

CITY OF CARSON
PLAN TO PREVENT AND COMBAT
HOMELESSNESS

July 2018

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INTRODUCTION

Through a contract with the CEO’s Office of Los Angeles County, the City of Carson conducted a planning process to develop a multi-year plan (“Plan”) to prevent and end homelessness in the City. To facilitate and guide this process, the City hired Shelter Partnership, a local nonprofit agency specializing in technical assistance related to homelessness and affordable housing. The resulting plan was shaped and informed by a series of four planning sessions – held in May, June and July, 2018 – with representatives from the business, faith, and nonprofit sectors as well as the Sheriff’s Department and other impacted City Departments. See Appendix A for the participant roster. Prior to these meetings, Shelter Partnership conducted extensive background research and in-depth interviews with a broad cross section of stakeholders (both local and regional) to provide context to, and lay the groundwork for, the planning process. A copy of Shelter Partnership’s “Preliminary Assessment of Issues, Barriers & Opportunities” Report can be found in Appendix B. The strategies and associated action steps outlined in the Plan are responsive to the findings and recommendations unearthed during the research and planning phases.

Framework, Timeline, Format & Organization of Plan:

During the first planning session, the Steering Committee established a set of principles to orient and guide the planning process. The principles, which are presented in Appendix C, served as a framework and foundation for the planning process.

The Plan assumes an implementation timeline beginning January 1, 2019. This timeline will allow the City to undertake key activities during the remainder of 2018, including, but not limited to: 1) sharing the plan with Carson residents and businesses; 2) determining the need for additional consulting services from Shelter Partnership or another homelessness consultant; and 3) applying for relevant funding opportunities to support plan implementation (e.g., Measure H, SB2 and other State opportunities, both actual and proposed).

The Plan groups strategies according to common themes (management and coordination, permanent housing, homelessness prevention, etc.). To further differentiate and prioritize strategies, the Plan uses the following classification system, assigning a priority level to each strategy:

IMMEDIATE

MEDIUM

LONGER-TERM

Each priority level is tied to the expected implementation timeline. “Immediate” strategies refer to those that are most time sensitive and will be implemented first, estimated to occur during the first two quarters of 2019. “Medium” refers to those that will be implemented during the first 6-12 months. “Longer-term” refers to those strategies that will be implemented 12-18 months after January 1, 2019.

Each strategy has a set of corresponding action steps as well as a designated implementation timeframe and “custodian.” Custodian refers to the lead entity responsible for strategy ownership and implementation. To measure the City’s progress in accomplishing specific strategies, each strategy includes metrics for performance evaluation.

Other Notes on Plan:

The Plan does not have distinct strategies specific to mental health, substance abuse, domestic violence or other issues germane to homelessness. While preparing the Plan, the Steering Committee remained cognizant of the importance of these issues and, furthermore, of the existing county systems of care that are designed to address them. The goal and intention of the Plan is to address current gaps in services rather than duplicating, or replicating, existing services and systems; for example, by improving linkages (access) for persons experiencing homelessness to county services through increased outreach and navigation services identified herein.

The Plan includes a section of strategies focused on student homelessness, specifically among college students at Cal State Dominguez Hills. While the university was represented by a faculty member on the planning body, the compressed planning process did not allow City staff ample time to engage and plan with all relevant representatives from the CSUDH campus administration. Furthermore, the university itself is currently in the process of developing its own set of strategies and action steps to address housing insecurity among its student population. For that reason, these recommended strategies are only preliminary in nature, and are not necessarily comprehensive. They are included in this Plan, however, in order to recognize the growing problem of student homelessness. During initial implementation of the Plan, the City intends to align its efforts with the administrative and academic leadership of the university and solidify and finalize strategies, with corresponding action steps, where mutual involvement makes sense.

Additionally, the Plan includes a section of recommendations developed by Shelter Partnership. Generally, the recommendations could support one or more strategies (i.e., serve as supporting actions for implementation purposes) but are not specific to any one strategy per se. However, they are presented in Appendix D, rather than integrated into the Plan itself, because the Steering Committee did not have an opportunity to consider and decide on the recommendations.

Reassessment and Recalibration:

The Plan contained herein is meant to be a working document rather than a finished product. The City’s response to homelessness and the plan guiding that response will evolve over time as conditions change, funding opportunities present themselves, and partnerships emerge and/or mature. As such, the City intends to revisit and update this Plan within 18 months of its adoption by the City Council.

A. MANAGEMENT & COORDINATION STRATEGIES

1) Establish new position and/or responsibility of “Homeless Services Coordinator” under the City Manager’s Office, given the need to coordinate services and activities across all Departments and with external stakeholders (e.g., South Bay Council of Governments, LA County, non-profit organizations, etc.).

Priority Level:
IMMEDIATE

Description:

Position responsibilities will include, but not be limited to, the following:

- oversee implementation of the Homelessness Plan
- coordinate efforts across City departments, Sheriff’s Department, Metro, other County agencies, and other relevant community stakeholders (nonprofit service providers, faith communities, businesses)
- contribute to staff training efforts as well as community education initiatives
- identify potential funding opportunities through LAHSA, County, etc.
- manage PATH contract and more closely coordinate with PATH and other regional providers
- facilitate meetings of the existing Carson homeless work group (staff)
- coordinate with relevant regional stakeholders (South Bay COG, South Bay Coalition to End Homelessness)

Note: Due to the City’s fiscal situation, the position will be by contract and possibly at least partly grant-funded, similar to what the City does for comparable roles and responsibilities.

Action Steps:

- i) Determine to what extent the City has any remaining affordable housing funds from RDA dissolution that were allowed to be earmarked for programs combating homelessness (up to \$180,000 of dissolved redevelopment funds remain and are permitted for this purpose under state regulations).
- ii) Request funding from LA County (e.g., Measure H City Implementation grant) to fund the position for the first 12 months, in the form of a match to any remaining development funds. Following the initial term, the City will identify alternative funding to sustain the position (e.g., SB2 allocation from State of CA).
- iii) Develop scope of work and job description for position.
- iv) Recruit for, hire and train contractor.

Timeframe:

Position to be hired during the first 3-6 months.

Custodian:

The City Manager’s Office.

Strategy Measurement:

This strategy will be accomplished once the City contracts with a Homeless Services Coordinator.

2) Establish a Plan Implementation Committee to oversee and manage implementation of Carson's Plan to End and Prevent Homelessness. The Committee will be chaired by the Assistant City Manager with assistance from the Homeless Services Coordinator and include broad participation from public, private and faith-based representatives.

This committee will replace the current Carson Homeless Steering Committee, which meets the first and third Tuesdays of the month. However, the membership will be broader and will involve representatives with decision-making authority, which the Steering Committee currently lacks.

Priority Level:
IMMEDIATE

Action Steps:

- 1) Identify desired membership of the Implementation Committee (8-14 members) from the public, non-profit, faith and business community.
- 2) Invite participants to inaugural meeting.

Timeframe:
3-6 months

Custodian:
The City Manager's Office/Homeless Services Coordinator.

Strategy Measurement:
This strategy will be accomplished once the City establishes an operational Implementation Committee that results in improved coordination and management of services in Carson.

3) Establish regional case conferencing modeled after what currently exists in other neighboring or South Bay cities (e.g., Redondo Beach, Long Beach).

Priority Level:
MEDIUM

Purpose:

The rationale behind this strategy is to:

- create a body and process for effective case planning, information and resource sharing and problem solving; the Carson Homeless Steering Committee is not designed, nor equipped, for this purpose
- engage and work with other affected entities that are not part of the Carson Steering Committee but should be involved in services coordination (e.g., City of Torrance,

Harbor-UCLA, other law enforcement agencies that border Sheriff's Dept. jurisdiction including LAPD, etc.)

Action Steps:

- i) Engage Harbor Interfaith Services, PATH, South Bay Coalition to End Homelessness and other relevant stakeholders to determine and plan the best model for the case conference and identify desired participants, including facilitator/co-facilitator of the meetings
- ii) Invite participants and begin conducting regular case conferences

Timeframe:

6-12 months

Custodian:

TBD

Strategy Measurement:

This strategy will be accomplished once the City establishes recurrent regional case conferencing meetings.

4) Establish a “by-name” list – managed by Carson Homeless Services Coordinator in conjunction with Service Planning Area 8 (“SPA 8”) Lead Coordinated Entry System (“CES”) agency Harbor Interfaith Services, Sheriff’s Dept, etc. – of homeless persons (also to include outreach/navigator personnel assigned to client).

