



# City of Azusa Plan to Prevent and Combat Homelessness

(June 2018)

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Prepared by:



In collaboration with:



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## About the City of Azusa Plan to Prevent and Combat Homelessness

The Azusa City Council accepted the County of Los Angeles City Planning Grant to develop a City plan to prevent and combat homelessness. The City was awarded the grant in October 2017, and in December 2017 approved an agreement with LeSar Development Consultants (LDC) to assist with plan creation.

On March 5, 2018, LDC along with the City of Azusa Department of Information Technology and Library Services provided City Council with an overview of the Measure Homeless Initiative and City Homelessness Plan development, including the plan's purpose and the process for conducting research and gathering public input from City staff, the business community, residents, and faith-based organizations and nonprofit services providers. The process included two stakeholder meetings, regular calls with City staff, and meetings and calls with the Azusa Unified School District, Azusa Pacific University, the Housing Authority of the County of Los Angeles, and the County Office of Education. These meetings and interviews focused on ways to improve the quality of life for both sheltered and unsheltered residents and the business community and to solicit feedback and develop strategies to respond to the growing homelessness crisis. LDC facilitated the meetings, conducted research, and incorporated the findings into the goals and strategies that best respond to the priorities and needs that align with County of Los Angeles Homeless Initiative adopted by the Board of Supervisors and funded through Measure H. The City of Azusa Plan to Prevent and Combat Homelessness was presented to the City Council on June 4, 2018, and was adopted by all Councilmembers including:

- Mayor Joseph Romero Rocha
- Mayor Pro Tem Robert Gonzales
- Council Member Angel A. Carrillo
- Council Member Edward J. Alvarez
- Council Member Uriel E. Macias

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## Background and Purpose of Homeless Plan

The number of people experiencing homelessness in Los Angeles County continues to grow despite significant investments, renewing concerns about housing affordability, wage stagnation, and access to social services. In 2016-2017, the number of people experiencing homelessness in Los Angeles County increased by 23.3% from nearly 47,000 to just over 55,000.<sup>1</sup> With public awareness of homelessness at an all-time high, voters also approved Measure H to fund services to prevent and combat homelessness for the next 10 years. Funding allocations were approved by the Los Angeles County Board of Supervisors in June 2017, which also provided funding for cities such as Azusa to develop local homelessness plans.

While data limitations make it difficult to understand who is experiencing homelessness in Azusa, Service Planning Area (SPA) 3—a geographic region that includes Azusa and 30 other cities in the San Gabriel Valley—saw an overall 35% increase in the number of residents experiencing homelessness from 2,612 in 2016 to 3,519 in 2017.<sup>2,3</sup> The following demographics provide a snapshot of who was experiencing homelessness within SPA 3 in 2017:<sup>4</sup>

- 66% (2,340) were unsheltered and living outside while 33% (1,179) were in some form of temporary shelter accommodations.
- 77% were single adults, 19% were families, and 4% were youth and young adults.
- 72% were male, 28% were female, .4% were transgender, and .2% did not identify with a gender.
- 51% were Hispanic/Latino, 23% were white, 19% were black/African American, 5% were American Indian, 2% were Asian, and 1% identified as multi-racial or other.
- 60% were between the ages of 25-54, 17% between the ages of 55-61, 11% under age 18, 6% between the ages of 18-24, and 5% age 62 or older.
- 6% were United States Veterans.

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

- 30% were considered chronically homeless, meaning that they have lengthy or repeated histories of homelessness along with a long-term disability such as mental illness, substance use disorder, or a physical health problem.
- 28% had a mental illness, 16% had a substance use disorder, and 2% had HIV/AIDS.
- 27% had experienced domestic/intimate partner violence in their lifetime.

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<sup>1</sup> Los Angeles Homeless Services Authority. (May 17, 2018). [2017 Greater Los Angeles Homeless Count Data Summary: Total Point-In-Time County by Geographic Areas](#).

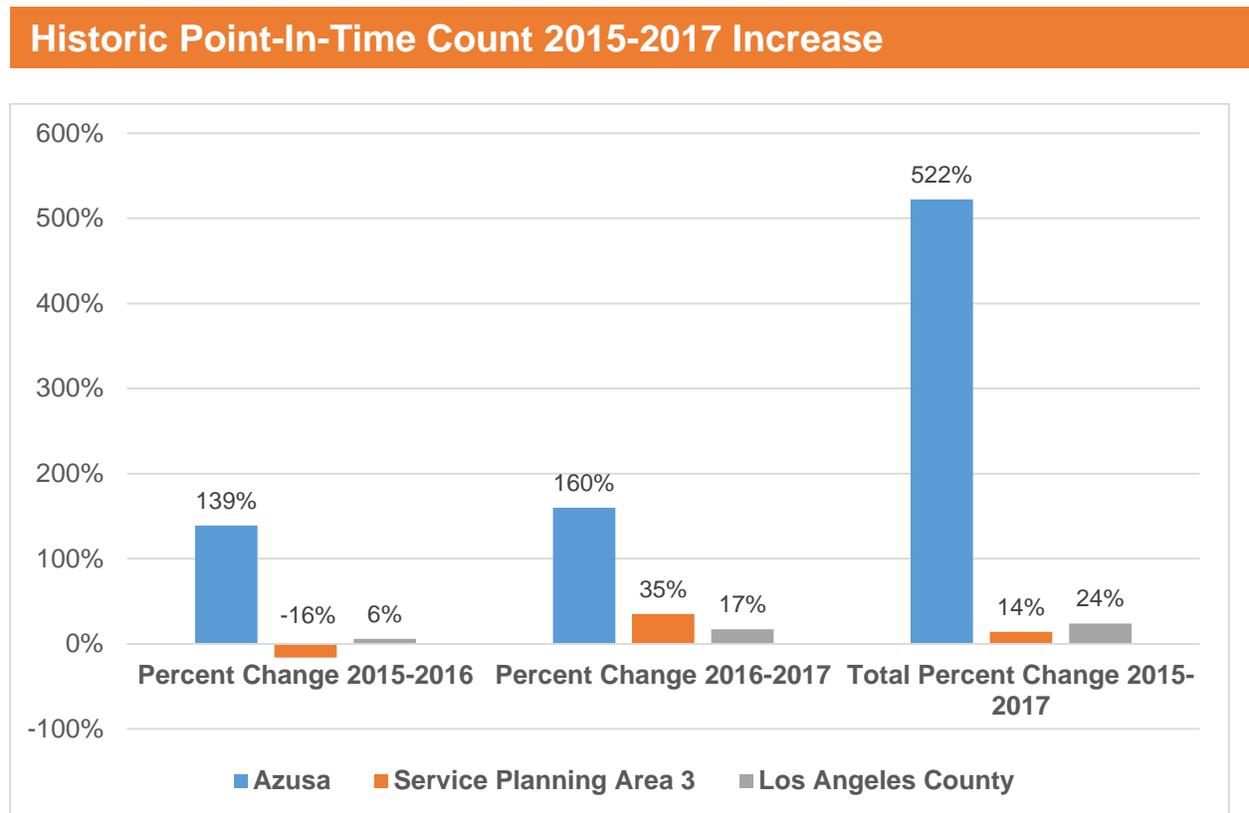
<sup>2</sup> Los Angeles Homeless Services Authority. (May 17, 2018). [2017 Greater Los Angeles Homeless Count Data Summary: Service Planning Area 3](#).

