

Council Agenda Report

To: Mayor Mullen and the Honorable Members of the City Council

Prepared by: Susan Duenas, Public Safety Manager

Approved by: Reva Feldman, City Manager 

Date prepared: June 6, 2018 Meeting date: June 25, 2018

Subject: Homelessness Strategic Plan

RECOMMENDED ACTION: Adopt Resolution No. 18-37 adopting the Homelessness Strategic Plan.

FISCAL IMPACT: Funding for the implementation of the Homelessness Strategic Plan was included in the Adopted Budget for Fiscal Year 2018-2019 in Account No. 100-7021-5119 (Homeless Outreach and Support Services).

DISCUSSION: The City was awarded a \$50,000 grant through the County of Los Angeles Measure H to develop a Strategic Plan for Homelessness. The goal of developing a plan is to improve the effective use of existing resources, identify new strategies and resources, and align with the County's Homeless Initiative.

The grant funds were used to contract with the firm MIG to conduct stakeholder interviews, surveys, facilitate stakeholder meetings and draft the plan. Stakeholders included existing organizations currently serving the homeless, as well as representatives from key community groups, such as law enforcement, fire, businesses, and concerned residents.

The planning process began in January 2018 with stakeholder interviews and an on-line community questionnaire to collect data to help inform the planning process. The first stakeholder meeting reviewed the findings from the interviews and questionnaire and begin identifying goals and objectives. Additional stakeholder meetings refined the goals and identified actions to support the goals, roles and responsibilities, timeline for implementation and measurements of success.

As a result, the City has a draft Plan that aims to balance compassion and public safety with the following seven goals:

1. Reduce the number of people experiencing homelessness in Malibu by providing access to temporary and permanent housing solutions within Los Angeles County.
2. Prevent and mitigate any public health and public safety impacts on the community stemming from homelessness.
3. Implement programs to prevent homelessness among residents of Malibu.
4. Provide coordinated outreach and supportive services to homeless individuals and families that promote self-sufficiency and personal stability.
5. Increase community awareness of the Malibu homeless initiative, its progress, and successes.
6. Advocate for systemic changes at the county, state, and federal levels that will strengthen efforts to prevent and reduce homelessness.
7. Develop governance infrastructure to facilitate collaboration, provide oversight, and support implementation of the homelessness strategic plan.

As part of Goal 7, the City plans to establish Homelessness Strategic Planning Working Group to oversee the implementation of the plan and track progress. The Working Group will be comprised of members from the Advisory Group that developed the plan. Progress on implementing the Strategy will be posted on the City's website.

To give the community an opportunity to review the Draft Plan and provide feedback, it was presented at a community meeting on May 24, 2018, and was posted on the City's website for public review. The Draft Plan was also presented to the Public Safety Commission at their meeting on June 6, 2018.

ATTACHMENTS: Resolution No. 18-37

RESOLUTION NO. 18-37

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MALIBU
ADOPTING THE HOMELESSNESS STRATEGIC PLAN

The City Council of the City of Malibu does hereby find, order and resolve as follows:

SECTION 1. Recitals.

- A. The City of Malibu, like most California communities, has experienced a substantial increase in homeless individuals living in the City.
- B. To address the immediate needs of homeless individuals, faith-based organizations have provided a variety of services such as food, clothing, and medical attention.
- C. The Malibu Task Force on Homelessness was formed in 2016 to raise funds to engage the support of outreach workers from The People Concern.
- D. In 2017, the City received a grant through the County of Los Angeles Measure H to develop a Homelessness Strategic Plan that will serve to coordinate the various local efforts and support the regional Homelessness Initiative.
- E. To develop the Plan, a Community Advisory Group was established that included representatives from key community groups, such as existing organizations currently serving the homeless, law enforcement, fire, businesses, and concerned residents.
- F. After three half-day planning meetings and extensive community input gathered through interviews, questionnaires and a communitywide survey, a Plan was developed that balances compassionate support for those experiencing homelessness with the protection of public safety.

SECTION 2. The Homelessness Strategic Plan (Exhibit A) is hereby adopted.

SECTION 3. The City Clerk shall certify to the passage and adoption of this resolution and enter it into the book of original resolutions.

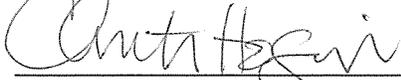
PASSED, APPROVED, and ADOPTED this 25th day of June 2018.

RICK MULLEN, Mayor

ATTEST:

HEATHER GLASER, City Clerk
(seal)

APPROVED AS TO FORM:



CHRISTI HOGIN, City Attorney

City of Malibu

DRAFT - Homelessness Strategic Plan



May 24, 2018
Prepared by
MIG, Inc.

Acknowledgments

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Lou La Monte, Councilmember
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EXECUTIVE SUMMARY

The City of Malibu developed the Homelessness Strategic Plan to help guide and coordinate efforts to prevent and alleviate homelessness within the Malibu community. The plan was funded through a grant from the Los Angeles County Homelessness Initiative, and it is one of many strategic plans being developed by local cities in Los Angeles County to complement and support regional efforts to address the homelessness crisis.

