

# **Attachment A**

## **Resolution No. 19-089**

**RESOLUTION NO. 19-089**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF VICTORVILLE, CALIFORNIA, ESTABLISHING A HOMELESSNESS SOLUTIONS STRATEGIC ACTION PLAN AND AUTHORIZING THE CITY MANAGER OR HIS DESIGNEE TO APPLY FOR GRANT FUNDING THAT ALIGNS WITH THE ACTIONS, GOALS AND OBJECTIVES OUTLINED THEREIN**

**WHEREAS**, the City of Victorville (“City”) is committed to actively seeking solutions to address homeless related issues throughout Victorville and minimizing effects on both homeless persons and the community; and

**WHEREAS**, on February 5, 2019, the City Council voted unanimously to direct staff to form a staff-led task force, to include external stakeholders (the “Homelessness Solutions Task Force”), to be charged with:

- (1) Identifying strategic goals and estimated resources needed to accomplish such goals;
- (2) Identifying funding to implement programs to benefit the homeless community;
- (3) Identifying partnerships that can be leveraged to achieve the goals of preventing homelessness in the City;
- (4) Developing policy recommendations and processes to measure the effectiveness of new and existing policies and programs designed to prevent homelessness; and

**WHEREAS**, the Homelessness Solutions Task Force has been established to include representatives from various stakeholder groups to facilitate the sharing of multiple viewpoints and insights into the complex issue of homelessness, while also serving as a means to collectively advocate, support and collaborate with those affected by homelessness and those who serve the homeless community; and

**WHEREAS**, the Homelessness Solutions Task Force has held numerous public meetings to discuss the components to be included in the City’s Homelessness Solutions Strategic Action Plan which is aimed at addressing the ongoing, systematic social issues related to homelessness; and

**WHEREAS**, the City Council wishes to adopt the attached Homelessness Solutions Strategic Action Plan to formalize Victorville’s efforts to address and reduce homelessness in a responsive and collaborative way; and

**WHEREAS**, the City is aware of several existing and/or forthcoming grant funding opportunities aimed at helping local agencies resolve the issues related to homelessness; and

**WHEREAS**, to facilitate access to such funding in the most expeditious manner, the City Council further wishes to authorize the City Manager or his designee to apply for grant funding opportunities that align with the actions, goals and objectives outlined within the Homelessness Solutions Strategic Action Plan.

**NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF VICTORVILLE DOES HEREBY RESOLVE, DETERMINE AND ORDER AS FOLLOWS:**

**Section 1.** The recitals set forth above are true and correct and are hereby incorporated in their entirety as part of this Resolution by this reference.

**Section 2.** The Homelessness Solutions Strategic Action Plan set forth in Exhibit A to this Resolution, incorporated and made part of this Resolution by reference, is hereby adopted.

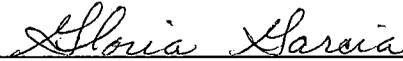
**Section 3.** The City Manager or his designee is authorized and directed to apply for grant funding opportunities that align with the actions, goals and objectives outlined within the Homelessness Solutions Strategic Action Plan (Exhibit A).

**Section 5.** The City Clerk shall certify to the adoption of this Resolution.

**Section 6.** This Resolution shall take effect immediately upon its adoption.

Resolution No. 19-089

PASSED, APPROVED AND ADOPTED this 5<sup>th</sup> day of NOVEMBER 2019.



\_\_\_\_\_  
MAYOR OF THE CITY OF VICTORVILLE

ATTEST:

  
\_\_\_\_\_  
CITY CLERK

APPROVED AS TO FORM:

  
\_\_\_\_\_  
CITY ATTORNEY

I, CHARLENE ROBINSON, City Clerk of the City of Victorville and ex-officio Clerk to the City Council of said City, DO HEREBY CERTIFY that the foregoing is a true and correct copy of Resolution No. 19-089 which was adopted at a meeting held on the 5<sup>th</sup> day of November 2019, by the following roll call vote, to wit:

