



Plan to Prevent and Combat Homelessness

City of El Monte

Adopted by the City Council on June 5, 2018



About the City of El Monte Plan Homelessness

In October 2017, the City of El Monte was awarded a County of Los Angeles planning grant to develop a City plan to prevent and combat homelessness. The City then entered into agreements with the San Gabriel Valley Council of Governments (SGVCOG) and LeSar Development Consultants (LDC) to assist with plan creation.

Following a January 31 kickoff meeting with other San Gabriel Valley cities partnering with the SGVCOG and LDC, City staff scheduled meetings and developed outreach strategies to gather public input from stakeholders, community members, and City departments throughout the development of the plan.

From February through April 2018, City staff along with LDC hosted a series of meetings with various stakeholders, including residents and business owners, homeless services providers, and city and county departments to discuss the issues, challenges, concerns, and current conditions contributing to homelessness in El Monte. The meetings also focused on ways to improve the quality of life for residents, neighborhoods, and the business community and to solicit feedback on potential strategies to address issues. A Study Session with the City Council was held on May 15, 2018 to review community and service provider feedback, as well as to gather further input to incorporate into the Plan. Stakeholder and City Council feedback, as well as a thorough document review and assessment of existing activities, was then used to inform the homelessness plan's goals and actions.

The City of El Monte Plan to Prevent and Combat Homelessness was adopted by the City Council on June 5, 2018.

Acknowledgments

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Background and Purpose of Homeless Plan

The City of El Monte has seen a significant increase in its total homeless population. In 2017, there were 509 homeless persons in El Monte, an increase of 89 percent from the 2016 count of 269 persons (see **Figure 1**). Further, there has been a substantial increase in the number of unsheltered homeless persons. In 2016, 22 percent of homeless persons were unsheltered. In 2017, 46 percent of homeless persons were unsheltered, more than double the percentage of unsheltered homeless people since the previous year.¹

Detailed demographic data for individuals experiencing homelessness in El Monte is not available as part of the annual Point-in-Time Count of those experiencing homelessness in Los Angeles. However, the Los Angeles Homeless Services Authority (LAHSA), which conducts the county's annual count, reports the following information for Service Planning Area (SPA) 3 in 2017:²

- 67% (2,373) were unsheltered and living outside while 33% (1,179) were in some form of temporary shelter accommodations – accounting for 6% of Los Angeles' homeless population
- 76% were single adults, 18% were families, and 6% were youth and young adults
- 28% were female, 72% were male, .4% were transgender, and .2% did not identify with a gender
- 50% were Hispanic/Latino, 24% were white, 18% were African American, 5% were American Indian, 2% were Asian, and 1% identified as other
- 5% were age 62 and up, 17% between the ages of 55-61, 60% between the ages of 25-54, 7% between the ages of 18-24, and 11% were under the age of 18
- 6% were United States veterans
- 30% were considered chronically homeless, meaning that they have lengthy or repeated histories of homelessness along with a long-term disability such as mental illness, substance use disorder, or a physical health problem
- 28% had a mental illness, 17% had a substance use disorder, and 2% had HIV/AIDS
- 27% have experienced domestic/intimate partner violence in their lifetime

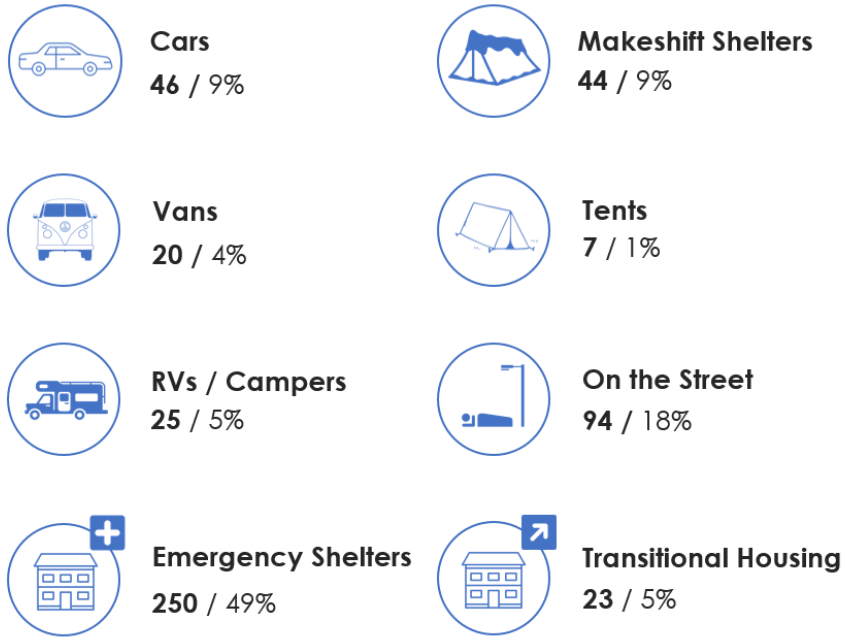
While only about 6% of the SPA 3 population, El Monte makes up about 14% of the SPA 3 homeless count, which indicates a higher incidence of encounters with the local homeless population.

¹ Los Angeles Homeless Services Authority – Homeless Count – Count by City/Community

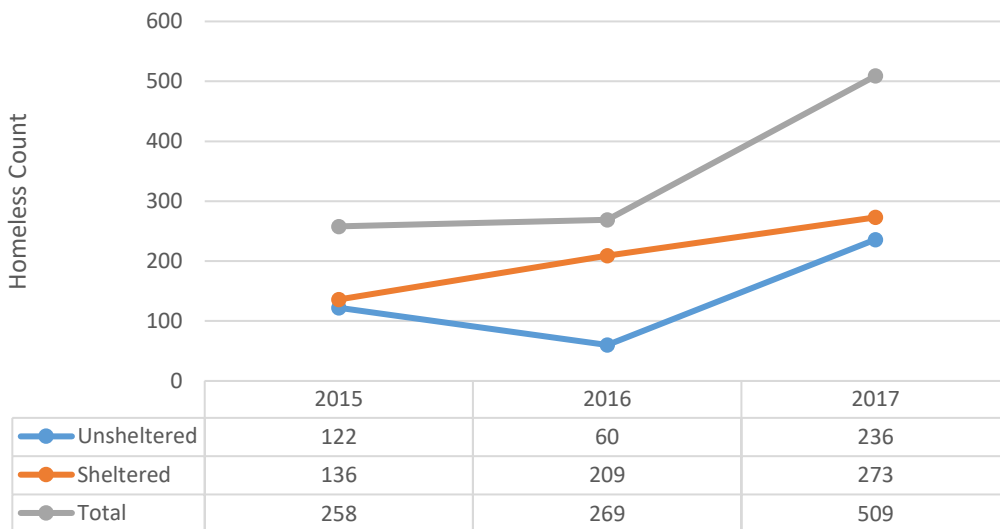
² Los Angeles Homeless Services Authority – Homeless Count 2017 SPA 3 Fact Sheet