Priority Level:

LONGER-TERM

NOTE: The development and use of a by-name list is predicated upon the contracting of the Carson Homeless Services Coordinator and increased outreach capacity in Carson (i.e., through full-time contracted outreach).

Action Steps:

TBD

Timeframe:

TBD

Custodian:

TBD

Strategy Measurement:

This strategy will be accomplished once the City establishes and actively utilizes a “by-name” list to coordinate and improve services delivery.

5) Establish a business leaders task force to identify and implement private-sector-based solutions to homelessness, including, but not limited to:

- **workforce development strategies**
- **fundraising campaign**
- **donation drives for Laundry Love**
- **business-to-business outreach and education**

Priority Level:

MEDIUM

Action Steps:

- 1) Identify potential participants for task force, including identifying a business leader(s) willing to facilitate the initial meeting.
- 2) Invite participants to planning meeting to gauge interest and plan collectively.
Potential Participants: Chamber of Commerce; South Bay WIB/Carson Career Center; Clear Channel (owner of billboards from which electricity is being illegally siphoned); BNSF (has its own police force patrolling tracks); the LA County Sanitation District (whose facility is adjacent to the railroad tracks); Andeavor; Phillips 66; Brea Canyon Oil Company and E&B Petroleum; Watson Land Company; Prologis; small businesses impacted by homelessness; others as appropriate
- 3) Next steps predicated upon outcome of initial planning meeting

Timeframe:

6-12 months

Custodian:

City's Economic Development Commission supported by the Assistant City Manager.

Strategy Measurement

The success of this strategy will be measured by the following metrics:

- Establishment of task force
- Number of outreach activities
- Number of businesses engaging in efforts to combat homelessness
- Amount of financial and/or in-kind contributions made by businesses

B. OUTREACH & ENGAGEMENT STRATEGIES

1) Contract for a full-time outreach position dedicated to Carson. This contract would replace the existing PATH contract, which due to its modest funding only provides limited weekly outreach.

Rationale: This strategy goes hand in hand with the shelter strategies in this Plan. Increased outreach without a corresponding increase in shelter options will not be effective nor efficient.

Priority Level:

IMMEDIATE

Action Steps:

i) Identify potential funding sources

Some possibilities: Remaining local redevelopment money to combat homelessness; CDBG Public Services monies; SB2 allocation from the state; Emergency Homeless Aid Block Grant proposed by Governor Brown; U.S. Government's Americorps Vista Program (Corporation for National & Community Service)

ii) Define scope of work for position.

Some Considerations:

How best to issue a more focused RFP to solicit prospective service providers?
Can non-profit staff do regular outreach ride-alongs with Sheriff or are there liability barriers? Does it make sense, and is it viable, for deputies and nonprofit staff to do joint outreach using an unmarked police vehicle?

What hours of the day and days of the week are needed for outreach?

How much outreach time should be devoted to vehicular outreach vs street/encampment outreach?

How should new outreach be coordinated with existing Measure H and CES funded outreach in SPA 8?

iii) Issue an RFP to procure the services. Distribute to PATH, Harbor Interfaith Services, Mental Health America and other qualified providers.

Timeframe:

3-6 months

Custodian:

City Manager's Office

Strategy Measurement

The success of this strategy will be measured by the following metrics:

- Increased in contracted outreach hours from part time to full time
- Increase in number of outreach contacts to homeless persons
- Increase in number of homeless persons connected to services, including shelter and permanent housing

2) Enhance services and amenities at the Salvation Army's Stillman Sawyer Family Service Center - located just outside Carson (820 Lomita Blvd, Harbor City) – in order to utilize the site as an Access/Drop-in Center, with on-site showers, mail service, and homeless navigation/case management services.

The Stillman Sawyer Center currently serves a sizable number of low-income Carson residents, including seniors who are at risk of homelessness, and offers some services for homeless persons. The Center is located in an area which has a significant concentration of homelessness. The expanded scope of services at the Center would be available to anyone who is homeless or at risk in Carson and help to better link homeless and at-risk persons to available services.

Priority Level:

IMMEDIATE

Purpose:

To improve services engagement and access and to serve as a staging ground and conduit to regional Coordinated Entry Services (CES). The Sheriff's Department, Carson Community Center and other relevant entities would be able to refer homeless and at-risk residents to the Drop-in Center for assistance.

Action Steps:

- i) Conduct a site survey to determine the need for physical alterations and/or enhancements as well as the feasibility of different services and amenities on site.
- ii) Quantify related costs for desired site changes, services, staffing and amenities: e.g., mobile showers and restrooms; staffing for navigation and case management services; expanding current mail services; etc.
- iii) Identify necessary funding for site alternations/enhancements and for the Center's operations. The City has available CDBG Public Facilities monies that can support the Center. Salvation Army may be able to use disaster monies for certain project costs (e.g., mobile showers), as it is doing elsewhere currently for similar projects. The County may be able to support some operational costs.
- iv) Develop site operational standards and rules.
- v) Contract with the Salvation Army and other providers as needed (e.g., mobile showers).

*If the Stillman Sawyer Center is not appropriate for storage, then the City will explore alternative options. For example, is there a local church that could provide this service, as currently occurs in some other communities (e.g., City of Anaheim, Anaheim Community Church)?

Timeframe:

3-6 months

Custodian:

City Manager's Office

Strategy Measurement

The success of this strategy will be measured by the following metrics:

- Increase in services available to homeless/at-risk residents through the community center
- Increase in the number of persons using center services on a weekly, monthly, and yearly basis
- Increase in number of homeless persons connected to services, including shelter and permanent housing

3) Establish storage options to safeguard the belongings of homeless persons so that they can more easily participate in services.

Purpose:

Fear of leaving their belongings behind is a current barrier to services engagement among many homeless persons. The Stillman Sawyer Family Center does not have the capacity to have on-site storage; as a result, a different location(s) is needed for this purpose.

Priority Level:

IMMEDIATE

Action Steps:

- i) Study and tour examples of storage models from other communities to learn best practices in program design and execution.
- ii) Conduct a survey to identify suitable sites for storage, taking into consideration public, private, and faith-based options. For example, is there a local church that could provide this service, as currently occurs in some other communities (e.g., City of Anaheim, Anaheim Community Church)?
- iii) Quantify related costs for desired services (i.e., physical costs, staffing costs, etc.).
- iv) Identify necessary funding source(s).
- v) Develop site operational standards and rules.
- vi) Contract with site operators as needed.

Timeframe:

3-6 months

Custodian:

City Manager's Office

Strategy Measurement

The success of this strategy will be measured by the following metrics:

- Establishment of at least one site for storage
- Increase in homeless persons engaging in services as a result of storage access and availability.

C. SHELTER & SAFE PARKING STRATEGIES

1) Establish a pilot motel voucher program so that homeless outreach workers can offer an immediate, safe shelter option to homeless individuals, youth, seniors and families, while efforts are made to connect them to ongoing services via the Coordinated Entry System.

Priority Level:

IMMEDIATE

Rationale: One of the primary barriers to engaging homeless persons in Carson is the lack of immediate shelter options. Most individuals feel connected to Carson and do not want to be sent to shelters far away, including downtown Los Angeles. Furthermore, linking homeless persons to the Coordinated Entry System for access to Measure H and other resources is time consuming and can be a source of frustration and disincentive to service engagement for persons who are continually worried about their daily survival.

Action Steps:

- i) Identify potential funding sources for vouchers.
- ii) Identify motels, or hotels, willing to participate in program.
- iii) Meet with Sheriff's Dept, homeless service providers and other relevant stakeholders to design a program (i.e., eligibility and program rules) and plan linkages to CES services.
- iv) Finalize protocols and plans with motel/hotel partners and service partners.

Timeframe:

3-6 months

Custodian:

City Manager's Office

Strategy Measurement:

The success of the pilot program will be measured by:

- Number of motel vouchers made available and number of persons served
- Number of participants who exit motels to safe, alternative housing options, including longer term shelter and permanent housing

2) Study options for placing some RVs, currently occupied by homeless persons living in their vehicles on the streets, in safer locations outside of public rights of way.

Priority Level:

IMMEDIATE

Purpose:

Due to proposed Ordinance No. 18-1808 "Restricting The Parking Of Oversized Vehicles On Carson Streets," RV parking in Carson may become significantly constrained if the Ordinance is adopted, resulting in homeless RV dwellers no longer being allowed to park on streets citywide. The City has a disproportionately large population of vehicular homelessness relative to the size of its homeless population.