AYES: Mayor Garcia, Mayor Pro Tem Ramirez, Councilmembers Gomez, Cox and Jones

NOES: NONE

ABSENT: NONE

ABSTAIN: NONE

  
\_\_\_\_\_  
CITY CLERK

# **Exhibit A**

## **Homelessness Solutions Strategic Action Plan**

## City of Victorville Homelessness Solutions Strategic Action Plan

Categories	Initiatives/Actions/Goals/Outcomes
<b>1. Homelessness Solutions Taskforce (Created)</b>	<ul style="list-style-type: none"> <li>• Establish a committee made up of citizens representing various stakeholder groups</li> <li>• Committee intended to:               <ul style="list-style-type: none"> <li>○ Plan, advocate, support and collaborate with those affected by homelessness as well as members in the community who serve the homeless</li> <li>○ Help to identify strategies, leverage funding and measure effectiveness of new and existing policies and programs designed to reduce and prevent homelessness</li> </ul> </li> </ul>
<b>2. Homelessness Solutions Coordinator (Hired)</b>	<ul style="list-style-type: none"> <li>• Optimize collaboration between community partners and help to centralize services</li> <li>• Provide guidance on homeless related issues and act as the City's single point of contact for the community and service providers</li> <li>• Identify, research, write and administer grants that support homeless outreach and services</li> <li>• Develop, coordinate and evaluate city contracted programs to address homelessness</li> </ul>
<b>3. Enhance Shelter Operations</b>	<ul style="list-style-type: none"> <li>• Apply for grants directed to build low barrier shelters or increase shelter capacity</li> <li>• Identify best plan of entry and referral method (i.e. Accommodate walk-in's/ referrals generated from 211 and direct access from local hospitals, homeless outreach teams, shelter staff)</li> <li>• Explore Navigation Center operating as a Day Center that provides onsite supportive services, case management &amp; housing navigation</li> <li>• Examine the possibility of combining the warming &amp; cooling shelter with 24 hr. emergency shelter operation. Target ability to serve 100-150 homeless single men, women, couples &amp; families (and pets)</li> <li>• Consider a Recuperative Care Center as a separate wing for hospitals to discharge homeless patients in need of medical respite (reduces readmission by 50%; basic needs met, homeless person able to receive help with housing stability and other support services)</li> <li>• Explore financial partnerships with foundations/investors for long-term sustainability of center</li> </ul>

## City of Victorville Homelessness Solutions Strategic Action Plan

Categories	Proposed Actions, Goals & Objectives
<b>4. Housing First Model</b>	<ul style="list-style-type: none"> <li>• Identify an inventory of housing currently available</li> <li>• Understand the placement priority for local residents</li> <li>• Explore opportunities to increase affordable housing supply with support service components (i.e. alternative/transitional/permanent housing)</li> <li>• Explore municipal code changes that would eliminate impediments and accelerate housing production and utilize planning grants to help accelerate and streamline the approval process</li> <li>• Explore partnerships with affordable housing developers to expand inventory of affordable housing and permanent supportive housing units especially through the use of time saving and innovative methods</li> <li>• Explore partnerships with agencies that provide housing subsidies and “master lease” programs to low income and special groups (i.e. chronically homeless, disabled adults, veterans, seniors, youth and full time students)</li> <li>• Seek opportunities for gap funding with non-profit agencies</li> </ul>
<b>5. Homelessness Prevention</b>	<ul style="list-style-type: none"> <li>• Get an understanding of current resources available</li> <li>• Explore the “room and board” model</li> <li>• Start with targeting senior citizens</li> <li>• Explore partnerships with service providers who touch those on the verge of homelessness (i.e. CAPS, 211, Catholic Charities)</li> <li>• Tie prevention assistance education to life skills</li> </ul>
<b>6. Outreach/Visibility</b>	<ul style="list-style-type: none"> <li>• Communicate through a public awareness campaign of the Homelessness Solutions Task Force activity and progress and maintain communication regularly</li> <li>• Sheriff’s HOPE (Homeless Outreach and Proactive Enforcement) Team to continue linking the homeless population with resources and service providers throughout the county</li> <li>• Support efforts of County homeless outreach programs and collaborate where possible</li> <li>• Continued coordination between the Victorville Police Department, Code Enforcement, HOPE Team and MET (Multiple Enforcement Team)</li> </ul>