Figure 1: Homelessness in the City of El Monte

2017 Homeless Count: 509



Historical Homeless Count (2015-2017)



Source: Los Angeles Homeless Services Authority

City-level data from the regional Coordinated Entry System (CES)³ further details the challenges as well as needs of those experiencing homelessness, using responses to the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT) assessment in addition to other indicators of health and wellbeing. An “acuity score” is produced by the VI-SPDAT, which can help identify an appropriate housing intervention for someone experiencing homelessness. Acuity scores for people experiencing homelessness in Los Angeles County are as follows:

- A low-acuity (score of 0-3) suggests those experiencing homelessness should be able to find housing on their own.
- A mid-acuity score (4-11) indicates those who are strong candidates for rapid rehousing programs (i.e., short-term rental assistance with supportive services).
- A high-acuity score (12+) generally indicates the need supportive housing, i.e., long-term affordable housing with wraparound services.⁴

In El Monte, 324 individuals were assessed between July 2016 and November 2017.⁵ Of these, 70% are in the mid-acuity range, compared to 17% for high-acuity (12+) and 13% for low-acuity individuals (0-3).⁶

Those who completed the VI-SPDAT among El Monte’s homeless population fall primarily within the 41-55-year age range (40%) with 27% ages 56 and older, 24% ages 25-40, 10% 18-24 or younger. Among these individuals, 79% are white, 8% are black or African American, and the remaining 13% Asian, Alaska Native/American Indian, multiple races, or unknown/declined to state. Thirty-six percent identified as female, 61% identified as male, 1% gender non-conforming, and for approximately 3% data were not collected.

Additional vulnerability indicators include: 1) the length of time a person has been homeless, 2) chronic health conditions, 3) mental health diagnoses, and 4) people who have spent one or more nights in a holding cell, jail, or prison within six months of their VI-SPDAT assessment. In El Monte:

- 19% reported being homeless less than a year, 55% said 1-2 years, and 24% said 2 years or more.
- 39% reported chronic health issues related to the liver, kidneys, stomach, lungs, or heart.
- 23% reported a mental health issue.
- People who spent one or more nights in a holding cell, jail, or prison within six months of their assessment (29%).

Finally, local data on economic and housing trends serve as good indicators of future homelessness trends because they suggest areas in which some residents may be at risk of falling into homelessness. As Figure 2 illustrates, El Monte’s unemployment rate, poverty rate,

³ The Coordinated Entry System (CES) is a regional database that streamlines housing placement and service provision and prioritizes those who are most vulnerable. This Homeless Plan incorporates data from the adult singles database.

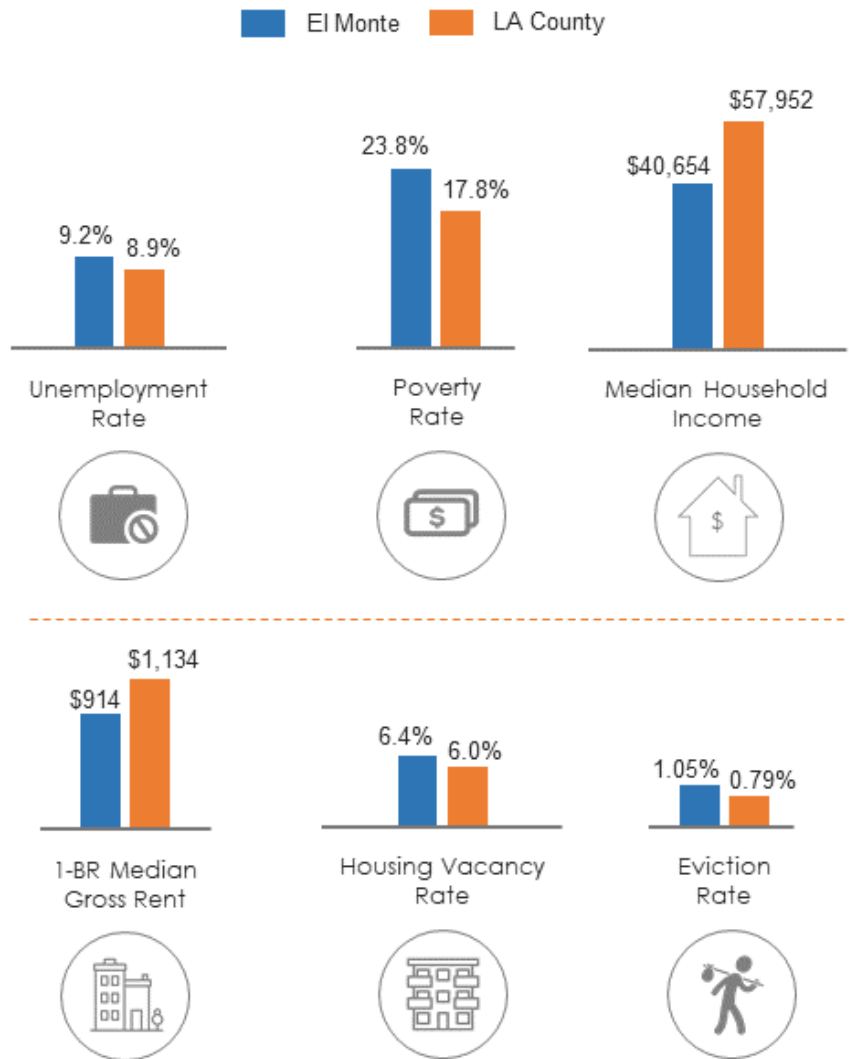
⁴ Los Angeles Homeless Services Authority. Draft CES Prioritization Policies. Available: <https://www.lahsa.org/documents?id=1896-draft-ces-prioritization-policies>.

