Addressing Homelessness: Attainable, Collaborative Solutions

League of California Cities Annual Conference
October 7, 2016
10:30 a.m. – 11:45 a.m.

The Institute for Local Government is the non-profit research and education affiliate of

ILG Mission
- Promoting good government at the local level
- Practical, impartial and easy-to-use materials
In 2015, California represented a staggering 21 percent of the nation’s homeless population. Across the state, local officials and staff are grappling with solutions to address this complex problem.

In this session, attendees will hear from city officials and staff on how they are using attainable, collaborative solutions to address homelessness and combat the overwhelming problem.

Speakers will share their experiences, best practices and lessons learned in partnering with different agencies to reduce homelessness.

Why this is important?

Session Description

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Objectives

• To explore the benefits and opportunities that collaborative efforts provide while working toward solutions for homelessness
• To learn from California leaders about their community wide efforts – from how they got started to the efforts (steps) they’ve taken to ensure success
• To examine the factors, strategies and best practices that contribute to successful collaborative initiatives

Today’s Panelists

• Loella Haskew, Mayor, Walnut Creek
• Jim Holgersson, City Manager, Modesto
• Rueben Imperial, Community Development and Empowerment Manager, Stanislaus County, Chief Executive’s Office
• Sal Moretti, Superintendent, Solid Waste Division, City of Bakersfield

The youth in this photo are clients and guests of Loaves and Fishes, a nonprofit organization in Sacramento that serves the homeless and hungry. They were originally taken for the September 2016 issue of Western City Magazine. Thanks to the individuals who graciously agreed to be photographed. Photos courtesy of Yvonne Hunter Photography.
Addressing Homelessness:
Attainable, Collaborative Solutions

Ruben Imperial – Stanislaus County
Jim Hoigenson – City Manager

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Why?

• Significant resources committed to address symptoms
• Local elected officials shifted focus from treating symptoms to addressing root causes
• Government is not the answer but does have a significant role
How is this different?

- Ten year effort to improve quality of life for all residents in Stanislaus County
- Coordinated prevention efforts across multiple sectors, breaking down silos and aligning our efforts
- A commitment to learning and mutual accountability for measurable results
- Embraced by all nine cities within our County

Four Focus Areas

- Reducing homelessness
- Strengthening families
- Investment in our children and youth
- Reduce Recidivism (Re-entry into Criminal Justice System)

The Ten Sectors
Leadership

- Stewardship Council
  - Two key influencers from each sector
  - Provides overall leadership and support
  - Guides the development of overarching results and indicators
  - Cultivates commitments within respective sector

- Actions Councils
  - Develops action plans for its focus area
  - Plans implemented by organizations and leaders across the ten sectors

Guiding Values

- “Our Community” - there are no “others”
- Compassion & Empathy
- Respect & Dignity
- Mutual accountability, reciprocity, and responsibility

Results

1. Our families are healthy—physically, mentally, emotionally, and spiritually.
2. Our families are supported by strong and safe neighborhoods and communities.
3. Our children and young people are getting a first-rate education — from cradle to career.
4. Our families are participating in and supported by a healthy economy.
5. Our families and neighbors who are homeless, or at risk of homelessness, permanently escape homelessness.
### Common Agenda
To Reduce and Prevent Homelessness

<table>
<thead>
<tr>
<th>Results</th>
<th>Indicators</th>
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<tbody>
<tr>
<td>Our families and neighbors who are homeless, or at risk of homelessness, permanently escape homelessness.</td>
<td>1. Reduce the number of people experiencing homelessness</td>
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<tr>
<td></td>
<td>2. Improve the safety of parks and neighborhoods</td>
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<td></td>
<td>3. Decrease the occurrences of public anti-social behavior</td>
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<table>
<thead>
<tr>
<th>Strategies</th>
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<tbody>
<tr>
<td>Outreach &amp; Engagement</td>
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<tr>
<td>Coordinated Access</td>
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<tr>
<td>Services &amp; Supports</td>
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<tr>
<td>Housing</td>
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<tr>
<td>Data Development &amp; Capacity-building</td>
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<tr>
<td>Mutually reinforcing activities and strategies across multiple sectors and communities</td>
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### Homelessness Initiative

A diverse collection of providers and community efforts.

An integrated network of providers and multi-sector partners aligning efforts and acting together to achieve shared results.