<sup>3</sup> These data do not include the individuals counted as part of the Pasadena Continuum of Care. When included in the count, the total number of individuals experiencing homelessness in SPA 3 increases to 4,094 as noted in the [2017 Greater Los Angeles Homeless Count Data Summary: Total Point-In-Time County by Geographic Areas](#).

<sup>4</sup> Los Angeles Homeless Services Authority. (May 17, 2018). [2017 Greater Los Angeles Homeless Count Data Summary: Service Planning Area 3](#).

Locally, the City of Azusa’s homeless population has increased in the last few years. Specifically, the annual Point in Time (PIT) conducted each January showed an increase from 23 people in 2015 to 55 people in 2016 to 143 people in 2017—a rise of 160% (see Figure 1).<sup>5</sup> The 2017 count also reflects an overall increase of 522% over 2015, which was the year before Azusa opted in to the annual Point-In-Time Count. That year, only six of the City’s 10 Census tracts were counted. This increase in homelessness is nearly double that experienced by neighboring cities in Service Planning Area 3.

**Figure 1: People Experiencing Homelessness by Geography 2015-2017**



Source: Los Angeles Homeless Services Authority

Figure 2 shows that all individuals experiencing homelessness in Azusa were unsheltered with 47% living on the street, 28% living in RVs, 12% living in cars, 8% living in makeshift shelters, and 5% living in tents (see Figure 2). These data, however, do not include unsheltered individuals who live in unincorporated census designated places and come into Azusa for food and other necessities. These tracts include parts of the San Gabriel River bed, County parks, schools and transit corridors, and the Angeles National Forest, among others.

<sup>5</sup> Los Angeles Homeless Services Authority – Homeless Count – Count by City/Community

**Figure 2: Unsheltered Individuals Experiencing Homelessness**

**2017 Homeless Count: 143 persons**



Source: Los Angeles Homeless Services Authority

In addition to the Homeless Count data and regional demographics, City-level data from the regional Coordinated Entry System (CES) provides an enhanced view of those experiencing homelessness and their challenges and needs using responses to the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) assessment and other of a person's overall health and wellbeing.<sup>6</sup> Useful indicators in the data set include information about a person's housing history, legal background, physical and mental health, history of substance use, and general demographic information such as age and race. All of these elements are self-reported by the individuals as part of the VI-SPDAT assessment. For the purposes of this Homelessness Plan, all data have been de-identified to protect confidentiality.

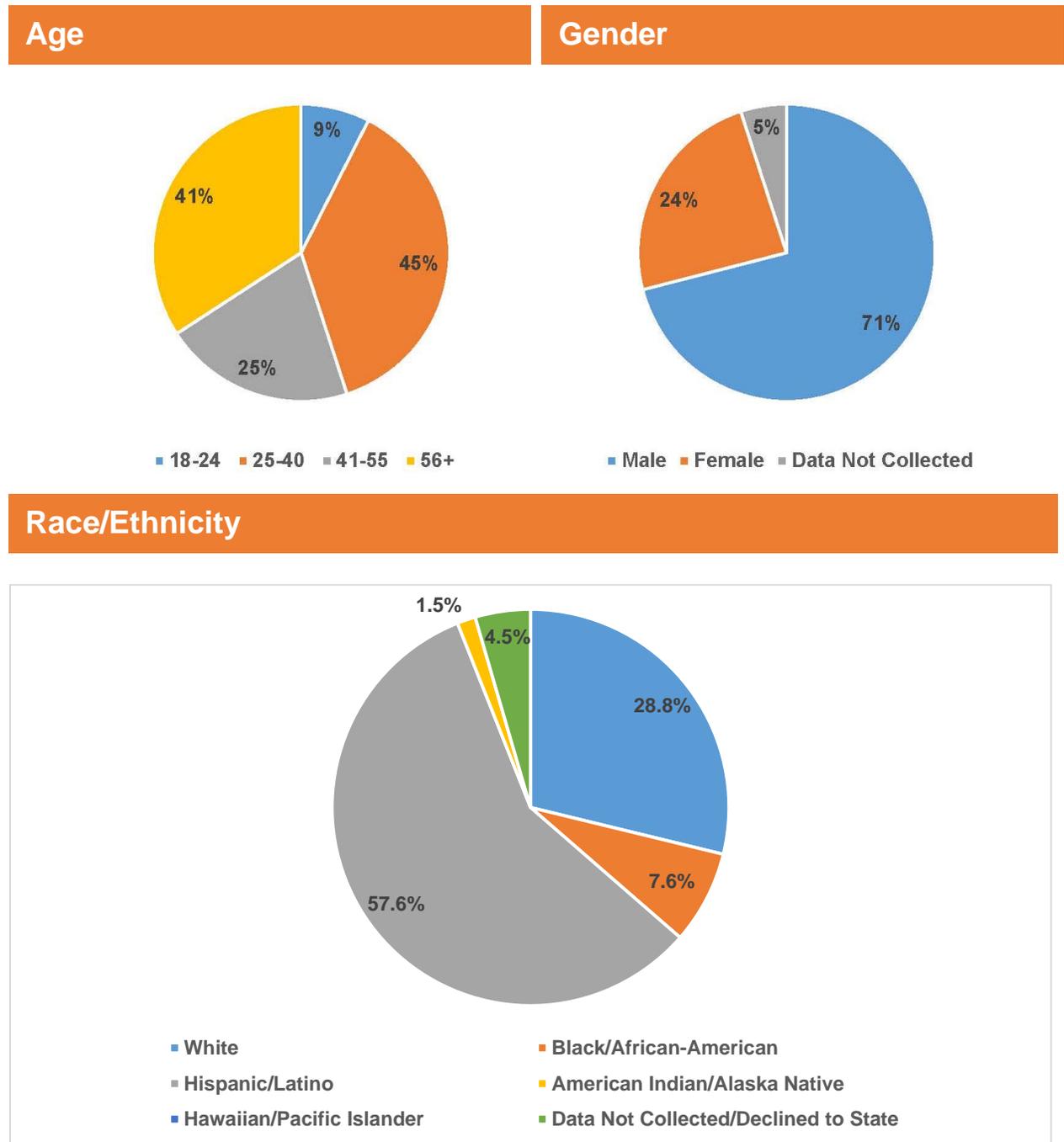
Between July 2016 and November 2017, 66 individuals who identify as living in Azusa completed the VI-SPDAT. Figure 3 shows that 45% are ages 25-40, 24% ages 41-55, 21% ages 56 and older, and 9% ages 18-24. Seventy-one percent identified as male, and 24% identified as female. Nearly three-fifths (57.6%) identified as Hispanic/Latino, 28.8% as white, 7.6% as black or African-American, and 1.5% as American Indian/Alaska native. For the remaining 4.5%, data was not collected, or individuals declined to state their race.<sup>7</sup> Of those individuals who identified as Hispanic/Latino, 31 also identified as white, one as black or African-American, one as American Indian/Alaska native, and one as native Hawaiian/Pacific Islander.

