for Compensation and Pension entitlements to prevent veterans from becoming homeless.
II. Establish a liaison contact with VA Healthcare for Homeless Veterans (HCHV) for community providers to consult and access VA resources.
III. Increase CBO participation during the VA CHALENG (Community Homelessness Assessment, Local Education and Networking Groups) event to strengthen partnerships and build new networking opportunities.
IV. Distribute VA education materials unique to the healthcare needs of veterans to community service providers for distribution to the homeless community.
V. Assist the VA and CBO’s/FBO’s in addressing veteran specific issues that predispose veterans to homelessness (i.e., PTSD, radiation, secrecy, etc).
VI. Educate non-traditional providers on how to identify and assist veterans (i.e., police, churches, park staff, bars, spouses, significant others, schools, students, hospitals, etc).
VII. Create homeless prevention services that specifically target veterans (i.e., group counseling, peer groups, outreach, etc).

1.2 (d) HIV/AIDS:
I. Provide targeted outreach to homeless people with HIV/AIDS.
II. Improve access to Ryan White funds to assist homeless individuals and families.

1.2 (e) Domestic Violence
I. Improve outreach and distribution of resources to victims and potential victims of domestic violence.
II. Increase awareness regarding the Sexual Assault Response Teams role in Long Beach and increase advocacy for a coordinated community response to domestic violence.

1.2 (f) Seniors:
I. Identify and increase in-home case management services for at-risk seniors.
II. Market existing hotlines to report at-risk seniors (i.e., Senior Links).
III. Maximize access to mainstream benefits that assist seniors to afford medical expenses, food, and housing on a fixed income.

1.2 (g) Ex-Offenders:
I. Identify people who are at risk of becoming homeless prior to their release from jail/prison.
II. Provide assistance to people in the months following release to sustain stable housing.
III. Educate providers about housing and employment limitations for people who have been released from prison or jail.
IV. Better coordinate and partner with the state Department of Corrections, community corrections agencies, and local jails.

1.2 (h) Undocumented Persons:
I. Implementation Committee to review and make recommendations regarding the needs of this population in Long Beach.
II. Assess the availability of resources that exclude vs. include eligibility based on immigration status.

1.3 Improve collaborations with educational institutions and increase educational opportunities for homeless sub-populations:
1.3 (a) Create special linkages/funds so foster youth and homeless youth can attend state and community colleges.
1.3 (b) Create a college scholarship and/or educational stipend reward to promote continuing education among foster care youth.
1.3 (c) Create a linkage at LBUSD to promote early identification of youth at-risk to homeless or who are homeless needing intervention and service linkages.

OBJECTIVE #2:
PREVENT PERSONS FROM BEING DISCHARGED INTO HOMELESSNESS BY RESIDENTIAL PUBLIC AND PRIVATE SYSTEMS OF CARE (I.E., CORRECTIONAL FACILITIES, HOSPITALS, PSYCHIATRIC FACILITIES, FOSTER CARE, ETC).

COMMUNITY RECOMMENDED ACTION STEPS

2.1 Improve collaboration and coordinate discharge planning protocols for public and private institutions:
2.1 (a) Ensure appropriate housing placements upon discharge from a public institution:
I. Confirm placement of client into housing:
   • Reunited with family; or
   • Confirmed reserved bed in a transitional shelter; or
   • Extended Care Facility for medically vulnerable; or
   • Discharge directly to an appropriate and cost effective cost detox monitoring program; or
   • Placement in permanent supportive housing or other permanent housing.
2.1 (b) Create and approve an administrative level “system navigator” position dedicated to coordinating and centralizing discharge from correctional facilities, foster care, shelters, hospitals, mental health facilities, residential treatment facilities, addiction treatment, group homes, VA facilities.
2.1 (c) Support legislation for a standardized protocol to prevent and eliminate discharge into homelessness from all systems of care.

2.1 (d) Increase number and type of detox programs available citywide (i.e. medical and outpatient).

2.1 (e) Coordinate tracking of where people are being discharged from within the current Continuum of Care.

2.1 (f) Use HMIS to develop a data-sharing infrastructure to better track and coordinate discharge planning throughout the Continuum of Care.

2.1 (g) Community-wide providers will develop and implement an effective county, state, and local system to maximize access to federal and state benefits prior to discharge from a residential, medical or institutional setting (i.e., secure eligibility for benefits such as SSI, DPSS, Medical, Food Stamps, SSDI, Social Security and Veteran’s Benefits).

2.2 Improve collaboration and coordination of discharge planning from the following public institutions:

2.2 (a) Department of Children and Family Services (DCFS)
   I. Increase coordination and service provision with DCFS to track and prepare foster youth for emancipation as well as prevent youth from exiting the foster care system to the streets.
   II. Increase specialized outreach services and centers for homeless youth (accessible evenings and weekends).
   III. Increase education of, and enhance awareness of, hotlines available for homeless and at-risk youth.
   IV. Extend the age of eligibility to age 24 to improve the transitional support network.
   V. Partner with DCFS to strengthen screening/assessment to determine educational and employment abilities and opportunities of foster youth prior to emancipation.
   VI. Work with DCFS to develop a savings account mechanism for foster care youth to ensure all youth exit the system with some form of savings accounts to assist with housing placement.