⁵ Acuity data are available for 18 respondents, while demographic data are only available for 11 respondents.

⁶ All data have been de-identified to protect confidentiality.

housing vacancies, and eviction rate are greater than the average across Los Angeles County. Additionally, the median household income is substantially lower, suggesting that a greater proportion of residents may be at risk of homelessness.

Figure 2: Selected Demographic Statistics



Sources: Los Angeles Homeless Services Authority; American FactFinder; evictionlab.org

El Monte has proactively created a network of housing and services to meet the needs of its homeless population. This includes shelters and permanent supportive housing as well as outreach, prevention, and case management services through its nonprofit and faith-based community partners. The city funds its homelessness housing and services programs through federal Community Development Block Grant, HOME Investment Partnership (HOME), and Emergency Solutions Grant funding.

Table 1 outlines the City’s current annual funding and activities dedicated to individuals and families experiencing homelessness and those facing housing instability. Table 2 identifies El Monte’s existing housing inventory for shelter and affordable/supportive housing.

Table 1: Annual Funding and Activities Related to Homelessness

Entity	Activity	Resource	FY 17/18 Funding
Volunteers of America	Rapid rehousing, street outreach, homelessness prevention	City of El Monte Emergency Solutions Grant (HUD)	\$137,074
Community Services Department, Senior Supportive Services	Senior supportive services, benefits, CBEST	L.A. County Workforce Development, Aging and Community Services	\$52,059
Community Services – CDBG integrated care management	Vulnerable seniors, benefits, CBEST	City of El Monte Community Development Block Grants	\$40,000
Total			\$229,133

Table 2: Housing Project Type

Housing Project Type	Total Beds/Units
Emergency Shelter	250
Transitional Housing	42
Rapid Re-Housing	6
Permanent Supportive Housing – El Monte Veterans Village (Mercy Housing)	44
Permanent Supportive Housing – Community Housing Options and Independent Supportive Sites (Alliance for Housing and Healing)	34

In addition to the activities and resources listed in Tables 1 and 2, the City and its partners are currently providing and participating in the following activities:

- The Economic Development Department's Housing Division creates policies, coordinates the annual homelessness count, allocates funding, and works with service providers.
- The El Monte Police Department conducts homelessness outreach and enforcement as needed. Additionally, its TOUCH Program provides a Mental Health Evaluation Team outreach worker one day per week, funded by the Los Angeles County Department of Mental Health. Additionally, the Police Department has increased its outreach capacity by partnering with Los Angeles Sheriff's Department Homeless Outreach Services Team (HOST).
- The City's Code Enforcement Division responds to homelessness-related complaints regarding private property.
- The Parks, Recreation, and Community Services Department provides assistance and information to homeless individuals as needed.
- Faith-based community partners, including Our Savior Center, Catholic Charities, Valley Community Church, and Cavalry, provide a variety of services including emergency food and shelter, as well as health clinics.
- Family Promise of San Gabriel Valley assists families who are homeless or at risk of homelessness with shelter and services such as housing location support and employment assistance.
- The San Gabriel Valley Churches Assisting Neighbors Network holds convenings and workshops regarding faith-based community activities that relate to homelessness.
- Union Station provides services to homeless individuals and access to L.A. County's coordinated entry system (CES), which prioritizes those experiencing homelessness in terms of need and tracks progress toward accessing services and housing.
- LAHSA conducts homeless outreach within the city and across the county.
- School districts in El Monte work with families experiencing homelessness. These efforts are funded through the federal McKinney-Vento Homeless Assistance Act.
- Foothill Family provides mental health and social services for at-risk children and families.
- A variety of Los Angeles County health and human services departments have offices in El Monte that serve all of Service Planning Area 3. These include the Department of Public Social Services, the Department of Mental Health, the Department of Public Health, and the Department of Health Services.
- Veterans Village provides permanent supportive housing for formerly homeless veterans, including rehabilitation and other services provided by New Directions.
- The El Monte City School District has a community hub for family wellness through the Jeff Seymour Family Center.
- The El Monte/South El Monte Emergency Resources Association hosts a food pantry and distributes a limited number of emergency hotel/motel vouchers.
- Operation Healthy Hearts provides meals and other services such as employment services and hygiene packages.
- The Goodwill Worksource Center, El Monte Rosemead Adult School, and Rio Hondo Community College provide workforce development opportunities.

This three-year homeless plan sets the course for the city to further address the needs of its homeless residents and those who are at risk of homelessness, as well as to participate in regional solutions. Specifically, the plan will coordinate and increase the capacity of existing programs and services, increase and better coordinate outreach and engagement activities, educate and build community support for homelessness best practices, and pursue resources that align with the goals set forth in the plan, including increasing the number of shelter beds and affordable housing units within the city. Additionally, El Monte will work with neighboring cities and regional bodies to develop strategies that will more equitably distribute homeless housing and services across the San Gabriel Valley according to need. These efforts include strengthening existing and forging new partnerships to efficiently deploy resources and maximize impact for those at risk of or experiencing homelessness.

Homelessness Plan Process

El Monte conducted a series of stakeholder input meetings and interdepartmental working sessions over the course of six months with the assistance of LeSar Development Consultants, a consulting firm retained through a Home for Good Funders Collaborative planning grant. Input sessions educated stakeholders about best practices in addressing homelessness, current city efforts to prevent and combat homelessness, and solicited feedback about challenges and opportunities related to addressing homelessness in the city. The meetings engaged a broad network of stakeholders from public, private, and nonprofit sectors, including city departments directly serving or impacted by homelessness, service providers, residents, and community and business leaders.