<sup>6</sup> The Coordinated Entry System (CES) is a regional database that streamlines housing placement and service provision and prioritizes those who are most vulnerable. This Homeless Plan incorporates data from the adult singles database.

<sup>7</sup> Union Station Homeless Services. (2017). Los Angeles County SPA 3 CES Assessment Data.

Important vulnerability indicators include the length of time a person has spent homeless, any existing chronic health conditions, diagnosed mental health issues, and people who have spent one or more nights in a holding cell, jail, or prison within six months of their VI-SPDAT assessment. Repeat ambulance rides, emergency room visits, and in-patient hospitalization also indicate vulnerability, and drive up the cost of care for people who are homeless.

**Figure 3: Age, Gender, and Race/Ethnicity of Individuals with Completed VI-SPDAT Assessments**



As shown in Figure 4, of the people experiencing homelessness in Azusa:<sup>8</sup>

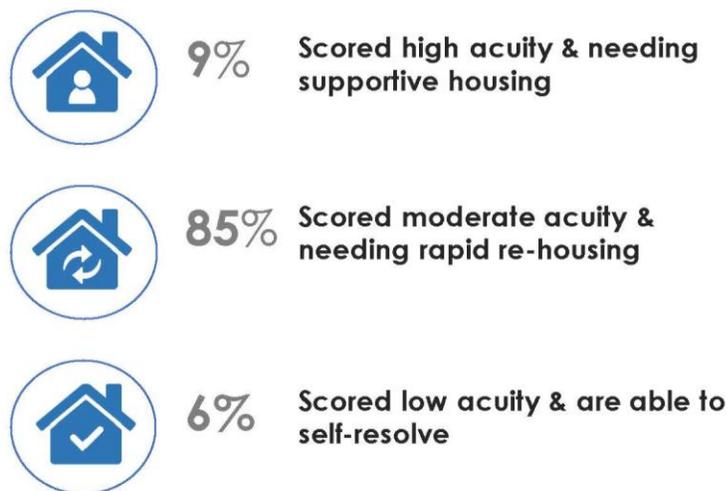
- 48% reported being homeless less than a year, and 48% reported two years or more. Reducing the length of time people experience homelessness increases their likelihood of success returning to housing.
- 30% reported a mental health issue, 17% reported a substance use disorder, and 35% reported chronic health issues related to the liver, kidneys, stomach, lungs, or heart.
- 30% had taken an ambulance, 53% had received health care at an emergency department/room, and 25% had been hospitalized for at least one night in the last six months.

**Figure 4: Vulnerability Indicators of Individuals with Completed VI-SPDAT Assessments**



The information gathered during the VI-SPDAT assessment also produces an acuity score, which can help identify an appropriate housing intervention for someone experiencing homelessness. Of the individuals experiencing homelessness in Azusa, CES data shows that 6% scored in the low-acuity range (0-3) and should be able to find housing on their own, and 9% scored in the high-acuity range (12+) and would generally need supportive housing (see Figure 5). The majority, however, are in the mid-acuity range (4-11) and would best be served by rapid rehousing programs.

**Figure 5: Recommended Housing Interventions Based on VI-SPDAT Assessments**



Source: SPA 3 CES Assessment Data, Jul2016-Nov 2017

<sup>8</sup> Ibid.

In addition, neither the PIT data nor the CES data include a significant number of children who are considered homeless or at-risk of homelessness under the McKinney-Vento Act, which defines which students are categorized as homeless by the U.S. Department of Education. These children and their families are sharing housing due to the loss of housing or economic hardship or living in substandard housing, hotels, motels, trailer parks, or campgrounds due to the lack of alternatives. Data provided by the Los Angeles County Department of Education indicates that 694 students in the Azusa Unified School District were homeless during the 2016-2017 school year, the most recent year for which data are available.<sup>9</sup> However, the Azusa Unified School District estimates the number of students experiencing homelessness at closer to 1,000 students based on information gathered by the local education liaison.

