



Palmdale's Plan to Prevent and Combat Homelessness

Presented June 26, 2018

Background

In 2017, voters approved Measure H to provide an estimated \$355 million countywide for 10 years to fund ongoing services and housing to address the homelessness crisis in Los Angeles County. With these new resources and the 47 approved strategies to prevent and combat homelessness as a framework, the Los Angeles County Homelessness Initiative provided planning grants to cities interested in developing local strategies and partnerships that will provide the housing and program services necessary to successfully and permanently house homeless residents in our community.

This City of Palmdale Plan to Prevent and Combat Homelessness (Plan) provides an assessment of homelessness in Palmdale, a description of the resources available to address the challenge, opportunities for local and regional collaboration and locally-developed goals to address the specific housing and supportive service needs of Palmdale's homeless residents.

Progress shall be measured periodically and the Plan shall be updated and modified as necessary over time until all residents of the City are housed. The City anticipates the period of performance for the goals of this Plan to be July 1, 2018 to June 30, 2023.

Why did Palmdale develop a homelessness plan?

The City and its local community partners developed this Plan and shall implement this Plan over the next five years to:

- Provide a process to identify the extent of homeless individuals and families in the City and their needs;
- Identify regional and local funding for local community partners to provide resources and services for identified needs of individuals and families who are homeless; and
- Improve coordination among community partners when addressing the needs of homeless individuals and families.

Methodology

The City followed the planning framework established by the Los Angeles County Homelessness Initiative as part of the planning grant. This report is organized in the order of the suggested format supplied during the Los Angeles County Homelessness Initiative's technical assistance workshops. Over the course of six months from December 2017 through May 2018, the homelessness planning process that culminated with this Plan included the following actions:

- Met with Community partners to help collaborate, plan and identify the City's homeless in order to assist in developing a comprehensive plan based on current facts and data to address current and future needs in relation to homeless issues
- Gathered sample survey questions from different national sources to help create our local survey for the homeless and the community
- Sent draft survey to community partners and City staff for recommendations and input
- Contract for fieldwork executed and approved with Advancing Communities Together (ACT), a local community partner

- Planning Grant Statement of Work submitted to county and contract between the County and City approved
- Invoice submitted to County in order to receive a portion of the grant money
- Public outreach material including informational video, media outreach prepared for release (both English and Spanish) – Press releases, Survey posted on City website for resident input (English and Spanish) – Facebook ads letting residents know everything the City is currently doing for homelessness, how Measure H funds can make an impact and inviting residents to complete the online survey
- Community Outreach teams selected and trained (four teams made up of two group leaders from Victory Outreach Ministry per team and two or three YouthBuild Students per team) so they would be prepared and better able to interact with homeless in the field
- Community meetings were held to engage with the public about the issue of homelessness, their current perception of the issue, and to seek community-specific solutions. Three Community Outreach meetings were held to take place during the canvassing period:
 - March 6, 2018 - Victory Outreach Church
 - March 13, 2018 - Antelope Valley YouthBuild Campus
 - March 20, 2018 - The Highlands Christian Fellowship Church.
- Canvassing of the City was divided into four areas with each area canvassed for one week and follow-up to all areas was conducted as needed
- Canvassing started February 26, 2018 for a period of four weeks concluding on March 22, 2018 to identify homeless individuals and their current needs
- Field team debriefings with City staff to discuss progress and any adjustments to procedures. Surveys were submitted weekly to the City for data collection and statistical summary
- Staff attended County training sessions, Homeless Initiative meetings, strategy meetings and the 1st Annual Conference
- Participated in webinars and conference calls
- Surveys were collected from 180 homeless individuals and data entered into database for analysis of the needs of local homeless residents
- Hosted a Partners review/debrief meeting with various community partners including ACT, Antelope Valley YouthBuild, Victory Outreach, Antelope Valley Partners for Health (AVPH), Mental Health America – AV (MHA), Valley Oasis, Salvation Army, Los Angeles Homeless Services Authority (LAHSA), Los Angeles Sheriff's Department (LASD), South Antelope Valley Emergency Services (SAVES), LDM Associates, Inc. (Plan consultant), outreach team members and City staff
- Hosted meeting and debriefing with Antelope Valley YouthBuild Outreach team members, students, City Manager, City staff and consultant to provide a synopsis of the field study and to hear team members' personal accounts of individuals they encountered, sharing their personal experiences of homelessness, answering questions asked of City staff and providing feedback
- Provided names of 77 homeless individuals that requested follow-up to Valley Oasis and/or MHA for follow-up to provide resources, resulting in:
 - 47 people called from the list

- 19 were left voicemails – follow-ups are in process as of this writing
- 18 numbers were disconnected
- 7 housed themselves (self-resolved)
- 3 needed enrollment to Coordinated Entry System (CES) - completed
- A Homelessness partners community team and Neighborhood Advisory Committee meeting on May 22, 2018 to review the draft Plan and provide additional input
- A City Council workshop is scheduled for June 26, 2018 to present the draft Plan

Homeless Survey Results

Through an extensive four-week canvass of the City, the outreach teams built a bridge of trust and understanding between the community of service providers and the homeless community. Often, the survey interactions confounded expectations in the sense that the homeless truly opened up to the outreach team members and provided an honest assessment of their individual needs and their willingness to accept help. Through repeated compassionate contact, relationships were formed and the outreach team gained an in-depth understanding of the issues homeless individuals in Palmdale are facing. Based on the four weeks spent surveying the homeless and the 188 homeless individuals encountered during that time, there were many instances where the outreach team would have multiple contacts with a single homeless individual. This approach built trust and understanding between the outreach team and a given homeless individual. It said “we are here” and “we care” about you. The challenge that lies ahead for the greater Palmdale community is to consistently deliver on these sentiments – “we are here” and “we care”—so that the small amount of trust and credibility built during the last four weeks draws people closer to local service providers, housing opportunities and economic opportunities—and further away from homelessness.