In order to identify meaningful, substantive and relevant strategies, the City relied on extensive community input, including five interviews and an on-line community survey to which 572 community members responded. Over a three-month period, from February through March 2018, a 30-member community advisory group reviewed findings from this outreach and met in three working sessions to build the content and structure of the plan.

The core of this plan is the Strategic Plan Framework, found in Section V on page 15 of the plan and presented on the following page of this summary. The framework outlines the Vision for Success, Guiding Principles, and seven primary Goals that the plan intends to achieve. Each goal is connected to a series of Supporting Actions, with detailed recommendations for successful implementation. The Supporting Actions are presented in detail in Section VI. Performance measures outlined in Section VII will be used to monitor the effectiveness of the plan.

While this strategic plan aligns with regional efforts led by Los Angeles County, it is based on input provided by the people who live and work in Malibu and so reflects their particular understanding of the local conditions, challenges, and opportunities for addressing homelessness here in our community.

Our Vision of Success

Homelessness is declining steadily, as people are finding permanent housing with services as needed, while public safety and health concerns are alleviated.

Many factors have come together to create this **Vision of Success** in Malibu:

- ✓ There is a plan in place with solid support from all sectors.
- ✓ Our plan is being implemented by a closely coordinated network of local organizations.
- ✓ Our solutions are responsive to the diverse needs of individuals.
- ✓ It is a sustainable initiative that is fully aligned with a larger regional effort.
- ✓ The City is proactively engaged in homelessness advocacy efforts.
- ✓ The services and supports provided are helping to stabilize lives and create hope for the future.

Guiding Principles

- We believe a **shared framework** with a **clear plan of action** will ensure all involved are **working together** to address homelessness in Malibu.
- We are striving to develop and implement **long-term solutions** using a **field-based model** to help each individual experiencing homelessness find **permanent housing with supportive services**.
- We believe the **safety and well-being of the community is a priority**, including people experiencing homelessness.
- Our **plan is flexible** to adapt to changing conditions over time.
- We assess the effectiveness of our plan to address homelessness by **tracking outcomes** that are meaningful indicators of success.
- **We recognize homelessness is not a crime.**
- We understand **community awareness and involvement** in our initiative is critical to our success.
- We recognize that those experiencing homelessness are **unique individuals** with diverse needs requiring a **tailored case management approach** founded **on trust and respect** for each individual.

Goals

1. Reduce the number of people experiencing homelessness in Malibu by providing access to temporary and permanent housing solutions within Los Angeles County.
2. Prevent and mitigate any public health and public safety impacts on the community stemming from homelessness.
3. Implement programs to prevent homelessness among residents of Malibu.
4. Provide coordinated outreach and supportive services to homeless individuals and families that promote self-sufficiency and personal stability.
5. Increase community awareness of the Malibu homeless initiative, its progress, and successes.
6. Advocate for systemic changes at the county, state, and federal levels that will strengthen efforts to prevent and reduce homelessness.
7. Develop governance infrastructure to facilitate collaboration, provide oversight, and support implementation of the homelessness strategic plan.

I. INTRODUCTION

Purpose of Strategic Plan

The City of Malibu developed this strategic plan to increase efforts to prevent and alleviate homelessness within the City. The increasing presence of people experiencing homelessness has led to public health and safety concerns, along with a desire to provide compassionate, effective solutions. Community organizations, the City, and residents in Malibu have already taken significant steps to help the homeless living in our community. The City of Malibu has provided funding to support these efforts.

Given the complex nature of the homeless challenge, however, a more coordinated, integrated effort is now required. The challenge is bigger than any single public or private entity or local city acting on its own can surmount. The purpose of developing the plan collaboratively is to leverage existing resources, identify new strategies and resources, and align with a regionwide Homeless Initiative that is being led by the County of Los Angeles. Success requires an overarching strategy and shared goals that will tie all our actions together toward a common purpose.

To create this shared framework for action, the City reached out to form an advisory group of community members who have long dealt with the challenge of homelessness. In a series of meetings, advisory group members shared their ideas and views based on their experience working with and interacting with the homeless, and this input has formed the core content of this strategic plan.

Overview of the Strategic Plan

Following this introduction, **Section II** of the Strategic Plan provides an overview of the current state of homelessness in Malibu and a description of past and current efforts to reach out to and help the homeless members of our community. This section also describes how the Malibu plan relates to and supports the larger regional efforts being undertaken by the County of Los Angeles to address homelessness.

Section III is an overview of some of the best practices from other cities and counties around the country.

Section IV portrays the community outreach and planning process used to generate information for development of this plan. Findings from the outreach including stakeholder interviews and a community survey are provided in the appendices, under separate cover

Section V contains the strategic plan framework, which is the core of this planning document. It consists of a Vision for Success, Guiding Principles, seven primary Goals, and their corresponding Performance Measures.

- The Vision for Success describes the desired impact on homelessness we are striving to achieve in the future through the successful implementation of this strategic plan.
- Guiding Principles are the long term, underlying beliefs and values that have shaped our approach to the homelessness challenge.
- Goals are broad statements of direction that define the key results we are striving to achieve.
- Performance Measures are the metrics that will be used to monitor the progress of the plan and to provide feedback if there is a need to modify the plan to achieve its goals.