## City of Victorville Homelessness Solutions Strategic Action Plan

Categories	Proposed Actions, Goals & Objectives
	<ul style="list-style-type: none"> <li>• Continue to use proactive approach to address “hot spots” and chronic issues related to the homeless population (i.e. commercial disease treatment vaccinations)</li> <li>• Explore ways homeless outreach teams can engage and remain in communication with homeless population who frequently relocate and consider communication devices as possible incentives for program participants (i.e. phones, phone cards, pagers),</li> <li>• Explore funding opportunities (i.e. CESH, HHAP &amp; others) that can be used for homeless outreach services and operations and support efforts and collaborate wherever needed</li> <li>• Outreach to the public and businesses with best practices for dealing with homeless population</li> <li>• Ask property owners to complete 602 forms and renew regularly</li> <li>• Promote “Positive Change Not Spare Change” campaign</li> <li>• Promote collaboration and eliminate duplication of services</li> </ul>
7. Trespassing/Private Property	<ul style="list-style-type: none"> <li>• Encourage use of Penal Code 602 to:               <ul style="list-style-type: none"> <li>○ Allow Code Enforcement and Police to access private property to address concerns at a much faster pace (trespassers given 3 days to vacate)</li> <li>○ Allow immediate enforcement in commercial areas as long as “No Trespassing” sign is posted</li> <li>○ Authorize Code Enforcement to help clear panhandling &amp; loitering from commercial areas</li> </ul> </li> <li>• Revise City ordinances to develop/increase penalties for property owners who do not secure vacant properties and ensure cost recovery mechanisms in Municipal Code</li> <li>• Encourage property owners to effectively utilize private security</li> <li>• Explore the revision of municipal codes to address public sleeping and anti-camping when sufficient long-term accommodations exist</li> </ul>

## City of Victorville Homelessness Solutions Strategic Action Plan

Categories	Proposed Actions, Goals & Objectives
8. Vandalism, Theft and Misuse	<ul style="list-style-type: none"> <li>• Consider modifications to City operating and maintenance plans and code of conduct policies to help reduce impact of increased instances of misuse of public infrastructure, equipment and facilities</li> <li>• Work with commercial property owners and apartment complex managers on protocols to minimize disruption of regular garbage and recycling pick up</li> <li>• Consider related municipal code updates to address issues related to unlawful acts in public areas</li> </ul>
9. Homeless Encampments	<ul style="list-style-type: none"> <li>• Explore temporary hygiene stations to provide humane services and reduce the risk of communicable diseases (i.e. mobile showers, toilet stalls &amp; hand washing stations)</li> <li>• Explore opportunities to partner with non-profits that would allow a centrally located space/warehouse to be used as an additional storage facility to provide personal storage bins considering health issues</li> <li>• Consider outreach teams assisting to post vacate notices in private space encampments and directing the homeless to available services</li> <li>• Explore safe parking lots and charging stations</li> </ul>
10. Strategic Partnerships	<ul style="list-style-type: none"> <li>• Establish regional focus through collaboration with neighboring government agencies</li> <li>• Identify and develop strategic partnerships with new service providers</li> <li>• Establish agreements with partner agencies to outline the purpose and scope of partnership, rules of engagement and desired outcomes to help ensure a smooth working relationship</li> <li>• Establish a volunteer engagement process and program</li> </ul>

# **ATTACHMENT 2**

## **List of Homelessness Solutions Task Force Representatives**

# **Homelessness Solutions Task Force Representatives**

## **External Stakeholder Categories**

1. Emergency or Short Term Shelter
2. Meal-Providing Service
3. Faith-Based Organization
4. Local School District
5. Local Clinic or Hospital
6. Real Estate Community
7. Business Community
8. Elderly Community
9. Homeless Community
10. Homeless Youth
11. Alcohol & Drug Services
12. Victims of Domestic Violence

## **City of Victorville Staff**

1. City Manager
2. Deputy City Manager
3. Fire Chief
4. City Planner
5. Code Enforcement Official
6. Director of Community Services
7. Economic Development Manager
8. Homelessness Solutions Coordinator

## **Other Agencies**

1. Chamber of Commerce
2. Board of Supervisors – 1st District
3. San Bernardino County Housing Authority
4. San Bernardino County Probation
5. San Bernardino County Adult and Aging Services
6. San Bernardino County Behavioral Health Services
7. San Bernardino County Sheriff's H.O.P.E. Team
8. Victorville Police Department – M.E.T. Team
9. Victor Elementary School District
10. Victor Valley Union High School District
11. Victor Valley College

# **ATTACHMENT 3**

## **Glossary of Terms**

## **Glossary of Terms**

This reference has been developed to help clarify terms utilized within the staff report relative to homelessness, related policies and services that may be unfamiliar to those not working in this area.