“We judge the homeless, but when you talk to them, they are not out of their mind. They’ve just lost hope. They were surprised to see us out there a second, third or fourth time. They were uplifted. They want hope and faith restored. They are counting on us this time.”

-David Ayon
YouthBuild Outreach Team Member

The survey included 22 questions designed to provide an in-depth understanding of the factors contributing to an individual person becoming and remaining homeless in Palmdale, the help that each individual homeless person needs to become stably housed, the barriers to assisting that person and their willingness to accept help. Evaluation of the 180 completed surveys provides the following sections profile homeless individuals in Palmdale.

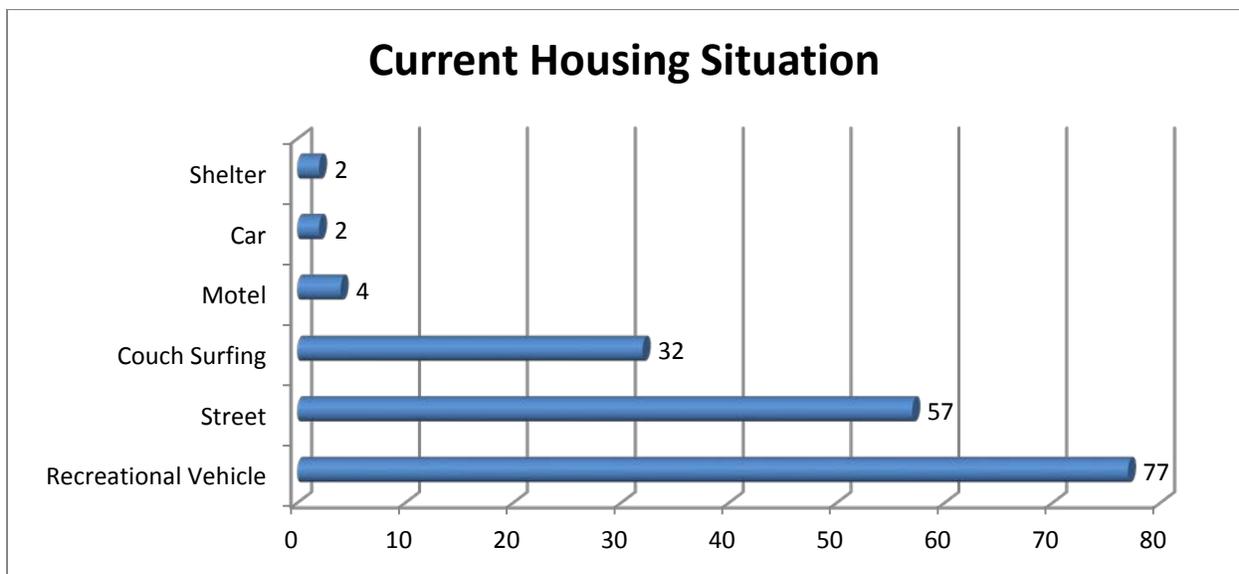
Demographics

- 103 people identified as male
- 77 people identified as female
- 0 people identified as transgender or other
- The racial/ethnic breakdown includes:
 - 34 percent Black/African American
 - 32 percent Hispanic/Latino
 - 28 percent White

- 5 percent Other
- 1 percent Did not respond
- 70 percent of those responding to the interview question were single
- 78 percent of those responding to the interview question were heterosexual

Support Networks

- Nearly 40 percent of homeless people interviewed have family in the Antelope Valley and would prefer to reunite with them instead of staying homeless
- Over 30 percent of homeless people interviewed indicated that they have family or friends that might be able to help them in some way; however, less than 10 percent granted the outreach team permission to contact them
- 49 percent of respondents who were asked if they would be willing to share a housing unit with someone else indicated yes, 39 percent said no and 12 percent said they were not sure



Education

- More than half of those responding to the education question have a High School Diploma
- Nearly a quarter of those responding to the question have either some college level coursework or a degree
- Nearly a quarter of those responding to the question have a vocational certificate
- Over 40 percent of those responding to the question were willing to enter an educational program to complete their education

Employment

- Over 60 percent of respondents are receptive to employment in their field of skill
- Over 15 percent of respondents currently have at least part time employment

Pets

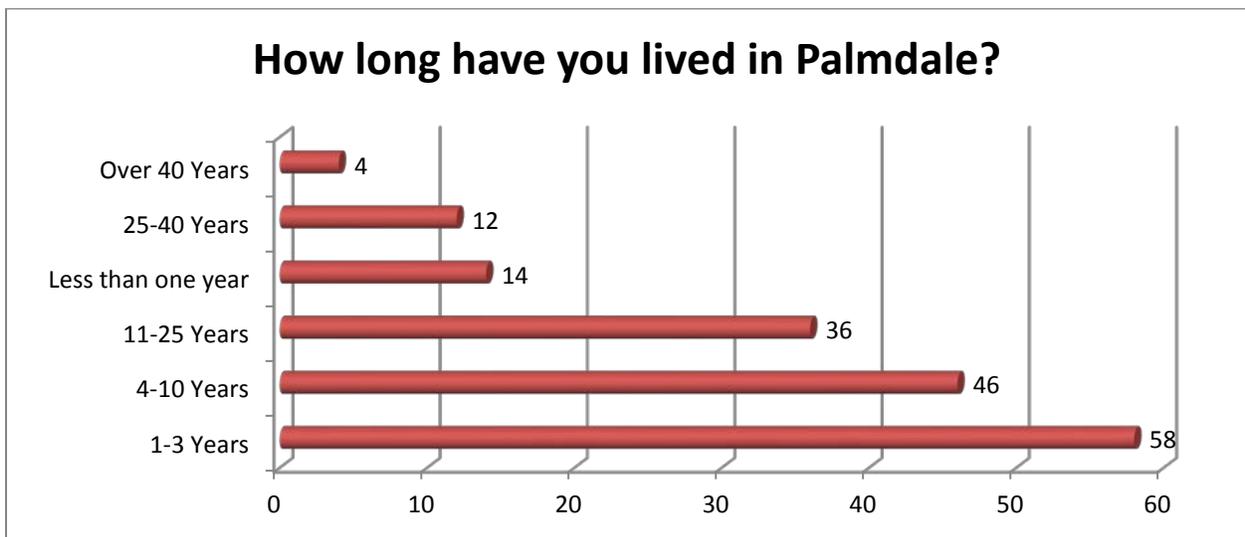
- Only 15 percent of respondents had pets (e.g., dogs, cats, other)
- Of those respondents with pets, more than half (55 percent) indicated that the presence of pets is the reason they cannot find a suitable place to stay

