

- Establish a subcommittee under the Riverside Homeless Care Network group to evaluate existing homeless services and programs and identify unmet needs. The group will prepare a report for staff to review and use to update the Homeless Strategy in 2012;
- Add services from the following partners at the Access Center:
 - Office of the Public Defender to assist with misdemeanors, citations, other infractions;
 - Inland Legal Services to assist with non-criminal legal matters;
 - NAMI Western Riverside to provide mental health services;
 - CAP Riverside to assist with utilities for homeless individuals who have recently been placed in housing and tax preparation;
 - Veterans Inc. to provide a wide range of veteran services; and
 - Riverside County Community Health Agency to provide nutrition and health services.
- Implement a Homeless Marketing Campaign to discourage the public from donating to panhandlers and encourage the public to donate to the Riverside Ending Homelessness Fund to support existing and proposed homeless services and programs;
- Host the Project Homeless Connect V: Annual event where community service providers come together to provide the homeless with direct services such as counseling and treatment services, housing, employment, benefit enrollment, and personal care services;
- Meal Program: Partner with local churches and neighborhood groups to provide programs in facilities rather than parks;
- Secure additional funding for homeless services, prevention and other underserved programs; and
- Strengthen relationships with the community to include the Riverside Police Department, local churches, businesses, social services, non-profits and hospitals.

Riverside Homeless Task Force

Staff established a subcommittee under the Riverside Homeless Care Network group called the Riverside Homeless Task Force to develop and implement long-term solutions to ending homelessness and improving prevention services in our community. The subcommittee members included Emilio Ramirez (Development Director), Michelle Davis (Housing Project Manager), Carrie DeLaurie (Homeless Coordinator), Damien O'Farrell (Path of Life), Craig Redelsperger (211 Volunteer Center), James Carroll (TURN), Janice Penner (Riverside Downtown Partnership), Teresa Rosales (Arlington Business Partnership), Joan Thirkettle (Path of Life), Carrie Harmon (Riverside County Housing Authority), Andy Flores (Police Department) Roman Aguilar (Homeless Outreach Worker), Carmen Macias (Homeless Outreach Worker) and Marquis Palmer (Homeless Outreach Worker).

Community Input

On July 23, 2012, the City held a Homeless Summit with local business leaders, faith-based organizations and community representatives to discuss homeless issues. Several attendees voiced their concern regarding the increase in panhandlers and homeless population and how it is affecting the City economically. Suggestions made during the meeting included:

- Discouraging the general population from giving money to panhandlers through education;
- Educating the public on homeless services provided by the City and its partners;

- Steering the homeless to where the services are provided;
- Possibility of using Smart Riverside's existing location at 2801 Hulen Place to provide additional homeless services;
- Reaching out to Riverside Transit Agency for bus pass donations to help the homeless transport to employment and services; and
- Identifying additional resources to assist the homeless with rehabilitation and detox.

Homeless Reduction and Prevention Plan

The Riverside Homeless Task Force held several meetings to identify solutions to ending homelessness in the City, which has resulted in the development of the Homeless Reduction and Prevention Plan (Attachment B) that identified the following three top priorities to improve and increase availability of services for homeless individuals or individuals that are at-risk of becoming homeless.

- Priority #1
 - Basic Needs and Services
 - Community Education
- Priority #2
 - Preventive Services
 - Outreach
- Priority #3
 - Employment Services
 - Permanent Housing

Since funding is not available at this time to undertake all the activities identified in the Homeless Reduction and Prevention Plan, the City is seeking donations under the Riverside End Homelessness Fund that will be marketed through the Homeless Marketing Campaign (Attachment C). The Homeless Marketing Campaign will educate the community, including individuals, businesses and organizations, on services the City and its partners provide to help homeless individuals become self-sufficient and to encourage the public to become part of the solution by contributing to the Riverside End Homelessness Fund instead of panhandlers. The cost of the Homeless Marketing Campaign is \$10,000, which funding is available in the Homeless Services Campus account. In addition, the Riverside Downtown Partnership has graciously donated \$1,000 towards the Homeless Marketing Campaign.

