



# CITY OF SAN FERNANDO HOMELESSNESS ACTION PLAN



**FINAL PLAN** SEPTEMBER 6, 2022

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## EXECUTIVE SUMMARY

According to the 2020 Point in Time Count, there are **23 people experiencing homelessness in the City of San Fernando and over 63,000 individuals across Los Angeles County**. The City understands the need to take a more measured and strategic approach to address the significant gaps in resources, services, and capacity in the current regional homelessness system. To address this need, the City of San Fernando engaged LeSar Development Consultants (LDC) to identify gaps and assist in the homelessness planning process for the City's first 5-year Homelessness Action Plan. As part of this process, the City of San Fernando and LDC engaged with a diverse set of stakeholders, including city staff, regional entities, homeless service providers, healthcare providers, government entities, and community members. Feedback from stakeholders highlighted various strengths and challenges in the current homelessness response system that can be addressed in San Fernando.

The City of San Fernando finds itself in a unique moment with a relatively small number of people experiencing homelessness and momentum generated towards person-centered homelessness solutions. The City also recognizes that sufficient resources and regional coordination are imperative to prevent the number of families and individuals experiencing homelessness from exceeding available support resources. The Homelessness Action Plan lays out tangible steps that the City of San Fernando and its partners can take over the next five years to move toward a system where homelessness is prevented whenever possible and to ensure that, if it does occur, it is rare, brief, and nonrecurring. The Homelessness Action Plan is strategically aligned with regional plans and frameworks, like the LA County Homeless Initiative strategies and SFVCOG Homelessness Strategic Framework, to ensure regional coordination and integration.

## Homelessness Status

**+23**  
CITY OF  
SAN FERNANDO

**+63,000**  
LOS ANGELES  
COUNTY

The Plan focuses on the following three areas of priority:

- **Priority 1: Develop City's Capacity to Better Prevent and End Homelessness.**
- **Priority 2: Support the Service Needs of People Experiencing Unsheltered Homelessness.**
- **Priority 3: Focus on Root Causes to Prevent Homelessness.**

Each priority has corresponding strategies and metrics. The plan highlights the following three key homelessness response goals that will create a more developed homelessness response over the next 5 years. Each of these goals will require establishing key benchmarks and metrics to measure success.

- **Goal 1: Establish a Homelessness Response Center led by identified departmental lead and supported by established homeless-dedicated staff and/or service agreements with homelessness-dedicated service providers to implement a person-centered approach.**
- **Goal 2: Strive to eliminate unsheltered homelessness in San Fernando.**
- **Goal 3: Seek to increase the number of individuals diverted from the homelessness response system by leveraging strategic partnerships with upstream services and building in mechanisms to measure success.**

While certain aspects of the plan will need to be implemented in a linear fashion, the plan will be most effective if each priority is addressed parallel to each other. The City of San Fernando is committed to these priorities to meaningfully address homelessness in the region.



The City of San Fernando's Homelessness Action Plan sets the course for the City to further address the needs of its residents experiencing or at risk of homelessness over the next five years. The plan builds off current efforts and formalizes the approach under three priorities. As this is the City of San Fernando's first Homelessness Action Plan, the City has the opportunity to address multiple facets of the homelessness response — from the inflows to the service delivery, to the outflows.

The City of San Fernando finds itself in a unique moment to address homelessness, with momentum from key community stakeholders, new funding opportunities, and fewer than 30 individuals experiencing homelessness. By applying a person-centered approach, and focusing on people's individual needs, ending homelessness in the City of San Fernando is possible.

# GUIDING PRINCIPLES



## PERSON-CENTERED

The City believes that all people deserve to be treated with dignity and respect regardless of their housing status. This document uses person-centered language like “people experiencing homelessness” and “clients” interchangeably. Demeaning language, like “the homeless” or “homeless people,” attaches an individual, family, or community to their situational housing status. The City will position people experiencing homelessness as individuals with agency, decision-making, and dignity within a system that provides services to them. The City believes in the strengths of people experiencing homelessness and will adopt person-centered approaches that account for past trauma, personal strengths, client confidentiality, and individual responsibility. In creating solutions, the City will apply this person-centered approach by knowing the names, stories, and strengths of those community members experiencing homelessness within the City of San Fernando.



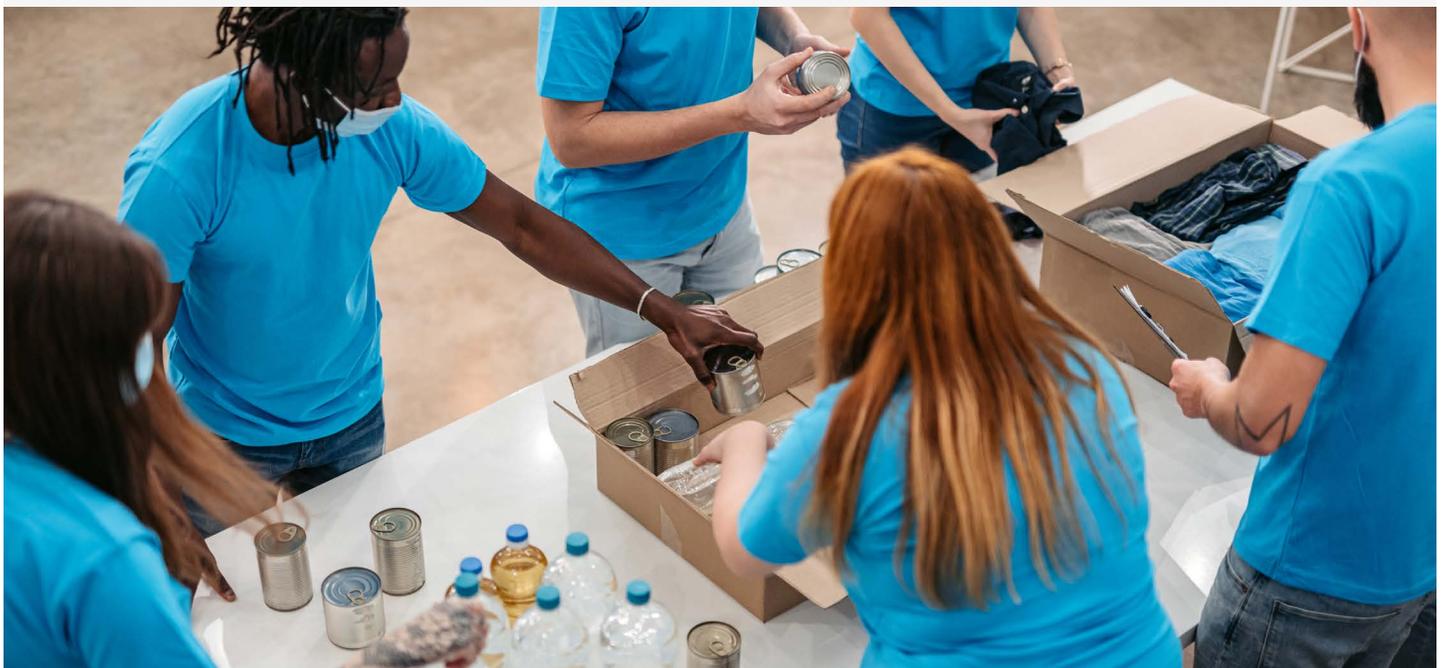
## EQUITY FOCUSED

Black, Indigenous, and People of Color (BIPOC) are significantly overrepresented among those experiencing homelessness, a legacy of historical and contemporary structural racism. Centering a homelessness response system on the needs of those most vulnerable and overrepresented for those experiencing homelessness develops the capacity of the system to better respond to the needs of all people experiencing homelessness. The City will continue to focus on equity in our homelessness response, to disaggregate data to better develop solutions, and to look upstream at the inflows and structural roots of homelessness.



## STRONG SUPPORT SYSTEM

A strong support system ensures that the availability of services and resources match or exceed the demand for them. The City will continue to provide support services so that the inflow, the number of persons experiencing homelessness, does not exceed the outflow, the number of persons who gain access to permanent housing. When a support system is strong, homelessness is rare, brief, and nonrecurring. A key component of building a strong support system is the development of a By-Name list that the City may use to know the names of those experiencing homelessness and deliver tailored, person-centered solutions, which can be done in a city like San Fernando given the small number of individuals experiencing homelessness.



# HOMELESSNESS IN THE REGION

## HOMELESSNESS IN LOS ANGELES COUNTY

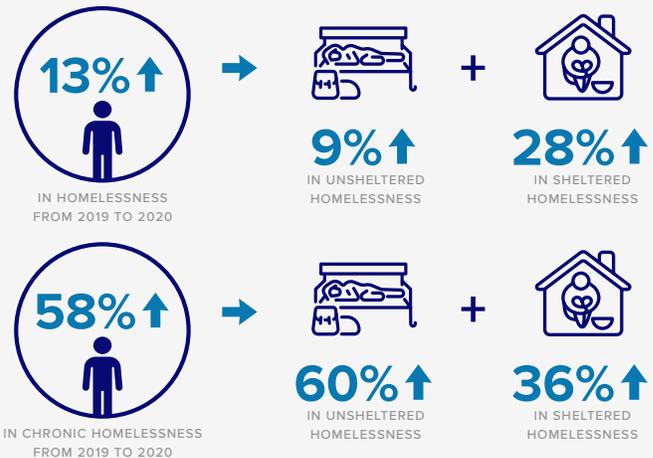
The City of San Fernando is located in Los Angeles County. Los Angeles County is broken up into eight Service Planning Areas (SPAs), with San Fernando falling into SPA 2. According to the 2020<sup>1</sup> Point in Time (PIT) count<sup>2</sup>, Los Angeles County had a total of 63,706 individuals experiencing homelessness. This is slightly more than a 13% increase from the 2019 total of 56,257. Of those, more than 72% (46,090) were unsheltered, meaning they were sleeping in cars, outdoors, or other places not suitable for human habitation. From 2019 to 2020, there was approximately a 9% increase in unsheltered homelessness (42,471 to 46,090) and an almost 28% increase in sheltered homelessness (13,786 to 17,616). There was also an approximate increase of 58% in chronic homelessness from 2019-2020 (15,538 to 24,482). Among those experiencing chronic homelessness, there was more than a 36% increase in sheltered homelessness (1,781 to 2,425) and more than a 60% increase in unsheltered homelessness (13,757 to 22,057).

## HOMELESSNESS IN SERVICE PLANNING AREA 2

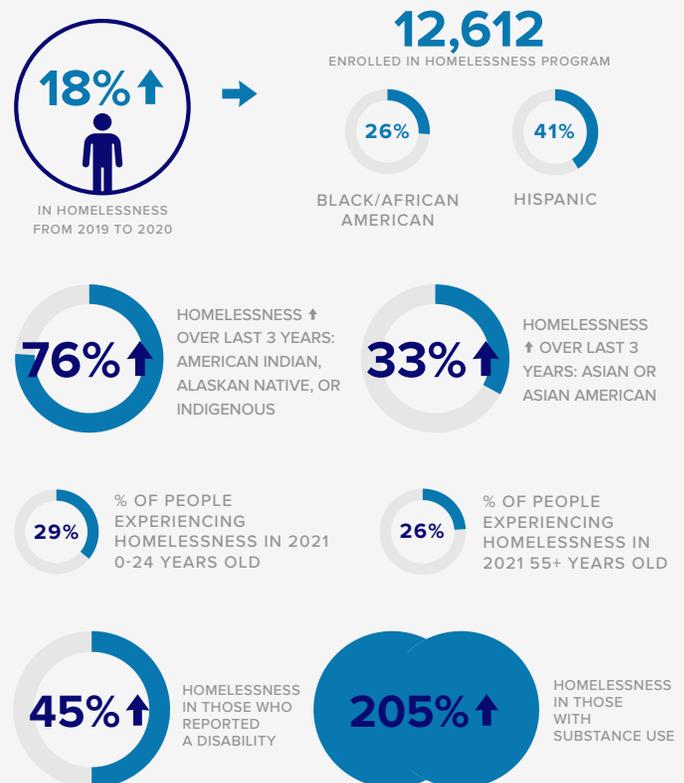
When considering the City of San Fernando's regional position, it is important to look at the homelessness rates of SPA 2. SPA 2 includes the City of Los Angeles, which drastically increases the rates for this region. According to the 2020 PIT for Service Planning Areas<sup>3</sup>, SPA 2 had 9,108 individuals experiencing homelessness, an almost 18% increase from the previous year.

