



COMMUNITY PLAN TO ADDRESS HOMELESSNESS

JULY 2018



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INTRODUCTION AND PLANNING CONTEXT

The City of Santa Clarita is situated in the County's 5th Supervisorial District in Service Planning Area (SPA) 2, with a population of 225,512. The City currently has 331 homeless individuals accounted for in the 2017 annual Point-In-Time (PIT) Count. This represents a 5% increase from the 2016 count of 316. While this figure may seem low, the City is also struggling with those considered "hidden" homeless. Various stakeholders including the local school districts, local community college, local businesses, and other service providers have contacted the City regarding concerns over increased homeless activity, which may not be included in the annual PIT Count. Indeed, one public school district in the City reported that they have over 300 homeless students in their school district alone. The "hidden" homeless include homeless college students or families sleeping in their cars, homeless family members couch surfing, or families "doubling up" in residences.

The City has identified various key challenges including a lack of community awareness, lack of local coordination to locate services, duplication of services, lack of affordable housing, and lack of local wrap-around services. The City needs a local homelessness plan that will provide strategic solutions using existing and new resources to combat homelessness that connects with the Los Angeles County Homeless Initiative. The City contracted with research firm Analytic Insight, LLC (AI) to engage in strategic planning and development of a Homeless Plan for the City. AI conducted thirty (30) key informant interviews and coordinated a two-day strategic planning event among stakeholders in order to develop this Homelessness Plan for the city.

CITY AND PLAN INFORMATION

Name of City: Santa Clarita

Period of Time Covered by Plan: July 2018 – July 2021

Date of Plan Adoption: September 2018

REASONS FOR DEVELOPING PLAN

The City is developing this plan in order to address the challenges of a growing homeless population. The City intends for the plan to help align City resources, including the non-profit and private sector organizations in the City, and County investments. The first step toward aligning these interests was the gathering of stakeholders and planning sessions to develop the plan. Future planning efforts will include those who participate in this early planning, and broaden the coalition to include all with an interest in the quality of life for Santa Clarita residents.

Improving the coordination behind, and effectiveness of, the City's homeless housing and service delivery system is a major goal of this effort. Funding opportunities, such as those of Measure H, are available within the broader county and state systems that will make it possible for existing service providers in the City to expand services in critical areas.

Any plan to address homelessness needs to address the supply of affordable housing. Creating more affordable housing for those with limited income, including elderly and those with physical disabilities or mental health issues is a complex, long-term objective. This three-year plan, while recognizing the need for long-term affordable housing, also acknowledges the difficulties of addressing this problem in the City of Santa Clarita, the state of California and across the country.



CITY PLANNING PROCESS

In order to develop a plan to prevent and combat homelessness in the City, a comprehensive analysis on the current local homelessness services was needed to identify gaps, duplications and other issues. This analysis is based on three information sources:

1. Interviews conducted with 30 community stakeholders.
2. A two-day strategic planning event with a wide variety of stakeholders, in which they shared ideas and strategies;
3. Network analysis using the results of two questions asked during the stakeholder interviews:
 - a) How frequently do you communicate with each of the other stakeholder organizations?
 - b) Which would you turn to if you were beginning a new project related to homelessness?

KEY INFORMANT INTERVIEWS

The City provided AI with a list of known service providers and local agencies that work with the local homeless community. AI requested an interview with a representative from each organization to discuss the services and resources the organization provides to the homeless, the populations served, the network of organizations who serve the homeless and how the organizations can improve coordination, gaps and duplications of service, challenges that organizations face, how well various populations of homeless are served, and suggestions to better engage the community around the homelessness issue.

AI interviewed many of the stakeholders identified by the City. Additionally, AI engaged in snowball sampling to reach other organizations identified by the stakeholders who also serve or provide resources to the homeless in the City. A comprehensive listing of partners the City can engage around homelessness planning issues, the current services they provide and the populations served, as well as other pertinent information about these partners can be found in Appendix A. These partners were also invited to the strategic planning sessions held on May 17 and 18, 2018 at the Old Town Newhall Library.

During the course of the key informant interviews, stakeholders were asked about the largest gaps in service for the homeless, duplications in service, what organizations in the City do best to address homelessness, as well as the greatest challenges that organizations in the City face.

AREAS OF GREATEST NEED

Stakeholders discussed the gaps in services available to the homeless and residents at-risk for homelessness. These discussions included a range of needs and gaps in available services. Each of these topics areas are explored in depth in the sections that follow.

1. A Year-Round Emergency Shelter
2. Affordable Housing Options Including Transitional, Permanent and Supportive Housing
3. Enhancing Available Addiction and Mental Health Services
4. A More Accurate Homeless Count
5. Information Sharing and Opportunities For Collaboration
6. Centralized Leadership and Organization



1. YEAR-ROUND SHELTER

Many stakeholders talked about how the lack of a year-round emergency shelter is a major service gap in the community. Currently, Bridge to Home operates a seasonal emergency winter shelter which is available from November to March. This shelter does not have running water, although faith-based organizations work with Bridge to Home to provide food and a mobile shower unit for homeless individuals to use.

Several stakeholders noted that access to the shelter requires a person dispose of any personal items such as blankets or shopping carts due to a lack of storage space. Further, pets are not allowed in the shelter and no alternative temporary pet shelter is available. As one stakeholder noted, “the homeless don’t want to give up everything – the very minimal things that they have – in order to have a bed for the night. They would rather keep their stuff and their dog... and live in the river.”

“The smaller nature of the city helps us be less bureaucratic—responsiveness is one thing we do well. But without a year round shelter you cannot truly help people. We are not impacting homelessness because we are not doing anything to change the underlying situation.”
- Stakeholder Interview

Bridge to Home Emergency Shelter Expansion

In 1997, the Santa Clarita Shelter opened its doors with 22 emergency shelter beds. In 2010-2011, the shelter moved to Drayton Street and re-branded itself as Bridge to Home. In 2016, Bridge to Home embarked on an on-going two year commitment to provide a year-round single-campus homeless service facility in Santa Clarita.

On September 26, 2017, the Santa Clarita City Council unanimously authorized the turn-over of ownership of the Drayton Street property to Bridge to Home and the approval to purchase an adjacent parcel for Bridge to Home. Therefore, Bridge to Home now has the opportunity to move forward with plans for a year-round permanent shelter. Additionally, Bridge to Home owning the property will allow for the use of Measure H funds for shelter expansion. The transfer in ownership of the Drayton Street property brings an opportunity to use Measure H funding for the homeless population in Santa Clarita.

The existing shelter lacks adequate street lighting and paved sidewalks. Additionally, sewer system installation is needed to allow for on-site bathrooms with running water. Bridge to Home is investigating a variety of funding sources, including their own capital funding, to address these needs.

2. AFFORDABLE HOUSING OPTIONS

The cost of housing is a major issue for many communities in Los Angeles County and beyond. The lack of affordable housing options presents a major challenge and service gap in the community according to a vast majority of the stakeholders interviewed. City stakeholders acknowledged that both transitional and permanent affordable housing options are needed in the City, as well as supportive housing that would include case management services onsite.

Transitional Housing

Transitional housing includes bridge housing, which is different than a traditional emergency shelter. Bridge housing offers a temporary place for single individuals or families to live while they receive support to find a permanent home. Bridge housing helps individuals or families who have experienced homelessness for an extended period of time, or who are experiencing homelessness due to a financial

crisis such as job loss or onset of a physical disability. The typical length of stay in bridge housing is three to six months.

Permanent Housing

Permanent affordable housing options is also seen as an area of need for Santa Clarita. Most individuals and families experiencing homelessness become homeless due to a financial crisis that leads to a loss of housing. This means a majority of people facing homelessness have had recent experience living in permanent housing and have the ability to return to permanent housing without the need for long-term supportive services once their immediate crisis is resolved.

The stakeholders interviewed described a scarcity of transitional or permanent housing options for low-income individuals or families in the City. One stakeholder stated that long waiting lists for the currently available affordable housing is a barrier to secure permanent housing for Santa Clarita residents who may be experiencing homelessness. Similarly, several stakeholders expressed concern that not enough units are set aside for low income residents or do not accept Section 8 vouchers. Indeed, one stakeholder acknowledged that no apartment building in the City will take a Section 8 voucher except for a few locations that serve seniors, 55 years and above.

Supportive Housing

Supportive housing is an affordable housing option that includes case management services onsite; i.e. health, employment and job training services are provided inside the apartment complex. Supportive housing is typically needed for about a third of individuals or families experiencing homelessness and applicants are often prioritized based on their level of vulnerability as indicated by mental or physical disabilities, domestic violence experience, or substance abuse disorder.

About a third of the stakeholders noted the lack of wrap-around services in the community as a major service gap. In a wrap-around process, a treatment team collaboratively develops an individualized plan of care, implements this plan, and evaluates success over time. Many of these stakeholders opined that providing comprehensive case management and wrap-around services to homeless individuals and families is the best way to combat and prevent homelessness over the long-term.

Many of these stakeholders talked about a centralized location to provide wrap-around services, which should include education, job training, after-school care and transportation services in addition to health, mental health and/or substance abuse treatment services.

One stakeholder emphasized the need for more case managers to develop one-on-one relationships, provide the appropriate referrals based on need, and monitor the client to ensure proper follow-through and guidance as their situation stabilizes.

“It has to be a sustainable model that generates change and actually changes the lives of the people so they can self-sustain.”
- Stakeholder Interview

“There is a misperception that people come to Santa Clarita to be homeless — and this is part of the resistance to the year round shelter, people think that if you build it they will come. But the reality is that a large percentage of these people were already here.”
- Stakeholder Interview

Challenges

Governor Brown signed AB1X26 into law in June of 2011. After months of legal proceedings, the California Supreme Court upheld AB1X26. While the legislature indicated that their intent was not to end Redevelopment, unfortunately the result of the Supreme Court’s decision made the end of Redevelopment a reality. California is now one of only two states without some form of tax increment financing, which makes redevelopment projects difficult to implement given the current economic climate. The City is committed to working with the State to create a new type of redevelopment/economic growth program, which maintains the spirit of redevelopment.¹

In addition to AB1X26, the new Tax Plan approved at the end of 2017, lowered the tax rate for corporations. This reduction lowered the value of tax credits—which corporations get in return for their investments. A national accounting firm in San Francisco, Novogradac & Company, stated in January 2018 that “...this new tax law will reduce the growth of subsidized affordable housing by 235,000 units over the next ten years.”

With that said, the City of Santa Clarita recently completed an affordable housing project in Newhall—Three Oaks. Three Oaks is comprised of 30 units for those between 30 and 60 percent of the area median income. The project took approximately ten years to site and construct with a \$5 million contribution from the City. This is a great example of the challenges and high costs associated with siting and constructing affordable housing, not just in Santa Clarita, but across Los Angeles County.

3. ADDICTION AND MENTAL HEALTH SERVICES

Many of the stakeholders interviewed for this report described addiction and mental health needs as being related issues that are best treated together. One service provider noted that many of the single homeless adults with addiction issues are also Veterans. The gaps in existing services in both mental health and substance abuse services was also a common theme throughout many of the stakeholder interviews.

Law enforcement plays a critical role in helping to resolve issues where the homeless conflict with other city residents. Through stakeholder interviews, law enforcement described an eroding ability to persuade individuals to commit to rehabilitation programs without the use of threatened or actual arrest. Decriminalization was seen as a barrier to getting individuals into drug programs.

