



DEPARTMENT OF PUBLIC WORKS
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October 9, 2012

HONORABLE MAYOR AND CITY COUNCIL City of Long Beach California

RECOMMENDATION:

Receive and file the Annual Report of the Downtown Long Beach Parking and Business Improvement Area; approve the proposed budget for Fiscal Year 2013 (FY 13); and authorize the City Manager to execute a contract with the Downtown Long Beach Associates for the period of October 1, 2012 through September 30, 2013. (Districts 1 and 2)

DISCUSSION

Downtown Long Beach Associates (DLBA) has three established sources of revenue that pass through the City to the organization. These include business operator assessments, property owner assessments and downtown parking meter revenue sharing. This recommended action relates to business operator assessment funds that are used to promote and market downtown Long Beach on behalf of businesses located in the Downtown Long Beach Parking and Business Improvement Area (DLBPBIA). The City Council approves the property owner assessment separately.

The proposed contract with DLBA requires the City to transmit all DLBPBIA assessment funds collected from downtown businesses to the DLBA every other month. This City Council action estimates DLBPBIA assessment revenue of \$586,300 for the contract period of October 1, 2012 through September 30, 2013 (attached). The DLBA will provide quarterly reports to the City on expenditures and submit an annual report summarizing FY 13 activities.

This matter was reviewed by Assistant City Attorney Charles Parkin on September 25, 2012 and Budget Management Officer Victoria Bell on September 11, 2012.

TIMING CONSIDERATIONS

The DLBA contract year begins on October 1, 2012. City Council action is requested on October 2, 2012 to allow FY 13 assessment transfers to be made in accordance with the City's contract with DLBA.

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FISCAL IMPACT

Sufficient funds are currently budgeted in the FY 13 Parking and Business Area Improvement Fund (SR 132) in the Department of Public Works (PW) to support these pass-through payments. The FY 13 assessment revenue will fully offset the proposed allocation; there is no impact to the General Fund. Approval of this recommendation will provide continued support to the local economy.

SUGGESTED ACTION:

Approve recommendation.

Respectfully submitted,

MICHAEL P. CONWAY \ \
DIRECTOR OF PUBLIC WORKS

APPROVED:

PATRICK H. WEST CITY MANAGER

MPC:VSG:jsf 10.09.12 FY 2013 DLB PBIA v2.doc

Attachment: -- DLBA Approved Management Plan and Budget.



BUDGET NARRATIVE

FY2012-13

APPROVED B Y THE BOARD OF DIRECTORS
JULY 18, 2012

REVENUE FY 2012-2013

DPIA:

Downtown Parking Improvement Area (DPIA) self-assessment fees collected through business licenses from Downtown businesses within a geographical boundary in Downtown Long Beach. The current annual assessment is approximately \$382.18 per business and \$6.43 per employee, and for Service Based Independent Contractors \$233.13 per business and \$4.45 per employee. \$586,300

PBID:

Property Based Improvement District (PBID) self-assessment fees collected through County of Los Angeles from property owners within a geographical boundary in Downtown Long Beach. The assessment methodology is based on the parcel and building square footage, and linear footage of the property and the level of services rendered to the benefit areas. \$2,248,416 (gross)

RDA:

Funds contracted with the Redevelopment (RDA) for Marketing Economic Development and Capital Improvement programs and personnel. \$350,000

PARKING METERS:

Revenue from parking meter revenue-sharing program approved by City Council in FY 2004-05. \$330,000

SPONSORSHIP:

Funds collected through sponsorships and from the RDA to help offset costs incurred by the DLBA for special events. \$145,000

TICKET / VENDOR:

Funds collected through ticket sales and vendor reservations to help offset costs incurred by the DLBA for special events. \$330,000

CONTRACT/

Revenue from Clean Team Contract Services funded and provided above and beyond the levels mandated in the PBID Management Plan (e.g., Restroom Host at Long Beach Transit Information Center and Rent reimbursement from Clean and Safe Teams). \$130,030

ALLOCATED RES.:

Exhausting of three-month PBID reserves and carry-forward deferred revenues \$389,105

TOTAL REVENUE

\$4,508,851

ADMINISTRATION & ADVOCACY FY 2012-13

GENERAL ADMINISTRATION/PERSONNEL

\$453,549

The DLBA is the non-profit management organization empowered by the Long Beach City Council to manage two Downtown Business Improvement Districts (BIDs). The Downtown Parking Improvement Area (DPIA) is supported through a special assessment established by business owners, while the Property Based Improvement District (PBID) is sustained with the contribution of the commercial property owners within the District.

