



# A WAY HOME: COMMUNITY SOLUTIONS FOR POMONA'S HOMELESS

*Strategies to  
Help Pomona's  
Homeless Find  
Their Way  
Home*

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*At the end of life we will not be judged by how many diplomas we have received, how much money we have made, how many great things we have done. We will be judged by “I was hungry and you gave me something to eat, naked and you clothed me, I was homeless and you took me in”.*

*- Mother Teresa*

## *A Letter from the City Manager*

The City has taken an active role in addressing homelessness since 1999, when it helped form the Pomona Continuum of Care Coalition (PCOCC) by working with non-profit, faith-based, local government and regional partners to plan and implement programs addressing homelessness. Many of the existing organizations and services in Pomona reflect the spirit of collaboration initiated in those early years. Our system has always been a combination and/or partnership of government, non-profits, faith organizations and community members working together.

The City has played various roles in the system, but, in general, its approach has been to help lead, organize and partially fund the system of services that are primarily delivered by non-profit organizations and other public agencies. As an entitlement city we have helped where we could by obtaining and maintaining needed funding received directly from HUD. We have been a key funder of services, but certainly not the only one. We have been a facilitator and supporter of community planning and dialogue to address homelessness and a participant and leader in regional planning and decision-making.

As we present this plan, "A Way Home", for review and eventual adoption, we envision the City, in collaboration with Pomona's Promise, continuing to play these roles, but also taking a more active role as a catalyst and/or mobilizer of networks of organizations that will address key homelessness challenges. The City will also act as a funding conduit when necessary for key and required elements of the more comprehensive and organized system necessary to successfully reduce homelessness in Pomona.

Our current system of homeless services, in many ways, has "just grown" over time through the efforts of many groups and individuals. This is both a strength and a weakness. It is a strength because of the diversity of effort exerted, the initiative of each individual, faith congregation, non-profit and government partner, and the induced creativity generated to address this very complex social problem. The weakness lies in a lack of consistent consensus on the approaches to solve homelessness, a non-cohesive system to address homelessness, and lack of a unified decision-making process. Given that our system will always be composed of independent organizations, it will, to a certain extent, continue to depend on the good will of all involved to work cooperatively. As cooperation and coordination are also mandated for those who receive Federal funds, we expect that significant progress shall be made, while striving to maintain the balance between coordination and independence.

Most significantly, the City's role in the process to end homelessness is to engage and represent all members of the Pomona community, to establish a common vision, to provide strong leadership, and to exert whatever influence it can to garner support from other sources. Intervention of local government cannot be the answer on its own. A community coming together to support common and shared goals is always a more effective catalyst for change and the most likely opportunity for innovative and successful solutions. This plan, with its goals and strategies represents that shared vision, and the City is grateful to all who participated in the process of developing "A Way Home".

Sincerely,

*Linda Lowry*

Pomona City Manager

## **The City of Pomona Gratefully Acknowledges the Work of...**

The Homeless Advisory Committee

Pomona's Promise Community Engagement Board and  
Healthy in Pomona

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# CITY OF POMONA

Vibrant, Safe Beautiful

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## **Mission Statement**

The City of Pomona improves the quality of life for our diverse community.

## **Vision Statement**

Pomona will be recognized as a vibrant, safe, and beautiful community that is a fun and exciting destination and the home of arts and artists, students and scholars, business and industry.

## **Core Values:**

Cultural diversity  
Fiscal Responsibility  
Focusing on the Future  
Excellent Customer Service  
Leadership  
Quality of Life  
Clear and Open

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## **Important Themes of Our Community**

- Strong Families, Safe Neighborhoods, and a Healthy Quality of Life – ***Pomona's Promise***
- People Feel Safe in Pomona - ***Pomona's Promise Public Safety***
- The Community is the solution for a vibrant Pomona. – ***Pomona's Promise Community Engagement and Communication***
- People in Pomona have a Healthy Quality of Life – ***Healthy in Pomona Common Agenda***
- To measurably address and to the extent possible, end homelessness. – ***Pomona Homeless Services***
- To share resources in the effort of collaboratively ending homelessness in the City of Pomona. – ***Pomona Continuum of Care Coalition***

# Guiding Principles of this Plan

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There are many reasons why families and individuals become homeless: job loss; mental illness; family breakup; substance abuse; inability to afford housing costs; and health care costs. The impact of homelessness on an individual or family is significant. The impact of homelessness on a community is far reaching and long-lasting. The crisis of homelessness perpetuates itself in poor educational, health, employment and family outcomes for our community's most vulnerable residents. The cost to the community as a whole can be measured by expenditures for police intervention, code enforcement, incarceration, medical treatment and hospitalization, academic remediation and emergency assistance.

From 2004 to 2015, over 33,000 homeless individuals were assisted with homeless prevention, shelter, housing or other essential services through City of Pomona funding. Countless others were assisted through the City's community partner programs. Yet, in 2016, per the Pomona point-in-time homeless count, there remain 689 people experiencing homelessness and 53% or 366 of them are unsheltered. With virtually no emergency or bridge housing options within the City, the unsheltered homeless of Pomona must be the focus of any plan for success. Equally, any plan must meet the needs of the whole Pomona community, not just the few. It is with this in mind that the following four guiding principles are provided:

1. **Homelessness is a crisis in Pomona.** Our neighbors who are without homes need housing. Many also need jobs. We are a compassionate and caring community that wants to take action to assist those living outside and in unstable housing.

This strategic plan, A Way Home: Community Solutions for Pomona's Homeless, has taken a collective impact approach to ending homelessness under Pomona's Promise which means that all goals, strategies and potential funding sources must align towards shared outcomes. Our partners include residents, the housed and unhoused, alongside the faith, business, government, philanthropic, and nonprofit sectors. We realize that we need to work collectively, across sectors and across community, region and county, to end homelessness.

2. **Make homelessness brief and one-time.** To accomplish this we need to provide people with what they need to gain housing stability quickly. This is the responsibility of funders of homeless housing and services, and nonprofit providers. Implementing more effective, efficient, "Housing First" program models will allow us to serve more people.
3. **Homelessness is solvable.** While the crises that impact housing stability will never be fully prevented, we can end a person's homelessness very quickly. Other cities and states are making significant progress, and we must continue to learn and adapt to new data and ideas.

To make greater strides locally, we must address the symptoms while also working with others at the local, state, and federal levels to address the causes. We must commit fully to using the most effective, proven approaches to support people experiencing homelessness to quickly gain housing stability and employment, prioritizing those who are most vulnerable. We save money and have a stronger, more stable community when people have a place to call home.

- 4. Addressing our Fair Share.** Finally, we must commit to providing housing and services to the homeless of Pomona, just as our surrounding city, region and county partners must commit to providing needed housing and services to their fair share of their unhoused community members. Each community needs to commit resources of housing and services equal to their homeless count and community need. If each city addressed the issue of supplying at least housing options for the people of their homeless count, we could reduce homelessness significantly. Each city needs to have a plan to help their unsheltered find - A Way Home.

A Way Home: Community Solutions for Pomona's Homeless is organized around four broad goals to have a significant impact on those experiencing homelessness and on our community that is impacted by the outcomes of homelessness. Together, these goals represent a comprehensive, ambitious approach to ending homelessness by developing a more efficient, effective and coordinated delivery system for services and housing.

<b>Goal A</b>	Reduce the Number of Pomona's Unsheltered Homeless
<b>Goal B</b>	Reduce the Negative Impacts on Community Neighborhoods and Public Spaces through the Coordination of Services
<b>Goal C</b>	Have an Engaged and Informed Community Regarding Homelessness and Homeless Solutions
<b>Goal D</b>	Balance the Needs and Rights of Homeless Persons and the Larger Community through Updated Fair, Legal and Enforceable Policies and Ordinances

**Two key provisions of the Strategic Plan are:**

**Develop a year-round, 24-hour shelter:** Developing one or more shelters, suitable for the various subpopulations of Pomona's homeless, will provide a place for people to sleep at night as an alternative to living in parks, streets and alleys.

**Develop a Centralized Service Center and Communal Kitchen:** A designated space, that is properly designed and managed, will provide a place for Pomona's homeless to obtain the food and services they need as they find their way home, while providing a centralized location for those who wish to assist the homeless. This centralized delivery of services and food will reduce the impact of such activities on Pomona's public spaces, businesses, and neighborhoods.

These, and other strategies offered in this plan, have been carefully considered by stakeholders that represent a cross-section of both experts in the field of homeless services and community members of Pomona. By providing shelter and services, communicating clearly and engaging all, and ensuring that policies and ordinances are fair, legal and enforceable, the City of Pomona can dramatically reduce the number of homeless persons in Pomona.

It is also important to know that people move in and out of homelessness on an ongoing basis so we cannot point to a single number and say that we have successfully assisted every person or family who will ever become homeless. *But what we can do* is to drastically reduce the number of people that become homeless, shorten the length of time that they experience homelessness, and provide shelter and comfort until they find A Way Home. That is our definition of ending homelessness.

# A Way Home: The Strategic Plan Overview

GOAL A	Reduce the Number of Pomona's Unsheltered Homeless	Priority	Timeframe
Strategy A1	<i>Establish a Year-Round Shelter(s) Able to Provide for Multiple Subpopulations</i>	<b>URGENT</b>	<b>6 -12 months</b>
Strategy A2	<i>Support and Encourage the Development of Affordable and Supportive Housing Across the Spectrum of, and Proportionate to, the Need by Household Types</i>	<b>Medium</b>	<b>24-36 months</b>
Strategy A3	<i>Increase Incomes for Self-Sufficiency and Housing Sustainability</i>	<b>Medium</b>	<b>24-36 months</b>
Strategy A4	<i>Strengthen, Expand and Support the Pomona Homeless Outreach Program</i>	<b>Medium</b>	<b>24-36 months</b>
GOAL B	Reduce Negative Impacts on Community Neighborhoods and Public Spaces Through the Coordination of Services	Priority	Timeframe
Strategy B1	<i>Establish a Service Center for Centralization and Coordination of Services</i>	<b>URGENT</b>	<b>6 -12 months</b>
Strategy B2	<i>Establish a Communal Kitchen for the Provision of Food Services</i>	<b>URGENT</b>	<b>6 -12 months</b>
Strategy B3	<i>Coordinate Community-Based Volunteer Services for the Homeless and Agencies Serving Them</i>	<b>High</b>	<b>12-24 months</b>
Strategy B4	<i>Collaborate with the County, Tri-City Mental Health and Pomona Valley Medical Center to Address Systems Impacting Homelessness in Pomona</i>	<b>Medium</b>	<b>24-36 months</b>
Strategy B5	<i>Advocate for Fair-Share Participation with Neighboring Cities</i>	<b>High</b>	<b>12-24 months</b>
Strategy B6	<i>Direct the City's "Neighborhood Improvement Task Force" to Focus on Solutions Related to Homelessness and Reducing its Impact on Pomona Neighborhoods</i>	<b>URGENT</b>	<b>1-3 months</b>
Strategy B7	<i>Provide Lockers for Storage of Personal Belongings and Implement a Complementary Travel Lite Campaign</i>	<b>URGENT</b>	<b>Operational by November 30, 2016</b>
Strategy B8	<i>Coordinate a "Filling the Gap" Transportation System for Clients Referred to Agencies and Appointments</i>	<b>Low</b>	<b>40-60 months</b>
Strategy B9	<i>Launch a "Positive Change NOT Spare Change" Campaign Addressing Panhandling and Donations</i>	<b>Low</b>	<b>40-60 months</b>
Strategy B10	<i>Enhance, Strengthen and Support the Pomona Continuum of Care Coalition to Help Implement "A Way Home" Strategies</i>	<b>Medium</b>	<b>9-12 months</b>
Strategy B11	<i>Implement Ongoing Health Interventions to Identify and Provide Services to the Most Vulnerable and Medically Fragile Homeless</i>	<b>Medium</b>	<b>24-36 months</b>



<b>GOAL C</b>	<b>Have an Engaged and Informed Community Regarding Homelessness and Homeless Solutions</b>	<b>Priority</b>	<b>Timeframe</b>
Strategy C1	<i>Communicate Accurate Information Effectively</i>	<i>Medium</i>	<i>3-12 months</i>
Strategy C2	<i>Inform the Community of Homeless Solutions Initiatives</i>	<i>Medium</i>	<i>3-12 months</i>
Strategy C3	<i>Enhance, Strengthen and Support the Pomona Continuum of Care Coalition as an Engagement Arm of the “A Way Home” Strategies</i>	<i>Low</i>	<i>24-36 months</i>
Strategy C4	<i>Create “A Way Home” Strategies Webpage and Dashboard</i>	<i>Low</i>	<i>24-36 months</i>
Strategy C5	<i>Provide an Annual Report on Homeless and Housing Development Efforts Within the City</i>	<i>Medium</i>	<i>9-24 months</i>
Strategy C6	<i>Provide Training on When, Where, and How Food and Basic Needs Items May be Distributed within the City. Provide Connections to the Volunteer Coordination Program</i>	<i>High</i>	<i>12-24 months</i>
Strategy C7	<i>Increase Business Owners’ Knowledge of Homeless Solutions and Provide Supportive Tools</i>	<i>High</i>	<i>12-24 months</i>
Strategy C8	<i>Engage and Inform the Residents of Pomona in Issues Regarding Homelessness</i>	<i>High</i>	<i>12-24 months</i>
Strategy C9	<i>Strengthen Service Provider Networks and Increase Resource Visibility</i>	<i>Low</i>	<i>24-48 months</i>
Strategy C10	<i>Increase Homeless Persons Access To and Use of Resources</i>	<i>Medium</i>	<i>18-24 months</i>
<b>GOAL D</b>	<b>Balance the Needs and Rights of Homeless Persons and the Larger Community through Updated Fair, Legal and Enforceable Ordinances and Policies</b>	<b>Priority</b>	<b>Timeframe</b>
Strategy D1	<i>Evaluate Current Policies and Ordinances and Create Policies and Enforceable Ordinances that Support the Strategies</i>	<i>Urgent</i>	<i>Parallel Supported Strategy Implementation</i>
Strategy D2	<i>Create a Safe and Secure Park and Civic Plaza Experience</i>	<i>High</i>	<i>6-48 months</i>
Strategy D3	<i>In Conjunction with the Opening of a Communal Kitchen, Create and Enforce Policies and Ordinances Around the Provision of Food in the City</i>	<i>High</i>	<i>12-24 months</i>
Strategy D4	<i>Secure Additional Resources to Address Homelessness</i>	<i>High</i>	<i>12-24 months</i>
Strategy D5	<i>Evaluate Staffing Needs to Ensure Adequacy of Program and Strategy Implementation</i>	<i>Medium</i>	<i>24-36 months</i>

## Contents

<i>A Letter from the City Manager</i> .....	i
<i>A Way Home: The Strategic Plan Overview</i> .....	vi
<i>2013 State of Homelessness Report</i> .....	2
<i>Homeless Summit</i> .....	2
<i>Homeless Advisory Committee</i> .....	2
<i>HAC Working Groups</i> .....	3
<i>2016 Point in Time Count</i> .....	3
<i>Demographic Information</i> .....	4
<i>Homeless Subpopulations</i> .....	5
<i>Where Did They Come From?</i> .....	5
<i>Where Would the Homeless Prefer to Go When Exiting the Streets?</i> .....	5
<i>Corporation for Supportive Housing Pomona Homeless System Analysis</i> .....	6
<i>Crisis Response: The Foundation of a Community Solution to Homelessness</i> .....	8
<b>GOAL A: REDUCE THE NUMBER OF POMONA’S UNSHELTERED HOMELESS</b> .....	10
<i>STRATEGY A1: ESTABLISH YEAR-ROUND SHELTER(S) ABLE TO PROVIDE FOR MULTIPLE SUBPOPULATIONS</i> .....	10
<i>STRATEGY A2: SUPPORT AND ENCOURAGE THE DEVELOPMENT OF AFFORDABLE and SUPPORTIVE HOUSING ACROSS THE SPECTRUM OF, AND PROPORTIONATE TO, THE NEED BY HOUSEHOLD TYPES</i> .....	13
<i>STRATEGY A3: INCREASE INCOMES for SELF-SUFFICIENCY and HOUSING SUSTAINABILITY</i> .....	16
<i>STRATEGY A4: STRENGTHEN, EXPAND AND SUPPORT THE POMONA HOMELESS OUTREACH PROGRAM</i> .....	18
<b>GOAL B: REDUCE NEGATIVE IMPACTS ON COMMUNITY NEIGHBORHOODS AND PUBLIC SPACES THROUGH THE COORDINATION OF SERVICES</b> .....	21
<i>STRATEGY B1: ESTABLISH A SERVICE CENTER FOR CENTRALIZATION AND COORDINATION OF SERVICES</i> .....	21
<i>STRATEGY B2: ESTABLISH A COMMUNAL KITCHEN FOR THE PROVISION OF FOOD SERVICES TO THE HOMELESS</i> .....	24
<i>STRATEGY B3: COORDINATE COMMUNITY-BASED VOLUNTEER SERVICES FOR THE HOMELESS AND AGENCIES SERVING THEM</i> .....	26
<i>STRATEGY B4: COLLABORATE WITH THE COUNTY, TRI-CITY MENTAL HEALTH and POMONA VALLEY HOSPITAL MEDICAL CENTER to ADDRESS SYSTEMS IMPACTING HOMELESSNESS IN POMONA</i> .....	29
<i>STRATEGY B5: ADVOCATE FOR FAIR-SHARE PARTICIPATION WITH NEIGHBORING CITIES</i> .....	31

STRATEGY B.6. DIRECT THE CITY'S "NEIGHBORHOOD IMPROVEMENT TASK FORCE" TO FOCUS ON SOLUTIONS RELATED TO HOMELESSNESS AND REDUCING ITS IMPACT ON POMONA'S NEIGHBORHOODS .....	33
---	----

STRATEGY B7: PROVIDE LOCKERS FOR STORAGE OF PERSONAL BELONGINGS AND IMPLEMENT A COMPLEMENTARY TRAVEL LITE CAMPAIGN .....	34
--	----

STRATEGY B8: COORDINATE A "FILLING THE GAP" TRANSPORTATION SYSTEM FOR CLIENTS REFERRED TO AGENCIES AND APPOINTMENTS.....	37
--	----

STRATEGY B9: LAUNCH A "POSTIVE CHANGE NOT SPARE CHANGE" CAMPAIGN ADDRESSING PANHANDLING AND DONATIONS .....	39
---	----

STRATEGY B10: ENHANCE, STRENGTHEN AND SUPPORT THE POMONA CONTINUUM OF CARE COALITION TO HELP IMPLEMENT "A WAY HOME" STRATEGIES.....	42
---	----

STRATEGY B11: IMPLEMENT ONGOING HEALTH INTERVENTIONS TO IDENTIFY AND PROVIDE SERVICES TO THE MOST VULNERABLE AND MEDICALLY FRAGILE HOMELESS.....	44
--	----

## GOAL C: HAVE AN ENGAGED AND INFORMED COMMUNITY REGARDING HOMELESSNESS AND HOMELESS SOLUTIONS .....47

STRATEGY C1: COMMUNICATE ACCURATE INFORMATION EFFECTIVELY.....	47
--	----

STRATEGY C2: INFORM THE COMMUNITY OF THE HOMELESS SOLUTIONS INITIATIVES.....	49
--	----

STRATEGY C3: ENHANCE, STRENGTHEN AND SUPPORT THE POMONA CONTINUUM OF CARE COALITION AS AN ENGAGEMENT ARM OF THE "A WAY HOME" STRATEGIES.....	51
--	----

STRATEGY C4: CREATE "A WAY HOME" STRATEGIES WEBPAGE AND DASHBOARD.....	53
--	----

STRATEGY C5: PROVIDE AN ANNUAL REPORT ON HOMELESS and HOUSING DEVELOPMENT EFFORTS WITHIN THE CITY .....	55
---	----

STRATEGY C6: PROVIDE TRAINING ON WHEN, WHERE, AND HOW FOOD AND BASIC NEEDS ITEMS MAY BE DISTRIBUTED WITHIN THE CITY. PROVIDE CONNECTIONS TO THE VOLUNTEER COORDINATION AND COMMUNAL KITCHEN PROGRAMS .....	58
--	----

STRATEGY C7: INCREASE BUSINESS OWNERS' KNOWLEDGE OF HOMELESS SOLUTIONS AND PROVIDE SUPPORTIVE TOOLS.....	60
--	----

STRATEGY C8: ENGAGE AND INFORM THE RESIDENTS OF POMONA IN ISSUES REGARDING HOMELESSNESS.....	62
--	----

STRATEGY C9: STRENGTHEN SERVICE PROVIDER NETWORKS AND INCREASE RESOURCE VISIBILITY .....	64
--	----

STRATEGY C10: INCREASE HOMELESS PERSONS ACCESS TO AND USE OF RESOURCES.....	67
---	----

## GOAL D: BALANCE THE NEEDS AND RIGHTS OF HOMELESS PERSONS AND THE LARGER COMMUNITY THROUGH UPDATED FAIR, LEGAL AND ENFORCEABLE POLICIES AND ORDINANCES .....71

STRATEGY D1: EVALUATE CURRENT POLICIES AND ORDINANCES AND CREATE POLICIES AND ENFORCABLE ORDINANCES THAT SUPPORT THE STRATEGIES .....	71
---	----

<i>Recommended City of Pomona Residency Criterion for Homeless Services:</i> .....	72
<i>STRATEGY D2: CREATE A SAFE AND SECURE PARK, CIVIC PLAZA AND PUBLIC SPACE EXPERIENCE</i> .....	74
<i>STRATEGY D3: IN CONJUNCTION WITH THE OPENING OF A COMMUNAL KITCHEN, CREATE AND ENFORCE POLICIES AND ORDINANCES AROUND THE PROVISION OF FOOD IN THE CITY</i> .....	77
<i>STRATEGY D4: SECURE ADDITIONAL RESOURCES TO ADDRESS HOMELESSNESS</i> .....	79
<i>STRATEGY D5: EVALUATE STAFFING NEEDS TO ENSURE ADEQUACY OF PROGRAM AND STRATEGY IMPLEMENTATION</i>	81
ADDENDA .....	83
<i>List of Homeless Advisory Committee Members</i> .....	83
<i>2016 PIT Homeless Count City of Pomona Opt-in Report</i> .....	85
<i>2016 Greater Los Angeles Homeless Count: Demographics Opt-In Report</i> .....	87
<i>Demographic Survey</i> .....	88
<i>Definitions</i> .....	95
<i>City of Pomona Homeless Count and Funding by Year</i> .....	109
<i>2016 Los Angeles County Homeless Count by Service Planning Area (SPA)</i> .....	110
<i>Service Planning Area Map Including Major Cities</i> .....	111
<i>Pomona Continuum of Care Coalition Members</i> .....	112
<i>FY 2016-2017 City of Pomona Homeless Program Allocations</i> .....	114
<i>End Notes</i> .....	115

*A WAY HOME:  
Community Solutions for  
Pomona's Homeless*



*A Strategic Plan to Help Pomona's Homeless  
Find Their Way Home*

# Background

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On a single night in January 2015, 564,708 people were experiencing homelessness across our nation - meaning they were sleeping outside or in an emergency shelter or transitional housing program. Pomona is one of the cities counted on that night that has been negatively impacted by the number of homeless persons living on the streets. There are many social factors contributing to homelessness in Pomona including: economic hardship, high unemployment rate, unaffordable housing and, more recently, the release of formerly incarcerated individuals with non-violent drug offenses.<sup>i</sup>

## 2013 State of Homelessness Report

In 2013, the City Council approved recommendations provided in the 2013 State of Homelessness in Pomona report. This report consisted of four major areas: 1) The history of homelessness in Pomona from 1995 to 2013; 2) What homelessness looked like in 2013, which included the current homeless count, data from a consumer survey providing demographics and a gaps analysis; 3) Best practices and proven strategies in addressing homelessness; and 4) Recommendations for City Council consideration in moving forward.