Although several service providers also described the challenges of getting individuals to enter drug treatment, the long-term impact of an arrest or conviction on the individual’s ability to obtain housing was seen as an overriding drawback to this approach. A successful collaboration exists currently between Bridge to Home and the Santa Clara Valley Mental Health Center through which clinicians enter the winter shelter to identify homeless individuals with mental health needs and link them to needed services.

Increasing communication and shared activities, such as service providers accompanying law enforcement, may help service providers, law enforcement and City departments work together on new solutions.

¹ <https://www.santa-clarita.com/city-hall/departments/community-development/redevelopment>

4. A MORE ACCURATE HOMELESS COUNT

Several stakeholders stated that a more accurate count of the homeless population is a critical part of increasing public understanding of the problem. One school district representative noted that according to the Point-in-Time (PIT) count the City currently has 331 homeless individuals, however within a single school district the stakeholder was aware of over 300 students who were homeless or at great risk of homelessness. Several stakeholders described situations where parents were afraid to reveal they were homeless because they feared separation from their children or moral judgement.

5. INFORMATION SHARING AND OPPORTUNITIES FOR STAKEHOLDER COLLABORATION

Service providers and other stakeholders noted that up-to-date resources available in the City are not available through a centralized source. This lack of information means that homeless individuals and families are not always linked to the resources that could best help them overcome homelessness or stabilize their immediate crisis. Similarly, a centralized hub of information would help organizations see what homeless individuals or families have received services and ensure proper follow-through on the part of the client, as well as the provider.

In addition to a centralized system of information sharing, collaboration among service providers fuels information and best practice sharing, as well as information-sharing across specializations to bring a more robust and comprehensive set of services to residents. Stakeholders agreed that improved collaboration and coordination among the service providers would help to combat homelessness more effectively.

6. CENTRALIZED LEADERSHIP AND ORGANIZATION

Several stakeholders acknowledged the need for City and community leadership around the homelessness issue. In order to galvanize support around the homeless issue, a committee or group of committed individuals is needed.

CHALLENGES ORGANIZATIONS FACE

Overwhelmingly, stakeholders agreed that the two greatest challenges they face are funding and public support. Organizations face funding and resource challenges that limit their ability to impact sustained change. Secondly, many organizations perceive a lack of public awareness around the issue of homelessness in the City, as well as a lack of public and political support to provide services to the homeless in the community.

FUNDING AND RESOURCES

Funding is a challenge for non-profit organizations in general, and was noted by almost all of the stakeholders interviewed for this study as a major challenge that organizations in the City currently face. Many times non-profit organizations must compete for the same resources, which can discourage increased collaboration and coordination among service providers.

In addition to funding challenges, stakeholders also noted a lack of tangible resources as a key challenge that organizations face in the City. This includes staff, infrastructure such as physical space and materials, training programs and case management.



PUBLIC AWARENESS AND SUPPORT

Many stakeholders agreed that the community at large does not perceive homelessness as a problem in the City. Several stakeholders noted that homelessness in the City is not as visible, especially when compared to the city of Los Angeles. Therefore, homelessness is not perceived as too great a problem by the local community. As one stakeholder noted, to admit there is a problem and to find a sustainable solution is key to affecting real change.

“Homelessness is scary and dangerous-sounding—it makes people nervous and they do not see them as their neighbors—they see them as ‘those people’.”

Similarly, stakeholders noted that some residents may fear that providing more services to individuals or families experiencing homelessness will lead to an influx of homeless individuals coming to the City to seek those services. While City residents are generally supportive and generous to the local non-profit sector, stakeholders opined that this support does not necessarily translate to the homeless population. Stakeholders believe that the public would rather not have individuals experiencing homelessness in their community. This phenomenon, known as “NIMBYism” or “not in my backyard”, is especially problematic when it comes to encouraging support for affordable housing needed for low-income or residents experiencing homelessness.

Stakeholders believe that increasing public awareness and support around the issue of homelessness is central to combatting and preventing homelessness into the future. Educating the public by offering

humanizing success stories to increase awareness and reduce their fear of the homeless population, as well as encouraging engagement through volunteerism and mentorship were mentioned as possible solutions.

“People are willing to feed the homeless from across the counter, but very few people are willing to engage with people who are homeless out of fear—so we will give money, we will donate items, and food, and things...but in terms in engaging...people have a hard time doing that.”

WHAT ORGANIZATIONS DO BEST

Organizations that serve the homeless in the City do many things well despite limited resources, funding challenges and lack of public awareness and support. Stakeholders agreed that organizations

tend to adhere to their mission and care about the individuals and families that they serve.

Organizations solicit donations and recruit community volunteers well.

Stakeholders also agreed that organizations provide help for immediate needs well, such as meals, clothes and other items necessary for daily living. Similarly, several stakeholders agreed that the organizations who serve the homeless are good at identifying individuals or families experiencing homelessness, providing case management services, and connecting their clients to available resources.

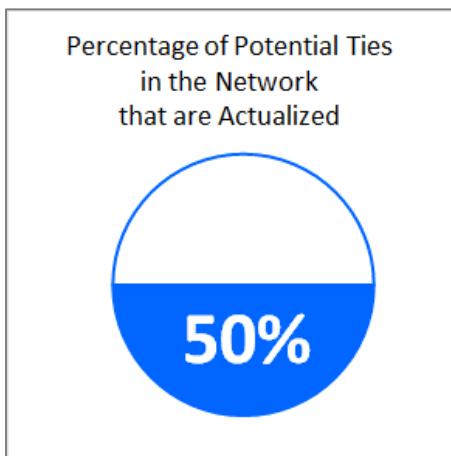
Finally, stakeholders acknowledged that organizations provide well for students, children and families who are experiencing homelessness. If an organization becomes aware of a family in need, then that organization will collaborate with other agencies to ensure the family receives the services they require.

THE NETWORK OF STAKEHOLDERS

The community of organizations that address issues related to homelessness in Santa Clarita make up a network of interrelationships and complementary objectives. Understanding the linkages among them is important to understanding the strengths and weaknesses of the community's ability to address the many facets of homelessness.

The analysis is based on interviews with 30 organizations who conduct activities related to homelessness in the City of Santa Clarita. The City provided an initial contact list of 27 organizations and the research team reached out to an additional 24 based on our own research and references from interviewees. A total of 30 interviews were completed.

COLLABORATION



The density of a network is the proportion of all possible ties that are actually present. If each member communicates directly with every other member the density would equal 1.0 and if none communicate with any other the density would equal zero.

In Santa Clarita, the network density for the network of stakeholders in homelessness is .5. In other words, 50% of the members communicate directly with each other. When members describe which organizations they would *like to work with* however, the density of that network is .82. This is indicative of a desire among members to expand communication beyond its existing levels.

NETWORK INFLUENCERS

Network analysis offers a number of measures to assess the influence and communication patterns of network members. The graphic that follows illustrates several concepts that are important to understanding the network.

Degree assigns a score based on the number of links held by each organization. It tells us how many direct, one-step connections an organization has. It is useful for identifying well-connected organizations who are likely to have the most information about others and can quickly connect with the wider network.

EigenCentrality measures an organization's influence based on the number of links it has to others. It considers both how many direct connections an organization has, and how well-connected their connections are. It is useful in finding individuals who are best placed to influence the entire network most quickly.

Betweenness measures the number of times a node lies on the shortest path between other nodes. It shows which organizations act as liaisons between others in the network. It is useful for finding the individuals who influence the flow of communications through a system.

The degree, eigenvalue and betweenness scores are shown for each organization in the chart that follows. The highest 25% of scores for each measure are highlighted in blue.

	Degree	Eigenvect	Between
ACTION Family Counseling	13	0.27	0.0
Assistance League	39	0.74	1.3
Bridge to Home	61	1.00	16.3
Child & Family Center	56	0.88	34.0
City of Santa Clarita	60	0.92	30.5
College of the Canyons/Student Health & Wellness	60	0.99	12.7
Department of Rehabilitation	8	0.17	0.0
Domestic Violence Center of SCV	49	0.84	12.0
Family Promise SCV	50	0.89	4.8
Help the Children	46	0.82	5.1
Henry Mayo Newhall Memorial Hospital	29	0.53	1.1
Newhall School District	45	0.83	2.2
Parents in Partnership	12	0.19	0.3
PATH-Los Angeles	6	0.12	0.0
Real Life Church	44	0.81	2.4
St. Kateri Parish	20	0.38	0.2
Salvation Army	19	0.34	1.1
Samuel Dixon Family Health Center	39	0.75	0.6
San Fernando Valley Coalition of Governments	6	0.12	0.0
Santa Clarita Food Pantry	53	0.88	11.9
Santa Clarita Public Library	27	0.51	0.6
Santa Clarita Sheriff's Station	57	0.92	27.1
Saugus Union School District	58	0.94	14.8
Sulphur Springs School District	33	0.63	1.0
Single Mothers' Outreach	37	0.73	0.6
Valencia United Methodist Church	34	0.62	1.5
William S. Hart School District	51	0.89	6.1
County of Los Angeles	30	0.56	2.9

Several organizations have scores among the 25 percent most influential organizations on several measures. These organizations, including Bridge to Home, Child & Family Center, College of the Canyons, the Santa Clarity Sherriff's Station and the Saugus Union School District, are likely to form the foundation of the City-lead efforts to address the homelessness issues in the city.



The following chart shows the communication patterns of the Santa Clarita organizations working on issues related to homelessness. Network analysis offers a large amount of information on a single chart. The size and color of each circle, as well as the type of line connecting organizations, have special meaning.

SIZE

The size of each circle representing an organization reflects the organization’s betweenness in the network. Betweenness is a measure of how often an organization acts as a liaison between others in the network. Organizations with a high level of betweenness communicate directly and frequently with a large number of other organizations in the network and are highly influential.

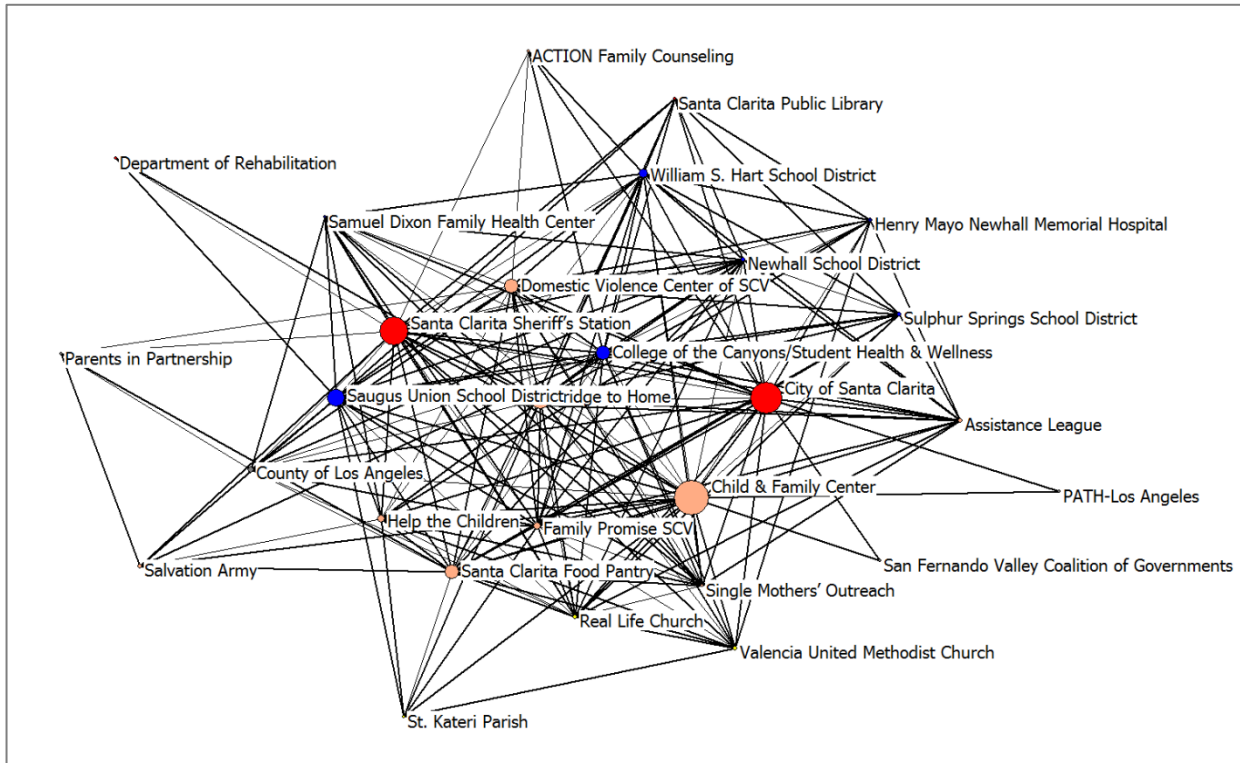
COLOR

Organizations are color coded by type.