According to Homeless Management Information System (HMIS) data, a total of 12,612 individuals were enrolled in a homelessness or housing program (Transitional Housing, Safe Housing, Rapid Rehousing [RR], Permanent Supportive Housing [PSH], or Emergency Shelter) in 2021, an almost 8% increase from 2019 (11,599). Of those participating in one of the above-mentioned programs, almost 26% identified as Black/African American (3,258) and more than 41% identified as Hispanic (5,204) in 2021; this is a decrease by more than 8% (3,596) and an increase of nearly 9% (4,754) respectively from 2019 to 2021. Homelessness has increased for individuals identifying as American Indian, Alaskan Native, or Indigenous by more than 76% from 2019 to 2021 (132 to 233), and it has increased for those identifying as Asian or Asian American by more than 33% (133 to 177). In 2021, more than 29% (3,713) were individuals from 0-24 years old, while nearly 26% (3,226) were ages 55 or older; this is a decrease of almost 18% (4,527) and an increase of over 31% (2,461) respectively from 2019. The total number of people experiencing homelessness who report a disability (mental health, chronic health, physical, developmental, substance use, and/or HIV/AIDS) in 2021 has increased by more than 45% since 2019 (9,911 to 14,356); similarly, substance use has increased by more than 205% from 2019 to 2021 (279 to 853).

## LOS ANGELES COUNTY:



## SERVICE PLANNING AREA 2:



<sup>1</sup> The PIT Count did not occur in 2021 due to COVID-19 precautions; it is fully expected that the number of people experiencing homelessness has only risen from the 2020 numbers. The PIT Count resumed in 2022 and the data captured is expected to be released in September 2022.

<sup>2</sup> HUD 2020 CoC Homeless Assistance Programs Homeless Populations & Subpopulations | CA-600 Los Angeles City & County CoC

<sup>3</sup> 2020 Homeless County by Service Planning Area | SPA 2

<sup>4</sup> 2020 Homeless County by Community/City | San Fernando (next page)

<sup>5</sup> United States Census Bureau | American Community Survey (next page)

## HOMELESSNESS IN THE CITY OF SAN FERNANDO

During the 2020 PIT count for the City of San Fernando<sup>4</sup>, a total of **23 individuals were counted as unsheltered**, a decrease of more than 46% from the 43 total individuals counted in the 2019 PIT count. Most individuals experienced vehicular homelessness, with 15 individuals sleeping in vans, 3 individuals sleeping in cars, and 2 individuals sleeping in RVs/campers. 3 individuals were sleeping on the street.



Housing affordability impacts San Fernando residents. According to the latest American Community Survey from the United States Census Bureau, the median rent for all rental units in San Fernando in 2019 (the most recent data collected) is \$1,342 a month, which is less than the median rent of \$1,503 for California overall. More than half (56%) of those renting in San Fernando pay more than 35% of their income toward rent, demonstrating a severe cost burden. The median annual income for households in San Fernando is \$58,425, while the median income for households in California is \$75,235 (22% more). Over 72% of households in San Fernando have at least one or more people under the age of 18 years or one or more people 65 years and older, reflecting the prevalence of multi-generational households; this indicates the possible financial constraints that require individuals to rely on family and/or community supports to stay housed.<sup>5</sup>

The City of San Fernando is aware of the issues that may lead to homelessness. To that end, the City has completed the following tasks to address homelessness locally:

- The Homeless Task Force was established by the City's Ad Hoc Committee on homelessness.
- City Council approved a new Housing Coordinator position to assist with housing related activities.
- The San Fernando Police Department partnered (and continues to partner) with the Homeless Outreach Services Team (HOST).
- The Northeast San Fernando Valley Interagency Homelessness Task Force was created by the City Manager.

The San Fernando City Council has been proactive in prioritizing and establishing the City's approach to homelessness; this is particularly true for the City's Ad Hoc Committee on homelessness, which established the Homeless Task Force. The Homeless Task Force was influential in addressing encampments located on

the boundaries of San Fernando along Ilex St. and San Fernando Rd. The Ad Hoc and full City Council also demonstrated the City's commitment to addressing the homelessness epidemic by approving a new Housing Coordinator position that will be dedicated to housing affordability, housing loan programs, and homelessness outreach services, as well as other housing related activities.

Additionally, the City of San Fernando's City Manager's Office and Police Department have worked to coordinate efforts to provide necessary resources to those experiencing homelessness in the community. The Police Department adheres to community-oriented policing principles and has been leading many of the outreach efforts in the City using person-centered approaches. The Police Department works in tandem with the Homeless Outreach Services Team (HOST) to couple their ongoing outreach with multidisciplinary homeless outreach staff. Funding for this partnership is provided through the San Gabriel Police Chiefs Association and comes from Measure H funds. These efforts led to numerous individuals being engaged and connected to resources like hygiene, identification, transportation, and shelter.

The City Manager's Office and Police Department staff participate regularly in regional coordination meetings and events, like the San Fernando Valley Council of Governments Homelessness Taskforce and the Service Planning Area 2 Steering Committee. To begin to address some of the gaps in regional coordination, the City Manager created the Northeast San Fernando Valley Interagency Homelessness Task Force, which includes key stakeholders from regional governmental and legislative entities like key City of San Fernando Departments and staff, Los Angeles County, LAHSA, Department of Public Health, Los Angeles Unified School District, the Office of Kelly Gonez School Board Member District 6, the Office of CA-Assemblymember Luz Rivas (District 39), the Office of Councilwoman Monica Rodriguez (City of L.A. District 7), the Office of LA County Board of Supervisors Sheila Kuehl (Third District), and the Office of State Senate Majority Leader Emeritus Bob Hertzberg. These efforts have begun to break down some of the communication and resource silos in the region and facilitate collaboration.

## COMMUNITY ENGAGEMENT PROCESS

To better understand the City of San Fernando and its needs, LeSar Development Consultants (LDC) assessed the strengths and gaps of the City's homelessness response using both qualitative and quantitative data.

### *Quantitative Data*

LDC analyzed system-wide data alongside the information collected in the qualitative stakeholder engagements. Through quantitative methods, LDC was able to explore data collected from the Point-in-Time (PIT) count and HMIS across Los Angeles County, SPA 2, and the City of San Fernando. Due to a variety of capacity and data barriers at LAHSA, the City of San Fernando does not have easily accessible city-specific data available to them, which is why all three levels were analyzed.

**The San Fernando City Council has been proactive in prioritizing and establishing the City's approach to homelessness.**



- Point-in-Time Count (PIT): A HUD required census of persons experiencing unsheltered or sheltered homelessness on a single night in January/February (although disruptions to the schedule and process occurred due to COVID-19).
- Homeless Management Information System (HMIS): A local information technology system managed by LAHSA used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness.

#### *Qualitative Data*

LDC relied on the expertise of key community stakeholders within San Fernando to collect qualitative data. LDC worked with the City to create the stakeholder list with key partners' input to ensure a comprehensive understanding and approach. The stakeholders LDC engaged with represented a continuum of sectors and industries, from City and County staff to community services, and participated in various methods (survey and/or individual and group interviews). This array of stakeholders demonstrates the importance of collaboration, as many who are not typically thought of as homelessness services staff had significant and relevant feedback to give.

LDC had the following series of qualitative engagements:

- Stakeholder Feedback Survey
- Feedback Meetings
- Individual Interviews
- Community Meetings

Qualitative feedback included, but was not limited to, the following groups:

#### **City/County/Regional/Legislative Entities**

- City of San Fernando Departments (City Manager/ Administration, Community Development, Police, Public Works, Recreation & Community Services)
- City of San Fernando Homeless Taskforce (Julie Fernandez, Nick Kimball, Matthew Baumgardner, Anthony Vairo, Irwin Rosenberg, Gerardo Marquez, Juan Salas, Julian J. Venegas)
- Homeless Ad Hoc Committee (Councilmember Cindy Montañez, Councilmember Celeste Rodriguez)
- San Fernando City Council/Mayor
- San Fernando Chamber of Commerce

#### **Homelessness Sector**

- LAHSA
- LA Family Housing
- Hope of the Valley Rescue Mission
- San Fernando and Santa Clarita Valley Homeless Coalition
- Salvation Army Aetna Bridge Home
- SPA 2 Steering Committee
- Northeast San Fernando Valley Interagency Homelessness Task Force

#### **Community Services/Supports**

- Center for Living and Learning
- Child & Family Center
- Interfaith Solidarity Network
- Neighborhood Watch
- Business Watch
- Downtown San Fernando Mall Association
- Village Family Services
- Volunteers of America Los Angeles

#### **Healthcare**

- Providence Holy Cross Medical Center
- San Fernando Community Health Center
- San Fernando Recovery Center
- Tarzana Treatment Centers
- Vida Mobile Clinic
- Northridge Hospital Medical Center
- Northeast Valley Health Corporation

The Stakeholder Feedback Survey included questions focusing on perceived challenges and strengths, critical needs, overall effectiveness of existing services, and use of best practices. There were 24 responses to the survey from key leaders across the above list of stakeholders. Some Stakeholders that did not provide written responses to the survey participated in individual and/or group interviews facilitated by LDC.

Input received through the written survey responses and individual/group interviews is incorporated throughout this Homelessness Action Plan.

## STRENGTHS & GAPS

LDC used the above strategies to assess the City of San Fernando's current homelessness response and formulated an overview of its strengths and gaps. The findings reflected below were collected from stakeholders and community members to inform the development of the Homelessness Action Plan and future response.

### Strengths

Throughout the engagement process, community members, city officials, and stakeholders discussed the many strengths of City of San Fernando's response. Two strengths, in particular, were mentioned repeatedly and show how unique the City's homelessness response truly is.

The first strength reiterated many times was the ability for the community to focus on the individuals experiencing homelessness in a personalized and differentiated way. This, of course, is partly because of the low number of individuals experiencing homelessness in San Fernando, but it also speaks to the community's empathy and understanding as a whole. Recognizing that no one should have to experience homelessness, many interviewees stated their belief in the community to be able to personally identify these individuals and "*know them by name*"—an opportunity most communities do not have. San Fernando is strategically poised to develop a "By-Name-list" that allows for better tracking, service coordination, and understanding overall.

The second frequently mentioned strength was San Fernando's law enforcement response to the homelessness crisis. While many law enforcement agencies across the country have struggled with criminalization of homelessness and a lack of empathy, those interviewed by LDC touted the San Fernando Police Department. With a nuanced understanding of homelessness, the City's Police Department was mentioned as having a balanced approach between the safety of the general community and the individuals experiencing homelessness. Law enforcement was also stated as being very intentional about not criminalizing these individuals, as they know that it truly does not help long-term. The Police Department's professionalism and responsiveness was said to be "*second to none*," making it so that everyone in the community feels comfortable contacting them. Continuing to utilize the Police Department and their understanding of this crisis will only continue to make the City's homelessness response stronger.

## Stakeholders identified San Fernando's greatest strengths as:

1. The ability to create a By-Name-list to provide personalized and differentiated interventions.
2. Law enforcement's balanced approach between general community safety and individuals experiencing homelessness.

The following strengths were also mentioned by various stakeholders:

- Adherence to state rent control regulations
- Assistance from LAHSA in getting vital documentation through typical methods (IDs, lack of mailboxes, etc.)
- City undertaking and prioritizing this Homelessness Action Plan
- Collaboration with the County to keep the Pacoima Wash area clear
- Developers working throughout the region to increase various housing options (tiny home communities, emergency beds, etc.)
- Family and community members taking care of each other to prevent homelessness in the first place
- Having identified locations for potential housing development
- Increase of resources made available to people experiencing homelessness
- Lower median home costs than other communities in Los Angeles County
- Shelter connections made for individuals experiencing unsheltered homelessness
- Small number of individuals experiencing homelessness means that the City already knows who most individuals are and can engage more easily with them
- Strong homeless coalition and network of service providers
- Variety of food resources available

### Gaps

While many gaps were mentioned, there were two that came up consistently throughout LCD's conversations with stakeholders and community members regarding San Fernando's current homelessness response. Some of these detailed regional gaps must be addressed at a systems level, while others highlighted specific areas of improvement for the City itself.

Ranked as the most critical need, the development of affordable housing and Permanent Supportive Housing (PSH) was often mentioned. Many discussed the overall lack of affordability within the region; even though San Fernando has a lower median cost of housing than cities nearby, it is still not proportionate to the median income and leaves community members cost-burdened. Not only was there a call for an increase in housing stock, but there was also a call for that housing stock to be affordable.

Related to lack of available affordable housing stock, stakeholders also brought up other strategies when working in the homelessness system (e.g. outreach) and expressed concerns that, even if there is an increase in outreach connections and successes, there aren't many options available for those who are ready for long-term housing.

The next most common gap mentioned was the lack of mental health and substance use services and the integration of those services in the homelessness response system. As mentioned previously, the prevalence of individuals experiencing homelessness while also dealing with mental health and/or substance use has increased drastically throughout the region over the last few years. Anecdotally, community members discussed their concerns over the rising mental health and substance use crises based on their personal interactions with homeless individuals in San Fernando. When asked to rank concerns, the expansion of mental health and substance use services came in second place.