Action Steps:

- i) Conduct a site inventory to determine potential, suitable locations for the program.
- ii) Determine whether there are any local permit or zoning restrictions prohibiting RV parking on identified site(s). If so, make changes to allow for RV occupants.
- iii) Determine costs for program including any incentives that may be needed for land/site owners.
- iv) Determine how to prioritize and select homeless RV dwellers for participation.

- v) Increase outreach to homeless RV dwellers in conjunction with the Sheriff's Department.
- vi) Determine possible program funding sources.

Timeframe:
3-6 months

Custodian:
City Manager's Office

3) Establish a safe parking pilot program (approx. 10 vehicles) for cars and trucks on private land (given that the City does not own parking lots) or public land controlled by a county or state agency (e.g., CalTrans, Metro).

NOTE: Government Code 26227 allows the County to make property not needed for County purposes available to nonprofit organizations that provide programs and services necessary to meet the social needs of the County and its residents, upon terms and conditions determined by the Board of Supervisors.

Priority Level:
IMMEDIATE

Action Steps:

- i) Outreach to potential land owners (e.g., faith communities) to identify interested partners and sites (church/temple/mosque parking lots; vacant lots in industrial zones; etc.). Work with County Supervisor Mark Ridley-Thomas' Office to identify any suitable county-owned (or state-owned) land/facilities).
- ii) Conduct research on existing safe parking models, such as those in Santa Barbara, San Diego Seattle, Mountainview, and LA (West LA VA, South LA), to determine how best to design the program (size, hours of operations, services, rules, security, target population(s), eligibility, etc.). Reference County's safe parking report for guidance: http://spa6homeless.org/images/PDFs/4-2-2018_LA_Supervisors_on_Safe_Parking.pdf
- iii) Consult with Safe Parking LA, a local non-profit organization, that can provide guidance on program design and implementation (cost, program templates, etc.).
- iv) Establish pilot costs and identify funding source(s).
- v) Conduct surveys of prospective sites to ascertain their viability.
- vi) Identify and contract with operators and service providers for selected site.

Timeframe:
3-6 months

Custodian:
City Manager's Office

Strategy Measurement:

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

- Number of safe parking spaces established in Carson

- Number of people enrolled in the safe parking program
- Number of safe parking participants exiting to permanent housing

4) Study the feasibility of other shelter options including:

- **Paying for dedicated/reserved beds at (underutilized) board and care homes**
- **Converting a nuisance motel to shelter**
- **Leasing a foreclosed single-family home**

Action Steps:

i) Conduct an analysis of non-residential zones that would be appropriate to site a by-right shelter and list the sites in the new Housing Element being prepared as part of the General Plan Update.

Use the following guide to ensure that sites selected are consistent with SB2 (2007), including being appropriate and reasonable for shelter use:

<http://homeless.lacounty.gov/wp-content/uploads/2017/11/Public-Counsel-SB-2-Best-Practices-Guide-FINAL.pdf>

Other useful resources: <http://www.21elements.com/Emergency-Transitional-and-Supportive-Housing/View-category.html>

ii) Evaluate current usage and vacancies in all licensed facilities in Carson, particularly board and care homes, to ascertain whether there are opportunities to expand beyond the current partnerships Harbor-UCLA has established with a few board and care homes. Link to licensed residential facilities in City: [link to be inserted in later draft]

Priority Level:

MEDIUM

Timeframe:

6-12 months

Custodian:

TBD

Strategy Measurement:

TBD

D. STUDENT HOMELESSNESS

1) Establish a safe parking program for homeless CSUDH students on campus.

Priority Level:

TBD

Action Steps:

TBD

Timeframe:
TBD

Custodian:
TBD

Note: If on-site safe parking is not viable, then alternative strategy could involve an off-site program hosted by a faith community.

2) Establish a motel voucher program for homeless students at a local hotel/motel, to be administered by a nonprofit group (e.g., ASI, Associated Students) which, unlike CSUDH itself, would have fewer bureaucratic hurdles.

Priority Level:
TBD

Action Steps:
TBD

Timeframe:
TBD

Custodian:
TBD

3) Pilot an “Adopt-A-Student” Program via faith and/or business partners (e.g., corporations with CSUDH alumni as owners or leaders) – modeled to some extent off of Project Catch in Boise, Idaho (<http://www.catchprogram.org/>).

Description:
Community sponsors provide partial rent subsidies (deductible potentially if through the Carson Community Foundation or another nonprofit vehicle) to enable homeless students to access and afford permanent housing. The time-limited rent subsidies would enable students to benefit from the stability of housing and avoid having to continuously choosing between school costs and rent. CSUDH Master’s in Social Work Program could provide social work students, under supervision, to provide counseling, support, and service linkages to participating students.

Priority Level:
TBD

Action Steps:
TBD

Timeframe:
TBD

Custodian:
TBD

E. WORKFORCE DEVELOPMENT STRATEGIES

1) Create greater awareness of, and stronger linkages, between the workforce development system and the homelessness services system.

Priority Level:

LONGER-TERM

Action Steps

- i) The South Bay WIB, operator of the Carson Career Center AJCC, provides increased outreach and education about its various programs benefitting homeless and low-income populations, including subsidized training and work experience, supportive services and other resources prioritized for Carson residents. Outreach and education should be targeted to the Sheriff's Department Carson Station personnel, nonprofit service providers and other relevant stakeholders who interface with homeless persons.
- ii) Assess whether there is a need to increase the number of days a homeless services provider co-locates at the Carson Career Center beyond PATH's soon-to-begin schedule (approx. 1 day/week).
- iii) If there is a need for more frequent co-location, the South Bay WIB should further engage PATH and/or other prospective partners who are already providing outreach services in Carson (e.g., Harbor Interfaith Services, Mental Health America) and can provide leveraged shelter and housing resources.

Timeframe:
12-18 months

Custodian:
South Bay WIB

Strategy Measurement:

The success of this strategy will be measured by the increase in outreach and education provided by the South Bay WIB to relevant stakeholders. Additional metrics will be added if determined necessary (e.g., increase in co-location hours/days).

2) Explore the establishment of a Business Improvement District (BID) along Carson Street and the development of training and employment opportunities (e.g., street and sidewalk cleaning) for homeless persons, modeled after similar initiatives in other cities (e.g., City of LA and its BID partnership with the nonprofit agency Chrysalis).

Priority Level:

LONGER-TERM

- i) Study the creation of a BID along Carson Street for inclusion in the General Plan Update. Engage the Chamber of Commerce in this process.
- ii) If a BID is viable, work with the South Bay WIB/Carson Career Center to structure workforce development opportunities/partnerships and, wherever possible, leverage the WIB's resources to subsidize training and work experience opportunities (e.g., Bridge to Work for foster youth and Transitional Subsidized Employment for welfare recipients, including set-asides for homeless participants).

Timeframe:

12-18 months

Custodian:

City Manager's Office

Strategy Measurement:

TBD, contingent upon the creation of a BID, but could include the number of homeless/formerly homeless persons trained and number employed.

F. PERMANENT HOUSING ACCESS STRATEGIES

1) Establish a Carson-funded rapid re-housing pilot program, leveraging match resources available through Measure H.

Priority Level:

IMMEDIATE

Action Steps:

- i) Convene a planning group with Harbor Interfaith Services, Salvation Army, PATH, etc. to design the pilot program
- ii) Identify and pursue funding for program, including, but not limited to, HOME TBRA funding through the State of CA, SB2 and/or Homeless Emergency Aid Block monies proposed by Governor Brown in the new budget.
- iii) Once funding is secured, seek Measure H rapid re-housing match funding (Strategy B3) from County
- iv) Issue an RFP to select a provider to operate the pilot program, focusing on current SPA 8 CES rapid re-housing contractors since participants will have to go through CES in order to benefit from the match resources (both financial assistance and supportive services).
Note: Need to determine whether it is necessary to contract with a service provider for this purpose or whether referrals can simply be made to existing CES providers.
- v) Begin program implementation.

Timeframe:

3-6 months

Custodian:
City Manager's Office

Strategy Measurement:

The success of the rapid re-housing pilot will be measured by:

- Successful procurement of a local funding source for rapid re-housing
- Successful receipt of matching funds from the County/Measure H
- Number of landlords participating in the pilot
- Number of homeless participants moving into permanent housing
- Housing retention of participants (6 months; 1 year)

2) Engage and build partnerships with local and regional landlords, including via the South Bay Association of Realtors.

Priority Level:
IMMEDIATE

Action Steps:

i) Convene a planning meeting – along with other South Bay cities and South Bay COG – with the South Bay Association of Realtors to present and explore collaboration possibilities.