Riverside End Homelessness Fund

On July 28, 2009, the City Council authorized staff to establish a community-based donor-advised fund to support the City's homeless strategy and allocated a \$10,000 contribution to initiate the fund with The Community Foundation. On August 3, 2009, the City entered into an agreement with Community Foundation to establish the Riverside End Homelessness Fund.

The Community Foundation is a 501(c) (3) non-profit corporation whose mission is to improve the quality of life in Riverside and San Bernardino Counties This is accomplished by collecting and managing funds received from charitable donors and connecting those funds with the causes that donors are seeking to support. The "donor-advised fund" is a very flexible fund in that all decisions

on how the funds will be used are made by a Fund Advisory Committee that the City will establish with the following committee membership:

- Two representatives from faith-based organizations;
- Two representatives from direct service providers;
- Two representatives who represent the business community;
- Two representatives from the City of Riverside; and
- Two at-large representatives, including individuals who live and work in Riverside, and at least one homeless or formerly homeless consumer

Prospective board members will be required to submit an application that is reviewed by the Housing Project Manager and Homeless Coordinator and then forwarded to the Homeless Care Network group to select potential committee members. The Housing Project Manager will submit recommended nominees to the Mayor's Nominating Committee for confirmation. Donations to the Riverside End Homelessness Fund will go directly to homeless services and will not fund City staff or administrative costs.

Next Steps

If City Council approves the Homeless Reduction and Prevention Plan and the Homeless Marketing Campaign, staff will begin the Homeless Marketing Campaign in October 2012. The Homeless Task Force will continue to meet on a monthly basis to identify solutions to at least one activity listed in the Homeless Reduction and Prevention Plan. When funding has been identified to undertake an activity within the Homeless Reduction and Prevention Plan where solutions have been made by the Homeless Task Force, staff will return to City Council for approval to proceed with the activity.

The Homeless Reduction and Prevention Plan supports the *Seizing Our Destiny* Strategic Route 10, "Collaborating to Build Community," by providing opportunities for Riversiders to develop a shared understanding of "the common good" and create mechanisms for diverse people to work together to achieve that common good. The economic and social challenges are greater now than we have seen in many decades, partnering across sectors is critical to meeting those challenges.

FISCAL IMPACT:

There is no impact to the General Fund. There is \$10,000 available in the Homeless Services Campus Account No. 2855304-424130 to cover the cost of the Homeless Marketing Campaign.

Prepared by: Emilio Ramirez, Deputy Director, for Al Zelinka, FAICP, Community Development Director

Certified as to availability of funds: Brent A. Mason, Finance Director/Treasurer

Approved by: Deanna Lorson, Assistant City Manager
for Scott C. Barber, City Manager

Approved as to form: Gregory P. Priamos, City Attorney

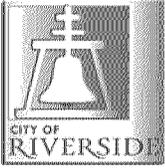
Concurs with:



Paul Davis, Chair
Community Services and Youth Committee

Attachments:

1. Riverside's Homeless Assistance and Prevention Strategy Accomplishments and Milestones in 2011(Attachment A)
2. Homeless Reduction and Prevention Strategy Five-Year Plan (Attachment B)
3. Homeless Marketing Campaign (Attachment C)



City of Riverside Homeless Assistance and Prevention Strategy Progress Update

City of Arts & Innovation

The City of Riverside has taken a pro-active approach to addressing homelessness in our community, partnership with a wide-range of non-profit organizations, social service agencies, faith-based institutions, and the community at-large. Through collaboration, the City of Riverside's Homeless Assistance and Prevention Strategy has successfully assisted many individuals and families moving toward stable housing. The following is an update on the fiscal year 2011-12 accomplishments and some of the major initiatives currently underway.