The following gaps in the regional homelessness system, and present in San Fernando, were also mentioned by various stakeholders:

- **Absence of racial equity discussions and considerations**
- **Bureaucracy and red tape**
- **Data collected not all encompassing**
- **Encampments throughout the region**
- **Inter-governmental/regional coordination breakdown**
- **Lack of emergency shelter and/or interim housing**
- **Lack of outreach services**
- **Lack of parking solutions for people experiencing vehicular homelessness**
- **Lack of regional equity—locations of homeless services are congregated instead of being spread out**
- **Lack of shallow subsidies to prevent homelessness**
- **Lack of upstream solutions being prioritized**
- **Lack of youth specific services**
- **Language barriers with people experiencing homelessness**
- **Limitations for immigrant population**
- **NIMBYism (Not In My Back Yard)**
- **Shortage of "real time data"**



## ALIGNMENT WITH REGIONAL STRATEGIES/ FRAMEWORKS

To ensure that the City of San Fernando's Homelessness Action Plan is integrated within a regional response and best practices to addressing homelessness, the plan directly aligns with plans and initiatives at the state, regional, and local level.

### CALIFORNIA INTERAGENCY COUNCIL ON HOMELESSNESS

The California Homeless Coordinating and Financing Council's Action Plan for Preventing and Ending Homelessness in California outlines key principles and practices that include race equity, lived experience, Housing First, balancing crisis response, and permanent housing solutions. These action areas guide the State's response to homelessness to ensure it is rare, brief, and only occurs once.

The state's Action Plan is divided into five key action areas.

- 1. Strengthening Our System to Better Prevent and End Homelessness in California** The Action Plan focuses on racial equity, lived experience integration, inter-jurisdictional coordination, and leveraged cross-sector partnerships.
- 2. Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness** To address the needs of people experiencing unsheltered homelessness, the Action Plan focuses on addressing health and safety needs and increasing access to State supported services and supports.
- 3. Expanding Communities' Capacity to Provide Safe and Effective Shelter and Interim Housing** The Action Plan looks to expand the availability of housing-placement focused shelter and interim housing.
- 4. Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities** Using Housing First approaches, development strategies, and rental assistance programs, the State will expand permanent housing opportunities.
- 5. Preventing Californians from Experiencing the Crisis of Homelessness** The Action Plan will focus on reducing entries into homelessness through institutional alignment and providing targeted homelessness prevention and diversion services.

### LA COUNTY HOMELESSNESS INITIATIVES

In 2017, the Board of Supervisors for the Los Angeles County Chief Executive Office approved the "Los Angeles County Strategies to Combat Homelessness," initiatives that focus on homelessness prevention, housing, case management, coordination, and other strategies. In 2022, the Board of Supervisors approved a new framework developed by the Homeless Initiative that focuses on three key partners — Mainstream Government Systems, the

Rehousing System, and Partnerships with Cities — each taking action to Coordinate, Prevent, Connect, House, and Stabilize people experiencing or at risk of homelessness.

The City of San Fernando has intentionally ensured that the strategies in this Homelessness Action Plan align with the new framework of the Los Angeles County's Homeless Initiative. The Los Angeles County's Homeless Initiative strategies are as follows:

1. Coordinate
2. Prevent
3. Connect
4. House
5. Stabilize

### LOS ANGELES HOMELESS SERVICES AUTHORITY (LAHSA)

LAHSA is the lead agency in the Los Angeles Continuum of Care, which is the regional planning body that coordinates housing and services for families and individuals experiencing homelessness in Los Angeles County. LAHSA coordinates and manages federal, state, county, and city funds for programs that provide shelter, housing, and services to people experiencing homelessness. The City of San Fernando will partner with LAHSA to coordinate housing and services to ensure distribution in the City of San Fernando. This alignment and coordination will include areas like the Coordinated Entry System (CES), Homeless Management Information System (HMIS), funding, the Point in Time Count (PIT), and homeless outreach. LA Family Housing (LAFH) serves as the CES Regional Lead for Service Planning Area 2/San Fernando Valley.

### PLANS FROM NEIGHBORING CITIES

The San Fernando Valley Council of Governments (SFVCOG) Homelessness Working Group adopted a Strategic Framework in February 2019 with specific goals pertaining to Housing & Homelessness. The City of San Fernando has considered these goals when developing the City of San Fernando's Homelessness Action Plan. Those goals are as follows:

1. Increase partnership, funding, and flexibility for Measure H funded cities/agencies.
2. Pro-actively collaborate with cities, the County, and nonprofit agencies to address individuals and families living unsheltered and in encampments.
3. Support the creation of interim housing opportunities, emergency shelter, and other short-term interventions to quickly move people off the streets.
4. Increase rental assistance resources and stabilization services to prevent homelessness and exit homeless households rapidly.
5. Support the development of affordable and permanent supportive housing.

# PRIORITIES, STRATEGIES, AND GOALS

The City of San Fernando's Homelessness Action Plan focuses on three key priorities that, when addressed in unison, provide the City with a practical roadmap to meaningfully address homelessness so that it is rare, brief, and nonrecurring. These three priorities are as follows:



**Priority 1: Develop City's Capacity to Better Prevent and End Homelessness**



**Priority 2: Support the Service Needs of People Experiencing Unsheltered Homelessness**



**Priority 3: Focus on Root Causes to Prevent Homelessness**

These priorities and their actionable strategies will be used to work toward three specific goals, one goal per priority. The object is to have all goals reached by the end of this 5-Year Homelessness Action Plan. These goals were developed to be measurable and data driven. The City of San Fernando will do its best to achieve all three goals and build up a stronger homelessness response. The three goals are as follows:

**GOAL 1: Establish a Homelessness Response Center led by identified departmental lead and supported by established homelessness-dedicated staff positions.**

**GOAL 2: Strive to eliminate unsheltered homelessness in San Fernando.**

**GOAL 3: Seek to increase the number of individuals diverted from the homelessness response system by leveraging strategic partnerships with upstream services and building in mechanisms to measure success.**

The following details take a deeper look at the plans the City will take to build strong support system. Every priority includes a number of strategies to meet all three goals. All priorities and strategies have various metrics that can be utilized to track momentum and growth. Each goal will require establishing key benchmarks with which to measure success.



## PRIORITY 1: DEVELOP CITY'S CAPACITY TO BETTER PREVENT AND END HOMELESSNESS

To further develop the City's capacity to prevent and end homelessness, the City will need to build out departmental leadership and capacity. Currently, the City's homelessness response is dispersed across different departments or reliant on external partners, resources, and systems. This fragmented approach produces challenges for people experiencing and at-risk of homelessness in accessing services. By centralizing leadership under a singular department, the City will more effectively develop and coordinate resources. In building out the system infrastructure, the City will look to provide ongoing trainings to staff and to enhance the City's data tracking capabilities to better measure trends and progress. The City understands that homelessness can't be solved in isolation, so a key component of this strategy will be to strengthen coordination, partnerships, and linkages to the homelessness response system. Similarly, the City will also support homeless service providers' capacity to adequately address the scale of the crisis. Furthermore, the City will expand communication and education efforts around homelessness to ensure that the community and stakeholders are included in the City's efforts.

### STRATEGIES

#### Strategy 1: Strengthen Leadership and Departmental Capacity

Developing the internal leadership and departmental capacity within the City of San Fernando will be important to achieving many of the goals outlined in this plan. The City of San Fernando will further develop its own administrative capacity to support initiatives by designating and consolidating homelessness functions under a Homelessness Response Center. This Homelessness Response Center will be led by key designated departmental staff and will consist of various departments and entities, including but not limited to: City of San Fernando Homeless Task Force, City Manager, Community Preservation, Community Development, Police Department, Public Works, and Recreation and Community Services, with the Homeless Ad Hoc Committee acting as policy liaisons to the Task Force. This new Response Center will be responsible for addressing system capacity, data, evaluation, and advocacy. While law enforcement plays a significant role in the City of San Fernando's homelessness response, the core functions of prevention,

outreach, assistance, and regional coordination will be managed by the departmental lead of the Homelessness Response Center.

The City of San Fernando will work to:

- Hire a Housing Coordinator to manage, lead, and support homelessness services, initiatives, or contracts. (Note: In April 2022, City Council approved establishing this position and the recruitment is currently underway).
- Establish a Homelessness Response Center that coordinates the homelessness response across multiple departments and entities and aligns actions to goals outlined in Homelessness Action Plan.
- Develop systems for monitoring progress of the Homelessness Action Plan.
- Support system mapping, regional coordination, advocacy, and data initiatives.
- Collaborate in the development of new funding opportunities with private, philanthropic, and public sources, including cross-sector braiding of funding with homelessness system resources.
- Refine and develop policies, procedures, and trainings to build up City and provider capacity.
- Explore opportunities to secure or allocate funds to dedicated contractors for homelessness outreach and support services.
- Increase public safety for all San Fernando residents.
- Increase the San Fernando Police Department's training of homelessness services and best practices.

### **Strategy 2: Develop Regional Coordination, Partnerships, and Linkages to Homelessness Response System**

The City of San Fernando recognizes that homelessness response cannot be addressed alone. An effective homelessness response will require coordination, partnership, and linkages to external stakeholders in the homelessness response system. Internal resources will be best applied when they are complimented by services offered in the larger homelessness response. The City of San Fernando will coordinate with the following sectors: healthcare, behavioral health, mental health, substance use disorder, criminal justice, child welfare, juvenile justice, education, housing, immigration, employment, land use, transportation, code enforcement, business, faith-based, and community-based. This regional and cross-sector alignment will increase access points and resources for those experiencing homelessness and will decrease the number of individuals entering the homelessness system through focused upstream partnerships.

The City of San Fernando will work to:

- Participate in various regional coordination groups, including, but not limited to SPA 2 Steering

Committee, SPA 2 Outreach, SFVCOG Homelessness Taskforce, NESFV Interagency Homelessness TaskForce Meeting.

- Focus coordination efforts on connecting individuals on the By-Name list to resources.
- Strengthen partnerships with regional and cross-sector agencies with the goal of formalized partnerships/MOUs.
- Collaborate in the NESFV Interagency Homelessness Task Force Meeting that includes elected officials, service providers, cross-sector partners, and public/private sector stakeholders.
- Involve upstream systems that operate within the City of San Fernando and the Northeast San Fernando Valley around homelessness prevention, homelessness, and housing efforts.
- Develop standardized screening tools and related protocols for identifying needs across systems and connecting individuals to the right community-based services and nonprofits.
- Develop an easy-to-use informational resource on the different City services available to address homelessness and distribute it through City departments, schools, and other community forums; include information on how San Fernando residents can support local efforts.

The City of San Fernando will look to coordinate with the following regional agencies/departments:

- Homeless Service Providers, Social Service Providers, Local Nonprofits such as LA Family Housing
- The City of Los Angeles
- Los Angeles Homeless Services Authority (LAHSA)
- Los Angeles County (Homeless Initiatives, Board of Supervisors, Health Services, Mental Health, Public Health, Public Social Services, Workforce Development, Aging & Community Services)
- Los Angeles Unified School District
- San Fernando Valley Council of Governments (Cities of Burbank, Santa Clarita, and Glendale)
- LA Metro
- Offices of Elected Officials



### **Strategy 3: Enhance the City's Ability to Track and Leverage Data**

Building a comprehensive picture of a client's progress within the homelessness response system will require eliminating data silos. This necessitates greater usage of HMIS/CES across the City and its partners. Because the City does not currently have access to specific and localized data from LAHSA, the City will have to increase engagement with LAHSA to discuss needs and usage of their collected data. The City will coordinate with other neighboring cities in the San Fernando Valley that have obtained HMIS access for their programs to better understand the processes the City can take to streamline data access. The City will also ensure that the development of new homelessness programs includes full utilization of CES.

The City of San Fernando will establish processes that allow the City to improve data collection practices and evaluation system wide. This data collection will include information on people currently experiencing homelessness, but it will also include those at-risk of homelessness. Data-driven decision-making and strategic use of resources will be essential for transforming the City's homelessness services system. To build a strong support system and incorporate a person-centered approach, the City will develop a By-Name list that will focus the City on the individualized needs of community members.

The City of San Fernando will work to:

- Develop a By-Name list to understand the individuals experiencing homelessness in the community at a point in time (monthly), ensuring that the response is tailored and moving towards zero. In managing the By-Name-list, the City will leverage HMIS data to better understand the service history and current program participation of those experiencing homelessness.
- Enhance the use of CES and HMIS within City programs and local service providers.
- Expand the use of collected data from regional partners and program level reporting to inform decision-making, funding, and policy decisions.
  - Work directly with LAHSA to adjust data collection strategies to ensure it is specific and localized to San Fernando.
- Develop City-specific data collection processes and procedures alongside those already implemented at the regional/county level.
- Ensure that new contracts/MOUs/programs that fund services related to homelessness include the full use of CES and HMIS when appropriate.
- Utilize CES and HMIS training for service staff on a regular basis to ensure efficient and effective practices.