Since that time, the community landscape has changed with regard to homelessness, as it has throughout Los Angeles County, the state and the nation. Between 2013 - 2015 homelessness increased in Los Angeles County by 12.41%, in the Los Angeles Continuum of Care by 15.9%, in Service Planning Area 3 by 10.7 % and in Pomona by 44.76%.<sup>ii</sup> A significant decrease in funding for homeless programs paralleled the increase in homelessness in Pomona, realizing a 25% decrease in dedicated funding. Pomona also noted a significant gap between needed beds and beds available for the homeless.

## Homeless Summit

Communities, neighborhoods and businesses all felt the impact of the increase in homelessness, as the City tried to balance the needs of those on the streets with the needs of other community members and their property. To answer questions about homelessness and engage the community in finding solutions, the City in partnership with Pomona's Promise, Western University and the Pomona Unified School District, convened the 2015 Community Forum on Homelessness on August 26, 2015. Over 200 stakeholders attended the forum to provide input. The forum resulted in the community identifying four key areas of concern regarding homelessness in Pomona: 1) Insufficient Housing and Shelters; 2) the Provision of Programs, Services and Resources; 3) Community Perceptions; and 4) City Policies. One outcome of this summit was to bring together an ad hoc Homeless Advisory Committee (HAC) to research these issues and develop recommendations for strategies to address homelessness.

## Homeless Advisory Committee

The Homeless Advisory Committee (HAC) was convened under the umbrella of Pomona's Promise, a collective impact approach to addressing issues of concern within the Pomona community. Under Pomona's Promise five areas of public concern were identified, including: academic success, economic development, health, public safety, and community engagement.<sup>iii</sup> The issue of homelessness was placed under the health or Healthy in Pomona initiative and therefore the HAC was formed under its leadership. The end result of this ad hoc committee was to recommend strategies to address homelessness within Pomona and to present these strategies to Pomona's City Council for consideration and guidance or adoption. The first HAC meeting was held in November 2015 and represented many stakeholders including residents, business owners, community and faith based organizations, educational institutions, public agencies and elected officials.

## HAC Working Groups

The HAC strategic planning process required the development of various working groups within the Homeless Advisory Committee (HAC). These working groups covered the areas of concern identified at the 2015 Community Forum: 1) Housing and Facilities; 2) Programs, Services and Resources; 3) Community Perceptions and Public Relations; and 4) Public Policy. Each working group was comprised of various stakeholders including Pomona residents, business owners, community and faith based organizations, homeless services providers, academic institutions, elected official representation, local government and law enforcement.<sup>iv</sup> Each group collaborated to develop a portion of the strategy recommendations by meeting at least once a month as a working group and once a month with the entire HAC. Meeting times allowed for communication of best practices regarding homelessness and design of the strategic plan components. In addition, many groups researched best practices from across the country and some of the groups took field trips to see best practices in action. A new Point in Time Homeless Count was conducted in January 2016 and this data was used by the working groups to inform the recommendations provided.

## 2016 Point in Time Count

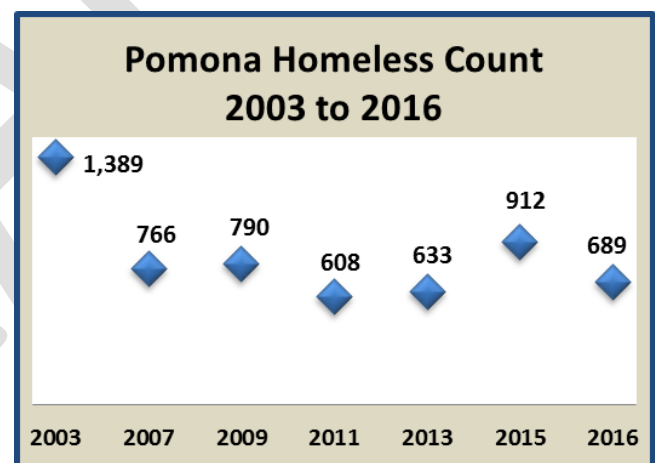
Since 2007, a biennial Point in Time (PIT) Homeless Count of the homeless has been conducted within the City of Pomona. Requested by the U.S. Department of Housing and Urban Development (HUD), this count is conducted nationally and is locally spearheaded by the Los Angeles Homeless Services Authority (LAHSA). Data analysis of the count is conducted by the University of North Carolina (UNC) and the same methodology is used each year to ensure consistency.

As of January 2016, the PIT Homeless Count became annual, instead of biennial, allowing for more accurate, real time information for county, regional and local

planning. The City of Pomona participates in this count with an opt-in status, which means that local volunteers count every street and block within each census tract in teams and count the number of homeless persons, tents, encampments, makeshift shelters, RVs and vans in which people live that they encounter. These enumerations are then submitted to LAHSA where they collect the information and provide a county-wide report on homelessness, giving each opt-in city its own count, as well as providing Service Planning Area (SPA) counts. Annually, LAHSA also includes a demographic review as part of the count.

The Homeless Count seeks to answer key questions about homelessness, including:

- How many people are experiencing homelessness on a given night?
- What are their demographic characteristics?
- Where are they staying?



The 2016 PIT Homeless Count enumerated 689 homeless persons in Pomona; 323 were sheltered and 366 were unsheltered. It is of note that the sheltered count was virtually the same as in 2015, which was 324. This indicates that shelter resources are used to capacity when available. The unsheltered homeless count decreased from the 2015 count by 213, a 36.75% reduction.

The 2016 PIT report informs the recommendations contained within this strategic plan. A copy of the Pomona specific report can be found in the addenda.

## Demographic Information

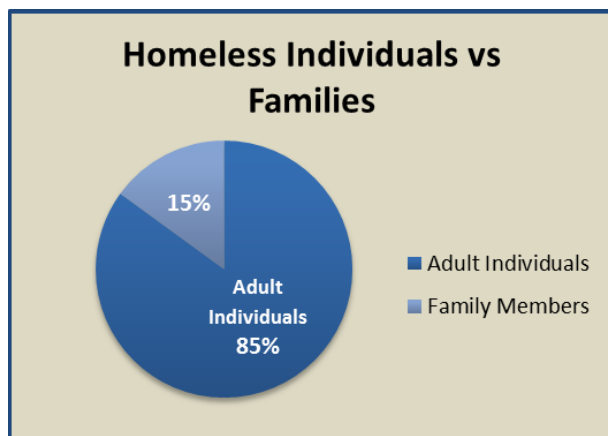
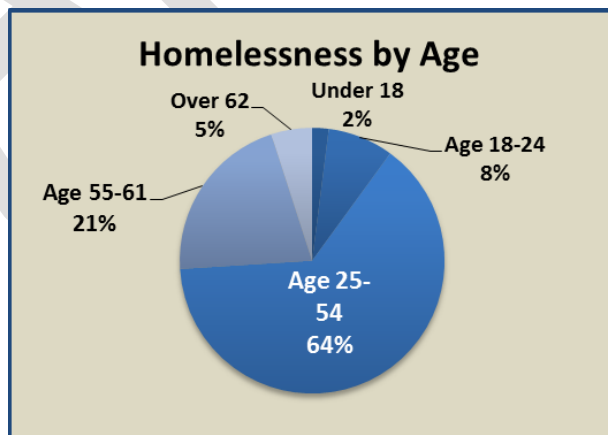
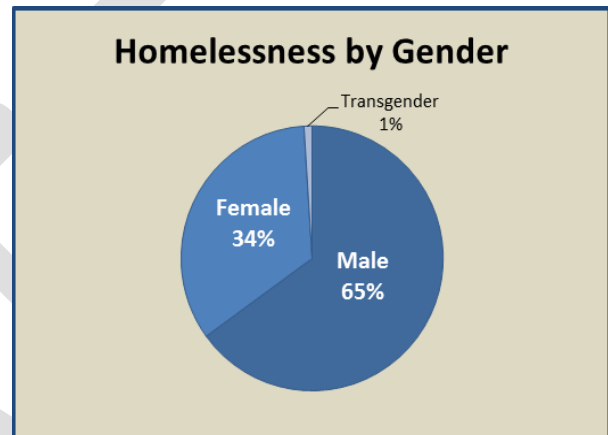
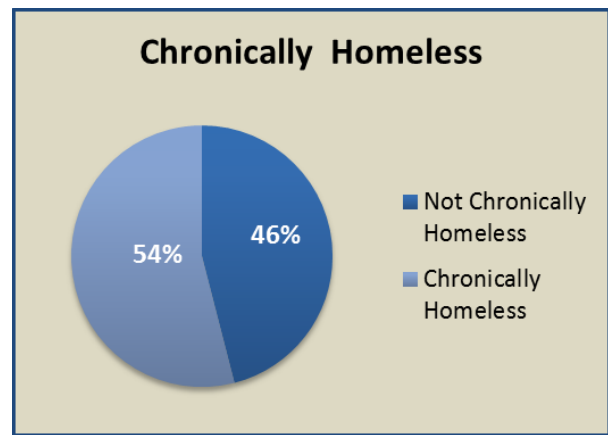
To inform the City's planning, a complete demographic survey was conducted in conjunction with the 2016 PIT Count. The methodology for the survey was created by LAHSA and UNC. The same methodology and survey were used in obtaining the County-wide demographics. Those performing the survey focused directly on those homeless who were not in shelters or transitional housing. Their focused efforts resulted in them surveying 306 of the 366 unsheltered in Pomona. This is statistically significant, resulting in a 95% confidence level in the data and a confidence interval +/- 2.3.

The City demographic survey was conducted between March and April 2016. The volunteers were students from the University of La Verne under the instruction of Professor Jaye Houston and each volunteer underwent training on proper surveying techniques. Pomona residents concerned about homelessness in the City also volunteered to help survey. Volunteers were trained by LAHSA.

The demographic survey consisted of 33 questions that focused on information such as gender, age, family household size, veteran's status, income/benefits, and homelessness specific data. This data reveals that to significantly address homelessness in Pomona, the majority of services would need to be directed to individual adults, for the most part male, ages 25-61, of whom more than half are "chronically homeless", defined as a homeless individual with a disabling condition who has either been continuously homeless for a year or more OR has had at least four episodes of homelessness in the past three years.

Demographic analysis and reporting was conducted by Joseph F. Cabrera, Ph.D., M.U.P., Assistant Professor of Sociology, University of La Verne. For the detailed demographic results, compared side-by-side with those provided by LAHSA for SPA 3, please refer to the addenda.

The accompanying charts provide a snapshot of the demographics of the unsheltered homeless population in the City of Pomona.

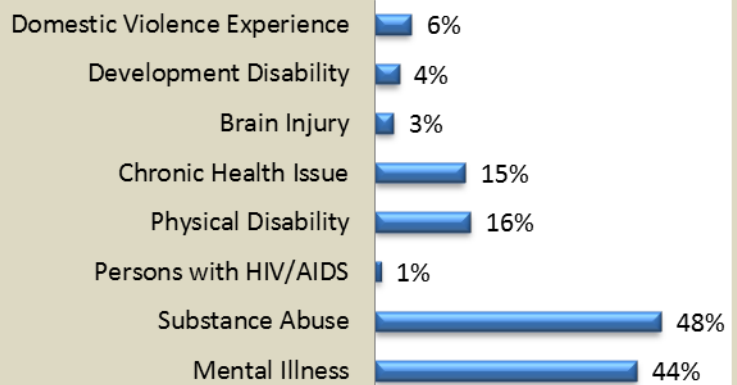




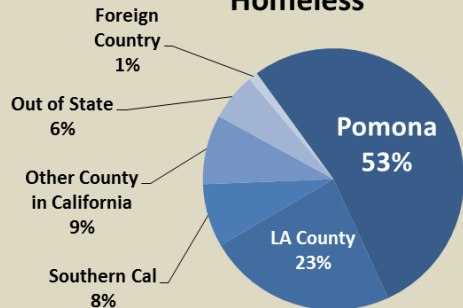
## Homeless Subpopulations

In addition to the basic demographic data, information on subpopulation identification was collected with the survey. This information focuses on what specific concerns the homeless person was dealing with either currently or historically, such as, mental health issues, domestic violence, addiction and/or other health concerns. As with all of the demographic data collected, this information is self-reported by those experiencing homelessness.

### Homeless Subpopulations in Pomona



### Residence Prior to Becoming Homeless



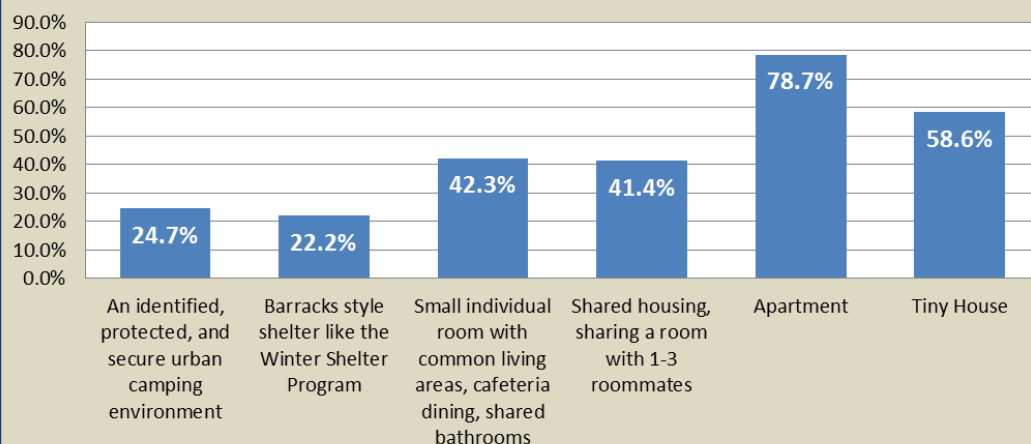
### Where Did They Come From?

One of the primary questions that Pomona community residents ask is "Where did the homeless come from?" When the demographic survey was conducted, this question was asked of over 250 unsheltered persons. The results were consistent with prior surveys that more than half of Pomona's homeless report ties to Pomona and of those who have ties, the average length of being a resident was 17 years.

## Where Would the Homeless Prefer to Go When Exiting the Streets?

When asked "If some sort of shelter or housing were available to you today, would you be willing to move from the streets?", the answers showed the majority would accept housing options.

### Housing or Shelter? Where would the homeless prefer to go?



## **Corporation for Supportive Housing Pomona Homeless System Analysis**

As part of the strategic plan development process, the City retained the Corporation for Supportive Housing (CSH) to produce an analytical report on Pomona's homeless system. CSH has supported communities across the nation in addressing specific issues related to homelessness at the local level, through technical assistance, trainings and tailored products such as the homeless system flow map contained in the Pomona System Analysis Report.

Corporation for Supportive Housing focuses on supportive housing solutions and, as the name suggests, has a solid understanding of the role of supportive housing in resolving homelessness. Within their analysis, CSH reviewed the shelters and housing options currently available to Pomona's homeless and built upon that for the recommendations included in the report.

The report provides information to support an effective housing interventions framework to address homelessness within Pomona. Activities conducted to generate the report included community data analysis, document review, and research. Report elements include an examination of the City's homelessness and system interventions, identification of the strengths which can be built upon, areas for growth, specific recommendations, and action steps to build and strengthen Pomona's homeless intervention system.

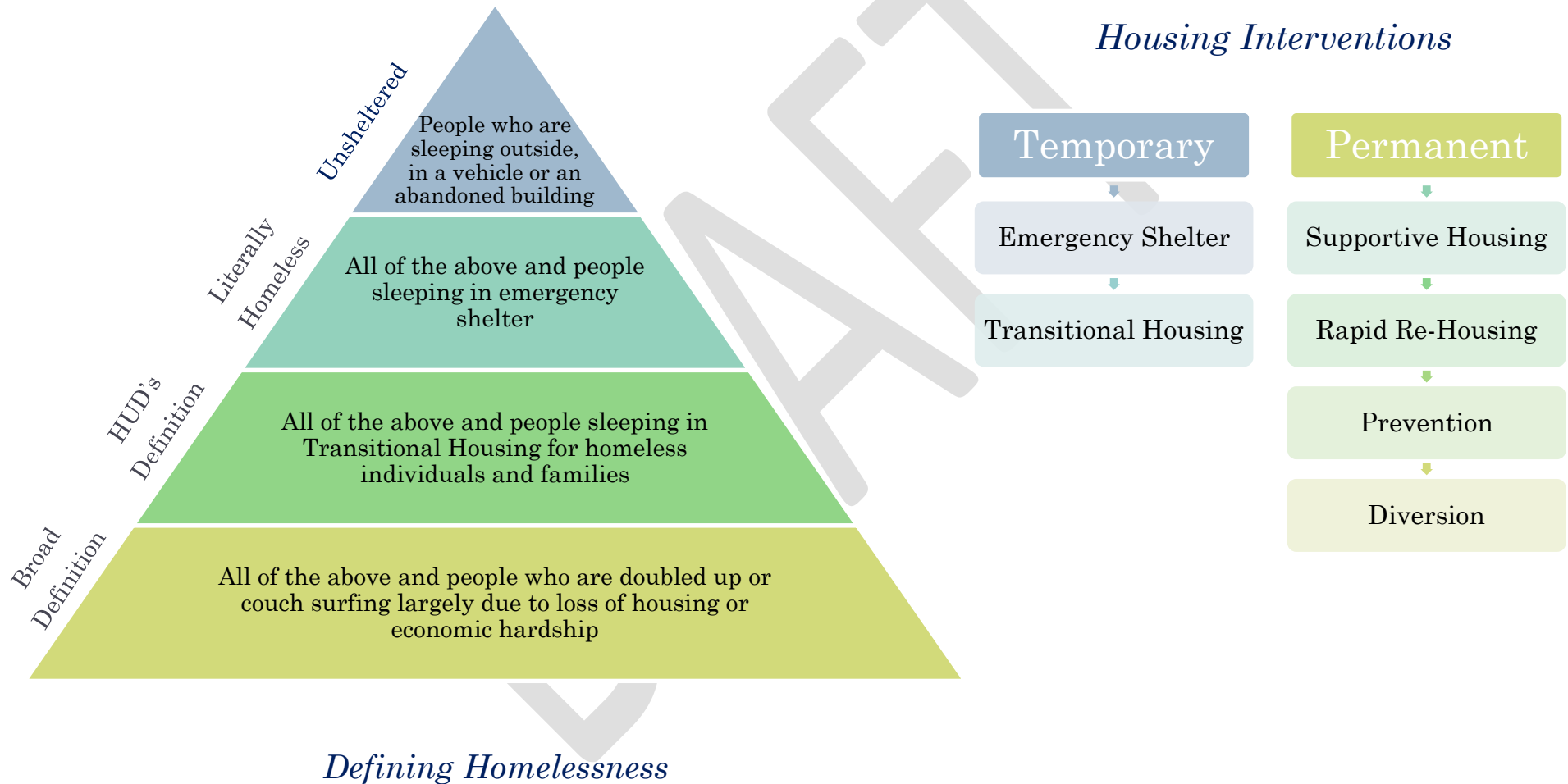
The Homeless Systems Map contained within the report provided key information. First, it showed that the Pomona Homeless Outreach Team is the most effective tool we have in housing the unsheltered homeless, with a 78% success rate in permanent housing placement at outcome of service. Second, it showed the importance of data collection to enhance the ability to review the system of service. And finally, it showed that many of the agencies working in Pomona that serve homeless clients, do not submit service data to the Homeless Management Information System (HMIS) provided by LAHSA and therefore it is difficult to ascertain the effectiveness of their service provision.