Section VI presents the Goals with Supporting Actions that will be carried out to achieve each Goal. There is a specific Action Plan for each Goal, which identifies the supporting actions along with:

- An organization that will have lead responsibility for that action
- Supporting partners that will work with the lead agency,
- Required resources, and
- Estimated timeframe for implementation.

Section VII concludes with a directory of resources for addressing homelessness, including ways for members of Malibu community to join this effort and for individuals experiencing homelessness to seek help.

II. BACKGROUND

State of Homelessness in Malibu

In recent years, Malibu has seen a substantial increase in the number of homeless living in our community. Homelessness in Malibu is not a recent phenomenon, but the homeless surge is. According to the most recently available data, the number of unsheltered homeless individuals in Malibu grew from 161 in 2016 to 180 in 2017, a nearly 12% increase. According to information provided by the Los Angeles Homeless Services Authority (LAHSA), the 180 homeless individuals that were counted in January 2017¹ included:

- 57 persons living on the Street
- 46 persons living in Makeshift Shelters
- 21 persons living in Cars
- 19 persons living in RVs/Campers
- 19 persons living in Tents
- 18 persons living in Vans

These numbers represent a fraction of what is being experienced at the regional level, which has seen the unsheltered homeless population in Los Angeles County reach epidemic proportions—climbing from 33,000 in 2010 to nearly 58,000 in 2017, a 75% increase. Los Angeles now has the largest concentration of homeless in the western United States and is second only to New York City nationally.

¹ A new homeless count was conducted on January 25, 2018. Data from that count has not yet been released at the time of this writing.

Community Efforts to Address Homelessness

Efforts to help the homeless in Malibu have been underway for many years, including several community-led initiatives. It is extremely likely that the number of homeless in Malibu would be even higher than it is today were it not for the dedicated efforts of these groups, most of whom collaborate with each other while receiving financial support from the City of Malibu.

Community Assistance Resource Team (C.A.R.T.)

C.A.R.T. is a community-based team of volunteers founded in 2015 to help the homeless and others in need. Among its various efforts, C.A.R.T. provides food, clothing, medical attention, and other immediate needs to people without homes. They also work closely with local cities to provide transportation to winter shelters, host the "Homeless Connect Days" in Malibu, and partner with local churches to offer dinners to the homeless.

Malibu Task Force on Homelessness

The Malibu Task Force on Homelessness was formed in early 2016 as an offshoot of CART for the primary purpose of raising funds to engage the support of a professional organization with expertise in working with homeless individuals. The Task Force succeeded in raising \$500,000 in donations and two City General Fund Grants to pay for two full-time, dedicated outreach workers from The People Concern to assist the homeless in Malibu.

The People Concern

The People Concern, based in Santa Monica, is the largest social services agency in the West Los Angeles area, and its services have become the heart of local efforts to assist the homeless population in Malibu. The People Concern brings with it over 50 years of experience. It provides fully integrated "wraparound" services to the most vulnerable and needy members of our community, including individuals who are chronically homeless, people dealing with severe mental or physical illness or substance addiction, victims of domestic violence, and challenged youth.

Since September 30, 2016, the two outreach workers provided by The People Concern have worked with Malibu's homeless population—engaging with homeless individuals on the streets, hillsides, and beaches of Malibu and gradually building their trust until they are ready and open to accept assistance. As of March 31, 2018, these workers have succeeded in getting 49 homeless individuals off the streets and 29 of them into permanent housing. Additional private funding was recently secured and as a result, the two-person Malibu outreach team is now supported by a medical doctor, a psychiatrist, a full-time Housing Locator and a full-time Clinical Case Manager.

Project Homeward Bound

Affiliated with St. Aidan's Episcopal Church, Project Homeward Bound works directly with homeless individuals who find themselves stranded in Malibu without sufficient funds to support themselves. Unlike those who may be suffering from mental illness or substance abuse, these individuals simply need funds to return to their family and friends in other states where they can get a fresh start. At a total cost of only \$1,790, St. Aidan's has succeeded in returning 11 people to their homes outside California by simply reconnecting them with their families and providing their travel expenses.

Standing on Stone (S.O.S.)

Possibly the first such community group in Malibu, S.O.S. is a volunteer organization founded in the early 2000's to help Malibu's homeless population. A faith-based organization, S.O.S. partners with local churches—originally with Malibu Presbyterian Church and later with Malibu United Methodist—to host dinners for the homeless.

Malibu Community Labor Exchange

The Malibu Community Labor Exchange is a 501©3 non-profit organization founded in 1990 to provide day labor job connections, including services for homeless people.

City of Malibu and LA County Sheriff Homeless Programs

City of Malibu

The City of Malibu works to address issues related to homelessness on many fronts including providing funding to several of the community-based initiatives described in the previous pages.

Over the past several years, the City has worked closely with the Malibu Task Force on Homelessness (MTFH) to help fund two full-time dedicated outreach workers from The People Concern to engage the homeless in Malibu. In Fiscal Year (FY) 2016-2017, the City Council provided a general fund grant in the amount of \$38,000 to help establish The People Concern outreach team in Malibu. In the following fiscal year, the City Council doubled the grant amount to \$76,000. In the proposed budget for FY 2018-2019, the City Council has created a line item in the Public Safety budget in the amount of \$200,000 to continue to fund The People Concern outreach workers. The City also supports the efforts of the MTFH and The People Concern with an annual Holiday Outreach Donation Drive. Donated items are used by The People Concern outreach team as they initiate and develop relationships with homeless individuals, which can make them more amenable to receiving other assistance such as medical care and counseling.