2.2 (b) Department of Mental Health (DMH)
   I. Increase DMH funding to programs serving mentally ill and dually diagnosed clients to help prevent clients from being released from locked psychiatric facilities directly to the streets.
   II. Increase number of and access to community mental health clinics.
   III. Increase number of DMH street outreach workers.
   IV. Increase number of County DMH workers on MET teams working with Long Beach police.

2.2 (c) Local hospitals and psychiatric institutions
   I. Hospitals to establish Memorandum of Understanding with extended care facilities and other appropriate housing outcomes for patients upon discharge.
   II. Strengthen intake and discharge planning services within medical facilities to ensure identification of homeless upon entry and connection to appropriate housing upon discharge.
   III. Support legislative efforts to develop discharge plans for patients who are homeless.
   IV. Prohibit the discharge of a homeless patient to another county without the authorization of the accepting social service agency, non-profit social service provider, or health care service provider within that county.
   V. Establish a communicative link between hospitals and post-discharge service providers.
   VI. Encourage hospitals to convene regional planning meetings to develop a plan to improve the transition and discharge planning of homeless patients.
2.2 (d) Department of Corrections (jails and prisons)
I. Hold the Correctional system responsible fiscally and programmatically for reconnecting inmates to the community, supportive services and housing.
II. Link jail services directly to housing and homeless services (e.g. produce a discharge planning video to be shown at jails detailing available resources).
III. Identify 'high utilizers' of system resources and focus resources on successful discharge placement of those individuals.
IV. Improve the linkages, collaboration, and referral mechanisms between faith-based organizations and the Continuum of Care system to ensure that persons being discharged from correctional institutions are connected to appropriate employment and housing resources.
V. Provide financial assistance to all inmates upon release (inmates convicted due to parole violations are not given financial assistance).
VI. Provide inmates with proper identification prior to release.
VII. Halt practice of releasing inmates into the community in the middle of the night.
VIII. Ensure that inmates are provided with resources to maintain medication management upon discharge from the institution, with follow through by parole officers.
IX. Reduce loss of housing resulting from terminated entitlement payments due to incarceration:
   • Identify individuals with SSDI, SSI, VA Pensions or other benefits upon incarceration to ensure benefits are not cancelled, or can be reactivated prior to release from incarceration.
   • Raise awareness in the justice system of newly incarcerated at-risk to homelessness (i.e., make known a person's inability to post bail and the impact of loss of income from SSI, SDI, GR, VA, CalWORKS, etc.).
   • State institutions, jails, and prisons to identify entitlement recipients and prevent overpayments by creating real time reports to SSA; share info with all entitlement entities to stop benefits within 24 hours of conviction.
   • Case manager to identify entitlement recipients upon entry and notify public defender of vulnerability to homelessness if benefits are terminated. Recommend diversion through release on Own Recognizance (OR) with follow up by case manager/service provider.
   • Develop system to provide emergency rent payment for fixed income recipients or families to reduce incidence of homelessness when one member of the family is incarcerated.

2.2 (e) Department of Veterans Affairs
I. Improve the linkages, collaboration, and referral mechanisms between the VA and DOC, DHM, and local hospitals.
II. Develop a seamless transition for combat veterans from community clinics for VA medical evaluation.
III. Increase number of VA outreach workers to engage veterans being discharged from public institutions.
IV. Increase availability of mental health and substance abuse case management support.
V. Increase employment assistance upon release from active duty.
OBJECTIVE #3:
EXPAND THE CAPACITY OF STREET OUTREACH RESOURCES CITYWIDE TO ENGAGE CHRONICALLY HOMELESS INDIVIDUALS, HOMELESS FAMILIES AND THOSE AT-RISK TO HOMELESSNESS.

COMMUNITY RECOMMENDED ACTION STEPS

3.1 Identify and secure additional housing/shelter for 24/7 placement by outreach staff:
3.1 (a) Beds to be set aside for placement by outreach team.
3.1 (b) Outreach to be able to do immediate placement into new and existing affordable housing, detox/rehab, and housing allowing pets.
3.1 (c) Develop a list of available affordable housing for homeless.
3.1 (d) Outreach team to provide or connect clients for wrap-around in home supportive services to ensure continued housing stability.