Substance Abuse

- 140 people indicated recent drug use and of those, 136 responded to a question asking if they were willing to enter a program to end their addiction
 - 40 people answered yes

Domestic Violence and Abuse

- 34 percent of those responding to the question have been a victim of domestic abuse
- 23 percent of those responding to the question were a victim of parental or adult abuse in their childhood
- 14 percent of those responding to the question indicated they are currently homeless due to abuse
- 23 percent of respondents indicated they have been a victim of sexual abuse



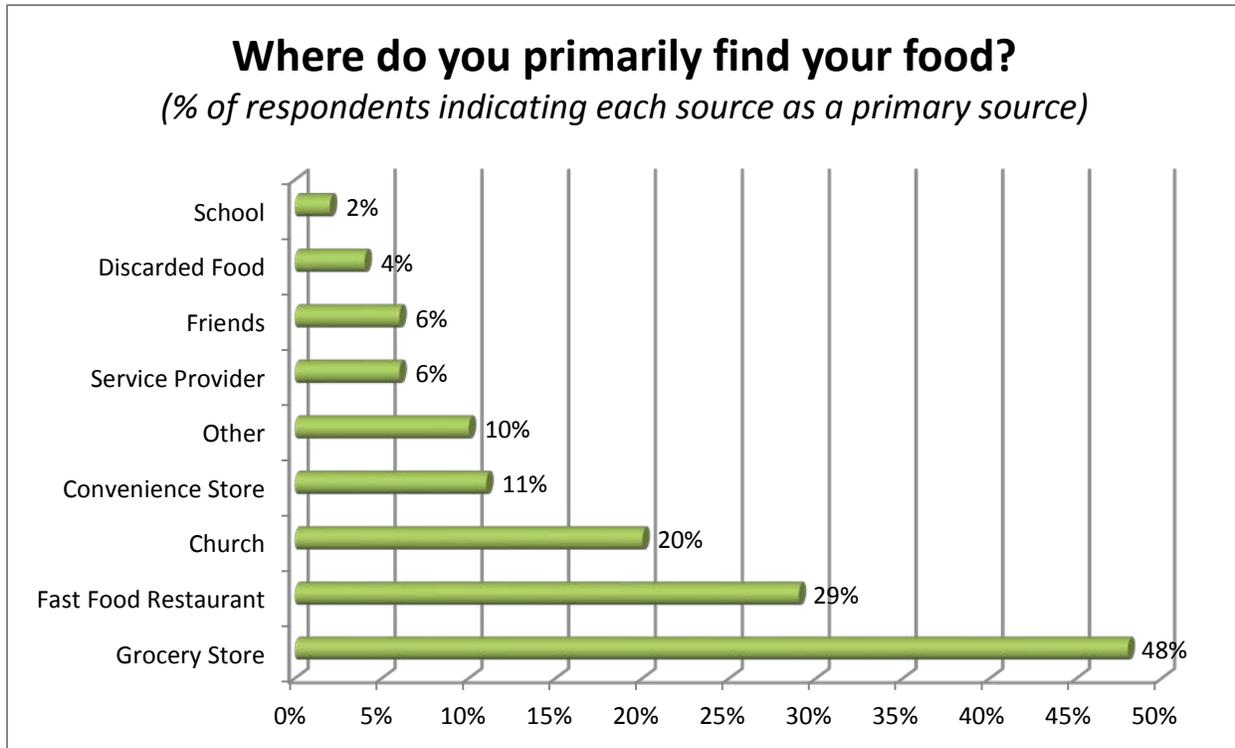
Crime

- 95 people indicated they had previously been incarcerated
- Of those previously incarcerated, the amount of time that had passed since last being incarcerated was:
 - 17 percent recently
 - 17 percent within the last 6 months
 - 10 percent 1 year ago
 - 23 percent 2-5 years ago
 - 6 percent 6-8 years ago
 - 9 percent 9-10 years ago
 - 18 percent over 11 years ago

Health and Nutrition

- 16 percent of respondents eat less than once a day
- 40 percent of respondents eat at least once a day
- 44 percent of respondents eat at least twice a day
- 45 percent of respondents have a physical disability or condition that needs treatment now
- 44 percent of respondents are receiving or need to receive dental services

- 44 percent of respondents suffer from a mental or emotional condition that requires medical treatment
- 24 percent of respondents have been previously hospitalized for a mental health condition in the past
- 38 people indicated they feel anxious 24/7
- 38 people indicated they feel angry, resentful or have aggressive tendencies to others at most times
- 36 people reported they previously attempted suicide



Goals

Palmdale's goals include homelessness prevention, creation of pathways to housing including new housing opportunities, empowerment of local service providers with resources/information and measuring/tracking local progress. Collaboration and accountability are at the heart of the local approach to prevent, reduce and ultimately end homelessness. In accordance with the Los Angeles County Homelessness Initiative's suggested format for the Plan, each of Palmdale's four goals consists of the seven elements listed below.

1. The corresponding County Homeless Initiative Strategies
2. The supporting action(s) to be taken by the City and local community partners
3. Associated policy changes
4. Goal measurement
5. Goal ownership
6. Leveraged resources
7. Timeline

GOAL 1: Prevent episodes of homelessness within the community, including individuals and families.