Specific recommendations resulting from Corporation for Supportive Housing Analysis include:

- ❖ Operationalize Housing First
- ❖ Create a homeless program dashboard report
- ❖ Ensure that agencies are performing exit interviews and that data is reported into the LAHSA's Homeless Management Information System (HMIS) to ensure accurate and reliable data is gathered to be used in service review and planning.
- ❖ Bring shelter diversion services to shelters and embed such services in outreach teams
- ❖ Ensure accessible housing search services
- ❖ Convert transitional housing to permanent supportive housing
- ❖ Increase supply of permanent housing
- ❖ Strengthen support for those exiting health care and criminal justice institutions

The CSH report provides key recommendations that have informed the development of the City of Pomona's strategic plan. The full CSH report can be found on the City of Pomona website under Homeless Resources and Information.

## CORPORATION FOR SUPPORTIVE HOUSING DEFINING HOMELESSNESS AND HOUSING INTERVENTIONS



## Crisis Response: The Foundation of a Community Solution to Homelessness

On September 12, 2016, the Pomona City Council declared a “shelter crisis”, finding that a significant number of persons within the City’s jurisdiction are without the ability to obtain shelter, and that the situation has resulted in a threat to the health and safety of such persons and in many cases to the community at large. In addition to the human crisis, the absence of sufficient shelter spaces has significantly impeded the ability to legally address the impact of public space encampments, as well as other community quality of life issues. In reply to such a declaration, it is imperative that the City create a crisis response, in coordination with a long-term plan that focuses on a community solution to homelessness.

Shelters, street outreach, and other crisis intervention services are the front-lines of any community’s response to homelessness and assisting the unsheltered. These crisis interventions serve a critical function in helping people meet basic survival needs like shelter, food, clothing, and personal hygiene, and are often the first form of a compassionate response. Within this response, emergency shelter and stabilization services are readily available to provide immediate safety and address crisis needs. Stabilization services may include access to public benefit programs, employment services, reunification services, and/or health care, including substance use and mental health services.

But homelessness is only truly ended for people when they obtain and maintain stable housing. To be effective in addressing homelessness the City must make a shift from a set of *homeless services* that only ameliorate the immediate crisis of homelessness to a *crisis response system* that can help prevent and resolve it.

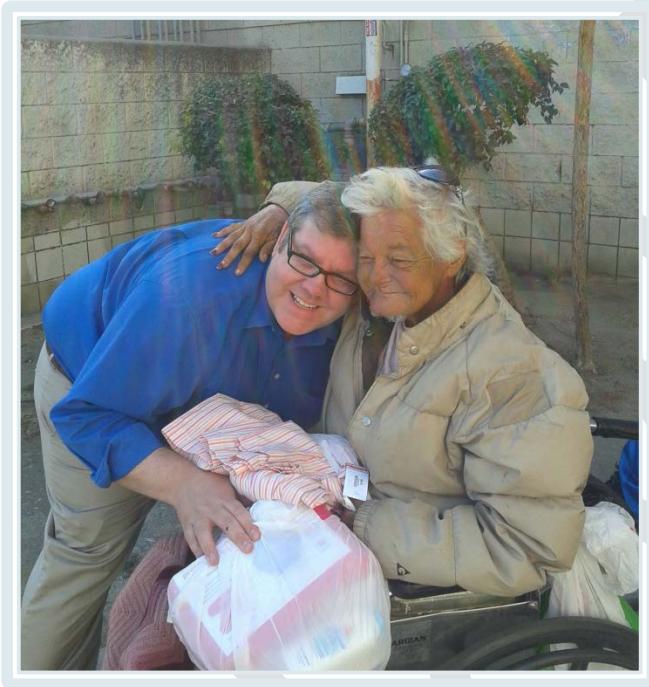
In an effective crisis response system, all outreach providers within the City would coordinate with one another to ensure full community coverage, connect people to coordinated assessment and emergency services, and work as part of a system that is focused on connecting people to stable housing.

A homeless crisis response system, as defined by the United States Interagency Council on Homelessness, is “an overall system that involves the coordination and reorientation of programs and services to a Housing First approach, and emphasizes rapid connection to permanent housing, while also mitigating the negative and traumatic effects of homelessness.”

Housing First is a proven approach in which people experiencing homelessness are provided with permanent housing directly and with few to no treatment preconditions, behavioral contingencies, or barriers. It is based on overwhelming evidence that all people experiencing homelessness can achieve stability in permanent housing, regardless of their service needs or challenges, if provided with appropriate levels of services.

In many ways, to be successful in Housing First, a crisis response system must be in place to help those who are unsheltered in Pomona – find a way home.

# CITY OF POMONA SOLUTIONS FOR POMONA'S HOMELESS



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*GOAL A:*

*REDUCE THE  
NUMBER OF  
POMONA'S  
UNSHELTERED  
HOMELESS*

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## GOAL A: REDUCE THE NUMBER OF POMONA'S UNSHELTERED HOMELESS

### STRATEGY A1: ESTABLISH YEAR-ROUND SHELTER(S) ABLE TO PROVIDE FOR MULTIPLE SUBPOPULATIONS

*"Housing and shelter is the #1 priority. The shelter needs to be safe, especially for women and children. Care services are needed for the disabled and mentally ill." - Interview with homeless person*

#### DESCRIPTION

The research of the HAC's Housing and Facilities Workgroup, and the Programs, Resources and Services Workgroup, identified a major gap: Pomona's lack of emergency shelter, crisis housing and motel vouchers. A year-round emergency shelter, in coordination with a centralized service center, would provide homeless persons with a transitioning place to live, an alternative to living on the streets while finding "A Way Home". Because of the unique needs of homeless subpopulations, the type of year-round shelter or services needed may vary.

Homeless subpopulations include: singles, families, couples, youth, and persons with special needs. Once the City has provided a sufficient number of shelter beds for the number of homeless persons estimated in the Point in Time Count as "unsheltered", it can enforce a "not here, but there" expectation because there will be a viable option to living in places not meant for human habitation. At the time of this report, the estimated number of unsheltered homeless persons is 366,<sup>v</sup> with most of that population being individual adults.

Some of the most vulnerable people living on the streets, and those who have the greatest impact on the broader community, are persons living with substance abuse addiction, mental illness or in the case of co-disorders, both. Those who suffer from

addiction and/or mental illness are more likely to heal and attain mental wellness and sobriety when they are in a stable living situation. And although "Housing First" is always the preferred option, some homeless individuals express the inability to make that type of commitment. By providing low-barrier emergency shelter, or bridge housing, as an immediate option for those not ready, the homeless can find support to address housing barriers in a safe and secure environment. And with shelter available, the community will find relief from the impacts of people who are living with these illnesses in the parks, streets and other public spaces.

Many cities have been successful in developing this type of "bridge housing" to focus resources in a directed way. The most effective programs begin with ensuring that participants are focused on the outcome of their stay from day one. Whether it is to live in a home of their own, seek a place of recovery, or find a way to their home place of origin, focusing on an exit strategy from homelessness, in a reduced time frame, should be the goal. It is hoped that those developing emergency shelter solutions would keep this in mind when creating a program. It is also emphasized that a coordinated collaboration of resources and services is the most effective way to assist those who may have multiple barriers to accessing housing.



### Centralized Services

To meet the myriad of needs of those without homes, an emergency shelter would ideally provide 24-hour access to a place to sleep, daily meals, restrooms, showers, laundry service, storage and housing and support services, all in a safe, sanitary and secure environment.

Ideally a shelter site would also have access to coordinated and collaborative services that assist program participants in meeting their exit strategies to more permanent and stabilized places.

In addition, it is estimated that 5-10% of people experiencing homelessness have pets.<sup>vi</sup> These animals are also homeless. Pets provide security and comfort to their guardians. Many pet guardians will not go into shelter if their pets cannot go with them. Since few housing options accommodate pets, they are often cited as a reason that a homeless person will not go into housing or shelter. Often homeless persons refer to their pet as a service animal, but few are certified as such. Last year, the Pomona

Winter Shelter and Operation Warm Heart allowed small pets in the shelter. This worked well without issue. In fact, the participating homeless community seemed to adopt and help take responsibility for watching and caring for these pets. Thus, it is recommended that any shelter developed in Pomona consider providing for pets through a kennel and day area.<sup>vii</sup>

Ultimately, the shelters developed will need to provide for the needs of multiple populations and various barrier levels.

### City-Sponsored Shelter

To ensure that City resources are allocated to specifically address Pomona's homeless population; any emergency shelter sponsored by the City of Pomona will, as part of its protocol, establish a priority for those meeting the Pomona Residency Criterion for Homeless Services, as described in Strategy D1 on page 72. Those not meeting the criteria will be directed to LA County's Coordinated Entry System, other county resources or to resources found in their city of prior residency.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

A.1.1.	Promote SB2 compliance and implementation.
A.1.2.	Identify quality emergency shelter operator(s) with proven success to implement program site(s).
A.1.3.	Shelter participants must demonstrate that they meet Pomona residency standards to utilize City of Pomona administered homeless program resources. (Strategy D1)
A.1.4.	Shelters should provide individualized active engagement, case management, and supportive services.
A.1.5.	For rapid implementation, and to accommodate those who would have difficulty transitioning to an indoor setting, consider open or outdoor shelter options.
A.1.6.	Design a program that can be entered during the nighttime and on weekends including drop-off by Police as appropriate diversion from jail or staying on the street and by the Pomona Homeless Outreach Program staff.
A.1.7.	Design the shelter program to implement components of a Housing First approach, which include: 1) linkage with rapid re-housing and permanent supportive housing and 2) incorporation of shelter diversion and maximum lengths of stay.
A.1.8.	Include a kennel and day area for pets. Include a "good pet owner" policy and active participation in pet and kennel care while on site.
A.1.9.	Consider homeless subpopulation types for appropriate shelter design. Designate enough shelter beds to meet the needs by subpopulation, including: 1) high-tolerance (mental health and substance abuse); 2) single men; 3) single women; 4) couples and multiple adult households; and 5) families with children.

## POTENTIAL PERFORMANCE METRICS

- ✓ Reduction in the number of unsheltered homeless in future Point in Time (PIT) count.
- ✓ Secure one or more locations that can accommodate the identified target populations utilizing the SB 2 Overlay Zone guidelines as approved by Council for the maximum number of individuals per site.
- ✓ Successful emergency housing stays shall last no more than 90 days per homeless individual and should result in a "Housing First" outcome.
- ✓ Reduction in City costs of City services focused on responding to "negative community impact" activities surrounding the unsheltered homeless.
- ✓ The first shelter area shall be established within 24 months from the date the Pomona strategic plan is adopted.

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Facility development costs
- Sustainable operating funds
- Materials, Supplies and Equipment

### Funding:

- Collaborative effort with nonprofit partners to seek capital funding from all potential funding sources, both private and public. Funding sources could include monies from cities, counties, the state and federal government, and other public and private agencies
- Dedicated homeless solutions tax
- Pomona Community Foundation: Designated Homeless Solutions Fund
- State Emergency Solutions Grant
- National Pet Council Society of Welfare Administrators
- Society of Animal Welfare fundraising tools and grant sources
- Home Depot Foundation/Lowe's Foundation
- Spectra Company
- Enterprise Community Foundation

## PRIORITY AND TIMEFRAME

- Urgent priority
- First year-round shelter established within 12 months

## IMPLEMENTATION LEAD

- Community or Faith-based organization, City of Pomona Neighborhood Services Department and Development Services Department

## POTENTIAL COLLABORATING PARTNERS

- Collaborative non-profit development partner with a national presence and/or experience in shelter development
- Buddhist Tzu Chi Foundation
- LAHSA/Los Angeles County Departments
- Western University has a Pet Health Center and a mobile pet clinic
- Banfield Pet Hospital
- My Dog Eats First



**STRATEGY A2: SUPPORT AND ENCOURAGE THE DEVELOPMENT OF AFFORDABLE and SUPPORTIVE HOUSING ACROSS THE SPECTRUM OF, AND PROPORTIONATE TO, THE NEED BY HOUSEHOLD TYPES**

*Housing First – The community has an urgent need for housing, permanent for the general homeless population and permanent supportive for the chronically homeless.*

*- PRS Work Group*

**DESCRIPTION**

The most obvious solution to helping people who are without housing is... housing. In 2016, there were 1,707 affordable rental housing units identified within the City of Pomona. Of those, more than half, 951 are dedicated to senior households ages 55-62+, 656 are available to lower income families without special needs and 100 were specifically built to house those with special needs. Seniors make up only 5% of the unsheltered homeless population and most affordable housing units have a waiting list indicating 100% capacity. It would be reasonable to conclude that new affordable housing options would need to be developed to meet the needs of those who do not have housing at this time.

In addition, although rental assistance programs are available through some services providers and through the Pomona Housing Authority, there is a lack of available rental units to utilize these valuable resources.

**The Housing First Model**

Whether building new affordable housing units or providing rental assistance to access the current stock of rental housing, the City of Pomona promotes a Housing First approach to solving homelessness.

"Housing First", or rapid re-housing, is an alternative to the current system of emergency shelter and transitional housing, that tends to prolong the length of time that

families and individuals remain homeless. Housing First is premised on the belief that vulnerable and at-risk homeless people are more responsive to interventions and support services after they are in their own housing, rather than while living in temporary places. With permanent housing, these families can begin to regain the self-confidence and control over their lives that they lost when they became homeless.

Designed to empower participants and foster self-reliance, the Housing First model:

- provides crisis intervention services to address immediate needs, while simultaneously assisting families to develop permanent housing and social service plans;
- helps homeless families move into affordable rental housing in residential neighborhoods as quickly as possible, most often with their own lease agreements;
- provides six months to one year of individualized, home-based social services support "after the move" to help each family transition to stability.

The combination of housing choice, assisted relocation services and home-based case management enables homeless households to break the cycle of homelessness and move forward with stability and purpose.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

A.2.1.	The City and its partners assist homeless households in accessing and sustaining permanent affordable rental housing in residential neighborhoods as quickly as possible with a focus on those meeting the Pomona residency criteria.
A.2.2.	Support the development of quality, affordable rental housing. Such developments should reflect the style of the surrounding neighborhood and be operated by a proven property management team.
A.2.3.	Ensure that newly developed affordable rental housing projects have marketing plans that reflect a plan to focus on accessing Pomona residents.
A.2.4.	Identify blighted, troubled or bank owned multifamily housing to support conversion to attractive and well-managed affordable housing and permanent supportive housing operated by experienced affordable housing operators.
A.2.5.	Craft a standard lease agreement in which conditions for being in housing would be the same for all residents. <sup>viii</sup>
A.2.6.	Establish a clear correlation between Pomona's Regional Housing Needs Assessment (RHNA) requirement and the development of affordable housing for all income levels including extremely low, very low, low, and moderate.
A.2.7.	Engage landlords and property managers to offer and/or sustain affordable housing options in the City. Establish landlord incentives to assist with: preparing units to meet Housing Quality Standards inspections, extraordinary repairs needed when a unit is vacated, security deposits, utility turn-on, or to help hold a unit for an identified homeless household. <sup>ix</sup>
A.2.8.	Identify housing needs by sub-population type and create a sound, community compatible plan, with the input of all stakeholders, to further the development of housing to fill the identified housing gaps.
A.2.9.	Incentivize landlords to accept pets and provide flex funds to help with pet deposits.
A.2.10.	Utilize available funding to address substandard housing where possible and continue to provide Housing Quality Standard inspections on all units assisted through the Pomona Housing Authority.
A.2.11.	Promote a "pets allowed" design when new affordable housing projects are being approved through the Planning process.
A.2.12.	Implement a 25% set-aside of available vouchers to be used by homeless households, meeting Pomona homeless residency criteria, who are currently on the Pomona Housing Authority Waiting List.
A.2.13.	Create a dedicated Task Force on Affordable Housing Development for the Homeless comprised of City of Pomona, Residents, Pomona Continuum of Care Coalition and Pomona's Promise, and affordable housing developers/advocates.

## POTENTIAL PERFORMANCE METRICS

- ✓ Reduction in the number of unsheltered homeless in future Point in Time (PIT) counts
- ✓ Increase in number of affordable housing units within the City
- ✓ Increase in number of permanent supportive housing units

## POTENTIAL COSTS AND FUNDING SOURCE

### Costs:

- Costs associated with enforcing building codes and performing Housing Quality Standards inspections
- Costs associated with acting against property owners that have nuisance and problematic properties

### Funding:

- Los Angeles County Community Development Commission
- United Way Funders Collaborative
- State of California Housing and Community Development Funds
- Former RDA Set-aside Funds
- Development fees
- HUD Continuum of Care grants
- HUD Bonus funds for supportive housing
- Court and penalty fees from successful court actions against nuisance properties

## PRIORITY AND TIMEFRAME

- Medium priority
- Develop an affordable housing plan within 24-36 months of plan adoption

## IMPLEMENTATION LEAD

- City of Pomona Neighborhood Services Department and Development Services Department

## POTENTIAL COLLABORATING PARTNERS

- Quality Affordable Housing Developers
- A Community of Friends
- Clifford Beers
- LINK Housing
- Jubilee Housing
- Community Housing Development Organizations (CHDO) Partners
- Task Force on Affordable Housing Development for the Homeless
- Tri City Mental Health Center

## STRATEGY A3: INCREASE INCOMES for SELF-SUFFICIENCY and HOUSING SUSTAINABILITY

*"A social enterprise is an organization or initiative that marries the social mission of a non-profit or government program with the market-driven approach of a business."*

*- Social Enterprise Alliance*

### DESCRIPTION

Sustaining permanent housing can be challenging for anyone going through difficult times. This is compounded when people have been out of the workforce for any length of time. Some homeless people have employment or benefits income that is simply not enough to get into or maintain housing.

A focus on providing opportunities to increase income is essential to permanently move from homelessness to housed. Employment, assistance with benefits attainment, social enterprise, increased entrepreneurial and educational opportunities, micro loans, and internships, are all options for helping those who need to increase their income.

### ACTIVITIES AND IMPLEMENTATION BENCHMARKS

A.3.1.	Include an Income Opportunities (IO) office in the Centralized Service Center (See Strategy B1). The IO shall have both employment and benefits specialists. Partner with benefits organizations such as the Department of Social Services, Social Security, and benefits advocacy organizations for the benefits segment. Partner with employment organizations such as America's Job Center of California, Employment Development Department, DPSS' GAIN, GROW and CalWORKs programs, VA Employment Services, Department of Rehabilitation, Chrysalis, temporary employment agencies, Goodwill, the Small Business Association, the Chamber of Commerce, City of Pomona Human Resources, private companies' human resources, County human resources and micro loan nonprofits to staff the employment desk.
A.3.2.	Link the IO office to local service providers to support their homeless clients.
A.3.3.	Develop a targeted recruitment and hiring process to assist homeless people in accessing County, City and local employers' jobs.
A.3.4.	Engage local businesses in a "Rising Tides" campaign to provide legitimate employment opportunities to the homeless.
A.3.5.	Link the benefits arm of the Centralized Service Center (CSC to the Countywide SSI Advocacy program <sup>x</sup> established as part of the LA County Strategies to Combat Homelessness.
A.3.6.	Work with agencies with a mission to develop innovative jobs programs.
A.3.7.	Focus in the areas of job training with placement, entrepreneurship, mentorship, and micro-loans.

## POTENTIAL PERFORMANCE METRICS

- ✓ Before and after income levels of program participants.
- ✓ Increased percentage of employed or benefits attaining homeless households.
- ✓ Functional network of benefit attainment specialists located at CSC.

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Development of office space
- Office equipment and furniture
- Staff
- Supplies and Materials
- Outreach

### Funding:

- Department of Labor
- Employment Foundations
- National Foundations of local businesses (Target, Walmart, etc.)
- Home Depot Foundation
- Lowe's Foundations
- In-kind outreach provided by local service providers

## PRIORITY AND TIMEFRAME

- Medium priority
- Operational pathway to benefits/employment assistance within 24-36 months

## IMPLEMENTATION LEAD

- County Collaboration Board
- City of Pomona Homeless Services Unit working with America's Job Center and DPSS Collaboration Team

## POTENTIAL COLLABORATING PARTNERS

- America's Job Center
- Department of Public Social Services
- Social Security Administration
- U.S. Department of Labor
- U.S. Department of Commerce
- City of Pomona Human Resources
- Chrysalis
- Progressive Employment
- Community Builders
- Kingdom Foundation
- JobPremium

## STRATEGY A4: STRENGTHEN, EXPAND AND SUPPORT THE POMONA HOMELESS OUTREACH PROGRAM

### DESCRIPTION

The Pomona Homeless Outreach Team currently consists of four outreach workers, 1) one Substance Abuse Case Manager, 2) one Homeless Management Information Services (HMIS) Specialist, 3) one Homeless Families Specialist, and 4) one Program Supervisor. The City of Pomona Homeless Services Coordinator joins the team out in the field. A Code Compliance Homeless Liaison complements the Outreach Team in the field. The program is open Monday through Thursday 8:00 a.m. - 5:00 p.m. and Friday 7:00 a.m. – 3:30 p.m. The Outreach Program has been highly effective. In the 2015 – 2016 program year, the Pomona Homeless Outreach assisted 439 homeless people in the City of Pomona<sup>xi</sup> and CSH reported their effectiveness with a 78% success rate in placing homeless households in permanent housing. But even with such success there is room for improvement.