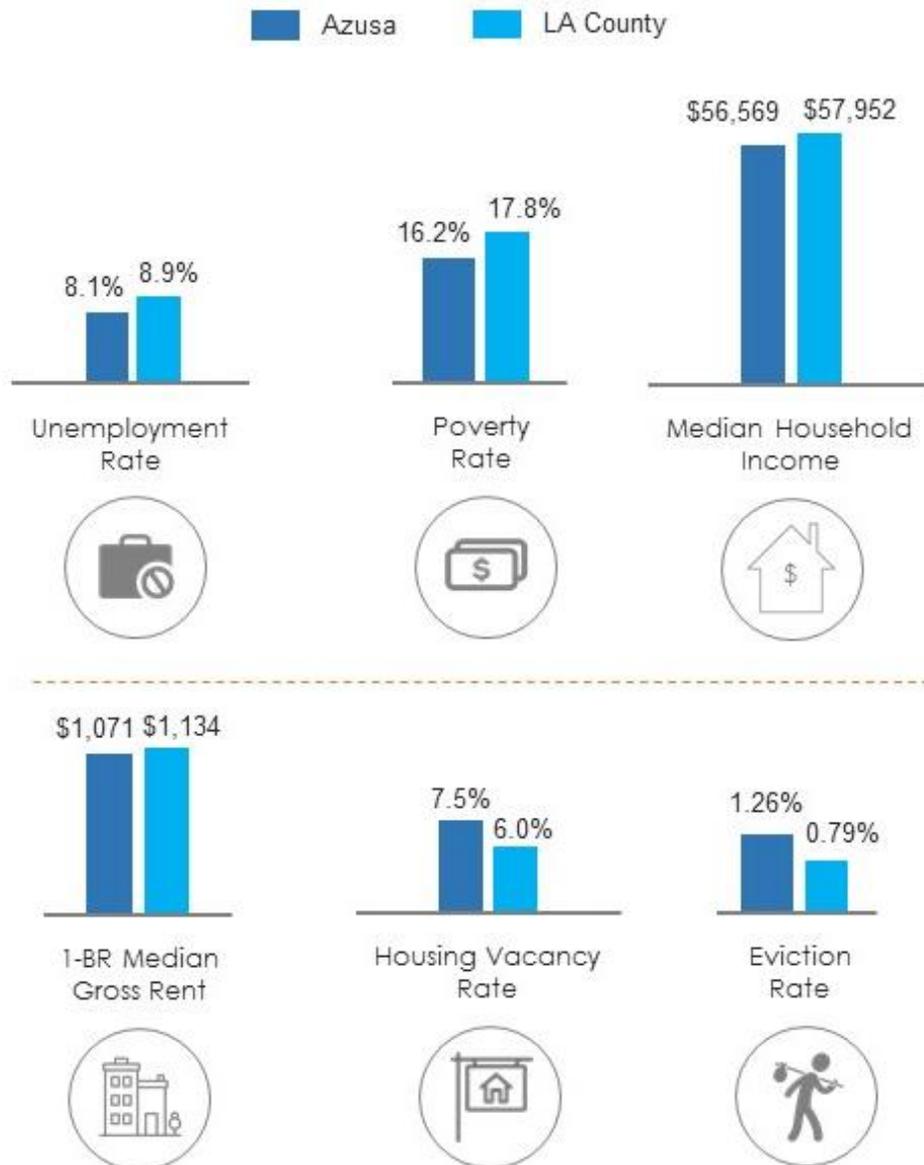
Finally, local data on economic and housing trends serve as relevant indicators of residents who may be at risk of falling into homelessness. As Figure 6 illustrates, Azusa currently has a lower median income than other cities in Los Angeles County, as well as a lower unemployment rate, poverty rate, and median gross rent. The housing vacancy rate and eviction rate, however, are somewhat higher than the County average. Evictions typically occur when tenants cannot or do not pay their rent or when they cause a disturbance, and can place individuals and families at greater risk of homelessness. Evictions disproportionately affect individuals and families who spend more than half their income on housing, including low-income women, survivors of domestic violence, and families with children.<sup>10</sup>

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<sup>9</sup> Estimates provided by the Azusa Unified School District and Los Angeles County Department of Education indicate that the population of students experiencing homelessness ranges from 700-1,000 students.

<sup>10</sup> Eviction Lab. (NA). [Why Eviction Matters](#).

Figure 6: Selected Demographic Statistics



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

## Current Efforts to Address Homelessness

The City of Azusa had already taken significant steps toward establishing a coordinated response to homelessness in alignment with the Los Angeles County Homeless Initiative prior to engaging in this homelessness planning process. Specifically, the City has adopted a policy to decriminalize homelessness, respect the rights of homeless individuals, and direct individuals to services.

The Azusa Library established the Neighborhood Connections program, which provides residents with information about employment, housing, health care, education, citizenship, family and senior services, and access to food. Based in the library, the program operates 27 hours per week and is supported by a community resource specialist, part-time social workers, and master's level social work interns who maintain a community resource guide and make referrals and provide follow up with clients, to local resources, including to the homeless Coordinated Entry System. Currently, Azusa does not have a full-time dedicated outreach worker, and library staff have expressed interest in strengthening their partnership with the local CES providers to fill gaps in local capacity to effectively connect the homeless population to housing and services. Because there are no dedicated outreach workers within the Within Azusa, the Department of Library Services has been designated as the project lead for coordinating the City's response to homelessness.

The Azusa Police Department operates an in-house Homeless Assistance Liaison Officer (HALO) program, and a regional HALO program in collaboration with their counterparts in Covina, Glendora, and West Covina. Both the in-house team and the regional team work with a representative from the Los Angeles County Department of Mental Health. HALO officers also respond to calls for service from residents and local businesses and work on long term quality of life solutions. At the regional level, the Police Department has hosted homeless outreach training for law enforcement agencies throughout the San Gabriel Valley as part of the Homeless Outreach Services Teams program, which is aligned with Measure H strategies and provided to all Los Angeles County law enforcement agencies with funding provided to the Los Angeles County Chiefs' Association from the Los Angeles County Board of Supervisors. The Police Department also hosted a Law Enforcement Working Group meeting with Los Angeles County Metro to address opportunities to collaborate on addressing homelessness associated with the Gold Line rail system.

Table 1 outlines the City's current and annual funding and activities dedicated to individuals and families experiencing homelessness and those facing housing instability. Azusa does not have any existing dedicated housing inventory for shelter or affordable/supportive housing.

**Table 1: Annual Funding and Activities Related to Homelessness**

<b>Department</b>	<b>2017-2018 Homelessness Activities Expenses</b>	<b>Funding Source</b>	<b>Description</b>
<b>Economic and Community Development</b>	\$119,148		Personnel and transportation to respond to homelessness, and the storage of the personal property of people experiencing homelessness.
<b>Library</b>	\$5,713		Coordination of the homelessness plan development and implementation, and the provision of resources and referrals through the Neighborhood Connections program
<b>Public Safety (Police)</b>	\$100,791		Operation of the Homeless Assistance Liaison Officers team, which conducts outreach, and responds to calls for service for enforcement as part of collateral duty
<b>Public Works</b>	\$24,798		Responds to calls, conducts inspections of encampments, and performs clean-ups as needed.
<b>Recreation and Family Services</b>	\$78,890		Personnel responding to the needs of individuals and families experiencing homelessness
<b>Total</b>	<b>\$329,330</b>		

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

- The Azusa Unified School District works with its student population to make referrals to services for families experiencing homelessness or at risk of becoming homeless.
- Azusa Pacific University operates a CARE team that handles all student care issues, including for students at-risk of homelessness or who are experiencing food inequity.
- The Azusa Chamber of Commerce convenes local businesses on topics of interest, including the recent discussion of homelessness.
- Azusa along with the cities of Glendora, Covina, and West Covina participates in the East San Gabriel Valley Health Neighborhood, and hosts monthly meetings in partnership with the County Departments of Mental and Public Health. Health Neighborhoods are communities working to improve access to care and community health outcomes through greater local coordination.