Type of Organization	Color Code
City	Red
County	Grey
Education	Blue
Service Provider	Orange
Faith-based	Yellow
Healthcare	Dark Blue

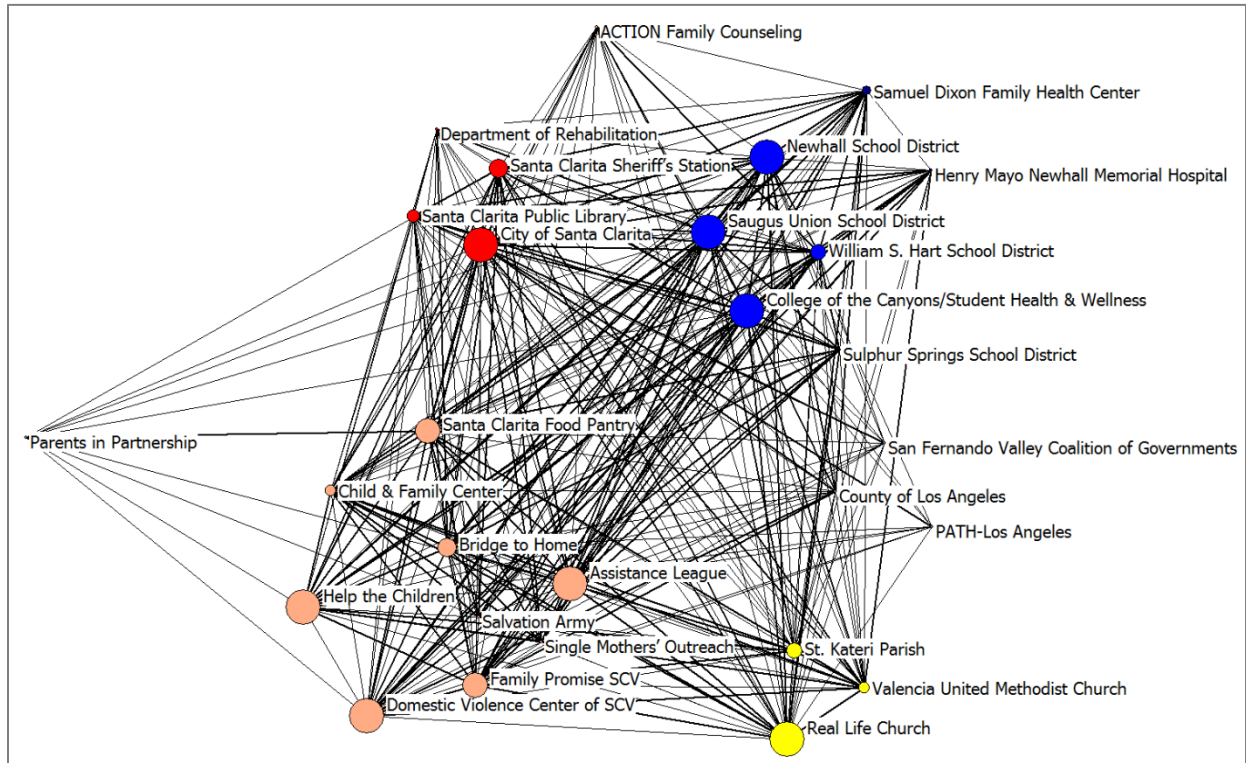
CONNECTIONS

The darker the line connecting organizations, the more frequently they communicate.



One issue with the measure of betweenness is that an organization may be central to communication within its own cluster or group and highly influential there, but the cluster of organizations may be less central to the entire network as a whole.

The following chart shows the organizations clustered by type and the size of the circles is based on the betweenness of each organization *within its type*.



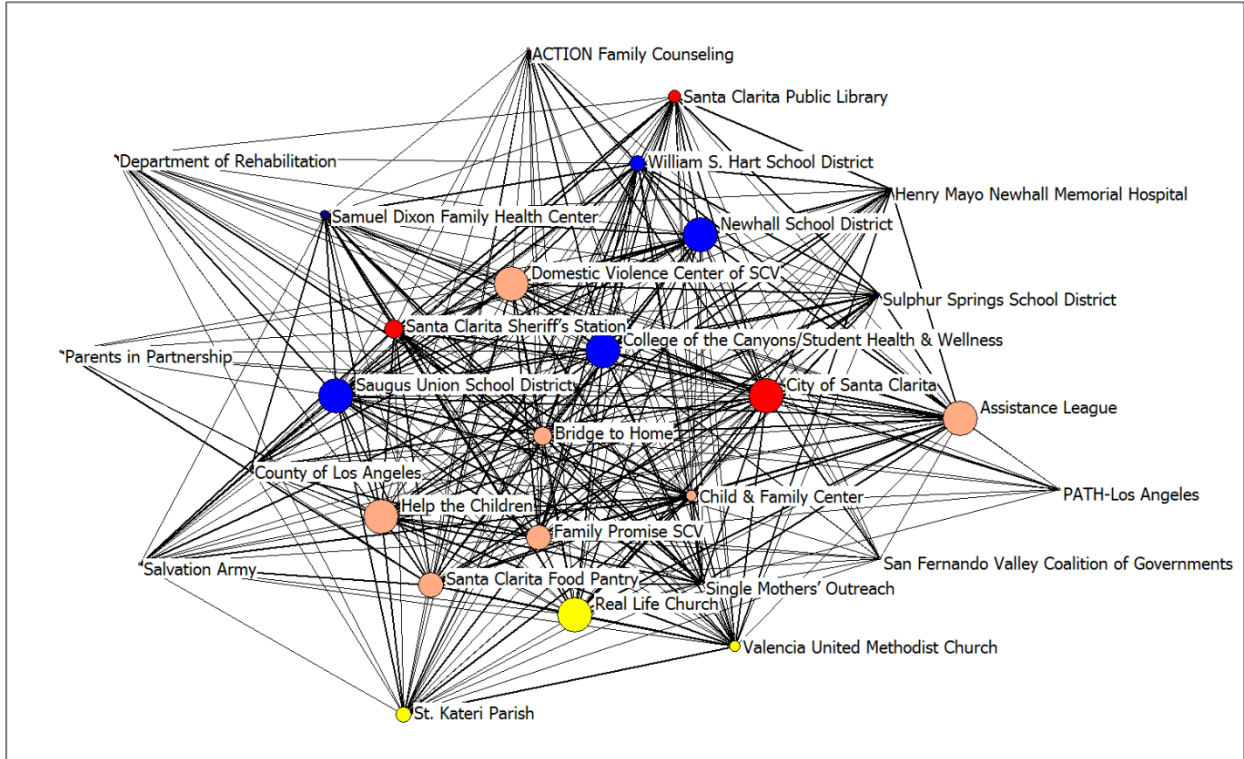
Among city departments and organizations (shown in red), the City Manager's office ("City of Santa Clarita) is central to communication. Among Service Providers, communication is fairly evenly distributed, with a number of prominent individual organizations. Within the education sector, several organizations are more central to communication within their cluster than the appeared to be relative to the entire network. Saugus Union continues to be an important communicator within the education sector, along with College of the Canyons and Newhall.

THE NETWORK MEMBERS WANT

The interview guide included the question "Who would you like to work with if you were trying to initiate a new service related to homelessness in the City of Santa Clarita? Please tell me if you would be very likely, somewhat likely or unlikely to work with [each organization] if you were starting a new initiative or service."

The network that emerged from the question of who organizations would like to work with on new initiatives resembles an ideal network. The network itself is uniformly distributed with an even star shape and few outliers.

A large number of organizations are high in betweenness and the betweenness is distributed across organizational sectors including service providers, City departments, education and faith-based organizations.



The differences between the network patterns of actual communication, the network with organizations clustered by sector and the network as members would like it to be, illustrate the challenges of developing a coordinated delivery system for homeless services in Santa Clarita.

Actual communications tends to operate in silos, as evidenced by the increase in betweenness when the network is clustered by organizational type. The smooth, star-shaped network depicting who organizations would like to work with, in contrast to the jagged outliers of the actual communication network, shows that many providers would like to expand their own network to include organizations not currently in their routine exchanges.

The need for enhancing collaborative opportunities was expressed in the stakeholder interviews as well as the strategic planning sessions. For this reason, the strategic plan includes the development of a collaborative task force on homelessness. This will provide the basis for moving forward with many sequential actions.

TIMELINE OF IMPLEMENTATION

The following is a summary of the goals and action items in chronological order, color coded by the five topic areas: Preventing Homelessness, Increasing Income, Subsidized Housing, Increase Affordable/Homeless Housing, and Creating Local Coordination.