3.2 Establish 24/7 outreach teams and create a coordinated outreach system:
3.2 (a) Study the existing outreach services system to determine the system’s capacity to deliver services 24/7.
3.2 (b) Develop a system in which service providers can stagger outreach coverage and coordinate geographic outreach availability 7 days a week.
3.2 (c) Centralize a feedback method whereby the community can initiate outreach services (through e-notify).
3.2 (d) Improve the Pocket Guide Resource Directory and expand its distribution.
3.2 (e) Standardize outreach technical training using the best practice methods nationwide:
   I. Standardize the job description, qualifications, and job duties of outreach workers and supervisors.
   II. Utilize City Outreach Coordinator to coordinate and lead training of street outreach citywide.
   III. Formalize a curriculum for the outreach network citywide to handle crisis situations.

3.3 Increase the types of services provided by outreach workers:
3.3 (a) Outreach workers to act as system navigators in obtaining benefits, identification, social security cards, birth certificates, etc.
3.3 (b) Assist in accessing phone message services.
3.3 (c) Outreach to utilize the HMIS to better identify existing resources:
   I. Facilitate outreach workers utilization of handheld computers to enter HMIS data on all clients contacted to allow for better tracking of street homeless which would develop a centralized outreach tracking system.
3.3 (d) Increase contacts with chronically homeless persons to better develop rapport and trust. Offer incentives to engage the chronically homeless who are alienated (i.e. socks, food, hygiene kits, transportation, tokens, sunblock).

3.4 Develop creative ways of service engagement to episodically homeless:
3.4 (a) Identify & train non-traditional stakeholders to utilize outreach services (i.e. FBO, libraries, LBUSD, community center, senior centers, etc).
3.4 (b) Develop non-stigmatized points of contact (i.e. libraries, schools, markets, churches, etc).
3.4 (c) Increase outreach to motels (request that they distribute 800-hotline information).

3.5 Increase ancillary services to homeless:
3.5 (a) Open public bathrooms.
3.5 (b) Provide trash cans.
3.5 (c) Provide storage facilities for personal belongings to allow for ease of service access (i.e. housing search, employment, etc).
OBJECTIVE #4: PROVIDE 24/7 ACCESS TO SHELTER, STABILIZING RESOURCES AND INFORMATION.

COMMUNITY RECOMMENDED ACTION STEPS

4.1 Provide immediate shelter through a voucher program distributed by outreach teams, MET teams, and Police Department:
   4.1 (a) Expand the current pilot program in which police can place homeless persons directly into hotel/motel on evenings and weekends to be followed up with a visit by an outreach worker from the MSC the following day.
   4.1 (b) Create an ongoing source of funding to expand the voucher project to assist the police department based on evaluation of needs/gaps.

4.2 CBO’s/FBO’s citywide will participate in a “no wrong door policy” to assure any Long Beach resident will have seamless access to the full array of Continuum of Care resources:
   4.2 (a) Develop a standardized intake process through HMIS and coordinate referrals electronically to ensure seamless and non-duplicative service from intake to shelter to permanent housing placement.

4.3 Create a 24/7 hotline to connect those in crisis to immediate homeless resources and information:
   4.3 (a) Improve the City of Long Beach Homeless Services Division Website to enhance visibility.
   4.3 (b) Find a funding source to staff and pay for calls to a 1-800 Hotline operated 24/7 at the MSC.
   4.3 (c) Develop, implement and educate public on 1-800 Hotlines for service assistance (211 County system and the Healthy Cities internet system).
      I. Develop a system for follow up with clients to track outcomes of referrals to 211, Healthy Cities and MSC 1-800 line to determine if referrals are beneficial.
      II. Develop a quality assurance mechanism for ensuring periodic updates to the 211, Healthy Cities and potential MSC 1-800 systems.

4.4 Enhance cross-training of service providers by mainstream benefit providers (i.e. SSA, DPSS, etc) to ensure appropriate access and utilization of needed supportive services:
   4.4 (a) Offer quarterly trainings by specialized benefit providers at the MSC, or other local service agencies, on how to navigate complicated systems to maximize access to benefits.
   4.4 (b) Increase partnership between benefits liaisons, system navigators and local CBO’s to increase linkages between agencies to ensure the highest level of benefit access and retention for clients.

4.5 Increase the number, capacity and specialization of access centers citywide:
   4.5 (a) Position resource centers within areas in Long Beach with minimal service access (i.e., North Long Beach). Potentially co-locate centers at churches, store fronts, etc.
   4.5 (b) Long Beach Police to have stronger collaboration with outreach teams and access centers.
   4.5 (c) Access centers to be open 24/7 and provide emergency overflow beds.
   4.5 (d) Increase capacity and physical structure of MSC to expand service delivery:
      I. Increase space availability to house additional mainstream providers (i.e., DMH, DPSS, SSA, etc.).
      II. Increase size of MSC to accommodate more CBO’s.
      III. Increase funding to expand staffing hours to 24/7, facility maintenance costs, expand service components (i.e. feeding site, drop-in center, 1-800 hotline, increased message center capacity, increased classroom space, emergency shelter space, etc).
4.5 (e) Provide funding for increased shuttle service to connect clients from the MSC to other CBO’s citywide, and respond to calls for street outreach services.