- El Monte Homelessness Task Force
 - Comprised of staff members from the Economic Development Department (Housing Division), Police Department, and the Parks, Recreation, and Community Services Department.
 - Kickoff meeting held on February 15, 2018 and met twice a month thereafter during homelessness plan development.
- Community Input Session
 - Attendees included residents, business owners, faith-based communities, and other interested parties
 - April 4, 2018
- Service Providers Input Session
 - Attendees included local and regional service providers as well as members of the general public.
 - April 12, 2018

Stakeholder feedback, along with city and consultant team analysis of resource strains and opportunities, led to the development of the goals and actions set forth in the plan. Weekly check-ins with the consultant team kept development of goals and actions on track.

Input session summaries can be found in Appendixes A and B.

Goals and Supporting Actions

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

Goal #1: Better Understand the City's Homeless Population and Educate the Community

Goal #2: Increase Engagement Activities and Links to Crisis Response System

Goal #3: Expand Access to Workforce Development and Employment Programs

Goal #4: Increase the Number of Shelter Beds

Goal #5: Increase the Number of Affordable/Supportive Housing Units

Goal #6: Participate in Regional Collaboration Opportunities

The following goals and actions to address homelessness in El Monte were derived from City Council, staff, community, and service provider input as well as identification of best practices and opportunities. County Homeless Initiative strategies that are connected to specific goals are identified below each goal.



Goal 1: Better Understand the City's Homeless Population and Educate the Community

Homeless Initiative Strategy Link(s): None

Action 1a

Collect data specifically on the City of El Monte's homeless population and those at risk of homelessness. Analyze to inform decision making.

- Gather city's homelessness data (HMIS, CES) and analyze needs among El Monte's homeless population.
 - Include questions that may help ascertain prevention needs (e.g., catalyst for homelessness, demographics information).
- Determine how and where people are becoming homeless in El Monte.
 - Review existing databases, e.g., CalWORKS, HMIS, LAHSA, city-funded prevention outcomes)
 - Conduct focus groups with prevention-focused service providers to identify how at-risk populations learn about their services.

Measurement:	<ul style="list-style-type: none"> • Report on city's homelessness data • Report on needs of at-risk populations
Ownership:	El Monte Homelessness Task Force
Leveraged City Resources:	City staff time
Associated Policy Changes:	No associated policy changes
Timeline:	6 months

Action 1b

Quantify the costs incurred to City departments for managing homelessness.

Measurement:	Summary of report with estimated costs across all City departments
Ownership:	Economic Development Department, Housing Division
Leveraged City Resources:	City staff time
Associated Policy Change:	No associated policy changes
Timeline:	3 months

Action 1c

Develop and implement community education process.

- Develop community toolkit, including list of local and regional resources, best practices, and legal rights. Distribute to all city staff and make copies available online and in city buildings.
- Host regular meetings for community members to ask city staff and service providers questions, discuss concerns, and receive educational materials and additional information.
 - Adjust meeting topics and speakers as needed, e.g., focus on prevention resources, service provision, landlord education, lived experience stories, business or resident concerns, and siting supportive housing.
- Collaborate with the Los Angeles County Everyone In Campaign when possible, e.g., with educational materials, community meetings, and pop-up events.

Measurement:	Completion of community toolkit and at least two community meetings in Year 1
Ownership:	El Monte Homelessness Task Force
Leveraged City Resources:	City staff time
Associated Policy Changes:	No policy changes
Timeline:	Year 1, ongoing

Action 1d

Involve local service providers in El Monte Homelessness Task Force

- Identify service organizations in or that serve El Monte and invite regular participation in Task Force meetings to provide information about challenges, opportunities, and progress addressing the needs of homeless clients.

Measurement:	<ul style="list-style-type: none"> • Service provider list developed within six months • Regular participation of service providers in Task Force meetings
Ownership:	El Monte Homelessness Task Force
Leveraged City Resources:	Staff time to manage Task Force communications, agendas, etc.
Associated Policy Changes:	No associated policy changes
Timeline:	6 months, ongoing



Goal 2: Increase Engagement Activities and Links to Crisis Response System

Homeless Initiative Strategy Link(s): A1, A5, D5, E4, E6, E7, E9, E14

Action 2a

Expand the city’s outreach and engagement capacity to link homeless and at-risk individuals and families to the crisis response system.

- Explore funding allocations to outreach activities, including to fund prevention services (e.g., through L.A. County’s 211 health and human services program).
- Identify departmental staff most likely to engage with homeless and at-risk populations. Implement a protocol for staff to contact outreach teams via the LAHSA Outreach Web Portal to assist those experiencing homelessness and connect those at risk of homelessness to prevention services.
- Explore partnership with homeless service providers and/or neighboring cities looking to expand outreach capacity.
- Increase coordination with local school districts and area colleges to identify and outreach to students experiencing or at risk of homelessness.

Measurement:	<ul style="list-style-type: none"> • Funding allocation decisions completed by end of Year 1 • Number of staff trainings completed quarterly/biannually • Number of homeless or at-risk individuals referred to services • Training curriculum implemented by end of Year 1
Ownership:	Economic Development Department, Housing Division
Leveraged City Resources:	Staff time to develop materials and attend trainings
Associated Policy Changes:	No policy changes are necessary
Timeline:	Year 1, ongoing

Action 2b

Encourage service providers contracting with the City to participate in the Homeless Management Information System (HMIS) and the Coordinated Entry System (CES).

Measurement:	Percent increase in number of service providers contracting with the City that are participating in HMIS and CES per year
Ownership:	Economic Development Department, Housing Division
Leveraged City Resources:	Staff time to adjust and track procurement process
Associated Policy Changes:	Establish preference in procurement process for service providers who are linked to CES; Award extra points during the scoring
Timeline:	Year 1, ongoing

Action 2c

Update City of El Monte Police Department discharge data tracking procedures to link to HMIS.

- Explore opportunity to fund staff and training costs associated with these efforts through the County Homeless Initiative.