- Collect data to better understand the impacts of homelessness/housing instability as it relates to marginalized subpopulations, including but not limited to Black, Indigenous, and People of Color (BIPOC), transitional age youth (TAY), seniors (55+), LGBTQAI+ community, people with disabilities, families, veterans, etc.
- Partner with the school district, senior centers and assisted living facilities, disability rights organizations, and housing providers to gather available data on "hidden" homelessness.

### **Strategy 4: Support Service Provider Capacity and System Infrastructure**

Homeless service providers, social service providers, and local nonprofits are key entities in the City of San Fernando's homelessness response. Service providers, however, have reported staffing, capacity, and funding issues. The City of San Fernando will look to better support service providers through capacity building, increased coordination, and targeted advocacy to improve the outcomes for people experiencing homelessness. Furthermore, the City of San Fernando will aim to lighten the burden of prevention and outreach services from service providers and regional entities by supporting with grant funding opportunities.

The City of San Fernando will work to:

- Develop capacity building strategies for homeless service providers, social service providers, and local nonprofits, ensuring that services are accessible to people at-risk of homelessness or currently experiencing homelessness.
- Develop regional and cross-sector coordination to ensure an operational coordinated response with homeless service providers.
- Support longer-term contracts for service providers to establish long-term partnerships and stability.
- Support other service provider capacity building measures like increased pay, hiring, and retention strategies.

### **Strategy 5: Expand Engagement, Communication, and Education Efforts Around Homelessness**

An important part of the homelessness response will be to engage unsheltered street and vehicular homelessness to expand communication and education efforts around homelessness and to get buy-in from community members around efforts the City of San Fernando is making to prevent and end homelessness. Due to the visibility of unsheltered street and vehicular homelessness, the City will proactively engage community members around the challenges, activities, and implementation of homelessness programs and resources.

The City of San Fernando will work to:

- Update the public on the progress and movement of the Homelessness Action Plan, potential challenges, solutions, and opportunities the community can support.
- Develop more accessible public facing materials for individuals and families searching for homelessness, homelessness prevention, or rental assistance resources.
- Identify the feasibility of developing reporting structures or public facing dashboards based on Homelessness Action Plan goals and System Performance Measures to be shared with the public.
- Offer public trainings and education around best practices for homelessness services, including, but not limited to, person-centered care, trauma-informed care, racial equity, nonviolent crisis intervention, etc.
- Consider consistent engagement opportunities with private sector: landlords, property management companies, business leaders, faith-based, etc.
- Develop opportunities to include the voices of those with lived experience.

#### **Strategy 6: Train Staff on Homelessness Best Practices**

To build the City's internal capacity to effectively respond to the needs of people experiencing homelessness, the City will focus on training public facing staff on best practices for engaging people experiencing or at-risk of homelessness. A special focus will be applied to trainings for first responders.



The City of San Fernando will work to:

- Identify external partners or resources to conduct these trainings.
- Train staff who interact with the public on best practices for engaging people experiencing or at-risk of homelessness; training could include person-centered care, trauma-informed care, racial equity, nonviolent crisis intervention, etc.
- Ensure all client-facing staff are able to direct individuals experiencing homelessness or assist in obtaining vital, personal documentation (photo ID, social security cards, proof of income, birth certificates, etc.).
- Support and implement processes related to conservatorship when necessary and appropriate.

#### **FIVE YEAR GOAL**

The Five-Year Goals listed throughout this document will be tracked utilizing various existing and new reporting tools. These tools may include but are not limited to: Homeless Management Information System (HMIS) data, HUD Reporting Tools, Point in Time Count, System Performance Measures, and other reporting tools. To achieve these Five-Year Goals, the City will establish key benchmarks to measure progress.

**GOAL 1: Establish a Homelessness Response Center led by identified departmental lead and supported by established homelessness-dedicated staff positions to implement a person-centered approach.**

Despite not yet establishing a Homelessness Response Center, the City of San Fernando has successfully responded to resident concerns of homeless encampments near city boundaries.

## METRICS

The following metrics are intended to support the implementation of the various strategies of Goal 1. The City will establish mechanisms and reporting tools to track each of these metrics. Success will be measured over time.

STRATEGY	METRICS
<b>PRIORITY 1: DEVELOP CITY'S CAPACITY TO BETTER PREVENT AND END HOMELESSNESS</b>	
<b>Leadership and Departmental Capacity</b>	<ul style="list-style-type: none"> <li>Established Homelessness Response Center</li> <li>Identified departmental lead</li> <li>Developed or identified staff positions related to homeless services</li> </ul>
<b>Data</b>	<ul style="list-style-type: none"> <li>Developed By-Name List/ total active people experiencing homelessness each month</li> <li>Number of people entering homelessness each month</li> <li>Total number of people exiting to housing each month</li> <li>Developed data and reporting tools to understand homelessness and housing instability</li> <li>Number of Strategies advancing each month and reflected in reporting and public dashboards</li> <li>Number of data and reporting tools with disaggregated demographic data</li> <li>Number of City of San Fernando programs and contracts engaging with CES and HMIS</li> <li>Number of LAHSA and County reports obtained</li> </ul>
<b>Regional Coordination, Partnerships, and Linkages</b>	<ul style="list-style-type: none"> <li>Number of regional coordination groups attended</li> <li>Number of partners attending NESFV Interagency TaskForce</li> </ul>
<b>Service Provider Capacity and System Infrastructure</b>	<ul style="list-style-type: none"> <li>Number of capacity building opportunities provided to local nonprofits and service providers</li> <li>Developed internal prevention and outreach programs</li> <li>Number of funding opportunities pursued</li> </ul>
<b>Communication and Education</b>	<ul style="list-style-type: none"> <li>Developed public facing material for individuals and families searching for homelessness, homelessness prevention, or housing assistance</li> </ul>
<b>Training</b>	<ul style="list-style-type: none"> <li>Number of trainings, like person-centered care, trauma-informed care, racial equity, nonviolent crisis intervention, etc.</li> </ul>





## PRIORITY 2: SUPPORT THE SERVICE NEEDS OF PEOPLE EXPERIENCING UNSHELTERED HOMELESSNESS

According to the 2020 Point in Time Count, 100% of people experiencing homelessness in San Fernando are unsheltered, with approximately 87% experiencing vehicular homelessness. As part of building up the City's leadership and capacity, the City will look to develop internal resources to better support the access, shelter, and service needs of people experiencing unsheltered homelessness. The City will develop street outreach and access services, establishing a unified approach focused on engagement and connection to services. To reduce entries into chronic homelessness and increase street to housing placements, the City will apply proactive, coordinated, and person-centered responses to outreach and access. The City will also look to expand connections to crisis housing beds regionally to meet the shelter needs of people experiencing unsheltered homelessness.

### STRATEGIES

#### Strategy 1: Increase Homeless Street Outreach Services in the City

Outreach teams of homeless service providers and regional entities are often overstretched and under-resourced, with many calling for cities to fund their own outreach services. The City of San Fernando will strive to develop its internal capability to meet the homeless street outreach needs for the City. In alignment with best practices, the City will expand the core functions of homeless street outreach from law enforcement (SFPD) to also include multidisciplinary and homeless service provider teams, managed or staffed internally. The City will aim to strengthen engagement with those experiencing chronic homelessness, taking into consideration the mode of outreach, available access points, and additional strategies/partnerships.

The City of San Fernando will work to:

- Develop internal homeless street outreach services and partnerships to supplement law enforcement efforts, with a focus on multidisciplinary street outreach engagement teams.

- Coordinate homeless street outreach services and encampment management protocols at a regional level by attending SPA 2 outreach coordination meetings and engaging with City of Los Angeles partners.
- Employ HMIS and CES processes to track and manage data around outreach and engagement interactions, with a focus on tracking service connections and housing outcomes.
- Ensure that all individuals outreached to are reflected on the By-Name list.
- Make sure staff or contracted staff for outreach and first responders are trained in homeless outreach and engagement strategies, including but not limited to person-centered care, trauma-informed care, racial equity, etc.
- Build real-time list of resources and supports for programs and agencies working directly with people experiencing unsheltered homelessness (shelter, housing, transportation, nutrition, healthcare, mental health, documentation, public benefits, legal services, protective services, employment, pets, and hygiene).
- Increase knowledge of available resources to those working indirectly with individuals experiencing unsheltered homelessness, including local and private businesses, healthcare sector, schools, libraries, etc.
- Continue to participate in regional HOST program and Homeless Connect Days.

#### Strategy 2: Connect Individuals to Regional Safe Parking and Safe Storage to Address Vehicular and Unsheltered Homelessness

There is a significant number of people experiencing homelessness in vehicles, cars, vans, and RVs across the region and within the City of San Fernando. The City will identify measures to connect individuals and families to safe parking and safe storage when shelter, interim, or permanent housing cannot be obtained. Additionally, access to storage can be a major barrier for people experiencing unsheltered homelessness to move into interim housing or emergency shelter, as many of these facilities have limits on the number of personal items that can be brought. Both safe parking and storage facilities also serve the dual purpose of increasing access points to the homelessness response system.

The City of San Fernando will work to:

- Seek out funding to support and bolster safe parking programs regionally.
- Partner with organizations, neighboring cities, etc. to support safe parking programs financially.
- Explore alternative solutions to safe parking, including the utilization of established programs nearby, etc.

- Connect individuals experiencing homelessness to storage facilities to increase accessibility to shelter and strengthen linkages to housing.
- Employ HMIS and CES processes to track and manage data around access interactions with a focus on tracking service connections and housing outcomes.

**Strategy 3: Expand Connections to Crisis Housing Beds Regionally**

To continue to meet the needs of those experiencing unsheltered homelessness, the City will need to expand the partnerships and connections to crisis housing beds regionally (emergency shelter, interim housing, safe haven, motel vouchers). By strengthening shelter connections, the City will make significant strides in reducing inflows into homelessness and increasing successful outflows into housing.

The City of San Fernando will work to:

- Develop real-time list of crisis housing resources.
- Leverage partnerships with crisis housing providers within the San Fernando Valley to assist with shelter connections, transportation, resource allocation, etc.
- Explore unique funding opportunities for shelter and interim housing sites, like the Enhanced Care Management and Community Supports programs through CalAIM<sup>6</sup>.
- Seek out additional funding to support and bolster crisis housing bed capacity regionally.
- Partner with organizations, neighboring cities, etc. to support crisis housing beds financially.

**FIVE YEAR GOAL**

**GOAL 2: Strive to eliminate unsheltered homelessness in San Fernando.**

The City will use the number of individuals experiencing unsheltered homelessness from the 2022 Point In Time count as the baseline to measure successful connections to regional crisis housing services.

<sup>6</sup> California Advancing and Innovating Medi-Cal (CalAIM) is a long-term commitment to transform and strengthen Medi-Cal, offering Californians a more equitable, coordinated, and person-centered approach to maximizing their health and life trajectory.

**METRICS**

The following metrics are intended to support the implementation of the various strategies and substrategies of Goal 2. The City will establish mechanisms and reporting tools to track each of these metrics. Success will be measured over time.

STRATEGY	METRICS
<b>PRIORITY 2: ADDRESS THE SERVICE NEEDS OF PEOPLE EXPERIENCING UNSHELTERED HOMELESSNESS</b>	
<b>Homeless Street Outreach</b>	Number of homeless street outreach staff/ contracted staff serving City of San Fernando Number of people experiencing unsheltered homelessness, including key subpopulations reflected on By-Name list Length of time a person remains homeless Successful placement from street outreach to housing Number of encampments, including vehicular Number of individuals offered services (e.g. medical support) Number of individuals accepting offered services (e.g. mental health support)
<b>Safe Parking and Safe Storage</b>	Number of people experiencing vehicular homelessness Number of connections to coordinated entry/ access sites Number of encampments, including vehicular
<b>Crisis Housing Beds</b>	Number of crisis housing beds available for referrals (including emergency shelter, interim housing, medical respite, domestic violence shelter, faith-based shelter, family shelter, transitional housing, motel vouchers, winter shelters, detox beds, etc.)