Topic	Color
Preventing Homelessness	
Increasing Income	
Subsidized Housing	
Increase Affordable Housing	
Creating Local Coordination	

IMPLEMENTATION TIMELINE SUMMARY		
Goal	Action Item	Due Date
Engage the community to increase awareness and support for increasing housing and service capacity	Create a Collaborative Task Force	10/1/2018
Enhance Drug Prevention and Cessation Services	Develop a Drug Disposal Program	10/1/2018
Enhance Drug Prevention and Cessation Services	Develop Peer Advocates	11/1/2018
Enhance Data Sharing and Links to Needed Services	Develop Comprehensive Resource Guide	1/1/2019
Explore Home Sharing Model	Create Home Sharing Program	1/1/2019
Engage the community to increase awareness and support for increasing housing and service capacity	Engage the Community Through Events and Town Halls	1/1/2019
Enhance Mental Health Services	Enhance Collaboration for In-Field Outreach	1/1/2019
Increase the Housing Supply Dedicated for Homeless	Build Year Round Homeless Shelter	3/1/2019
Linking Homeless Individuals to Benefits such as SSI, MEDI-CAL or Veterans' Benefits	Use Certified Enrollers to Increase Benefits	3/1/2019
Increase the Capacity of Rapid Re-Housing (RRH) Including Systems for Identifying Rental Opportunities, Help with Moving and Case Management Services	Build Capacity to Apply for Measure H Funding	5/1/2019
Conduct Landlord Outreach/Motel Owner Outreach	Engage Landlords to Accept Vouchers and Other Subsidies	6/1/2019
Investigate Permanent Affordable Housing Options, Include Inclusionary Zoning, Affordable Housing Options	Explore Inclusionary Zoning	6/1/2019
Enhance First Responder Training and Awareness	Coordinate First Responder Training with Law Enforcement and Service Providers	6/1/2019



Enhance and Coordinate Funding for Supportive Housing	Investigate Supportive Housing Options	6/1/2021
Identify Families At-Risk of Homelessness Through Schools	Identify Family At-Risk and Provide Staff Training	8/1/2019
Identify Families At-Risk of Homelessness Through Schools	Implement Student Residency Questionnaire	10/1/2019
Connect At-Risk Families with Services Through Schools	Expand Case Management Capacity at Schools	8/1/2020
Establish or Enhance Subsidized Employment Programs	Conduct Employment Outreach	1/1/2020
Enhance Drug Prevention and Cessation Services	Expand Outreach Services	10/1/2020
Increase the Housing Supply Dedicated for Homeless	Identify and Acquire Land for Supportive Housing	1/1/2021
Enhance Mental Health Services	Explore Opportunities to Expand Mental Health Capacity	9/1/2021

Before implementation can begin on the action items in this plan, the City will need to take the lead and establish a collaborative community task force (page 58). The City should utilize local stakeholders to form the Task Force and assist administratively to provide a successful organizational structure for the operation of the Task Force. Once this Plan is completed, the Task Force can dissolve or remain active as an oversight committee to ensure adequate services/resources are provided to the community.

The following pages of this plan provide more detailed information on each action item, including more specific tasks for each action item and recommendations for key stakeholders that should be included during implementation. For ease of navigation, the following goals and action items are grouped by topic area.

TOPIC AREA: PREVENTING HOMELESSNESS

Combating homelessness requires multifaceted and comprehensive strategies to both prevent individuals and families from becoming homeless, and to help those, who are currently homeless, move into stable permanent housing. This entails minimizing the number of families and individuals who lose their housing and become homeless, as well as those who transition into homelessness from institutions such as jails and hospitals.²

Every day in the United States, families and individuals who have never been homeless lose their housing and are left with no other alternatives than to enter a shelter or find themselves on the streets. As important as services are to help people who leave homelessness, preventing families and individuals from becoming homeless is just as important. Often described as “closing the front door” to homelessness, strategies that show capability for preventing new cases of homelessness should be fully employed.

² https://www.huduser.gov/Publications/pdf/Strategies_for_preventing_Homelessness.pdf



To adequately prevent something from happening, ideally one would need to know what causes it. Additionally, one would want to be able to accurately predict in advance when or whom it will effect. By knowing causes and vulnerable populations, it may improve the odds of designing effective interventions. Therefore, non-stereotypical at risk families and youth should be identified, in addition to those facing mental health difficulties and drug addiction.

The goals that will be addressed in this section include:

- Identify Families At-Risk of Homelessness through Schools
- Connect At-Risk Families with Services through Schools
- Enhance Drug Prevention and Cessation Services
- Enhance Mental Health Services

GOAL: IDENTIFY FAMILIES AT-RISK OF HOMELESSNESS THROUGH SCHOOLS

	Task	Dates
Supporting Action: Identify Family at-Risk and Provide Staff Training	Initial planning meeting	By August 2019
	Develop working definitions; curricula materials.	By October 2019
	Trainings with student-facing staff	2019-2020 School year and annually thereafter
	Task	Dates
Supporting Action: Implement Student Residency Questionnaire	Initial planning meeting	By October 2019
	Development of Student Residency Questionnaire.	By November 2019
	Use of Student Residency Questionnaires.	By January 2020
	Assess any increase in identification of at-risk and homeless students.	By June 2020 and annually thereafter

GOAL: CONNECT AT-RISK FAMILIES WITH SERVICES THROUGH SCHOOLS

	Task	Dates
Supporting Action: Expand Case Management Capacity at Schools	Initial planning meeting	By August 2020
	Development of template service agreement between each school district and Family Promise.	By January 2021
	Service agreements between each school district and Family Promise signed.	By March 2021
	Case studies or other documentation of student families helped.	By June 2021 and annually thereafter



GOAL: ENHANCE DRUG PREVENTION AND CESSATION SERVICES

	Task	Dates
Supporting Action: Develop a Drug Disposal Program	Promotion materials for current DEA-registered collection sites.	By October 2018
	White paper or memo on establishment of DEA-registered collection sites.	By March 2019
	Outreach materials to potential locations to become a DEA-registered collection site	By June 2019
	Track DEA-registered collection sites.	By June 2020
	Task	Dates
Supporting Action: Develop Peer Advocates	Develop presentation and/or educational materials for distribution at DFY meetings.	By November 2018
	Distribute and present materials	By January 2019
	Task	Dates
Supporting Action: Expand Outreach Services	Initial collaborative meeting.	By October 2020
	Develop outreach materials for parents	By January 2021
	Develop curriculum	By March 2021
	Track the number of adults who attend program and/or become members of a “Drug Free Adults” community club	By June 2021 and annually thereafter

GOAL: ENHANCE MENTAL HEALTH SERVICES

	Task	Dates
Supporting Action: Enhance Collaboration for In Field Outreach	Initial collaborative meeting.	By January 2019
	Send team with Sheriff’s Department on a consistent basis to conduct outreach.	By March 2019; ongoing thereafter
	Task	Dates
Supporting Action: Explore Opportunities to Expand Mental Health Capacity	Initial Meeting	By September 2021



GOAL: IDENTIFY FAMILIES AT-RISK OF HOMELESSNESS THROUGH SCHOOLS

SUPPORTING ACTIONS: IDENTIFY FAMILY AT-RISK AND PROVIDE STAFF TRAINING

1. Develop working definition of at-risk for homelessness and protocols for referral, parental conference and other potential actions.
2. Schedule and hold trainings of teachers and staff to identify and appropriately refer at-risk students in each school district.
3. Hold trainings for teachers and staff with student contact.

ASSOCIATED POLICY CHANGES

School districts will need a policy requiring all student-facing staff to participate in annual training.

Process:

The Community Task Force will organize meetings for school district personnel to:

1. Develop working definition for “at-risk of homelessness;”
2. Plan training curricula and requirements
3. Schedule and administer trainings.

STAKEHOLDERS NEEDED

Partner
City Manager’s Office
Newhall School District
Saugus Union School District
Sulphur Springs School District
William S. Hart School District

GOAL MEASUREMENT

1. Initial planning meeting held.
2. Working definitions and curricula materials developed.
3. Number of trainings conducted.

GOAL OWNERSHIP

Community Task Force will form a workgroup led by representatives from the Santa Clarita Valley School Districts to implement the action item.

LEVERAGED CITY RESOURCES

Assistance with communication, meeting space and initial planning meeting coordination.

TIMELINE

Task	Dates
Initial planning meeting	By August 2019
Develop working definitions; curricula materials.	By October 2019
Trainings with student facing staff	2019-2020 School year and annually thereafter



SUPPORTING ACTIONS: IMPLEMENT STUDENT RESIDENCY QUESTIONNAIRE

Develop Student Residency Questionnaires using LAUSD Homeless Education Program as a guide.

ASSOCIATED POLICY CHANGES

School districts will utilize Student Residency Questionnaires for guidance counselors to identify students at risk of homelessness. Once identified, at-risk students will be served by Family Promise social workers as described in following actions.

Process:

1. The school districts will develop a Student Residency Questionnaire template using the LA County model³.
2. School districts may seek School Board approval as needed.

STAKEHOLDERS NEEDED

Partner
Newhall School District
Saugus Union School District
Sulphur Springs School District
William S. Hart School District

GOAL MEASUREMENT

1. Development of Student Residency Questionnaire.
2. Distribution of Student Residency Questionnaires to students.
3. Increase in identification of at-risk and homeless students.

GOAL OWNERSHIP

Community Task Force will form a workgroup comprised of Santa Clarita Valley School District Representatives to implement the action item.

LEVERAGED CITY RESOURCES

None needed.

TIMELINE

Task	Dates
Initial planning meeting	By October 2019
Development of Student Residency Questionnaire.	By November 2019
Use of Student Residency Questionnaires.	By January 2020
Assess any increase in identification of at-risk and homeless students.	By June 2020 and annually thereafter

³ Found at:

https://www.paulreverems.com/cms/lib06/CA01001485/Centricity/Domain/313/Student_Residency_Questionnaire.pdf



GOAL: CONNECT AT-RISK FAMILIES WITH SERVICES THROUGH SCHOOLS

SUPPORTING ACTIONS: EXPAND CASE MANAGEMENT CAPACITY AT SCHOOLS

Work with Family Promise to develop and enhance School Support Program to offer case management and provide interns earning their master’s degree in social work to the school districts when they have student needs that cannot be filled⁴.

ASSOCIATED POLICY CHANGES

School districts will enter into an agreement with Family Promise to provide social work services, which may require associated policy change or administrative action.

Process:

1. Meeting between leadership of School Districts and Family Promise to discuss needs and available services.
2. Draft template service agreement between each school district and Family Promise.
3. Each school district modifies the template to produce individual agreement.
4. School districts may seek School Board approval as needed.

STAKEHOLDERS NEEDED

Partner
Family Promise
Newhall School District
Saugus Union School District
Sulphur Springs School District
William S. Hart School District

GOAL MEASUREMENT

1. Initial planning meeting held.
2. Template service agreement between each school district and Family Promise developed.
3. Individual service agreements between each school district and Family Promise signed.
4. Percentage of homeless and at-risk students served.
5. Case studies or other documentation of student families helped for distribution to enhance public support and program sustainability.

GOAL OWNERSHIP

Community Task Force will form a workgroup comprised of Santa Clarita Valley School District Representatives and Family Promise to implement the action item.

LEVERAGED CITY RESOURCES

1. Meeting space.

⁴ <https://signalscv.com/2018/04/family-promise-launches-school-support-program-help-homeless-families/>



TIMELINE

Task	Dates
Initial planning meeting	By August 2020
Development of template service agreement between each school district and Family Promise.	By January 2021
Service agreements between each school district and Family Promise signed.	By March 2021
Case studies or other documentation of student families helped.	By June 2021 and annually thereafter

GOAL: ENHANCE DRUG PREVENTION AND CESSATION SERVICES

SUPPORTING ACTIONS: DEVELOP A DRUG DISPOSAL PROGRAM

Develop a drug disposal program in partnership with local pharmacies, hospitals and law enforcement facilities.

ASSOCIATED POLICY CHANGES

The City will research how to establish DEA-registered collectors throughout the community at local pharmacies, hospitals, medical clinics and law enforcement facilities. Additionally, the City may enhance the relationship with the current DEA-registered collectors in the Santa Clarita area including Kaiser Permanente Santa Clarita Medical Offices, Garfield Beach CVS and Henry Mayo Newhall Hospital to promote their drug disposal program to the community.

Process:

1. The City will research establishment of DEA-registered collection sites throughout the community.
2. The City will partner with local pharmacies, hospitals, medical clinics and law enforcement facilities to register the interested locations as a DEA-registered collectors.