Assistance for homeless people is needed on nights and weekends, but the Outreach Program is not staffed or funded sufficiently to cover these days and hours. For a person or household in crisis, being open to the opportunity for change and a new life is not confined to Monday – Friday daytime hours. Police officers encounter homeless people at all hours of the day and night, some of whom ask for assistance.

Of the unsheltered homeless population, in Pomona, 44% report having a mental illness, 48% substance addiction, 16% have a disability and 15% have chronic health issues.<sup>xii</sup> Engaging people with these complex challenges requires a special expertise. By enhancing the Outreach Team with specialists and professionals in these fields, the team could more effectively assist people with these challenges.

### ACTIVITIES AND IMPLEMENTATION BENCHMARKS

A.4.1.	Enhance the success of the Pomona Homeless Outreach Program; expand the Team to include a professional mental health and health outreach worker.
A.4.2.	Create a direct linkage between Tri-City Mental Health, the Homeless Services Coordinator, the Pomona Homeless Outreach Team, and when necessary, the Pomona Police Department to quickly respond, link, and house homeless persons with potential mental health challenges.
A.4.3.	Implement crisis response system, coordinating all outreach efforts of agencies located within the City of Pomona to enhance efforts to reach the unsheltered homeless population.
A.4.4.	Expand the Outreach Team staffing to cover evenings and weekends.
A.4.5.	Strengthen linkages between the Outreach Team, Code Compliance and the Police Department.
A.4.6.	Provide the Homeless Outreach Team with a wheelchair accessible van to enhance outreach efforts to those homeless individuals with mobility limitations.
A.4.7.	House the Outreach Team at the site of the Centralized Service Center (CSC) for better and more streamlined service coordination.

## POTENTIAL PERFORMANCE METRICS

- ✓ Number of homeless persons entering Outreach Program during evening and weekend hours
- ✓ Police Department reports successful alternatives to incarceration during the week and on evenings and weekends
- ✓ Increased number of subpopulation successfully housed in direct correlation to crisis response system and coordinated outreach services.

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Additional non-City staff salaries and benefits
- Cost of van
- Cost of subpopulation specialists

### Funding:

- Kaiser Permanente Foundation
- Molina Healthcare
- Transportation Foundations
- Foundations and Government grants with a mission in fields of subpopulations

## PRIORITY AND TIMEFRAME

- Medium priority
- Core activities to occur within 24-36 months

## IMPLEMENTATION LEAD

- City of Pomona Homeless Services Unit
- Pomona Homeless Outreach Team

## POTENTIAL COLLABORATING PARTNERS

- Los Angeles Homeless Services Authority (LAHSA) Emergency Response Team
- Tri-City Mental Health Intensive Outreach and Engagement Team
- Los Angeles Coordinated Entry System Union Station and Volunteers of America of Greater Los Angeles
- Prototypes
- American Recovery
- Pomona Community Health Center
- East Valley Community Health Center
- Pomona Police Department
- Code Compliance
- Other Substance Abuse, Mental Health and Healthcare Providers



# CITY OF POMONA SOLUTIONS FOR POMONA'S HOMELESS



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*GOAL B*

*REDUCE*

*NEGATIVE*

*IMPACTS ON*

*COMMUNITY*

*NEIGHBORHOODS*

*AND PUBLIC*

*SPACES THROUGH*

*THE*

*COORDINATION*

*OF SERVICES*

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**REDUCE NEGATIVE IMPACTS ON COMMUNITY  
GOAL B NEIGHBORHOODS AND PUBLIC SPACES THROUGH THE  
COORDINATION OF SERVICES**

**STRATEGY B1: ESTABLISH A SERVICE CENTER FOR CENTRALIZATION AND  
COORDINATION OF SERVICES**

**DESCRIPTION**

Whether living in housing or experiencing homelessness, people have the same basic needs: water to drink, a shower and restroom, a place to sleep, respite from the heat and cold, food, clothing, and healthcare. These are fundamental needs. Data obtained from neighborhood residents and business interviews show that, for the most part, the homeless come to them wanting something to drink or eat. One resident witnessed a few homeless people go through the trash to get cups and fill them with water; another witnessed a homeless man retrieving thrown away food. Many would welcome a service center where they can get something to drink or eat without going to such measures. A service center would provide a humane way to meet basic needs of the homeless, while alleviating the impact felt by neighborhoods when these basic needs are sought after in public places.

What exists now for the homeless of Pomona is very sparse. There are two places, one in Pomona and the other in Claremont, where homeless persons can take showers. Another program assists the homeless by helping them access a laundromat. There is limited availability of public restroom facilities and these are not sufficient to meet the need.

In addition to meeting these basic needs, a Centralized Service Center (CSC), working in collaboration with an emergency shelter

site, could be a hub for connection to other services needed by those finding "A Way Home". A CSC could provide an opportunity to bring together core services needed to break barriers to obtaining housing, including mental health and addiction services, medical intervention, benefits attainment, housing navigation, legal assistance and basic case management. Educational institutions like Western University could use a site like this so their students, who are working on organizing an inter-professional student run health clinic, would have an ideal location to assist those most in need.

The CSC could also provide a location for special events for the homeless, community partner meetings, Pomona Continuum of Care Coalition meetings, a guest desk for service providers bringing their services directly to the homeless, and a place for community members to volunteer or drop off needed donations.

But more importantly, a CSC would provide a coordination of services in one place so that the homeless, who often don't have transportation, could receive the help they need in a timely way, to increase the likelihood of success in helping themselves towards home. It would also reduce duplication of services and effort, creating a more efficient use of precious resources which are already available with the City, however, without centralized access.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

B.1.1.	Develop a Centralized Service Center (CSC) for the homeless of Pomona.
B.1.2.	Create a core service collaboration that includes: engagement/case management, health services, mental health services, benefits attainment and housing navigation.
B.1.3.	Design the CSC with a waiting area and space where distribution lines will be contained within the building site, minimizing the impact on surrounding properties.
B.1.4.	Utilize the Collective Impact approach as well as evidence-based solutions (utilizing research, standards, and best practices) to organize, inform, and deliver Programs, Services, and Resources (PSR) for the homeless within the CSC.
B.1.5.	Provide pet services, a kennel and day space for pets. Outline rules and regulations regarding use of this pet service.
B.1.6.	Partner with employment, legal aid, benefits assistance, basic needs, mental health support, substance abuse support groups, medical and dental care providers, and faith groups homeless outreach and assistance programs, including but not limited to: America's Job Center satellite, Homeless Court, DPSS, Social Security Administration, TriCity Mental Health, Western University, Pomona Community Clinics, Department of Public Health, East Valley Community Health Center, Buddhist Tzu Chi, Lions Gate Ministries, Laundry Love <sup>xiii</sup> , Glenn Todd Culinary Job Training and Meal service, Helping Hands Caring Hearts, Angels Who Care, Public Defender, and the Salvation Army, Pomona Homeless Outreach Program.
B.1.7.	Partner with local universities and PUSD for special classes, training and community service opportunities for students.
B.1.8.	Provide for restrooms and showers, storage lockers, laundry facilities for, a location to expand and support the work of the Pomona Continuum of Care Coalition by providing a location for meetings, and the provision of service and special events such as Project Connect., Portable and Mobile Medical and Dental Services <sup>xiv</sup> .

## POTENTIAL PERFORMANCE METRICS

- ✓ Residents at Neighborhood Watch Meetings report reduced negative impact in neighborhoods and public spaces (parks, civic plaza, open space)
- ✓ Code Enforcement, the Police Department and Community Services report reduced encounters with unauthorized distribution programs and prompt redirect to the Center
- ✓ Homeless population reports availability of showers, restrooms, laundry services
- ✓ Service Providers report on number of homeless persons linked to services
- ✓ Reduction in City costs of City services focused on responding to "negative community impact" activities surrounding the unsheltered homeless.
- ✓ Improved neighborhood conditions throughout Pomona

## POTENTIAL COSTS AND FUNDING SOURCES

### Cost:

- Site Control (land/building purchase or lease)
- Building predevelopment, development and operations
- Staffing
- Materials, equipment, supplies and printing

### Funding and In-kind:

- Former RDA Set Aside Funds
- Community Development Block Grant
- Funds raised through "Positive Change Not Spare Change" campaign (Strategy B9)
- Buddhist Tzu Chi Foundation
- Federal Agencies (HHS, SAMSHA, HUD, USDA)
- Mental Health Services Act (MHSA) funds
- Foundations (Weingart, Hilton, Ahmanson, California Wellness, Kellogg etc)
- Major Donor and Capital Campaign
- Faith groups "All In!" volunteer and donation program
- Community service groups
- Pets of the Homeless
- Home Depot
- Sinclair paints
- Modular/temporary building in-kind or discount
- Todd Construction
- Spectra Company
- Helping Hands Caring Hearts

## PRIORITY AND TIMEFRAME

- Urgent priority
- Temporary facilities in place within 6 months
- Development phase and core services within 12-24 months

## IMPLEMENTATION LEAD

- City of Pomona Neighborhood Services, Planning Division and Community Development

## POTENTIAL COLLABORATING PARTNERS

- Tri City Mental Health
- LA County District Attorney
- East Valley Community Health Clinics
- Western University
- Buddhist Tzu Chi Foundation
- Laundry Love
- Volunteers of America
- America's Job Center of California
- Pomona Continuum of Care Coalition
- Inland Valley Humane Society and SPCA
- Urban Mission Open Table Community Dinner
- Pomona Valley Christian Center
- LA County Department of Probation

## STRATEGY B2: ESTABLISH A COMMUNAL KITCHEN FOR THE PROVISION OF FOOD SERVICES TO THE HOMELESS

"Food distribution in these places (a centralized community kitchen) would take these activities away from residential neighborhoods and from the downtown area" - Resident T.M.

### DESCRIPTION

Food is provided throughout the day, every day of the week in Pomona, through churches, schools, and food banks. In addition to that, many groups come to Pomona to provide even more food, clothing and other basic needs. Generally, the provision of food in locations and at facilities that are not designed to specifically provide large communal meals, tends to have the unintended consequence of negatively impacting the space and the surrounding neighborhoods. This type of uncoordinated food provision can also lead to health and safety concerns regarding food preparation, distribution and disposal.

The development of a communal kitchen for feeding the homeless, located near the CSC

(Strategy B1), is highly recommended to address this challenge. Two local programs demonstrate how food distribution can operate smoothly in partnership with community groups; the Pomona Winter Shelter provides well-coordinated scheduled food services, as does the Pomona Valley Christian Center food distribution program. A dedicated communal kitchen could be a key answer to the pressing challenges that food distribution in the community brings. Negative impacts to neighborhoods, parks and places of business, including the Civic Center, have been an ongoing challenge within Pomona. A communal kitchen will provide a centralized and well-managed food availability program and meet a fundamental need.

### ACTIVITIES AND IMPLEMENTATION BENCHMARKS

B.2.1.	Construction of a communal kitchen with indoor - outdoor eating space, sanitation facilities and a commercial kitchen with both dry and refrigerated food storage
B.2.2.	Waiting and food distribution area contained within a well-defined space
B.2.3.	Security to provide a safe environment and ensure that people use the facilities and do not loiter in the surrounding areas
B.2.4.	A well-coordinated meal plan and schedule
B.2.5.	A well-coordinated donation and volunteer program
B.2.6.	A job-training program for food services and management
B.2.7.	A job-training opportunity for custodial services
B.2.8.	Require that food donations meet Food Facility Operators Guidelines for Safe Food Donation published by the LA County Department of Public Health Environmental Health <sup>xv</sup>

## POTENTIAL PERFORMANCE METRICS

- ✓ Neighborhood Watch groups report reduced negative impact in neighborhoods and parks
- ✓ Code Enforcement, PD and Community Services report reduced encounters with unauthorized distribution programs and promptly redirect to the Communal Kitchen
- ✓ Homeless people report adequate and satisfying daily meals, beverages and snacks
- ✓ List of groups participating in the operation and delivery of food services
- ✓ Reduction in City costs of City services focused on responding to “negative community impact” activities surrounding the unsheltered homeless

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Predevelopment Costs
- Construction and Development
- Equipment and materials
- Staffing, including Site Coordinator

### Funding/Donations:

- Federal Food and Drug Administration
- W.K. Kellogg Foundation
- Pomona Valley Hospital Medical Center
- Major Donor and Capital Campaign
- Faith groups “All In!” volunteer and donation program
- Community service groups
- Modular / temporary building donations / discount
- Spectra Company
- Todd Construction
- Hotel and Restaurant Foundations
- In-kind labor and materials
- Sweat equity
- Food retail and fast food businesses and foundations

## PRIORITY AND TIMEFRAME

- Urgent priority
- Temporary building, volunteer coordination and food donations within 6 months
- Fully operational program within 12 months

## IMPLEMENTATION LEAD

- City of Pomona Neighborhood Services Department, LA County Department of Health Services

## POTENTIAL COLLABORATING PARTNERS

- Pomona Continuum of Care Coalition agencies and Interfaith Committee
- Volunteers of America of Greater Los Angeles and Pomona Valley Christian Center
- Community Gardeners, Farmers Markets and local fresh produce distributors
- Local grocery stores and food distributors
- The Fairplex
- Cal Poly Pomona Farm Store
- Todd Construction
- Urban Harvesters
- Faith groups providing food services
- Restaurant Supply service

## STRATEGY B3: COORDINATE COMMUNITY-BASED VOLUNTEER SERVICES FOR THE HOMELESS AND AGENCIES SERVING THEM

"Sometimes a pastor can pastor with influence. I believe we need to cut the feeding programs by  $\frac{1}{4}$  and have the other  $\frac{3}{4}$  of the churches focus on job training for interviews, housing and mental health." - Local resident and pastor NN

### DESCRIPTION

Requests for volunteer opportunities to help the homeless come into the City with regularity, yet linkages to opportunities, clear guidelines, and training are not in place. Volunteer opportunities for families with children are often requested, especially around the holidays. A volunteer coordination and training program, specifically for assisting the homeless within the City, is needed.

Churches and community groups from within and outside of Pomona desire to distribute food, clothing and hygiene kits to assist those in need. However, when conducted in parks, the Civic Plaza, parking lots, in residential neighborhoods and even on the sidewalks and alleys, these activities have a negative impact on the surrounding community and do not address the more fundamental issues perpetuating homelessness. Research on volunteer coordination revealed some excellent examples.

A good example of a volunteer program design was found from a surprising source, the Southern California Mountains Foundation. In partnership with the U.S. Forest Service, the Foundation has developed a well-organized and effective Fire Lookout Hosts program with goals,

responsibilities, training, guiding principles, organizational structure, volunteer job descriptions with clearly defined expectations, supervision and regularly scheduled volunteer opportunities. This could provide a model for a volunteerism program for homeless services.

Pomona Valley Interfaith Collaborative on Mental Health is a partnership between National Alliance on Mental Illness Pomona Valley and Tri-City Mental Health Services. The Interfaith Collaborative has a Companion Training program.<sup>xvi</sup> The faith community can be a powerful force for mental wellness when the faithful become well-trained Compassion Companions.

The Pomona volunteer program will train participants in the "Whole Person Caring Model" developing informed volunteers and Compassionate Companions. The Claremont Homeless Advocacy Program has bloomed since it started and practices this one-on-one partnership model with the homeless person and the volunteer.<sup>xvii</sup>



### ***The Pomona Community Care Model***

The Pomona Community Care Model, a coordinated system of care involving trained volunteers partnering with those in need, was an early conceptualization of what the members of the HAC's Program, Services, and Resources Working Group discussed at their meetings. Central to the model is viewing the homeless person as "a whole person" in need of support of the mind, body, social, emotional, behavioral, and spiritual dimensions.

The Pomona Community Care Model surrounds the most vulnerable with an organized infrastructure of available services and resources. A core component of the model is that the most vulnerable persons are matched with Compassionate Companions to help them access and navigate the services they need and to assist those who can care for themselves. This partnership philosophy also extends to the residents and business owners in the community who need partners to address

the issues they have with homelessness in their neighborhoods and businesses. This model supports the Pomona's Promise Common Agenda: Strong Families, Safe Neighborhoods, and a Healthy Quality of Life and the Healthy in Pomona Common Agenda: People in Pomona have a Healthy Quality of Life.

A volunteer training and coordination program specific to help the homeless within the City would change the nature of the activities currently conducted. Those who wish to participate in volunteer activities will act with a better understanding of homelessness within the context of the broader community. They will be given clear guidance, direction and oversight of their work. This approach to managing volunteerism for the homeless promises to have two-fold improvement by increasing the effectiveness of volunteers and decreasing the negative impact on Pomona parks, Civic Plaza, public spaces, businesses centers and neighborhoods.

## **Pomona Community Care Model**



## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

B.3.1.	Develop a definitive protocol with health, safety, and community compatible requirements for volunteer opportunities offered by agencies, organizations and individuals. Such programs include but may not be limited to food distribution, clothing distribution, housing provision, outreach etc.
B.3.2.	In partnership with Claremont Homeless Advocacy Program, the National Alliance on Mental Illness, Tri-City Mental Health, and Western University, incorporate Compassionate Companion training and the Whole Person Caring Model into the Volunteer Training Program.
B.3.3.	Coordinate with the Pomona Homeless Outreach Team to provide Compassionate Companions with in-field experience. These companions will supplement the Outreach Team staff with frequent outreach, building trust and rapport, assisting people to appointments, navigating complex systems and completing program and employment application forms <sup>xviii</sup> .
B.3.4.	Provide training on food handling and food distribution and link volunteers to the Communal Kitchen. (Strategy B2)
B.3.5.	Provide orientation and ongoing training to all volunteers, providing a minimum level of competency and information necessary to succeed in their chosen volunteer area.

## POTENTIAL PERFORMANCE METRICS

- ✓ Reduction of calls to Code Compliance about unauthorized food and clothing distribution
- ✓ Reduction of unauthorized distribution activities in public places
- ✓ An increase in positive, appropriate, and effective volunteer opportunities
- ✓ Reduction in City costs of City services focused on responding to “negative community impact” activities surrounding mass feeding in public spaces.

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Staffing
- Printing and materials

### Funding:

- Grant: Corporation for National and Community Service
- Grant: Youth Service America: Youth Changing the World

## PRIORITY AND TIMEFRAME

- High priority
- Within 12-24 months of plan adoption

## IMPLEMENTATION LEAD

- City of Pomona Homeless Services Unit
- Pomona Continuum of Care Coalition

## POTENTIAL COLLABORATING PARTNERS

- Tri City Mental Health Interfaith Collaborative
- Points of Light Organization
- United Way San Bernardino
- City of Pomona Human Resources



**STRATEGY B4: COLLABORATE WITH THE COUNTY, TRI-CITY MENTAL HEALTH and POMONA VALLEY HOSPITAL MEDICAL CENTER to ADDRESS SYSTEMS IMPACTING HOMELESSNESS IN POMONA**

**DESCRIPTION**

The City of Pomona is host to many County department programs. The Department of Public Social Services, Department of Public Health, LA County Probation Department, Division of Adult Parole Operations of the California Department of Corrections and Rehabilitation, Department of Children and Family Services, LA County District Attorney's office, LA County Courthouse, and Supervisor Hilda Solis all have offices and conduct business in Pomona. These offices provide a rich resource of services to the community.

To effectively address homelessness, the City and County would benefit from a close and collaborative relationship of mutual assistance. Planning at the highest level,

including discharge planning, connection of services, mutual hosting of services, and facilitation of communications between complex systems would serve the community, the homeless population, the City and the County well. The City and County could realize a powerful impact for the efforts.

The same holds true for the City and Pomona Valley Hospital Medical Center and Tri City Mental Health Center. Meeting on a regular basis and discussing areas of mutual concern regarding homelessness, discharge planning operational impacts would be mutually beneficial and may reduce negative impacts on the community.

**ACTIVITIES AND IMPLEMENTATION BENCHMARKS**

B.4.1.	Develop a County City Collaboration Board with a mission to coordinate services for homeless assistance in Pomona. The City, the County and Tri-City Mental Health will together determine the mission, objectives and structure of the Board. The City and County will each identify the key decision makers and influencers to sit on the Board.
B.4.2.	Examine Discharge Plans of State, County and Healthcare Systems, identify gaps and make recommendations for solutions to the unacceptable discharging parolees, probationers, and healthcare patients to homelessness.
B.4.3.	Meet collaboratively with Tri-City Mental Health Services, Los Angeles County Sheriff's Department, Los Angeles County Homeless Court, Los Angeles Homeless Services Authority, Los Angeles County Probation and the Department of Public Social Services to address challenges, work to address factors contributing to homelessness in Pomona, and fill gaps in homeless solutions.
B.4.4.	Assess whether programs under the purview of each government create unintended impact on the community. Identify solutions, method, and parties to implement solutions
B.4.5.	Identify ways in which the systems, departments and organizations can streamline communications, breakdown communication and service barriers, and support one another in implementing programs.

## POTENTIAL PERFORMANCE METRICS

- ✓ Reduce barriers to City and County services
- ✓ Reduce discharges from medical and mental health facilities to homelessness
- ✓ Reduce discharges from incarceration to homelessness
- ✓ Reduce impact of homelessness on City and County healthcare and law enforcement systems
- ✓ Increase access to City and County services for homeless persons
- ✓ Increase courtesy for agencies and departments in facilitating referrals and problem solving

## POTENTIAL COSTS AND FUNDING SOURCES

- No impactful costs or special funding required

## PRIORITY AND TIME FRAME

- Medium priority
- Begin implementation within 24-36 months

## IMPLEMENTATION LEAD

- City of Pomona Administration

## POTENTIAL COLLABORATING PARTNERS

- Pomona Valley Hospital Medical Center
- California Department of Corrections and Rehabilitation
- Office of Supervisor Hilda Solis
- County and City Departments providing services to or interfacing with the homeless
- Tri-City Mental Health Center
- Pomona Police Department

## **STRATEGY B5: ADVOCATE FOR FAIR-SHARE PARTICIPATION WITH NEIGHBORING CITIES**

### **DESCRIPTION**

There are many contributing factors to homelessness and some communities within Los Angeles and San Bernardino Counties have more homeless among them than others. But in 2016, there are very few that remain untouched by homelessness.