## PRIORITY 3: FOCUS ON ROOT CAUSES TO PREVENT HOMELESSNESS

The City is committed to looking upstream at some of the root causes to better prevent homelessness and, when homelessness does occur, ensure that the experience is rare, brief, and nonrecurring. Preventative approaches to homelessness result in improved outcomes for individuals and families and reduce healthcare, correctional service, and emergency service costs. Integration with cross-sector regional partners, like healthcare, behavioral/mental health, substance use disorder, criminal justice, child welfare, juvenile justice, education, immigration, employment, land use, and code enforcement systems, are required to reduce pathways into homelessness. This focus also includes centering racial equity in the response and addressing the needs of key subpopulations. Lastly, stabilization services are important to curtailing the inflows and ensuring successful outflows into housing, so the City will pursue opportunities to expand health, employment, financial empowerment, and income supports.

### STRATEGIES

#### Strategy 1: Increase Homelessness Prevention Programs or Services through Collaboration

Increasing homelessness prevention is vital to decreasing the inflows of new people experiencing homelessness within the City of San Fernando. The City's focus on homelessness prevention will strengthen provider and regional capacity to address the housing and service needs of people already experiencing homelessness. Prevention strategies will be aimed at those facing housing instability and those at-risk of homelessness without any additional supports.

The City of San Fernando will work to:

- Review use of current spending/ future funding and the potential for reallocation of a percentage of funding to homelessness prevention services.
- Consider the creation of housing stabilization programs, targeting high-risk populations to ensure those most marginalized are being served.
- Develop mechanisms to track individuals who reach out for homelessness prevention support, including reason, outcome, etc. Establish data tracking systems to follow eviction submissions and provide necessary mediation and supports.

- Develop interventions or programs for individuals at risk of eviction, including but not limited to legal counsel, flexible funding (to be used for back rent, arrears, etc.), landlord/tenant mediation, etc.
- Consider landlord/tenant mediation programs to prevent evictions.
- Consider incentives for landlords/property managers to refer tenants to prevention services rather than filing for an eviction.
- Support region-wide strategies and funding to develop expanded homelessness prevention programs.
- Encourage service providers, nonprofits, and cross-sector partners to be trained in housing problem solving strategies, including but not limited to strengths-based case management, conflict resolution, landlord-tenant mediation, family mediation, credit repair, housing search, tenant legal services, etc.; this will include those entities that are not typical homeless service providers but serve a broader population.
- Explore untapped strategies to support housing problem solving with a special focus on workforce development programs. Explore additional strategies such as providing financial assistance for the following, including but not limited to rental application fees, security/ utility deposits, utility/ rental arrears, moving costs, transportation to help facilitate return to family, food assistance, job-related transportation (car repairs, bus passes, gas, etc.), costs associated with obtaining identification documents, employment supplies, employment related training, etc.

#### Strategy 2: Address Inflows into Homelessness through Cross-Sector Collaboration, Discharge Planning, and Early Identification

To further prevent inflows into the homelessness response system, the City will need to focus on cross-sector collaboration, discharge planning, and early identification of individuals at-risk for homelessness. Cross-sector collaboration with mainstream system providers, such as healthcare, behavioral/mental health, substance use disorder, criminal justice, child welfare, juvenile justice, education, immigration, employment, land use, and code enforcement, are necessary to create aligned strategies and policies centered on preventing people from falling into homelessness.

The City of San Fernando will work to:

- Establish data-sharing agreements that allow all sectors to have a thorough understanding of an individual's involvement in mainstream services prior to experiencing homelessness.
- Encourage all collaborators to utilize CES and HMIS when applicable and appropriate.
- Begin measuring diversion usage and outcomes through strategic partnerships with sectors already engaged (e.g. Law Enforcement and Northridge Hospital Medical Center).

- Provide guidance to sectors outside of housing/homelessness to develop appropriate strategies, communication, etc. for them to address housing early on.
- Consider potential funding sources to bolster cross-sector collaboration methods and infrastructure.
- Develop early identification markers and tools that can be implemented city-wide (e.g. a screening tool, using data to identify those that are behind on utility payments, or persons renting a unit and facing an eviction for nonpayment of rent/utilities).

### **Strategy 3: Address the Housing Needs of Key Subpopulations**

As highlighted in the stakeholder engagement, there are key subpopulations of people experiencing homelessness that have insufficient resources and housing support available to them across the City: Seniors, Families (including multi-generational), Survivors of Domestic Violence, Transition Age Youth, and Individuals with Mental Illness and/or Substance Use Disorders. The City of San Fernando will work to increase service and housing supports to meet the unique needs of these subpopulations.

The City of San Fernando will focus on:

- Seniors (e.g. connection to benefits, housing specific to seniors/older adults, etc.)
- Families (e.g. size of affordable units, connection to public benefits, childcare, etc.)
- Survivors of Domestic Violence (e.g. legal services, relocation, etc.)
- Transition Age Youth (e.g. education, training and employment, etc.)
- Individuals with Mental Illness (e.g. healthcare, mental health, behavioral health services, etc.)
- Individuals with Substance Use Disorders (e.g. substance treatment services, employment stabilization, etc.)

### **Strategy 4: Center Racial Equity in the Homelessness Response**

The City of San Fernando will continue to strengthen a race equity focused response. As data demonstrates, Black, Indigenous and People of Color (BIPOC) are significantly overrepresented among those experiencing homelessness when compared to general demographics, a legacy of historical and contemporary structural racism. The homelessness response system also plays a role in perpetuating inequities in service provision, access, and mobility. The City will center race equity in the homelessness response, will disaggregate data to better develop solutions, and will look upstream at the inflows and structural roots of homelessness.

The City of San Fernando will work to:

- Identify resources to provide Task Force staff with race equity training.
- Implant a racial equity lens into all homelessness and housing decisions.

- Incorporate a focus on racial equity data, analysis, and planned activities when submitting and reviewing applications for funding.
- Utilize data to assess racial inequities in experiences of homelessness, provision of services, and outcomes.
- Adapt program guidelines, policies, and procedures to focus on racial equity.
- Ensure that the homelessness response is culturally competent to promote maximum participation from non-English speaking populations.

### **Strategy 5: Address Stabilization Needs of People Experiencing Homelessness**

As average rental rates continue to rise across Los Angeles County and the City of San Fernando, the City will renew its emphasis on employment support for individuals and families, supporting them in achieving long term stability. HMIS data suggest significant increases in mental health and substance use disorder among individuals experiencing homelessness over the past 3 years, with inadequate services and supports related to the need. To address the stabilization needs, the City will look to expand cross-sector partnerships to meet these challenges in physical, mental, and behavioral health, substance use disorder, and employment support.

The City of San Fernando will work to:

#### *Physical Health, Mental Health, Behavioral Health*

- Develop regional partnerships to connect individuals experiencing homelessness to existing mental/behavioral health services.
- Pinpoint strategies to increase access to mental/behavioral health services (evaluation, counseling, medication, etc.) for individuals experiencing homelessness.
- Support the expansion of mental health and behavioral health resources provided in the City of San Fernando and the San Fernando Valley.
- Expand strategies for mental/behavioral health professionals to serve as first responders instead of, or alongside, law enforcement.
- Utilize current healthcare establishments to address mental/behavioral health disparities, leveraging new resources like CalAIM.

#### *Substance Use Disorder Treatment*

- Leverage regional partnerships to connect individuals experiencing homelessness to existing substance use treatment services.



- Pinpoint strategies to increase access to substance use treatment services (evaluation, counseling, medication, etc.) for individuals experiencing homelessness.
- Support the expansion of substance use disorder treatment resources provided in the City of San Fernando and the San Fernando Valley.
- Utilize current healthcare establishments to address substance use.
- Explore how to make both mental/ behavioral health and substance use services available together.

#### *Employment & Income Supports*

- Discover ways to expand employment resources and support throughout the City of San Fernando.
- Develop the reach of workforce and employment supports to connect with RRH, PSH, Voucher participation, etc.
- Partner with Los Angeles County to employ CalWORKS participants in City jobs.
- Consider contracts/MOUs with local businesses to ensure employment opportunities.
- Consider other barriers to employment (e.g. childcare, transportation, clothing, etc.) and develop strategies to address them.

#### **FIVE YEAR GOAL**

**GOAL 3: Seek to increase the number of individuals diverted from the homelessness response system by leveraging strategic partnerships with upstream services and building in mechanisms to measure success.**

To measure success, the City will establish mechanisms to measure the number of individuals diverted from the homelessness response system. As the City establishes programs that will provide homelessness prevention assistance, more reliable data tracking will be available to track progress.

#### **METRICS**

The following metrics are intended to support the implementation of the various strategies and substrategies of Goal 3. The City will establish mechanisms and reporting tools to track each of these metrics. Success will be measured over time.

STRATEGY	METRICS
<b>PRIORITY 3: FOCUS ON ROOT CAUSES TO PREVENT HOMELESSNESS</b>	
<b>Homelessness Prevention Services</b>	<ul style="list-style-type: none"> <li>Number of connections to homelessness prevention programs</li> <li>Number of successful outcomes for homelessness prevention programs</li> <li>Number of individuals diverted from homelessness response system</li> <li>Developed By-Name List/ total active people experiencing homelessness each month</li> <li>Number of people entering homelessness each month</li> <li>Total number of people exiting to housing each month</li> <li>Number of successful housing placements</li> </ul>
<b>Cross-Sector Collaboration, Discharge Planning, and Early Identification</b>	<ul style="list-style-type: none"> <li>Number of providers, nonprofits, and cross-sector partners that utilize housing problem solving strategies</li> <li>Number of individuals diverted from homelessness response system</li> <li>Number of early identification tools utilized by the City and regional partners</li> <li>Number of cross-sector partners that conduct homelessness prevention, housing problem solving, early identification, and discharge planning</li> <li>Developed By-Name List/ total active people experiencing homelessness each month</li> <li>Number of people entering homelessness each month</li> <li>Total number of people exiting to housing each month</li> <li>Number of people experiencing unsheltered homelessness discharged from mainstream institutions or re-entering from homelessness response system</li> </ul>
<b>Subpopulations</b>	<ul style="list-style-type: none"> <li>Number of key subpopulations reflected in data</li> <li>Number of unique services targeted at key subpopulations</li> </ul>
<b>Racial Equity</b>	<ul style="list-style-type: none"> <li>Demographic breakdown across all components of homelessness response data</li> <li>Number of programs/ projects that address racial equity</li> <li>Number of staff hired with lived experience</li> <li>Number of staff engaged in race equity training</li> </ul>
<b>Stabilization</b>	<ul style="list-style-type: none"> <li>Number of successful referrals to physical health, mental health, behavioral health, substance use disorder treatment, employment &amp; income support partners</li> <li>Number of clients that successfully exit housing programs</li> </ul>

# FUNDING SOURCES

The following table is provided to offer guidance around potential funding opportunities that can be coupled with strategies and substrategies. This is a living document, meaning that information will need to be updated on a regular basis to ensure all possible funding sources are accurate.

## LEGEND

**URGENT:** Items requiring immediate consideration and response within the next 30 - 120 days

**NEW:** Updated information on funding awards, potential opportunities and pending announcements to look into/out for within the next 6 months

**NOT NEW:** Do not require immediate response

CATEGORY	PROGRAM	AVAILABLE FUNDS	ELIGIBLE APPLICANTS	ELIGIBLE USES	TIMELINE	ADDITIONAL INFORMATION
<b>Affordable Housing</b>	<a href="#">CalHome</a>	\$57M this round. Last round awards announced in April 2022: \$67M in funding to 33 projects	Local public agencies and nonprofit developers	Loans to individuals for down payment assistance, acquisition and rehabilitation, homebuyer counseling. Direct, forgivable loans to assist development projects involving multiple ownership units, including single-family subdivisions.  Loans for real property acquisition, site development, construction period expenses of homeownership projects, or permanent financing for mutual housing and cooperative developments.”	2022 NOFA released August 2022 with applications due October 2022.	Project loans to developers may be forgiven as the loans convert into deferred payment loans to individual homeowners.
<b>Affordable Housing</b>	<a href="#">HOME- American Rescue Plan Act</a>	Developers interested in working in San Fernando will have to access LA County funds of \$32.6M, likely through a NOFA from LACDA.	Direct allocation: “Participating Jurisdictions (PJs)” that qualified for an annual FY 2021 HOME Program allocation.	Tenant-based Rental Assistance; Development and support of affordable housing; Supportive housing services; Acquisition and development non-congregate shelter	HUD implementation notice released Sept 2021; PJs can receive 5% of their allocation for planning and administration currently. For PJs to receive the remainder of HOME-ARP funds, they need to develop a HOME-ARP allocation plan and submit it as a substantial amendment to the FY 2021 annual action plan.  Non-entitlement jurisdictions: NOFA for \$131M to be released in 2022. In March, HCD is holding community engagement sessions determine the HOME-ARP eligible activities HCD should undertake.  Summer 2022: draft allocation plan submitted to HUD (required before NOFA release).	HOME allocation is annual, but ARPA funds must be obligated by 12/31/24 and expended by 12/31/26, after which funds are subject to recapture by the Federal Government.