1. HOMELESS STREET OUTREACH PROGRAM

The City of Riverside Homeless Street Outreach Team (Team) continues to provide daily mobile outreach and client service engagement focused on the "hardest-to-reach" populations on the streets or in service venues. The Team partners with other city staff, local service providers, law enforcement, health professionals, and the community at-large to help people get connected with the services they need to get off the streets, into stable housing, and ultimately achieve self-sufficiency. A number of service professionals and community volunteers participate in "ride-alongs" with the Team to assist in connecting people with needed services.

During the 2011/12 program year, the Team engaged over 746 homeless individuals and assisted 421 homeless individuals while working with community partners to connect people to a range of services such as shelter, housing, employment, benefits support, behavioral and medical services, and transportation back to their hometown. The Team has continued to apply a "Housing First" model with over a dozen chronically homeless individuals, assisting them in exiting life on the streets and moving directly into housing, coupled with aggressive case management. The Team operates from 8 a.m. to 5 p.m., Monday thru Friday, and various weekend hours as assigned.

2. ONE-STOP MULTI-SERVICE CAMPUS

A pivotal goal within the City's Homeless Action Plan is the creation of a centralized service environment to provide short-term emergency shelter along with a range of supportive services critical to assisting homeless individuals and families in addressing their issues and achieving housing stability. Since the adoption of the Homeless Action Plan, the City has pursued a long-term strategy to assemble properties at Hulen Place in a "campus-style" setting where a wide-range of service needs can be addressed in a coordinated delivery system that includes outreach, crisis intervention, interim housing, and "rapid re-housing" accompanied by supportive case management. The campus is modeled after the national best practice PATH Mall in Los Angeles and similar other models across the county. This campus model brings the concept of the "one-stop shop" concept to the social service arena. To date, four properties on Hulen Place in Ward 1 have been acquired to support this model. Several components are already operational and include (as shown on the attached Campus map): Multi-Service Access Center and Homeless Pet Kennel, Path of Life Riverside Emergency Shelter, "The Place" Safe Haven Supportive Housing and Drop-in Center, and the SmartRiverside Digital Inclusion Program.

3. EMERGENCY SHELTER PROGRAMS

The City continues to partner with Path of Life Ministries to operate the Year-round Emergency Shelter on Hulen Place. Path of Life operates two programs from the emergency shelter facility – *the Year-Round Short-Term Emergency Shelter Program* and *the Cold Weather Shelter Program*. Path of Life also operates the County-supported Family Shelter at 2530 3rd Street. In program year 2011/12, Path of Life assisted 349 unduplicated individuals through the Emergency Shelter Program, 688 unduplicated individuals through the Cold Weather Shelter Program, and 357 unduplicated men, women and children through the Year-Round Family Shelter. Path of life engages over 500 volunteers annually through the popular and highly successful

Guest Chef Program which supplements shelter food costs through donations and volunteer assistance. In addition to the shelter operations, Path of Life also provides 142 beds of transitional housing and families with children at King Hall on the March Air Reserve Base and free medical services to homeless individuals in partnership with Kaiser Permanente and Riverside Community Health Foundation through the Health in Motion mobile medical van.

4. HOUSING FIRST INITIATIVE / TENANT-BASED RENTAL ASSISTANCE PROGRAM

During the 2011/12 program year, City staff continued to work with community partners to implement the best practice “Housing First” approach, which emphasizes moving people into housing as quickly as possible and providing services that support housing stability and retention. This approach has been carried throughout all aspects of the City’s homeless program. The Housing First approach represents a significant shift away from the traditional homeless service delivery system, where attempts are made to provide food and service to folks in the street rather than in a stable environment. The methodology is premised on the belief that vulnerable and at-risk homeless individuals and families are more responsive to interventions and social services support after they are in their own housing, rather than while living in temporary/transitional facilities or housing programs. With permanent housing, these families can begin to regain the self-confidence and control over their lives that they lost when they became homeless. Research shows that it is a much more cost effective model as well. This effort currently includes federal stimulus-funded Homeless Prevention and Rapid RE-Housing Program (HPRP) (#5 below); the HUD-funded Permanent Supportive Housing Program (SHP) (#6 below); the Veteran’s Administration Supportive Housing Initiative (VASH) administered by the Veterans’ Administration Loma Linda and the Housing Authority of the County of Riverside; the City’s HUD-funded Tenant-Based Rental Assistance (TBRA) program; and a Riverside County Shelter Plus Care “Street-to-Home” program.