1. County Homeless Initiative Strategies:

- A1. – Homeless Prevention for Families
- A5. – Homeless Prevention for Individuals

2. Supporting Action(s)

Identify risk and protective factors to prevent episodes of homelessness for at-risk populations.

- Identify and promote the use of effective, evidence-based homelessness prevention intervention programs, such as Tenant-Based Rental Assistance (TBRA) and Homelessness Prevention and Rapid Re-Housing (HPRP). Provide opportunities for case management through local service providers, the SAVES program, and the Neighborhood House program that include but are not limited to legal assistance and safety planning for victims of abuse; services for veterans; services for transitional age youth; landlord mediation, and family strengthening, along with organizational and cross-organizational level strategies.
- Promote organizational development and horizontal coordination between local agencies such as housing, services/prevention, mental health and substance abuse treatment and prevention, and criminal justice to provide integrated comprehensive services to prevent homelessness.
- Promote within the community in partnership with local service providers and community partners the opportunity for Placement Diversion/Family Reunification programming that can provide comprehensive home-based intervention to families who have children that are at-risk of out-of-home placement or families that have children who have been placed in an institutional level of care as a result of being at risk homeless or formerly homeless and needing assistance to reunite the family.
- In partnership with local service providers and community partners, continue efforts to create opportunities to provide housing for Transitional Age Youth (TAY), ages 18 to 24, who are identified within the community who are unserved, underserved and inappropriately served. This effort includes the support for youth to complete or continue their education, have the opportunity to receive education in construction or other trades, reduce involvement in the criminal justice system, assist in health care concerns, and reduce homelessness. Along with these actions the City also supports the ability to promote traditional benefits and services available to victims of abuse, veterans, transitional age youth that are offered by local service providers and community partners.
- Examine how the City can bring together one or more services for an individual or household that is presently at risk of homelessness in a way that addresses the household's social and/or economic needs to the extent necessary to effectively prevent homelessness.
- Enhance coordination of and access to services for those in need of help by bringing the planned SAVES facility online during the period of this Plan. Provide the conditions necessary within the facility for service providers to establish contact with those in need of help and to maintain those contacts until an individual or household is stably housed and

economically secure. This will provide better opportunities for providers to coordinate various elements of service and for those needing help to receive services from co-located providers at a “one-stop shop”. Services available would be adjusted in terms of availability, timing and location to meet the changing housing, economic and social service needs of the homeless and those at risk of becoming homeless in Palmdale. While the “one-stop shop” would serve as a central hub for service providers and residents, it would not be the only place where services are provided because it is equally important that services are delivered to people where they are.

- Encourage the County of Los Angeles, regional and local service providers, and community partners to experiment with various approaches to creating a coordinated, comprehensive approach to addressing homelessness prevention (e.g. establish an infrastructure that supports prevention activities, allows flexibility in the use of funds, and fosters the development of systematic relationships between providers and across systems of care).

Identify risk and protective factors to prevent chronic homelessness among persons who are already homeless. Implement and support programs focused on homeless prevention that include various forms of funding for sustainability of housing and providing food and other resources.

- Review and identify risk factors associated with chronic homelessness and protective factors that reduce the risk for chronic homelessness. Protective factors include any conditions or attributes (skills, strengths, resources, supports or coping strategies) in individuals, families, communities or the larger society that help people deal more effectively with stressful events and mitigate or eliminate risk in families and communities.
- Examine how the City with local and regional service providers along with community partners can sponsor or conduct intervention, health service outreach for at-risk, and protective factors for chronic homelessness, and to identify preventive interventions that could be provided that are effective at preventing currently homeless individuals from becoming chronically homeless. This includes efforts to divert people from homelessness through reunification with former support networks including family and friends.
- Develop targeted interventions preventing chronic homelessness specifically for use in City and regional programs that are serving currently homeless persons.
- Address economic insecurity through local services that connect homeless individuals with mainstream income resources and/or employment for those able to work.

Develop, test, disseminate, and promote with local service providers and community partners the use of evidence-based homelessness prevention and early intervention programs and strategies.

- Sponsor, conduct or compile and interpret research and evaluation information concerning interventions that focus on primary, secondary, and tertiary homeless prevention strategies, as well as the organization, effectiveness, and cost of such preventive interventions.
- Identify and develop workforce development strategies and program incentives that foster the adoption and implementation of evidence-based homelessness prevention programs and practices.

- Promote the availability of technical assistance and training documents on services and policy issues related to homelessness prevention via the internet, distribution at relevant meetings, and other settings offering instruction on the issue of homelessness and other listings of effective program models.

3. Associated policy change(s)

The City of Palmdale will strengthen its working relationships with various agencies, service providers and community partners to increase service to the homeless and those at risk of becoming homeless.

Stakeholders/partners to engage to enact the policy change include:

- Local nonprofits
- SAVES
- Local churches
- Local school districts
- Charter schools

4. Goal Measurement

As an organization the City currently measures progress and success by the number of households it serves with TBRA and HPRP programs, the number of people served and the total weight of food distributed through the various SAVES programs. The City will continue to monitor service levels of current and future programs under this goal.

With Community Partners and as a City, track and monitor data related to the types and levels of services provided to the community by the service providers and community partners related to homeless prevention. Create a baseline for annual measurement to determine areas of priority and demand for additional support.

During the Plan period, the City will establish a new SAVES facility as a “one stop shop” for services.

5. Goal Ownership

Programs under this goal are monitored and measured by the City of Palmdale Department of Neighborhood Services - Housing Division. Monthly, quarterly and annual reporting (the interval shall be established as appropriate) under the Plan is crucial to measure the success of the various programs. The community partners agreed that data must be shared in order for the Plan to be successful.