The City Council supports other local initiatives to address homelessness through the General Fund Grant Program including:

- Malibu Community Labor Exchange: \$30,000 in FY 2017-2018 and \$30,000 in FY 2016-2017
- Children's Lifesaving Foundation (provides services for low income and homeless children): \$7,500 in FY 2017-2018 and \$8,400 in FY 2016-2017
- Standing on Stone (SOS): \$1,000 in FY 2016-2017
- Malibu Presbyterian Church: \$1,000 in FY 2016-2017
- Community Assistance Resource Team (CART): \$1,500 in FY 2017-2018 and \$2,000 in FY 2016-2017

In addition, the City utilizes its federal Community Development Block Grant (CDBG) funds to support local initiatives. Every year, the City Council allocates the maximum amount of its CDBG funds to community service organizations serving low income individuals (approximately \$7,000). The funds have generally been awarded to the Malibu Community Labor Exchange, a local community service organization that meets the Department of Housing and Urban Development criteria of benefiting low and moderate income residents. In FY 2017-2018, the City was given the opportunity to utilize surplus CDBG funds to assist people without homes. The City Council allocated \$100,000 in CDBG funds to support the County's Homeless Initiative. This includes \$50,000 for the County's Rapid Rehousing Program and \$50,000 for the County's Shelter Partnership Program. The Rapid Rehousing funds will be used primarily for homeless individuals in Malibu's Service Planning Area.

In recent years, as the Malibu Branch of the Los Angeles County Public Library has become a popular location for many homeless, the City Council has approved the use of Library Set Aside Funds to hire a full-time security guard for the Malibu Library. In December 2017, the City Council voted to continue funding the dedicated security guard in 2018 in the amount of \$130,000.

The City also provides staff assistance and other resources to support Los Angeles County's Homeless Connect Days, which are scheduled twice a year at the old County Courthouse and provide an array of free services for homeless residents.

In addition to helping to fund community-based initiatives, the City also expanded its own organizational capacity to address homelessness. In FY 2016-2017, the City Council created the Public Safety Manager position with responsibilities that include overseeing issues related to homelessness. The City's Public Safety Manager has been in place since April 2017 and spends approximately 40% of her time on issues related to homelessness, which includes working closely with the many community-based initiatives in Malibu, as well as the Sheriff's Department. Going forward, the City plans to expand its organizational capacity with the support of a \$30,000 grant from the County to hire an assistant for the Public Safety Manager to assist with regional coordination and implementation of the Plan.

Los Angeles County Sheriff

As in other communities, law enforcement officers in Malibu frequently interact with the homeless. The City contracts its law enforcement services through the Los Angeles County Sheriff's Department (LASD). Operating out of the Malibu/Lost Hills Sheriff's Station, the Sheriff's Office responds to calls related to homelessness and conducts regular outreach among Malibu's homeless population. Similar to the two outreach workers from The People Concern, LASD deputies have acquired in-depth experience with the homeless, and report that the number of calls for services related to homeless residents has been climbing in recent years.

To assist on calls with mentally-ill people, particularly those who are experiencing acute psychological distress, the LASD has 23 Mental Evaluation Teams (MET) that are comprised of specially-trained Sheriff's deputies that are paired with mental health clinicians. Currently the MET teams operate throughout the County, supported by funding authorized by the LA County Board of Supervisors. The City of Malibu and the Malibu/Lost Hills Sheriff's Station have requested and received assistance from MET services on numerous occasions and are working to have a team dedicated to this area. Their purpose is to direct individuals suffering from mental health challenges to support services where they can receive psychological help, rather than enter the criminal justice system and remain untreated.

LASD recognizes that the presence of homeless individuals creates public safety concerns for Malibu residents and business owners, as well as among the homeless community. For this reason, the LASD maintains a proactive approach by responding to all calls for service regarding homeless individuals.

Malibu Homelessness Program and LA County Homeless Initiative

On March 7, 2017, Los Angeles County voters approved Measure H, a ¼ cent special sales tax dedicated to combatting and preventing homelessness. As Measure H resources are deployed throughout Los Angeles County, many cities in the County including Malibu are broadening the collective impact by undertaking local planning initiatives to combat homelessness.

The Los Angeles County Homelessness Initiative is comprised of 47 interlocking strategies, focused on six key areas to combat homelessness: prevent homelessness, subsidize housing, increase income, provide case management and services, create a coordinated system and increase affordable/homeless housing.

Many of the regional strategies that support these key areas are beyond the capabilities of a city the size of Malibu with no housing authority or dedicated homeless services infrastructure. However, the City is actively working with Los Angeles County to support the regional effort and Malibu's Homelessness Strategic Plan includes meaningful contributions, as follows:

Prevent Homelessness

Malibu Goal 3: Implement programs to prevent homelessness among residents of Malibu.