4.5 (f) Have MSC Advisory Committee determine gaps.

4.6 Increase access to services by providing transportation 24/7:
4.6 (a) Increase funding for transportation services and resources (i.e. taxi vouchers, bus tokens and passes, expand van/shuttle services).
4.6 (b) Ensure that transportation is accessible to disabled population.

4.7 Develop mechanisms to improve communication between homeless clients and support services/shelters:
4.7 (a) Develop relationships with local phone companies:
   I. Provide pre-paid cellular phones.
   II. Phone cards.
   III. Develop sites for access to internet.
   IV. Phone and message center at various sites citywide.

4.8 Increase the number of drug and alcohol treatment programs:
4.8 (a) Assess the current supply and demand of detox treatment resources (medical and non-medical) to determine expansion requirement to assist chronic alcoholics and people with drug addictions seeking immediate recovery options.

OBJECTIVE #5:
INCREASE EARLY IDENTIFICATION AND INTERVENTION SERVICES FOR PERSONS AT-RISK TO HOMELESSNESS.

COMMUNITY RECOMMENDED ACTION STEPS

5.1 Strengthen partnerships with mainstream entities to identify persons at-risk to homelessness and proactively connect persons to services:
5.1 (a) Work with the County Office of Education and Long Beach Unified School District to increase school-based assistance to identify at-risk families and develop a system of referral and assistance.
5.1 (b) Work with EDD to develop specialized job training and life skills to assist in preventing homelessness.
5.1 (c) Work with Disability Insurance Plan (DIP) to identify persons on fixed incomes who may become vulnerable to changes in the economy, such as increased rents, utilities, food costs, etc.
5.1 (d) Develop wrap around supportive services that develop soft skills and address barriers to housing stability.
5.1 (e) Provide information and assistance to new immigrants to accelerate the acculturation and assimilation process.

5.2 Increase Eviction Prevention Assistance to prevent new persons from becoming homeless:
5.2 (a) Provide outreach and education to at-risk populations; educate tenants of their rights and the existence of eviction prevention programs.
5.2 (b) Identify new and ongoing resources to fund an expansion of current eviction assistance programs.
5.2 (c) Train all Continuum of Care system providers and CBO’s/FBO’s in eviction prevention strategies and how to access assistance.
5.2 (d) Develop a “just-cause eviction” ordinance.
5.2 (e) Support current fair housing legislation regarding state eviction process.
5.2 (f) Identify a lead entity and establish an Eviction Prevention Center (responsible for locating resources).
5.2 (g) Target special eviction assistance for people on a fixed income (disabled, seniors).

5.3 Expand programs providing personal life skills training for tenants:
5.3 (a) Create education and training around housing issues for landlords, service providers and tenants that covers incentive programs, support resources, medical management, mental illness and addiction education, fair housing, etc.

5.3 (b) Prevent homelessness by funding tenant and landlord education that addresses multiple barriers to renting/owning a home, including bad credit, evictions, fair housing violations, and inability to find a landlord who accepts Section 8 vouchers.

5.3 (c) Increase family self-sufficiency programs patterned after the Section 8 program (non-voluntary).

5.3 (d) Provide education to newly housed clients and those with rental/eviction histories on tenant expectations, etiquette.
   I. Develop in home teaching and demonstration assistance for newly housed and those in jeopardy of losing housing to assist clients to maintain stability in current housing.

5.4 Analyze economic trends to identify people who may be at-risk to homelessness:

5.4 (a) Conduct a longitudinal study of persons in poverty to determine factors that contribute to homelessness.
   I. Track indicators that cause homelessness (i.e., unemployment, changes in job base, housing costs, fuel costs, national trends, etc).
   II. Work in conjunction with educational institutions (LUSD and local universities) to determine who is at-risk to homeless (i.e., perform annual or bi-annual screenings).

5.4 (b) Develop a Geo-Coding System (e.g., Massachusetts Model).
   I. Develop computer analysis of each family/individual arriving at a shelter to assist in the identification of factors contributing to homelessness.
   II. Match delinquent utility bills (predictive of eviction) with information on accessing financial assistance programs. Ask utilities companies to participate by sending out resource information to people who have stopped paying their bills.
   III. Upon client intake, track the last place of residence to identify geographic areas in need of additional prevention services such as rental, mortgage, or utility assistance. Target these geographic areas for increased outreach and postings of resource information (post fliers at laundromats, libraries, etc).
   IV. Connect database to mainstream resources (Dept of Aging, DPSS, DMH) and engage mainstream providers in identifying those at-risk to homelessness.

OBJECTIVE #6: IMPROVE PARTNERSHIP WITH THE JUDICIAL SYSTEM TO ADDRESS QUALITY OF LIFE ISSUES RELATED TO BEING HOMELESS.