6. Leveraged City Resources

- Community Development Block Grant (CDBG) funding
- Neighborhood Stabilization Program (NSP) funding
- HOME Investment Partnerships (HOME) funding
- Housing Asset Funds

- Measure H funding
- City staff time
- Other county, state, federal or private resources passed through the City

7. Timeline

- Provide \$150,000 per year, subject to available HOME funds, of TBRA to assist 33 households per year between July 1, 2018 and June 30, 2023.
- Provide \$250,000 per year of HPRP to assist 50 households per year between July 1, 2018 and June 30, 2023, utilizing Housing Asset funds.
- Distribute over 870,000 pounds of food per year by SAVES between July 1, 2018 and June 30, 2023.
- Support Measure H homelessness prevention funding applications to be submitted by and administered by local service providers.
- Secure \$3,000,000 in funding, including NSP funding, for rehabilitating a blighted site for the new SAVES “one stop shop” facility.

GOAL 2: Assist homeless individuals and families by providing relevant and accurate information that creates a path for them to no longer be homeless and also create housing opportunities that meets their needs.

1. County Homeless Initiative Strategies:

- B1. - Provide Subsidized Housing to Homeless, Disabled Individuals Pursuing SSI
- B3. - Partner with Cities to Expand Rapid Rehousing
- B7. - Interim/Bridge Housing for those Exiting Institutions
- D7. – Provide Services for Permanent Supportive Housing
- E6. – Expand Countywide Outreach System
- F7. - Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals

2. Supporting Action(s)

Strengthen outreach and engagement activities.

- Encourage mainstream programs that support outreach and case management to identify individuals and families experiencing homelessness as potentially eligible candidates for services targeted to populations including veterans, youth, seniors, or for general services.
- In partnership with local service providers and community partners, identify and promote innovative outreach and engagement activities successfully operating in existing programs and encourage new strategies.
- Support practical studies and demonstration projects that develop and test the effectiveness of outreach and engagement strategies for various populations in response to emerging conditions causing risk for homelessness as they are identified.

Improve the eligibility review process.

- Develop tools and resources for local service providers and community partners that simplify or streamline the service referral process and also define the eligibility review process in an effort to help connect those in need of available service with the applicable resource.
- Promote the inclusion of homeless assistance programs among the entities conducting eligibility and enrollment functions for mainstream programs.

Explore ways to maintain the production of permanent supportive housing with relationship to smaller property acquisition with local non-profit service providers, community partners, and larger affordable housing developments with reserved units for the homeless.

- In partnership with local service providers and community partners, explore and encourage opportunities for the development of housing units for homeless individuals and families that provide the needed supportive services along with housing. Maximize the opportunities to create housing units in both small scale properties and large integrated developments.
- Promote and support efforts by community partners to bring interim, bridge, and permanent supportive housing providers/funders to the Antelope Valley region with local effective case management.

Examine the outreach efforts by the City of programs, particularly mainstream programs that serve both non-homeless and homeless persons, to improve the provision of services to persons experiencing homelessness.

- On a regular basis, review available programs and services that serve the homeless, identifying barriers to access for persons experiencing homelessness, and propose strategies to reduce and eliminate these barriers to programs and services.
- Identify regulatory barriers and other challenges faced by the City while implementing the Plan to increase access to mainstream resources.

Foster coordination across the area of service providers and community partners to address multiple problems of individuals and families experiencing homelessness.

- Continue to use the regularly scheduled meetings within the community and on the regional level related to Homelessness, such as those of the Antelope Valley Homeless Steering Committee and also the Antelope Valley Homeless Coalition as a means to promote collaboration and coordination and develop joint activities and approaches to address various aspects of homelessness.
- Work with local service providers and various agencies to ensure that the City's disaster planning efforts address the special needs of the elderly, individuals with disabilities,

and other vulnerable populations affected by disasters. Where feasible and appropriate, identify ways to mitigate the long-term impact of homelessness as a result of disasters.

- Develop opportunities which can enable outreach and research by local service providers and community partners to develop and initiate pilot projects and programs within the City to increase the effectiveness of the resulting proposed projects and programs, utilizing evidence-based results.

Annually assess progress toward zero homelessness in Palmdale.

- Support an application from a local service provider for Measure H funding to annually assess the social, economic, behavioral/mental health and housing needs of homeless persons in Palmdale, subject to funding availability and use of a survey instrument that includes, at a minimum, the data elements of the original survey instrument used in the fieldwork for this Plan in 2018.

Explore opportunities with local service providers and community partners to develop joint initiatives related to homelessness, including chronic homelessness and homelessness as a result of severe weather conditions or a disaster.

- Promote joint initiatives through interagency and community partner cooperative agreements, pooled funding for special projects or evaluations of mutual interest or benefit.
- Jointly develop and disseminate policy or program guidance to assure consistency with various regional partner policies and statutory and programmatic definitions, and/or consider joint issuance of key policy or programmatic guidance, especially where such issuance has the potential of having a significant impact on City clients and/or grantees.

3. Associated policy change(s)

The City of Palmdale will create housing opportunities that meet the needs of homeless individuals and families in Palmdale.

Stakeholders/partners to engage to enact the policy change include:

- Local service providers
- Local community partners
- County Agencies
- Affordable housing developers

4. Goal Measurement

For the Affordable Housing Goal:

- Develop and lease 60 units of permanent supportive affordable housing in Palmdale by June 30, 2023. Working with local partners and developers, these units may be

developed and leased at a single site or at several scattered sites or as a portion of larger affordable housing developments.

- Acquire and rehabilitate 30 units of affordable housing dedicated to those who are homeless.
- Assist in the outreach of local property owners to participate in the dedication of 30 units dedicated for lease under programs that combat homelessness.