Measurement:	<ul style="list-style-type: none">• Protocol updated and funding secured by end of Year 1• Discharge data linked to HMIS in Year 2
Ownership:	El Monte Police Department
Leveraged City Resources:	Staff time to develop and implement protocol
Associated Policy Changes:	Update Police Department protocol for discharge data tracking procedures
Timeline:	Years 1-2

Action 2d

Develop homelessness encampment protocol via City's Code Enforcement Task Force.

Measurement:	Protocol developed and implemented within 6 months
Ownership:	El Monte Code Enforcement Task Force
Leveraged City Resources:	Staff time to develop and implement protocol
Associated Policy Changes:	Create a City protocol for addressing encampments and update any related policies.
Timeline:	6 months



Goal 3: Expand Access to Workforce Development and Employment Programs

Homeless Initiative Strategy Link(s): C1, C2

Action 3a

Employ CalWORKS-subsidized program participants in City assignments.

Measurement:	Percentage of CalWORKS program participants placed annually into city assignments
Ownership:	Economic Development Department
Leveraged City Resources:	Wages for participants placed into city assignments
Associated Policy Changes:	No associated policy changes
Timeline:	Year 1, ongoing

Action 3b

Recruit a percentage of homeless or formerly homeless individuals for city assignments.

Measurement:	Percentage of homeless and formerly homeless people placed annually into city assignments
Ownership:	Economic Development Department
Leveraged City Resources:	Wages for homeless and formerly homeless individuals placed into city assignments
Associated Policy Changes:	Include recruitment of homeless and formerly homeless individuals in city employment protocols where appropriate.
Timeline:	Year 1, ongoing

Action 3c

Engage local business groups, business owners, and those doing business with the city to encourage participation in workforce development programs and job placement.

Measurement:	<ul style="list-style-type: none"> • Annual increase in the number of local businesses employing homeless and formerly homeless people • Annual increase in number of jobs available to homeless and formerly homeless people within the city's jurisdiction as a result of adopting the Social Enterprise Utilization Ordinance
Ownership:	Economic Development Department
Leveraged City Resources:	Staff time for program development, business community engagement
Associated Policy Changes:	<p>Explore incentives for hiring CalWORKS program participants and homeless or formerly homeless individuals such as:</p> <ul style="list-style-type: none"> • A business tax credit program modeled after the California Work Opportunity Tax Credit program. • Adopting a Social Enterprise Utilization Ordinance modeled after Los Angeles County's expanded Transitional Job Opportunity Preference Program that: <ul style="list-style-type: none"> ○ Designates alternative staffing organizations operated by social enterprise entities as the city's preferred temporary staffing agency. ○ Gives preferential treatment to bidders that commit to hiring a percentage of their temporary workforce.
Timeline:	Year 1, ongoing



Goal 4: Increase the Number of Shelter Beds

Homeless Initiative Strategy Link(s): B7, D5, E8, E14, F1

Action 4a

Identify public or privately-owned site for development of a shelter serving homeless families and/or homeless individuals.

Measurement:	<ul style="list-style-type: none"> • Site(s) identified and vetted, decision made to pursue opportunities (Year 1) • If decision made to pursue: <ul style="list-style-type: none"> ○ Developer bid process initiated by end of Year 1 ○ Site schematics and service plans developed, developer engaged (Year 2) • Shelter fully operational (Year 3)
Ownership:	Economic Development Department, Planning Division
Leveraged City Resources:	Staff time to develop and vet site list and oversee development process
Associated Policy Changes:	No associated policy changes
Timeline:	Years 1-3

Action 4b

Pursue funding for shelter development, operation, and services.

- Pursue Measure H acquisition/rehab funding (Strategy E8) and other County Homeless Initiative capital funds.
- Pursue Measure H funding (Strategy B7) for shelter beds serving as interim/bridge housing for persons exiting institutions.
- Identify community organizations and individuals interested in sponsoring shelter beds.
- Consider MOU with other cities that can contribute funding/resources to accommodate shelter referrals from their jurisdiction.

Measurement:	<ul style="list-style-type: none"> • Number of funding applications approved • Number of shelter beds funded through private donations • Execution of MOUs with partnering cities
Ownership:	Economic Development Department, Planning Division
Leveraged City Resources:	Staff time to pursue funding sources and community/city partnerships
Associated Policy Changes:	No associated policy changes
Timeline:	Years 1-3

Action 4c

Explore feasibility of additional services capacity at the shelter site:

- Safe parking program for RVs, vans, etc.
- Portable showers, bathrooms
- Office space for homeless case managers and/or Family Solutions Centers personnel
- VI-SPDAT assessment and CES access point
- Storage facility
- Medical and mental health services
- Transportation vouchers for access to offsite services
- Drop-in center for homeless or at-risk transition-age youth

Measurement:	<ul style="list-style-type: none">• List of potential onsite services developed and vetted by end of Year 1• Services plan developed in Year 2
Ownership:	Economic Development Department, Planning Division
Leveraged City Resources:	Staff time to explore feasibility of onsite service and oversee development of services plan
Associated Policy Changes:	No associated policy changes
Timeline:	Years 1-2



Goal 5: Increase the Number of Affordable/Supportive Housing Units

Homeless Initiative Strategy Link(s): B1, B3, D7, F3, F4, F5, F6, F7

Action 5a

Explore feasibility of implementing or expanding affordable and supportive housing polices, including:

- Incentivize zoning policies, including density bonus (currently optional for developers)
- Housing overlay zoning
- Development agreements
- Accessory dwelling units (ADU) program (allows development of additional units on R1 lots within certain parameters)

Measurement:	Policy drafts completed by end of Year 1, implemented in Year 2
Ownership:	Economic Development Department, Planning Division
Leveraged City Resources:	Staff time to develop and implement incentive policies
Associated Policy Changes:	<p>Incentive Zoning Ordinance</p> <ul style="list-style-type: none"> • Incentives (e.g., reduced parking requirements, density bonuses) offered to a housing developer in exchange for including income-restricted units within the development. <p>Housing Overlay Zoning Ordinance</p> <ul style="list-style-type: none"> • An overlay on existing zoning that offers incentives for inclusion of affordable units. Incentives may include reduced parking, density bonuses, expedited permit processing, fee waivers, etc. <p>Development Agreements</p> <ul style="list-style-type: none"> • City may require inclusion of affordable units in market-rate developments or in-lieu fees for development on publicly owned land. <p>Accessory Dwelling Unit Ordinance</p> <ul style="list-style-type: none"> • Expedite review and approval of permits for building ADUs. • Include fee waivers to incentivize development. • Include amnesty program to bring existing ADUs into compliance.
Timeline:	Years 1-2