- ❖ **Day Center** - Provides resources for persons experiencing homelessness or who are at risk of homelessness during the day. Resources can include computer use, job training, recovery programs and staff who can direct persons to various services throughout the community.
- ❖ **Chronically Homeless** - Any person with a disability who has been living in a place not meant for human habitation for the last 12 months continuously or on at least four occasions in the last three years where those occasions cumulatively total at least 12 months.
- ❖ **Coordinated Assessment** - Examines the needs of persons experiencing homelessness and matches them to housing programs per level of need and program availability. CA prioritizes a person's level of vulnerability compared to other homeless persons in the community who have been assessed with the same tool, and prioritizes serving persons ranked most vulnerable first.
- ❖ **Housing First** - On July 1, 2019, SB 1380 went into effect requiring all State funded housing programs to adopt the "Housing First Model." This approach centers on providing homeless people with housing quickly and then providing services that promote housing stability and individual well-being as needed. Such services are time-limited or long-term depending upon individual need; and housing is not contingent on compliance with services – instead, participants must comply with a standard lease agreement and are provided with the services and supports that are necessary to help them be successful.
- ❖ **Housing Navigator** - Connects the homeless to stable housing. The homeless must have a source of income or be employable as there is no current program in place that will permanently pay 100% of a person's rent indefinitely.



**AGENDA ITEM**

**WRITTEN COMMUNICATIONS**

**CITY COUNCIL / BOARD OF DIRECTORS**

**MEETING OF: November 5, 2019**

**SUBMITTED BY:** SOPHIE L. SMITH  
DEPUTY CITY MANAGER

**DATE:** 10/28/2019

JENELE A. DAVIDSON *JD*  
DIRECTOR OF COMMUNITY SERVICES

CASSANDRA SEARCY *CS*  
HOMELESSNESS SOLUTIONS COORDINATOR

**ATTACHMENT:**

- 1) RESOLUTION NO. 19-089
  - A. HOMELESSNESS SOLUTIONS STRATEGIC ACTION PLAN (EXHIBIT A)
- 2) LIST OF HOMELESSNESS SOLUTIONS TASK FORCE REPRESENTATIVES
- 3) GLOSSARY OF TERMS

**SUBJECT:** DISCUSSION AND POSSIBLE ACTION TO ADOPT A HOMELESSNESS SOLUTIONS STRATEGIC ACTION PLAN AND AUTHORIZE APPLICATION FOR ASSOCIATED GRANT FUNDING

**RECOMMENDATION:**  
THAT THE CITY COUNCIL ADOPT RESOLUTION NO. 19-089 ENTITLED, "A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF VICTORVILLE, CALIFORNIA, ESTABLISHING A HOMELESSNESS SOLUTIONS STRATEGIC ACTION PLAN AND AUTHORIZING THE CITY MANAGER OR HIS DESIGNEE TO APPLY FOR GRANT FUNDING THAT ALIGNS WITH THE ACTIONS, GOALS AND OBJECTIVES OUTLINED THEREIN".

**FISCAL IMPACT:**  
This is an informational report and, as such, there is no direct fiscal impact resulting from the report recommendations. However, action in accordance with the

recommendation will authorize the City Manager or his designee to apply for grant funding that is consistent with the intent of the proposed Strategic Action Plan.