STAKEHOLDERS NEEDED

Partner
City Manager’s Office
Santa Clarita Sheriff’s Station
Chamber of Commerce
Kaiser Permanente Santa Clarita Medical Offices
Garfield Beach CVS
Henry Mayo Newhall Hospital
Samuel Dixon Family Health Center
Northeast Valley Health Corporation Valencia Health Center
Santa Clarita Valley Mental Health Center
Strength United (previously Valley Trauma Center)

GOAL MEASUREMENT

1. Promotion materials for current DEA-registered collection sites.
2. White paper or memo on establishment of DEA-registered collection sites.
3. Outreach materials to potential locations to become a DEA-registered collection site.
4. Number of new DEA-registered collection sites.

GOAL OWNERSHIP

Community Task Force will form a workgroup led by representatives from the City Manager’s Office and the local Sheriff’s Station to implement the action item.



LEVERAGED CITY RESOURCES

Personnel time to research establishment of DEA-registered collection sites and outreach to potential locations to become a registered site. Assistance with promotion of current DEA-registered collection sites.

TIMELINE

Task	Dates
Promotion materials for current DEA-registered collection sites.	By October 2018
White paper or memo on establishment of DEA-registered collection sites.	By March 2019
Outreach materials to potential locations to become a DEA-registered collection site	By June 2019
Track DEA-registered collection sites.	By June 2020

SUPPORTING ACTIONS: DEVELOP PEER ADVOCATES

Educate members of Drug Free Youth in Santa Clarita Valley (DFYinSCV) on the issue of homelessness in the community, focusing on how homelessness or the risk of homelessness effects their peers and their families. The goal of this education would be for DFY student members to become advocates for preventing and combatting homelessness in Santa Clarita, especially among their peer group and their families.

ASSOCIATED POLICY CHANGES

The City’s Arts and Events Division and the school’s DFY advisors will educate student members on the issue of homelessness in the community, focusing on how homelessness or the risk of homelessness effects their peers and their families.

Process:

1. Develop a presentation and/or educational materials to give to DFY members at a scheduled meeting.
2. Encourage DFY members to become advocates around the issue of homelessness and form partnerships with local community organizations that serve homeless families for community service and volunteer opportunities.

STAKEHOLDERS NEEDED

Partner
City Arts and Events Division
Newhall School District
Saugus Union School District
Sulphur Springs School District
William S. Hart School District
Help the Children
Family Promise
Child and Family Center
Santa Clarita Food Pantry

GOAL MEASUREMENT

1. Presentation and/or educational materials to DFY members at club meetings.
2. Number of DFY community service or volunteer hours focused on the issue of homelessness.

GOAL OWNERSHIP

Community Task Force will form a workgroup led by representative(s) from the City’s Arts and Events Division to implement the action item.

LEVERAGED CITY RESOURCES

Personnel time to develop presentation and/or educational materials to present at DFY club meetings to educate members about the issue of homelessness in the community and how this effects their peers and their families.



TIMELINE

Task	Dates
Develop presentation and/or educational materials for distribution at DFY meetings.	By November 2018
Distribute and present materials	By January 2019

TOPIC AREA: PREVENTING HOMELESSNESS



SUPPORTING ACTIONS: EXPAND OUTREACH SERVICES

1. Enhance outreach and educational materials to parents about drug prevention and cessation services in partnership with DFYinSCV (Drug Free Youth in Santa Clarita Valley) and VIDA (Vital Intervention and Directional Alternatives).
2. Explore offering an adult drug free program or “Drug Free Adults” community club in partnership with DFYinSCV and VIDA with a focus on opioids and prescription medication, including proper disposal methods.

ASSOCIATED POLICY CHANGES

The City’s Arts and Events Division, the school’s DFY advisors and the VIDA deputy from the Santa Clarita Sheriff Station will meet to determine collaborative ways to provide outreach and educational materials to parents about drug prevention and cessation services. Additionally, the Community Task Force shall explore establishing an adult drug free program or establishment of a “Drug Free Adults” community club with a focus on opioids and prescription medication, including proper disposal methods.

Process:

1. Initial meeting between the City’s Arts and Events Division, the school’s DFY advisors and the VIDA deputy from the Santa Clarita Sheriff Station.
2. Development of outreach and educational materials for dissemination to parents.
3. Explore need of an adult drug free program or “Drug Free Adults” community club with a focus on opioids and prescription medication, including proper disposal methods.

STAKEHOLDERS NEEDED

Partner
City Arts and Events Division
Santa Clarita Sheriff’s Station
Newhall School District
Saugus Union School District
Sulphur Springs School District
William S. Hart School District

GOAL MEASUREMENT

1. Initial collaborative meeting and follow-up meeting minutes.
2. Outreach and educational materials for parents.
3. Curriculum for adult drug free program or membership form for “Drug Free Adults” community club.
4. Number of adults who attend drug free program and/or become members of a “Drug Free Adults” community club.

GOAL OWNERSHIP

Community Task Force will form a workgroup led by representative(s) from the City’s Arts and Events Division to implement the action item.



LEVERAGED CITY RESOURCES

Personnel time for meetings, development of educational materials, assistance with outreach efforts to parents, and possible funding for an adult drug free program. Meeting space for collaborative meetings.

TIMELINE

Task	Dates
Initial collaborative meeting.	By October 2020
Develop outreach materials for parents	By January 2021
Develop curriculum	By March 2021
Track the number of adults who attend program and/or become members of a “Drug Free Adults” community club	By June 2021 and annually thereafter

GOAL: ENHANCE MENTAL HEALTH SERVICES

SUPPORTING ACTIONS: ENHANCE COLLABORATION FOR IN-FIELD OUTREACH

1. Enhance connections between the Santa Clarita Sheriff’s Stations, homeless service providers, mental health, hospital and drug addiction services during interactions in the field.
2. Ensure that all contacts include representatives from Bridge to Home and/or Family Promise, mental health providers and drug addiction specialists, if needed.
3. Coordinate with additional community-based organizations to provide needed hygiene and health-related services such as portable showers, clothing, food and water, and toiletry items.

ASSOCIATED POLICY CHANGES

The Santa Clarita Sheriff’s Station will work collaboratively with homeless service providers, mental health providers, the hospital and drug addiction service providers to ensure representatives are present to provide needed services to homeless individuals.

Process:

1. The Santa Clarita Sheriff’s Station may establish a “Homeless Outreach Team” including representatives from Bridge to Home and/or Family Promise, mental health providers, hospital and drug addiction service providers.
2. Meet with the team prior to scheduled operations to coordinate services and resources for homeless individuals to access, including coordination with other community based organizations to provide hygiene and other needed services.

STAKEHOLDERS NEEDED

Partners
Santa Clarita Sheriff’s Station
Bridge to Home
Family Promise
Henry Mayo Newhall Hospital
Northeast Valley Health Corporation Valencia Health Center
Santa Clarita Valley Mental Health Center
Strength United (previously Valley Trauma Center)
Salvation Army
The Way Out Recovery SCV, Drug & Alcohol Outpatient Treatment
ACTION Family Counseling
Child and Family Center

GOAL MEASUREMENT

1. Number of homeless individuals served during interactions.

GOAL OWNERSHIP

Community Task Force will form a workgroup comprised of representatives from the Santa Clarita Sheriff’s Station to implement the action item.



LEVERAGED CITY RESOURCES

Meeting space for collaborative meetings.

TIMELINE

Task	Dates
Initial collaborative meeting.	By January 2019
Send team with Sheriff's Department on a consistent basis	By March 2019; ongoing thereafter

SUPPORTING ACTIONS: EXPLORE OPPORTUNITIES TO EXPAND MENTAL HEALTH CAPACITY

1. Explore funding or grant opportunities to increase the number of behavioral health providers trained in treating co-occurring mental health and chemical dependency disorders, as well as case managers and social workers working with Bridge to Home or other service providers.
2. Explore internships, fellowships or training opportunities with area colleges such as California State University at Northridge.

ASSOCIATED POLICY CHANGES

The Community Task Force, in partnership with Santa Clarita Valley Mental Health Center (SCVMHC), will work with College of the Canyons and other local colleges to explore funding or grant opportunities to increase the number of behavior health providers training in treating co-occurring mental health and chemical dependency disorders, as well as increase the number of case managers and social workers. Additionally, the group will explore internships, fellowships or training opportunities with area colleges such as California State University at Northridge, especially the Department of Social Work and Department of Health Sciences.

Process:

1. Meet to explore funding and collaborative opportunities.

STAKEHOLDERS NEEDED

Partner
City Manager’s Office
Santa Clarita Valley Mental Health Center
College of the Canyons

GOAL MEASUREMENT

1. Identification of funding opportunities
2. Identification of strategic partners
3. Meeting minutes

GOAL OWNERSHIP

Community Task Force will form a workgroup led by representative(s) from the Santa Clarita Valley Mental Health Center and Bridge to Home to implement the action item.

LEVERAGED CITY RESOURCES

Personnel time and meeting space.

TIMELINE

Task	Dates
Initial Meeting	By September 2021



TOPIC AREA: INCREASING INCOME

Homeless families and individuals, like all residents, want the opportunity to increase their income to the point of being able to afford their own home. They can be aided in this regard by identifying and securing the assistance they need to increase their income. Many homeless adults can increase their income by employment and those who are unable to work can increase their income by applying for federal disability and other benefits. Understanding of the assistance they need can enable a large percentage of homeless adults to afford their own housing.

By ensuring that homeless families and individuals are aware of what assistance they require and have available to them, increasing income becomes much more feasible. This includes linking homeless individuals with information to the benefits they may qualify for, such as SSI, Medi-Cal or Veterans benefits. For healthy and competent individuals, this will include linking to employment programs, such as Cal WORKS.

The goals that will be addressed in this section include:

- Linking homeless individuals to benefits such as SSI, Medi-Cal or Veterans Benefits
- Establish or enhance subsidized employment programs, including Cal WORKS

GOAL: LINKING HOMELESS INDIVIDUALS TO BENEFITS SUCH AS SSI, MEDI-CAL OR VETERANS' BENEFITS

	Task	Dates
Supporting Actions: Use Certified Enrollers to Increase Benefits	Develop Bridge to Home and Family Promise policies describing the process, procedure and cost for employees and/or volunteers to become certified enrollers.	By March 2019
	Develop information and instructional materials to provide homeless individuals or families who may be eligible for benefits.	By March 2019
	Increase the number of employees and/or volunteers who become certified enrollers.	By June 2019; yearly thereafter
	Track number of homeless individuals or family members evaluated for benefit eligibility, and the number or percentage enrolled in eligible benefits.	By June 2020; yearly thereafter

GOAL: ESTABLISH OR ENHANCE SUBSIDIZED EMPLOYMENT PROGRAMS

	Task	Dates
Supporting Actions: Conduct Employment Outreach	Issue invitation to join and hold initial meeting.	By January 2020

**Supporting Actions:
Conduct Employment
Outreach (Continued)**

Task	Dates
Establish an internship, apprenticeship or on-the-job training programs.	By June 2020
Connect participating individuals with hygiene kits and showers prior to employment or educational opportunities.	June 2020 and ongoing
Develop and distribute outreach materials to local employers.	By September 2020
Track number of local employers who agree to hire homeless individuals and/or family members.	September 2020; yearly thereafter
Track number of homeless individuals or family members hired, or entered into an internship, apprenticeship or on-the-job training program and publicize success stories through Case Studies and media outreach.	June 2020; yearly thereafter

GOAL: LINKING HOMELESS INDIVIDUALS TO BENEFITS SUCH AS SSI, MEDI-CAL OR VETERANS BENEFITS

SUPPORTING ACTIONS: USE CERTIFIED ENROLLERS TO INCREASE BENEFITS

Ensure certified enrollers for SSI, Medi-Cal and Veterans Benefits are placed at Bridge to Home and Family Promise facilities, as well as attend outreach events. If certified enrollers cannot be present, ensure Bridge to Home and Family Promise representatives have information and instructional materials to offer homeless individuals or families.