CATEGORY	PROGRAM	AVAILABLE FUNDS	ELIGIBLE APPLICANTS	ELIGIBLE USES	TIMELINE	ADDITIONAL INFORMATION
<b>Affordable Housing</b>	<a href="#">Infill Infrastructure Grant (IIG) Program</a>	\$200M (SuperNOFA); \$70M (qualifying infill areas); \$90M (small jurisdictions)	1. A nonprofit or for profit Developer of a Qualifying Infill Project and/or  2. Cities, counties, cities and counties, public housing authority, redevelopment agency, or other governing body that has jurisdiction over a Qualifying Infill Area	A Capital Improvement Project must be an integral part of, or necessary for the development of either a Qualifying Infill Project or housing designated within a Qualifying Infill Area. Eligible costs include the construction, rehabilitation, demolition, relocation, preservation, and acquisition of infrastructure.	HCD SuperNOFA: NOFA released as part of HCD SuperNOFA in April 22; webinars/ workshops held in May 22; application closing date June 28, 22; awards announced Nov 22.  Single family program: NOFA released Aug 22; applications due Oct 22.  Qualifying infill areas: NOFA released April 22; applications due June 22; awards announced Dec 22.  Small jurisdictions: NOFA released April 22; applications accepted over the counter with rolling awards.	-
<b>Affordable Housing</b>	<a href="#">Mobilehome Park Rehabilitation and Resident Ownership Program</a>	\$36M	Mobilehome park resident organizations, nonprofit entities, and local public agencies. Low-income residents of converted parks apply for individual loans to the entity that has purchased the park.	Purchase (conversion) of a mobilehome park by a resident organization, nonprofit entity, or local public agency; rehabilitation or relocation of a purchased park; purchase by a low-income resident of a share or space in a converted park or to pay for the cost to repair low-income residents' mobilehomes.	NOFA likely scheduled to be released summer 2022; applications accepted over the counter with rolling awards until fall 2022.	-
<b>Affordable Housing</b>	<a href="#">Permanent Local Housing Allocation</a>	Formula: \$135M; Competitive: \$24M	Entitlement formula: metropolitan cities and urban counties allocated a grant for the federal fiscal year 17 pursuant to the federal CDBG formula.  Non-entitlement formula and competitive grant program: non-entitlement jurisdiction.	Predevelopment, development, acquisition, rehabilitation, and preservation of affordable multifamily, residential live-work, rental housing (including Accessory Dwelling Units), including necessary operating subsidies.  Rapid re-housing, rental assistance, supportive/ case management services, operating and capital costs for navigation centers and emergency shelters, and the new construction, rehabilitation, and preservation of permanent and transitional housing	Formula: NOFA released May 2022; applications accepted over the counter with rolling awards.  Competitive: NOFA released June 2022; applications due Aug 2022; awards announced Dec 2022.	Developers in San Fernando will likely have to get funding from County, which obtains a formula allocation.
<b>Community and Economic Development</b>	<a href="#">Community Care Expansion Program</a>	First round: \$570M; \$805M over 3 years	Counties, tribes, nonprofits, or for profits	Acquisition, construction, and rehabilitation of adult and senior care facilities that serve applicants and recipients of Social Security Income (SSI) including individuals who are at risk of or experiencing homelessness and those who have behavioral health conditions.	Request for Applications (RFA) released in Jan 2022; applications accepted on a rolling basis.	<a href="#">Hotel to Housing Case Studies from the National Alliance to End Homelessness (NAEH)</a>

CATEGORY	PROGRAM	AVAILABLE FUNDS	ELIGIBLE APPLICANTS	ELIGIBLE USES	TIMELINE	ADDITIONAL INFORMATION
<b>Community and Economic Development</b>	Community Development Block Grant (CDBG)	San Fernando likely obtained some funding from the County's \$13.6M allocation.	Direct allocation: "Participating Jurisdictions (PJs) that qualified for an annual FY 2021 CDBG program allocation."  State funding: Cities / counties that did not receive CDBG funds from HUD; non-federally recognized Native American tribes; colonias	The 2022 CDBG NOFA provides funding for the following activities: <ul style="list-style-type: none"> <li>- Housing assistance</li> <li>- Housing rehabilitation</li> <li>- Public services</li> <li>- Facility and infrastructure improvements related to economic development</li> <li>- Planning and technical assistance</li> <li>- Economic development</li> </ul>	In Jan 2022, HCD awarded \$900K to tribes from CDBG-CV Rounds 2 and 3.  Non entitlement jurisdictions: NOFA released April 2022.  Community development activities: due June 20, 2022, by 3:00 PM	Grantees may also be able to provide rental assistance to rent incurred starting April 1, 22, and guidance and requirements for this use is laid out in HC's CDBG Management Memo #22-02 and related documents.
<b>Flexible Use</b>	<a href="#">Coronavirus State and Local Fiscal Recover / American Rescue Plan Act Funds- LA</a>	\$975M to Counties; \$400M in housing for PEH in partnerships with Cities; \$40M to create more affordable housing; \$19.8M to address intergenerational poverty; \$18.5M to eviction and foreclosure prevention	Check with Counties to identify opportunities to allocate funding locally	Capacity-building for specific CBOs, conversion of interim housing units to permanent housing, domestic violence shelter-based program, employment of justice-involved individuals, affordable housing development, food assistance, financial wellbeing and wealth building, homelessness prevention, case management services, interim housing, mortgage relief, landlord-tenant mediations, sanitation, modular and prefab PSH construction, permanent rental subsidies, eviction defense. See report for more details.	Few of the projects identified in the Spending Plan have been implemented, and a list of ARPA projects and anticipated timelines was published in Feb 2022. More updates available as part of the next Performance Report to the Treasury due July 31, 2022.	<a href="#">LA County Plan</a>
<b>Permanent Housing (PSH &amp; RRH)</b>	<a href="#">Homekey Rounds 2 &amp; 3</a>	HK 2.0: \$1.45B HK 3.0: \$1.3B	Cities, counties, and all other state, regional, and local public entities, including COGs, MPOs, and regional transportation planning agencies.	Acquisition and/or rehabilitation of motels, hotels, or other sites to be converted to permanent or interim housing; master leasing of properties for non-congregate housing; conversion of units from non-residential to residential; new construction; the purchase of affordability covenants and restrictions for units; relocation costs for individuals being displaced as a result of this program; and capitalized operating subsidies for units using funds awarded under HK 2.0 NOFA for FY 2021-22.	Amended round 2 NOFA released Jan 14, 2022 (clarified program requirement); application period for statewide pool opened February 1, 2022; final application due date is May 2, 2022 or until funds are exhausted, whichever occurs first.  Award announcements are continuous. Last round of funding (round 3) NOFA expected October 2022.	<a href="#">Hotel to Housing Case Studies from National Alliance to End Homelessness;</a> <a href="#">Homekey 1.0 Awards;</a> <a href="#">CDBG-CV Homekey set-aside awards (to fully convert to perm)</a>
<b>Vulnerable Populations</b>	<a href="#">Emergency Housing Voucher</a>	LACDA received 1,964 vouchers and has leased 363 as of May 2022	Individuals and families who are homeless, at-risk of homelessness, fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, stalking, or human trafficking, or were recently homeless or have a high risk of housing instability.	Subsidizing tenants' rent such that they only pay 30% of their income towards rent. Funding can be used for landlord incentives, housing search assistance, and security deposits.	PHAs are incentivized to lease up EHV's by summer 2022 or risk reallocation. EHV's provided rental assistance for families until late 2030.	<a href="#">Round 3 NOFA</a>

CATEGORY	PROGRAM	AVAILABLE FUNDS	ELIGIBLE APPLICANTS	ELIGIBLE USES	TIMELINE	ADDITIONAL INFORMATION
<b>Affordable Housing</b>	<a href="#">Affordable Housing Sustainable Communities (AHSC)</a>	Round 7 NOFA Awards: \$400M; Max program grant: \$30M; Max amount to one developer: \$60M	Local governments, transportation and transit agencies, nonprofit and for profit housing developers, joint powers authorities, K-12 school, college and university districts, federally recognized Native American tribes	Affordable housing developments (new construction or renovation) and transportation infrastructure.  Some funding for workforce development.  All projects applying for funding are required to be all-Electric with no connections to natural gas infrastructure.	Round 7 applications are due February 2023; awards will be adopted by Council in June/July 2023. Stakeholder listening sessions are currently in process. Round 7 draft guidelines will be released for public comment in May - August 2022. Final guidelines and NOFA will be released in October 2022.	-
<b>Flexible Use</b>	<a href="#">Homeless Housing Assistance and Prevention (HHAP) Grant Program</a>	HHAP 3: \$1B total HHAP 4: \$1B total	CoC, counties, cities	Rapid rehousing, operating subsidies and reserves, street outreach, services coordination, systems support to create regional partnerships, delivery of permanent housing, innovative solutions including motel/hotel conversion, prevention and shelter diversion to permanent housing, new navigation centers and emergency shelters, with requirement to demonstrate need. For HHAP round 3 (HHAP-3), at least 10% must be for programs serving youth.	HHAP 3 NOFA was released December 17, 2021 with the application opening in Feb 2022 and due June 2022. Initial disbursement in Winter/Spring 2022.  HHAP 4 NOFA will be released Sept 30, 2022. Initial disbursement in Winter/Spring 2023.	<a href="#">2021 NOFA</a>
<b>Health (Physical and Behavioral) &amp; Services</b>	<a href="#">Enhanced Care Management (ECM)</a>	-	CalAIM program will eventually expand to all Medi-Cal members in the state.	Replaces Whole Person Care pilots and Health Homes Program.  Services: Outreach and Engagement; Comprehensive Assessment and Care Management Plan; Enhanced Coordination of Care; Health Promotion; Comprehensive Transitional Care; Member and Family Supports; and Coordination of and Referral to Community and Social Support Services.	Phased in by county and Population of Focus from January 2022, through July 2023.	<a href="#">Enhanced Care Management and In Lieu of Services</a>

CATEGORY	PROGRAM	AVAILABLE FUNDS	ELIGIBLE APPLICANTS	ELIGIBLE USES	TIMELINE	ADDITIONAL INFORMATION
<b>Affordable Housing</b>	<a href="#">AUD Grant Program</a>	\$100M / Max \$25K per homeowner	Homeowners with low or moderate income, low equity, or who live in socially disadvantaged communities	Predevelopment costs include site prep, architectural designs, permits, soil tests, impact fees, property survey, and energy reports.	Ongoing	-
<b>Affordable Housing</b>	<a href="#">Community Loan Fund</a>	Predevelopment loans: up to \$2M/loan; Acquisition/ Preservation loans: up to \$7.5M; Construction/ Bridge loans: up to \$7.5M; Mini-Permanent Loans: up to \$7.5M	Various community partners and developers	Predevelopment: Third party expenses related to design and development activities prior to construction.  Term: up to 24 months; Loan Amount: up to \$2 million; Interest Rate: 5–7% based on project, sponsor risk and other variables  Acquisition and/or Preservation Loans: Available for land and building acquisition and critical repairs.  Term: up to 48 months; Loan Amount: up to \$7.5 million; Interest Rate: 5–7.5%, LIBOR + 4.5%  Construction and Bridge Loans: Available to pay for new construction or rehabilitation with expected repayments typically from a permanent loan, LIHTC equity, and/or Historic Tax Credit Equity. May also be used to bridge other financing sources.  Term: up to 60 months; Loan Amount: up to \$7.5 million; Interest Rate: 5–7%, LIBOR + 4.5%  Mini-Permanent Loans: Available for acquisition/ refinance of operating housing and community facility properties. May also be paired with a construction loan for the development of a new property.  Term: up to 120 months; Loan Amount: up to \$7.5 million; Interest Rate: 6– 7%	Ongoing	-
<b>Affordable Housing</b>	<a href="#">Golden State Acquisition Fund (GSAF)</a>	\$93M; maximum loan amount \$13,950,000	Nonprofits or for profits, cities, counties, and other public agencies within California, and joint ventures comprised of such entities, with a track record of developing affordable housing.	Loan proceeds may be used for the acquisition of vacant land or improved property.	Contact originating CDFIs for application.	<a href="#">Latest Project Loan Term Sheet</a>
<b>Affordable Housing</b>	<a href="#">Local Housing Trust Fund Program (LHTF)</a>	\$57M	A Local or Regional Housing Trust Fund that receives Ongoing Revenues from Dedicated Sources of funding sufficient to permit the Local Housing Trust Fund to comply with the requirements of the Program.	Acquisition and repositioning of existing multifamily buildings; New construction of multifamily and scattered site housing; Implementation of community land trusts; Development of community-based projects that strengthen housing systems; Design and implementation of policy solutions to increase housing supply.	NOFA released April 2022; applications accepted April 26, 2022, through May 25, 2022; awards announced in October 2022.	The City of San Fernando will have to rely on LA County to access these funds.