Possibilities include working with the Association to identify:

- homeowners interested in participating in an Accessory Dwelling Unit (ADU) pilot program
- homeowners in need of, or interested in, shared housing arrangements (e.g., to boost their monthly income)
- multi-family housing owners interested in renting to homeless households and partnering with CES/homeless service providers

ii) Conduct regional landlord outreach efforts in conjunction with neighboring cities and County Supervisor(s), modeled in many ways after what LA County is doing through “House LA” and the Homeless Incentive Program (HIP)

- Align with community leaders who are natural allies in this effort; for example, Councilmember Davis-Holmes is a landlord who already rents to formerly homeless households, including Veterans, through HACoLA's Section 8 program

Timeframe:
3-6 months

Custodian:
City Manager's Office

Strategy Measurement:

Because the exact collaboration possibilities and deliverables are yet to be determined, it is premature to craft metrics at this time.

3) Identify affordable housing projects serving Veterans that can apply for project-based VASH vouchers through the Community Development Commission/Housing Authority, County of Los Angeles (CDC/HA).

Priority Level:

IMMEDIATE

Action Steps:

- i) Identify all potentially eligible projects and alert the developer/owner of the opportunity.
- ii) Determine whether the City needs to amend its agreements (e.g., DDA) and plans (Tenant Selection and Marketing Plans) with the developer/owner.
- iii) Work with and support any interested developer/owner to identify an appropriate service provider for the project.
- iv) Support developer(s)/owner(s) in submitting a competitive application to CDC.

Timeframe:

3-6 months

Custodian:

Community Development Department

Strategy Measurement:

The success of this strategy will be measured by the number of projects that apply for, receive, and utilize project-based VASH vouchers.

4) Identify affordable housing operators who are willing to voluntarily implement a Homeless Preference, or Limited Homeless Preference, for their turnover units. This includes owners/ operators of housing developments previously supported by CRA and now supported by the Carson Housing Authority as well as any other affordable multi-family housing in the City.

Note: Committed units need to be paired with a rental subsidy and services to ensure the units are affordable to homeless persons (individual, family or youth) and appropriate supportive services are in place to ensure stable tenancies.

Priority Level:

IMMEDIATE

Action Steps:

- i) convene property owners/operators to explain Homeless Preference/Limited Homeless Preference, answer questions and concerns, and gauge interest

NOTE: Carson may use part of its anticipated Homeless Plan Implementation Grant from the County to hire a consultant to help with the design and implementation of this strategy

ii) discuss with the County allocating either project-based subsidies (VASH PBVs or other PBVs via HACoLA, depending on project population) or project-based subsidies (or tenant-based if only option) via Measure H Strategy D7

iii) convene second workshop with interested owners to provide TA on how to implement Limited Preference using toolkit prepared by HUD:

Implementing Homeless Preference Toolkit (2015)

https://www.hudexchange.info/resources/documents/Opening-Doors-Through-Multifamily-Housing-Toolkit-for-Implementing-a-Homeless-Preference.pdf?utm_source=HUD+Exchange+Mailing+List&utm_campaign=87fe9c9690-Homeless+and+Move+On+RFI+Correction+2%2F12%2F18&utm_medium=email&utm_term=0_f32b935a5f-87fe9c9690-19452149

HUD's Notice allowing for homeless preferences in multi-family properties (2013):

https://www.hud.gov/sites/documents/13-21HSGN.PDF?utm_source=HUD+Exchange+Mailing+List&utm_campaign=87fe9c9690-Homeless+and+Move+On+RFI+Correction+2%2F12%2F18&utm_medium=email&utm_term=0_f32b935a5f-87fe9c9690-19452149

iv) work one-on-one with interested owners to provide additional technical assistance, such as re: amending Tenant Selection and Marketing Plans; establish service provider partnerships for owners who prefer to give preference to homeless applicants referred by a specific homeless services agency; etc.

Timeframe:

3-6 months

Custodian:

City Manager's Office

Strategy Measurement:

The success of this strategy will be measured by the number of affordable housing operators that implement a homeless preference.

5) Develop a shared housing pilot program using existing housing stock.

Priority Level:

IMMEDIATE

Action Steps:

i) Immediately: Identify available housing stock for this purpose, focused on single-family property owners who may not live in their properties but would be willing to master lease them to a third party for a shared housing program.

ii) Engage providers with proven experienced operating shared housing programs to provide input on how to design the pilot program. This includes, but is not necessarily limited to, the Self-Help and Recovery Exchange (SHARE!).

iii) Implement the program.

iv) Longer-term steps to identify alternative properties options for shared housing:

- Explore purchasing and/or leasing foreclosed homes, including using forthcoming new resources from the State of CA (e.g., Carson's direct allocation of SB 2 Building Jobs & Homes Act funds; acquisition of foreclosed properties will be an eligible activity).
- Among the 300-400 foreclosures occurring per year, research key trends and questions such as which institutional lenders control the properties, whether lenders can receive CRA credit through the below-market sale or leasing of REOs, and where properties are located within the City.

Timeframe:

3-6 months

Custodian:

TBD

Strategy Measurement:

The success of the shared housing strategy will be measured by:

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

G. PERMANENT HOUSING & PERMANENT SUPPORTIVE HOUSING PRODUCTION STRATEGIES

1) Explore avenues to address the impact of new commercial and market-rate residential development on community demand for affordable housing.

Priority Level:

IMMEDIATE

Rationale: Carson's interim developer impact fees are intended to address the impact of commercial and residential development on the City's infrastructure such as roads, parks, etc. As currently constructed, however, the interim policy will not address the need for affordable housing – at varying income levels – created by additional low-wage workers and other demands resulting from new development.

With the dissolution of redevelopment agencies in 2012, the City lost a critical set of resources and tools to address community needs surrounding affordable housing, including being able to offer subsidies to developers in exchange for affordable units. The City must now explore and identify new strategies to fund and stimulate affordable housing development that will be viable in the marketplace. Such strategies include new revenue sources, regulatory requirements and/or alternative incentives to offer developers in exchange for affordable units. The strategy is urgent because the City is currently updating its General Plan and so has an opportunity to align efforts.

Action Steps:

i) Decide on potential policy options to be studied. Options include, but are not necessarily limited to, inclusionary zoning pursuant to Assembly Bill 1505, housing impact/linkage fees, and community benefits agreements (public benefits bonus) that designate affordable housing as a public benefit in exchange for incentives or bonuses to developers (e.g., expedited permitting process; relaxed parking requirements; increased density and Floor Area Ratio, etc.).

ii) Commission a neutral third-party to:

- study different policy and revenue options (i.e., nexus study; financial feasibility study) in consultation with developers and other relevant stakeholders in order to determine which options are most economically feasible and whether any inducements or incentives are necessary to ensure feasibility
- provide case examples from other cities in CA (e.g., San Diego, Oakland, Sacramento, and the City of LA have housing impact fee policies; San Jose and other cities have inclusionary housing ordinances; Berkeley, Santa Monica and Palo Alto have public benefits bonus ordinances as does the City of LA through its Transit Oriented Communities Affordable Housing Incentive Program)
- evaluate the potential benefits and leverage possibilities of using new revenue sources to combat homelessness and promote affordable housing; for example, one of the eligible uses for forthcoming SB 2 monies from the State of CA is for matches for local housing trust funds
- present recommendations regarding design and structure (e.g., geographic targeting, fee schedules, phasing in and out of incentives, phasing in fee schedules; mandatory versus voluntary requirements; etc.).

iii) Seek public input on options.

iv) Finalize policy action(s) (e.g., establishment of necessary ordinances).

Timeframe:

3-6 months

Custodian:

City Manager's Office

Strategy Measurement:

The success of this strategy will be measured by the creation of a white paper resulting from the study. Success will also be measured by the subsequent steps taken by the City to implement one or more of the recommended policy and revenue options.

2) Use remaining redevelopment funds to promote the development of a mixed population affordable housing project, including dedicated supportive housing units for homeless seniors, families or another homeless subgroup.

Priority Level:

MEDIUM

Action steps:

i) Sign the Supportive Housing MOU with LA County in order to leverage County Measure H funding for services for the project. This funding commitment from the County will then enable the developer to leverage additional capital funding for the project.