Action 5b

Pursue strategies that generate funding to develop affordable and supporting housing. Explore feasibility of creating:

- Business improvement districts
- Community benefits policies

Measurement:	Policy drafts completed by end of Year 1, implemented in Year 2
Ownership:	Economic Development Department, Planning Division
Leveraged City Resources:	Staff time to develop and implement funding strategies
Associated Policy Changes:	<p>Business Improvement District Ordinance(s)</p> <ul style="list-style-type: none"> • Requires businesses within a specified area to pay an additional tax that is applied to funding projects within the district's boundaries. <p>Community Benefits Policy</p> <ul style="list-style-type: none"> • Requires community benefits (e.g., inclusion of affordable units in market-rate development, local hire, etc.) on all projects undertaken within the city.
Timeline:	Years 1-2

Action 5c

Explore acquisition of single-family homes to implement shared housing models for specific homeless populations, e.g., seniors and transition-age youth (TAY).

- Identify best practices related to:
 - Master leasing
 - Home sharing
 - Roommate matching
- Host info sessions/workshops for interested property owners.
- Partner with County-funded service providers for case management and services.
- Pursue Measure H funding for creating housing for TAY.

Measurement:	<ul style="list-style-type: none"> • Shared housing program drafted in Year 1, implemented in Year 2 • Applications for Measure H and other potential funding sources submitted by end of Year 1
Ownership:	Economic Development Department
Leveraged City Resources:	<ul style="list-style-type: none"> • Staff time for program development, outreach and engagement of property owners, funding applications • HOME funds
Associated Policy Changes:	No associated policy changes
Timeline:	Years 1-3

Action 5d

Identify publicly-owned sites for housing homeless families and individuals.

- Generate list of all publicly owned properties within the city that are potentially suitable for housing development.
- Engage affordable housing developers and local service providers to discuss feasibility of developing sites into housing for homeless families and individuals.
- Pursue County Homeless Initiative funding in partnership with development team.

Measurement:	<ul style="list-style-type: none"> • Sites identified and vetted, decision made regarding pursuit of opportunities in Years 1 and 2 • If decision made to pursue: <ul style="list-style-type: none"> ○ Developer bid process and community engagement initiated by end of Year 1 ○ Site schematics, service plans developed, developer engaged in Year 2 ○ Site development underway in Year 3
Ownership:	Economic Development Department, Planning Division
Leveraged City Resources:	Available publicly owned land; staff time for site identification, community outreach, developer engagement, funding applications, and affordable housing workshops for applicants
Associated Policy Changes:	No associated policy changes
Timeline:	Years 1-3

Action 5e

Identify blighted or underutilized private sites for housing homeless families and individuals.

- Generate list of sites potentially suitable for housing development.
- Engage property owners to discuss property acquisition or development partnership.
- Link property owners with affordable housing developers and local service providers to discuss feasibility of developing sites into housing for homeless families and individuals.

Measurement:	Sites identified and vetted, engagement of property owners and potential developers in Years 1 and 2
Ownership:	Economic Development Department, Planning Division
Leveraged City Resources:	<ul style="list-style-type: none"> • Staff time for site identification, outreach and engagement of property owners and developers; affordable housing workshops for applicants • HOME funds
Associated Policy Changes:	No associated policy changes
Timeline:	Years 1-2

Action 5f

Expand rapid rehousing units in the city.

- Evaluate outcomes for existing homelessness-related funding expenditures (e.g., Emergency Solutions Grant funds) and consider reallocating a portion of funds for rapid rehousing.
- Through LAHSA, designate rapid rehousing units for local preference.
- Work with LAHSA housing locators to foster relationships with landlords/property owners.
- Hold informational meetings with homeowners interested in participating in rapid rehousing program.
- Implement landlord incentive program to improve housing placement. Incentives may include:
 - First month's rent to hold unit for placement
 - Lease-signing bonus
 - Increased security deposits

Measurement:	<ul style="list-style-type: none"> • Number of families/individuals placed into rapid rehousing • Percentage of families/individuals placed into rapid rehousing who successfully move to permanent housing • Annual recovery of costs associated with housing disabled homeless individuals awaiting SSI benefits
Ownership:	Economic Development Department, Housing Division
Leveraged City Resources:	Emergency Solutions Grant funds; \$500/month per homeless family/individual for up to nine months; potential funding for landlord incentive payments
Associated Policy Changes:	No associated policy changes
Timeline:	Years 1-2



Goal 6: Participate in Regional Collaboration Opportunities

Homeless Initiative Strategy Link(s): A1, A5, D7, E7, E8, F7

Action 6a

Continue collaborating with the San Gabriel Valley Council of Governments and other cities in Service Planning Area 3 on homelessness-related discussions and activities throughout homeless plan implementation.

Measurement:	Ongoing participation in activities related to regional coordination
Ownership:	El Monte Homelessness Task Force
Leveraged City Resources:	City staff time
Associated Policy Changes:	No associated policy changes
Timeline:	Year 1, ongoing

Action 6b

Hire a homeless coordinator to oversee homelessness plan implementation and regional collaboration.

- Pursue County Homeless Initiative plan implementation funding for FY 18-19

Measurement:	Homelessness coordinator hired within Year 1
Ownership:	Economic Development Department, Housing Division
Leveraged City Resources:	0.5 or 1.0 FTE staff member hired as homelessness coordinator for implementing city plan
Associated Policy Changes:	No associated policy changes
Timeline:	Year 1, ongoing

Action 6c

Coordinate with LAHSA and the County Homeless initiative when possible.