CATEGORY	PROGRAM	AVAILABLE FUNDS	ELIGIBLE APPLICANTS	ELIGIBLE USES	TIMELINE	ADDITIONAL INFORMATION
<b>Affordable Housing</b>	<a href="#">Mixed-Income Program</a>	\$65M	Available to for profit, nonprofit, and public agency sponsors. Development teams must meet CalHFA experience requirements, as defined in the CalHFA Development Team Qualifications section below. Projects must have site control and be prepared to submit for a bond and tax credit allocation and will only receive funds if bonds are issued within the issuance timeframes specified in the California Debt Limit Allocation Committee's (CDLAC) Regulations Section 5100.	Long-term subordinate financing for new construction of affordable multifamily developments that provide housing for Californians earning between 30% and 120% of the Area Median Income.	2022 MIP application deadline: Feb 11, 2022	-
<b>Affordable Housing</b>	<a href="#">Multifamily Programs</a>	Perm Loans minimum amount: \$5M	Available to for profit, nonprofit, and public agency sponsors	New construction or acquisition/ rehabilitation developments that provide affordable housing opportunities for individuals, families, seniors, veterans, and tenants with disabilities.	For 10/19/2022 CDLAC Round: Permanent Loan Application due 5/27/2022; Conduit Issuance Application due 6/9/2022; CDLAC Performance Deposit due 11/2/2022	Program-specific term sheets available on program page. Includes application fees.
<b>Health (Physical and Behavioral) &amp; Services</b>	<a href="#">Pet Assistance and Support (PAS) Program</a>	\$10M; grants will be between \$100 - \$600K	Cities or counties, or nonprofits that is a "qualified homeless shelter" that commits to meeting a number of conditions relating to provision of services to clients and their pets.	Shelter, food, and basic veterinary services for pets owned by individuals experiencing homelessness, along with staffing and liability insurance related to providing those services.	NOFA released Feb 2022; applications due 8 April 2022; awards announced June 2022.	<a href="#">2022 NOFA</a>
<b>Homeless Initiatives</b>	<a href="#">Measure H</a>	Est \$3.5B over 10 years	Various community partners in LA County	Homelessness prevention, housing subsidies, income supports, case management and services, enhancing Coordinated Entry System, affordable housing production	Ongoing	<a href="#">FY 21 - 22 Draft Funding Recommendations for LA County Homeless Initiative (combined with other funds)</a>
<b>Permanent Housing (PSH &amp; RRH)</b>	<a href="#">Housing for a Healthy California (HHC) Program</a>	\$160M	Organization, agency, or other entity (including public housing agencies, for profits, or nonprofits) that is an Owner or Developer	Permanent loans for acquisition, rehab, and/or new construction for existing and new supportive housing opportunities. Grants for Capitalized Operating Subsidy Reserves (COSRs).  Target population: people who are chronically homeless or homeless and a high-cost health user.	2021 NOFA application was released Jan 17, 2022. OTC Application due date: Feb 15, 2022.  New Applicants (Competitive) Application due date: Mar 1, 2022.	-
<b>Permanent Housing (PSH &amp; RRH)</b>	<a href="#">Project-Based Voucher (PBV) Section 8</a>	Varies by City and County	Property owners of eligible housing units, including affordable housing developers and owners/operators.	Rental subsidies for eligible affordable housing units.	Varies by the PHA administering the PBV Section 8 program.	-

CATEGORY	PROGRAM	AVAILABLE FUNDS	ELIGIBLE APPLICANTS	ELIGIBLE USES	TIMELINE	ADDITIONAL INFORMATION
Permanent Housing (PSH & RRH)	<a href="#">Veterans Affairs Supportive Housing (VASH)</a>	\$40M additional VASH vouchers nationally in 2021	Vouchers allocated to each jurisdiction's Public Housing Agency.	Project Based Vouchers (PBVs): PBVs exist under the Section 8 program. HUD subsidizes the units in the form of a rental subsidy and the developer commits the units to their affordability for a predetermined, contractually obligated number of years.	HUD-VASH vouchers are renewed based on actual PHA leasing along with all other housing choice vouchers (HCV). Additional funding for VASH vouchers approved through the Federal appropriations process.	-
Vulnerable Populations	<a href="#">Veterans Housing and Homelessness Prevention Program (VHHP)</a>	\$95M	Sponsors and Borrowers may be for profits or nonprofits. Any public agency or private entity capable of entering into a contract is eligible to apply, provided they meet the threshold requirements in Guidelines, Section 102.	Acquisition, construction, rehabilitation, and preservation of affordable multifamily housing for veterans and their families to allow veterans to access and maintain housing stability.	HCD SuperNOFA. Application released April 2022; webinars and workshops held May 2022; application closing date June 28, 2022; awards announced Nov 2022.	-

## APPENDICES



# LOOKING BEYOND THE HOMELESSNESS ACTION PLAN: A 5 – 10 YEAR PLAN TO EXPAND EQUITABLE ACCESS TO PERMANENT HOUSING

The lack of affordable housing is a fundamental driver of the City of San Fernando and Los Angeles County's homelessness crisis. Low vacancy rates, soaring rents, stagnant incomes, precarious employment, and a lack of effective social safety nets are all significant contributors to increases in homelessness. The impact of this housing shortage is reflected by the challenges people experiencing homelessness face in obtaining and retaining housing. Due to the shortage of housing, people experiencing homelessness sometimes spend months or longer on waitlists searching for suitable units, which exacerbates not only their social and economic instability but also their physical and mental health.

After meeting the priorities set forth in this Homelessness Action Plan, the City will explore additional possible strategies to create and preserve affordable housing by looking to innovate approaches that will expand the existing housing stock, increase the availability of flexible housing funds, and increase housing access. These strategies will complement the City's ongoing housing development and preservation efforts set forth in the City's Housing Element to meet the regional housing needs. The City's commitment to meeting the availability, adequacy, and affordability of housing will have a net positive effect on addressing the housing and stabilization needs of those experiencing homelessness or at-risk of homelessness. Strengthening housing in the community will make additional strides in reducing inflows into homelessness and increasing successful outflows into long-term stable housing.

The goal for this long-term plan will be to promote affordable housing units through various methods such as new development, flexible housing, and education/advocacy to the community.



# STAKEHOLDER LIST

## STRATEGIES

- City Departments (City Manager, Community Development, Police, Public Works, Recreation & Community Services)
- City of San Fernando Homeless Taskforce (Julie Fernandez, Nick Kimball, Matthew Baumgardner, Anthony Vairo, Irwin Rosenberg, Gerardo Marquez, Juan Salas, Julian J. Venegas)
- San Fernando Chamber of Commerce
- Homeless Ad Hoc Committee (Councilmember Cindy Montanez, Councilmember Celeste Rodriguez)
- San Fernando City Council/Mayor
- County of Los Angeles
  - Department of Health Services
  - Department of Public Health
  - Department of Public Social Services
  - LA County Library
- City of Burbank
- City of Los Angeles
- Los Angeles Unified School District, Office of Kelly Gonez School Board Member District 6
- Office of CA-Assemblymember Luz Rivas (District 39)
- Office of Councilwoman Monica Rodriguez District 7
- Office of LA County Board of Supervisors Sheila Kuehl (Third District)
- Office of Senate Majority Leader Emeritus Robert Hertzberg
- San Fernando Valley Council of Governments
- Caltrans

## HOMELESSNESS SECTOR

- LAHSA
- LA Family Housing
- Hope of the Valley Rescue Mission
- San Fernando and Santa Clarita Valley Homeless Coalition
- Salvation Army Aetna Bridge Home
- SPA 2 Steering Committee
- Northeast San Fernando Valley Interagency Homelessness Task Force

## COMMUNITY SERVICES/ SUPPORTS

- Center for Living and Learning
- Child & Family Center
- Interfaith Solidarity Network
- Neighborhood Watch
- Business Watch
- Downtown San Fernando Mall Association
- Village Family Services
- Volunteers of America Los Angeles

## HEALTHCARE

- Providence Holy Cross Medical Center
- San Fernando Community Health Center
- San Fernando Recovery Center
- Tarzana Treatment Centers
- Vida Mobile Clinic
- Northridge Hospital Medical Center
- Northeast Valley Health Corporation

## ACRONYMS

- AHAR:** Annual Homeless Assessment Report
- APR:** Annual Performance Report (for HUD homelessness programs)
- CALAIM:** California Advancing and Innovating Medi-Cal
- CDBG:** Community Development Block Grant (CPD program – federal)
- CES:** Coordinated Entry System
- CSBG:** Community Services Block Grant
- COC:** Continuum of Care
- CPD:** Community Planning and Development (HUD Office)
- ES:** Emergency Shelter
- ESG:** Emergency Solutions Grant (CPD – federal program)
- FMR:** Fair Market Rent (maximum rent for Section 8 rental assistance/CoC grants)
- HCD:** Housing and Community Development (State office)
- HIC:** Housing Inventory Count
- HMIS:** Homeless Management Information System
- HOME:** Home Investment Partnerships (CPD program)
- HUD:** U.S. Department of Housing and Urban Development (federal)
- NOFA:** Notice of Funding Availability
- NIMBYISM:** Not In My Back Yard
- PHA:** Public Housing Authority
- PIT COUNT:** Point in Time Count
- PH:** Permanent Housing
- PSH:** Permanent Supportive Housing
- RRH:** Rapid Rehousing
- SH:** Supportive Housing
- SMI:** Severe Mental Illness
- SO:** Street Outreach
- SOAR:** SSI/SSDI Outreach, Access, and Recovery (SSI/SSDI Application program)
- SRO:** Single-Room Occupancy housing units
- SSI:** Supplemental Security Income
- SUD:** Substance Use Disorder
- TA:** Technical Assistance
- TH:** Transitional Housing
- VA:** Veterans Affairs (U.S. Department of)



## DEFINITIONS

**At risk of homelessness:** Individual or family who will imminently lose their primary nighttime residence. The Department of Housing and Urban Development has a formal definition of this. Please see page 42 of the Emergency Solutions Grant Program Interim Regulations for the full definition. <https://www.govinfo.gov/content/pkg/FR-2011-12-05/pdf/2011-30938.pdf>

**Bed Utilization:** Bed utilization rates—or bed occupancy rates—represent the percentage of beds or units that are occupied on a given night or on an average night over a period of time. The average daily utilization rate is calculated by taking the average number of people served over a given time period divided by the total number of beds.

**Bridge Housing:** Provides a safe, low-barrier and supportive twenty-four (24) hour residence to participants experiencing homelessness, while they are assisted as quickly as possible into safe and supportive housing which includes permanent housing for all populations and transitional housing for youth and families fleeing domestic violence and intimate partner violence. Bridge Housing programs must work in collaboration with LAHSA and the Coordinated Entry System in Los Angeles County. CES Bridge Housing should fit seamlessly with the other CES Program components.

**Case Management:** Case management is defined by the Case Management Society of America as “a collaborative process of assessment, planning, facilitation, care coordination, evaluation, and advocacy for options and services” to meet individual needs. Case Management in the context of CES should be voluntary and client centered, with the goal of identifying strengths and client directed goals, while promoting “health, recognition, and well-being” (USICH, 2016). Case Managers in CES should ultimately focus on safety first, linking the client to a permanent housing resource and providing the necessary

services needed to promote housing stability.

**Chronically Homeless:** People who are chronically homeless have experienced homelessness for at least a year – or repeatedly – while struggling with a disabling condition such as a serious mental illness, substance use disorder, or physical disability. The Department of Housing and Urban Development has a formal definition of this. Please see page 11 of the Emergency Solutions Grant Program Interim Regulations for the full definition. <https://www.govinfo.gov/content/pkg/FR-2011-12-05/pdf/2011-30938.pdf>

**Continuum of Care (CoC) Program [HUD]:** The Continuum of Care (CoC) Program is designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers, and State and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families, and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; and optimize self-sufficiency among individuals and families experiencing homelessness.

**Coordinated Entry System:** The Coordinated Entry System (CES) is a HUD mandated activity for all communities across the country that seeks to ensure that any individual or family who is at-risk of homelessness or is currently experiencing homelessness has efficient access to the homeless crisis response system. CES also ensures that the community has an agreed upon assessment process to determine the needs of each household, that there is an approved prioritization process for resource allocation based on need, and that there is a streamlined process and method for referring people to those resources

### **Diversion or Housing Problem**

**Solving:** Diversion, also known as Housing Problem Solving assists households to identify their strengths, support networks, and link to community resources to find housing. It is not necessarily a program but rather an approach or technique that uses a conversation between skilled staff members to explore options that the household may not have been able to identify or felt comfortable enough to explore on their own.