NOTE: The LA County Board of Supervisors motion authorizing the MOUs and a template MOU can be accessed here:

<http://file.lacounty.gov/SDSInter/bos/supdocs/116267.pdf>

ii) Amend current City zoning code (ordinance No. 12-1484) to improve compliance with California SB2 (2007); specifically, modify the definition of Supportive Housing to eliminate the defined length of stay of 6 months in order to make supportive housing comparable to all other residential uses of the same type in the same zone.

iii) Identify desired site(s) for affordable housing project(s) – new development or rehab – updating the list previously created for the 2014-21 Housing Element (per p. 89 and p. 96).

iv) Release a Request for Expression of Interest (or RFQ) to developers.

v) Meet with developers to discuss specifics and align local efforts with the timing of related capital NOFAs (e.g., Community Development Commission NOFA Rounds 24-A and B; No Place Like Home via State of CA; etc.)

v) Determine other potential funding that Carson can dedicate to housing development; for example, a portion of the SB2 allocation from the State of CA,

vi) Remaining steps TBD.

Timeframe:

6-12 months (ongoing for actual project development)

Custodian:

City Manager's Office

Strategy Measurement:

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

- Amendment of zoning code to align the definition of supportive housing with SB2
- Number of affordable and special needs/homeless units created

3) Create a pilot program for homeowners to create accessory dwelling units ADUs to be leased to homeless persons, who would be pre-screened by service provider(s) and further screened by individual owners to ascertain eligibility and fit. Homeless participants – seniors, Veterans, adults, youth, etc. – would be paired with supportive services to promote stable tenancies.

Rationale: The majority of Carson's housing stock consists of single-family homes, most of which have backyards and/or convertible structures (i.e., garages). Further, there is not much remaining developable land in Carson for new affordable multi-family housing. ADUs cost a fraction of what it costs to develop an affordable housing unit and ADUs can be built much quicker: http://turnercenter.berkeley.edu/uploads/ADU_Update_Brief_December_2017_.pdf Additionally, ADUs are a seamless way to re-integrate formerly homeless persons into the Carson community.

Priority Level:

LONGER-TERM

Action Steps:

- i) Consult with the LA County Department of Regional Planning to understand how it designed its ADU pilot program: <http://planning.lacounty.gov/secondunitpilot> Also consult with La Mas, which is piloting an ADU initiative in the City of LA using Section 8 vouchers and other homeowner incentives: <https://www.mas.la/affordable-adus/>
- ii) Explore whether GrowthPoint Structures, based in Carson, would participate in the pilot offering recycled shipping containers at reduced cost (example of this model in use elsewhere: <https://boxouse.com/>)
- iii) Review the City's current fees, building codes, and other requirements to ascertain whether there are any unnecessary barriers to homeowners building ADUs. Such constraints could be relaxed or removed altogether.
- iv) Conduct focus groups with homeowners to explain how the program would work, share findings from action step 2, gauge their interest, and identify their concerns and needs.
- v) Determine incentives that Carson, in conjunction with LA County/LAHSa/Coordinated Entry System/HACoLA, can offer to homeowners who are willing to rent ADUs to homeless persons. Some possibilities include, but are not limited to:

- Waiving or deferring permit fees (i.e, water and sewer connection fees)
- Reducing or waiving development fees
- Commitment of services and rental subsidies on an ongoing basis
- Access to low-interest construction loans
- Discounted architectural and project management services
- Access to existing ADU designs that can be easily adapted to save money (e.g., those available from the County's ADU design competition)

Another possibility would be to partner with Habitat for Humanity to reduce construction costs, as is happening in other communities across the country: e.g., Denver:

<https://www.planetizen.com/news/2017/12/96066-granny-flats-affordable-housing-west-denver>

- vi) Explore the use of City's CDBG funds to incentivize homeowner participation, which would enable Carson to demonstrate to HUD how the City is being proactive in combating homelessness. Engage community lenders like Genesis LA, since conventional lenders typically don't provide ADU loans and not all homeowners may want to, or be able to, finance projects using equity in their homes.

Timeframe:

12-18 months

Custodian:

City Manager's Office

Strategy Measurement:

The success of an ADU pilot will be measured by the:

- Number of ADUs leased to formerly homeless tenants
- Housing retention of formerly homeless tenants (6 and 12 months)

4) Explore other revenue generation strategies to support the expansion of affordable housing.

Priority Level:

LONGER-TERM

Action Steps:

i) Identify potential revenue options to be studied. Engage with other cities in LA County, and beyond, to explore what other jurisdictions are doing in this regard. Options could include, but certainly are not limited to:

- an ongoing fee for the City's Foreclosure Registration Program rather than the current one-time fee (or, alternatively, increasing the up-front Registration Fee), given the continued fairly high number of foreclosures occurring each year;
- fines for owners of foreclosed properties that leave properties vacant for prolonged periods of time (Vancouver, British Columbia recently began implementing an "Empty Homes Tax"); and

ii) Seek public input on options, including from impacted entities.

iii) Draft and adopt required policy/policies.

Timeframe:

12-18 months

Custodian:

City Manager's Office

Strategy Measurement:

The success of this strategy will be measured by the creation of a white paper resulting from the study. Success will also be measured by the subsequent steps taken by the City to implement one or more of the recommended revenue options.

5) Review the City's Density Bonus Ordinance and current affordable/supportive housing requirements under local code/ordinance to ascertain whether any changes are needed to promote the development of affordable and supportive housing.

Priority Level:

LONGER-TERM

Action Steps:

i) Review the current affordable/supportive housing requirements under local code/ordinance to ascertain if some of them are unnecessary or can be amended to promote the development of affordable housing. For example:

- can the City's development review and approval process be streamlined and/or expedited for certain affordable housing projects such as those serving formerly homeless populations?
- can parking requirements be relaxed for certain projects?
- are current codes and regulations inhibiting the use of alternative, more cost-effective development such as modular or pre-fabricated housing?

- ii) Review the City's Density Bonus Ordinance to ascertain whether there are additional provisions to be added to further facilitate the development of affordable and/or supportive housing for persons who are homeless and those who are at risk of homelessness. For example:
 - can developments with 100 percent affordable units be permitted by right in commercial zones? This an update that the Department of Regional Planning is currently making to Los Angeles County's Density Bonus Ordinance.
- iii) Produce a report with recommendations for amendments for Council review.
- iv) Make approved amendments.

Timeframe:
12-18 months

Custodian:
Community Development Department

Strategy Measurement:
The success of this strategy will be measured by the completion of the review of local ordinance and requirements. If needed changes are identified, the success of the strategy will also be measured by whether, and to what extent, such changes are implemented.

H. HOMELESSNESS PREVENTION & PERMANENT HOUSING PRESERVATION STRATEGIES

1) Consider establishing a homelessness prevention fund providing flexible financial assistance (e.g., eviction prevention), while strengthening connections between the City and prevention resources available through the SPA 8 Coordinated Entry System.

Priority Level:
LONGER-TERM

Action Steps:

- i) Explore ways to improve linkages and referral methods between City departments, service providers and SPA 8 CES providers providing financial assistance, case management and/or legal services aimed at preserving tenancies or relocating at-risk residents to alternative stable housing.
- ii) Establish mechanisms, criteria, and communication strategies for identifying and referring for assistance seniors, families and other residents who at risk of homelessness.
- ii) Establish prioritization criteria for determining when such residents will be referred through existing prevention resources administered through the SPA 8 Coordinated Entry System and when they will be referred to Carson's program.
- iii) Identify funding sources for the prevention fund, including, but not limited to, private donations, City grants and State grants.
- iv) Identify a nonprofit service provider to administer prevention resources, such as Carson's CDBG grantees that already interface with low-income and at-risk residents and may be able to leverage their existing case management services to support assisted households.

Timeframe:
12-18 months

Custodian:
City Manager's Office

Strategy Measurement:
TBD, contingent upon the establishment of a homelessness prevention fund/program.

2) Enhance efforts to protect existing affordable housing projects in the City.

Priority Level:

LONGER-TERM

Rationale: Carson has several hundred units of affordable assisted housing serving a variety of low-income populations (561 units currently under affordability covenants per the FY 18 Budget report). These buildings are at risk of converting to market-rate housing once their affordability covenants expire, although no covenants will expire in the near future. Currently, while the City does basic monitoring of projects via a contractor, the City has few tools for preserving buildings as affordable once deed restrictions are lifted. The City can use the time it has on its side now to research and develop more proactive measures to preserve the affordability of these housing units long term.

- i) Ascertain whether current monitoring efforts are sufficient or should be enhanced, for example, through the creation of a preservation team, database, assignment of risk levels to specific projects, etc.
- ii) Identify the projects that are at greatest risk of conversion.
- iii) Research efforts undertaken by other cities to preserve or extend expiring affordable housing covenants.