- Activities include:
 - Homelessness prevention
 - Siting supportive housing and designated existing units for rapid rehousing
 - Coordinating with CES leads and housing locators
 - Participating in regional meetings for first responders and outreach workers
 - Exploring creation of regional law enforcement task force to discuss homelessness-related issues

Measurement:	Ongoing participation in County Homeless Initiative collaboration opportunities, as identified
Ownership:	El Monte Homelessness Task Force
Leveraged City Resources:	City staff time
Associated Policy Changes:	No associated policy changes
Timeline:	Year 1, ongoing

Appendix A: Stakeholder Input Sessions: Summary of Identified Challenges

Staff of City Departments

Housing-Related

- Generally, rent is on the rise in the City, but specifically, [previously affordable] local mobile home parks have been hiking up rents, leading to foreclosures/evictions
- Non-legal residents are easily exploited by landlords, leading to evictions
- In terms of affordable housing, serving populations like veterans or seniors allows for easier buy-in from community
- Many high barriers to getting people into shelters (lack of beds, level of need) and housing (qualifications, up-front costs, etc.); those that are on the street can be bothersome or seem like a nuisance to the public, as shelters are only overnight and individuals must go elsewhere for the rest of the day

Services-Related

- Difficulty convincing homeless persons to accept services, especially if tied to sobriety or other standards/protocols; others have legal issues and fear getting back into the system; those facing mental illness issues can be extremely defensive
- Many people facing homelessness do not want to leave the community, even if they received a bed/housing elsewhere
- Other cities send homeless persons to El Monte because there are more resources
- Homeless persons that have been identified at the senior center are more mentally stable, most live in their vans/cars; but even if they are employed, many do not make enough money to rent an apartment
- Lunch program and other daily services at the center result in a lot of walk-ins of less mentally stable persons
- Threshold is too high for mandatory incarceration for mentally unstable – huge gap in mental health services; service providers do not have appropriate staffing resources to deal with mentally unstable/violent persons; any type of housing for homeless must provide social and rehabilitation services
- Using police services on the homeless takes those resources away from the community
- Cannot always serve non-legal residents
- Getting homeless persons on Medicaid or enrolled in other benefits is often difficult

Local and Regional Coordination

- Issues of who would fund homeless housing (e.g. City) and services (e.g., Measure H)
- Buy-in at city level but not regional level
- City Council wants to assist but is concerned about fair share (neighboring cities also have large homeless populations)

Service Providers and Faith-Based Community

Public Perception and Knowledge

- Safety concerns – homeless individuals in public spaces, petty crime, panhandling, cleanups, and substance abuse issues
- Public misperceptions of homelessness, lack of education or knowledge surrounding homelessness, especially when it comes to an individual's right to refuse services; NIMBYism in the city is apparent, misconception that homeless people seen on the street came from elsewhere when they are/have been residents
- Humanizing homelessness – promoting empathy and educating public about homelessness
- Businesses and residents who want to help sometimes lack the knowledge about where they can refer people experiencing homelessness to for resources and services, or how to be involved in the solution to homelessness

Services-Related/Coordination

- Lack of coordination/communication between organizations and agencies involved in homelessness work in the area, no defining roles for each participant
- From service provider's perspective, limited homeless services in the city; there are also fragmented services for homeless students and families through the School District
- Challenges building trust with people experiencing homelessness
- There is difficulty or misunderstanding about smaller service providers accessing Measure H funding
- Concerns about cities not upholding fair share of homelessness services provided and the building of affordable housing
- There needs to be increased wrap-around services for those that need extra support, increased job training and quality jobs
- Improved regional collaboration is needed – political will, accountability across cities
- Solve issues of School District funding – currently restricted in its ability to help homeless students/families, can only spend on supplies, no money for rapid-rehousing, preventative services, etc. – consider Measure H school in-reach, with an additional emphasis on assisting undocumented families

Housing-Related

- Lack of housing – all types; no units available for homeless clients seeking housing, or if units are available, there are significant barriers/restrictions for qualification to rent; also, lack of shelter beds and emergency/transitional/bridge housing for families and individuals

General Public

Housing-Related

- It continues to be a lengthy process to get people assessed and/or housed due to a lack of housing units, long waitlists, or the level of need and subsequent process for placement in housing based on an assessment
- More needs to be done to assist homeless families, at-risk families, and subsequent adverse childhood experiences/trauma
- There is a lack of year-round shelter beds/interim housing – churches in the City of El Monte participate in the Winter shelter, though a year-round, rotating shelter has generally always been knocked down as a solution

Services-Related

- It is challenging to get chronically homeless individuals to accept services
- There is a lack of understanding of what residents can do to help – no information about what the resources are, who they can call – coordination between agencies, the City, the County, the public/residents etc. could be stronger
- Family Solutions Centers (FSC) are over capacity – families have had to wait weeks for services
- Lack of financial planning knowledge puts families and individuals at risk, there is also a large need for workforce training

Public Safety and Quality of Life

- Homeless individuals in public spaces can create safety issues – crime, substance abuse, public health, property damage, loitering, sleeping on private property – those that spend time in commercial areas can also hurt business
- There are some individuals who sleep in or take over vacant buildings in the city
- Some laws haven't caught up with certain needs of populations e.g. those that have mental health issues and are at-risk of harming themselves or others, AB 1971
- There is concern over the patrolling of Peck Park, which is a County property patrolled by LASD, versus the rest of El Monte which is patrolled by El Monte PD

Public Perception of Homelessness

- "NIMBYism" (Not in My Backyard) is a barrier to addressing homelessness; there should be more done to broaden the "face" of homelessness – understanding the vast backgrounds and needs of individuals; residents should see people experiencing homelessness as neighbors
- The issue of homelessness has been constantly shifted around – as an issue as well as the physical movement of people out of a neighborhood or city and into another

Appendix B: Stakeholder Input Sessions: Summary of Identified Strategies

Staff of City Departments

Housing Strategies

- Landlord incentives in general, landlord incentives for veteran renters
- Shared housing, roommate matching program (i.e., San Diego); Transition Aged Youth (TAY) housing, TAY/Senior shared housing model – youths provide assistance, seniors provide mentoring, and on-site management provides services
- Acquire single-family homes and provide case management and wrap-around services
- Inclusionary housing, motel conversions, flexible housing subsidy pool, affordable housing – scan for sites for housing
- Include education component into Housing Element; ensure persons with lived experience are part of development
- Need temporary housing and services (diapers, formula) for domestic violence victims