### Community System of Care

Engagement → Coordinated Access → Housing

- Community Engagement
- Engagement Team
- Referrals / Walk-in

- Coordinated Access Network
- Coordinated Access Center
- Permanent Supportive Housing
- Rapid Re-housing
- Transitional Housing
- Permanent Supportive Housing
- Market-rate Housing
- Ownership Support
- Subsidized Rental Housing

Supportive Services / Peer and Community Supports
Current Funding & Resources

Programs and Community Supports

County

Cities

Private

Federal & State

Community System of Care

Engagement / Coordinated Access / Housing / Supportive Services

An integrated network of providers coordinating efforts and acting together to achieve shared results

Alignment / Shared Results / Mutual Accountability / Multi-Sector

Overview

• Community involvement
  – Homelessness Action Council 150+
  – Summit with 500+
  – Multiple Sector and Community

• Collaboration
  – Funders and Providers
  – Ten Sector Senior Leaders and Community Stakeholders
  – Leadership Advisory Group

• Policy
  – Realigning and Leveraging Funding
    • Funding Agencies Realigning
    • Stewardship Council Leveraging & Aligning

Aligned Funding & Resources

County

Cities

Private

Federal & State
Come Be Part of the Crew!
A Homeless Center Jobs Program for Multiple Government Tiers and the Private Sector

Cleanups Change Lives

Bakersfield Believes: Pull Yourself Up By Your Bootstraps
Highway trash piling up following loss of inmate crews

Excerpt from The Bakersfield Californian Feb. 16, 2012

"(It's) almost like a third-world country -- that bad," [Russ] said. "It was pretty shocking... and embarrassing."

War Torn Baghdad
Peaceful Bakersfield

Volunteers Helped Some Highway Ramps, But We Need Hired Crews For the Main Thoroughfare
The City's 1st Chance to Hire a Homeless Center Crew

Achieving Work Agreements Across Jurisdictions

Partners and Their Contributions

Cleanup Network
- City of Bakersfield
  - Leadership and planning
- Caltrans
  - Authority, Oversight, Funding ($252,000)
- Kern Cog
  - $100,000 for City, county, and enforcement
- Bakersfield Homeless Center & Clients
  - Contracted crew, proven record
  - Mainline and ramp cleanups
- Kern County Sheriff’s Office & Inmates
  - Enforcement, medians, and county
- Other Partners
  - Keep Bakersfield Beautiful
  - KGET (initiate awareness program)
  - Pacific Gas and Electric Company (first “sponsor”)
  - More partners and sponsors to come
  - Mayor’s and Retirees’ Freeway Groups

Before

After
Who’s Funding the Crews?

- City: $1.13 Million Annually
  - Green Waste: $200,000
  - Freeway Litter: $600,000 (Caltrans, COG)
  - Other City Cleanup Projects: $80,000
  - Animal Care: $300,000
  - Donations: $125,000
- Other: $150,000 (California Resources Corp, Downtown Street Ambassadors, Kern County)

Logistics for an Atypical Employer & Workforce

- Background Checks
- Drug Screening
- Transportation
  - Limited vehicles
  - Limited licenses
- Free Childcare
- Critical Employee Relations
- Achieve Independence
- 2nd and 3rd Chances

Your Atypical Workforce (Cont)

- 57% Alcohol Abuse
- 56% Drug Abuse
- 30% Mental Health Condition
- 16% Felons Currently
- 7% Chronic Health Condition
- 7% Domestic Violence
- 5% First Job
- 2% Developmental Disability

“One employee [had a] 24 year prison sentence... Now [he is] using his income to help his adult daughter. Pride is coming through.”
Jobs Restore Hope Among Homeless

- "Graceful" employment agency
- Changed the myth
- Walk differently
- Inspire hope in fellow homeless

We’re in the Business of Maximizing Resources

350+ Men, Women, and Children Moved Home

- $1,408 Average RRH Investment Makes PSH Possible
- 220 Employees and Dependents Currently
  - 64% Rental
  - 21% Other PSH
  - 14% Section 8
  - 1% VASH

Duane Miller and Family
Courtesy: The Bakersfield Californian
The City as a Social Service Agency

- This Program Can Be Replicated in Your City
- Private-Sector Support Tremendous
- Unions are not resisting
- A win-win solution

“It’s the best thing we ever did.”
– Bakersfield City Councilmember Harold Hanson

Sal Moretti
Superintendent
Solid Waste Division
City of Bakersfield
smoretti@bakersfieldcity.us
Off: (661) 326-3136
Cell: (661) 330-3893

Come Be Part of the Crew!

Q&A
Keys to Success

• Leadership
• Incorporating Partners
• Staff Capacity
• Engagement of the Public
• Tailored Community Approach
• Building Momentum
• Vision for Community

Thank you!

For more information or to share your community’s story, please contact:

Martin Gonzalez
mgonzalez@ca-ilg.org