Note: Link to national research conducted recently by City of LA:

http://clkrep.lacity.org/onlinedocs/2016/16-1443_rpt_HCI_02-15-2018.pdf

- iii) Convene a study session with owners to ascertain their intentions once their projects fulfill affordability covenants and to gauge interest in working with the City to maintain the affordability of their projects.
- iv) Explore options for preserving the properties as affordable, including allocating money from the City's budget for this purpose, engaging various innovative financing options emerging in the marketplace (e.g., <http://alignfinance.com/>), and facilitating strategic sales of properties (e.g., to a social-purpose real estate investment trust such as Housing Partnership Equity Trust).
- v) Identify whether any fees that may result from implementation of Strategy G1 could be used to provide incentives/subsidies to owners to maintain their properties as affordable.
- vi) Develop plans for preserving projects, focusing initially on the highest risk projects.
- vii) Other steps TBD.

Timeframe:
6-12 months

Custodian:
Contractor/Community Development Department

Strategy Measurement:
TBD, contingent upon the outcome of the initial outcome steps.

I. PUBLIC EDUCATION AND COMMUNITY ENGAGEMENT STRATEGIES

1) Improve the City’s efforts to educate the public about homelessness and affordable housing and the ways in which the City is addressing community needs in this regard.

Priority Level:
MEDIUM

Action Steps:

i) Create a homelessness educational website (or add dedicated links and pages within Carson’s current website) and Toolkit for the public, similar to what Santa Monica has done (available in both English and Spanish): <https://www.weare.santamonica.gov/>

Toolkit:

https://static1.squarespace.com/static/5a959b0545776ea1ff3689a6/t/5a9dc8c7ec212d191ef2c0bd/1520289991827/SM+Homelessness+Digital+Toolkit_English.pdf

Another website example: <https://www.malibucity.org/homelessness>

ii) Partner with United Way of Greater LA’s “EveryoneIn Campaign” to host a “pop-up event” to educate the community about homelessness and its solutions and to dispel popular myths. The event could be part of a larger Carson community/cultural event or it could be part of the City’s planned pop-up events related to the General Plan.

iii) Use the quarterly “Carson Report” to educate residents about homelessness in the City, efforts to address it, ways that residents can contribute and get involved, and links to opportunities for further education and involvement.

iv) Additional steps TBD.

Timeframe:
6-12 months

Custodian:
City Manager’s Office

Strategy Measurement:
The success of this strategy will be measured by the number of new and/or improved educational tools created for public benefit and the number of outreach/education events held.

2) Engage a greater number of faith communities in addressing homelessness and improve the coordination of efforts across and among these communities.

Priority Level:

IMMEDIATE

Action Steps:

- i) Establish a faith leaders coordination circle to stimulate new ideas, improve coordination, and align efforts
- ii) Hold an interfaith summit to jumpstart efforts, engage new faith communities and support overall coordination (LA County and City of Long Beach have held similar convenings and can share lessons learned)
- iii) Additional action steps TBD.

Timeframe:

3-6 months

Custodian:

City Manager's Office

Strategy Measurement:

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

- Creation of a faith leaders' coordination circle
- Number of faith communities with establishing and/or enhancing homeless ministries/programs/services (depending on the strategies pursued)
- Number of events (e.g., Everyone In) hosted by faith communities
- Number of faith leaders trained in homelessness-related topics

J. TRAINING AND PROFESSIONAL DEVELOPMENT STRATEGIES

1) Improve training and education on homelessness, affordable housing and existing services for City personnel and elected officials.

Priority Level:

MEDIUM

Action Steps:

- i) Provide/Arrange for homelessness 101 and existing resources training (including how to make referrals) during new hire orientation for City staff whose roles intersect with the issue of homelessness
- ii) Provide/Arrange for more targeted, in-depth training on homelessness, mental illness, trauma-informed care, and related topics for City staff who directly interact with individuals who are homeless (e.g., Human Services, Public Works, Code Enforcement, etc.)

- iii) Compile list of external training opportunities (e.g., role for Homeless Coordinator) and avail staff of the opportunities. For example: Educational presentations at meetings of the South Bay Coalition to End Homelessness; LAHSA/County's Centralized Training Academy; Sherriff's Dept trainings; etc.
- iv) Organize a bus tour for elected officials, business leaders, faith leaders, etc. of permanent supportive housing and other model homeless service projects (e.g., drop-in center; converted motels for shelter or permanent housing, etc.)
- v) Additional action steps TBD.

Timeframe:
6-12 months

Custodian:
City Manager's Office

Strategy Measurement:
The following metrics will help to measure achievement of this strategy:

- Number of trainings and/or educational tours held to benefit staff and elected officials

APPENDIX A.

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CARSON HOMELESS PLANNING STEERING COMMITTEE ROSTER

The following list represents individuals who participated in one or more of the planning sessions held on May 7, May 21, June 4, and July 9, 2018.

| Name | Agency | Title | Email Address |
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| | | | |
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APPENDIX B.

PRELIMINARY ASSESSMENT OF ISSUES, BARRIERS & OPPORTUNITIES

Carson Homeless Plan Prepared by Shelter Partnership May 2018

NOTE: This document was produced by Shelter Partnership based on staff interviews with key stakeholders and other independent research including review of relevant City documents (e.g., General Plan, Housing Element, CDBG Action Plan, etc.).

Nature, Scope, and Impact of Homelessness

- Homelessness in Carson at its current level and visibility is relatively new; the sense is that the problem has become much more visible and larger than it was 10-15 years ago
- Carson's homeless population consists predominantly of single adults, including seniors, some transition-age youth, and homeless students; there are few visibly homeless families with children (i.e., in encampments, living in RVs or other vehicles)
- The extent of student homelessness – particularly among CSUDH students – is not well understood but the population appears to be growing, although it remains largely invisible
- Since Carson does not have any homeless shelters, its homeless population is 100% unsheltered, living in encampments, RVs and other vehicles, and living in open spaces such as behind shopping centers
- The “official” count of homelessness in Carson comes from the January 2017 enumeration conducted by LAHSA (LA Homeless Services Authority) which identified 378 homeless persons
 - LAHSA will release the 2018 homeless count results for Carson in Summer 2018
 - The count is thought to be an undercount due to methodological limitations, among other reasons; for example, homeless CSUDH students are less likely to be counted than other homeless populations
- Vehicular homelessness, including RVs, is concentrated in industrial more than residential areas
- Homelessness in Carson, particularly along the borders, has become fluid, with “migration patterns” of encampments, RV dwellers, etc. influenced by regional responses, whether negative and positive
- There are numerous public health and safety issues associated with homelessness in Carson, including, but not limited to, the lack of human and solid waste disposal services for RVs and encampments
- Beyond its resources that are specifically earmarked and dedicated to combating homelessness (e.g., contract with PATH), the City is being forced to spend many additional, “non-dedicated” resources in response to problems stemming from homelessness, i.e., code enforcement, public works, Sherriff's Dept (booking and jail stay costs), etc.
- There is a not a good sense of the demographics, histories and needs of homeless residents

Resources

- Carson and its public partners (i.e., Sherriff) have made some important investments and contributions to date to address homelessness. A few examples...
 - Carson's ongoing contract with PATH for outreach services and Laundry Love for free laundry services for persons experiencing homelessness

- Captain Skeen from the Carson Sheriff's Station has prioritized ending homelessness and dedicated various resources to this goal
- Establishment of Carson homeless steering committee that meets every other week on Tuesdays at City Hall
- City departments have shown a shared commitment and concern over homelessness
- City has held homeless outreach events (e.g., at Dominguez Park) to bring service providers together and increase access to services for persons experiencing homelessness
- The ongoing City budget situation restricts the type and level of resources that can be dedicated to combating homelessness
- Carson has expended most of its resources remaining from the dissolution of the local redevelopment agency, restricting the types and number of affordable housing projects the City can financially support
- Carson does not have any shelters currently; City used to have two – one for victims of domestic violence (Peace and Joy) and the other for homeless families (Charlotte's House)
- Carson does not have a motel voucher program for homeless residents
- The very limited number of shelter resources in the South Bay/SPA 8 makes it very difficult for Sherriff, city staff and nonprofit service providers to link persons on the streets with services
- Carson does not have a dedicated drop-in center for homeless services, the Carson Community Center and the human services division function to some degree as a default drop-in center (but without adequate resources or amenities such as showers and storage)
- While Carson has a number of affordable housing projects, the City does not have any supportive housing projects
- Current affordable housing projects generally do not set aside units for homeless individuals or families, either when they first opened or when a low-income tenant leaves and a unit becomes vacant
- Carson does not have any targeted homelessness prevention services

Opportunities: Planning Efforts

- Carson has some current and/or upcoming planning efforts with relation to homelessness and affordable housing in which City can establish new and/or updated goals and strategies
 - General Plan Update
 - 5-Year Consolidated Plan for federal Community Development Block Grant (CDBG) - Current 5-Year Con Plan ends 2019-2020

Coordination, Education, and Training

- Understanding of and coordination with CES (Coordinated Entry System) can be improved
- Staff training and education is needed as well as community education
- Sherriff's Dept plays a pivotal, significant role in homeless outreach, but connections to services remain challenging for various reasons
- Addressing homelessness in Carson is complicated, involving lots of different stakeholders and agencies with different mandates and responsibilities and lots of inter-jurisdictional issues:
 - Cal Trans, Flood Control District, Public Works, Metro, businesses and corporations directly impacted, Harbor-UCLA, City departments, nonprofit and faith groups, etc.