ASSOCIATED POLICY CHANGES

Bridge to Home and Family Promise may establish a policy to ensure a percentage of their employees and/or volunteers become certified enrollers for SSI, Medi-Cal and Veterans Benefits. The City may wish to help augment the certification cost for Bridge to Home and Family Promise employees and/or volunteers seeking to become certified enrollers.

Process:

1. Bridge to Home and Family Promise will investigate the process, procedure and cost for employees and/or volunteers to become certified enrollers for SSI, Medi-Cal and Veterans Benefits.
2. A percentage of Bridge to Home and Family Promise employees and/or volunteers will become certified enrollers for SSI, Medi-Cal and Veterans Benefits.
3. Bridge to Home and Family Promise will develop information and instructional materials to offer homeless individuals or families who may be eligible for benefits.

STAKEHOLDERS NEEDED

Partner
Bridge to Home
Family Promise
City Manager's Office

GOAL MEASUREMENT

1. Bridge to Home and Family Promise policy describing the process, procedure and cost for employees and/or volunteers to become certified enrollers.
2. Information and instructional materials to provide homeless individuals or families who may be eligible for benefits.
3. The number or percentage of employees and/or volunteers who become certified enrollers.
4. The number or percentage of homeless individuals or family members evaluated for benefit eligibility, and the number or percentage enrolled in eligible benefits.

GOAL OWNERSHIP

Community Task Force will form a workgroup led by representatives from Bridge to Home and Family Promise to implement the action item.



LEVERAGED CITY RESOURCES

None

TIMELINE

Task	Dates
Develop Bridge to Home and Family Promise policies describing the process, procedure and cost for employees and/or volunteers to become certified enrollers.	By March 2019
Develop information and instructional materials to provide homeless individuals or families who may be eligible for benefits.	By March 2019
Increase the number of employees and/or volunteers who become certified enrollers.	By June 2019; yearly thereafter
Track number of homeless individuals or family members evaluated for benefit eligibility, and the number or percentage enrolled in eligible benefits.	By June 2020; yearly thereafter



GOAL: ESTABLISH OR ENHANCE SUBSIDIZED EMPLOYMENT PROGRAMS, INCLUDING CAL WORKS

SUPPORTING ACTIONS: CONDUCT EMPLOYMENT OUTREACH AND COORDINATE WITH SERVICE PROVIDERS AND BUSINESSES TO ENHANCE EMPLOYABILITY

1. Outreach to businesses to make jobs available to homeless individuals or family members, including establishment of internship and/or apprenticeship opportunities for job skill development.
2. Investigate and strategize about coordinating on-the-job training programs with local employers.
3. Coordinate with Bridge to Home, Family Promise and other community-based organizations to provide hygiene kits, shower services and/or haircuts to homeless individuals or family members prior to employment or enrollment in educational opportunities.
4. Coordinate with Bridge to Home, Family Promise and other organizations to provide employment services, i.e. creating resume and mock interviews.

ASSOCIATED POLICY CHANGES

The CommunityTask Force will establish a committee of relevant stakeholders to explore outreach opportunities with local employers and community colleges to establish internship and/or apprenticeship opportunities and on-the-job training programs.

This committee may also include representatives from and/or coordinate with Bridge to Home, Family Promise and other community-based organizations to provide hygiene kits, shower services and haircuts to homeless individuals or family members prior to employment or enrollment in educational opportunities. Additionally, the committee will consider providing employment services such as creating a resume and mock interviews.

Process:

1. The Task Force will organize a workgroup of relevant stakeholders to explore outreach opportunities with local employers and community colleges.

STAKEHOLDERS NEEDED

Partner
City Manager’s Office
Chamber of Commerce
Santa Clarita Youth Employment
Santa Clarita Worksource Center
Valley Industrial Association
Santa Clarita Valley Economic Development Corporation
Bridge to Home
Family Promise
Santa Clarita Senior Center
Child & Family Center
Single Mothers’ Outreach



Partner
California Institute of the Arts
College of the Canyons
California Department of Rehabilitation- Santa Clarita Branch
Local employers

GOAL MEASUREMENT

1. Invitation to join workgroup.
2. Outreach materials to local employers.
3. Number or percentage of local employers who will agree to hire homeless individuals and/or family members, and/or establish and internship, apprenticeship or on-the-job training programs.
4. Number of homeless individuals or family members hired, or entered into an internship, apprenticeship or on-the-job training program.
5. Number of homeless individuals or family members who receive hygiene kits, showers and/or haircuts prior to employment or educational opportunities.
6. Number of homeless individuals or family members who receive employment services such as creating a resume or mock interview.

GOAL OWNERSHIP

Community Task Force will form a workgroup led by representatives from the City Manager’s Office, local colleges and Bridge to Home to implement the action item.

LEVERAGED CITY RESOURCES

Funding to help augment the certification cost (if applicable) for Bridge to Home and Family Promise employees and/or volunteers seeking to become certified enrollers.

TIMELINE

Task	Dates
Issue invitation to join City sponsored committee and hold initial meeting.	By January 2020
Establish an internship, apprenticeship or on-the-job training programs.	By June 2020
Connect participating individuals with hygiene kits and showers prior to employment or educational opportunities.	June 2020 and ongoing
Develop and distribute outreach materials to local employers.	By September 2020
Track number of local employers who agree to hire homeless individuals and/or family members.	September 2020; yearly thereafter
Track number of homeless individuals or family members hired, or entered into an internship, apprenticeship or on-the-job training program and publicize success stories through Case Studies and media outreach.	June 2020; yearly thereafter

TOPIC AREA: SUBSIDIZED HOUSING

Families and individuals who are homeless often lack sufficient income to pay for housing on a consistent basis, especially given the high cost of living and market-rate housing in the City of Santa Clarita and Los Angeles County. Subsidized housing may be key in allowing at-risk or homeless families and individuals to secure and maintain permanent housing. Given that there are few federal and local funding options for housing subsidies, it is imperative that available subsidies be matched appropriately to the needs of families or individuals.

By effectively matching families and individuals who fall under a certain demographic and qualify for subsidized housing (i.e., those with severe chronic health or mental health conditions), part of the problem may be mitigated. Unfortunately, not every at-risk family and individual will qualify for subsidized housing under current funding options; therefore, landlord and motel owner outreach should be utilized as a strategy, which entails educating and persuading housing owners to see the benefits of accepting tenants under subsidized housing.

The goals that will be addressed in this section include:

- Increase the capacity of Rapid Re-Housing (RRH) including systems for identifying rental opportunities, help with moving and case management services
- Conduct landlord outreach / motel owner outreach

GOAL: INCREASE THE CAPACITY OF RAPID RE-HOUSING (RRH) INCLUDING SYSTEMS FOR IDENTIFYING RENTAL OPPORTUNITIES, HELP WITH MOVING AND CASE MANAGEMENT SERVICES

	Task	Dates
Supporting Actions: Build Capacity to Apply for Measure H Funding	Determine current amount of funds allocated to RRH projects.	July 2019; yearly thereafter
	Designation of lead City staff member to assist non-profit organizations.	By September 2018
	Number of Measure H or other funding source applications by non-profit organizations for RRH projects.	TBD

GOAL: CONDUCT LANDLORD OUTREACH / MOTEL OWNER OUTREACH

	Task	Dates
Supporting Actions: Engage Landlords to Accept Vouchers and Other Subsidies	Develop list of owner participants and Invitation and/or outreach materials.	By June 2019
	Develop focus group moderator's guide, conduct focus groups and develop focus group report	By July 2019
	Hold focus groups or meetings to gather input.	By September 2019
	Develop list of potential committee members.	By November 2019
	Hold first meeting for committee of landlord and motel owners	By January 2020 and thereafter

GOAL: INCREASE THE CAPACITY OF RAPID RE-HOUSING (RRH) INCLUDING SYSTEMS FOR IDENTIFYING RENTAL OPPORTUNITIES, HELP WITH MOVING AND CASE MANAGEMENT SERVICES

SUPPORTING ACTIONS: BUILD CAPACITY TO APPLY FOR MEASURE H FUNDING

1. Identify resources for Rapid Re-Housing (RRH).
2. Build the City’s capacity to assist non-profit organizations to apply for Measure H and/or other funding sources.

ASSOCIATED POLICY CHANGES

The City will designate a lead staff member to provide assistance to non-profit organizations for completing applications for Measure H and/or other funding sources. This may include reallocating job duties among currently employed City staff, or the creation of a new City position such as the Homelessness Liaison.

Process:

1. The City will designate a lead staff member to provide assistance to non-profit organizations for completing applications for Measure H and/or other funding sources.

STAKEHOLDERS NEEDED

Partner
City Manager’s Office
City Community Preservation Division
City Human Resources

GOAL MEASUREMENT

1. Amount of funds allocated to RRH projects.
2. Designation of lead City staff member to assist non-profit organizations.
3. Number of Measure H or other funding source applications by non-profit organizations for RRH projects.

GOAL OWNERSHIP

City’s Staff Lead

LEVERAGED CITY RESOURCES

Personnel time to determine reallocation of current staff member duties and/or creation of a new position.

TIMELINE

Task	Dates
Determine amount of funds allocated to RRH projects.	July 2019; yearly thereafter
Designation of lead City staff member to assist non-profit organizations.	By September 2018
Number of Measure H or other funding source applications by non-profit organizations for RRH projects.	TBD



GOAL: CONDUCT LANDLORD OUTREACH / MOTEL OWNER OUTREACH

SUPPORTING ACTIONS: ENGAGE LANDLORDS TO ACCEPT VOUCHERS AND OTHER SUBSIDIES

Explore opportunities to engage landlords and motel owners to accept subsidized housing vouchers or other means to subsidize housing costs. For example, the Community Task Force may create a workgroup of landlords, motel owners and others to address housing affordability in Santa Clarita. Additionally, the Task Force may conduct focus groups of landlords, motel owners and others to explore opportunities to expand subsidized housing in Santa Clarita.

ASSOCIATED POLICY CHANGES

The Community Task Force may create a committee of landlords, motel owners and others to address housing affordability and subsidized housing options in Santa Clarita.

Process:

1. The Task Force will invite landlords, motel owners and others to participate in a committee on affordable housing.
2. The Task Force will conduct focus groups of landlords, motel owners and others.

STAKEHOLDERS NEEDED

Partner
City Manager’s Office
City Community Preservation Division
Local landlords and motel owners

GOAL MEASUREMENT

1. Invitation and/or outreach to landlords and motel owners.
2. List of committee members and first meeting scheduled.
3. Committee meeting minutes.
4. Focus group moderator’s guide and report.

GOAL OWNERSHIP

Community Task Force will form a workgroup led by representatives from the City Managers Office and Bridge to Home to implement the action item.

LEVERAGED CITY RESOURCES

Personnel time to establish and participate on committee.

TIMELINE

Task	Dates
Develop list of owner participants and Invitation and/or outreach materials.	By June 2019
Develop focus group moderator’s guide, conduct focus groups and develop focus group report	By July 2019
Hold focus groups or meetings to gather input.	By September 2019
Develop list of potential committee members.	By November 2019



TOPIC AREA: INCREASE AFFORDABLE/HOMELESS HOUSING

A primary factor leading to the current crisis of homelessness in the City of Santa Clarita, the County of Los Angeles and across the county, is the lack of affordable housing. For decades, the United States has suffered a homelessness problem stemming from the rise in economic and human costs contributing to an affordable housing crisis. According to the U.S. Department of Housing and Urban Development (HUD)⁵, there is a direct correlation of states with higher housing prices having higher rates of homeless people; thus is the case in Santa Clarita.