Provide Case Management and Services

Malibu Goal 4, Supporting Action 4a: Provide field-based outreach to connect homeless individuals with services and permanent housing options.

Create a Coordinated System

Malibu Goal 4, Supporting Action 4c: Establish regular communication among all who regularly interact with the homeless in order to share information.

Malibu Goal 7c. Align the Malibu program with the Los Angeles County Homeless Initiative and coordinate with nearby cities on shared strategies.

The City of Malibu Homelessness Strategic Plan provides a framework to coordinate and leverage the local community-initiated efforts undertaken in recent years by organizations such as CART, the Malibu Task Force on Homelessness, and the faith-based community. The Homelessness Strategic Plan Working Group (Goal 7, Supporting Action 7a) will serve as the primary forum for this coordination. And, just as the County is providing funding to support development of this strategic plan, the City is providing funding to support many of the local efforts, such as the People Concern homeless outreach workers.

III. BEST PRACTICES FOR ADDRESSING HOMELESSNESS

Communities throughout the nation and elsewhere in the world are engaged in efforts to address and alleviate homelessness. While some strategies have proven more effective than others in practice, the process of learning what works best continues. The “best practice” model for identifying effective approaches has proven effective through rigorous scientific research in other fields and can be adapted and applied to other contexts such as this. The *Homelessness Task Force Report* recently released by the League of California Cities and the California State Association of Counties features numerous case studies of current best practices applied by cities and counties throughout California. The following paragraphs offer a brief overview of many of the current best practices specifically applied to address homelessness.

Housing First

The Housing First strategy provides homeless persons safe and secure housing with few or any preconditions and includes needed supportive services with that housing. This approach reverses the traditional shelter model that requires people without homes to demonstrate they are “housing ready” by undergoing treatment for issues such as drug and alcohol addictions or mental health problems. The Housing First model first removes or reduces financial barriers for those with substance use issues, poor credit or financial history, or past involvement with the criminal justice system. This model is used successfully in communities across the nation and provides homeless individuals with a stable environment in which to improve their mental and physical health, as well as their future employability and capacity to live independently.

Rapid Rehousing

The Rapid Rehousing approach is designed to help homeless individuals and families entering the emergency shelter and transitional housing system to quickly exit homelessness and return to permanent housing. It is a version of the Housing First strategy that is particularly effective for those who have only recently become homeless and remain open and willing to receive assistance. This assistance is typically in the form of temporary rental assistance and case management to stabilize and maintain their housing once it has been established.

Supportive Housing

Supportive Housing is a variation of the Housing First strategy designed for people experiencing chronic homelessness, or those leaving institutional and restrictive settings. It provides affordable housing in combination with an array of on-site services such as case management, substance abuse or mental health counseling, advocacy, independent living skills, child care, and employment services. It is “permanent” in that it is not time limited and is not transitional. Housing tenants are not expected to pay more than 30 percent of their income toward rent and utilities.

Coordinated Outreach Teams

Coordinated Outreach Teams identify and engage with people experiencing chronic homelessness and link them to housing and services. The outreach is person-centered and intended to build rapport and trust over time in order to help them accept the assistance they need. Outreach teams may include law enforcement officers as well as health and human service representatives and clinicians.

Landlord Outreach

Landlords are provided financial incentives to encourage them to rent units to homeless individuals or families. Incentives can include payments to hold the rental unit while a tenant is being referred, money for the security deposit, and financial assistance to the landlord to mitigate any potential damage caused by tenants.

Homeless Prevention

Prevention assistance can help individuals and families preserve their current housing situation and avoid becoming homeless in the first place. This may take the form of short-term rental assistance to prevent evictions or more long-term support through vocational and job training to increase self-reliance and earning potential.

Coordinated Entry System (CES)

CES is an assessment process designed to quickly identify, assess, refer and connect people in crisis to housing and assistance no matter where they initially ask for help. It is a shared tool that is used by homeless programs working collaboratively within a community to match people experiencing homelessness to the most appropriate housing and services. CES is meant to help people move through the system faster by reducing the amount of time they spend moving from one program to another before finding the right match. It can also reduce homelessness by offering prevention and diversion services upfront when that is the most appropriate solution, rather than entering the homelessness system.

IV. PLANNING PROCESS

Homelessness is an issue that affects everyone, and any strategies designed to prevent and alleviate homelessness should have community involvement. The City reached out to the Malibu community for its help when it came time to develop the Homelessness Strategic Plan, understanding that if it were to be an effective guide for the work to come, the plan must be based on public knowledge of local conditions, challenges, and opportunities for addressing homelessness. With this goal in mind, the City designed a process centered on public participation and input. The City retained a strategic planning consultant, MIG, Inc., to assist with the implementation of this process.

Community participation encompassed interviews, an on-line survey, and an advisory group composed of 30 community members, many of whom had prior extensive experience with the homeless, who worked together to help develop the plan. The process began with stakeholder interviews held with five community leaders who shared their insights based on their experience with the homeless. Complementing these in-person interviews was a questionnaire sent out to all 30 members of the Community Advisory Group (CAG) that explored many of the same topics covered in the interviews.