- Homelessness in Carson crosses various jurisdictional lines, including, but not limited to, incorporated and unincorporated; Carson proper abuts unincorporated areas, City of LA, etc....implications for law enforcement responsibility, public works responsibility, etc.
- There is not necessarily regular communication and coordination across borders at the “front lines” level (e.g., LAPD, Sheriff, nonprofit service providers), although there have been efforts to bridge the divide
- Carson lacks a venue to address service coordination and delivery challenges and opportunities; the Carson homeless steering committee isn’t really designed for case conferencing purposes
- Coordinating between law enforcement, city departments, nonprofit service providers, and faith-based groups could be improved through case conferencing meetings
- Many different faith groups in Carson are responding in different ways to homelessness but their efforts are not coordinated

Homeless Outreach

- The level of outreach by LAHSA and nonprofit service providers to encampments is far greater than outreach to RV dwellers; Sheriff Dept provides outreach to all homeless, including RVs
- City’s contract with PATH only provides part-time outreach services (1-2 days per week)
- Most of the outreach from LAHSA and nonprofit service providers is reactive in nature
- Code enforcement, human services, Sheriff’s deputies who are focused on homeless outreach feel greater, more consistent outreach services are needed
- Increasing outreach resources without any corresponding increases in shelter and housing options will not provide a “true fix”; outreach is only as effective as the services and resources that can be offered at the time of engagement with a homeless individual
- The existing CES in South Bay/SPA 8 does not have sufficient shelter and housing resources and capacity to absorb all clients engaged by outreach as it is

Housing Landscape and Needs

- Carson has far more single-family homes than multi-family housing
- Carson is largely built out...not a lot of vacant developable land...challenge of environmental contaminants on some vacant land; other areas are zoned (and likely more appropriate) for industrial uses, not residential.
- Air BnB does not appear to be having an adverse impact on the rental housing stock as is occurring in other communities
- Housing affordability has become a significant issue; home prices have increased by 31 percent since 2000 and more than 50 percent of renters are considered rent-burdened (see below graphic)
- Rents continue to rise faster than household income (see below graphic)
- Most new (under development or planned) affordable housing is designated for seniors, artists, and veterans.
- There is a need for affordable housing for other populations.
 - For example, while the City’s poverty rate (2010 Census) is 7.6% - compared to 17.1% in LA County – 27% of female-headed households with minor children live below the poverty level, 3 times the rate of the entire City.
- Much of Carson’s affordable housing stock consists of its numerous mobile home parks (approx. 2300 units in total, distributed among 21 parks);

- With the expiration in 2017 of the City's emergency moratorium on mobile home park closures, this affordable housing stock is at heightened risk of loss, potentially exposing affected residents, many of whom are on fixed incomes, to homelessness and/or displacement.
- Despite a strong economy, Carson continues to see about 300-400 home foreclosures annually.
- Carson has a substantial supply of licensed facilities, including some board and care homes that have been used to a limited degree, and potentially could be used to a greater degree, to increase the supply of housing options for certain homeless persons
 - 58 licensed adult residential care facilities (six or fewer adults per facility). One exception: Olivia Isabel Manor adult care facility accommodates 110 residents.
 - 6 group homes each accommodating six adults.
 - 24 residential care facilities for the elderly, each accommodating six adults
 - Carson Senior Assisted Living Facility which accommodates 230 residents
 - 3 small-family homes in Carson, each accommodating six persons or less
- Carson is expected to have faster population growth than in recent periods but will the supply of housing be adequate to meet increased demand and can the production of new housing at different income levels keep pace?
 - SCAG projects a 16% increase (14,200) in Carson's population between 2015 and 2040; from 93,700 residents in 2017 to 107,900 residents. By comparison, from 2000 to 2017 the population only grew by 3,970 persons. (SCAG = SoCal Assoc of Governments)

| Housing Type | Number of Housing Units | | | Change 1990-2000 | | .Change 2000-2010 | |
|---|-------------------------|---------------|---------------|------------------|-------------|-------------------|-------------|
| | 1990 | 2000 | 2010 | Number | Percent | Number | Percent |
| Single-Family | 19,149 | 19,956 | 20,747 | 807 | 4.2% | 791 | 4.0% |
| Multi-Family | 2,672 | 2,876 | 2,831 | 204 | 7.6% | -45 | -1.6% |
| Mobilehomes and Other (Boat, RV, etc.) | 2,620 | 2,505 | 2,412 | -115 | -4.4% | -93 | -3.7% |
| Totals: | 24,441 | 25,337 | 25,990 | 896 | 7.4% | 653 | 2.6% |

Sources: U.S. Dept. of Commerce, Bureau of the Census, 1990 and 2000 Census Report; and 2008-2010 American Community Survey

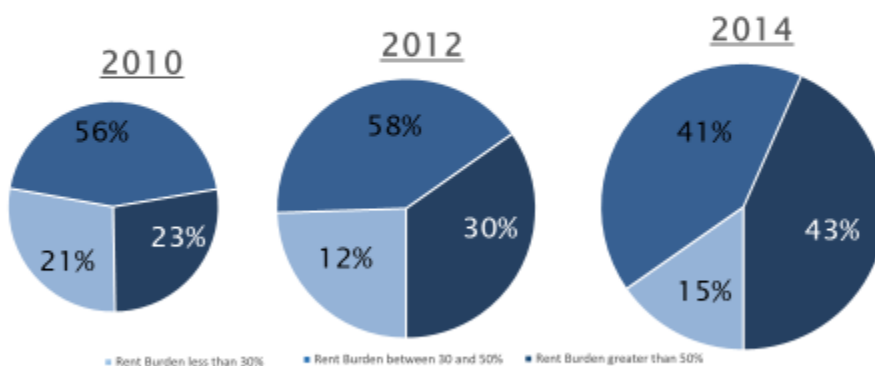
Rising Rents Outpace Increases in Income

| | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | % Change '11-'16 |
|----------------------------------|----------|----------|----------|----------|----------|----------|------------------|
| Renter Household Median Income | \$52,293 | \$50,742 | \$47,764 | \$46,240 | \$47,263 | \$51,372 | -1.76% |
| General Population Median Income | \$70,416 | \$71,653 | \$72,235 | \$71,420 | \$72,421 | \$73,829 | 4.85% |
| Median Gross Rent | \$1,275 | \$1,273 | \$1,347 | \$1,388 | \$1,374 | \$1,422 | 11.53% |

Source:
ACS 2016 5 Year Estimates

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Change in Rent Burden for Households between 30 – 50% HAMFI



Source:
HUD CHAS Data 2010 – 2014; 2008 – 2012;
2006 – 2010

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APPENDIX C.

PLAN PRINCIPLES/FRAMEWORK **Grouped by Category or Theme based upon** **Principles Identified by Participants During May 7, 2018 Planning Session**

Housing

- 1) Permanent housing (of different types) ends homelessness.

Core Values

- 2) (Reintegration) Once re-housed, formerly homeless persons need support and opportunities to re-integrate into the community (church, schools, etc.).
- 3) Carson is a community that accepts the marginalized.
- 4) Addressing homelessness is central to upholding community health and safety.
- 5) Persons experiencing homelessness are individuals and human beings, worthy of proactive responses to end their homelessness.

Education

- 6) Community education is a key starting point for changing how Carson responds to homelessness.
- 7) Challenging “NIMBYism” is important to ending and preventing homelessness.
- 8) “Putting a face” on homelessness is part and parcel of our efforts to end homelessness.

Data

- 9) Carson must understand the various needs of the population in order to proactively and effectively respond to homelessness.
- 10) Carson cannot end homelessness if it does not first understand the demographics and needs of its population.