COMMUNITY RECOMMENDED ACTION STEPS

6.1 Collaborate with the Long Beach courts and criminal justice system to enhance Homeless Court availability in Long Beach:

6.1 (a) Re-evaluate current practices of arrests based on Quality of Life offenses and expand diversion options for homeless clients.

6.1 (b) Develop process to decrease jail time or jail placement for Quality of Life offenses related to homelessness (i.e., recycling, public intoxication, public urination etc.).
   I. Develop diversion programs for homeless to select treatment over jail time.
II. Develop an ongoing funding source to fund a case manager/social service position located in the court and the jail system for diversion programs for homeless.

6.1 (c) Increase availability of assistance and advocacy for homeless defendants in the court system:
   I. Use system navigators to help homeless clients navigate the court process (i.e., connect clients with DMH, Regional Center, Legal Aid Foundation, Health and Human Services, etc.).
   6.1 (d) Develop a system (HMIS) in which homeless can utilize CBO’s as a reminder of court dates. This could assist homeless clients from having tickets become warrants.

6.2 Prevent homeless persons with mental illness from being incarcerated:
   6.2 (a) Develop a Mental Health Court in Long Beach.
   6.2 (b) Increase resources to allow for 24/7 assistance by MET for chronically homeless mentally ill.
   6.2 (c) Expand training to police and fire on techniques for working with mentally ill.
   6.2 (d) Provide education to CBO’s and FBO’s on how to access the MET, and expand resources available to MET on how to access CBO/FBO services.
   6.2 (e) Improve the police response to offenders with mental illness through mental health and criminal justice collaboration.
GOAL: COMMUNITY INVOLVEMENT

Expand participation and leadership from all spheres of the Long Beach community to resolve the issue of homelessness.

OBJECTIVE #1:
DEVELOP A COMMUNITY AWARENESS CAMPAIGN TO BUILD SUPPORT AND MOMENTUM FOR IMPLEMENTATION OF THE 10-YEAR PLAN RECOMMENDATIONS.

COMMUNITY RECOMMENDED ACTION STEPS

1.1 Create an Implementation Coordinator position to oversee the 10-Year Plan implementation:
   1.1 (a) The Implementation Coordinator will oversee and be responsible for coordination efforts toward the full implementation of the Long Beach 10-Year Plan and outcomes tracking.
   1.1 (b) Implementation Coordinator will research all forms of revenue streams and develop relationships with foundations and the business sector to facilitate the process of raising funds to implement 10-Year Plan recommendations.
   1.1 (c) The Implementation Coordinator to develop a Community Education campaign to raise awareness of homelessness and present the 10-Year Plan in community forums.
   1.1 (d) Have the 10-Year Plan Implementation Committee develop the following subcommittees: outcomes tracking, housing stability and data collection/validity.
   1.1 (e) Identify and articulate policies and systems change that are needed to break down barriers and reach the goals of the 10-Year Plan recommendations.

1.2 Increase non-traditional stakeholder participation in implementing solutions to prevent and end homelessness in Long Beach:
   1.2 (a) Enhance and develop partnerships with the Long Beach Chamber, Convention and Visitors Bureau, apartment associations, downtown business associations, and Council of Governments, etc. to find non-traditional approaches to solving homelessness.
   1.2 (b) Coordinate forums, conferences, and awards ceremonies to celebrate the leadership of community stakeholders in meeting the goals of implementing the 10-Year Plan recommendations.
   1.2 (c) Create a central clearing-house for interested volunteers to receive information on how to get involved and facilitate the process for involvement.
   1.2 (d) Insert components of the 10-Year Plan solutions into other city and community group’s action plans where appropriate and compatible (i.e. City General Plan, Housing element, Youth/Gang Master Plan, LBUSD plan, etc).
   1.2 (e) Develop methods that reduce barriers for non-traditional stakeholders to get involved in the 10-Year Plan implementation process (i.e. money, time, etc).
   1.2 (f) Develop a process to seek and track community involvement and endorsements of the 10-Year Plan.
   1.2 (g) Create a marketing strategy to have an official place(s) in which donations can be made easily 24/7 (i.e. Santa Monica dolphin donation statues citywide, Make A Change campaign to end panhandling etc).
1.2 (h) Increase advertisement and information of the Mayor’s Fund for the Homeless to allow for easier access and donations for people who want to help the homeless.

1.3 Develop a campaign to educate the community about the cost effectiveness of providing permanent housing solutions versus the costs incurred for managing street homelessness indefinitely.

1.3 (a) Develop an educational campaign that dispels myths surrounding mixed use, mixed income and supportive housing developments and highlight the long-term advantages of their development.

1.3 (b) Increase community awareness that broadens solutions involving more than just affordability of housing, but also includes availability of housing.

1.3 (c) Develop an education campaign targeted to city staff, police, policy makers and appointed commissions to increase their knowledge and understanding of the benefits of mixed income, mixed use and supportive housing developments.

1.3 (d) Develop a speaker’s bureau comprised of neighboring communities that currently have mixed income and mixed use developments to provide community testimony describing the positive impacts such developments have had in their communities.