The City’s TBRA program, administered by the Housing Authority of Riverside County, provides eligible homeless and at-risk households in Riverside. The new “Street-to-Home” program, also administered by the County’s Housing Authority, builds on a pilot initiative started under the TBRA program and targets chronically homeless individuals for assistance with exiting life on the streets and moving directly into housing using Shelter Plus Care housing vouchers coupled with case management and supportive services.

5. HOMELESS PREVENTION AND RAPID RE-HOUSING PROGRAM

In September of 2009, the City was allocated over \$1.3 million in federal stimulus funding under the American Recovery and Reinvestment Act (ARRA) for Homeless Prevention and Rapid Re-Housing (HPRP). The intent of the federal funding is to serve persons who are experiencing a housing emergency due to the economic downturn and became or would become homeless *but for* this assistance and can remain stably housed after this temporary assistance ends. Building on the existing TBRA program described above, the City partnered with the Housing Authority of Riverside County to implement the HPRP program. The program includes payment of rental arrears, assistance with move-in costs or short-to-medium-term rental subsidies coupled with critical case management services to facilitate client stabilization and self-sufficiency. From October 1, 2009 to June 30, 2012, the assisted 1,159 individuals in 433 households have been assisted with homeless prevention and rapid re-housing program funding. Of those assisted during this period, 179 individuals in 74 households received assistance with homeless prevention services.

6. PERMANENT SUPPORTIVE HOUSING PROGRAM

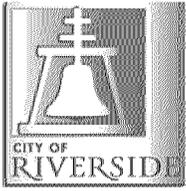
The City continues to utilize funds awarded through the HUD Continuum of Care Supportive Housing Program (SHP) to support the operations of two permanent supportive housing projects providing for sixteen (16) households. Eight households reside at two multi-family properties on 7th Street in Ward 2, and the other eight households reside at the Autumn Ridge Apartments in Ward 5. One of the projects provides supportive housing for chronically homeless individuals and the second project provides supportive housing for homeless persons with disabling conditions and their families (where applicable). On-going case management and supportive services are provided to ensure housing stability and the achievement of self-sufficiency goals. The City is working in partnership with local nonprofit housing developers, Riverside Housing Development Corporation and National CORE, as well as supportive service providers to implement these two projects. Staff will continue to pursue new opportunities to partner with local nonprofit organizations to develop and implement additional permanent supportive housing projects.

7. ANNUAL FUNDING FOR SOCIAL SERVICE PROVIDERS

Approximately \$1.6 million in federal funding was allocated by the City Council in fiscal year 2011/2012, from Community Development Block Grant (CDBG), HOME Investment Partnerships Act (HOME), Housing Opportunities with AIDS (HOPWA), and Emergency Shelter Grant (ESG) programs, to over a dozen public and private service agencies that assist homeless individuals and families and those at-risk of becoming homeless in Riverside. This funding supports a wide-range of programs and services including homeless prevention, outreach, emergency shelter, transitional housing, mental health, substance abuse treatment services, domestic violence assistance, rental assistance, basic needs resources, general emergency assistance and referral services.

8. RIVERSIDE HOMELESS CARE NETWORK

Over 50 organizations, including nonprofit service providers, municipal service agencies, law enforcement, and faith-based institutions, continue to participate in monthly meetings of the City-sponsored *Riverside Homeless Care Network* (Network). The Network serves as a vehicle to facilitate effective communication, coordination, and collaboration within the continuum of care services to the homeless in the City of Riverside. Network meetings are held on the 3rd Thursday of every month at the Riverside Access Center. City staff is working with the Homeless Care Network partners to develop a comprehensive plan to transform our local homeless service system into one centered on creating solutions to ending the cycle of homelessness through the Housing First approach. The plan will include establishing a coordinated, community-wide, uniform system for assessing and responding to housing needs, determining appropriate service interventions and accessing available and new resources and services to facilitate housing stability.