Personnel

To support the programs and services provided by the BIDs, the DLBA administrative team consists of the following:

- President and Chief Executive Officer is to lead, facilitate and motivate personnel to accomplish all DLBA objectives as outlined in the mission statement and the PBID Management Plan. Subject to the direction of the Board of Directors, the President and CEO supervise and direct the day-to-day business and management of the organization and the BIDs.
- Vice President is responsible for serving as an advocate for the business community and assisting the President and CEO. Also implements Economic Development programs to retain and attract business to Downtown Long Beach through retail, development and adaptive re-use, and business recruitment and retention strategies.
- Operations Manager is responsible for managing the Clean and Safe Programs and is involved in community outreach programs to address the quality of life.
- Residential Coordinator will provide information, meet regularly with HOAs and resident associations, represent residential perspectives, and trouble-shoot residential issues related to the PBID's environmental services that include cleaning, safety and beautification. This position will pro-actively identify opportunities and concerns from the residential community and seek to connect the appropriate available resources to address issues and capitalize on opportunities.
- Communications Manager is responsible for developing communications protocol and best practices, and coordinates across the various departments and activities of the DLBA.
- Marketing and Special Events Manager's primary objective is to increase awareness and enhance the image of Downtown Long Beach by promoting existing infrastructure and developing new business and customer markets. Responsible for the supervision of all DLBA special events, including sponsorship.

Also provides technical assistance to outside organizations and individuals that produce events within the District.

- Marketing Coordinator is responsible for assisting the Marketing Manager on all DLBA marketing efforts including special events and sponsorship.
- Executive Assistant coordinates all administrative functions, which maximize the operating efficiency of the organization. Also motivates staff to operate efficiently and achieve organizational objectives.
- Administrative Assistant supports all departments in the daily administrative and clerical duties.

All salary, taxes and benefits are shared by the DPIA and the PBID, except for the Operations Manager (100% PBID), and the Vice President and ED Research Assistant (in partnership with the RDA).

Office

Other general administration expenses include office rent, telephones, computers, office equipment lease, office supplies, postage, general insurance, professional services (including legal and annual audit fees), utilities, depreciation, taxes, accounting services (contract with a private firm), employee recruitment, bank charges, and outside support (temporary staffing as needed).

ADVOCACY \$99,250

The DLBA is the leading voice for the Downtown business community and plays a critical role in establishing and achieving objectives set forth by its stakeholders. The DLBA manages Task Forces, has established committees, and conducts regular meetings to better serve stakeholders and ensure the quality of life in the central business district. It also acts as a liaison between the business community and many city departments and council offices.

Advocacy expenditures may include conducting workshops and orientations, costs for professional dues and subscriptions, participating in industry-related seminars and conferences or civic events, Board contingency, and the Visitor Information Center.

TOTAL ADVOCACY. \$99,250

CAPITAL IMPROVEMENT PROJECTS/PERSONNEL

\$601,961

Under the direction of its Capital Improvement Projects Task Force, the DLBA assumes responsibility for working with community partners to create an environment that attracts and retains investment in the Downtown. Developing and supporting capital improvement projects is in accordance with the PBID Management Plan, which stipulates that the Special Project funds generated from assessments within the Standard and Premium service areas should support improvements that enhance the visual appearance of Downtown and may include:

- Seasonal banners and decorations
- Lighting
- Public art
- Street furniture and amenities
- Other activities and improvements that visibly enhance the Downtown environment

Funding Sources: DLBA \$571,961

RDA \$30,000

TOTAL CAPITAL IMPROVEMENT PROJECTS INCLUDING PERSONNEL

\$601,961

MARKETING WORK PLAN FY 2012-13

INTRODUCTION

A major component of managing the BID is to build and maintain strong advocacy and marketing programs. The DLBA Marketing Department, under the direction and leadership of the Marketing and Special Events Task Force, is dedicated to increasing the awareness for and enhancing the image of Downtown Long Beach. This is achieved through year-round promotions, publishing a monthly newsletter, implementing and sustaining public relations activities, maintaining an informative and user-friendly website, and a wide variety of advertising programs and collateral materials.

ADVERTISING/PROMOTIONS/COMMUNICATIONS

\$115,450

Advertising & Promotions

\$100,000

Advertising is essential to communicating all Downtown Long Beach has to offer. In efforts to maintain top-of-mind awareness within the community, the DLBA needs to maintain an advertising budget in support of different advertising opportunities that present themselves throughout the year. This will also include holiday promotional advertising for Downtown businesses and DLBA collateral. Funding Sources:

DLBA \$70,000

RDA \$30,000

Communications: Stakeholder Outreach and Public Relations

\$10,450

On-going communication with the various audiences served by the DLBA, including Downtown stakeholders, residents, visitors, employees and media, is of extreme importance. To that end, the DLBA will communicate consistently with postcards, flyers, mailings, social media, website and other outreach methods as set forth in the organizations Communications Plan.

Funding Sources:

DLBA \$5,450

RDA \$5,000

Downtown Gift Card

\$5,000

This year round campaign is designed to increase consumer spending in the Downtown by providing a gift card valid at any participating business. The DLBA will promote the gift card through advertising and outreach programs, while covering the on-going maintenance costs of the program.

Funding Sources:

DLBA \$5,000

PUBLICATIONS

Annual Report

\$12,000

\$12,000

The DLBA Annual Report serves to highlight the accomplishments and measurable results from each of the departments with the DLBA organization. Produced on an annual basis, the report contains brief descriptions of the DLBA programs initiated within the past Fiscal Year and also provides financial

summaries. The Annual Report will be distributed to all local officials, partners and key stakeholders. It will also be available for download via the DLBA website.

Quantity: 3,500

Funding Sources:

DLBA \$12,000

WEBSITE

\$18,000

www.downtownlongbeach.org

\$18,000

The DLBA's website is a valuable tool for the dissemination of both consumer and business information to interested parties. The websites averages approximately 32,000 hits per month, serving more than 9,000 users. The continual update and progress of this sites is integral to its success.

Funding Sources:

DLBA \$18,000

TOTAL MARKETING PROGRAMS INCLUDING PERSONNEL

\$225,835

SPECIAL EVENTS WORK PLAN FY 2012-13

INTRODUCTION

Special Events offer an exciting means of attracting and generating increased foot traffic to the central business district. Through creating and supporting opportunities for people to experience the urban energy and appeal of the Downtown area, the DLBA can demonstrate its initiative and commitment to enhancing the environment. The goal of the Special Events Department, under the direction and leadership of the Marketing and Special Events Task Force, is to manage and centralize all aspects involved with the DLBA's special events programs, including sponsorships, planning and execution in addition to providing technical assistance to outside organizations and individuals that produce events in the Downtown.

EVENT SPONSORSHIP

\$20,000

Unallocated funds for outside events sponsorship

\$20,000

These funds are used to partner with other organizations that present sponsorship opportunities in the Downtown to assist in expanding current events, or to seed new and exciting events. Events are based on meeting the sponsorship criteria and chosen with the help of the Marketing and Special Events Task Force and DLBA staff's recommendations.

Funding Sources:

DLBA \$20,000

EVENT PRODUCTION

\$857,500

Celebrate Downtown

\$30,000

The 8th annual signature event will be open to all stakeholders as an opportunity to honor downtown partners, as well as highlight the DLBA's accomplishments and programs for the year.

Funding Sources:

DLBA \$27,500

Sponsorship \$2,500

New Year's Eve on Pine – December 31, 2012

\$172,500

The DLBA will produce this iconic event in two parts. One is a family-friendly component at the Waterfront, including free children's entertainment. The second is an outdoor concert on Pine Avenue, featuring live music and other festive activities.

Funding Sources:

DLBA \$35,000

RDA \$15,000

Sponsorship \$7,500

Vendor Revenue/Ticket Sales \$115,000

BikeFest Tour of Long Beach – May 2013

\$180,000

The DLBA will produce the 5th Annual BikeFest Tour of Long Beach at the Waterfront with a bike expo, vendor fair, live music and bicycle tricks, kids' activity area and more.

Funding Sources:

DLBA \$15,000

Sponsorship \$50,000

Vendor Revenue/Ticket Sales \$115,000

Tecate Thunder Thursday on Pine - April 18, 2013

\$45,000

The DLBA will produce the 15th Annual Tecate Thunder Thursday on Pine, the official kick-off party to the Toyota Grand Prix of Long Beach. Held along Pine Avenue, between 1st Street and 4th Street, this free event will feature a motocross demonstration, motorcycle stunts, live music, and a static car display.

Funding Sources:

DLBA \$35,000

Sponsorship \$10,000

Summer And Music (SAM) Series – Summer 2013

\$195,000

The 5th Annual Summer And Music (SAM) series will feature local and regional acts, while activating all the major areas of the Downtown throughout the summer.

Funding Sources:

DLBA \$100,000

RDA \$75,000

Sponsorship \$20,000

Taste of Downtown Series – Spring/Summer of 2013

\$80,000

The DLBA will produce a series of three Taste of Downtown events, inviting visitors and residents to enjoy sample-sized portions of signature dishes from restaurants in the Waterfront, East Village Arts District and Pine Avenue neighborhoods.

Funding Sources:

DLBA \$25,000

Sponsorship \$5,000

Vendor Revenue/Ticket Sales \$50,000

Pink Party - May 2013

\$35,000

The DLBA will host the 6th Annual Pink Party to kick off Long Beach Lesbian & Gay Pride weekend – the second largest event in the City, drawing more than 75,000 people to Downtown.

Funding Sources:

DLBA \$20,000

Sponsorship \$5,000

Vendor Revenue/Ticket Sales \$10,000

Promenade Beer and Wine Festival - 2013

\$50,000

The DLBA will produce a Beer & Wine Festival in support of the growing beer and wine businesses along the Promenade. The event will include beer and wine sampling, food vendors and live entertainment. It will generate revenue through beer and wine ticket sampling sales and sponsorships.

Funding Sources:

DLBA \$15,000

Sponsorship \$5,000

Vendor Revenue/Ticket Sales \$30,000

Latin American Parade and Festival - September 2013

\$70,000

The DLBA will produce the 5th Annual Latin American Parade and Festival. With a parade down Pine Avenue and an all-day festival in CityPlace featuring authentic Latin food, a vendor fair, live music, kids activities and dance lessons, this is the signature North Pine event.

Funding Sources:

DLBA \$20,000

Sponsorship \$40,000

Vendor Revenue/Ticket Sales \$10,000

ECONOMIC DEVELOPMENT WORK PLAN FY 2012-13

INTRODUCTION

Under the direction of the Economic Development Task Force, the Economic Development Department fulfills the role of leading, managing, and collaborating on Downtown initiatives, issues, and programs related to economic development (ED), government relations, marketing, public relations, and stakeholder outreach.

OUTREACH \$65,000

ED Marketing

The on-going Downtown Long Beach Economic Development marketing campaign utilizes the most effective and popular real estate trade journals, and other vehicles for driving ED messaging. Expanding beyond traditional advertising, it also uses PR to deliver certain messages by seeking press coverage.

Office and Retail Council, ICSC Planning Committee

Quarterly meetings of the commercial office and retail brokerage communities, convened by the DLBA, will provide collaboration opportunities to improve Downtown submarket's commercial real estate health. All brokers that do business in Downtown Long Beach are welcome to attend; the DLBA will develop program material, agendas, and arrange speakers as needed to facilitate the cooperative dialog and information sharing. A volunteer subset of that group will be formed to develop a cooperative and strategic presence at ICSC conferences and other deal-making conferences.

Downtown Economic Profile

Continuing the production of the Downtown Profile as a stand-alone ED publication, the Profile highlights various data, trends, and forecasts related to economic investment, growth, and potential in Downtown Long Beach. The Profile will chart office space occupancy, retail leasing, residential sales, new business openings, development announcements and progress, concurrent ED initiatives, infrastructure investments, information on arts, culture, and tourism demand generators, trends and analyses of the aforementioned, and a compilation of the accolades received during the preceding year. The Profile will be distributed to all local officials, partner ED agencies, regional partners, tenant representatives, and key stakeholders, and will be available for download via the DLBA website.

Other Economic Development Collateral Development

Update and develop industry-specific ED collateral, such as development opportunities maps, new development spotlights, and recruitment materials that target specific recruitment targets.

Funding Sources:

DLBA \$40,000

RDA \$25,000

BUSINESS RETENTION AND EXPANSION

Business Retention Programs

While attracting new businesses to Downtown Long Beach may garner significant media attention, an equally important ED strategy is the retention and expansion of the existing businesses. A viable and effective business retention and expansion (BRE) program ensures needs of local businesses are heard and addressed. Examples of the types of BRE programs include: shop local programming that educates the local segments of consumer demand about the impact of retail leakage, 'meet the proprietor' programs that engage active two-way communication between residential and commercial neighbors, grand opening assistance programs, business retention interviews, and a visual merchandizing program intended to help existing retailers adapt and conform in a competitive retail marketplace.

Business / Merchandising Seminars

As a complement to the indirect outreach of the BRE, the DLBA will produce three seminars directed at improving the retail business climate in Downtown Long Beach. These seminars could include both a workshop and a direct outreach component. Examples of the previous year's seminar concepts include small business marketing and the integration of social media marketing tools.

Funding Sources:

DLBA \$52,400

RDA \$45,000

BUSINESS RECRUITMENT

\$85,000

Deal-Making Conference Attendance

Employ a strategic presence utilizing the ICSC subcommittee of the Office and Retail Council at retail deal-making conferences. The budget allotment for this task is related to any travel, accommodations, booth rental, or other expenses needed to carry out the strategy.

Web Portal Tool Expansion

Expand upon the DLBA's ED web portal to include recruitment assistance tools that will assist prospects in estimating their approvals and permitting timelines based upon their desired use and the changes that need to occur in the space.

Strategic Recruitment Activities

Following the completion of the Retail Visioning strategic plan, the DLBA has embarked on targeted retail recruitment activities designed to implement the strategy and ensure the buy-in of integral partners and stakeholders.

Recruitment Tours / Mixers

The DLBA will host different types of events for representatives from site selection, brokerage, and business interests to showcase opportunities to do business in Downtown Long Beach. The DLBA will work to host quarterly tours (either bus or walking) and mixers for individuals hoping to learn more about Downtown opportunities.

ED Subscription Tools

Obtain adequate subscriptions to provide access to real estate site selection and brokerage tools such as, Loopnet, and ESRI for updated information on expiring leases, as a medium of capturing accurate information on available commercial listings, and demographic / psychographic analyses.

Research Manager

Responsible for gathering, analyzing, and cataloging Downtown real estate information to support Business Recruitment.

Funding Sources:

DLBA \$40,000

RDA \$45,000

BUSINESS DEVELOPMENT

\$115,000

Business Catalyzing Tools

Develop a customized toolbox meant to level the playing field within Downtown to ensure uniform applicability of business start-up grants, commercial façade grants, signage grants, and other types of tools that are not available to all businesses due to CDBG-qualifying restrictions such as geography.

Funding Sources:

DLBA \$115,000

TOTAL ECONOMIC DEVELOPMENT PROGRAMS INCLUDING PERSONNEL

\$508,025

CLEAN AND SAFE WORK PLAN FY 2012-13

INTRODUCTION

Under the direction of the Public Safety Task Force, the Operations Department is dedicated to the security and maintenance of the 85-block assessment district in the Downtown via the Downtown Clean Team and Safe teams.

DOWNTOWN CLEAN TEAM PROGRAM/PERSONNEL

\$807,553

The Clean Team ensures the central business district remains attractive, clean and appealing for visitors. In order to consistently deal with maintenance issues, a multi-dimensional approach was developed consisting of: sidewalk maintenance, graffiti removal, pressure washing, trash collection, landscape maintenance, paper sign and handbill removal, and maintenance problems requiring third party intervention. The Clean Team provides service as mandated by the PBID Management Plan as well as contracted services outside of the PBID scope which are funded through compensatory revenue and not PBID revenue. An example of contract service is the agreement between the DLBA and the Long Beach Transit Information Center to provide restroom host service.

Sidewalk Maintenance

Uniformed, radio-equipped personnel sweep litter, debris and refuse from sidewalks and autters within the District.

Alley Maintenance

The Clean Team and Safe teams each have responsibility in this area. The Safety Guides address owner and tenant compliance with City code issues on cleanliness of alleys and illegal dumping. The Clean Team works with Environmental Services Bureau to remove debris from the alley when a responsible party cannot be found for illegal dumping or other violations.

Graffiti Removal

The Clean Team removes graffiti by using solvents and pressure washing. The District maintains a zero tolerance graffiti policy. All tags will be removed within 24 hours of notification. For those tags that the Clean Team is unable to remove, a list is sent via fax to the Graffiti Abatement Team with the City of Long Beach, which sends a graffiti removal team out.

Sidewalk Pressure Washing

Pressure washers service 16 to 20 blocks per day, seven days a week. The District standard is to have all sidewalks cleaned every six weeks, with Premium areas cleaned weekly.

• Trash Collection

The District truck collects the bags of trash left in pre-arranged locations by the

Sweepers each morning and afternoon. The bags are deposited in a large trash bin assigned to the DLBA.

• Landscape Maintenance

Public landscape areas, tree wells and planters are maintained and kept free of litter and weeds.

Paper Sign and Handbill Removal

Paper signs and handbills that have been scotch-taped or glued on public property, utility boxes, poles and telephones are removed by hand or when necessary, by high pressure hose.

Maintenance Problems Requiring Third Party Intervention

Problems are monitored that create blighted or unsafe conditions in the District, but are outside of the jurisdiction of the DLBA personnel to repair. Requests are made to the responsible party for repair. Types of problems include blocked or damaged sewers or drains, damaged sidewalks, streets, and/or alleys, non-operating street lights, damaged or missing street signs, etc.

DOWNTOWN SAFETY GUIDES PROGRAM/PERSONNEL

\$556,367

The Downtown Safety Guides support the Long Beach Police Department (LBPD), property owners and tenants in overall crime prevention efforts and reduction in neighborhood street disorder, while offering customer service orientation to pedestrians. They provide highly visible neighborhood security and are intended to supplement, not replace individual building security and the LBPD. They also assist with quality of life issues, and participate in outreach programs.

Integration with the LBPD

The Downtown Safety Guides work closely with the LBPD and integrate the District security program with that of the LBPD, whose officers are active in the development and training of the Safety Guides. The lead Safety Guide on each shift carries and monitors a LBPD radio to ensure good communication.

Bicycle Patrol

Bike Patrols deter aggressive panhandling and other unsuitable street behavior. Their presence is a deterrent to theft and burglary from motor vehicles; however the service does not completely prevent these crimes. They also deter and report illegal street vending, illegal dumping and street code violations. They handle a myriad of quality of life problems including: drinking in public, urinating in public, indecent exposure, trespassing, scavenging and shopping cart confiscation. They also perform goodwill gestures such as escorting employees, helping lost persons and giving directions. In addition, Bike Patrols assist with traffic control in case of accidents, fires or unusual occurrences.

Foot Patrol

The Foot Patrol concentrates on the highest pedestrian-use corridors such as Pine Avenue, the Promenade, CityPlace and The Pike at Rainbow Harbor. The Foot Patrol has the same mission and receives the same training as the Bike Patrol.

Segway Patrol

All Downtown Safety Guides are trained to use a Segway during their daily patrols. The Segways give Safety Guides an elevated perspective that allows greater visibility and better views of activity on the streets. The ease of mobility between the Downtown districts is greatly improved, allowing for quicker response time and more efficient travel between stops.

• Integration with Homeless Service Providers

The Safety Guides are accompanied on bike patrol by an Outreach Worker from the Multi-Service Center on pre-arranged days. The Guides have learned from the Outreach Workers and have become more empathetic and understanding of the needs of the homeless person as well as more confident in referring these individuals to local service providers.

COMMUNITY OUTREACH

Downtown Security Alliance

The DLBA Operations Manager facilitates the Downtown Security Alliance, whose purpose is to enhance communication and cooperation between the various security entities within the City of Long Beach and the Long Beach Police Department.

Downtown Operations Coordinating Committee

The DLBA Operations Manager facilitates the Downtown Operations Coordinating Committee whose purpose is to share information, coordinate schedules and work together to address safety and cleanliness in the Downtown.

• Long Beach Homeless Connections

The DLBA will continue to collaborate with Long Beach Homeless Connections to access permanent housing for people on the streets, and coordinating street outreach efforts using the Downtown Safety Guides.

Long Beach Area Coalition for the Homelessness

The DLBA will continue to be an active member of the Homeless Coalition and support their efforts to create the systemic and attitudinal changes necessary to prevent and end homelessness.

TOTAL CLEAN AND SAFE PROGRAMS INCLUDING PERSONNEL

\$1,380,447