- Azusa also participates in the San Gabriel Valley Consortium on Homelessness, which fosters partnerships, provides community education, and advocates for affordable housing and services.
- The City works with the Los Angeles County Sheriff's Department, Department of Mental Health, and Homeless Services Authority, as well as the Army Corps of Engineers, the Cities of Duarte and Irwindale, and private business to address homelessness in the Santa Fe Dam area.
- Azusa participates in the quarterly Mental Health Roundtable meetings convened by Congresswoman Grace Napolitano as a way for cities and service providers to share best practices and network.

At the regional level, the City coordinates with surrounding cities and the San Gabriel Valley Council of Governments, and as noted above refers individuals to the SPA 3 Coordinated Entry System, which is supported by Union Station Homeless Services and Hathaway Sycamore Child and Family Services and funded through the Los Angeles Homelessness Services Authority.

This homeless plan will guide Azusa's efforts to address the needs of residents who are homeless and at risk of homelessness, as well as the needs of sheltered residents and the business community. Specifically, the plan will outline both planned and potential approaches to addressing homelessness with a focus on expanding existing programs, enhancing coordination of outreach and engagement activities, and exploring opportunities to increase the number of low- and moderate-income housing units. All of the proposed approaches will be dependent on funding and available resources. The City will also work with neighboring cities and the San Gabriel Valley Council of Governments to coordinate its contribution to addressing homelessness and establish and strengthen partnerships to maximize the plan's impact.

## Homeless Plan Process

The City of Azusa homelessness planning process included several community meetings and ongoing conversations between City staff and existing and potential partners throughout the five-month planning process. The City was assisted in the planning process by LeSar Development Consultants, a consulting firm retained through a Home for Good Funders Collaborative planning grant.

As part of the process, City staff organized three input sessions to gather feedback on the challenges and opportunities related to addressing homelessness, share information about existing efforts to prevent and combat homelessness within the city, and educate key stakeholders about best practices to prevent and end homelessness. These three meetings engaged the following stakeholders:

- Azusa City Council
  - Presentation on the County Homelessness Initiative, Measure H, and City Homelessness Plan Development
  - March 4, 2018
- Business Community Input Session
  - Attendees included business owners and individuals involved in higher education
  - March 19, 2018
- Community Input Session
  - Attendees included faith-based organizations, community service providers, City staff, and the general public.
  - March 22, 2018

The input gathered through these stakeholder sessions was combined with an analysis of constraints and opportunities to generate the goals and actions outlined in the plan. Weekly check-in calls enabled the consultant team and City staff to share information about constraints, opportunities, and priorities to inform the development of the goals and actions outlined in this plan.

## Goals and Supporting Actions

The goals and actions outlined in the subsequent sections of this plan were developed in response to the input provided by City Council, City staff, faith-based organizations, service providers, the business community and residents, and aligned with best practices and available opportunities. Each goal and action step meets the requirements of the Los Angeles County grant template, and provides information to access available resources, identify opportunities for City and County collaboration, and present a plan to implement the identified strategies. Each goal includes the following information:

**Goal Statement:** List a goal identified during the planning process, and whether it is tied to a County Homeless Initiative Strategy? For a list of strategies refer to Appendix E, which identifies all the strategies by letter and number, for example, A-5).

**Supporting Action:** Identify a specific action(s) designed to support achievement of the City's goal. Each goal may have multiple contributing actions.

**Associated Policy Changes:**

Describe specific policy or administrative changes for each identified strategy, where applicable. Identify how the policy change(s) will directly impact the City's ability to achieve the desired goal and describe the intended process and stakeholders/partners needed to enact the policy change.

**Goal Measurement:** What metrics will be used to track progress? What are the data sources? When will measurement occur?

**Goal Ownership:** Who is responsible for directing implementation, management, and measurement of the goal and its related actions?

**Leveraged City Resources:** What City resources will be deployed or leveraged in support of the goal?

**Timeline:** Provide a general timeline for achieving this goal.

Through the homelessness planning process, the City identified five goals for its homelessness plan:

**Goal #1:** Better Understand and Educate City Staff and the Community About Homelessness and Its Impact

**Goal #2:** Increase Outreach and Engagement Activities Linked to the Crisis Response System

**Goal #3:** Identify Funding Opportunities and Strategies to Implement the Plan

**Goal #4:** Explore the Feasibility of Increasing Affordable Housing

**Goal #5:** Participate in Regional Coordination on Homelessness Plan Implementation

The Department of Library Services is responsible for overseeing the goals and strategies, reporting on progress, and updating or adding new goals and strategies over time. At minimum, the plan will be reviewed on an annual basis.



## Goal 1: Better Understand Homelessness and Educate City Staff and the Community About Its Impact

Homeless Initiative Strategy Link(s): E7

### Action 1a

**Continue to meet with citywide team comprised of City staff to explore various aspects of addressing homelessness and provide community awareness of homelessness and impacts.**

- Pursue County Homeless Initiative plan implementation funding for FY 18-19 to hire a coordinator (E7).
- Develop and obtain approval for a coordinator position, if funded.