1.4 Develop and implement an educational campaign that delivers a message of community recovery highlighting success stories:

1.4 (a) Develop an education campaign to dispel myths about homelessness and eliminate the stigma associated with being homeless. Connect a face to homelessness (i.e. families, disabled, elderly, persons on fixed incomes, etc).

1.4 (b) Design a public campaign focusing on press and media using some of the following methods:
   I. Billboards;
   II. Public TV/PSA’s;
   III. Conferences/public forums;
   IV. Mailers;
   V. Speakers Bureau comprised of community residents:
      • Convention and Visitors Bureau;
      • Housing Developers;
      • Businesses/Employers;
      • ESL participants;
      • Homeless (“Peer to Peer” and ambassadorships);
      • Residents (owners and renters);
      • LBUSD and Long Beach colleges.

1.4 (c) Develop and implement an educational marketing strategy to increase awareness of other cities 10-Year Plan outcomes and progress.

1.4 (d) Develop and implement an educational piece on how addressing the issues of homelessness can have a positive effect on citywide quality of life.

1.4 (e) Develop marketing strategies that highlight the need for systemic change to prevent homelessness and end homelessness (i.e., healthcare, vocational and educational programs, criminal justice system, access to mainstream benefits, housing market forces)

1.5 Increase community awareness about the current resources available within the Continuum of Care system:

1.5 (a) Develop and implement a 1-800# educational hotline at the MSC for community members to become educated on Continuum of Care system services currently available.

1.5 (b) Develop and implement education tools and PSA’s about how to access support services to prevent and end homelessness (i.e., newsletter, bulletins, flyers, inserts in city bills).
   I. Create a public information piece on “Early Indicators for People At-Risk to Homelessness” and how to access support services.
II. Develop specific PSA's on the top 10 reasons why persons are homeless in Long Beach and ways to get involved in addressing these economic and societal indicators (i.e., Long Beach’s high rate of persons/families living in poverty for cities with a population over 250,000 and third worst in poverty for children).

1.5 (c) Develop and implement specialized training for city departments and other service organizations not specializing in homeless services to expand knowledge and service access by residents in need of assistance.

1.5 (d) Develop a formal process to coordinate and share information with other service agencies, CBO’s and FBO’s to coordinate services and expand the connections between the Continuum of Care system and non-traditional service providers.

1.6 Use outcomes data as the platform for garnering community support:

1.6 (a) Develop data collection methods, through HMIS and other means, that highlight the successes, cost effectiveness and cost efficiency of housing and supportive services programs serving the homeless.

1.7 Educate the public regarding the significance of RHNA numbers to promote development of extremely low, very low and low income housing as part of a regional approach:

1.7 (a) Develop an educational series on what RHNA numbers are, how they are developed and used, and the consequences of not meeting the RHNA numbers in Long Beach.

1.7 (b) Focus an educational series on the unequal distribution of upper income housing developments compared with low income developments in Long Beach.

1.7 (c) Work with local Council of Governments to improve upon the development of RHNA numbers and a regional approach development of extremely low, very low and low income housing.

1.7 (d) Work with local Council of Governments to improve the development of regional homeless service and drop-in centers.

1.7 (e) Develop a lobbying effort for state and SCAG officials to make changes in how RHNA numbers are assigned.

1.7 (f) Develop a regional approach to working with other cities and Los Angeles County (SCAG, COG) on regional issues such as RHNA and California’s 10-Year Plan.

**OBJECTIVE #2:**

**IMPROVE PARTNERSHIPS AND STRENGTHEN RESOURCE DEVELOPMENT BETWEEN MAINSTREAM ENTITIES, CBO’S AND FBO’S TO ADDRESS GAPS IN THE EXISTING CONTINUUM OF CARE SERVICE SYSTEM.**

**COMMUNITY RECOMMENDED ACTION STEPS**

2.1 Improve collaboration between agencies whose clients have a higher vulnerability to homelessness (DCFS, APS, DMH, Regional Centers, DPSS, DOC, etc.):

2.1 (a) Request mainstream and county systems of care to do trainings with FBO’s/CBO’s to better understand available resources and eligibility criteria

2.1 (b) Improve service coordination and access to resources based on this increased familiarity of each entities responsibility.

2.2 Improve educational opportunities for homeless individuals and families by strengthening linkages to educational institutions:

2.2 (a) Work with both the Long Beach college system and the LBUSD to develop a mechanism that identifies homeless students and links them to appropriate services.
2.2 (b) Fund a systems navigator for both the LBUSD and Long Beach college system to encourage educational options as a way to improve long-term financial stability.

2.2 (c) Work with Long Beach literacy programs to expand access of homeless adults to literacy programs citywide.

2.2 (d) Work with the State and local offices to improve linkage between LBUSD and the Long Beach college system with the Department of Rehabilitation for vocational services.