Collaboration

- 11) Building community support is vital to effectively preventing and ending homelessness.

12) Engaging other cities and regional stakeholders is key because homelessness is a regional issue. Regional cooperation will minimize the “ping ponging” of homeless persons between jurisdictions.

13) Everyone has a role to play in ending homelessness, and a viable plan will elucidate the respective role of each stakeholder.

14) Landlords and property owners should be engaged (and educated) as valuable partners in order to increase access among homeless persons to available rental units.

Comprehensive Approach

15) The Plan must address all facets of the homeless population, including CSUDH students who are experiencing homelessness.

16) Preventing homelessness is key.

17) Carson must address all manifestations of homelessness, including vehicular homelessness.

18) The homeless plan must clearly identify available resources.

APPENDIX D.

RECOMMENDATIONS

- 1) Consult with the City's consultants for the General Plan Update, Dyett & Bhattia, to determine how best to align the strategies of this Plan with the present updating of the General Plan, including the most germane elements (i.e., Housing Element, Land Use Element).
- 2) Use the upcoming 5-Year CDBG Consolidated Planning process to identify homelessness as a priority issue and to open up avenues for using CDBG monies, including the Public Services and Public Facilities portions, to combat homelessness. While the current 5-Year Plan does not prioritize homelessness, there is precedence in Carson for using CDBG to support homeless services; two now defunct shelters (Peace and Joy and Charlotte's House) used to receive CDBG grants. Furthermore, the current 5-Year Plan was developed based on a homeless count of 192, whereas the 2018 PIT for Carson is nearly 500 individuals.
- 3) Advocate with the County of LA that cities like Carson be able to apply to it to access a portion of the County's allocation from the State of California of one-time resources to combat homelessness resulting from SB 2 and the Homeless Emergency Aid Block Grants.
- 4) If cities like Carson will have direct access to funding allocated from the "Homeless Emergency Aid Block Grants" to the County, then the City should determine what proactive actions it can take to position itself to apply, or otherwise access, the funding (e.g., declaring a shelter crisis pursuant to state law and to the requirements of the homeless block grants as delineated in SB 850). As proposed, the block grants can be used for multiple strategies proposed in this Plan (e.g., emergency housing vouchers, rapid re-housing).
- 5) Revisit the Plan in Summer 2019 to determine how best the City can utilize its direct allocation of SB 2 monies (i.e., Year 2 allocations from the State of California) to enhance implementation of the Plan.
- 6) Conduct a cost assessment study of the resources the City is currently spending on addressing and managing homelessness, similar to what LA City did:
<https://www.documentcloud.org/documents/1906452-losangeleshomelessnessreport.html>
 - Sheriff's Dept calls, booking costs, jail stays
 - Code enforcement calls
 - Public works cleanups
 - PATH contract
 - Etc.
- 7) Explore whether any faith communities in Carson have property that they would like to sell or otherwise commit to projects (e.g., affordable housing) serving homeless and low-income residents. One option to promote partnerships is the County's property acquisition fund; the CDC's Los Angeles County Housing Innovation Fund II (LACHIF) is a \$60 million revolving loan fund that provides site acquisition and predevelopment financing to non-profit and for-profit developers to advance affordable housing throughout both the incorporated and unincorporated County.

8) Establish a pilot program with the Carson Career Center, South Bay WIB, and property management partners (e.g., John Stewart Company) for a regional/South Bay property management training and placement program modeled after San Diego's Restart Program.

<http://restartprogram.org/>

<http://www.sacbee.com/opinion/california-forum/article205423214.html>

Such a program will:

- Take advantage of new permanent housing coming online via County's Affordable Housing Trust Fund, City of LA Prop HHH, State of CA Prop 41/VHHP, State of CA No Place Like Home bonds, SB2, etc.
- Provide both employment and housing opportunities for employable homeless individuals

9) Engage major commercial land owners (e.g., Prologis, Watson Land Company) and their tenants to explore job opportunities (and/or vocational training opportunities, such as subsidized on-the-job training) for homeless/at-risk residents and facilitate intentional, inclusive recruitment opportunities, such as hiring fairs organized in conjunction with the City and regional homeless service providers.

10) Due to expressed concerns about the Carson Community Foundation, identify a neutral third party to administer a fund of flexible, local resources (e.g., donations from business community, residents, faith community, etc.) to address homelessness and housing instability (e.g., eviction prevention funds; rapid re-housing funds). The South Bay WIB, for example, has expressed a willingness to administer such a fund.

11) Explore options for late night and weekend outreach services to support and work in conjunction with the Sheriff's Department.

12) Establish a dedicated position of "Homeless Coordinator" at the Carson Sheriff's Station to manage and coordinate all strategies related to law enforcement, including attending all relevant meetings (e.g., Plan Implementation Committee, South Bay COG, etc.), and serve as a key liaison between the Carson Station and the City on matters related to homelessness.

13) City (and Sheriff's Dept. Carson Station) should sign the LAHSA/County "Participating Agency Agreement" related to the implementation of the Los Angeles County Homeless Adult And Family Multidisciplinary Personnel Teams. The agreement would allow Carson staff to fully participate, for example, in regional case conferencing and to more easily share normally confidential client information under allowances pursuant to new state law (Assembly Bill 210).

14) Advocate for allowing admission preferences for local Carson clients where Carson has invested its own resources in a housing program or service that is also funded by CES resources.

15) Explore joint housing projects with CSUDH in concert with CSUDH's current master plan.

- Find synergies and mutual interests, such as youth; for example, a portion of developed units could be set aside for homeless TAY in Carson, with CSUDH social work graduate students providing services to those tenants.

- Engage the business community to produce cost efficiencies and allow for additional units for homeless TAY
 - For example, GrowthPoint Structures has partnered with developers across the state to produce cost-effective, modular housing using recycled shipping containers. Some examples:

<https://flyawayhomes.org/2017/04/15/an-area-in-south-la-is-getting-a-type-of-housing-that-will-help-homeless-people-receive-shelter-la-this-week-features-flyawayhomes/>

<https://www.ocregister.com/2017/12/17/homeless-to-get-more-housing-in-revamped-lego-like-shipping-containers/>

<http://ktgy.com/hope-alvarado-homeless-get-housing-revamped-lego-like-shipping-containers/>

<http://www.marketwired.com/press-release/american-family-housing-provides-hope-homeless-veterans-breaks-ground-on-unique-2138287.htm>

<https://www.prnewswire.com/news-releases/community-development-partners-breaks-ground-on-rocky-hill-veterans-housing-300436823.html>

16) Actively participate in the planning process for the rebuild of Harbor-UCLA in order to explore opportunities for on-site shelter/recuperative care, safe parking programs, or other potential activities to support the Plan.

17) Engage CSUDH students in addressing homelessness by providing ongoing, concrete opportunities to participate. Some students currently participate in the homeless count, but further engagement should be explored and made possible. USC is facilitating volunteer opportunities for its students by partnering with homeless service agencies:

<http://news.usc.edu/139899/jobs-for-homeless-usc-students-help-homeless-get-job-ready/>

18) Adopt a motel conversion ordinance or other zoning changes to allow for nuisance motels to be repurposed for homeless housing (shelter and/or permanent housing).

19) Adopt an ADU ordinance to comply with new state laws and regulations, specifically those which took effect on January 1, 2017, under AB 2299 and SB 1069.

20) Begin collecting and tracking data on tenants that occupy ADUs. While Carson's Housing Element specifically mentions ADUs as a strategy to promote affordable housing (Policy 3.5) and the City allows for and permits ADUs, the City does not currently track and therefore cannot currently tell whether relatives or non-relatives are moving into existing ADUs are being leased to non-relatives or simply used to care for "grandma/grandpa".

21) Improve data collection related to complaints and service calls related to homelessness. Neither Code Enforcement nor the Sheriff's Department Carson Station currently track such activities.

22) Explore the establishment of a public safety grants program through the Carson Community Foundation to collect donations to support implementation of the Plan.

23) Explore ways to increase and sustain a focus on homelessness and affordable housing in Carson, including for example by establishing a new City Commission or expanding the purview of existing Commissions with natural nexus points (e.g., Veterans Affairs Commission; Citywide Advisory Commission overseeing CDBG funding).

24) Expand the City's capacity to study and/or implement pieces of the Plan through creative strategies, such as retaining the services of a FUSE fellow: <https://fusecorps.org/program/host-a-fellow/>

25) The City's "Safety First Act Now" program should incorporate questions related to homelessness given that the survey conducted by the City and Sherriff's Department asks residents about public safety issues and concerns but does not currently include questions specific to homelessness.