<b>Measurement:</b>	Hold two meetings FY 18-19
<b>Ownership:</b>	Neighborhood Connections in collaboration with Community Development (Community Improvement, Economic Development, Planning), the Police Department, Public Works, and Recreation and Family Services.
<b>Leveraged City Resources:</b>	City staff time If funded 0.5 or 1.0 FTE staff member hired as homelessness coordinator for implementing city plan
<b>Associated Policy Changes:</b>	No required policy changes.
<b>Timeline</b>	3-6 months, ongoing

### Action 1b

**Outreach to Chamber and Business community via existing community events and Chamber meetings.**

<b>Measurement:</b>	Provide a table and outreach materials at 2 events FY 18-19, attend 2 chamber meetings
<b>Ownership:</b>	Library Services/Neighborhood Connections/Economic Development
<b>Leveraged City Resources:</b>	City Staff time, If funded 0.5 or 1.0 FTE staff member hired as homelessness coordinator for implementing city plan
<b>Associated Policy Changes:</b>	No required policy changes.
<b>Timeline</b>	6 months-1 year, ongoing



## Goal 2: Increase Outreach and Engagement Activities that Link to the Crisis Response System

Homeless Initiative Strategy Link(s): A1, A5, E6, E7

### Action 2a

**Expand the City's Neighborhood Connections program to link homeless and at-risk individuals and families to the crisis response system (A1, A5, E6, E7).**

<b>Measurement:</b>	Develop training curricula; staff trainings completed quarterly/biannually; number of homeless or at-risk individuals referred to services
<b>Ownership:</b>	Library Services/Neighborhood Connections Program
<b>Leveraged City Resources:</b>	City staff time to coordinate with CES and attend trainings
<b>Associated Policy Changes:</b>	No required policy changes.
<b>Timeline</b>	Year 1, ongoing

### Action 2b

**Explore opportunities to co-locate outreach workers from Union Station Homeless Services and/or social services agencies for vulnerable populations (E7).**

<b>Measurement:</b>	Have on-site case worker 2 days per month
<b>Ownership:</b>	Family Services
<b>Leveraged City Resources:</b>	City staff time; physical space to house worker
<b>Associated Policy Changes:</b>	MOU with agency
<b>Timeline</b>	Immediately



### Goal 3: Identify Funding Opportunities and Strategies to implement City Plan

Homeless Initiative Strategy Link(s): None

#### Action 3a

#### Explore County funding and in-kind resources to support City plan coordination and implementation

- Strengthen the Coordinated Entry System (E7) – \$1 million set aside to support implementation of City homelessness plans from January-June 2019

<b>Measurement:</b>	Grant award for .5 FTE to support plan
<b>Ownership:</b>	City Wide
<b>Leveraged City Resources:</b>	City staff time to research and write grants
<b>Associated Policy Changes:</b>	No required policy changes
<b>Timeline</b>	Year 1, ongoing



## Goal 4: Explore the Feasibility of Increasing Affordable Housing

Homeless Initiative Strategy Link(s): B3, F7

### Action 4a

**Explore opportunities to connect individuals and families seeking housing to CES or community resource specialist for affordable housing (B3).**

<b>Measurement:</b>	Number of individuals referred to CES or affordable housing agencies for resources
<b>Ownership:</b>	Neighborhood Connections; Police Department; Union Station Homeless Services, CES
<b>Leveraged City Resources:</b>	City staff time for referrals
<b>Associated Policy Changes:</b>	No required policy changes.
<b>Timeline</b>	Referrals begin immediately as part of Neighborhood Connections or HALO referrals

### Action 4b

**The City will explore how to utilize parcels of land and available funds to develop affordable housing within the City (F7).**

<b>Measurement:</b>	Annual progress report on the City's plan for how to use its assets
<b>Ownership:</b>	Community Development; Community Development Commission/Housing Authority of the County of Los Angeles
<b>Leveraged City Resources:</b>	City staff time
<b>Associated Policy Changes:</b>	No required policy changes
<b>Timeline</b>	Year 2-3



## Goal 5: Participate in Regional Coordination on Homelessness Plan Implementation

Homeless Initiative Strategy Link(s): E7

### Action 5a

**Participate in regional coordination activities with the San Gabriel Valley Council of Governments and partnering cities (E7).**

<b>Measurement:</b>	Regional attendance at meetings, participating in activities related to regional coordination of homelessness plan implementation
<b>Ownership:</b>	Citywide Team, as appropriate
<b>Leveraged City Resources:</b>	City staff time
<b>Associated Policy Changes:</b>	No required policy changes.
<b>Timeline</b>	Year 1, ongoing

### Action 5b

**Coordinate implementation activities with LAHSA and the County Homeless initiative team.**

<b>Measurement:</b>	Ongoing participation in County Homeless Initiative collaboration opportunities, as identified
<b>Ownership:</b>	Citywide Team, as appropriate
<b>Leveraged City Resources:</b>	City staff time
<b>Associated Policy Changes:</b>	No required policy changes.
<b>Timeline</b>	Year 1, ongoing

## Action 5c

**Coordinate with the Los Angeles County Metropolitan Transportation Authority to increase outreach along transit corridors and reduce the impact of homelessness on residential communities.**

<b>Measurement:</b>	MTA to provide number of contacts with homeless individuals; number and percentage of individuals connected to housing and services; number of individuals who retain housing after 24 months; change to Gold Line schedule
<b>Ownership:</b>	City Manager, Police Department
<b>Leveraged City Resources:</b>	MTA, City staff time
<b>Associated Policy Changes:</b>	No required policy changes.
<b>Timeline</b>	6 months, coordinated outreach efforts; Year 1-2, exploration of Metro sites; Years 1-3, change to Gold Line schedule

## Appendix A: Stakeholder Input Sessions: Summary of Identified Challenges

### City Staff

- City staff and the police department are frustrated that churches from outside the city come to feed the homeless, drawing people who are homeless to the city, while simultaneously being reluctant to feed the homeless on their own property or in their own city.

### Business Community

- More people are sleeping outside businesses, on campuses, and in vacant lots and residential yards since the Gold Line came in, and owners and residents are afraid to confront people. Many of the people are urinating, leaving syringes from drug use, and setting fires—all which pose health and safety risks.
- Mental health issues and addiction impact the individual and the safety of the area they're in.
- Business owners have few places to direct people for resources and services, and many people who are homeless live behind local businesses because of the lack of shelter options.
- We need to balance the needs of homeless individuals who sleep on church property and the needs of the church and campus tenants.
- People are confused about what the City is doing to address homelessness.

### Nonprofits, Faith-based Organizations, and Residents

- Residents are concerned about the level of crime and health issues due to the number of people who are homeless living in streets and parks, and one resident said they did not want public land to be allocated to homeless housing
- The high cost of housing, lack of low-income housing, and limited access to mental health services has a negative impact on public health, crime rates, and environment
- The Gold Line is bringing people who were pushed out of Los Angeles into Azusa. As rents rise in Azusa, homelessness is increasing.
- Focus on overcoming misconceptions that tend to criminalize the homeless population
- The City makes it difficult for churches to obtain licenses for events to help the homeless.