**Domestic Violence:** Domestic Violence (also called intimate partner violence [IPV], domestic abuse or relationship abuse) is a pattern of behaviors used by one partner to maintain power and control over another partner in an intimate relationship. Domestic violence includes behaviors that cause or threaten physical harm, arouse fear, prevent a partner from doing what they wish or force them to behave in ways they do not want. It includes the use of or a threat of the use of physical and sexual violence, threats and intimidation, emotional abuse, and economic deprivation. Many of these different forms of domestic violence/abuse can be occurring at any one time within the same intimate relationship and/or may occur with varied frequency within a relationship (National DV Hotline definition).

**Domestic Violence Program:** Domestic Violence Programs provide shelter, assistance, and specialized resources to domestic violence survivors.

**Emergency Housing Vouchers (EHVs):** EHVs are tenant-based rental assistance under the Housing Choice Voucher Program. Access will be facilitated through the Coordinated Entry System (CES) for Los Angeles County.

**Emergency Shelter:** Emergency Shelter programs generally provide a low-barrier safe place for people to stay while awaiting housing placement.

**Family:** Households consisting of one more minor children (17 or under) in the legal custody of one or two adults who are living together and working collaboratively to care for the children. This includes 2-parent and 1-parent families, including those with same sex partners, families with intergenerational or extended family members, unmarried couples with children, families that contain adults who are not minor children, in which mother is in her second trimester of pregnancy, or mothers who have been medically diagnosed as having a “high risk” pregnancy shall qualify as a family.

**Homeless Management Information System (HMIS):** A Homeless Management Information System (HMIS) is a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness

**Homeless:** Individual or family who lacks a fixed, regular, and adequate nighttime residence

**Homeless Prevention:** Homelessness Prevention programs are targeted to individuals and families who are in their own home but who are at-risk of losing that home and who have no other housing options and are facing homelessness. The goal of homelessness prevention is to help the individual or family remain in their current housing or move to another permanent housing setting while avoiding homelessness.

**Household (HUD definition):** A household includes all the people who occupy a housing unit. The household includes the related family members as well as the unrelated people, if any, such as lodgers, foster children, wards, or employees who share the housing unit. A person living alone in a housing unit, or a group of unrelated people sharing a housing unit such as partner or roomers, is also counted as a household.

**HUD VA Supportive Housing (VASH) Vouchers:** The HUD-Veterans Affairs Supportive Housing (HUD-VASH) program combines Housing Choice Voucher (HCV) rental assistance for homeless Veterans with case management and clinical services provided by the Department of Veterans Affairs (VA). VA provides these services for participating Veterans at VA medical centers (VAMCs) and community-based outreach clinics.

**Interim Housing:** Interim housing is a housing situation where a chronically homeless person has: applied for permanent housing, has been accepted, a unit/voucher for permanent housing has been reserved for them, but for which there is some other situation that prevents them from moving immediately into housing (e.g. apartment getting painted, old tenant moving out, has a voucher but is looking for the unit, etc.).

**Los Angeles Homeless Services Authority:** In December of 1993, the Los Angeles County Board of Supervisors and the Los Angeles Mayor and City Council created the Los Angeles Homeless Services Authority (LAHSA) as an independent, Joint Powers Authority. LAHSA’s primary role is to coordinate the effective and efficient utilization of Federal and local funding in providing services to homeless people throughout Los Angeles City and County. LAHSA is the lead agency in the Los Angeles Continuum of Care, which is the regional planning body that coordinates housing and services for homeless families and individuals in Los Angeles County. LAHSA coordinates and manages over \$243 million annually in Federal, State, County and City funds for programs that provide shelter, housing and services to homeless persons in Los Angeles City and County.

**Low Barrier:** Low barrier shelters remove the most common obstacles to homeless individuals seeking housing, like the “no pets rule”, drug tests, curfews, etc. Low barrier shelters accept individuals that high barrier shelters would reject.

**Measure H:** In March 2017, voters resoundingly approved Measure H, the landmark ¼ percent increase to the County’s sales tax to provide an ongoing revenue stream—an estimated \$355 million per year for ten years—to fund services, rental subsidies, and housing. It is designed to fund a comprehensive regional approach, encompassing 21 interconnected strategies in six areas to combat homelessness:

- Prevent homelessness
- Subsidize housing
- Increase income
- Provide case management and services
- Create a coordinated system
- Increase affordable housing/homeless housing

**NIMBYism (Not In My Back Yard):** NIMBYism is opposition to the locating of something considered undesirable (such as a prison or incinerator) in one’s neighborhood.

**Proposition HHH:** A \$1.2 billion bond to more than triple Los Angeles’ annual production of supportive housing and help build approximately 10,000 units for homeless Angelenos across the city.

**Permanent Housing:** Permanent housing (PH) is defined as community-based housing without a designated length of stay in which formerly homeless individuals and families live as independently as possible.

**Permanent Supportive Housing:**

Permanent Supportive Housing is a permanent housing program that provides subsidized housing either in a designated PSH unit within a single location or in a scattered site model within the existing rental market. In addition to the housing, PSH provides voluntary intensive wrap-around supportive services including case management, mental health, and substance use disorder services.

**Point-In-Time Count:** A point-in-time count is an unduplicated count on a single night of the people in a community who are experiencing homelessness that includes both sheltered and unsheltered populations.

**Rapid Rehousing:** Rapid Re-Housing programs are a permanent housing program that provides housing search assistance, time-limited rental assistance for units in the private rental market, and wraparound case management to promote housing stability and increasing income for taking over of the rent.

**Safe Parking:** Safe Parking Programs allow organizations and businesses to open their parking lots to homeless individuals at night who normally sleep in their car or RV.

**Service Planning Areas:** Los Angeles County is divided into eight "Service Planning Areas" (SPA's) for health care planning purposes.

**Sheltered:** The Department of Housing and Urban Development defines (HUD) defines sheltered homeless persons as adults, children, and unaccompanied children who, on the night of the count, are living in shelters for the homeless.

**Street Outreach programs:** Street outreach is a homeless services intervention that focuses primarily on supporting individuals with accessing permanent or temporary housing by building trusting relationships and ongoing rapport. The primary and ultimate goal of street outreach is to find affordable housing for each individual, with access to voluntary wraparound services needed to stay healthy; including employment, substance use treatment and mental health care.

**Subsidized Housing:** Subsidized housing is government sponsored economic assistance aimed towards alleviating housing costs and expenses for impoverished people with low to moderate incomes.

**Transition Age Youth (TAY):** An individual between the ages of 18 and 24 years. Please note that while the Youth Coordinated Entry System serves youth and young adults, ages 16-24, for the purposes for Rapid Rehousing, youth must be at least 18 years old to sign a lease. Therefore, for the program area of Rapid Rehousing, TAY are defined as youth ages 18-24.

**Trauma-Informed Care:** Trauma-Informed Care requires that every part of the program's design and operation be approached with an understanding of trauma and the impact it has on those receiving services. Traumatic experiences can impact how clients receive services provided and the environment in which those services are delivered.

**Temporary Shelter:** Temporary Housing is a housing situation is intended to be very short-term or temporary (30, 60, or 90 days or less). Examples of this are bridge housing and emergency shelter.

**Transitional Housing:** Transitional Housing programs provide temporary shelter with more support services and a longer length of stay that may be up to two years. Programs are focused on addressing barriers that individuals and families may have that could include employment, mental health, substance use, and other barriers prior to accessing permanent housing.

**Unsheltered or unhoused:** An unsheltered homeless person resides in a place not meant for human habitation, such as cars, parks, sidewalks, or abandoned buildings.

**Volunteer and Faith-Based**

**Partners:** Volunteer and Faith-Based Partners are community-based or religious groups that offer their resources to the effort to end homelessness, including volunteering at shelters, raising money, offering their buildings as shelters, providing rehabilitative services, etc.

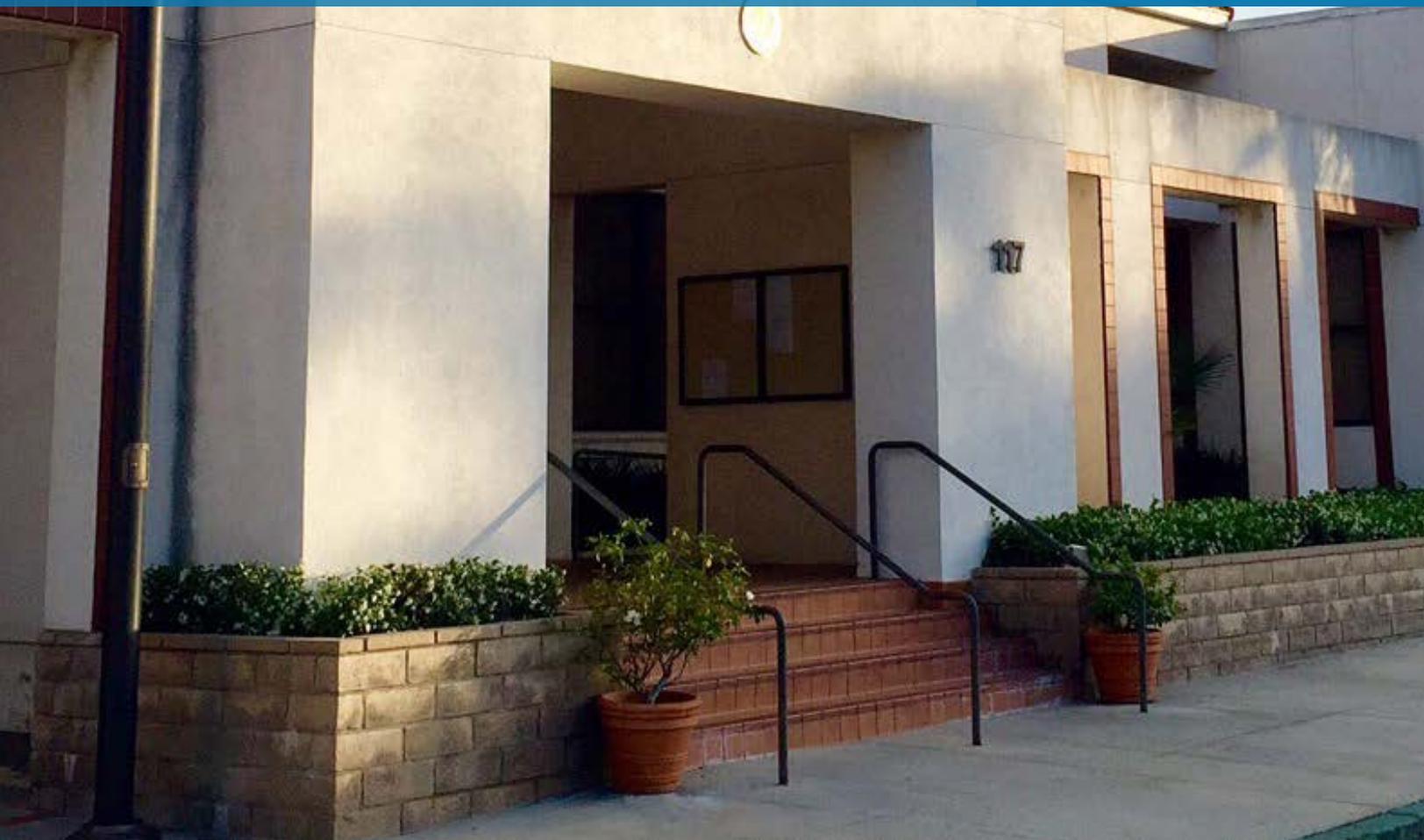
# ACKNOWLEDGMENT

This Homelessness Action Plan represents the road map for the City of San Fernando and its partners. We would like to take this opportunity to thank all the people and organizations that have helped to create this Homelessness Action Plan, including:

- City of San Fernando
- Los Angeles County
- Non-profit partners and stakeholders
- San Fernando's business community
- San Fernando's faith-based organizations
- Key community stakeholders in the health, criminal justice, and workforce development fields
- Landlords and property owners
- Residents and community members, including those currently or formerly experiencing homelessness

Woven throughout the Homelessness Action Plan is the idea that ending homelessness can only be carried out when we all come together toward a common vision. We could not have created such a robust and tailored plan without the knowledge, experience, and input of each person involved. These individuals and organizations (see Stakeholder List) are already out in the community providing services and meeting the needs of our most vulnerable, and we are deeply grateful for their commitment.

The Los Angeles County Board of Supervisors approved the Innovation Framework that allocated funds to local governments to support activities that align with the County's framework. The City of San Fernando received \$21,247 in funding from the Innovation Fund to develop a homelessness plan. We thank the County for its support of City of San Fernando's homelessness planning process.



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**FINAL PLAN** SEPTEMBER 6, 2022

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