Grant funding will have numerous regulatory requirements and time constraints that will need to be carefully managed to ensure ongoing compliance. Following the City Council's subsequent acceptance of any grant awards received, staff will oversee the allocation of funding to ensure compliance measures are met. Potential funding sources known at this time include:

- California Emergency Solutions Grants (CESH) - The City can apply for funding through San Bernardino County who will issue a Request for Proposals (RFP). Funds can be used to develop homeless outreach, construction or rehab of housing for homeless, operating support or a subsidy for emergency housing interventions like shelters, relocation or rental assistance.
- HOME Investment Partnership Program (HOME) - The City receives this grant annually which can provide housing first opportunities to those who are homeless and/or rental assistance to prevent homelessness.
- Community Development Block Grant (CDBG) - The City receives this grant annually and funding is targeted primarily to low-moderate income persons to provide decent housing, revitalize neighborhoods, and expand economic opportunities.
- Homeless Housing and Assistance Program (HHAP) - Part of Governor Newsom's AB101 bill which will provide grants to cities working to address homeless related issues.
- Permanent Local Housing Allocation (PLHA)- Part of the Building Homes and Jobs Act Senate Bill 2 funds, Year 2. Funds will provide a permanent source of funding to help Cities and Counties implement plans to increase affordable housing stock, facilitate workforce housing affordability, and assist those at risk of homelessness.

While the City of Victorville does not plan to provide direct services, the City has established strong and growing partnerships with local, state, and federal agencies for improved comprehensive service coordination. Accordingly, various projects and initiatives described in this report collectively represent a significant investment in both funding and dedicated staff resources.

#### BACKGROUND:

On January 24, 2019, the County of San Bernardino conducted its annual Point in Time Count which gathers information and provides a snapshot of homeless individuals and families throughout the county both sheltered and unsheltered. The county's 2019 Point in Time Count revealed several factors:

- An increase in homelessness (23.1%) compared to the previous year;
- A significant increase of homeless seniors (71.5%) age 55 and up; and
- A continued increase of people who were homeless for the first time (18.8%).

The critical take away from the data collected is that the City of Victorville has ranked second in terms of having the highest population of homeless persons in the County for two years in a row, second only to the City of San Bernardino.

***Total Number of Sheltered and Unsheltered Adults and Children by Jurisdiction***

Jurisdiction	Sheltered		Unsheltered	Total
	Shelter	Transitional Housing		
<b>Victorville</b>	<b>133</b>	<b>21</b>	<b>179</b>	<b>333</b>
<b>San Bernardino</b>	<b>123</b>	<b>128</b>	<b>639</b>	<b>890</b>

Although the City of Victorville has some of the most affordable housing and rental prices compared to other regions of the county, wage growth has been slow and stagnant, not keeping up with the cost of living. Housing thought to be a basic necessity for every human being has become extremely difficult for lower income residents to obtain or maintain. Income disparity is a major cause of homelessness, but it is not the only pathway. Other vulnerabilities include mental health disorders, substance abuse, dysfunctional family dynamics, and self-neglect.

On February 5, 2019, in an ongoing commitment to reduce homelessness and minimize community impacts associated with homelessness, the Victorville City Council directed staff to create a Homelessness Solutions Task Force. The Task Force is comprised of 12 community stakeholders representing different segments of the community, City staff and a variety of key stakeholders from other organizations (Attachment 2). The 12 community stakeholder representatives were selected through an application process in March 2019. The Task Force was constructed in this manner to provide a forum to share multiple viewpoints and insights into the complex facets of homelessness, while also serving as a means to collectively advocate, support, and collaborate with those affected by homelessness and those who serve the homeless community. Meetings are open to the public, which provides an opportunity for those not specifically represented on the Task Force to attend and provide comments for consideration.

The Task Force began meeting on a monthly basis in May 2019. In July 2019, the City's newly hired Homelessness Solutions Coordinator, Cassandra Searcy, joined the Task Force. Ms. Searcy's role is aimed at helping to develop methodologies that are consistent with best practices, as well as to align the City's approach with the County's Continuum of Care system. She is also working to align partnerships with community and government agencies to create a centralized approach that can be used to leverage resources and provide services, programs, and outreach that align with the City's goals to address homelessness. Both the Task Force and the Homelessness Solutions Coordinator play essential roles in outlining strategies to address the complex issues related to homelessness.

Following several public meetings and roundtable discussions, the proposed Homelessness Solutions Strategic Action Plan was completed on October 8, 2019. The Strategic Action Plan has been constructed to provide the City with a framework that

identifies and addresses local issues associated with homelessness and the most effective means to focus efforts and resources.