2.2 (e) Identify funding to increase parenting skill development and support for homeless families.

2.2 (f) Work with the LBUSD to ensure homeless students remain in their home school regardless of where they are residing (Reference Title VII – B of McKinney Vento).

2.3 Formalize a faith-based homeless task force to address gaps within the Continuum of Care system.

2.4 Develop a Community Implementation to guide progress towards implementation of the 10 Year Plan Key Strategies:

2.4 (a) Governance body to oversee the development of funding resources, build political will, guide implementation, and report on progress in achieving 10-Year Plan implementation goals.

2.4 (b) Request that the Mayor reorganize HSAC to reflect new requirements from HUD to form the Continuum of Care planning body, with representatives from all spheres of influence (homeless, service providers, faith based organizations, business, neighborhood, city staff, Convention and Visitors Bureau, housing providers, etc).

2.5 Implement a sponsorship process to facilitate community involvement in a “Adopt-A-Family” and “Adopt-A-Home” program:

2.5 (a) Implement an educational campaign to develop a program whereby one entity (organization, landlord, individual) can sponsor the rent or rental subsidy for a housing unit and make it available to an identified homeless person/family or as a safety net to prevent the incidence of homelessness.

2.5 (b) Create an ordinance similar to the current pet adoption ordinance to identify and feature homeless persons in need.

2.5 (c) Implement an educational campaign to encourage businesses, neighborhood associations, FBO’s/CBO’s, and community members to identify homeless people, and people at-risk of becoming homeless, with the intent of providing direct sponsorship, mentoring and resources to promote sustainable independence.

2.6 Involve FBO’s and CBO’s in developing a “Roommate Service”;

2.6 (a) Create a mechanism to have CBO’s/FBO’s feature roommate postings at their sites citywide.

2.6 (b) Identify a central location to which CBO/FBO can refer clients seeking to locate a roommate to share an apartment (i.e., create a website and provide computer access)

2.6 (c) Develop training curriculum for living with a roommate successfully.

OBJECTIVE #3:
INCREASE COMMUNITY AWARENESS ABOUT THE ROLE OF STREET OUTREACH SERVICES AND HOW TO ACCESS OUTREACH SERVICES.

COMMUNITY RECOMMENDED ACTION STEPS

3.1 Expand multi-disciplinary membership of the Outreach Network:
3.1 (a) Develop a mentoring program in which formerly homeless persons can assist in strengthening the outreach network by engaging homeless peers into service.
3.1 (b) Develop additional youth specialized outreach.
3.1 (c) Increase participation of non-traditional and mainstream entities such as DPSS, SSA, DMH, DHS, VA, Convention and Visitors Bureau, Chamber of Commerce, LBUSD and LB College system.
3.1 (d) Recruit and educate service providers, FBO's, drug and alcohol providers, medical providers, and community volunteers to participate.
3.1 (e) Improve connectivity of street outreach response to support the Emergency Medical Services (EMS), Fire Department, Police Department so that an outreach worker is available at point of contact with homeless.

3.2 Develop and implement a public educational campaign about outreach services:
3.2 (a) Develop and implement an educational campaign targeted to public safety personnel, schools, and hospitals about how to access outreach services.
3.2 (b) Develop and implement an educational campaign targeted to the Long Beach business community.
   I. Increase distribution of Pocket Guide resource directories.
   II. Develop an educational tool to explain MSC services and how clients can access services.
   III. Develop and implement a mechanism to use the Neighborhood Resources Center as a way to educate the community about the MSC and homeless prevention services for those at-risk to homelessness.
GOAL: OUTCOMES AND EVALUATION

Use data and research to evaluate and appraise progress of 10-Year Plan implementation.

OBJECTIVE #1:
GENERATE REPORTS FOR THE COMMUNITY TO TRACK THE PROGRESS OF REACHING 10-YEAR PLAN GOALS.

COMMUNITY RECOMMENDED ACTION STEPS

1.1 Use HMIS and other outcomes data to monitor and document progress towards a reduction in homelessness:

   1.1 (a) Use HMIS to develop a baseline to determine existing service levels, resources and capacity in the Continuum of Care Services system (determine strengths and weaknesses in the current service system).
      I. Use the HMIS to quantify level of service contacts and outcomes; use the information to set performance objectives.
      II. Design information tracking to specifically measure progress over time to determine best practices.
      III. Use results to make funding allocation decisions, assess gaps and priorities.
      IV. Review other evaluation systems such as: CSULB forecasting, City & County systems (City Manager’s Economic Jobs Business Plan, Focus on Results, etc.) for additional results that should be shared with the community.
      V. Determine the number of homeless persons served and placed into housing and capture the period of housing stability.