City of Arts & Innovation

ATTACHMENT B

City of Riverside Homeless Reduction & Prevention Strategy Five-Year Plan

Operational Statement

The City of Riverside is committed to expanding its current operations available to the homeless and those at-risk while partnering with new and existing agencies and resources to solidify a unique community system of dignified supportive housing, prevention programs and supportive services.

PRIORITY #1

1. Community Education

Objective: *Successfully educate and inform the public of homeless concerns so that an effective community wide effort to assist the homeless is represented, blight is reduced, calls are placed/referrals are made to the correct agencies for the precise needs of the person(s) in need. Effectively reduce panhandling and increase revenue for homeless and prevention services.*

Strategy: **Community awareness**

- Launch Marketing Campaign to increase awareness
- Continue/increase participation in networking and collaborative meetings with service organizations, churches, businesses, police and other city/county officials
- Pursue/reach new opportunities of contact
- Ensure Effective Communication about the solutions
- Educate businesses and others about what they can do to help create a real solution
- Educate the Community about homelessness and resources
- Reduce the amount of PD calls for service regarding the homeless

Strategy: **Alternatives to providing to panhandlers**

- Launch Marketing Campaign in increase awareness that also includes campaign against panhandling
- Inform community about how to volunteer to assist homeless, donate in lieu of giving to panhandlers
- Work with local businesses to inform patrons of alternatives to panhandling
- Explore options of giving stations/centers to drop off contributions to the homeless

Target Date: One year from the Plan's adoption date.



2. Basic Needs Services

Objective: *Readily available basic services*

Strategy: **Expansion of services on Hulen Place**

- Laundry program for homeless clients
- Showers and rooming essentials
- Accessible meal centers
- Expansion of medical services at the Access Center
- Drop in center*
- Have all mainstream programs under one roof*
- Temporary storage services for personal belongings
- Add a dental clinic to the Access Center
- Implement a vision care program at the Access Center
- Create respite care program or strategy to prevent people from being discharged from hospitals onto the streets
- Create a homeless court program

Strategy: **Access to affordable/free transportation**

- Buss passes for the homeless to access services

Target Date: Two years from the Plan's adoption date.

*This action has a five year target date.

PRIORITY #2

1. Prevention Services

Objective: *Enhance existing homeless prevention services*

Strategy: **Ways to prevent homelessness**

- Focus on preventative care and development principals (vs. relief) both pre- and post-homelessness
- Ensure that resources for threatened (at-risk) families are accessible and known
- Invest in the prevention of homelessness by coordinating and streamlining efforts to address the causes of households losing their housing
- Pursue additional resources in order to provide for more clients (increase level of services)
- Increase the communication and collaboration between agencies serving the homeless and those entities and agencies that can most effectively provide for the prevention of homelessness
- Support the implementation of Laura's Law that allows counties to compel outpatient treatment in extreme cases

Objective: *Evaluate the success of homeless prevention services*

Strategy: **Create or use existing databases to evaluate homeless prevention services**

- Use HMIS to track homeless clients and to evaluate existing homeless prevention services
- Develop tracking system to ensure quality of data

Target date: Two years from the Plan's adoption date.

2. Outreach

Objective: *Immediate effective outreach for the chronic and visible homeless*

Strategy: **Reduce homeless population through outreach services and programs**

- Create an emergency response team to include: Police, Outreach Riverside County Department of Mental Health, church partners, etc.
- Collaboration and communication with other providers to provide immediate services and outreach
- Mobile center to serve on the streets
- Increase in funding for detox and substance/alcohol treatment
- Increase funding for mental health services
- Outreach providers throughout the county to work together more closely



- Attend conferences on homeless issues
- Incorporate the use of interns through local colleges

Target Date: One year from the Plan's adoption date.