**DISCUSSION:**

The Homelessness Solutions Task Force has developed a proposed Strategic Action Plan (Exhibit A of Attachment 1) that utilizes a multi-faceted approach to outline actions, goals, and objectives directly related to homeless intervention, outreach, and prevention. The proposed Strategic Action Plan strengthens our City's response system and establishes a platform that allows both the public and private sector to engage, stay informed and volunteer. It also identifies short and long term measures that will help to minimize homelessness and improve community conditions for Victorville residents, businesses and visitors.

The proposed Strategic Action Plan lays the foundation for a systematic response that will help to get unsheltered homeless individuals off of the streets and connected to housing and supportive services. This will help promote self-sufficiency and long-term stability. It also allows for the collaboration of various stakeholders and the mobilization of public and private resources, including State and Federal grants, to improve policy, programs and housing resources needed to reduce homelessness.

The Task Force has outlined ten measurable goals within the proposed Strategic Action Plan. The first two goals have already been accomplished and are actively in place (*1. Creation of a Homelessness Solutions Task Force; and 2. Hiring a Homelessness Solutions Coordinator*). The remaining goals are as follows (a Glossary of Terms has been included as Attachment 3 for reference):

- 3) Enhanced Shelter Operations - Using a coordinated assessment/entry system to a low barrier shelter with onsite supportive services and housing navigators will allow unsheltered individuals and families to immediately access crisis services. The enhanced shelter operations will also act as a day center and central hub to triage homeless persons or those who are at risk to appropriate community and government agencies for improved service coordination.
- 4) Housing First Model - Preserve and expand the supply of affordable housing for low income residents. Create low barrier, low cost housing opportunities. Utilize components of rapid rehousing, transitional housing and permanent housing to stabilize homeless persons and families. Partner with agencies that provide housing subsidies and master leases to low income and special groups like the chronically homeless, disabled and seniors, etc.
- 5) Homeless Prevention - Expand partnerships with those who directly assist individuals on the verge of homelessness. Develop responsive and effective prevention assistance that connects education with life skills training and resource assistance. Explore programs that create permanent housing solutions.

- 6) Outreach and Visibility - Increase public awareness campaigns that educate the public and business community on best practices when engaging with homeless persons. Enhance City website to provide information, links and direction on how to obtain services or how to volunteer. Continue to support community outreach efforts and collaborate with local agencies to better link services and leverage resources.
- 7) Trespassing/Private Property - This category explores how the City can work more closely with property owners and encourage business owners to be a part of the solution. This section also explores the use of penal codes and revision of City ordinances to better address trespassing, vandalism, theft, public sleeping, homeless encampments and the misuse of public infrastructure.
- 8) Vandalism, Theft and Misuse - This section explores modifications and updates to the municipal code and maintenance and operations plans related to unlawful acts, disruption of public services and misuse of public and private infrastructure or property.
- 9) Homeless Encampments – This section focuses on the exploration of outreach assistance, public health and hygiene, public safety, the best use of available resources and partnerships to expand efforts in these areas. Preventative methods have also been identified to reduce the risk of communicable diseases often associated with poor living conditions.
- 10) Strategic Partnerships - The City will continue to work collectively with community stakeholders and government agencies to streamline processes and improve coordination and collaboration in an effort to mitigate homelessness. Agreements will be established with service providers to outline the purpose and scope of the partnership, reduce duplication of services and establish a regional focus.

The proposed Strategic Action Plan was developed with the intent to address the ongoing, systematic social issues related to homelessness and its impact on the community. While the City is not legally bound to act upon or implement any portion of the plan, staff and the Homelessness Solutions Task Force believe the adoption of a Strategic Action Plan will serve as an essential framework to help guide the City in this process and gain access to the grant funding that is needed to address the many local issues associated with homelessness. The plan is subject to modification from time to time by way of subsequent approval by the Homelessness Solutions Task Force and/or City Council to allow for the flexibility to address local conditions.

Staff recommends that the City Council adopt Resolution No. 19-089 to establish a Homelessness Solutions Strategic Action Plan and authorize the City Manager or his designee to execute and file all documents required to receive grant funding that aligns with the actions, goals and objectives outlined within the Strategic Action Plan.

Staff remains available for questions.

SLS:JAD/CS