Information generated by the interviews and the questionnaire responses was used to develop an online survey posted on the City of Malibu's public website from late January through mid-March. During this six-week period 572 community members completed the 15-question survey. Results from all outreach (including survey results received to date) were shared with the CAG during its first meeting in February. A summary of the community outreach results is available in the appendices of this Strategic Plan.

Between February and April 2018, the CAG met three times to generate the overall structure, content and substance of the Strategic Plan. During the first meeting held on February 13 the CAG reviewed results from the public outreach activities and drew upon these findings and their own expertise to clarify the homeless issues, challenges, and opportunities facing Malibu and defined what "success" would look like—what the plan should aspire to and what they believed the community would support.

At the second meeting held on March 20, the CAG was presented with a draft vision for success and an initial set of goals and proposed actions for achieving these goals, derived from input provided during the prior meeting. CAG members reviewed and refined the draft materials and worked together in breakout groups to further refine the vision and goals of the Strategic Plan and to craft the actions that would be carried out to implement them effectively.

During the third and final meeting held on April 25, the CAG determined there was a need for additional goals, continued to refine the action plans, and considered potential performance measures that would be used to monitor the progress of the plan once implementation began. The Strategic Plan was finalized after it was shared with the public in a community meeting held in late May, after which it was presented to the Malibu City Council for adoption in June.

V. STRATEGIC PLAN FRAMEWORK

The core of the Homelessness Strategic Plan is expressed by the strategic plan framework, which is defined by the following elements:

Vision for Success: The preferred future that the City and community of Malibu are striving to achieve through their efforts to address homelessness.

Guiding Principles: The beliefs, principles and values that guided the development of the plan and its implementation.

Goals: The key outcomes that must be accomplished to achieve the vision and around which all actions are organized

Performance Measures: The indicators that will be used to monitor the progress of the Homelessness Strategic Plan and to provide feedback to modify the plan if needed to achieve its goals.

Our Vision of Success

Homelessness is declining steadily, as people are finding permanent housing with services as needed, while public safety and health concerns are alleviated.

Many factors have come together to create this **Vision of Success** in Malibu:

- ✓ There is a plan in place with solid support from all sectors.
- ✓ Our plan is being implemented by a closely coordinated network of local organizations.
- ✓ Our solutions are responsive to the diverse needs of individuals.
- ✓ It is a sustainable initiative that is fully aligned with a larger regional effort.
- ✓ The City is proactively engaged in homelessness advocacy efforts.
- ✓ The services and supports provided are helping to stabilize lives and create hope for the future.

Guiding Principles

- We believe a **shared framework** with a **clear plan of action** will ensure all involved are **working together** to address homelessness in Malibu.
- We are striving to develop and implement **long-term solutions** using a **field-based model** to help each individual experiencing homelessness find **permanent housing with supportive services**.
- We believe the **safety and well-being of the community is a priority**, including people experiencing homelessness.
- Our **plan is flexible** to adapt to changing conditions over time.
- We assess the effectiveness of our plan to address homelessness by **tracking outcomes** that are meaningful indicators of success.
- **We recognize homelessness is not a crime.**
- We understand **community awareness and involvement** in our initiative is critical to our success.
- We recognize that those experiencing homelessness are **unique individuals** with diverse needs requiring a **tailored case management approach** founded on **trust and respect** for each individual.

Goals

1. Reduce the number of people experiencing homelessness in Malibu by providing access to temporary and permanent housing solutions within Los Angeles County.
2. Prevent and mitigate any public health and public safety impacts on the community stemming from homelessness.
3. Implement programs to prevent homelessness among residents of Malibu.
4. Provide coordinated outreach and supportive services to homeless individuals and families that promote self-sufficiency and personal stability.
5. Increase community awareness of the Malibu homeless initiative, its progress, and successes.
6. Advocate for systemic changes at the county, state, and federal levels that will strengthen efforts to prevent and reduce homelessness.
7. Develop governance infrastructure to facilitate collaboration, provide oversight, and support implementation of the homelessness strategic plan.

Performance Measures

Measure	Data Source	Goal
<i>Number of people experiencing homelessness in Malibu</i>	Annual Homeless Count/LA County	Goal 1 Homelessness Reduction
<i>Number of homeless that are off the streets, i.e. housed in interim housing or stable permanent housing</i>	The People Concern	Goal 1 Homelessness Reduction
<i>Number of calls for service regarding homeless individuals</i>	LA County Sheriff	Goal 2 Public Safety
<i>Number of known encampments</i>	City of Malibu	Goal 2 Public Safety
<i>Number of Malibu residents at risk of becoming homeless that were able to retain housing due to local efforts</i>	City of Malibu	Goal 3 Homelessness Prevention
<i>Number of homeless who have consented to receive homeless services</i>	The People Concern	Goal 4 Outreach/Support
<i>Increased community awareness and support for services provided to the homeless in Malibu</i>	Options – complaint log, media coverage, social media counts, community survey	Goal 5 Community Awareness

VI. ACTION PLANS

This section presents the detailed Action Plans identified by the Community Advisory Group as the means for achieving the goals of the strategic plan. There is one action plan for each of the seven goals.