For the Annual Assessment Goal:

- The number of homeless persons who transition to permanent housing during the year.
- The number of homeless persons who continue to remain in permanent housing.
- The number of homeless persons previously identified in a survey who were not able to become permanently housed due to lack of resources or services in the community. The Department of Neighborhood Services – Housing Division will maintain the secure database of survey results and cross-tabulate to identify those previously surveyed who still need help. This information would then be shared with the CES Lead Agency and other appropriate service providers for follow-up.
- The number of homeless persons previously identified in a survey who refused an offer of subsidized or other affordable housing.
- The number of new homeless persons identified in Palmdale.
- If applicable, the number of persons assisted or in need of assistance due to severe weather conditions or a disaster.

5. Goal ownership

The Department of Neighborhood Services - Housing Division will work with local service providers, local community partners, nonprofits and affordable housing developers to develop and disseminate information and to identify units of permanent housing, units of supportive housing, new and previously identified homeless persons and their current status.

6. Leveraged City Resources

- Community Development Block Grant (CDBG) funding
- HOME Investment Partnerships Program (HOME) funding
- Housing Asset Funds
- City staff time
- Other county, state and federal affordable housing resources

7. Timeline

- Identify, secure and provide \$3,000,000 to be leveraged with other funding for the development of 30 units of affordable housing by June 30, 2023.
- Annual Assessment – Annually by April 1 through 2023.

GOAL 3: Empower local service providers, community partners and those with a vested interest to improve their response to individuals and families experiencing homelessness that formulates working as a collective with City support.

1. County Homeless Initiative Strategies:

- E1. - Advocate with Relevant Federal and State Agencies to Streamline Applicable Administration Processes for SSI and Veteran Benefits
- E3. - Creating Partnerships for Effective Access and Utilization of Affordable Care Act (ACA) Services by Person Experiencing Homelessness
- E4. - First Responders Training

2. Supporting Action(s)

Work with local service providers and community partners to effectively implement the City's Homeless Plan.

- Encourage local agencies, service providers and community partners to incorporate language into their program funding guidance that authorizes applicants to use City and other federal funds to create and/or support programmatic strategies that formulate an integrated safety net for poor and disabled individuals and families, where appropriate. This language should also include a requirement that provides for the ability to evaluate the effectiveness of the coordinated efforts.
- In furtherance of this Plan, actively support the efforts of local service providers seeking appropriate funds or other resources to address the needs of homeless persons or those at risk of homelessness in Palmdale.
- Support local service provider and community partner efforts to implement and/or expand efforts to address the needs of City of Palmdale clientele including homeless families and individuals at risk of homelessness, particularly veterans, youth, seniors and victims of abuse.

Work with service providers and community partners to maintain the City policy that focuses' on homelessness.

- Encourage and support the efforts of local service providers and community organizations that hold regular and annual meetings focused on improving service delivery and developing specific actions tailored to the needs of homeless individuals and families in Palmdale.

- Share information, success stories and best practices with regional intergovernmental and community organizations who will publicize this information in newsletters and other communications with their members. These efforts should both inform and inspire efforts in Palmdale to proactively address homelessness and to build a more robust social safety net to address the needs of those at-risk of homelessness. These communications should also aim to build broad support in the community for specific actions to address homelessness.

Examine options to expand flexibility in paying for services that respond to the needs of persons who are homeless with multiple problems or issues.

- Identify regulatory barriers faced by local service providers and local community partners utilizing housing and homeless funding—particularly those barriers that impede the ability of local service providers and local community partners to provide timely, comprehensive services to families and individuals experiencing homelessness. Examine options for reducing identified regulatory barriers and take specific actions to address these barriers.
- On a local and regional level, identify lessons learned from the jointly funded Measure H Homeless Initiative program which allowed for pooled funds from mainstream programs and targeted homeless programs to create a collaborative and comprehensive approach to addressing homelessness.
- In partnership with local service providers and local community partners, develop and distribute information that will help explain the various medical, behavioral health, and support services available in Palmdale that would benefit individuals who are homeless—particularly those services that are eligible for reimbursement through Medicaid.

On a regional level encourage localities to coordinate services and housing.

- Encourage the County of Los Angeles and surrounding communities to establish the partnerships and approaches necessary to address homelessness and chronic homelessness in the Antelope Valley. Such approaches may include establishing systemic relationships among providers for more effective client referral and treatment, more effective leveraging of fiscal and human resources, cross-system training, increased focus on sustainability of activities, and transportation to services.
- In partnership with local service providers and local community partners, utilize available grant funds to support community infrastructure development efforts, including expenses for staff associated with administration of activities, incentive funds, and other funding mechanisms that can support infrastructure development efforts.
- Where feasible, encourage the development of policy or guidance language by regional agencies to encourage local service providers and local community partners to address the needs of the homeless residents through closely coordinated services and housing.

Address the health and safety and public safety risks associated with those dwelling in or on private property and provide a systematic process that provides paths for individuals to receive services to meet their needs and protects the interest of the property owner.

- When the public, local service providers or City staff identify a situation where someone is homeless and dwelling on private property, refer the appropriate local or regional service providers to follow up with the homeless person to ensure the person in need is aware of the services and alternative housing opportunities available in Palmdale.
- When contacted by a private property owner who is formally reporting a complaint of an individual or individuals who are illegally dwelling on private property, inform the private property owner of their rights and the appropriate steps necessary to initiate the action to have their property cleared of any potential for liability related to anyone dwelling on their property.
- Where encampments that have five or more individuals are identified by the public or City staff, utilize the request form process through LAHSA and LASD to engage with those dwelling at the identified encampment in an effort to direct and/or provide the services the encampment residents may require or need.

In partnership with local service providers and local community partners, develop, disseminate and utilize toolkits and blueprints to strengthen outreach, enrollment, and service delivery.

- Continue interagency collaborations between the City and local community partners to develop informational resources and procedures that are designed for use by homeless service providers and local community partners, as well as individuals who are homeless.
- Disseminate resources that may be directed toward integrating private individuals and faith-based providers into mainstream approaches to address homelessness and may focus on “train the trainer” approaches to enhance local capacity to recruit and deploy help to those in need. Develop, assemble, provide training, disseminate, and promote the use of informational resources developed by various agencies and community partners.