With that in mind, it is not reasonable to expect only a few cities to shoulder the responsibility for addressing homelessness within the region. As a city with a population of unsheltered homeless persons, Pomona must commit to providing housing and services options to the homeless of Pomona using a Pomona homeless criterion (Strategy D1). The same should be true of our surrounding city, region and county partners. Each city must commit to providing needed housing and services to their fair share of their unsheltered community members, within their city limits. It should no longer be acceptable that any city ignore those living on their streets or address their homeless population by simply referring them to other cities for housing and services.

In coordination with the San Gabriel Valley Council of Governments (SGVCOG), a regional standard could be established, where each city within the region would commit resources of housing and services equal to their registered homeless point-in-time count. Similar to the Regional Housing Needs Assessment (RHNA), completed by the Southern California Association of

Governments (SCAG), where communities use the identified housing need in land use planning, prioritizing local resource allocation, and in deciding how to address identified existing and future housing needs, the SGVCOG, could help organize a Regional Homeless Assessment (RHA). By advocating for a formal statement of acceptance from all cities in the region, with an adopted set of established city-identified homeless persons criterion, the same type of planning could occur with a focus on each city establishing their own housing and services within their city limits to meet their unsheltered homeless number.

Because Pomona is a county-border city the same theory of collaboration could be applied on the San Bernardino side with San Bernardino Associated Governments (SANBAG) being the coordinating entity.

If each city in the San Gabriel and Pomona Valleys addressed the issue of supplying housing and services for their homeless populations, homelessness could be significantly reduced on a regional level.

Pomona taking a leadership position in advocating for fair-share participation by cities in the region, may effectively mitigate the expectation of other cities that Pomona can address the issues of homelessness for all. Homelessness is a regional issue that demands a regional solution.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

B.5.1.	Neighborhood Services Department will provide City management and leadership with data of the homeless count for neighboring cities, as available, as well as the calculations for expected rates of homelessness of neighboring cities based upon HUD's Pearson analysis of contributing factors to homelessness <sup>xix</sup> .
B.5.2.	City develops policies regarding residential criteria, establishing ties to Pomona in order to receive homeless services funded by the City of Pomona. (Strategy D1)
B.5.3.	Pomona advocates with the San Gabriel Valley Council of Governments (SGVCOG) to adopt a regional standard for homeless residency criteria, calculation of fair-share participation in solutions, and expected rates of homelessness in each city based upon the annual Point in Time homeless count conducted by the LA Continuum of Care.
B.5.4.	Pomona develops a "fair share" position regarding homeless people who come to Pomona, but do not meet the Pomona residency criteria for homeless services.
B.5.5.	Pomona develops referral options for those who do not meet the residency requirement and offers assistance to access these services and housing.
B.5.6.	The Mayor, City Council members, City administration and staff develop and implement a communication campaign with neighboring cities for peer-to-peer discussion, making clear Pomona's position, and advocating for fair-share participation in homeless solutions.

## POTENTIAL PERFORMANCE METRICS

- ✓ Data is developed with reasonable projections of each neighboring cities fair share
- ✓ City develops clear policies and criteria for the use of city resources to assist the homeless
- ✓ The SGVCOG adopts universal homeless residency criteria
- ✓ The SGVCOG adopts a fair-share participation in homeless solutions policy and standards
- ✓ Pomona staff, management and leadership hold peer-to-peer messaging regarding Pomona's policies
- ✓ The homeless population of Pomona stabilizes
- ✓ The homeless population of Pomona is reduced

## POTENTIAL COSTS AND FUNDING SOURCES

- No significant costs incurred or additional funding required

## PRIORITY AND TIME FRAME

- High priority
- Begin implementation within 12-24 months

## IMPLEMENTATION LEAD

- Initially: Neighborhood Services Department and City Administration
- Throughout: City management and leadership

## POTENTIAL COLLABORATING PARTNERS

- SGVCOG – Homelessness Committee
- SANBAG
- Neighboring cities in Los Angeles and San Bernardino counties
- Los Angeles and San Bernardino County government leadership

## STRATEGY B.6. DIRECT THE CITY'S "NEIGHBORHOOD IMPROVEMENT TASK FORCE" TO FOCUS ON SOLUTIONS RELATED TO HOMELESSNESS AND REDUCING ITS IMPACT ON POMONA'S NEIGHBORHOODS

### DESCRIPTION

In 2008, the Neighborhood Improvement Task Force (NITF) was created by City Administration to address the concerns of residents and the challenges that face identified neighborhoods throughout the Pomona community. The NITF consists of representatives from each City department, headed by City Administration. The individual staff members assigned to attend meetings are selected by based on the area of focus or necessary strategy to address resident complaints.

Within the City, multiple departments interface directly with the homeless. Each department plays a unique role in working

with, interacting with or conducting core services related to the homeless. It is a core value of Pomona's Promise that the City coordinates services effectively and works together with awareness of each department's activities. When the City departments communicate and work together, problems are solved and residents benefit.

To facilitate effective communications, efficient services and mutual support regarding homelessness, the City Administration will direct the NITF to convene with a focus on strategies to address homelessness and review necessary policy changes to accompany implementation of strategies.

### ACTIVITIES AND IMPLEMENTATION BENCHMARKS

B.6.1.	Convene the NITF to include: City Administration, Homeless Services, Code Compliance, Public Works, Community Services, Police and City Attorney to address homelessness from both a community focus and policy focus.
B.6.2.	Consistently meet and implement mutually supportive solutions to homelessness that will increase the probability of successful long-term outcomes for Pomona.

### POTENTIAL PERFORMANCE METRICS

- ✓ Increased collaboration between departments in addressing homelessness
- ✓ Resident feedback, including homeless persons, will realize effective responses to concerns

### POTENTIAL COSTS AND FUNDING SOURCES

#### Cost and Funding:

- Staff time
- Current funding

### PRIORITY AND TIMEFRAME

- Urgent priority
- Within 1-3 months of adoption

### IMPLEMENTATION LEAD

- Department Directors and Division Managers

### POTENTIAL COLLABORATING PARTNERS

- Effected City Divisions/Department

## STRATEGY B7: PROVIDE LOCKERS FOR STORAGE OF PERSONAL BELONGINGS AND IMPLEMENT A COMPLEMENTARY TRAVEL LITE CAMPAIGN

### DESCRIPTION

Often people experiencing homelessness find themselves with more personal items than they can possibly carry with them or protect. The problem is exacerbated by excessive donations and distribution of clothing and blankets, some of which are more appropriate for home use than for traveling and living outdoors. Some homeless people gather more belongings than they can reasonably use, perhaps to meet emotional needs. Important papers and medications are combined with clothing, blankets, perishable and nonperishable food. Often vital records, documents and medications are lost among all of the other possessions.

A well-managed locker program would provide space for those still seeking "A Way Home" to safely store their personal belongings. An example of such a storage program is the Storage Center for Homeless San Diegans.<sup>xx</sup>

Placement of the lockers within the community should be well thought out. Finding a place that will have the most impact for the homeless and least impact on the community is crucial. It should be an area where services and outreach opportunities are offered, that can provide unsheltered homeless people with an opportunity to access services and address factors contributing to their homelessness.

Temporarily Pomona's Transitional Storage Center (TSC) will be placed within the Pomona Armory courtyard in coordination with Operation Warm Heart, a day service-focused component of the Winter Shelter Program. Following this temporary placement, the TSC could be strategically placed at the Centralized Service Center

(referenced strategy B1) to provide this linkage.

To complement the Storage program, the City should implement a "Travel Lite" campaign.

A Travel Lite campaign could provide:

- ❖ Guidance to Pomona's homeless neighbors on how to access and use the Transitional Storage Center.
- ❖ An education curriculum that contains information on 1) the amount of personal items that they may retain on their persons on public property, 2) practical suggestions for staying within this amount, 3) the prohibition against storing personal items on public property, 4) practical suggestions on how to carry items that are not in the Transitional Storage Center lockers, 5) linkage to services if they find that they struggle with gathering more items than they need or can use and it is negatively impacting their ability to go about their daily activities, and 6) the prohibition against using shopping carts taken from stores.
- ❖ Materials: Backpacks, money belts, fanny packs, personal carts and luggage to carry their personal items that are not in storage

Travel items can be permanently marked with a Pomona Travel Lite logo and the recipient's information so that if the item is lost, it can be recovered and returned to the owner or the program. Faith groups, community service groups, retailers, and residents could be offered an opportunity to donate Travel Lite equipment as well.



## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

B.7.1.	Fabricate and install lockers at a specified location.
B.7.2.	Produce Use and Operations Guidelines for the Transitional Storage Center.
B.7.3.	Provide security and program operations staff through a community partner.
B.7.4.	Open Operation Warm Heart to accompany the opening of the Winter Shelter Program.
B.7.5.	Develop Travel Lite curriculum, including branding for easy identification of program materials.
B.7.6.	Secure donation of Travel Lite items.
B.7.7.	Obtain items necessary to permanently mark Travel Lite equipment for identification purposes.
B.7.8.	Train service providers on Travel Lite Campaign.
B.7.9.	Train peer Travel Lite Trainers.
B.7.10.	Conduct Travel Lite trainings and provide Travel Lite travel items as incentives.
B.7.11.	Train Compassionate Companions and other Volunteers for the homeless on the Travel Lite Campaign.

## POTENTIAL PERFORMANCE METRICS

- ✓ A reduction in lost and stolen personal belongings
- ✓ Increased ability for homeless persons to travel lite, possibly allowing time for service access and activities such as pursuing employment opportunities
- ✓ Reduced activity and cost of removing items stored on public property
- ✓ Reduced reports of, requests for, and costs of removal of personal property from public land

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Purchase, fabrication and installation of lockers including grading
- Ongoing operating costs of Locker Storage Program staff and security and records
- Storage for abandoned locker items
- Destruction of unclaimed property
- Development and publication of Travel Lite Campaign
- Personal carts, back packs, fanny packs, money belts, luggage
- Engravers
- Staff time

### Funding:

- Department of Health and Homeless Services Grants
- Saved General Funds when confiscation, storage, and destruction activities are reduced
- Emergency Solutions Grant
- Major Retailer Foundations
- In-kind donations
- Community Service Groups
- Faith groups and community service groups fundraising and donations campaign

## **PRIORITY AND TIMEFRAME**

- Urgent priority
- Phase one - Locker fabrication and installation at temporary site by November 21, 2016
- Phase two - Implementation of Travel Lite Campaign within 6 months
- Phase three – Permanent operation of Transitional Storage Center and Travel Light Campaign – within 12 - 24

## **IMPLEMENTATION LEAD**

- Phase one - Public Works
- Phase two - Homeless Services Unit
- Phase three - Public Works, Homeless Services Unit and Community Partner Operator

## **POTENTIAL COLLABORATING PARTNERS**

- Tri City Mental Health
- Homeless Service Agencies
- Faith groups
- Community Service Groups
- Businesses
- Residents
- Local retailers
- Code Compliance
- Homeless Services
- Pomona's Promise
- Pomona Continuum of Care Coalition
- Homeless residents



## STRATEGY B8: COORDINATE A "FILLING THE GAP" TRANSPORTATION SYSTEM FOR CLIENTS REFERRED TO AGENCIES AND APPOINTMENTS

### DESCRIPTION

Too often homeless people never arrive at referral locations due to limited and time consuming transportation options. For many, navigating multiple bus systems and coordination with appointment times can create a real barrier and walking to each appointment can be overwhelming especially to those with health barriers. Most nonprofit providers do not provide van services to service referral appointments. A homeless transportation system could provide an answer to this challenge. Two examples of community homeless transportation programs were identified by the Programs, Resources and Services Working Group of the HAC.

#### Santa Clara County

Anyone enrolled in Santa Clara County's program to help homeless find permanent housing can also apply to get a photo ID and up to 1,850 free-ride transit stickers on the Valley Transit Authority's light-rail and bus lines. The stickers are good for three months, at which point the rider can re-apply for more, if necessary.

It is estimated that 3,500 of the county's 7,200 homeless people are expected to take advantage of this travel offer. The local government expects to pay about \$111,000 per year for the program. But Bob Dolci, who heads up Homeless Concerns in San Jose and will oversee the free-rides project, says he wouldn't have it any other way. "This will enable them to get to medical appointments, job appointments or anything related to helping deal with their

homelessness," he says. "Absolutely, it's a lifeline."<sup>xxi</sup>

#### 2-1-1 Los Angeles County

2-1-1 offers specific assistance with mobility management for GAIN Job Club members. With two-day advanced notice, 2-1-1 provides the best route to travel and the needed bus passes. 2-1-1 also provides families with transportation to shelters between the hours of 9:00 a.m. - 5:00 p.m.

#### Proposed Plan

The simplest and most efficient way to transport people is to have a dedicated van provide transportation on a route between agencies, healthcare facilities, and County benefit providers. Homeless persons engaged in the Centralized Service Center (Strategy B1) would be registered to utilize the van shuttle service.

A locally designed transportation system could fill the transportation gap for programs and participants who are not covered by the 2-1-1 mobility program. Representatives sitting on the Regional Transportation Authority, Foothill Transit, and/or Pomona Valley Transit Authority (PVTa) boards and/or the San Gabriel Valley Council of Governments' Transportation or Homeless Committees could advocate for such a program or similar resources. The transportation system could also be supplemented by transportation provided by trained Compassionate Companions who can assist homeless persons in getting to appointments.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

B.8.1.	Design a "Filling the Gap" Homeless Transportation System for those enrolled in Pomona programs.
B.8.2.	Identify participating agencies including: <ul style="list-style-type: none"> <li>• The Centralized Service Center/Homeless Outreach Team</li> <li>• Qualifying shelters (participate in Pomona Homeless Solutions Strategic Plan Initiatives, Community / HMIS Reporting, and the Coordinating Entry System)</li> <li>• Healthcare Providers</li> <li>• Tri City Mental Health</li> <li>• Department of Public Services/Social Security Administration</li> </ul>
B.8.3.	Fund service provider running the CSC to provide an accessible van and driver.
B.8.4.	Advocate for the Pomona's Homeless Transportation System with the Regional Transportation Authority, Foothill Transit, and/or Pomona Valley Transit Authority (PVTa) boards and the San Gabriel Valley Council of Governments Transportation and Homeless Committees.
B.8.5.	Transportation System Activated.

## POTENTIAL PERFORMANCE METRICS

- ✓ Referral agencies report successful completion of referrals
- ✓ Record of clients arriving at appointments

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Free transportation stickers or vouchers or
- Shuttle
- Shuttle driver

### Funding:

- Possible specialized tax (The City of San Francisco has a transportation and homeless services tax)<sup>xxii</sup>
- Emergency Solutions Grant
- Department of Transportation Grant
- Department of Health and Human Services Grant
- State of California Department of Transportation funds
- Car / van / bus retailer Foundations
- Prop A Transit Allocations to Pomona, the County and adjacent cities

## PRIORITY AND TIMEFRAME

- Low priority
- 40 - 60 months

## IMPLEMENTATION LEAD

- Neighborhood Services and Public Works

## POTENTIAL COLLABORATING PARTNERS

- Regional Transportation Authority/Foothill Transit/Pomona Valley Transit Authority
- Van / Bus Company Foundations
- Interfaith Collaborative Compassionate Companions Program in-kind travel assistance

## STRATEGY B9: LAUNCH A "POSTIVE CHANGE NOT SPARE CHANGE" CAMPAIGN ADDRESSING PANHANDLING AND DONATIONS

### DESCRIPTION

People who are homeless often need the help of community members; they need community connections, understanding and compassion. Caring community members feel this and want to help. Residents see people on the freeway off ramps, street medians, in front of businesses, downtown and in the Civic Plaza asking for money and they recognize the need. For some, giving people money feels like a way to show compassion to someone down on their luck. For others they just don't know how to say no. They may feel awkward or intimidated. Others are simply angered. They know that when people panhandle it makes it uncomfortable to go to Pomona businesses or City Hall. They fear that businesses will leave Pomona and consumers will shop elsewhere. Indeed, some panhandlers are not homeless at all.

The City of Pomona can help those who are homeless and the larger community by implementing a "Positive Change Not Spare Change" campaign. This campaign can provide support that homeless persons can access by funding needed services and provide an alternative to panhandling. The elements of "Positive Change" include 1) An alternative option to giving to panhandlers, 2) The effective use of donations, 3) Education for homeless persons on how they can access donations and services, and 4) Education for the community on panhandling, how to give to the Campaign, and how to decline giving money to those who are panhandling.

#### **Making Donations to the Campaign**

Creating business card size information cards to hand out to the community and businesses that provide information on the ineffectiveness of donating to panhandlers and the

effectiveness of donating to a coordinated effort. Donations can also be made through containers located at businesses and through online access, with all funding being directed to a special fund of the Pomona Community Foundation. Community service groups and faith organizations may hold "Positive Change" education and donation events.

#### **How Funds will be Used**

The program will support the Centralized Service Center and effective local charities that serve the homeless. Non-profits that request funding from the "Positive Change" fund must agree to participate in data collection and reporting regarding use of funds and client successes. They must also participate in the Pomona Continuum of Care Coalition.

"Positive Change" funds will also directly fund identified needs not adequately met through other funding sources. Such needs may include motel vouchers, transportation to reunite with family, food, water, and basic supplies such as adult and baby diapers, feminine hygiene items and other basic items that are needed but may not always be donated.

#### **Educating the Community**

Information materials will be provided for businesses, community members and service providers, as well as to homeless persons. Materials will include information on homeless services and how to access funds, redirection of focus to those wishing to help the homeless towards other ways to assist, information on panhandling and how to decline, how to support the program, and the benefits of the program to businesses.

### Messaging the Campaign

"Positive Change" will provide posters, information cards and guidelines on the campaign that can be placed in businesses. Signage on street medians will notify drivers that panhandling is not allowed in these locations and will reference the relevant ordinances.

### How Funds will be administered

All funds collected with this campaign will be directed to a designated Homeless Program fund through the Pomona Community Foundation. Community needs of the homeless will be collected through a specified database and will be assessed and documented. Data on revenues and use of funds will be included in the annual report (strategy C3) and posted on a "Positive Change" webpage dashboard (strategy C4).

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

B.9.1.	Develop "Positive Change" program guidelines.
B.9.2.	Identify participating agencies.
B.9.3.	Create program materials.
B.9.4.	Post street median signage.
B.9.5.	Create online donation platform.
B.9.6.	Conduct outreach to businesses and identify those who may wish to participate.
B.9.7.	Educate businesses, non-profits and faith-based organizations, providing promotion materials for distribution
B.9.8.	Receive and administer funds to increase funding for ongoing homeless service efforts.
B.9.9.	Report on use of funds.

## POTENTIAL PERFORMANCE METRICS

- ✓ Reduction in panhandling
- ✓ Homeless persons receive assistance for needs not covered by grant funds
- ✓ Increased traffic to local businesses
- ✓ Increased support for local nonprofits and the Centralized Service Center
- ✓ Number of homeless persons that go to the Centralized Service Center and the Pomona Homeless Outreach Program to access needed assistance

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Administration of funds
- Production of materials
- Production of online donation center
- Production and posting of signage

### Funding:

- Fundraising
- Donations for signage and cards
- Chamber of Commerce
- Business Associations
- In-kind volunteers: Communications, Computer Science and Social Science Statistic students

## PRIORITY AND TIMEFRAME

- Low priority
- 40 - 60 months

## IMPLEMENTATION LEAD

- Collaborative team: Public Works, Police Department, Community Services and Homeless Services Unit, Pomona Community Foundation

## POTENTIAL COLLABORATING PARTNERS

- Chamber of Commerce
- Business Associations
- Local Faith- and Community-Based Organizations
- Local Universities: Cal Poly, University of La Verne, Harvey Mudd, Claremont McKenna
- Chamber of Commerce
- Local business advisors
- Resident advisors

## **STRATEGY B10: ENHANCE, STRENGTHEN AND SUPPORT THE POMONA CONTINUUM OF CARE COALITION TO HELP IMPLEMENT "A WAY HOME" STRATEGIES**

### **DESCRIPTION**

Established in 1999 by the Pomona City Council, the Pomona Continuum of Care Coalition (PCOCC) exists to provide a means for stakeholders to work together to address the issue of homelessness within the City of Pomona.

Pomona's Continuum of Care Coalition is organized to coordinate the delivery of services to meet the specific needs of people experiencing homelessness within the community. By calculating the need, identifying the existing resources, and prioritizing identified gaps, the PCOCC strategically addresses homelessness by coordinating effective services that prevent individuals and families from becoming or remaining homeless. It is the PCOCC's goal to assist its members in providing services that reflect dignity through integration and opportunity; increasing self-reliance through personal responsibility and fostering a safe environment that allows development of life skills that can improve income potential, health, safety, and self-determination.

The organization has successfully coordinated programs addressing homelessness in Pomona since its inception. The PCOCC conducted the first gaps analysis, out of which came the recommendation to create a Homeless

Services Coordinator position. The PCOCC convened the first Homeless Summit and Faith-Based Summit; created the Pomona Access to Social Services (PASS) Center; conducted the first Point in Time Homeless Count; organized the first and second Health and Services Fairs, and the first and second Project Homeless Connect events; and create the 2003 Strategic Plan.