Goal 1: Reduce the number of people experiencing homelessness in Malibu by providing access to temporary and permanent housing solutions within Los Angeles County.					
Supporting Actions		Lead	Partner(s)	Resources	Timeline
1a.	Conduct outreach to encourage landlords to accept housing and rental subsidies for the homeless.	LA County Supervisor Kueh's Office/ City	The People Concern & Other Homeless Service Providers Chamber of Commerce Realtor association		Mid-term
1b.	Establish a flexible spending account funded by donations and City grants which complements Measure H by helping fund rapid rehousing and other related services for homeless individuals who may not qualify for Measure H eligibility.	Community Organization	Homeless Service Providers Community Stakeholders	City Grants	Mid-term
1c.	Explore the feasibility of developing a new building or converting an existing building to provide bridge/permanent housing.	Community Organization	City County Pepperdine Non-Profit or For-Profit Developers		Long-term
1d.	Explore creative housing solutions to create more affordable housing.	Community Organization	City County Pepperdine Non-Profit or For-Profit Developers		Long-term

Goal 2: Prevent and mitigate any public health and public safety impacts on the community stemming from homelessness.					
Supporting Actions		Lead	Partner(s)	Resources	Timeline
2a.	Expand public safety enforcement and surveillance capacity by organizing and training volunteers to support the LA County Sheriff and Fire Departments.	City	Pepperdine Private property owners Arson Watch		Short-term
2b.	Provide access to temporary housing during red flag warnings through vouchers that can be used at motels and local shelters.	County	City		Short-term
2c.	Reduce fire risk through an encampment management initiative designed to ensure that fire restricted zones are not used by the homeless or other community members for illegal camping.	City	Sheriff Fire Faith-based Institutions Arson Watch	Sheriff	Ongoing
2d.	Develop strategies for increasing access to sanitation facilities (showers and bathrooms) for the homeless.	County	City, Stakeholders	County Beaches	Short-term
2e.	Develop a plan to prevent and mitigate potential impacts on nearby neighborhoods from the homeless meal services that will be held at the old courthouse.	City	Stakeholders County	Sheriff CART	Short-term
2f.	Seek opportunities for safe haven parking areas (modeled after the LA Safe Parking Program).	CART	City Faith-based Institutions Safe Parking LA		Mid-term
2g.	Request help from a peer-advocate group of the homeless (see action 4h) to improve cooperation between Sheriff deputies and the homeless community.	The People Concern	St. Josephs Center LAC Sheriff		Short-term

Goal 3: Implement programs to prevent homelessness among residents of Malibu.					
Supporting Actions		Lead	Partner(s)	Resources	Timeline
3a.	Create a mechanism to identify and assist individuals or families at imminent risk of becoming homeless (such as receiving an eviction notice).	Community Organization	City		Short-term
3b.	Implement an emergency housing fund to assist Malibu residents who are at risk of becoming homeless. (complements action 1b.	Community Organization	City Foundations United Way Donors	City Grants	Short-term
3c.	Establish a pilot inter-generational affordable housing program for single moms and their children, students, and seniors modeled after Home4Veterans that uses "sweat equity" to empower individuals and build community.	Community Organization	City Pepperdine		Long-term
3d.	Support/advocate for ordinance to reduce the impact of short-term rentals on affordable housing.	City	Chamber of Commerce		Mid-term
3e.	Explore strategies to encourage developers to provide more affordable housing by allowing increased density for projects that set aside a minimum percentage for affordable units.	City	Chamber of Commerce		Long-term

Goal 4: Provide coordinated outreach and supportive services to homeless individuals and families that promote self-sufficiency and personal stability.					
Supporting Actions		Lead	Partner(s)	Resources	Timeline
4a.	Provide field-based outreach to connect homeless individual with services and permanent housing options.	The People Concern	City St. Joseph Center	The People Concern City St. Joseph Center	Ongoing
4b.	Use the Old County Courthouse as a centrally located facility for providing meals and services to the homeless.	County of Los Angeles	City Faith-Based Organizations Sheriff DMV DPH DPSS SOS Library	Old County Courthouse	Short-term
4c.	Establish regular communication among all who regularly interact with the homeless in order to share information.	City	Sheriff People Concern Faith-Based Organizations Malibu Labor Exchange	Technology	Short-term
4d.	Expand outreach to homeless individuals by using trained volunteer teams to remain in touch with the homeless population.	Community Organization	Non-profits Faith-Based Organizations	Community members	Ongoing
4e.	Establish partnership with Pepperdine University social work students and faculty to strengthen local outreach capacity.	City	Pepperdine	Pepperdine	Short-term
4f.	Expand availability and access to case management services in Malibu.	City/County	The People Concern St. Josephs Center	St. Josephs Center	Short-term
4g.	Incorporate best practices for addressing homelessness from other municipalities which are applicable to Malibu.	City	Chamber Faith-Based Organizations Non-profits		Short-term and Ongoing
4h.	Create a peer-advocate group to self-regulate the homeless community.	The People Concern	St. Josephs Center		Short Term
4i	Partner with local businesses to create jobs for the homeless.	Community Organization	City Chamber of Commerce		On-going