## Appendix B: Stakeholder Input Sessions: Summary of Identified Strategies

### Business

- Businesses can provide services, like the barber shop that gives free haircuts and beard trims.
- Foothill Community Church, which hands out free meals and has a clothes and toiletries closet for people who need a change of clothes.
- Increase awareness of the services the City provides and centralize help in a single location like the library.
- Print a card with a list of resources and make it available at the Gold Line metro stop and in public places. (Already in progress.)
- Provide additional training for the police department as well as additional social workers assigned to the police or shared with County MET team. Create a hotline to contact HALO instead of calling 911<sup>11</sup> or add an option on the Police Department phone tree specific to issues related to homelessness. Have an emergency response team to intervene if a problem starts to escalate.
- Reach out to Pomona for best practices on shelter and locker services in a four-city area.
- Integrate churches into the solution. Family Promise of San Gabriel Valley engages 15-20 churches, some with facilities on site.
- Prepare a toolkit and provide training for churches and businesses on how to handle interactions with people who are homeless and connect them to services.
- Help people obtain ID and Social Security cards so they can attain employment.
- Partner with neighboring cities.
- Find city owned or city acquired land to place a temporary shelter (large tent structure) with showers, lockers.
- Provide people with rehabilitation, education, and life skills so they can be reintegrated into the community.
- Hold regular, formalized meetings with partners (e.g. AUSD, City, Churches).

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<sup>11</sup> The Police Department reports that a regular call for service will suffice most of the time, with chronic issues forwarded to HALO, which does not operate around the clock.

## **Nonprofits, Faith-based Organizations, and Residents**

- Hire a case manager the community can reach to report homeless individuals and encampments, and who can do outreach and provide people experiencing homelessness with information/resources.
- Further engage APU MSW program in providing services to the homeless.
- Update City and Police Department website with available resources.
- Provide subsidized rent with case management (PATH, Brilliant Corners).
- Reduce non-profit event permit costs for events that target homelessness.
- Publicize available resources where homeless individuals are located, and in public spaces, businesses, schools, etc.
- Seek input from people experiencing homelessness, and gather data to understand the demographics of the homeless population, including the hidden homeless.
- Establish safe parking programs in designated areas such as Lario Park for people who have RVs and campers. Consider collaborating with faith-based organizations or [safeparkingla.org](http://safeparkingla.org) to facilitate the program.
- Faith based organizations should connect with city to do unified outreach, and meet for monthly meetings to gauge the progress of programs.
- Improve the city's approach to urban planning, especially housing and public transportation, including updating housing/building codes to allow for tiny homes/ ADUs and transforming motels into bridge housing and supportive housing.
- Engage with Office of Assembly Member Blanca Rubio on how to address homelessness.

## Appendix C: List of Participating Partners that Provided Input to Plan

The City of Azusa thanks the many residents and organizations who provided input into this plan. Participating organizations are as follows:

Allstate Insurance  
Azusa Chamber of Commerce  
Azusa Unified School District  
Azusa Pacific University  
Citrus College Board of Trustees  
Comfort Climate Control  
El Barber LLC  
Foothill Community Church  
Heritage Clinic  
Keller Williams  
Los Angeles County Board of Supervisors.  
Los Angeles County Department of Education  
Los Angeles County Department of Public Works  
Marie Callender's  
Proforma  
Rex Martin Silk Screen  
San Gabriel Valley Economic Partnership  
Union Station Homeless Services  
Universal Property Management  
Wells Fargo

For a complete list of individuals and organization that participated in the planning process, please contact Ann Graf, Director of Information Technology and Library Services, at [agraf@ci.azusa.ca.us](mailto:agraf@ci.azusa.ca.us).

## Appendix D: City Planning Activities Tied to County Homeless Initiative Strategies

	Plan to participate	Currently participating	County Homeless Initiative Strategies
<b>A – Prevent Homelessness</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A1. Homeless Prevention for families
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A5. Homeless Prevention for Individuals
<b>B – Subsidize Housing</b>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	B3. Partner with Cities to Expand Rapid Rehousing
	<input type="checkbox"/>	<input type="checkbox"/>	B4. Facilitate Utilization of Federal Housing Subsidies
	<input type="checkbox"/>	<input type="checkbox"/>	B6. Family Reunification Housing Subsidies
	<input type="checkbox"/>	<input type="checkbox"/>	B7. Interim/Bridge Housing for those Exiting Institutions
	<input type="checkbox"/>	<input type="checkbox"/>	B8. Housing Choice Vouchers for Permanent Supportive Housing
<b>C – Increase Income</b>	<input type="checkbox"/>	<input type="checkbox"/>	C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families
	<input type="checkbox"/>	<input type="checkbox"/>	C2. Increase Employment for Homeless Adults by Supporting Social Enterprise
	<input type="checkbox"/>	<input type="checkbox"/>	C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy
	<input type="checkbox"/>	<input type="checkbox"/>	C7. Subsidize Employment for Homeless Adults
<b>D – Provide Case Management &amp; Services</b>	<input type="checkbox"/>	<input type="checkbox"/>	D2. Jail In-Reach
	<input type="checkbox"/>	<input type="checkbox"/>	D5. Support for Homeless Case Managers
	<input type="checkbox"/>	<input type="checkbox"/>	D6. Criminal Record Clearing Project
	<input type="checkbox"/>	<input type="checkbox"/>	D7. Provide Services for Permanent Supportive Housing
<b>E – Create a Coordinated System</b>	<input type="checkbox"/>	<input type="checkbox"/>	E4. First Responders Training
	<input type="checkbox"/>	<input type="checkbox"/>	E5. Decriminalization Policy
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	E6. Expand Countywide Outreach System
	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	E7. Strengthen the Coordinated Entry System (CES)
	<input type="checkbox"/>	<input type="checkbox"/>	E8. Enhance the Emergency Shelter System
	<input type="checkbox"/>	<input type="checkbox"/>	E10. Regional Coordination of Los Angeles County Housing Agencies
	<input type="checkbox"/>	<input type="checkbox"/>	E14. Enhance Services for Transition Age Youth
<b>F – Increase Affordable/ Homeless Housing</b>	<input type="checkbox"/>	<input type="checkbox"/>	F1. Promote Regional SB2 Compliance and Implementation
	<input type="checkbox"/>	<input type="checkbox"/>	F2. Linkage Fee Nexus Study
	<input type="checkbox"/>	<input type="checkbox"/>	F4. Development of Second Dwelling Units

	Plan to participate	Currently participating	County Homeless Initiative Strategies
			Program
	<input type="checkbox"/>	<input type="checkbox"/>	F5. Incentive Zoning/Value Capture Strategies
	<input type="checkbox"/>	<input type="checkbox"/>	F6. Using Public Land for Homeless Housing
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals
	<input type="checkbox"/>	<input type="checkbox"/>	F7. Housing Innovation Fund (One-time)

## Appendix E: County Funding and In-Kind Resources

The following section provides an overview of County funding and in-kind resources the City of Azusa may want to consider now and in the future to supports its Plan.