Today, 60 organizations, including faith based, nonprofits, County and City departments and Pomona residents are actively engaged in the organization. The PCOCC continues to keep abreast of the changes and best practices around homeless solutions. As a result, the PCOCC's philosophy seeks to implement solutions using the Housing First and Rapid Re-housing approaches to addressing homelessness as set forth by the U.S. Department of Urban Development (HUD) and the United States Interagency Council on Homelessness. The PCOCC has been effective from the beginning and is strategically positioned to support and advise the City as it moves forward implementing the Strategic Plan – A Way Home: Community Solutions for Pomona's Homeless.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

B.10.1.	Formally recognize the PCOCC as an implementation arm of homeless coordination and services in Pomona by resolution of the City Council.
B.10.2.	Continue to promote the Pomona Continuum of Care Coalition as the coordinating body for community-based programming and service activity, with the City of Pomona providing supportive leadership.
B.10.3.	The PCOCC will work closely with the City and community to implement the Pomona Strategic Plan – A Way Home: Community Solutions for Pomona's Homeless.

### POTENTIAL PERFORMANCE METRICS

- ✓ The PCOCC is recognized as an implementing agent of the Strategic Plan

### POTENTIAL COSTS AND FUNDING SOURCES

#### Costs:

- Administrative Support to the PCOCC (currently budgeted)

#### Funding:

- Emergency Solutions Grant
- Housing Authority Administrative funds

### PRIORITY AND TIMEFRAME

- Medium priority
- Within 9-12 months

### IMPLEMENTATION LEAD

- Pomona Continuum of Care Coalition

### POTENTIAL COLLABORATING PARTNERS

- PCOCC 60 Participating Agencies
- City of Pomona



## **STRATEGY B11: IMPLEMENT ONGOING HEALTH INTERVENTIONS TO IDENTIFY AND PROVIDE SERVICES TO THE MOST VULNERABLE AND MEDICALLY FRAGILE HOMELESS**

"We need to coordinate a system of care where providers and resources are available on a continuous basis with a set schedule and at the same site, so that the homeless know where they can come and when the clinics are available." - Survey of Western University health provider who supervises medical students at a health screening clinic for homeless

### **DESCRIPTION**

Ten percent of LA County's homeless account for 72% of the County's homeless healthcare costs. San Gabriel Valley lacks a coordinated medical respite care program for homeless patients, resulting in frequent "bouncing" in and out of high-cost services without an improvement in outcomes.<sup>xxiii</sup>

Pomona Valley Hospital Medical Center received a \$916,000 grant from the National Health Foundation to establish a safe and nurturing place for the homeless to go after discharge. The outcome of that funding, the Homeless Medical Respite Care program provides recuperative care for homeless Emergency Room utilizers and post discharge care for homeless in-patients. The program connects these patients with a primary care medical home, and identifies the top end-users to attempt to move them to places with higher levels of support.

National studies of emergency room use showed that 40.4% of homeless and marginally housed persons had one or more emergency department encounters within a year; 7.9% exhibited high rates of use (more than 3 visits) and accounted for 54.5% of all visits. Factors associated with high use rates included less stable housing, victimization, arrests, physical and mental illness, and substance abuse. These need factors appeared to drive emergency department use.<sup>xxiv</sup>

The ability for the body and mind to heal is compromised when people live on the street or other places not meant for human habitation. Medication storage and consistently taking required medications properly becomes a challenge for those living on the streets.

In the winter of 2015, a Fragile Health Collaborative was convened in Pomona in response to an observed increase in the number of homeless people at the Winter Shelter with extremely fragile health conditions. Participating agencies included the Department of Public Health, Pomona Valley Hospital Medical Center, Western University of Health Sciences, Pomona Community Health Center, Department of Public Social Services, Tri-City Mental Health Center, Illumination Foundation, East Valley Community Health Center, Volunteers of America of Greater Los Angeles, Pomona Homeless Services, and a City Council Member. The collaborative was charged with identifying the gaps, coordinating care and ensuring access to services for this vulnerable population.

To ensure that those most vulnerable are placed into a more stable setting and provided the opportunity to heal, it is recommended that the Fragile Health Collaborative be reconvened, expanded and provided more structure.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

B.11.1.	The Fragile Health Collaborative reconvenes.
B.11.2.	The Collaborative will identify a Chairperson and develop a regular schedule.
B.11.3.	Identify the most vulnerable individuals in the Winter Shelter program and develop care and housing plans for those persons.
B.11.4.	Work with service providers and healthcare providers to affect the individual plans.
B.11.5.	When open, identify the most vulnerable individuals in Pomona's Centralized Service Center and develop care and housing plans for those persons.
B.11.6.	Partner with trained Compassionate Companions to provide needed support and assistance for vulnerable individuals.
B.11.7.	Design, develop, and sustain a community-based coordinated health care model for the homeless, consistent with current evidence-based standards and best practices.

### POTENTIAL PERFORMANCE METRICS

- ✓ Highly vulnerable homeless will be identified
- ✓ Highly vulnerable homeless will quickly move from the street and shelters to appropriate healing environments
- ✓ Reduced fragile homeless emergency room visits
- ✓ Fragile homeless persons report improved health

### POTENTIAL COSTS AND FUNDING SOURCES

No cost or funding impacts due to reliance on in-kind services of community partners

### PRIORITY AND TIMEFRAME

- Medium priority
- Within 24-36 months

### IMPLEMENTATION LEAD

- Western University and Pomona Community Health Clinic

### POTENTIAL COLLABORATING PARTNERS

- Department of Public Health
- Tri City Mental Health Center
- Los Angeles County Service Planning Area (SPA) 3 County resources
- Health Care Provider integrated collaborative network: Includes – Pomona Valley Hospital Medical Center, Pomona Community Health Clinic, East Valley Community Clinic, Western University of Health Sciences Patient Care Clinic, LA County of Public Health and Mental Health, Insurers, Pomona Unified School District

# CITY OF POMONA SOLUTIONS FOR POMONA'S HOMELESS



## *GOAL C*

*HAVE AN  
ENGAGED AND  
INFORMED  
COMMUNITY  
REGARDING  
HOMELESSNESS  
AND HOMELESS  
SOLUTIONS*



**GOAL C HAVE AN ENGAGED AND INFORMED COMMUNITY  
REGARDING HOMELESSNESS AND HOMELESS SOLUTIONS**

**STRATEGY C1: COMMUNICATE ACCURATE INFORMATION EFFECTIVELY**

**DESCRIPTION**

People perceive homelessness from different perspectives and effectively addressing homelessness requires engagement of all stakeholders. To work together to tackle homelessness, the community needs clear, accurate information, a common language and awareness of the context in which decisions and recommendations are being made. Information should include rights, responsibilities, and definitions. Statistical data and its significance in the bigger picture of homelessness should illuminate discourse. When implementing the Strategic Plan, information regarding the goals and strategies should be available to the community in many media formats. Current information regarding studies, best practices, national standards and strategies should also be available to the public to help community members understand why the recommended approaches to addressing homelessness are being taken.

**Communication Platforms**

Attracting those seeking information to the City's chosen information platforms is one avenue that can be taken. However, providing information to various segments of the population is most successful when the communication methods most frequently used by organizations, groups, and populations are employed. As examples, church members often read church bulletins for information. Service groups often have newsletters or blogs. Community member often read community newspapers. The City and its community partners could provide information into those creating the bulletins and write articles for newsletters, blogs and newspapers.

Residents have various communication modes with which they are most connected. These may vary depending upon the group. When asked, residents attending a South Pomona Neighborhood Watch group said that one of the primary ways they get information is at the nearest Community Center through flyers and information boards. Other residents use Nixle, the City website, and other social media platforms. It would benefit the City to conduct a survey of community members for more information on their preferred information platforms and, as appropriate, provide information to the public through these avenues.

**Messaging**

Consistent messaging is vital to ensure clarity and accuracy when implementing new strategies. Once approved by City Council, the message for each strategy must be developed, reviewed and disseminated to the community at large.

It is recommended that City of Pomona Homeless Services Unit take the lead on drafting the initial messaging around each strategy and once approved by City Administration and legal counsel, create professionally designed electronic and hard copy flyers to be provided to City Council and City staff to ensure accurate and consistent messaging. In this manner, everyone in the City from frontline staff to the City Council will be informed and able to disseminate accurate information to Pomona stakeholders.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

C.1.1.	Survey various City stakeholders to identify preferred modes of receiving information.
C.1.2.	Develop messaging for each goal and strategy.
C.1.3.	Create appropriately formatted materials for each communication/social media platform.
C.1.4.	Reach out to those running the various communication venues and request inclusion of City provided Homeless Initiative information.
C.1.5.	Utilize community focused communication and social media platforms on a regular basis to provide clear and accurate information on homelessness in Pomona and on the strategies.
C.1.6.	Repeat this process as new homeless information becomes available.

## POTENTIAL PERFORMANCE METRICS

- ✓ Results of community surveys
- ✓ Number of platform used to disseminate and receive information
- ✓ Various community areas, subpopulations, and groups report an understanding of homeless issues and the City's efforts
- ✓ Community engagement in On Your Way Home Strategic Plan initiatives
- ✓ Participation of homeless subpopulations in homeless solutions

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Staff Time
- Marketing material

### Funding:

- Utilize current funding sources
- Business/Service Club sponsorship opportunity

## PRIORITY AND TIMEFRAME

- Medium priority
- Can begin immediately upon adoption, with full implementation within 3-12 months

## IMPLEMENTATION LEAD

- City Homeless Services Unit
- Deputy City Manager/Public Information Officer (PIO)

## POTENTIAL COLLABORATING PARTNERS

- Pomona's Promise Implementing partners
- Pomona Continuum of Care Coalition
- Community groups
- Faith groups
- Neighborhood Watch groups
- Business Associations
- Chamber of Commerce
- Homeless Residency Boards
- Mental Health Wellness groups/Tri City Mental Health Center



## STRATEGY C2: INFORM THE COMMUNITY OF THE HOMELESS SOLUTIONS INITIATIVES

### DESCRIPTION

Conduct a comprehensive community outreach campaign to provide clear information to the public regarding homelessness, related challenges, best practices and deliverable solutions. Clearly spell out what is helpful and within the capability of the City, individuals and community groups. Clearly identify what is allowed and what is not allowed within

Pomona when addressing homelessness. Provide information regarding protocols and requirements for providing safe, effective homeless assistance that is compatible with neighborhoods and communities within Pomona. Provide community members with tools to access services and address homeless issues.

### ACTIVITIES AND IMPLEMENTATION BENCHMARKS

C.2.1.	Prepare 500+ Community Tool Kits to include: information on Volunteer Coordination, "Positive Change" panhandling alternative, the Communal Kitchen, the Centralized Service Center and the Travel Lite campaigns.
C.2.2.	Conduct community presentations to provide Community Tool Kits and present the "A Way Home", Homeless Solutions Initiatives.
C.2.3.	Include opportunities to support campaigns, participate, and volunteer.

### POTENTIAL PERFORMANCE METRICS

- ✓ Community Tool Kits prepared
- ✓ Community outreach presentation created with core community messages
- ✓ Schedule of community outreach meetings
- ✓ Number of community outreach meetings
- ✓ Breadth of community members reached
- ✓ Post meeting survey of attendees on helpfulness and clarity of information received at meetings

### POTENTIAL COSTS AND FUNDING SOURCES

#### Costs:

- Staff Time
- Tool Kit materials/graphic design
- Printing of materials

#### Funding:

- Current sources funding staff
- W.K. Kellogg Foundation
- Dr. Scholl Foundation
- Irwin Potter Andrew Foundation

## **PRIORITY AND TIMEFRAME**

- Medium priority
- Create materials within 3 months of plan adoption
- Distribute/present in conjunction with community outreach forums within 12 months

## **IMPLEMENTATION LEAD**

- Homeless Services Coordinator

## **POTENTIAL COLLABORATING PARTNERS**

- City Purchasing Division
- City of Pomona Crime Prevention Unit/Neighborhood Watch groups
- Community service groups
- Business Associations
- Wellness Center groups
- Life Skills groups
- Pomona's Centralized Services Center
- Faith groups
- Teen clubs
- PUSD
- CalPoly Service groups
- PCOCC
- Pomona Service Clubs (Kiwanis, Rotary, Lions, Soroptimists, etc.)
- Chamber of Commerce
- Downtown Pomona Owners Association (DPOA)



## STRATEGY C3: ENHANCE, STRENGTHEN AND SUPPORT THE POMONA CONTINUUM OF CARE COALITION AS AN ENGAGEMENT ARM OF THE "A WAY HOME" STRATEGIES

### DESCRIPTION

The Pomona Continuum of Care Coalition (PCOCC) has an extensive reach into the homeless community and to service providers. Some Pomona residents are also engaged with the PCOCC. The organization seeks to expand its reach to include more Pomona residents. Because of its history and relationship with the City and its collective expert knowledge on homelessness, it is also positioned to advise and make policy recommendations to the City, to promote the strategies, and inform the community of the City's efforts.

The PCOCC, with combined support of City staff and agency volunteers, has maintained an online resource directory, website and Facebook page.<sup>xxv</sup> The PCOCC provides positive messages to the community about the work that the City does to assist and address homelessness. Because the online tools are free, the input of key search words does not readily direct users to the PCOCC sites and Resource Directory. As a result, community members seeking information on homelessness, opportunities to participate

in solutions, or seeking resource information might conclude that these valuable resources do not exist.

The work of the PCOCC has, for seventeen years, been conducted on a voluntary collaborative basis. Each agency commits staff time to the meetings, planning, data gathering, and events. It would benefit the City to formally recognize the PCOCC as a key collaborative organization addressing homelessness in Pomona and to strengthen and support the work of the PCOCC. The City can provide information on the availability and the content of the PCOCC online resource directory through the City's outreach efforts and communication streams. This may include merging the PCOCC's online directory with Pomona's Promise directory, but keeping resources specific to homelessness and those at-risk in a separate tab. This will enable those seeking assistance, including residents and businesses trying to locate assistance for homeless persons that they encounter, to readily find resources to meet their needs.

### ACTIVITIES AND IMPLEMENTATION BENCHMARKS

C.3.1.	Provide funding to improve the online presence of the PCOCC, including key search word capability.
C.3.2.	Tie the PCOCC Community Resource Directory to the City of Pomona's website.
C.3.3.	Formally recognize the Pomona Continuum of Care Coalition as an organization partnering with the City to address homelessness.
C.3.4.	Tie the PCOCC Resource Directory to Pomona's Promise directory.
C.3.5.	PCOCC to provide outreach and communications regarding the City's "A Way Home" Strategic Plan.
C.3.6.	Establish non-profit 501(C)3 status for the PCOCC if needed

## POTENTIAL PERFORMANCE METRICS

- ✓ Hits on the PCOCC website, directory, and Facebook page
- ✓ Service agencies report ease of use of PCOCC website and a clear understanding of City's strategies and initiatives
- ✓ Local agencies participate in implementing the "A Way Home" strategies and initiatives
- ✓ Local agencies participate in Pomona's Centralized Service Center.

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Cost of establishing the PCOCC's nonprofit status
- Online website and directory using platforms that link with key search words

### Funding:

- Tech Soup
- Network for Good
- CDBG
- In-kind volunteer services students: statistics and computer science students

## PRIORITY AND TIMEFRAME

- Low priority
- Initiate within 24-36 months of plan adoption

## IMPLEMENTATION LEAD

- City Homeless Services Unit and PCOCC Leadership

## POTENTIAL COLLABORATING PARTNERS

- PCOCC participating agencies
- Pomona's Promise
- Pomona Community Foundation
- Local Universities
- City Information Technology (IT) Department

## STRATEGY C4: CREATE "A WAY HOME" STRATEGIES WEBPAGE AND DASHBOARD

### DESCRIPTION

In concert with the Los Angeles (LA) County Board of Supervisors approval of the LA County Strategic Plan to Combat Homelessness, the County provided a webpage to inform stakeholders about the Plan.<sup>xxvi</sup> The page also provides updates and calls to action for implementation. It is a reliable source for anyone seeking true, accurate and up-to-date information on the County's strategies.

In its recommendations to the City for improvements of the Pomona Homeless Services System, the Corporation for Supportive Housing recommended that the City develop an online dashboard to provide an easily accessible location with quick glimpse information on Pomona's homeless resources, data, successes and initiatives.

As part of the effort to convey clear and accurate information, it is recommended that the City create a webpage that provides background and current information on "A Way Home" Pomona's strategic plan to address homelessness. The web page can also be part of the Pomona Continuum of Care Coalition website and have direct links on Pomona's Promise website and other social media platforms. This will connect a range of constituents and interested parties to the latest information and progress. Items such as the annual report, strategy outlines and implementation efforts and community efforts to address homelessness can be posted on this website.

### ACTIVITIES AND IMPLEMENTATION BENCHMARKS

C.4.1.	Create a web page specific to the A Way Home strategic plan on the PCOCC website.
C.4.2.	Design the webpage with a dashboard for a quick glimpse of information, statistics, efforts and successes.
C.4.3.	Link to City of Pomona and Pomona's Promise websites.
C.4.4.	Update with calls to action and progress reports.

### POTENTIAL PERFORMANCE METRICS

- ✓ Stakeholders will have clear information on the strategies
- ✓ Stakeholders will support calls to action
- ✓ The same information and language will be provided on multiple websites
- ✓ Access to information will be reported in a positive way

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Webpage development and maintenance
- Dashboard development and maintenance

### Funding:

- Community Connect Grant Program
- Planning and Local Technical Assistance Programs
- Digital Divide community grants

## PRIORITY AND TIMEFRAME

- Low priority
- Webpage within 12 months, 24-36 months for full implementation of dashboard

## IMPLEMENTATION LEAD

- City of Pomona IT Department
- Deputy City Manager/PIO
- Homeless Services Coordinator

## POTENTIAL COLLABORATING PARTNERS

- Pomona Continuum of Care Coalition
- Pomona's Promise

## **STRATEGY C5: PROVIDE AN ANNUAL REPORT ON HOMELESS and HOUSING DEVELOPMENT EFFORTS WITHIN THE CITY**

### **DESCRIPTION**

The HAC Communications and Housing and Facilities workgroups expressed the desire for an annual report on the City of Pomona's efforts to house the homeless and on the development of affordable housing within the City.

The Homeless Management and Information System (HMIS) is the standard for reporting homeless services and housing. The City homeless programs enter data and run reports in HMIS throughout the year to maintain accuracy. The City requires agencies that are funded through the City to participate in HMIS unless they are exempt from doing so; such as the case with domestic violence providers.

Multiple agencies, including those not funded through the City, implement homeless housing programs in Pomona. Some of these enter data into HMIS and some do not. Independent housing providers, particularly faith groups and room and board facilities do not report in HMIS. This variance in HMIS participation presents a challenge to obtaining complete data on all of Pomona's efforts to house the homeless.

To inform the strategic planning process, the City retained the Corporation of Supportive Housing (CSH) to evaluate the homeless housing system within Pomona. CSH identified challenges in obtaining the data required. Further, the HMIS system in LA County is administered by LAHSA and because of this, direct access to information is limited and not within the City's control.

None-the-less, the City recognizes the need for complete and accurate data on efforts to house Pomona's homeless. An annual report on housing the homeless would inform the City and its residents as to whether the Pomona community's system is functioning successfully or if adjustments need to be made. In partnership with service providers and LAHSA, the City will work to refine the data collection and reporting process. The City will also collect data internally on all homeless persons housed through City programs that assist homeless persons. In addition, the City annually collects data on the number of rental housing units developed. This information will be provided as part of the annual report.

To encourage participation in data collection and reporting, the Pomona Continuum of Care Coalition will have incentives to participate. Agencies that report housing data annually to the City or HMIS will receive public recognition from the Coalition, as well as the identified incentive. Finally, the City will directly contact agencies housing homeless households to obtain information annually to complete the annual report on housing the homeless.

The Annual Report on Homeless Housing Efforts will be posted on the "A Way Home" webpage, on the Pomona Continuum of Care Coalition's website and on the Pomona's Promise web page.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

C.5.1.	Obtain baseline data on the number of homeless people and number of people housed: HMIS data and programs not reporting on HMIS.
C.5.2.	Develop an internal City reporting system to identify the number of homeless households housed through non-homeless specific housing programs.
C.5.3.	Retrieve annual data reported by agencies funded through the City of Pomona.
C.5.4.	Identify and report the number of newly constructed rental housing units by affordability and sub-population if applicable.
C.5.5.	Obtain data from PCOCC participating agencies.
C.5.6.	Develop data sharing agreements with County programs housing Pomona's homeless.
C.5.7.	Obtain annual report from the Coordinated Entry System.
C.5.8.	Ensure that data is unique and not duplicative.
C.5.9.	Generate Report Annually within 90-days of the fiscal year end.
C.5.10.	Post the report on the "A Way Home", PCOCC, and Pomona's Promise websites.
C.5.11.	Inform community and faith groups of report data through each groups preferred communications modalities.

## POTENTIAL PERFORMANCE METRICS

- ✓ Annual report will accurately reflect data on the number of Pomona's homeless households housed and new rental housing units constructed within the City.
- ✓ Stakeholders, including residents, will have ready access to the annual report

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Staff time

### Funding:

- Current staff funding

## PRIORITY AND TIMEFRAME

- Medium priority
- Initial CSH report completed
- Lay foundation for reporting mechanisms within 9 months of plan adoption
- Partial annual report posted by September 30, 2017 focusing on city related housing programs and those reporting in HMIS.
- More complete annual report posted by September 30, 2018.