To mitigate both the affordable housing and the homelessness crisis, the County and cities throughout the region are considering increasing the capacity of affordable housing and shelters through a combination of land use policy and subsidies. The City can employ creative strategies to address housing affordability. These strategies may include: exploring permanent affordable housing options, such as trailers and tiny houses; and home sharing.

The goals that will be addressed in this section include:

- Increase the housing supply dedicated for the homeless
- Investigate permanent affordable housing options, including inclusionary zoning, affordable housing options
- Explore home sharing model

GOAL: INCREASE THE HOUSING SUPPLY DEDICATED FOR THE HOMELESS

	Task	Dates
Supporting Actions: Build Year Round Homeless Shelter	Measure H application or other materials to secure funding for construction of year round homeless shelter facility.	By March 2019
	Measure H application or other materials to secure funding for the facility's operational budget.	TBD
Supporting Actions: Identify and Acquire Land for Supportive Housing	Task	Dates
	Task Force Meeting	By January 2021
	Identification of appropriate property.	TBD.
	Purchase or lease agreement.	TBD.

⁵ <http://www.businessinsider.com/affordable-housing-crisis-homelessness-us-2018-3>

GOAL: INVESTIGATE PERMANENT AFFORDABLE HOUSING OPTIONS, INCLUDING INCLUSIONARY ZONING, AFFORDABLE HOUSING OPTIONS

	Task	Dates
Supporting Actions: Explore Affordable Housing	Analyze current Inclusionary zoning regulations and potential changes.	By June 2019
	Develop focus group moderator’s guide for groups of developers, conduct focus groups and develop report.	By October 2019
	Develop recommendations for inclusionary zoning regulations or other housing affordability options.	By March 2020

GOAL: EXPLORE HOME SHARING MODEL

	Task	Dates
Supporting Actions: Create a Home Sharing Program	Initial Task Force agenda and meeting minutes.	By January 2019; ongoing thereafter
	Promotional materials.	By April 2019
	Program development for other demographics.	By December 2019
	Number of homeless individuals or families enrolled in home sharing model program such as Sisters in Time.	June 2020; ongoing thereafter

GOAL: INCREASE THE HOUSING SUPPLY DEDICATED FOR THE HOMELESS

SUPPORTING ACTIONS: BUILD YEAR ROUND HOMELESS SHELTER

Support Bridge to Home in building a year-round homeless shelter facility for bridge housing and identify long-term operational funding.

ASSOCIATED POLICY CHANGES

The City will offer support to Bridge to Home for building a year round homeless shelter facility by pursuing Measure H funding for construction. Additionally, the City will aid Bridge to Home to identify long-term operational funding for the facility through Measure H or other funding sources.

Process:

1. The City will aid Bridge to Home in researching Measure H funding and application process to secure funds for construction of the year round homeless shelter facility.
2. The City will aid Bridge to Home in researching Measure H funding and application process to secure funds for the facility’s operational budget.

STAKEHOLDERS NEEDED

Partner
City Manager’s Office
City Community Preservation Division
City Recreation and Community Services Department
Bridge to Home

GOAL MEASUREMENT

1. Measure H application or other materials to secure funding for construction of year round homeless shelter facility.
2. Measure H application or other materials to secure funding for the facility’s operational budget.

GOAL OWNERSHIP

Community Task Force will form a workgroup led by representatives from the City Manager’s Office and Bridge to Home to implement the action item.

LEVERAGED CITY RESOURCES

Personnel time to research and work with Bridge to Home on grant applications or other materials to secure Measure H funding for construction of a year-round shelter facility. Meeting space for collaborative meetings.

TIMELINE

Task	Dates
Measure H application or other materials to secure funding for construction of year round homeless shelter facility.	By March 2019
Measure H application or other materials to secure funding for the facility’s operational budget.	TBD



SUPPORTING ACTIONS: IDENTIFY AND ACQUIRE LAND FOR SUPPORTIVE HOUSING

Acquire land for Family Promise Resource Center and supportive housing development.

ASSOCIATED POLICY CHANGES

The Task Force and Family Promise will work together to determine the feasibility and move forward with purchase of land for a Resource Center and supportive housing development.

Process:

1. Identify property appropriate for use as supportive housing development.
2. Acquire property for Family Promise Center.
3. Determine applicability of Measure H and other available funding opportunities.

STAKEHOLDERS NEEDED

Partner
City Manager’s Office
Family Promise
Local property owner

GOAL MEASUREMENT

1. Identification of suitable property.
2. Acquisition of property.

GOAL OWNERSHIP

Community Task Force will form a workgroup led by representatives from the City Manager’s Office and Family Promise to implement the action item.

LEVERAGED CITY RESOURCES

Financial resources may be requested for this action.

TIMELINE

Task	Dates
Initial Meeting	January 2021
Identification of appropriate property.	TBD.
Purchase or lease agreement.	TBD.

GOAL: INVESTIGATE PERMANENT AFFORDABLE HOUSING OPTIONS

SUPPORTING ACTIONS: EXPLORE AFFORDABLE HOUSING OPTIONS

1. Explore the possibility of adopting inclusionary zoning regulations to zoning laws that require new developments of a certain number of units set aside a certain percentage of the homes or units as affordable for families earning low or moderate incomes (i.e. 50% and 80% of Area Median Income (AMI)).
2. Possibly conduct focus groups of developers to obtain input and secure buy-in from the development community. Additionally, these focus groups could explore other options to improve housing affordability in Santa Clarita.

ASSOCIATED POLICY CHANGES

The City may explore the possible adoption of inclusionary zoning regulations. As a part of this investigation, the Task Force may conduct focus group of developers to obtain their opinion and input on this issue, as well as other ways to promote housing affordability in Santa Clarita.

Process:

1. The City may explore adopting inclusionary zoning regulations and develop recommendations.
2. The Community Task Force may conduct focus groups of developers.

STAKEHOLDERS NEEDED

Partner
City Manager’s Office
City Community Preservation Division
City Planning Department
Local developers

GOAL MEASUREMENT

1. Inclusionary zoning regulations analysis and recommendations.
2. Focus group moderator’s guide and report.
3. Regulations and ordinance revisions for City Council consideration.
4. Implementation plan.
5. Number or percentage of new homes or units set-aside for families earning low or moderate incomes.

GOAL OWNERSHIP

Community Task Force will form a workgroup led by representatives from the City’s Community Preservation and Planning Divisions to implement the action item.

LEVERAGED CITY RESOURCES

Personnel time for exploration of inclusionary zoning regulations. Meeting space for focus groups.



TIMELINE

Task	Dates
Analyze current Inclusionary zoning regulations and potential changes.	By June 2019
Develop focus group moderator's guide for groups of developers, conduct focus groups and develop report.	By October 2019
Develop recommendations for inclusionary zoning regulations or other housing affordability options.	By March 2020

TOPIC AREA: INCREASE AFFORDABLE/HOMELESS HOUSING

GOAL: EXPLORE HOME SHARING MODEL

SUPPORTING ACTIONS: CREATE A HOME SHARING PROGRAM

Create a home sharing program similar to the Sisters in Time at the Santa Clarita Senior Center.

ASSOCIATED POLICY CHANGES

The Community Task Force will work with the Santa Clarita Senior Center and its partners to promote and/or expand the Sisters in Time program that explores a home sharing model for senior women. This task force can explore establishing similar program models for single adults, veterans, single mothers, and families. Additionally, the task force can explore intergenerational home sharing opportunities such as transitional age youth and seniors.

Process:

1. Task Force will create a workgroup in partnership with the Santa Clarita Senior Center.

STAKEHOLDERS NEEDED

Partner
City Manager’s Office
City Community Preservation Division
City Recreation and Community Services Department
Santa Clarita Senior Center
Bridge to Home
Family Promise
Child and Family Center
Domestic Violence Center of SCV (now part of Child and Family Center)
Single Mother’s Outreach

GOAL MEASUREMENT

1. Task force agenda and meeting minutes.
2. Promotional materials for program.
3. Program development for other demographics and intergenerational opportunities.
4. Number of homeless individuals or families enrolled in home sharing model program such as Sisters in Time.

GOAL OWNERSHIP

Community Task Force will form a workgroup led by representatives from the City’s Community Services Division, Community Preservation and Santa Clarita Senior Center to implement.

LEVERAGED CITY RESOURCES

Meeting space for Task Force meetings.



TIMELINE

Task	Dates
Initial Task Force agenda and meeting minutes.	By January 2019; ongoing thereafter
Promotional materials.	By April 2019
Program development for other demographics.	By December 2019
Number of homeless individuals or families enrolled in home sharing model program such as Sisters in Time.	June 2020; ongoing thereafter

TOPIC AREA: INCREASE AFFORDABLE/HOMELESS HOUSING

TOPIC AREA: CREATE LOCAL COORDINATION

Given the complex nature of homelessness and the needs associated with homelessness, families and individuals may require assistance from multiple County departments, city agencies and community-based providers. Unfortunately, services are often not well coordinated which leads to fragmentations compounded by eligibility requirements, funding streams, and bureaucratic processes.

By maximizing the competence of current programs and expenditures, it can become possible to facilitate a more coordinated system in which homeless individuals and mainstream services can come together. As a historic commitment for collaboration between the County, cities and community partners to forge a coordinated system, the extension of Medi-Cal to single adults through the Affordable Care Act now exists to help homeless individuals in combatting system fragmentation.

The goals that will be addressed in this section include:

- Engage the community to increase awareness and support for increasing housing and service capacity
- Enhance first responder training and awareness
- Enhance and coordinate funding for supportive housing
- Enhance data sharing and links to needed services

GOAL: ENGAGE THE COMMUNITY TO INCREASE AWARENESS AND SUPPORT FOR INCREASING HOUSING AND SERVICE CAPACITY

	Task	Dates
Supporting Actions: Create a Collaborative Task Force	Development of a community task force	By October 2018
	Distribution of invitation to initial task for meeting.	By January 2019
	Task force meeting.	By March 2019 and ongoing
	Task	Dates
Supporting Actions: Engage the Community Through Events and Town Halls	Resolution establishing a month during the year as “Homelessness Awareness Month.	By January 2019
	City-sponsored website.	By the month dedicated as “Homelessness Awareness Month”



	Task	Dates
Supporting Actions: Engage the Community Through Events and Town Halls (Continued)	Development of success stories and presentations for community town hall meetings.	By the month dedicated as “Homelessness Awareness Month”
	Event agendas and materials.	By the month dedicated as “Homelessness Awareness Month”
	Fundraising event agendas and materials.	By the month dedicated as “Homelessness Awareness Month”
	Amount raised for Bridge to Home and/or Family Promise.	At the end of the month dedicated as “Homelessness Awareness Month”

GOAL: ENHANCE FIRST RESPONDER TRAINING AND AWARENESS

	Task	Dates
Supporting Actions: Coordinate First Responder Training with Law Enforcement and Service Providers	Initial meeting	By June 2019
	Development of training protocol	By September 2019
	First training of first responders	By December 2019 and yearly thereafter

GOAL: ENHANCE AND COORDINATE FUNDING FOR SUPPORTIVE HOUSING

	Task	Dates
Supporting Actions: Investigate Supportive Housing Options	Determine feasibility report on constructing supportive housing on Bridge to Home land.	By June 2021
	Apply for Measure H or other sources to secure funding.	By December 2021

GOAL: ENHANCE DATA SHARING AND LINKS TO NEEDED SERVICES

**Supporting Actions:
Develop
Comprehensive
Resource Guide**

Task	Dates
Meet and begin collecting information for resource guide	By January 2019
Develop the comprehensive resource guide.	By June 2019
Distribute guide to organizations and relevant stakeholders.	By August 2019
Post City-sponsored website for resource guide.	By August 2019
Bi-yearly update to the comprehensive resource guide.	Thereafter

GOAL: ENGAGE THE COMMUNITY TO INCREASE AWARENESS AND SUPPORT FOR INCREASING HOUSING AND SERVICE CAPACITY

SUPPORTING ACTIONS: CREATE A COLLABORATIVE TASK FORCE

Create a collaborative task force to combat and prevent homelessness in the Santa Clarita Valley.