   1.1 (b) Enhance HMIS:
      I. Connect with Los Angeles County and Orange County HMIS and use HMIS technology to guide regional planning efforts. Develop a funding mechanism to expand the implementation of HMIS beyond the Continuum of Care funded agencies.
      II. Increase computer hardware capacity of all CBO’s and FBO’s interested in participating in HMIS.
      III. Develop mechanism to encourage non-HUD funded/mandated CBO’s (i.e. drug/alcohol, mental health, childcare, housing authority, medical, jail system, etc) to participate in the benefits of HMIS.
      IV. Leverage funding to expand resources to implement the 10-Year Plan through information captured from research and outcomes data.

   1.1 (c) Provide training for all CBO’s and FBO’s to use HMIS and ensure accurate data is captured.
      I. Identify organizations that are not participating in HMIS and include their results in this evaluation.
      II. Use the Homeless Services Website to share data with and among CBO’s and FBO’s and the community.

1.2 Develop a way to have other City Departments report results of implementing 10-Year Plan recommendations:

   1.2 (a) Have the Community Development Department (RDA, Housing Services) provide a quarterly progress report to the 10-Year Plan Implementation Committee on all mixed income, mixed use and affordable housing projects including property acquisition efforts.

   1.2 (b) Ensure accountability for development of mixed income units to meet at least the current 20% requirement of RDA.
Overview of HUD Public Housing/Section 8 Income Limits

The Department of Housing and Urban Development (HUD) is required by law to set income limits that determine the eligibility of applicants for HUD’s assisted housing programs. HUD uses the Section 8 program’s Fair Market Rent (FMR) area definitions in developing median family income estimates, which means income estimates are developed for each metropolitan area and non-metropolitan County. HUD income limits are calculated for every FMR area with adjustments for family size and for areas that have unusually high or low income-to-housing-cost relationships.

The 2008 Los Angeles – Long Beach Area Median Family Income is $59,800.

Note: the following “definitions” area adjusted by HUD due to the high housing cost in the Los Angeles – Long Beach Metropolitan Area.

- Low income families are defined as families whose incomes do not exceed 80 percent of the median family income for the area.
- Very low income families are defined as families whose incomes do not exceed 50 percent of the median family income for the area.
- Extremely low income families are defined as families whose incomes do not exceed 30 percent of the median family income for the area.

<table>
<thead>
<tr>
<th>Family Size</th>
<th>EXTREMELY LOW INCOME (0-30% of Median)</th>
<th>VERY LOW INCOME (30%-50% of Median)</th>
<th>LOW INCOME (50%-80% of Median)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$15,590</td>
<td>$26,550</td>
<td>$42,450</td>
</tr>
<tr>
<td>2</td>
<td>$18,200</td>
<td>$30,300</td>
<td>$48,500</td>
</tr>
<tr>
<td>3</td>
<td>$20,500</td>
<td>$34,100</td>
<td>$54,600</td>
</tr>
<tr>
<td>4</td>
<td>$22,750</td>
<td>$37,900</td>
<td>$60,650</td>
</tr>
<tr>
<td>5</td>
<td>$24,550</td>
<td>$40,950</td>
<td>$65,500</td>
</tr>
<tr>
<td>6</td>
<td>$26,400</td>
<td>$43,950</td>
<td>$70,350</td>
</tr>
<tr>
<td>7</td>
<td>$28,200</td>
<td>$47,000</td>
<td>$75,200</td>
</tr>
<tr>
<td>8</td>
<td>$30,050</td>
<td>$50,050</td>
<td>$80,050</td>
</tr>
</tbody>
</table>

COMMUNITY RECOMMENDATIONS
APPENDIX B

Status of Housing in the City of Long Beach

TABLE 1. PROJECTED HOUSING REQUIREMENTS BY NEED CATEGORY

The projected housing stock need for a 10-year period (through 2018), based on the Southern California Association of Governments’ Regional Housing Needs Assessment (RHNA) projections for Long Beach, is 11,274 units at all economic levels citywide. By utilizing the RHNA percentages, (listed in appendix D), 39.7% of the total new units needed (4,476) reflect the number of very low and low-income units needed to meet the demand for housing for working poor and those on fixed incomes over the next decade in Long Beach. Of this, 2,728 are very-low income units and 1,748 are low-income units. 60.3% of the RHNA will be for moderate and upper-income units. The upper-income unit development is driven by the market and done by for profit developers.

<table>
<thead>
<tr>
<th>Type of Affordable Housing Unit</th>
<th>Projected Total New Affordable Housing Units Needed</th>
<th>Affordable Housing Development Planned over 10 Year Period*</th>
<th>Projected Additional New Affordable Housing Units Needed for Prevention Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very Low Income</td>
<td>2,728</td>
<td>890</td>
<td>1,838</td>
</tr>
<tr>
<td>Low Income</td>
<td>1,748</td>
<td>490</td>
<td>1,258</td>
</tr>
<tr>
<td>Totals</td>
<td>4,476</td>
<td>1,380</td>
<td>3,096</td>
</tr>
</tbody>
</table>

*A portion of the new affordable units will be brought on through rehabilitation of current market rate units, converting them to affordable units.