## IMPLEMENTATION LEAD

- City of Pomona Homeless Services Unit, Neighborhood Services Department and Development Services Department

## POTENTIAL COLLABORATING PARTNERS

- LAHSA HMIS
- PCOCC
- Local agencies not reporting on the HMIS may complete a simple one-page form with quantitative questions provided by the City of Pomona Homeless Services.
- Volunteer opportunity for Communications, Computer Science and Social Science Statistic local university students
- Pomona Housing Authority
- Local affordable housing providers
- LA County Department of Public and Social Services
- Coordinated Entry System



**STRATEGY C6: PROVIDE TRAINING ON WHEN, WHERE, AND HOW FOOD AND BASIC NEEDS ITEMS MAY BE DISTRIBUTED WITHIN THE CITY. PROVIDE CONNECTIONS TO THE VOLUNTEER COORDINATION AND COMMUNAL KITCHEN PROGRAMS**

**DESCRIPTION**

It is common for groups within and from outside of Pomona to initiate programs to provide for food and basic needs for the homeless in Pomona. In many cases, the City is not provided notice of these efforts. Groups providing services are encountered by Community Services staff, the City's security guard service, Code Compliance and Police officers. Residents whose homes are near parks observe homeless people gathering as distributions set up. Businesses find groups gathered to distribute food in downtown locations and parking lots. Often these groups are unaware of the impact their activities have on the community. They want to help, and the idea of sharing food and clothing seems to address needs common to all people. Neighbors report problems when local churches provide food and basic services out of their building, particularly when the program closes and homeless people disburse into the surrounding neighborhood.

As the Volunteer Coordination Program (Strategy B3), the Communal Kitchen (Strategy B2), and the Centralized Service Center (Strategy B1) come on line, the City can help mitigate challenges presented by provision of basic needs in the City by providing information on City policies and

opportunities to help in these venues instead of throughout the City.

Developing information cards or flyers about the Volunteer Coordination Program, opportunities to connect and serve in the Communal Kitchen, opportunities and needs at the Centralized Service Center, and how to connect with the PCOCC will be crucial to implementing this strategy.

In addition, information on the City's food and basic needs distribution policies (Strategy D3) can be distributed separately and in combination with the other informational flyers. Promotional material tailored to different types of groups should contain language and references that reflect the interests of those groups; for example, churches, other faith groups, community service groups, and school community service groups might each be approached slightly differently, but the core information will stay the same.

Finally, promotional material on how to truly help change someone's life by empowering rather than creating dependence would be beneficial. Such material could discuss creating balanced relationships with those who need a hand up rather than a hand out. This could also be done in coordination with the "Positive Change" initiative (Strategy B9).

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

C.6.1.	Develop promotional material about 1) the Volunteer Coordination Program, 2) the Communal Kitchen, 3) the Centralized Services Center, and 4) how to connect with the PCOCC. Flyers should include information on the City's policies about the provision of food/basic need items within the City, conditional and temporary use permit requirements, and process for requesting to have community events at parks.
C.6.2.	Provide information on the availability, content, and accessibility of the online resource directory.
C.6.3.	Information materials will be tailored to reflect different audiences.
C.6.4.	Provide information cards to Parks and Recreation, the contracted security guard service, Code Compliance, Police officers, businesses and residents to be given to those encountered who are distributing in parks, business areas, and neighborhoods.

## POTENTIAL PERFORMANCE METRICS

- ✓ Reduction of distributions to the homeless in public places, business areas and neighborhoods.
- ✓ Volunteers connected with the Volunteer Coordination Program, the Centralized Service Center, the Communal Kitchen and the PCOCC.
- ✓ Those who are homeless know where to find the food and other basic items they need
- ✓ Needs are met in a reliable and consistent manner
- ✓ Volunteers have a clear understanding of how to assist the homeless in Pomona
- ✓ Policies and materials are made available on the "A Way Home" webpage.
- ✓ Materials are provided in the Community Tool Kits

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Costs of printing materials
- Staff time

### Funding:

- ESG funds
- CDBG funds
- Financial sponsorship

## PRIORITY AND TIMEFRAME

- High priority
- Distribute materials 6 months from CSC, Communal Kitchen and/or Volunteer Program implementation

## IMPLEMENTATION LEAD

- City of Pomona Homeless Services Unit

## POTENTIAL COLLABORATING PARTNERS

- City Attorney review
- Code Compliance, Public Works, Police Department
- Community Services
- Security Company
- Businesses/Residents
- PCOCC
- Pomona's Promise

## STRATEGY C7: INCREASE BUSINESS OWNERS' KNOWLEDGE OF HOMELESS SOLUTIONS AND PROVIDE SUPPORTIVE TOOLS

### DESCRIPTION

The conduct of daily business is often negatively impacted when homeless activities take place nearby. To address this, businesses need information regarding resources, and service providers. Business owners need an understanding of where their rights, and those of homeless persons, begin and end.

Businesses may be unsure how to respond to homeless-related issues. Current and accurate information about homelessness and how to address the homeless is needed.

Businesses also need to know the role that they can play in helping to end homelessness. Some business owners have tried to help by offering odd jobs for food or a place to stay, only to find that a growing number of homeless persons then camp on their property.

Businesses will benefit when participating in the "Positive Change Not Spare Change" alternative to panhandling campaign (Strategy B9). Businesses can participate in solutions to homelessness through legitimate employment and apprenticeship opportunities and support of relevant "A Way Home" strategies (Strategy A3).

Businesses need ready homelessness resources and strategy information in ways that are useful and easy to access.

Implementation of Crime Prevention through Environmental Design (CPTED) interventions can help businesses to reduce homeless activity on business sites as well as reduce possible illegal activity. Providing business with information on CPTED design elements will empower businesses to engage in successful commerce in the City of Pomona.

To promote this information, communication avenues currently used by businesses must be employed. Such avenues include: community service groups, networking groups, the Chamber of Commerce, Business Neighborhood Watch business newspapers and newsletters, trade publications, and business associations. Businesses may also receive the information from the Pomona Police Department, Code Compliance, Pomona Homeless Outreach Team and the Homeless Services Coordinator. Materials should be available at the City's Business License desk as well. Finally an effort to present this information to business service organizations and association meetings should be initiated.

### ACTIVITIES AND IMPLEMENTATION BENCHMARKS

C.7.1.	City and Chamber Convene a Business Leader's Task Force on Homelessness <sup>xxvii</sup>
C.7.2.	Create promotional material that provides: Tips on how to address homeless related situations; information on how to file complaints; how Homeless Services, the Pomona Homeless Outreach Team, and Police can help; what the City can and cannot do legally; "Positive Change" alternative to panhandling campaign; how to connect with homeless resources; information on CPTED principles; and how to connect with the Business Leaders' Task Force on Homelessness.
C.7.3.	Create and extend an invitation to participate in the PCOCC via business associations.
C.7.4.	Provide business association and service group presentations.
C.7.5.	A business link on the PCOCC website.
C.7.6.	Inform the business community of service opportunities for business volunteer groups.

## POTENTIAL PERFORMANCE METRICS

- ✓ How many businesses were provided flyers, brochures, and posters
- ✓ Increase of the number of phone inquiries to the Chamber of Commerce for information
- ✓ Reduction in the number of complaints to the City and Police Department
- ✓ Survey of local businesses
- ✓ Number of hits on web page
- ✓ Businesses and Business Associations support of "A Way Home" Initiatives through time, talent, inventory, staff and owners volunteer efforts
- ✓ Number of presentations and attendees

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Printing, supplies and Staff Time
- Webpage maintenance

### Funding

- Current funding sources

## PRIORITY AND TIMEFRAME

- High priority
- Create outreach and marketing materials within 12-24 months from plan adoption

## IMPLEMENTATION LEAD

- Pomona Homeless Services Unit and Chamber of Commerce collaborative effort

## POTENTIAL COLLABORATING PARTNERS

- City Administration
- City Human Resources
- City Code Compliance
- Police Department
- Business Community Service groups
- Business Associations
- Downtown Pomona Owners Association (DPOA)

## STRATEGY C8: ENGAGE AND INFORM THE RESIDENTS OF POMONA IN ISSUES REGARDING HOMELESSNESS

### DESCRIPTION

Homelessness in Pomona affects the greater community in a significant way when the unsheltered homeless begin to impact neighborhoods and businesses negatively. Residents encounter Pomona's homeless as they walk their children to school, shop, conduct business, and enjoy in parks. Pomona residents need accurate information on what is being done to address homelessness, how to respond to homelessness and how they can get help with homeless issues. Distilled information is needed to help the residents understand this complex challenge. When interviewing businesses and residents, many respondents ask about mental health challenges for those living on the streets. People would like a better understanding of what chronic homelessness is and what causes a homeless person to become homeless. Discussion groups and training might be helpful to assist in addressing this area.

Within 2016 alone, more than half a dozen community meetings have been held at the request of residents to find out what's going on with the increase of homeless in Pomona, why

does Pomona seem to have more than other cities, what is the City doing to address homelessness, and why is it that the homeless seem to have more rights than property and business owners.

Because of this, the HAC Working Group on Community Perceptions recommended hosting ongoing forums on issues surrounding homelessness. Perhaps these forums could be hosted in coordination with Area Commander Meetings, Neighborhood Watch meetings, or Coffee with a Cop. However, because these meetings have a specific purpose and agenda, separate forums at the request of residents and business owners might be preferable.

To begin to implement this strategy a link to "request a neighborhood forum, discussion group, or training" could be provided on the "A Way Home" webpage (strategy C4). In addition, information on how to request a neighborhood forum could be provided in resident focused materials and a link provided on the City's website.

### ACTIVITIES AND IMPLEMENTATION BENCHMARKS

C.8.1.	Create resident focused flyers, brochures and cards that provide information on how to respond to homelessness and how to get help with homeless issues. Include how to request a neighborhood forum, discussion group or training on homelessness. Also include definitions, rights, and the current state of homelessness in Pomona; information on specific City initiatives; and information on resources and service-providers and the availability and content of the online resource directory.
C.8.2.	Create an "A Way Home" Empathy Campaign that reveals the humanity of homeless individuals and the personal nature and complexity of issues associated with becoming homeless. Such a campaign can include public art and online interviews and stories. Include information on opportunities to help as families and neighbors.

C.8.3.	Work with the Pomona Unified School District to create a class project or service program that empowers young Pomona students with knowledge about homelessness and allows them to contribute ideas and talents to address homelessness.
C.8.4.	Create a methodology for updating the Pomona Continuum of Care Coalition directory (Strategy B10).
C.8.5.	As the Pomona's Promise website and directory are renewed and updated, the PCOCC Directory can link to the Pomona's Promise Directory homeless section with a connecting online link on the PCOCC website. Pomona's Promise Resource Directory will feature the new "Homeless and At-risk" tab and will contain a map with color-coding by service type and a roll over feature providing details of services.
C.8.6.	Educate through Ongoing Conversations. Provide forums, discussion groups and trainings at the request of residents.
C.8.7.	Create an invitation to participate in the Pomona Continuum of Care Coalition. Distribute at forums, discussion groups and trainings. Send out through resident's avenues of communication.

## POTENTIAL PERFORMANCE METRICS

- ✓ Increased involvement of residents with service providers, reported resident outreach activities.
- ✓ Reduction in complaints to the City and Police Departments.
- ✓ Increased resident participation in "A Way Home" initiatives
- ✓ Resident's support through time, talents and donations to "A Way Home" initiatives
- ✓ Online and social media community input survey results

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Website development and maintenance
- Staff Time
- Printing and supplies

### Funding:

- Walmart Foundation
- Aetna Foundation

## PRIORITY AND TIMEFRAME

- High priority
- Implement outreach efforts within 12-24 months

## IMPLEMENTATION LEAD

- Pomona Continuum of Care Coalition
- City of Pomona Homeless Services Unit
- Pomona Unified School District
- Tri City Mental Health Center

## POTENTIAL COLLABORATING PARTNERS

- Pomona's Promise
- Chamber of Commerce
- Service Organizations
- DPOA
- Community and Faith-based organizations



## STRATEGY C9: STRENGTHEN SERVICE PROVIDER NETWORKS AND INCREASE RESOURCE VISIBILITY

### DESCRIPTION

Communication within the network of service-providers and between service providers and the public is an essential element of an effective homeless solutions system. A lack of awareness of programs can lead to an overlap or duplication of service provision, as well as gaps in services and resources.

Accessibility of services and resources for the homeless population provided by the service providers of Pomona can be improved. Often service providers require clarification on how to find each other, connect, and refer people to other organizations for assistance. Clear and detailed information on what each organization does, when services are available and how to access or refer others to them would be helpful. For instance, improvements in the consistency of referral of homeless persons exiting an emergency room or hospitalization to respite care facilities could be realized with improved communications.

The Pomona Continuum of Care Coalition has been effective in providing networking

and information sharing at the monthly meetings. The City of Pomona and the PCOCC can build upon this long-standing communication network to address this need. In addition, it would be helpful for timely information to be disseminated between PCOCC meetings. A daily reporting of new events and housing opportunities would help people to be housed quickly and reduce vacancy rates. A homeless dashboard on the PCOCC website could provide an easily accessible quick snapshot of updated information. And, a master calendar that provides information about important events, meetings or activities of PCOCC member organizations would be helpful to all agencies as well as those who use their services.

For those service providers not connected with the PCOCC, an engage and connect campaign could be helpful in obtaining new members. County Departments could encourage County funded programs to link into the PCOCC (Strategy B4). As the organization continues to grow, networking should be redesigned to take full advantage of current information sharing platforms.

### ACTIVITIES AND IMPLEMENTATION BENCHMARKS

C.9.1.	Update Pomona's Promise website, to include the homeless services online resource directory. The resource directory will feature a new Homeless tab and map with color-coding by service-type.
C.9.2.	Create a social media forum on homelessness (Strategy C2 and C4).
C.9.3.	The City and/or the Pomona Continuum of Care Coalition to issue quarterly Press Releases to highlight "A Way Home" strategies as they are implemented.
C.9.4.	Link Pomona Continuum of Care Coalition and Pomona's Promise websites. Feature a link to the PCOCC more prominently on the Pomona's Promise website.



C.9.5.	Ensure that service provider resources are provided to the Pomona Unified School District's Resource Center.
C.9.6.	Provide information on availability and content of the online resource directory in service provider communications.
C.9.7.	Explore where respite care referrals are inadequate and examine the reasons for disconnects in this system. To the extent that this is a communications issue, work with hospitals administration and social services staff and the respite care providers to enhance communications regarding this vital option for vulnerable homeless persons exiting the hospital system.
C.9.8.	Identify homeless service providers in Pomona that are not connected to the Coalition and extend invitations.
C.9.9.	Send out daily information updates with snapshot of what is included and links to materials, information and websites.
C.9.10.	Provide agencies with an easy to use announcement tool on the PCOCC website.
C.9.11.	Create a master community calendar that highlights service events, meetings and service activities.

## POTENTIAL PERFORMANCE METRICS

- ✓ Increased hits on Pomona's Promise Website
- ✓ Increased hits on Pomona Continuum of Care Coalition's Website
- ✓ Increased social media platform traffic
- ✓ Survey service providers regarding networking and referral satisfaction. Collect input on suggested improvements and implement practical solutions.

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Cost of enhancing and maintaining Pomona's Promise's and Pomona Continuum of Care Coalition's Websites
- Cost of developing and maintaining Social Media community platforms

### Funding:

- Fundraising
- Cisco Technology Grant
- Progressive Technology Project
- Verizon Foundation
- Business/Agency Sponsorship

## PRIORITY AND TIMEFRAME

- Low priority
- Begin work within 24 months
- Complete and maintain work within 48 months

## IMPLEMENTATION LEAD

- Pomona Continuum of Care Coalition in Collaboration with City of Pomona / Pomona's Promise

## POTENTIAL COLLABORATING PARTNERS

- 2-1-1
- Pomona Unified School District
- City of Pomona IT Department
- Pomona's Promise Work Groups
- Service Providers
- Day One
- GAIN Program
- LA County Education Office
- LA County Re-entry Programs
- Pomona Valley Children and Family Collaborative

DRAFT

## STRATEGY C10: INCREASE HOMELESS PERSONS ACCESS TO AND USE OF RESOURCES

### DESCRIPTION

Individuals and families experiencing homelessness need easy access to resources and information. Resource information should be readily available in formats used by and at locations frequented by people who are homeless. To the greatest extent possible, barriers to information should be minimized. Research conducted by the Programs, Resources and Services working group of the HAC revealed that, generally, the customer service of service providers could be better. Many service providers utilize voicemail and are remiss in returning calls. Others were found to leave callers on hold for an inordinate length of time. Similarly, wait time for 211 calls can, at times, be 45 minutes to an hour. Waiting lists for affordable housing and voucher programs and other services can be long. DPSS sees the same homeless families year after year, indicating that current programs fail to move households from homelessness to housing in a sustainable way. The causes and solutions to recidivism to homelessness must be identified.

Many homeless people exiting a hospital room stay decline to use the respite care program, opting instead to exit to homelessness. Equally, homeless people often decline shelter and housing options offered to them. Educating homeless people on what these programs are like may help remove the fear associated with going to a housing option. Pictures of options, even quarterly or monthly tours, could inform homeless people in a concrete way and make the unfamiliar, familiar and safe.

This is where a Centralized Service Center (Strategy B1) and transportation system (Strategy B6) could be of great assistance to both homeless clients and the agencies that serve them. To have a centralized place to provide services and coordinate referrals would increase service effectiveness and decrease the number of missed appointments by homeless families and individuals do to service barriers.

### ACTIVITIES AND IMPLEMENTATION BENCHMARKS

C.10.1.	Explore where respite care referrals are insufficient and examine the reasons for disconnects in this system. Work with hospitals administration and social services staff and respite care providers to remove barriers and enhance communications regarding this vital service for vulnerable homeless persons exiting the hospital system. Provide complete information with pictures about respite care and how it works.
C.10.2.	Pomona Continuum of Care Coalition to adopt a Customer Service Standard of Excellence for service providers. Encourage all homeless service providers to adopt this standard. Agencies that adopt the Customer Service Standards of Excellence will receive prominent display / linkage on the Pomona Continuum of Care Coalition Website and privileged membership benefits.

C.10.3.	Incorporate the Whole Person Care Model and Compassionate Companions training for successful engagement of persons experiencing homelessness to reduce recidivism to homelessness. (Strategy B3)
C.10.4.	Create a large-scale asset map of services to be displayed at service provider locations and community centers.
C.10.5.	Create pocket cards with information about rights and responsibilities, services and resources.
C.10.6.	Create and provide posters to service provider, Pomona Unified School District Resource Center and County services offices. Provide information on availability and content of the online resource directory.
C.10.7.	Hardcopy and electronic newsletters in service provider, Pomona Unified School District Resource Center and County services offices.
C.10.8.	Create a printable fact sheet with information about rights, responsibilities, services and resources. Make the fact sheet available on Pomona's Promise, City of Pomona and Pomona Continuum of Care websites. Flyers can be printed and distributed to homeless persons and families by volunteers, neighbors and community members, food banks and other interested parties. Include flyers and pocket cards in hygiene kits and food bank distribution bags.
C.10.9.	Provide information on the Filling the Gap Transportation System (Strategy B8) through a brochure at participating service providers.
C.10.10.	Educate homeless persons on available resources and how to access them through ongoing conversations.
C.10.11	Provide tours of available shelter facilities to homeless families and individuals refusing "Housing First" options and assist in moving when possible.

## POTENTIAL PERFORMANCE METRICS

- ✓ Homeless persons report improved access to services
- ✓ Survey consumers of services in the community and at the Service Center
- ✓ Reduced hold times on phone calls and wait times for housing and services
- ✓ Increase homeless person enrolled in programs and housed

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Printing
- Staff time

### Funding:

- Current funding sources

## PRIORITY AND TIMEFRAME

- Medium priority
- Implementation to start after development of Centralized Service Center for optimal results. Fully implemented 18-24 months after adoption of plan.

## IMPLEMENTATION LEAD

- Pomona Continuum of Care Coalition/City of Pomona Homeless Services Unit

## POTENTIAL COLLABORATING PARTNERS

- Service Provider Executive Directors
- DPSS Executives
- 211 Executives
- City of Pomona Homeless Services Unit
- Homeless Service Providers receiving funding through the City of Pomona
- Tri City Mental Health
- Pomona Valley Community Hospital
- Pomona Community Health Clinics
- East Valley Community Health Clinic
- Illumination Foundation
- Los Angeles Homeless Services Authority (LAHSA)
- Pomona Police Department
- Pomona Unified School District
- Students to help create posters
- Pomona Homeless Outreach Program

# CITY OF POMONA SOLUTIONS FOR POMONA'S HOMELESS



## *GOAL D*

*BALANCE THE  
NEEDS AND  
RIGHTS OF  
HOMELESS  
PERSONS AND  
THE LARGER  
COMMUNITY  
THROUGH  
UPDATED, FAIR,  
LEGAL AND  
ENFORCEABLE  
POLICIES AND  
ORDINANCES*



**BALANCE THE NEEDS AND RIGHTS OF HOMELESS PERSONS  
GOAL D AND THE LARGER COMMUNITY THROUGH UPDATED FAIR,  
LEGAL AND ENFORCEABLE POLICIES AND ORDINANCES**

**STRATEGY D1: EVALUATE CURRENT POLICIES AND ORDINANCES AND  
CREATE POLICIES AND ENFORCABLE ORDINANCES THAT SUPPORT THE  
STRATEGIES**

**DESCRIPTION**

Certain areas of concern regarding homelessness can best be addressed through City policy. A discussion of policy matters took place in each of the HAC Working Groups. The general feeling was that it does the community no good to have policies in place that can't be enforced regardless of the reason.