Provide information through outreach on homelessness, including chronic homelessness, to the community in partnership with local service providers and community partners to raise awareness.

- Support and assist efforts to maintain jointly-funded and non-funded collaborations to support the City, regional agencies, local service providers and local community partners in the implementation of this Plan in Palmdale. This may include, when appropriate, “train the trainer” approaches to enhance local capacity to recruit and deploy help to those in need.
- Utilize local and regional meetings with service providers and community members who are Measure H grantees, such as those of the Antelope Valley Homeless Steering

Committee and also the Antelope Valley Homeless Coalition, to highlight best practices that will help the City implement this Plan. Such efforts may include workshops, focus groups and peer learning.

3. Associated policy change(s)

The City of Palmdale will consult and collaborate with the CES Lead Agency, local service providers and local community partners in the development and dissemination of information targeted to those individuals and families in need of help.

Stakeholders/partners to engage to enact the policy change include:

- County Agencies
- Local service providers
- Local community partners

4. Goal Measurement

- Progress will be gauged as part of the Annual Assessment and through comparison of Assessment data with CES Lead Agency data.
 - Increase/decrease in number of homeless cases handled comparing years
 - Increase/decrease in number diverted persons comparing years
 - Increase/decrease in number housed by type of housing comparing years
- Track and monitor service providers performing work related to the homeless within the community. This data should include local service providers, community groups, City and County assistance.
 - Number of first responders trained annually
 - “Train- the trainers” and community information training held
 - Number of workshops per year
 - Number of participants
 - Number seeking assistance who had contact with outreach service providers or received information for services

5. Goal Ownership

The Department of Neighborhood Services – Housing Division will implement this Plan to support the efforts of local service providers, community partners and those with a vested interest to improve and target their response to individuals and families experiencing homelessness in Palmdale.

6. Leveraged City Resources

- Community Development Block Grant (CDBG) funding
- Housing Asset Funds
- Measure H funding
- City staff time

7. Timeline

Monthly, quarterly, and/or annually receive reports of data from service providers July 1, 2018-June 30, 2023.

GOAL 4: Develop an approach to track City, local service providers and local community support group progress in preventing, reducing, and ending homelessness within the City with the intent to increase opportunities for the homeless to create and maintain a sustainable lifestyle that includes affordable housing, education, and employment/ vocational training opportunities.

1. County Homeless Initiative Strategies:

- C1. - Enhance the CalWORKs Subsidized Employment Program for Homeless Families
- C2. - Increase Employment for Homeless Adults by Supporting Social Enterprise
- C7. - Subsidize Employment for Homeless Adults
- E12. - Enhanced Data Sharing and Tracking

2. Supporting Action(s)

Inventory data relevant to homelessness currently collected within the City and mainstream programs including program participants housing status.

- Inventory and compile the data currently collected within the City organization relevant to homelessness including information provided through the annual Homeless Count and Palmdale Homeless Survey and develop a process to bridge outreach to the homeless that occurs on a regular basis that include effective information gathering where those in need of service will be provided with quality customer service.
- Review data elements relevant to homelessness and housing status currently collected by service providers and community partners related to homeless programs and services in order to identify opportunities to compare data across programs, gaps in data collection, as well as opportunities to link data across administrative systems within the City organization.

Develop an approach for establishing baseline data on the number of homeless individuals and families served in various available programs.

- Explore the feasibility of collecting data regarding the housing status of program participants of mainstream homeless service programs. Develop, implement and support a process to collect data that could be used to identify the number of homeless persons currently accessing mainstream homeless programs and services within the City of Palmdale. Utilizing service provider, community partner and City initiated outreach efforts, information will be collected to utilize the current homeless status data base that could help to refer homeless persons to mainstream programs and services that may serve individuals or families experiencing homelessness.

Explore a strategy to track improved access to mainstream and targeted programs for persons experiencing homelessness, including individuals experiencing chronic homelessness with options to find gainful employment including opportunities to complete their education and participate in vocational training.

- Partner with all regional agencies that support homeless programs and identify incentives and standard policy language that provides recipients access to mainstream educational and vocational programs.
- Collaborate with agencies, community partners and local entities to support efforts to educate and train homeless or formerly homeless individuals in an effort that if possible they can gain employment to create a sustainable lifestyle for themselves.
- Perform outreach to local businesses and organizations that would be willing to provide job opportunities for graduates of a service provider or community partner training program.

Coordinate data activities with other local service providers and community partners related to Homelessness

- Compare the City of Palmdale survey data with the data of other agencies, service providers and community partners to insure that individuals are being assisted and providing an opportunity for follow-up on individuals identified through the annual survey.
- Monitor the development and implementation of the City of Palmdale Plan and seek opportunities to partner with other agencies, local service providers and community partners regarding future outreach initiatives utilizing collected data, while maintaining the confidentiality of personally identifying information about individuals served by programs and service providers.
- On a consistent basis, disseminate the findings and results of Homelessness data collection efforts with all agency partners and collaborate on efforts to improve data quality on homelessness.

3. Associated policy change(s)

The City of Palmdale's will continue to review information provided by County agencies, local service providers, and community partners for progress in preventing, reducing, and ending homelessness within the City with the intent to increase opportunities for the homeless to create and maintain a sustainable lifestyle that includes affordable housing.

Stakeholders/partners to engage to enact the policy change include:

- County Agencies
- Local service providers
- Local community partners

- City Economic Development Division
- City Planning Division
- City Housing Division

4. Goal Measurement

To better inform the allocation of resources within the City's control, the City shall measure success on a monthly, quarterly or annual basis as appropriate depending on the metric to be measured. For example:

- On a quarterly basis, track how many individuals and households receive assistance based on Goal #1, #2 and #3.
- On a quarterly basis, track how adjustments based on need show effective service level success at reducing homelessness.
- Utilize County, service provider and City data to establish a baseline for services including all funding source data as applicable.