PRIORITY #3

1. Employment Services

Objective: *Identify employment opportunities that would assist households in becoming self-sufficient*

Strategy: **Connect homeless individuals with job opportunities and resources**

- Create employment programs with a case management component that serves homeless individuals or those at-risk of becoming homeless to achieve permanent employment
- Support organizations providing transitional employment opportunities
- Create and/or assist businesses to capitalize on incentives for hiring the “hard to employ”
- Work with local agencies and educational or skills training institutions to create income opportunities through job development and working with the community to hire homeless individuals
- Host job fairs within the City of Riverside

Target Date: Three years from the Plan’s adoption date.

2. Permanent Housing

Objective: *Develop permanent housing “pipeline” that will provide a clear path to permanent housing for individuals with different needs*

Strategy: **Create housing opportunities for homeless individuals**

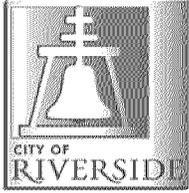
- Consider the use of Housing Authority properties to be rehabilitated and designated for supportive permanent housing
- Permanent housing with lower barriers and possible subsidies for up to one year
- Provide case management tailored specifically to each clients with individualized case plans that have been placed in an affordable housing unit
- Additional affordable housing units aimed at serving individuals at 30% of area median income
- Develop a “furniture connection” in order to provide clients with furniture
- Develop a partnership with HomeAid to provide housing on a larger scale to the homeless, including those just released from treatment and mental health facilities
- Ensure that emergency (interim) housing/shelter remains available for individuals and families in crisis and integrate these emergency services into the housing pipeline

Objective: *Pursue and expand partner relationships with residential property owners*

Strategy: **Address barriers to housing homeless individuals through partnerships**

- Strengthen relationships with landlords to make allowances on client's history/past offenses
- Become involved in the 100K homes campaign that connects homeless individuals with affordable housing
- Continue a dialogue with non-profits that specialize in homeless services to possibly offer permanent housing services on a larger scale than what is currently provided

Target date: Five years from the Plan's adoption date.



City of Arts & Innovation

ATTACHMENT C

City of Riverside Homeless Marketing Campaign

Purpose

Encourage the general public to give to the *Riverside Ending Homelessness Fund* to support the City's homeless strategy to end homelessness instead of panhandlers.

Target Audience

Riverside residents and businesses

Objective

Raise \$500,000 over a five-year period to fund activities identified in the City's Homeless Reduction & Prevention Strategy Plan.

Marketing Tools

The City has identified specific tools for promoting the Anti-Panhandling Campaign. The tools include:

- **Electronic Signs**
 - Marketplace (MP)
 - University Village (UV)
- **Riverside Weekly e-News**
 - Eblast
- **Explore Riverside Community Calendar**
 - Article in the City's Fall 2012 Newsletter
- **Government TV**
 - Request a :30 commercial spot be developed to promote the campaign and run on GTV online, Charter Channel 3, AT&T 99 and Verizon Fios
- **Newspaper**
 - Campaign ad in the Sunday paper



- **Radio**
 - Free public announcements on KOLA and KFROG
- **Website**
 - Post campaign and donation opportunities on City website homepage link to the Development Division section
- **Poster and Flyers**
 - Distribute posters and flyers among the RNP, neighborhood groups, community centers, libraries, schools, churches, PD and local businesses (i.e. coffee shops, restaurants, grocery stores, donut shops, etc.)
- **Other Advertisement Opportunities**
 - Movie Theatre ads
 - Texting
 - Donate parking meters revenue for a day (Requires City Council approval)
 - Day of giving (Request community and businesses for donations.)
 - Restaurant discounts
 - Local businesses' newsletters

Budget

- \$10,000 to fund the Homeless Marketing Campaign
- Riverside Downtown Partnership will be submitting a \$1,000 donation to cover the cost for marketing materials