Service/Coordination Strategies

- Provide education to homeless persons on health issues
- Provide portable showers and bathrooms
- Safe parking lots could be access point for coordinated entry
- Mormon church's program gives homeless persons mindset that they are contributing and not just receiving a handout
- Become aware of all faith-based organizations and what services they provide
- Contact Tide company regarding mobile laundries
- Need triage facility (wash, nurse, etc.) to prevent spreading of diseases
- Provide list of resources to faith-based organizations so they can offer this information to their members
- Use school district's reporting of homeless families – especially when using federal funding
- Need gap analysis by population to understand needs and available funding sources by population group
- Better connect City to Consortium – work with other cities and organizations
- Connect the dots where homeless persons can receive services (i.e., Dress for Success, employment training, etc.)
- Use publicly-owned properties for a hub/service center
- Need a stronger vetting program for foster children – many parents spend money on themselves

Workforce Strategies

- Public Works to once again use homeless persons to set and clean up at events – however may be liability issues
- Ordinance to impose services on mentally ill who refuse services (prevent spread of disease, public nuisances, etc.)

Service Providers / Faith-Based Community

- Consider a centralized access point/day center that provides services and resources in one location – mobile laundry, showers, case workers, safe parking lot with case workers
- Provide outreach and education to landlords to close gap in units for formerly homeless and low-income in general
- More flexible and accessible Measure H funding for local service providers that have also been working on homelessness
- Create a resource list with service provider information and distribute through a variety of communication channels – to be used by residents, business owners, as well as people experiencing homelessness
- Better coordination and siting for drop-off and pick-up locations, for winter shelter potential year-round shelter
- Explore Conservation Corps/ Works Progress Administration models for workforce development
- Share the work – all cities have a role; local elected officials should take lead role in pushing city and neighboring cities forward with buy-in; collaborate with neighbor cities and local community

General Public

Housing Strategies

- Look at a variety of housing strategies: affordable housing (inclusionary housing), supportive housing, housing near transit, transitional housing – programs with accountability, tiny homes; Explore interest of nonprofit and private sector partners who want to develop all types of affordable housing
- Work with School District to help with 1) Motel Vouchers and 2) engaging local landlords to accept Sec 8, Rapid Rehousing
- Expand rental assistance – short and long term based on the appropriate solution for the individual or family, rapid re-housing
- Have the City fund a dedicated housing navigator/case manager (Alhambra as a model)
- Explore prevention strategies: Rent control, legal assistance, rental assistance

Service/Coordination Strategies

- Funding: Allocate more money to Emergency Resources Association (ERA); Increase funding for PD to carry out outreach with a mental health worker/social worker
- Consider safe parking lot program/emergency service access point located at a large parking lot (Walmart, Churches, etc.) that would provide a safe place for people living on the street or in their cars overnight as well as connections to services – follow SD1/Solis model for mobile showers and bathroom station
- Provide school in-reach for students and their families and coordinate services around housing, jobs, childcare, etc.
- Supporting services: explore ways to increase people's access to healthcare; provide more access to Workforce Training – technical skills, life/soft skills training; have case managers, mentors, or peer-to-peer advocates help formerly homeless individuals or formerly incarcerated homeless individuals reintegrate into society

- Figure out ways to remove barriers to services, e.g. making it easier to obtain identification, an address, etc.
- Improve the efficiency and ease of Coordinated Entry System - fill in gaps in the process of assessment and housing
- Address legal loopholes to get individuals help for substance abuse, e.g. mandated drug rehabilitation as part of sentencing
- Increase collaboration with the County, SGV & subregion, LAHSA, and other service providers, and provide regular public meetings on homelessness, send notices through utilities or other mail

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

- Office of Los Angeles County Supervisor Hilda Solis
- Los Angeles Homeless Services Authority
- El Monte Police Department
- Mountain View School District
- Volunteers of America
- Emergency Resources Association
- East San Gabriel Valley Coalition for the Homeless
- Catholic Charities
- Foothill Family
- SBCC Thrive LA
- Downtown El Monte Business Association

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

County Homeless Initiative Strategies		
A – Prevent Homelessness	<input checked="" type="checkbox"/>	A1. Homeless Prevention for families
	<input checked="" type="checkbox"/>	A5. Homeless Prevention for Individuals
B – Subsidize Housing	<input checked="" type="checkbox"/>	B3. Partner with Cities to Expand Rapid Rehousing
	<input checked="" type="checkbox"/>	B7. Interim/Bridge Housing for those Exiting Institutions
C – Increase Income	<input checked="" type="checkbox"/>	C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families
	<input checked="" type="checkbox"/>	C2. Increase Employment for Homeless Adults by Supporting Social Enterprise
D – Provide Case Management & Services	<input checked="" type="checkbox"/>	D5. Support for Homeless Case Managers
	<input checked="" type="checkbox"/>	D7. Provide Services for Permanent Supportive Housing
E – Create a Coordinated System	<input checked="" type="checkbox"/>	E4. First Responders Training
	<input checked="" type="checkbox"/>	E6. Expand Countywide Outreach System
	<input checked="" type="checkbox"/>	E7. Strengthen the Coordinated Entry System (CES)
	<input checked="" type="checkbox"/>	E8. Enhance the Emergency Shelter System
	<input checked="" type="checkbox"/>	E14. Enhance Services for Transition Age Youth
F – Increase Affordable/ Homeless Housing	<input checked="" type="checkbox"/>	F1. Promote Regional SB2 Compliance and Implementation
	<input checked="" type="checkbox"/>	F4. Development of Second Dwelling Units Program
	<input checked="" type="checkbox"/>	F5. Incentive Zoning/Value Capture Strategies
	<input checked="" type="checkbox"/>	F6. Using Public Land for Homeless Housing
	<input checked="" type="checkbox"/>	F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals