

THE COMMUNITY PARTNERSHIP 5 KEY COMMUNITY STRATEGIES

The guiding goals of the Community Recommendations are contained within The Community Partnership 5 Key Community Strategies:

1. Finding a home - HOUSING GOAL

Goal: Increase the number of homes that homeless and low-wage earning income people can afford.

2. Enough to pay the bills - ECONOMIC STABILITY GOAL

Goal: Having the economic resources to manage basic needs.

3. Enhancing the safety net - SUPPORTIVE SERVICES GOAL

Goal: Provide support services to prevent homelessness and promote housing stability.

4. Addressing homelessness together as a community - COMMUNITY INVOLVEMENT GOAL

Goal: Expand participation and leadership from all sectors of the Long Beach community.

5. Doing what works - OUTCOMES & EVALUATION GOAL

Goal: Use data and research to ensure the success of 10-Year Plan implementation.

The Community Partnership believes that a communitywide focused and coordinated effort to address these 5 Key Community Strategies will make the difference between continuing to manage homelessness versus preventing and ending it not only for Long Beach, but for our surrounding communities.

The strategies of the 10-Year Plan report, Community Recommendations and 5 Key Community Strategies are broken down into two main approaches. The first main approach, ending homelessness for individuals and families as quickly as possible, means rapidly re-housing an individual or family that has become homeless.⁵⁵ The second main approach is preventing at-risk individuals and families from experiencing homelessness as preventive measures have been proven more cost effective than addressing the multiple challenges of an individual or family in active homeless crisis.^{56 57}

*Two Main Approaches:
1. Ending homelessness for individuals and families as quickly as possible; and
2. Preventing at-risk individuals and families from experiencing homelessness.*

1. Finding a home ~ HOUSING GOAL

Goal: Increase the number of homes that homeless and low-wage earning income people can afford.

Nationally, prior to the 1980s, America's housing market and public support systems were able to sustain the housing needs of extremely low-income and disabled Americans.⁵⁸ Since then, many of the affordable rental housing units have "been converted to higher-priced housing, cooperatives, and condominiums for ownership, eroding affordability in the housing market."⁵⁹

AFFORDABILITY OF HOUSING IN LONG BEACH

In Long Beach, the market has driven the housing costs out of reach for many families and individuals. A majority (approximately 60%) of the households in Long Beach are directly impacted by the rising costs of rental housing. According to the Department of Housing and Urban Development (HUD) data, the Fair Market Rent (FMR) for a two-bedroom apartment in Long Beach has risen from \$823 per month in 2002 to \$1,300 in 2008—an increase of 58% in only 6 years.⁶⁰ Symptoms of this affordability crisis have manifested in the increase of households that are residing in weekly motels, doubled and tripled up in housing, and households that reside in substandard dwellings.

**Fair Market Rents (FMR) by Unit Bedrooms from 2002 to 2008
Los Angeles—Long Beach, CA PMSA**

FMR Year	Efficiency	One-Bedroom	Two-Bedroom	Three-Bedroom	Four-Bedroom
FY 2002	\$543	\$650	\$823	\$1,110	\$1,325
FY 2003	\$638	\$764	\$967	\$1,305	\$1,558
FY 2004	\$674	\$807	\$1,021	\$1,378	\$1,646
FY 2005	\$746	\$900	\$1,124	\$1,510	\$1,816
FY 2006	\$789	\$952	\$1,189	\$1,597	\$1,921
FY 2007	\$843	\$1,016	\$1,269	\$1,704	\$2,051
FY 2008	\$863	\$1,041	\$1,300	\$1,746	\$2,101

Source: United States Department of Housing and Urban Development, *Fair Market Rents, 2008*

Fair Market Rent (FMR) for a two-bedroom apartment in Long Beach has risen from \$823 per month in 2002 to \$1,300 in 2008...⁶⁰



Pacific City Lights, an affordable housing development on Pacific Avenue (Photo courtesy of the City of Long Beach and the Long Beach Housing Development Company)

Between 2002 and 2005, the percentage of families residing in Los Angeles County/Long Beach that could afford the median priced home in the county dropped from 30% to 11%.⁶¹ With the January 2008 median home sales price of \$440,000 in Long Beach (single family homes and condominiums), homeownership is merely a dream for much of Long Beach's workforce.⁶² Homeownership is out of reach for a household with a combined annual income below \$100,000. In 2006, an estimated 81.5% of Long Beach households did not earn enough income to qualify for market rate homeownership.⁶³

LONG BEACH HOUSING STOCK ANALYSIS

The projected housing stock need for a 10-year period (through 2018), based on the Southern California Association of Governments' (SCAG) Regional Housing Needs Assessment (RHNA) allocation for Long Beach, is 11,274 units at all economic levels citywide.⁶⁴ (For more information regarding the ten year RHNA projections, see Appendix E.) By utilizing the RHNA percentages provided by SCAG (see Appendix E), 39.7% of the total new units needed (4,476) reflect the number of very low and low-income units needed to meet the demand for housing for working poor and those on fixed incomes over the next decade in Long Beach.^{64a} Of this, 2,728 are very-low income units and 1,748 are low-income units. 60.3% of the projected RHNA allocation will be for moderate and upper-income units.⁶⁵ The upper-income unit development is driven by the market and produced by for-profit developers.

Long Beach 2008 – 2018 RHNA Allocation (10 Years)		
Type of Unit	% of RHNA #'s	Development Responsibility
Very Low Income	24.2% (2,728 Units)	City of Long Beach
Low Income	15.5% (1,748 Units)	City of Long Beach
Moderate Income	17.1% (1,928 Units)	City of Long Beach
Upper Income	43.2% (4,870 Units)	For-profit Developers

Source: Southern California Association of Governments, 2007. (For more information regarding the Ten Year Projected RHNA Allocation, please see Appendix E.)

City of Long Beach Downpayment Assistance Program

The Long Beach Housing Development Company and City of Long Beach Housing Services Bureau offer various programs for first-time homebuyers, such as the Downpayment Assistance Program. The program offers a conditional grant of up to \$10,000 to qualified first-time homebuyers. To date, over 900 first-time home buyers have realized their dream of homeownership.

Source: City of Long Beach Department of Community Development, Housing Services Bureau.

The Long Beach Housing Services Bureau projects the development of 1,380 very low- to low-income units over the next decade.⁶⁶ Additional partnerships with for-profit and non-profit developers will be needed to develop the remaining 3,096 units.

Affordable Housing Developments and Needs Over the Next 10 Years (2008-2018)			
Type of Affordable Housing Unit	Projected Total New Affordable Housing Units Needed	Affordable Housing Development Planned over 10 Year Period (2008-2018)*	Projected Additional New Affordable Housing Units Needed
Very Low Income	2,728	890	1,838
Low Income	1,748	490	1,258
Totals	4,476	1,380	3,096

**A portion of the new affordable units will be brought on through rehabilitation of current market rate units, converting them to affordable units.*

Source: Southern California Association of Governments, 2007. (For more information regarding the Ten Year Projected RHNA Allocation, please see Appendix E.)

The City is continually striving to meet its RHNA allocation for the production of new units. Increasing housing that is affordable at multiple levels will improve housing stability for individuals and families at risk for homelessness as well as end homelessness for those living on the streets. To meet the needs of the working poor, seniors and disabled in Long Beach, new and innovative housing policies need to be explored.

A Sample of Long Beach Residents Who Would Benefit from Affordable Homes			
Very Low-Income Earners*		Low-Income Earners**	
Tax preparers	\$33,301	Elementary school teachers	\$51,425
Preschool teachers	\$25,775	Social workers	\$49,423
Bank tellers	\$23,905	Mail carriers	\$49,138
Receptionists	\$23,659	Emergency dispatchers	\$45,770
Personal care aides	\$18,821	Family therapists	\$44,054
<i>*50% of median income</i>		<i>**80% of median income</i>	

Source: Housing California, "Fixing the Broken Housing Market in Los Angeles County", <http://www.housingca.org>. (For more information regarding median income and income limits, please see Appendix D.)

INNOVATIVE HOUSING SOLUTIONS

There were many effective strategies reviewed by the Community Partnership that would incrementally develop workforce housing units and housing that is affordable at all levels of income in Long Beach. Examples of these potential strategies include, but are not limited to, mixed-income housing, developments along transportation corridors, scattered-site permanent supportive housing and efficiency units, all of which could be achieved through an expansion of the City's voluntary inclusionary housing program with additional incentives from the Department of Development Services (formerly Planning and Building). This expanded voluntary inclusionary housing program would strengthen the partnership between for-profit, non-profit and the City's Housing Development Company.

Mixed-Income Housing

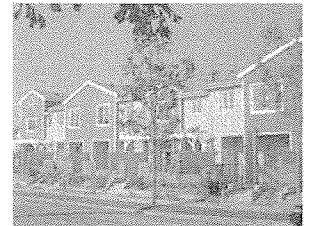
Mixed-income housing increases the supply of housing that is affordable at all levels of income citywide while revitalizing urban neighborhoods and decreasing concentrations of poverty by joining people of different incomes into a single development. When located close to job centers, transportation corridors and services, mixed-income housing activates smart growth principles by reducing travel times and congestion.⁶⁷

An increasing number of for-profit developers are partnering with public agencies and non-profit development organizations to build mixed-income communities that combine market-rate and publicly assisted units.⁶⁸ In Long Beach, there are two mixed-income developments developed in 2007 by for-profit developers. One is Neo Zoe, a 22-unit for sale townhome development at 1500 Pine Avenue by Hughes Development with 10 affordable units and 12 market-rate units.⁶⁹ The second is mixed-use (retail and residential) development by Lyon West Gateway, LLC in downtown Long Beach.⁷⁰ The site will have 291 units: 26 affordable units and 265 market-rate units.⁷¹ Mixed-income developments such as these could enhance homeownership citywide by ensuring that residents from all income levels have housing choices that are close to work and support services.

There are multiple research studies that confirm that mixed-income housing developments have a neutral or no effect on the property values of the surrounding community. According to a 2005 Massachusetts Institute of Technology (MIT) study examining the impact of seven large-scale, mixed-income rental developments on the property values of the surrounding neighborhoods, the developments had no negative effect on the neighborhoods.⁷² Additionally, a 2005 Brookings Institution report found a 93% decrease in the crime rate between 1993 and 2004 with the development of a mixed-income community in Atlanta.⁷³

LBHDC has provided \$16.3 million in funding to developers to build mixed-income housing.

Source: City of Long Beach Department of Community Development, Housing Services Bureau.



Neo Zoe, a mixed-income development located on Pine Avenue (Photo courtesy of the City of Long Beach and the Long Beach Housing Development Company)

Permanent housing with supportive services has emerged as a cost-effective investment...^{76a}

Permanent Supportive Housing

Permanent supportive housing is specialized housing for persons with disabilities. The components are long-term, community-based housing that has supportive services for homeless persons with disabilities either on-site or a referral system in place. This type of supportive housing enables special needs populations (elderly, physically and mentally disabled) to live as independently as possible in a permanent setting.⁷⁴

One model of permanent supportive housing is “Housing First.” Housing First is a nationally successful model, which is currently being utilized on a small scale in Long Beach, for helping the chronically homeless population. A Housing First approach is a client-driven strategy that provides immediate access to an apartment without requiring initial participation in treatment.⁷⁵ The approach is based on the principle that supportive services, such as mental health and substance abuse services, health care, life skills and employment training, are more effective once people are settled in their own homes.⁷⁶

Permanent housing with supportive services has emerged as a cost-effective investment as it has been shown to reduce dependency on other publicly funded resources and services.^{76a} For example, research evaluating the New York-New York (NY/NY) Supportive Housing Initiative found that the provision of permanent supportive housing to homeless individuals with serious mental illnesses sharply reduced residents’ use of services in eight public systems (i.e., jails/prisons, emergency rooms, detoxification facilities, etc).⁷⁷ “Compared with members of a matched control group, clients in (permanent) supportive housing showed reductions in service that were so substantial that cost savings nearly offset the entire \$19,000 annual program cost.”⁷⁶ Portland and Denver have reported similar results.^{78a 78b}

Development of Efficiency Units

Efficiency units are a residential property that includes multiple single room dwelling units. Each unit is for occupancy by a single eligible individual. The unit contains a kitchen, bathroom and combined living and sleeping room. Increasing the development of efficiency units in Long Beach is one way to increase options for homeless individuals, seniors and students looking for an affordable, safe and long-term housing placement.

"There is a growing demand for all types of housing in California, including market rate and affordable. Mixed income housing can be done successfully with the right combination of tools and incentives, making it a good business model. In many cases, a variety of subsidies are required to close the affordability gap. Cities are also offering developers some incentives in return, including giving them the right to build more units or to set aside less space for parking."

**~ Mario Turner, Director of Development,
AMCAL Multi-Housing, Inc.
(For Profit Developer)**

Expanded Voluntary Inclusionary Housing Program

The City of Long Beach currently utilizes a voluntary inclusionary housing program that has helped to create the 162 new units of very low- and low-income housing in the City.⁷⁹ Expanding this program through added incentives from the City's Department of Development Services (formerly Planning and Building) could help to strengthen the public/private partnerships needed to develop additional housing that is affordable at multiple levels of income. Additional incentives could include, but are not limited to, an expedited permitting and approval process, enhanced density bonus and amended zoning requirements that maximize allowable building area. Approval from the Department of Development Services, City Council and the Planning Commission will be sought for all incentives.

The Community Partnership reviewed other housing options such as expansion of shelters (emergency and transitional), but felt the shelter system would be adequate if there were more housing options at multiple affordability levels in Long Beach. With the limited available resources, the Community Partnership believes the focus should be on expanding and maintaining the availability of permanent housing at all levels of affordability citywide. For additional examples of recommendations to increase the number of housing units that are available at multiple levels of affordability, please see Appendix G.

"Mixed income housing can be done successfully with the right combination of tools and incentives..."

*~ Mario Turner
AMCAL
Multi-Housing, Inc.*



Puerto del Sol Apartment Homes, an affordable housing development on West 3rd Street (Photo courtesy of the City of Long Beach and the Long Beach Housing Development Company)

2. Enough to pay the bills ~ ECONOMIC STABILITY GOAL

Goal: Having the economic resources to manage basic needs.

Long Beach Economic Changes

Earnings from employment and benefits have not kept pace with the cost of housing for low-income or low-wage earners. Since the 1990s, Long Beach has been transitioning from a manufacturing-based industrial economy to an economy based on services. According to a 2006 report, "between 1997 and 2003, *declines in manufacturing employment (-10,306 jobs) have been offset by increased employment in the service industry (+6,541 jobs), retail trade (+3,940 jobs), health care (+7,270 jobs), and professional and administrative services (+7,649 jobs).*"⁸⁰ Much of the change in Long Beach's economy has resulted from the naval base closures and downsizing in the aerospace industry. Between 1991 and 1995, the City of Long Beach lost 57,600 jobs.⁸¹ The costs of these losses to the City were estimated at \$1.7 billion in lost wages and contracts.⁸²

Studies suggest that 20%-40% of homeless adults are currently and/or recently employed; however, many homeless that are employed do not earn enough to afford housing in Long Beach.⁸³ Income for homeless persons, even those working full-time, is typically below the poverty level.⁸⁴ Currently, the minimum wage in California is **\$8.00** per hour, which calculates to a gross annual full-time salary of \$16,640.⁸⁵ The 2008 California Supplemental Security Income (SSI) payment for a disabled individual or single senior with independent living status is \$870 per month.^{85a}

A person with a full-time job paying the minimum wage cannot afford a two-bedroom apartment at the fair market rent in any state in the United States.⁸⁶ In order to afford the 2008 Fair Market Rent (FMR) of \$1,300 for a two-bedroom apartment in Long Beach without paying more than 30% of the household's income on housing, a household must earn \$4,333 monthly or \$52,000 annually.^{87 88} Assuming a 40-hour workweek, this level of income translates into an hourly wage of approximately \$25.⁸⁹

A person with a full-time job paying the minimum wage cannot afford a two-bedroom apartment at the fair market rent in any state in the United States.⁸⁶

Scenario	Affordability Analysis
2008 FMR for a 2 bedroom apartment.	➡ \$1,300 per month.
For a resident of Long Beach to afford \$1,300 without paying more than 30% of his/her income on housing.	➡ A person must earn \$52,000 per year.
To earn \$52,000 per year.	➡ The person must earn approximately \$25 per hour before taxes.
If the Long Beach resident is disabled or a senior, the primary source of income is likely to be Supplemental Security Income (SSI).	➡ The average 2008 SSI monthly payment is \$870 .
Or, if the Long Beach resident earns minimum wage, \$8.00 per hour, with no benefits.	➡ The person must work 125 hours per week, 52 weeks per year.

Source: National Low Income Housing Coalition. *Out of Reach 2006. Los Angeles-Long Beach, CA HMFA. 2006.* United States Social Security Administration, *Supplemental Security Income (SSI) In California, 2008.*

The Community Partnership to Prevent and End Homelessness recognized that an investment in the community's human capital is needed. This investment would assist low-income or low-wage individuals and families to become economically self-reliant and ultimately provide a Long Beach workforce that is educated and trained. The Community Partnership subcommittee on [homelessness] prevention identified the need to reduce the barriers of rapid re-employment and better employment programs for people who are laid off or earning at a low wage to improve economic stability. The Community Partnership included representatives from the Pacific Gateway Workforce Investment Network (PGWIN), the City, Long Beach City College, California State University Long Beach and the Long Beach Unified School District researching ways to link job training to education programs.

The subcommittee researched successful examples utilized in other communities that could be implemented in Long Beach. Recognizing that there is a need for better coordination of job training and educational services available to homeless or at-risk individuals and families, the subcommittee researched the potential expansion of the Workforce Development and Career Transition Centers. Additionally, the subcommittee reviewed the prospective action step of expanding collaboration with colleges, city and state, to improve financial literacy by offering money management workshops, life skills, and job training.

Another possible action step is increasing work opportunities and career development services specialized for homeless persons returning to work. An examples of a Long Beach employment program that could be expanded is the Goodwill of Southern Los Angeles County (Goodwill SOLAC) workforce development program at the City of Long Beach Multi-Service Center for the homeless (MSC).⁹⁰ Once an MSC client successfully completes the Goodwill Works classes, the client is referred to Goodwill's Job Placement services and receives employment retention services and additional supportive services for up to one year after placement into a job.⁹¹

To achieve the goal of economic stability, strong connections between homeless service providers, the local business community, and the local Pacific Gateway Workforce Investment Network (PGWIN) need to be forged. By assisting homeless individuals and families acquire the necessary knowledge, skills, and resources to support themselves, the length and number of homeless episodes can be reduced as families regain economic self-reliance and housing stability. Please see Appendix G for additional examples of recommendations to assist homeless and at-risk individuals and families achieve economic stability.



*Salvador B., Goodwill
Employment Services
Coordinator, with program
participants at the
Long Beach Multi-Service
Center.*

*(Photo courtesy of Goodwill of
Southern Los Angeles County)*

"I don't think any city can better itself unless they start from the bottom up and fix things. ... I can not speak for other businesses in Long Beach, but West Coast Choppers has felt the positive effect of investing in our neighborhood and its residents. Long Beach is our Home and we will always treat it as such... It is simply unfair that in a city that sustains over 7000 businesses, we still have 4000 homeless residents. This plan needs to be a team effort by everyone to be successful."

**~ Jesse James, Owner
West Coast Choppers**

"The business community has identified homelessness in Long Beach as a top priority. The Chamber has formed a Committee and created an entire policy platform in this area. Ending homelessness is a top priority to the business community, because it is a matter of full-employment. More importantly, though, it is a quality of life issue. The business community cares about ending homelessness because, as business leaders, it is our responsibility to care about the human condition."

**~ Randy Gordon, President and CEO,
Long Beach Area Chamber of Commerce**

SUCCESS STORY ~ Greg V. and Carlos R.

Greg V. and Carlos R. hadn't seen one another since they both graduated from Lakewood High School in 1999. After graduation they went their separate ways. Greg joined the Army as an infantryman and he served in both Afghanistan and Iraq. Carlos joined the Marine Corps as a supply specialist and MP and completed two tours of duty in Iraq. They both saw a lot of action during their tours and these experiences left an indelible impression on them.

When Greg was discharged from the Army he found it hard to readjust. "I had PTSD (Post Traumatic Stress Disorder) Big Time," he states, "So I spent the next couple of years getting loaded. I took drugs so I wouldn't go to sleep... I needed to be awake and on guard." Greg's substance abuse landed him in jail, and while there he learned about U.S. VETS from an Outreach Worker.

Carlos found he had a number of financial and child support issues when he discharged from the Marine Corps. He came to Long Beach to hunt for work, but quickly ran out of money. He found his way to Villages at Cabrillo and to his surprise, ran into his old friend Greg.

Both Carlos and Greg are now working full time and going to school. Greg is working toward a degree in Human Services. Carlos is studying to become a commercial diver. They both credit their time at U.S. VETS to their hopeful futures. "Coming here has been a great opportunity for me and would be for any veteran," says Greg.



Greg V. and Carlos R.
(Photo courtesy of U.S. VETS)

Studies have shown that it is more cost effective to provide the immediate and temporary intervention needed to maintain housing than it is to address the multiple challenges presented by an individual or family in active homeless crisis.⁹²

3. Enhancing the safety net ~ SUPPORTIVE SERVICES GOAL

Goal: Provide support services to prevent homelessness and promote housing stability.

The goal of enhancing the safety net would be to strengthen the current Long Beach Continuum of Care system (CoC) while expanding it to incorporate County service agencies and non-traditional service providers such as: police, jails, hospitals, psychiatric facilities, foster care, and public works. The Long Beach CoC is a community-wide planning effort to address issues of homelessness. CoC activities currently include services such as street outreach, intake assessment, supportive services and housing placement.

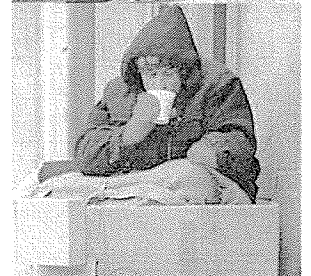
Improved collaboration and coordination of discharge planning practices would help prevent people being discharged into homelessness by large institutions, such as jails, hospitals, psychiatric facilities, and the foster care system. To achieve this goal, The Community Partnership's research found that collaboration between Long Beach homeless providers and the new partners listed above would need to be developed and/or strengthened to assist in planning for secure and appropriate housing placement prior to being released. To meet the needs of these populations, the development of specialized resources is required. These specialized resources could include:

- Increased outreach and counseling for veterans returning from war.
- Development of subsidized housing with support services for students and homeless youth.
- Improved collaboration between mental health and substance abuse providers.
- Increased number of substance abuse treatment and detoxification programs to provide immediate recovery options for persons/families being released from jail/prison, psychiatric facilities and foster care.
- Connection of at-risk individuals with support services to help them build and strengthen independent living skills.

Another outcome of enhancing the safety net is to prevent individuals and families in crisis from becoming homeless. The Community Partnership's research found this could be achieved through:

- Improved collaboration between agencies whose clients have a higher vulnerability to homelessness, (i.e. DPSS, DCFS, DOC).
- Focused assistance for people who are vulnerable to homelessness, including: seniors on a fixed income; individuals with disabilities; and foster youth exiting the system at age 18.
- Increased eviction prevention awareness, resources and activities for one-time-only financial assistance and longer-term case management and support services.
- Expansion of the homeless court to prevent homeless people from entering the criminal justice system for minor Quality-of-Life offenses, such as recycling, public elimination, and sleeping in public.
- Treatment in Permanent Housing or Supportive Housing programs for homeless people with mental illness and substance abuse problems instead of jail time.

Studies have shown that it is more cost effective to provide the immediate and temporary intervention needed to maintain housing than it is to address the multiple challenges presented by an individual or family in active homeless crisis.⁹² The goal of securing housing stability may be attained through preventative and supportive activities such as improved coordination of discharge planning. Additional examples of recommendations to enhance supportive services and the current Continuum of Care system can be found in Appendix G.



4. Addressing homelessness together as a community ~ COMMUNITY INVOLVEMENT GOAL

Goal: Expand participation and leadership from all sectors of the Long Beach community.

LOCAL AND REGIONAL EFFORTS

The Community Partnership was built on local and regional partnerships. Through the 10-Year planning process, non-traditional partners such as the Long Beach Area Chamber of Commerce, Gateway Cities Council of Governments, and the County of Los Angeles, have been engaged. Because homelessness is not just a City of Long Beach issue, but a County, State and National epidemic, it is critical that overlapping and intersecting entities and services are coordinated to provide the strongest regional approach possible. Both services and safety net activities need to be coordinated to prevent new individuals and families from becoming homeless while ending homelessness as quickly as possible for those currently living on the streets and in shelters. Collaboration across agencies, systems, and city lines is a critical aspect of successfully implementing the 5 Key Community Strategies of the 10-Year Plan Report.

"If we truly want to tackle the issue of homelessness, we need to completely change the old ways of thinking."

*~ Don Knabe
Supervisor, 4th District,
County of Los Angeles*

"If we truly want to tackle the issue of homelessness, we need to completely change the old ways of thinking. We cannot accept the shuffling of homeless people from one city to another or from one side of town to another or from one homeless program to another. We cannot just take individuals off the streets without also having a continuum of care that includes representatives from mental health, public housing, social services, and others working together towards the common goal of ending homelessness. This plan is a major step towards meeting that goal."

**~ Don Knabe, Supervisor, 4th District
County of Los Angeles**

COORDINATION WITH OTHER CITY DEPARTMENT PLANS

During the Community Partnership 10-Year planning process, a consistent message was heard: the community required that this planning process take into consideration other City plans and department roles that could potentially be impacted by this plan and/or would have an impact on the outcomes of this plan. The Community Partnership, as part of the planning process, had specialized City staff participate in the planning process and lead sub-committee groups to ensure that the 10-Year planning process was in line with current and future City planning activities. Several sub-committees reviewed The Housing Action Plan, General Plan, Housing Element and the Consolidated Plan. The Community Partnership referenced these plans to develop a projected housing stock need for a 10-year period (2008 through 2018), based on the Southern California Association of Governments' Regional Housing Needs Assessment (RHNA). Also included were future housing development projections from the Housing Services Bureau and Long Beach Housing Development Company to be achieved over the next ten years (2008-2018). (For additional information, see Appendix E.)

IMPLEMENTATION COORDINATOR

National experts, such as the National Alliance to End Homelessness (NAEH) and the United States Interagency Council on Homelessness (USICH), recognize that one of the most critical variables to a 10-Year Plan's success is the designation of a responsible party to ensure implementation of goals. Cities with successful 10-Year Plan implementation, such as San Francisco, Denver and New York, have designated an individual to focus solely on 10-Year plan implementation.

The Community Partnership is recommending the creation of a 10-Year Plan Implementation Coordinator position, with funding if feasible. This dedicated person will ensure progress on inter-city department coordination, plan objectives, and sustain momentum of community partnerships. In addition, the Implementation Coordinator will seek funds to implement components of the plan; over \$33 million has been raised for 10-Year Plan implementation in Denver.^{92a} The Implementation Coordinator, based within the Homeless Services Division, will work to further strategize for inter-departmental collaborations, implement mechanisms that streamline service delivery, maximize existing resources and expand partnerships that yield positive results for both the Long Beach Community and broader region of Los Angeles County.

Ultimately, the Implementation Coordinator will be the sustaining force behind all coordination, public/private partnerships, community education and fund development to ensure that implementation of the feasible Community Recommendations move forward in an efficient and inclusive manner.

*over \$33 million
has been raised
for 10-Year Plan
implementation in
Denver.^{92a}*

COMMUNITY BOARD

The Community Partnership must also continue to bring together diverse stakeholders. To accomplish this critical task, the Community Partnership is seeking the expansion of the current Homeless Services Advisory Committee (HSAC) into a Community Board by increasing the number and diversity of stakeholders. This Community Board would continue to be appointed by the Mayor and City Council. Additionally, the Community Board would be staffed by the Implementation Coordinator and overseen by the Homeless Services Division Officer.

The development of this diverse Community Board will build on the Community Partnership's current success of involving an expanded group of traditional and nontraditional stakeholders. In addition, the City would be improving the Continuum of Care process, which seeks to ensure broad participation and promote strong public/private partnerships. It is recommended that the Community Board be comprised of diverse stakeholders, including but not limited to representatives who are or who have been homeless, advocates for homeless people, homeless service providers, members of the business community, neighborhood associations, members of government and members of philanthropic organizations, in addition to the Council district appointments.

The function of the Community Board would remain as “[g]athers information from homeless persons and makes recommendations to the Mayor and City Council on how to best meet the needs of the homeless community.”⁹³ The Community Board would work in conjunction with the Implementation Coordinator to bring forward Community Recommendations to the Mayor and City Council. Associated activities could include surveying the homeless population on an annual basis, as well as utilizing aggregate data captured by the Homeless Management Information System (HMIS) to allow for careful monitoring of the progress made on all Council-approved feasible Community Recommendations.

By hiring an Implementation Coordinator and expanding the current Homeless Services Advisory Committee to represent a diverse Community Board, the City of Long Beach will be equipped with the necessary components to create efficient measures to prevent and end homelessness. The Implementation Coordinator and Community Board will work to expand the regional and public/private collaborations forged during the Community Partnership 10-Year planning process. Additional recommendations to increase community involvement can be found in Appendix G.

5. Doing what works ~ OUTCOMES & EVALUATION GOAL

Goal: Use data and research to ensure the success of 10-Year Plan implementation.

OUTCOMES AND EVALUATION CASE STUDIES FROM OTHER COMMUNITIES' SUCCESSES:

10-Year Plan outcomes research has revealed solutions that are working in other communities. Success stories highlight significant decreases in street homelessness in other large cities that are implementing 10-Year Plans, such as San Francisco, Portland and Denver. These cities have found that it costs far more to manage homelessness than it does to address it with long-term solutions such as: housing that is affordable and permanent supportive housing.^{94 95}

In Portland, the number of chronically homeless people sleeping outside decreased by 70%...

Source: City of Portland Housing and Community Development, 2005-2008.

10-Year Plan Successes In Other Communities		
City	New Strategies	New Results
San Francisco	<ul style="list-style-type: none"> • 3,000 New permanent supportive housing units; • Crisis centers and permanent affordable housing; • Direct access to affordable units controlled by jurisdiction (Direct Access to Housing); • Housing First; and • Redirection of cash aid to permanent supportive housing (Care Not Cash). 	<ul style="list-style-type: none"> ✓ The number of homeless people decreased 28% from 8,640 in 2002 to 6,248 in 2005 ✓ Street homelessness declined by 40%, from 4,535 in 2003 to 2,655 in 2005.
Portland	<ul style="list-style-type: none"> • Opened 480 new permanent supportive housing units in 2005 and 2006; • Rental assistance program streamlined—1,206 households assisted between January 2006 and June 2007; and • New discharge planning protocols. 	<ul style="list-style-type: none"> ✓ The number of people who are homeless and sleeping outside decreased by 39% from 2,355 in January 2005 to 1,438 in January 2007; ✓ The number of chronically homeless people sleeping outside decreased by 70%, from 1,284 in January 2005 to 386 in January 2007.
Denver	<ul style="list-style-type: none"> • 789 new housing units created between 2005 and 2007; • Expanded homeless prevention assistance program (rent, utility or mortgage assistance); • Developed education, training, and employment programs • Created "Give A Better Way" Panhandling Education Campaign; • Increased collaboration between Street Outreach Collaborative, Police and Downtown Denver Partnership; and • 2 Full-time police officers and 3 outreach dispatch workers added to Police Department 	<ul style="list-style-type: none"> ✓ Homelessness declined 11% from 4,444 in 2005 to 3,954 in 2007; ✓ Chronic homelessness decreased 36% from 942 in 2005 to 602 in 2007

Source: National Alliance to End Homelessness, 2007. Denver's Road Home, 2006-2008. City and County of San Francisco, 2004-2008. City of Portland Housing and Community Development, 2005-2008.

MEASURING SUCCESS AND REPORTING OUTCOMES

To ensure a planning effort is successful, on-going monitoring and reporting out need to occur to allow a plan to grow and change as positive impacts are made, and to modify areas that either are not performing to standard or need more attention. The Community Board, in conjunction with the Implementation Coordinator, will produce reports that will provide updates on the progress of each goal. The Community Board and Implementation Coordinator will also track data on homelessness, including baseline data, the number of households placed into housing and where resources were effective in preventing homelessness. In addition, the Community Board and Implementation Coordinator will search for best practices that should be integrated into the implementation process. Please see Appendix G for more information on additional recommendations regarding 10-Year planning outcomes and evaluations.

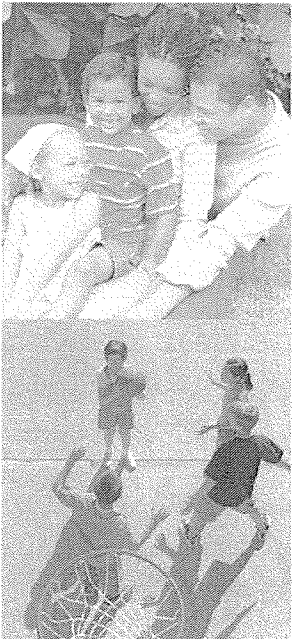
IMPLEMENTATION OF THE 10-YEAR PLAN REPORT

The Community Partnership is recommending the City Council endorse the 5 Key Community Strategies; expand the Homeless Services Advisory Committee into a diverse Community Board; create an Implementation Coordinator position using non-General Fund resources; and refer the 10-Year Plan to the City manager to conduct feasibility reviews of the recommendations.

As a part of the planning process, the Community Partnership researched funding strategies and policies used by other cities for 10-Year Plan implementation. The following are examples of potential funding opportunities and policies that can be explored for 10-Year Plan implementation in Long Beach. Please see Appendix G for additional potential funding opportunities and policies that would have an impact on homelessness in the community.

Examples of Funding Strategies

The following funding strategies reflect a small sample of wide-ranging creative financing opportunities used by other communities that could potentially be used to broaden funding partnerships for preventing and ending homelessness



in Long Beach. It is expected that 10-Year Plan activities will be financed through an array of federal, state, county, local, foundation and philanthropic funding sources.

CORPORATE AND FOUNDATION DONATIONS

A 10-Year Plan Implementation Coordinator would facilitate donations from businesses located in Long Beach. Through Atlanta's 10-Year Plan process, the community was able to raise almost \$32 million in new private and philanthropic investment for implementation of its 10-Year Plan strategies.

COUNTY, STATE AND FEDERAL FUNDING SOURCES

A 10-Year Plan Implementation Coordinator would seek new county, state and federal funding sources. One funding source is the state Mental Health Services Act (MHSA/Prop 63), which was projected to generate \$690 million in 2006-2007 to create and expand mental health programs and housing. Another potential funding source is the \$80 million Los Angeles County Housing Initiative.

COMMUNITY FUNDRAISING

Conduct a community Campaign to Prevent and End Homelessness, an annual fundraising campaign whereby community stakeholders and faith-based organizations contribute donations, possibly matched by corporate sponsorship, to homeless services.

MAKE-A-CHANGE PROGRAM

Encourage Long Beach residents and visitors to fill donation receptacles with their spare change. This money would go directly to support homeless services.

In the City of Denver, 86 obsolete parking meters were recycled and installed downtown, to generate revenue for Denver's Road Home 10-Year Plan. Advertisements of local business are placed in the backdrop of the meter; in exchange for the advertisement, the business matches the change collected by each sponsored meter. This innovative approach has yielded close to \$100,000 annually to support implementation strategies. Additionally, the meters generate awareness about homelessness and discourage panhandling.⁹⁶

THE MAYOR'S FUND FOR THE HOMELESS (MAYOR'S FUND)

Direct the proceeds of the Mayor's Fund to implement 10-Year Plan activities.

Atlanta's 10-Year process raised almost \$30 million in new private and philanthropic investments.

Source: United Way of Metropolitan Atlanta Regional Commission on Homelessness, Three-Year Report, 2006.

Examples of Potential Policy Development

The following are examples of policies that other communities have used for 10-Year Plan implementation. These potential policy shifts require little or no additional City funds, but would have major impacts on reaching the goals highlighted in the 5 Key Community Strategies.

HOUSING TRUST FUND

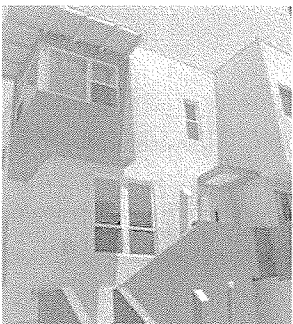
Dedicate 100% of the Housing Trust Fund to develop housing for the working poor, disabled, students, seniors and homeless at the extremely low-income level. This would provide the visible benefit of reduced homelessness and be a major investment towards preventing and ending homelessness.

REDEVELOPMENT AGENCY (RDA)

Work with the City's RDA to increase the affordability of housing stock in redevelopment areas. The Los Angeles County RDA set aside is 30% of its new development as affordable versus the 20% requirement by the state.

DENSITY BONUS

Offer developers a density incentive higher than permitted under the General Plan for a specific parcel of land, creating an incentive for mixed-income developments citywide. In return, the developer commits to developing and maintaining a portion of the units as affordable to extremely low, very low, and low-income residents.



Olive Court, an affordable housing development on Long Beach Boulevard
(Photo courtesy of the City of Long Beach and the Long Beach Housing Development Company)

CONCLUSION

Achieving the goal of preventing and ending homelessness in the City of Long Beach requires a commitment of resources, time and energy from the business community, the philanthropic community, all levels of government, and the community at large. Building and sustaining political will and community support can be achieved. To this end, the Community Partnership to Prevent and End Homelessness requests that the Mayor and City Council:

- Endorse the **5 Key Community Strategies** as overarching guidelines for future decisions;
- Expand the Homeless Services Advisory Committee into a **Community Board** with representation from a cross-section of stakeholders;
- Create an **Implementation Coordinator** position using non-General Fund resources for the 10-Year Plan; and
- Refer the 10-Year Plan to the City Manager for **feasibility reviews** of the recommendations and report back to the City Council.

The Community Partnership planning process has developed a comprehensive blueprint, including this 10-Year Plan Report, the 5 Key Community Strategies and Community Recommendations, that will guide the City over the next ten years to address the factors and phases of homelessness needed to effect true systemic change through preventive services, supportive services, outcome measurement and accountability, community involvement and housing development. The success of the 10-Year Plan Report is dependent upon the willingness and commitment of the community and its leaders to view this report, the Community Recommendations and 5 Key Community Strategies as an opportunity to dramatically improve the future of the City of Long Beach.

What Can You Do?

- Get involved and stay committed;
- Donate your time, energy, resources, influence and compassion;
- Contact the Community Partnership for more information at:

Within Our Reach:

A Community Partnership to Prevent & End Homelessness Long Beach's 10-Year Plan Report

Contact: City of Long Beach Department of Health and Human Services
2525 Grand Avenue, Room 235, Long Beach, CA 90815

Phone: (562) 570-4176

Website: <http://www.longbeach.gov/health/bureau/hss/10yrplan/default.asp>