Goal 5: Increase community awareness of the Malibu homeless initiative, it's progress, and successes.					
Supporting Actions		Lead	Partner(s)	Resources	Timeline
5a.	Implement strategies to change the public perception of affordable housing by demonstrating it meets the real need of members of the Malibu community (e.g. seniors).	City	County United Way Task Force Future Stakeholders	"Everyone In Campaign"	Short Term & Ongoing
5b.	Host regular community meetings and educational workshops to improve community understanding of homelessness and progress in implementing the Homelessness Strategic Plan.	City	Faith-Based Organizations Pepperdine Santa Monica College	City Hall Pacific Palisades Task Force on Homelessness Library Malibu High School	Short Term & Ongoing
5c.	Create and disseminate FAQs.	City	Chamber Service providers Non-profits	Reference Existing FAQs from The People Concern MFTH	Short Term & Ongoing
5d.	Create a website.	City	Community Stakeholders	Domain & Maintenance Volunteer / Staff Time	Short Term & Ongoing
5e.	Develop a social media strategy.	City	Community Stakeholders	Local Press	Short Term & Ongoing
5f.	Promote hotlines for the homeless living in Malibu.	City	The People Concern County	The People Concern Los Angeles County 2-1-1 LA County Homeless Outreach Portal (coming soon)	Short Term & Ongoing

Goal 6: Advocate for systemic change at the county, state, and federal levels that will strengthen efforts to prevent and reduce homelessness.					
Supporting Actions		Lead	Partner(s)	Resources	Timeline
6a.	Work with the U.S. Department of Housing and Urban Development to reform housing voucher rules and restrictions that will broaden housing opportunities for the homeless.	County of Los Angeles	City of Malibu The People Concern St. Joseph Center		
6b.	Collaborate with other local agencies to lobby for policy changes in the criminal justice system to help prevent and reduce homelessness.	County of Los Angeles	City of Malibu The People Concern St. Joseph Center		
6c.	Collaborate with other local agencies to lobby at a state and national level to expand and improve mental health services to reduce the number of mentally ill individuals who are living on the street.	County of Los Angeles	City of Malibu The People Concern St. Joseph Center		
6d.	Advocate for a system-wide assessment of the capacity and effectiveness of homelessness programs and services available in Los Angeles County.	County of Los Angeles	City of Malibu The People Concern St. Joseph Center		
6e.	Advocate for budget allocations at the city, county, state, and federal levels to increase funding for programs that prevent and end homelessness.	County of Los Angeles	City of Malibu The People Concern St. Joseph Center		

Goal 7: Develop governance infrastructure to facilitate collaboration, provide oversight, and support implementation of the homelessness strategic plan.					
Supporting Actions		Lead	Partner(s)	Resources	Timeline
7a.	Establish an 8 to 12-member Working Group on homelessness to oversee the implementation of the homeless initiative in Malibu.	City	Homeless Service Providers Community Stakeholders County	Community Advisory Group for Homelessness Strategic Plan	Short term
7b.	Increase the City's capacity to manage all matters related to homelessness in Malibu.	City			Short-term
7c.	Monitor and evaluate the effectiveness of the Homelessness Strategic Plan through the Performance Measures (page 17).	City	The People Concern Other Homeless Service Providers Sheriff's Department		Short Term & Ongoing
7d.	Align the Malibu program with the Los Angeles County Homeless Initiative and coordinate with nearby cities on shared strategies.	City	Homeless Service Providers Community Stakeholders		Ongoing

VII. MALIBU HOMELESSNESS RESOURCES

The following are organizations and resources available in Malibu to assist the homeless, to respond to concerns and questions about the homeless, and that offer volunteer opportunities for those who wish to be more involved in responding to the needs in our community.

Homeless Hotlines

Los Angeles County: 211
The People Concern: 310-460-2638

Immediate Safety Concerns

Call 911 or
Malibu /Lost Hills Sheriff's Station – 310-456-5552

City of Malibu

Susan Dueñas, Public Safety Manager

SDuenas@malibucity.org
310-456-2489, ext. 313

The People Concern – Malibu Outreach Team

To request assistance or provide information:
310-460-2638
MalibuOutreach@ThePeopleConcern.org
Contact Information Form: <http://malibutaskforce.org/malibu-outreach/community-contact-procedure/>

To volunteer at The People Concern:
323-334-9000, ext. 463

Malibu Task Force on Homelessness (MTFH)

info@malibutaskforce.org
Contact Information Form: <http://malibutaskforce.org/contact/>

Labor Exchange Center of Malibu

(310) 317-4717

Community Assistance Resource Team (CART)

Contact:
malibucart@gmail.com.

Provide donations:
424-781-7347
23708 Malibu Colony Road, Malibu, CA., 90265

St. Joseph Center

Front Desk/General Information: 310-396-6468

Non-urgent community concerns or questions:

community@stjosephctr.org
24-hour call center for non-urgent community concerns: 310-358-2835

Volunteer Services:
volunteer@stjosephctr.org

Gifts or Contributions:
contributions@stjosephctr.org
Monetary Contributions: 310-396-6468 x336
Food/Supply Drives and other non-monetary contributions: 310-396-6468 x326

Los Angeles Homeless Services Authority

<https://www.lahsa.org/contact-us>

Phone - (213) 683-3333

Volunteer for the next Homeless Count

<https://www.theycountwillyou.org/>