ASSOCIATED POLICY CHANGES

The City will promote creation of a collaborative community task force.

Process:

1. The City will invite relevant stakeholders to an initial meeting for a collaborative task force.
2. The City will aid the Task Force in developing a mission statement and other documents necessary for the legitimacy of the Task Force.
3. The Task Force will finalize the draft plan and take the lead on implementation.

STAKEHOLDERS NEEDED

Partner	Contact Information
City Manager’s Office	Jerrid McKenna
Santa Clarita Sheriff’s Station	Betsy Shackelford
Bridge to Home	Peggy Edwards Chris Najarro
Family Promise	Laurie Ender Roche Vermaak
Assistance League	Linda Likins
Child and Family Center	Joan Aschoff
Help the Children	Mike Santomauro
Santa Clarita Food Pantry	Jason Schaff
Salvation Army	Laura Bloom
Single Mothers’ Outreach	Yorleni Sapp
Santa Clarita Worksource Center	Joel Morgan
Santa Clarita Senior Center	Kevin MacDonald
Real Life Church	Kevin Pisano
St. Kateri Parish	Kathy Regalado
Valencia United Methodist Church	Michelle Andrews
ACTION Family Counseling	Cary Quashen
Henry Mayo Newhall Hospital	Amie Panicacci
Samuel Dixon Family Health Center	Philip Solomon
Northeast Valley Health Corporation Valencia Health Center	Kimberly Wyard
Santa Clarita Valley Mental Health Center	Regina Hearn
College of the Canyons	Larry Schallert
California Institute of the Arts	Audrey Hampton
Newhall School District	Jeff Pelzel
Saugus Union School District	Colleen Hawkins, Superintendent



Partner	Contact Information
Sulphur Springs School District	Catherine Kawaguchi
William S. Hart School District	Jan Daisher, Homeless Liaison
Chamber of Commerce	Troy Hooper

GOAL MEASUREMENT

1. Invitation to initial Task Force meeting.
2. Task Force meeting agendas and minutes.

GOAL OWNERSHIP

City Manager’s Office for initial Task Force creation; members of the Task Force thereafter.

LEVERAGED CITY RESOURCES

Meeting space

TIMELINE

Task	Dates
Development of a task force	By October 2018
Distribution of invitation to initial task for meeting.	By January 2019
Task force meeting.	By February 2019 and ongoing



SUPPORTING ACTIONS: ENGAGE THE COMMUNITY THROUGH EVENTS AND TOWN HALLS

1. Establish a month during the year as “Homelessness Awareness Month”.
2. Hold a series of community town hall meetings to share success stories during this month.
3. Launch a City-sponsored website associated with Homelessness Awareness Month.
4. Schedule events to increase homelessness awareness during this month such as a short film challenge in partnership with the local school districts.
5. Schedule fundraising events with proceeds to Bridge to Home and/or Family Promise.

ASSOCIATED POLICY CHANGES

The City will establish a month during the year as “Homelessness Awareness Month” and coordinate various activities throughout the month to engage the community and increase awareness about the state of homelessness in the City of Santa Clarita.

Process:

1. The City will establish a month during the year as “Homelessness Awareness Month” and seek a resolution declaring the same by City Council.
2. The City Manager’s Office will launch a website dedicated to the issue of homelessness.
3. The City Arts and Events Division will work in partnership with community-based and faith-based organizations to develop success stories of homeless individuals and/or families.
4. The Task Force will schedule a series of community town hall meetings to share success stories, engage the community and secure community buy-in for action around this issue.
5. The Task Force will schedule various events throughout the month to increase homelessness awareness such as a short film challenge in partnership with local school districts.
6. Bridge to Home, Family Promise and other community-based or faith-based organizations will work together to host fundraising events where the proceeds are allocated to the direct service providers: Bridge to Home and Family Promise.

STAKEHOLDERS NEEDED

Partner
City Arts and Events Division
City Manager’s Office
Bridge to Home
Family Promise
Assistance League
Child and Family Center (including Domestic Violence Center of SCV)
Help the Children
Santa Clarita Food Pantry
Salvation Army
Singles Mothers Outreach
Avenues of Supported Living Services
Santa Clarita Senior Center



Partner
San Fernando Valley and Santa Clarita Valley Homeless Coalition
Real Life Church
St. Kateri Parish
Valencia United Methodist Church
College of the Canyons
Newhall School District
Saugus Union School District
Sulphur Springs School District
William S. Hart School District

GOAL MEASUREMENT

1. Resolution establishing September as “Homelessness Awareness Month.
2. City-sponsored website.
3. Development of success stories and presentations for community town hall meetings.
4. Event agendas and materials.
5. Fundraising event agendas and materials.
6. Amount raised for Bridge to Home and/or Family Promise.

GOAL OWNERSHIP

Community Task Force will form a workgroup led by representatives from the City Manager’s Office, Bridge to Home and Family Promise to implement.

LEVERAGED CITY RESOURCES

Personnel time and material costs. Meeting space for community town hall meetings. Facility for special events and/or fundraising events hosted by Bridge to Home, Family Promise or other community-based or faith-based organizations.

TIMELINE

Task	Dates
Resolution establishing a month during the year as “Homelessness Awareness Month.	By January 2019
City-sponsored website.	By the month dedicated as “Homelessness Awareness Month”
Development of success stories and presentations for community town hall meetings.	By the month dedicated as “Homelessness Awareness Month”
Event agendas and materials.	By the month dedicated as “Homelessness Awareness Month”
Fundraising event agendas and materials.	By the month dedicated as “Homelessness Awareness Month”
Amount raised for Bridge to Home and/or Family Promise.	At the end of the month dedicated as “Homelessness Awareness Month”



GOAL: ENHANCE FIRST RESPONDER TRAINING AND AWARENESS

SUPPORTING ACTIONS: COORDINATE FIRST RESPONDER TRAINING WITH LAW ENFORCEMENT AND SERVICE PROVIDERS

Offer first responders the information and tools needed to understand the challenge of homelessness and how best to address individual cases.

ASSOCIATED POLICY CHANGES

The Santa Clarita Sheriff’s Station will partner with Bridge to Home and Family Promise, as well as health and mental health providers to develop a training protocol for first responders regarding their interactions with homeless individuals.

Process:

1. The Santa Clarita Sheriff’s Station will meet with Bridge to Home and Family Promise, as well as health and mental health providers to develop a training protocol.
2. The Santa Clarita Sheriff’s Station will conduct first responder training.

STAKEHOLDERS NEEDED

Partner
Santa Clarita Sheriff’s Station
LA County Fire Department
Bridge to Home
Family Promise
Child and Family Center (including Domestic Violence Center of SCV)
Henry Mayo Newhall Hospital
Samuel Dixon Family Health Center
Northeast Valley Health Corporation Valencia Health Center
Santa Clarita Mental Health Center
Strength United (previously Valley Trauma Center)
The Way Out Recovery SCV, Drug & Alcohol Outpatient Treatment

GOAL MEASUREMENT

1. Training protocol
2. Number of first responders who complete training.

GOAL OWNERSHIP

Santa Clarita Sheriff’s Station and Bridge to Home

LEVERAGED CITY RESOURCES

Meeting space for collaborative meeting to establish training protocol. Meeting space to conduct training.



TIMELINE

Task	Dates
Initial meeting	By June 2019
Development of training protocol	By September 2019
First training of first responders	By December 2019 and yearly thereafter



GOAL: ENHANCE AND COORDINATE FUNDING FOR SUPPORTIVE HOUSING

SUPPORTING ACTIONS: INVESTIGATE SUPPORTIVE HOUSING OPTIONS

Investigate constructing supportive housing on Bridge to Home land for long-term supportive housing needs including case management.

ASSOCIATED POLICY CHANGES

Bridge to Home will investigate constructing supportive housing on Bridge to Home land for long-term supportive housing needs including case management. The City may help Bridge to Home secure funding to construct supporting housing units through Measure H or other funding sources.

Process:

1. Bridge to Home will investigate constructing supportive housing on Bridge to Home land.
2. The City may lend support to Bridge to Home to secure funding for construction through Measure H or other funding sources.
3. Construct supporting housing units.

STAKEHOLDERS NEEDED

Partner
Bridge to Home
City Manager’s Office
City Community Preservation Division
City Planning Department

GOAL MEASUREMENT

1. Feasibility report on constructing supportive housing on Bridge to Home land.
2. Measure H application or other materials to secure funding.
3. Number of supportive housing units built.

GOAL OWNERSHIP

Community Task Force will form a workgroup led by representatives from Bridge to Home to implement the action item.

LEVERAGED CITY RESOURCES

Personnel time to assist with Measure H application process or materials needed to secure funding from other sources.

TIMELINE

Task	Dates
Determine feasibility report on constructing supportive housing on Bridge to Home land.	By June 2021
Apply for Measure H or other sources to secure funding.	By December 2021



GOAL: ENHANCE DATA SHARING AND LINKS TO NEEDED SERVICES

SUPPORTING ACTIONS: DEVELOP COMPREHENSIVE RESOURCE GUIDE

Develop comprehensive resource guide for service providers and public use.

ASSOCIATED POLICY CHANGES

The City will develop a comprehensive resource guide for service providers and public use. Upon completion, the resource guide will be distributed to local service providers, community-based organizations, faith-based organizations, health and mental health providers, the educational sector and all other relevant stakeholders.

Process:

1. The City will develop a comprehensive resource guide.
2. Distribution of the resource guide to all relevant stakeholders.
3. Launch a City-sponsored website for the comprehensive resource guide.
4. Bi-yearly review of the resource guide to ensure it stays current.

STAKEHOLDERS NEEDED

Partner
City Manager’s Office

GOAL MEASUREMENT

1. Development of the comprehensive resource guide.
2. Number of organizations who receive the resource guide.
3. City-sponsored website.
4. Bi-yearly update to the comprehensive resource guide.

GOAL OWNERSHIP

City Manager’s Office

LEVERAGED CITY RESOURCES

Personnel time to research and develop the comprehensive resource guide. Material and printing cost. Development of website for the resource guide and associated personnel time and cost.

TIMELINE

Task	Dates
Meet and begin collecting information for resource guide	By January 2019
Develop the comprehensive resource guide.	By June 2019
Distribute guide to organizations and relevant stakeholders.	By August 2019
Post City-sponsored website for resource guide.	By August 2019
Bi-yearly update to the comprehensive resource guide.	Thereafter