<b>A1/A5. Homeless Prevention Program for Families and Individuals</b>	
<b>Focus Area</b>	<b>Prevent Homelessness</b>
<b>Lead Department</b>	LAHSA
<b>Description:</b>	Helps to prevent families and individuals from becoming homeless by helping with them rental/housing subsidies, case management services, employment services, and legal services.
<b>Applicability:</b>	Azusa will continue to refer families and individuals at risk of losing housing to the Coordinated Entry System, and could allow Family Solution Center intake personnel to operate out of a City facility in conjunction with its existing Neighborhood Connections program
<b>Available Funds/In-Kind Resources</b>	A1. FY 2018-2019: \$6 million A5. FY 2018-2019: \$11 million
<b>Required Leverage:</b>	Office space for intake personnel
<b>Eligibility:</b>	Co-location determinations are made based on the number of residents experiencing or at-risk for homelessness.

<b>B3. Expand Rapid Re-Housing</b>	
<b>Focus Area</b>	<b>Subsidize Housing</b>
<b>Lead Department</b>	LAHSA/DHS
<b>Description:</b>	Provides families and individuals who are experiencing homelessness and have low-to-moderate housing barriers with quick access to housing coupled with supports, including time-limited financial assistance, case management, housing identification/navigation assistance, and support services.
<b>Applicability:</b>	Azusa has a high number of students in the school district whose families are homeless. Providing funding for Rapid Re-Housing would allow these families to stabilize and reduce long-term homelessness.  Azusa will continue to identify and refer homeless individuals and families who are candidates for Rapid Re-Housing through the Neighborhood Connections program. Cities can also dedicate funding to subsidize Rapid Re-Housing for residents of the community. For cities that contribute \$500/month per family or individual for 9 months, the County will cover the remainder of the rental subsidy and support services. After 9 months, the County will cover the full rental subsidy

<b>B3. Expand Rapid Re-Housing</b>	
	and all support services.
<b>Available Funds/In-Kind Resources</b>	FY 2018-2019: \$73 million allocated as follows: <ul style="list-style-type: none"> <li>• \$53.7 million to LAHSA</li> <li>• \$19.2 million to DHS</li> </ul>
<b>Required Leverage:</b>	\$500/month per family or individual for the first 9 months of the housing placement
<b>Eligibility:</b>	All cities

<b>E4. First Responders Training</b>	
<b>Focus Area</b>	<b>Create a Coordinated System</b>
<b>Lead Department</b>	Los Angeles County Sheriff
<b>Description:</b>	Prepares First Responders (e.g., law enforcement, fire departments, paramedics) to understand homelessness and offer a universal response to homelessness throughout Los Angeles County during outreach efforts.
<b>Applicability:</b>	The Azusa Police Department could align its procedures and protocols with the County by implementing the First Responders Training.
<b>Available Funds/In-Kind Resources</b>	Access to training
<b>Required Leverage:</b>	Police Department staff time for training and, if applicable, policy revisions
<b>Eligibility:</b>	Cities with law enforcement agencies

<b>E6. Countywide Outreach System</b>	
<b>Focus Area</b>	<b>Create a Coordinated Entry System</b>
<b>Lead Department</b>	LAHSA/DHS/DMH
<b>Description:</b>	Establish a countywide network to support outreach, engagement, and housing and services for individuals and families experiencing homelessness. In 2018-2019, increased funding will support one LAHSA outreach team and one multi-disciplinary team in each SPA, as well as 40 additional outreach workers to cover parks, libraries, beaches, and Metro and Public Works locations.
<b>Applicability:</b>	Both the Azusa Neighborhood Connections program and Police Department will continue to make requests for outreach services, using the web-based platform when available.
<b>Available Funds/In-Kind Resources</b>	FY 2018-2019: \$30 million allocated as follows: <ul style="list-style-type: none"> <li>• \$8 million to LAHSA</li> <li>• \$22 million to DHS/DMH</li> </ul>
<b>Required Leverage:</b>	City and Police Department staff time
<b>Eligibility:</b>	All cities

<b>E7. Strengthen the Coordinated Entry System</b>	
<b>Focus Area</b>	<b>Create a Coordinated Entry System</b>
<b>Lead Department</b>	LAHSA/CEO
<b>Description:</b>	Assess the needs of individuals and families experiencing homelessness and connect them to housing and services. In 2018-2019, the Board of Supervisors has allocated \$500,000 for service coordination by Councils of Government and \$1 million to support Cities implementation of their homelessness plans for the first six months of 2019. Additional funding may become available following recommendations from the CEO to the Board of Supervisors in August 2018.
<b>Applicability:</b>	The City of Azusa already refers individuals and families to regional CES providers serving the San Gabriel Valley region through its Neighborhood Connections. Azusa should explore funding to fund a local coordinator and expand its Neighborhood Connections program.
<b>Available Funds/In-Kind Resources</b>	FY 2018-2019: \$70 million allocated as follows: <ul style="list-style-type: none"> <li>• \$35.5 million to LAHSA</li> <li>• \$1.5 million to CEO</li> </ul>
<b>Required Leverage:</b>	City staff time
<b>Eligibility:</b>	All cities

<b>F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals</b>	
<b>Focus Area</b>	<b>Affordable/Homeless Housing</b>
<b>Lead Department</b>	CDC
<b>Description:</b>	Funds are intended to increase the supply of affordable housing through Notices of Funding Availability.
<b>Applicability:</b>	Azusa is already exploring opportunities to develop available land.
<b>Available Funds/In-Kind Resources</b>	FY 2018-2019: \$15 million
<b>Required Leverage:</b>	City support for developing housing on city land within its jurisdiction; partnerships with local housing developers
<b>Eligibility:</b>	All cities