5. Goal Ownership

The City of Palmdale Department of Neighborhood Services shall obtain and maintain information from partners concerning the number of people served, resources obtained and expended, and results relative to preventing, reducing, and ending homelessness. This information will be used to adjust the City's approach to Plan implementation as needed and will inform future modifications of the Plan.

6. Leveraged City Resources

- Community Development Block Grant (CDBG) funding
- HOME Investment Partnerships Program (HOME) funding
- Housing Asset Funds
- City staff time
- Other county, state and federal resources passed through the City

7. Timeline

Receive, review, and track monthly, quarterly, and/or annually reports of data from service providers July 1, 2018 - June 30, 2023.

Implementation

The City of Palmdale staff members listed in Table 1 shall be primarily responsible for implementation of the Plan in collaboration with community partners and in consultation with stakeholders and residents.

Table 1: Primary Contact for Plan Implementation

Name & Position	Address & Email	Phone	% of Time
Mike Miller, Director of Neighborhood Services	38250 Sierra Highway, 2 nd Floor Palmdale, CA 93550 mmiller@cityofpalmdale.org	661-267-5126	5%
Sophia Reyes, Senior Housing Coordinator	38250 Sierra Highway, 2 nd Floor Palmdale, CA 93550 sreyes@cityofpalmdale.org	661-267-5126	10%
Stacey Andrews, Senior Administrative Assistant	38250 Sierra Highway, 2 nd Floor Palmdale, CA 93550 sandrews@cityofpalmdale.org	661-267-5126	10%

Collaboration

Collaboration frequently occurs between City departments, with non-governmental City partners, and with other cities or regional entities throughout Los Angeles County. The City is an active member of the Antelope Valley Homeless Steering Committee and also the Antelope Valley Homeless Coalition. The City already has existing working relationships with local/regional service providers and community organizations that are currently providing and/or developing housing units specifically for the homeless. By participating on the regional level the City intends to support the effort of combating homelessness through its listed goals and focus on the creation and development of permanent supportive housing based on the documented need within the City. The City will also continue to work with its community partners who are based within the City of Palmdale and continue to meet with those groups on a monthly basis to discuss and develop and implement strategies that directly bring positive change within the immediate community. Table 2, below, indicates each of the County Homeless Initiative Strategies that the City is currently participating in, and those that the City intends to participate in as a result of this Plan.

Table 2: City Planning Activities tied to County Homeless Initiative Strategies

	Plan to participate	Currently participating	County Homeless Initiative Strategies
A – Prevent Homelessness	<input type="checkbox"/>	<input checked="" type="checkbox"/>	A1. Homeless Prevention for families
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	A5. Homeless Prevention for Individuals
B – Subsidize Housing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	B1. Provide Subsidized Housing to Homeless Disabled Individuals Pursuing Supplemental Social Security Income
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	B3. Partner with Cities to Expand Rapid Rehousing
	<input type="checkbox"/>	<input type="checkbox"/>	B4. Facilitate Utilization of Federal Housing Subsidies
	<input type="checkbox"/>	<input type="checkbox"/>	B6. Family Reunification Housing Subsidies
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	B7. Interim/Bridge Housing for those Exiting Institutions
	<input type="checkbox"/>	<input type="checkbox"/>	B8. Housing Choice Vouchers for Permanent Supportive Housing
C – Increase Income	<input type="checkbox"/>	<input checked="" type="checkbox"/>	C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	C2. Increase Employment for Homeless Adults by Supporting Social Enterprise
	<input type="checkbox"/>	<input type="checkbox"/>	C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	C7. Subsidize Employment for Homeless Adults
D – Provide Case Management & Services	<input type="checkbox"/>	<input type="checkbox"/>	D2. Jail In-Reach
	<input type="checkbox"/>	<input type="checkbox"/>	D5. Support for Homeless Case Managers
	<input type="checkbox"/>	<input type="checkbox"/>	D6. Criminal Record Clearing Project
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	D7. Provide Services for Permanent Supportive Housing
E – Create a Coordinated System	<input checked="" type="checkbox"/>	<input type="checkbox"/>	E1. Advocate with Relevant Federal and State Agencies to Streamline Applicable Administrative Processes for SSI and Veterans Benefits
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	E3. Creating Partnerships for Effective Access and Utilization of ACA Services by Persons Experiencing Homelessness
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	E4. First Responders Training
	<input type="checkbox"/>	<input type="checkbox"/>	E5. Decriminalization Policy
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	E6. Expand Countywide Outreach System
	<input type="checkbox"/>	<input type="checkbox"/>	E7. Strengthen the Coordinated Entry System (CES)
	<input type="checkbox"/>	<input type="checkbox"/>	E8. Enhance the Emergency Shelter System
	<input type="checkbox"/>	<input type="checkbox"/>	E10. Regional Coordination of Los Angeles County Housing Agencies
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	E12. Enhanced Data Sharing and Tracking
	<input type="checkbox"/>	<input type="checkbox"/>	E14. Enhance Services for Transition Age Youth

	Plan to participate	Currently participating	County Homeless Initiative Strategies
F – Increase Affordable/ Homeless Housing	<input type="checkbox"/>	<input type="checkbox"/>	F1. Promote Regional SB2 Compliance and Implementation
	<input type="checkbox"/>	<input type="checkbox"/>	F2. Linkage Fee Nexus Study
	<input type="checkbox"/>	<input type="checkbox"/>	F4. Development of Second Dwelling Units Program
	<input type="checkbox"/>	<input type="checkbox"/>	F5. Incentive Zoning/Value Capture Strategies
	<input type="checkbox"/>	<input type="checkbox"/>	F6. Using Public Land for Homeless Housing
	<input type="checkbox"/>	<input checked="" type="checkbox"/>	F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals
	<input type="checkbox"/>	<input type="checkbox"/>	F7. Housing Innovation Fund (One-time)