**Review and Update Ordinances**

All ordinances of the City of Pomona should be fair, legal and enforceable. Ordinances that are on the books, but are not enforceable undermine respect for the law. It is recommended that the City Attorney review each of the City ordinances that may have to do with homelessness, either directly or indirectly. It was recommended that each of these ordinances be reviewed and that those that cannot be acted upon be rescinded or redrafted to bring them up to a standard that can be acted upon based on judicial precedence.

Although laws pertain to everyone, the following may impact homeless persons and should be reviewed: ordinances related to loitering, shopping carts, solicitation and panhandling, drinking alcohol in public places and open containers, smoking in parks, use of public spaces, camping, sleeping in public, storage of personal property, dumping, sleeping in motor vehicles, use of city parks, depositing or burial of solid waste, scavenging, and theft of utilities.

**Use of public space**

HAC members suggested that the City identify public areas negatively impacted by a persistent and frequent congregation of homeless persons, as well as those who may not be homeless, but who are loitering and negatively impacting a business environment. The City can develop a plan for each site, addressing and mitigating environmental and social factors contributing to the concentration of homeless persons and others who may be loitering. For example, physical changes in the Civic Center could help prevent loitering and panhandling in the area. Developing policies and implementing the strategies in this recommendation correspond neatly with the development of the Centralized Services Center (Strategy B1) where the needs of homeless persons can be better met than in areas not suitable for distribution and service activities.

**Permits**

With the opening of the Centralized Service Center (Strategy B1), the Neighborhood Services Department should revisit and set definitive policies around the permitted use of public parks and the distribution of free food, clothing and other basic needs. Also, the Development Services Department can review and update policies for approving Temporary Use Permits for free distribution of foods, basic needs, and services in public spaces, on private property, and allowed locations.



### **Housing First**

Recognized as the most impactful and cost effective approach to ending homelessness, the City should formally adopt a requirement that service providers funded through the City implement housing first strategies. A Housing First philosophy could be included in shelters approved for development as well as affordable, permanent and permanent supportive housing.

### **Review and adopt a Pomona residency standard for homeless assistance**

HAC contributors suggested that the City evaluate and update the Pomona residency requirement for homeless people who seek assistance through City of Pomona funded

services and housing programs. Although it would be difficult to enforce such a residency requirement for all service operators within the City, agencies operating homeless assistance programs with City funding would be restricted to only serving people or households meeting the Pomona residency requirement within those programs. To recommend this policy, the City reviewed 1) the current Pomona residency requirement, 2) the HAC Housing and Facilities Workgroup recommendation and 3) the residency requirement of two other cities that have successfully implemented a homeless preference criterion. The following outlines a Pomona Homeless Residency criterion that incorporates the above recommendations.

### **Recommended City of Pomona Residency Criterion for Homeless Services:**

A Homeless person or household must meet one of the following criteria in order to be assisted with City of Pomona funded homeless housing and service programs:

1. Be identified by City of Pomona staff (i.e. Pomona Police Department, Pomona Fire Department, Code Enforcement personnel or Homeless Services/Outreach Team) as high users of City resources and services and meet one of the other criteria listed; or,
2. Be known to the City of Pomona's Homeless Services Unit/Outreach Team/Tri City Mental Health Center to be sleeping in a place not met for human habitation, in Pomona, for more than 12 months and has a service history or open case for over one-year consisting of ongoing interaction with one of the service agents listed ; or,
3. Have a social support system of an immediate family member living in Pomona, who is willing to help in the remediation of their homelessness. Current residency of an immediate family member (mother, father, child, sibling, or grandparent) in the City of Pomona documented by written certification of the family member along with written proof of City occupancy, or,
4. Become homeless while living permanently in Pomona with proof of residency on property zoned for residential use in Pomona (owner of record, lease, and/or paid utilities necessary for legal use of the property for residential use); or,
5. Individual or household experiencing homelessness has a household member that is currently attending a Pomona school full-time (with written certification from school personnel) or is legally and gainfully employed at least 20 hours per week and works within the City of Pomona city limits (documented with paystubs and identification).

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

D.1.1.	Evaluate troubled areas in the City and encourage investment in Crime Prevention Through Environmental Design (CPTED) improvements.
D.1.2.	Once "Urgent" initiatives are implemented, update any City ordinances that would be impacted, allowing enforcement equally across all residential statuses.
D.1.3.	Review and update permitting policies for use of parks, free food and item distribution, use of community organizations buildings for extraordinary activities.
D.1.4.	Adopt a City residency criterion for the provision of homeless services and housing funded through City of Pomona programs.
D.1.5.	Advocate for Countywide adoption of uniform city residency standards. City representative sitting on the San Gabriel Valley Council of Governments (SGVCOG) have an opportunity to bring this recommendation to decision makers for a common standard. (Complements Strategy B5).
D.1.6.	Formally adopt a policy requiring the inclusion of Housing First principles and elements in shelters, affordable, permanent and permanent supportive housing.

## POTENTIAL PERFORMANCE METRICS

- ✓ Residents and businesses report improvement in problem areas of the City
- ✓ Increase in business traffic and revenues
- ✓ A reasonable and effective residency standard for homelessness is adopted in the City
- ✓ Residency policy is adopted by the SGVCOG participating cities
- ✓ Each city in the region accepts responsibility for homeless persons meeting the residency standards
- ✓ Homeless persons are rapidly rehoused within their community in which they became homeless or have significant ties.

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Implementation of environmental changes to address problem areas

### Funding:

- Soteria Group assessment of funding opportunities
- Crime and Public Safety grants
- Centers for Disease Control and Prevention

## PRIORITY AND TIME FRAME

- Urgent priority
- Review affected ordinances within 3-6 months of plan adoption. Update where needed to reflect new community resources addressing shelter, food distribution and storage.

## IMPLEMENTATION LEAD

- City Attorney and City Administration

## POTENTIAL COLLABORATING PARTNERS

- Pomona Police Department
- Public Works Department
- Neighborhood Services Department
- Development Services Department
- San Gabriel Valley Council of Governments

## STRATEGY D2: CREATE A SAFE AND SECURE PARK, CIVIC PLAZA AND PUBLIC SPACE EXPERIENCE

### DESCRIPTION

Parks should be family-friendly and provide a comfortable place for people to rest, play and recreate. For some residents in Pomona, a city park is the primary outlet for recreation. For others it is a place for physical activity or team sports. And for children who live in multifamily buildings parks may be the only place to exercise and play outdoors.

All residents, including homeless people, have the right to use and enjoy parks. The open space, trees and grass provide a natural place for people to spend time. The desire to live in these spaces when you do not have a home makes sense. But, parks are not designed, and were never meant, to be a private residence. When people live in a public space, the result is that private behavior and activities take place in public. When the pervasive and continuous use of parks by one population interferes with other members of the community's ability to enjoy the park, measures need to be taken to ensure that everyone's rights to public open space is protected.

#### Camping and Food Distribution

With the adoption of SB2 and the identified need to provide for those who are unsheltered, it is anticipated that more emergency housing will be developed. As shelter space becomes available, the City should be able to fairly enforce its no camping ordinances without legal challenge. In addition, when the Centralized Service Center (Strategy B1) and Communal Kitchen (Strategy B2) are opened to provide for basic needs and food provision, it should not be necessary for these activities to be conducted in parks or other public spaces.

#### Establish a Park Ranger Program

Pomona's parks are large and beautiful, resplendent with trees and shrubbery. The

parks also have many rules to ensure a pleasant environment for all visitors. No drinking of alcohol, no smoking, no occupancy after dark unless a public event has been sanctioned, are a few of these rules. It takes considerable effort to enforce the City's policies regarding the proper use of parks. Therefore, it is recommended that the City establish a Park Ranger program. The program can be supplemented by strengthening and expanding the Citizen Volunteer Patrol program. An evaluation of current park security is recommended.

#### Civic Plaza

The Pomona Civic Plaza is a location for municipal business, court activity and library activities. People of all ages and across the spectrum of Pomona's diverse community come to this area to accomplish specific tasks. It is vital that the Civic Plaza is safely navigable for all residents, including children, the elderly, and the infirm. As such simple measures to ensure the safety of all are recommended.

Children may ride their bicycles to the library, but few are seen riding bikes across the Civic Plaza. However, it has been pointed out that several adults do ride through and around the Civic Plaza. To ensure the safety of all, it is recommended that riding bicycles or other wheeled transportation such as scooters and skateboards in and through Civic Plaza be prohibited and that a policy be adopted and enforced that such means of transportation be walked through Civic Plaza. In addition, zero tolerance of shopping carts in the Civic Plaza should be continue to be enforced. Personal carts such as those marketed broadly would not be included in the prohibition.

## ACTIVITIES AND IMPLEMENTATION BENCHMARKS

D.2.1.	Create a Park Ranger program.
D.2.2.	Evaluate, update and enforce camping ordinances.
D.2.3.	Evaluate and update community service policies and procedures for park usage.
D.2.4.	Strengthen and expand the Citizen Volunteer Patrol Program.
D.2.5.	Evaluate park and Civic Plaza security services. Ensure that the service provides highly trained, experienced and qualified security personnel.
D.2.6.	Ensure that the Park Ranger, Citizen Volunteer Patrol and Security Services have effective and open communication lines and linkages.
D.2.7.	To ensure the safety of all visitors to Civic Plaza, restrict bicycle riding and similar forms of transportation. Adopt a formal policy to walk bicycles in Civic Plaza and post signage.

## POTENTIAL PERFORMANCE METRICS

- ✓ Residents report safe and enjoyable park experiences
- ✓ Residents freely use park spaces
- ✓ Park spaces are used appropriately
- ✓ Reduction in complaint calls about parks and Civic Plaza to City Hall and Pomona Police Department
- ✓ Reduction in reports of crime in park and Civic Plaza
- ✓ Satisfaction with security services is reported by City Departments and residents
- ✓ There are no bicycle pedestrian collisions or intimidation by fast moving modes of transportation in the Civic Plaza

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Cost to implement some elements of this recommendation will be substantial
- Park ranger staffing, uniforms, and equipment
- Volunteer Patrol uniforms, vehicles, gas and maintenance
- Increased security contractor costs
- Signage fabrication and posting
- Increased or improved lighting where needed

### Funding:

- Department of Justice Bureau of Justice Assistance Grants
- Allstate Foundation
- Metlife Community Police Initiative
- State Farm Insurance
- Walmart Community Safety Grant
- Park event usage fees with a special fee for use by those external to the City
- A small parking fee to park in park parking lots
- Property or sales tax for neighborhood projects or park public safety<sup>xxviii</sup>

## **PRIORITY AND TIMEFRAME**

- High priority
- Short term – within 6 months - policy recommendations, program design/adoption, and signage posting
- Camping and food distribution time line dependent on implementation of year round shelter, communal kitchen and storage center.
- Long-term up 36 - 48 months of Park Ranger strategy implementation depends upon funding/grant cycles

## **IMPLEMENTATION LEAD**

- City Attorney, Pomona Police Department, Code Compliance

## **POTENTIAL COLLABORATING PARTNERS**

- City Administration
- Public Works
- Neighborhood Services, Community Services
- Human Resources/Volunteer Coordinator

## STRATEGY D3: IN CONJUNCTION WITH THE OPENING OF A COMMUNAL KITCHEN, CREATE AND ENFORCE POLICIES AND ORDINANCES AROUND THE PROVISION OF FOOD IN THE CITY

### DESCRIPTION

As stated in the introduction to Strategy B2, on any given day within the City of Pomona a homeless person can find a meal. Over 15 community or faith-based organizations sites are scattered throughout the City and participate in this activity. In addition, there are many organizations, both from within and outside of Pomona, that come to distribute food, and other basic items such as clothes, blankets and hygiene kits. They do this in city parks, the Civic Plaza, parking lots and other open spaces. However, in many cases this food distribution is done without coordination, City knowledge, or thought to the impact of this activity on surrounding neighborhoods. It is also, for the most part, done without thought to health codes regarding food safety or proper disposal.

Each year in the United States, it is estimated that 76 million people experience a food borne illness. Some of these cases are very serious and the Center for Disease Control estimates that there are 325,000 hospitalizations and 5,000 deaths.<sup>xxix</sup> When considering the fragile health condition of a segment of the homeless population, this statistic carries significant weight.

With the opening of a Communal Kitchen, it is recommended that the City examine its policies around the mass distribution of food in the community. Policies should align with Health and Human Services and Department of Public Health Environmental Health policies and recommendations.

Creating a policy on when, where and how food and basic needs items may be distributed within the City would assist the City, Pomona residents and the homeless themselves. Enforcement of temporary use and conditional use permit requirements regarding food distributions and giveaways would support this policy. And, as appropriate, requiring County issued Food Handler Cards would be beneficial. But more importantly, focusing distribution efforts towards the Communal Kitchen would allow for these outreach and often ministerial efforts to occur, reaching the homeless in a more focused, coordinated and safe environment. It would also combine food distribution with service provision that focuses on helping homeless people exit homelessness, instead of maintaining their homeless status.

### ACTIVITIES AND IMPLEMENTATION BENCHMARKS

D.3.1.	City evaluates food distribution policies.
D.3.2.	As appropriate, policies should require County issued Food Handlers Cards in order to obtain permits to prepare and distribute food.
D.3.3.	Create clear policies on when, where and how food is to be distributed.
D.3.4.	Create clear policy regarding the use of private buildings for activities other than those for which the property was permitted.
D.3.5.	Publication and enforcement of conditional and temporary use permits.
D.3.6.	Provide public information on the policies and standards and the reasons behind them.
D.3.7.	Redirect efforts towards Communal Kitchen coordinated meals.

## POTENTIAL PERFORMANCE METRICS

- ✓ Decrease in community complaints regarding food distribution
- ✓ Community members do not contract food borne illnesses
- ✓ Food provision is safe and appropriate
- ✓ Homeless persons receive needed food at the Communal Kitchen
- ✓ County laws and City policies are consistent
- ✓ Homeless interaction through CSC intake process increases

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs and Funding:

- No significant costs associated with this recommendation

## PRIORITY AND TIMEFRAME

- High priority
- 12-24 months - to follow construction and opening of the Communal Kitchen site

## IMPLEMENTATION LEAD

- Planning Division and City Attorney

## POTENTIAL COLLABORATING PARTNERS

- LA County Department of Public Health Environmental Health
- Communal Kitchen operators
- Code Compliance
- Community Services
- Pomona Police Department
- PCOCC/Community and Faith partners
- Neighboring city's faith-based organizations and ministries



## STRATEGY D4: SECURE ADDITIONAL RESOURCES TO ADDRESS HOMELESSNESS

### DESCRIPTION

All of the strategies recommended in this document hold real potential to improve the lives of those who are homeless, as well as the broader community of Pomona. Each goal, supporting strategy and subsequent activity has been designed to obtain the greatest impact and results in addressing homelessness within Pomona. But to implement this plan, sufficient funding and staffing will be needed. It won't happen without dedicated time, talent and resources from all aspects of the Pomona community.

One-time, on-going and dedicated funding streams will all be needed. Potential funding sources may include any combination of the following: foundation grants (community foundations, public foundations, private foundations) government grants (county, state, and federal), public agency funds, fundraisers, loans, taxes, fees, capital campaigns, in-kind donation of goods, equipment, purchase of real property, professional services, discounts, crowd funding, social media campaigns, major donors, partnerships with business and industry, product placement, branding opportunities, research funding, bonds,

events, community partnerships, community service groups, faith providers, and others.

Funding sources may include HUD, LAHSA, LA County grant funds, State Dept. of Housing and Community Development, Dept. of Labor, Dept. of Health and Human Services, Dept. of Rehabilitation, SAMSA, the Food and Drug Administration and major business/industry partners in Pomona, the Pomona Valley and San Gabriel Valley.

The research and application for funding requests will take a significant amount of dedicated time. Developing a capitol fund campaign, hosting fundraising events and engaging the community for donations, will also require time and funding. There are City of Pomona employees that have the expertise to research and write grant applications, but to accomplish and implement this plan it will take dedicated staff and resources. It is recommended that the Pomona Community Foundation be engaged in these fundraising efforts and that a full-time staff member responsible for fund development and grant writing is secured by the Foundation or the City.

### ACTIVITIES AND IMPLEMENTATION BENCHMARKS

D.4.1.	Work with the Pomona Community Foundation and the implementation leads to proactively seek government and non-government funding.
D.4.2.	Assess the funding needs, the time and expertise required to pursue those leads and additional staff or consultants required to obtain appropriate funding for the various strategies. Different strategies will require different funding sources.
D.4.3.	Develop a project and funding timeline and goals.
D.4.4.	Identify funding that requires a nonprofit partner to apply and identify partners.
D.4.5.	Conduct fundraising events and initiatives to support solutions to homeless in Pomona.

D.4.6.	Undertake a capital campaign.
D.4.7.	Develop major donor campaign.
D.4.8.	Submit identified grant proposals.
D.4.9.	Explore fees, tax and bond options.

## POTENTIAL PERFORMANCE METRICS

- ✓ Meet and request mentoring and guidance from the California Community Foundation, other successful Community Foundations and the Center for Nonprofit Management
- ✓ Identify specific costs by activity and timeframe
- ✓ Create a fund development plan with calendar
- ✓ Identify primary lead for each funding activity: grant writing, fund raising events, capital campaign and major donor development for specific benchmarks. Ensure that fund development activities do not compete with one another on the calendar. Prioritize benchmarks per donor and event.
- ✓ Meet annual fund development goals
- ✓ Funds for specific benchmarks, strategies and goals are met in a timely way

## POTENTIAL COSTS AND FUNDING SOURCES

### Costs:

- Staff time
- Pomona Community Foundation staff
- Fundraising events and promotion costs
- Capital Campaign events and promotion costs

### Funds:

- Current Staff funding
- Local, State and Federal (HHS, SAMSHA, HUD, USDA) grants
- Public Agencies
- Planning grant from a foundation
- Community Development Block Grant
- Funds raised through "Positive Change Not Spare Change" campaign (Strategy B9)
- Buddhist Tzu Chi Foundation
- Mental Health Services Act (MHSA) funds
- Foundations (Weingart, Hilton, Ahmanson, California Wellness, Kellogg etc)
- Major Donor and Capital Campaign

## PRIORITY AND TIMEFRAME

- High priority
- Begin fund planning in coordination with all initiatives
- Annual goals achievement at 12, 24, 36, 48 and 60 months

## IMPLEMENTATION LEAD

- Pomona Community Foundation, City of Pomona

## POTENTIAL COLLABORATING PARTNERS

- Departments, agencies and other partners specified in each benchmark and strategy

## STRATEGY D5: EVALUATE STAFFING NEEDS TO ENSURE ADEQUACY OF PROGRAM AND STRATEGY IMPLEMENTATION

### DESCRIPTION

The magnitude of the effort required to implement "A Way Home" strategies is significant. Successful implementation of the Council approved strategies is dependent upon adequate staffing levels. In some cases, temporary assistance, volunteers, or consultants may be required. It is vital that the greatest value possible is

obtained from each consultant, temporary worker, volunteer, staff realignment or addition to be able to fulfill the promise this plan holds. It is recommended that the City examine current staffing and make appropriate additions and adjustments to allow for successful implementation of the strategies.

### ACTIVITIES AND IMPLEMENTATION BENCHMARKS

D.5.1.	Department Directors evaluate staffing levels required to support the strategy recommendations that will be implemented in whole or in part by their staff.
D.5.2.	Department develop realistic staffing increases required to fulfill the required work.
D.5.3.	Funding to support necessary staffing is identified.
D.5.4.	City Administration makes staffing recommendations to City Council.
D.5.5.	Hire appropriate staff.
D.5.6.	Contract outside services as necessary.
D.5.7.	Train and develop staff.
D.5.8.	Strategies are successfully implemented.
D.5.9.	Redefine, where possible, use of Special Funds to support the "A Way Home" effort.

### POTENTIAL PERFORMANCE METRICS

- ✓ Staffing Plan and recommendations are approved by City Council
- ✓ Staffing is sufficient to implement strategies
- ✓ Strategies are implemented
- ✓ Unsheltered homelessness is reduced in Pomona
- ✓ Homeless people are housed

### POTENTIAL COSTS AND FUNDING SOURCES

#### Costs:

- New salaries and benefits

#### Funding:

- Grants based upon each specific strategy's focus
- To the extent that staffing is permanent, permanent funding sources must be sought

## **PRIORITY AND TIMEFRAME**

- Medium priority
- Begin to identify potential funds with plan adoption. First funding efforts should be focused on implementing Urgent priority strategies.

## **IMPLEMENTATION LEAD**

- Department Directors

## **POTENTIAL COLLABORATING PARTNERS**

- City Council
- Human Resources
- City Administration
- Finance Department

DRAFT

## ADDENDA

### List of Homeless Advisory Committee Members

AnneMarie Acosta, City of Pomona, Resident, HAC  
Vicky Alvarez, Pomona Community Health Clinic, HAC, PRS  
Imara Amaya, Department of Public Social Services, HAC, PRS  
Benny Ayala, Office of Senator Connie Leyva, HAC  
Rachel Barbosa, Office of Supervisor Hilda Solis, HAC  
Beth Bingham, Pilgrim Congregational Church, HAC  
Jan Boller, Western University, HAC, PRS  
Joseph Cabrera, University of La Verne, Statistical Analysis of 2016 Demographic Data  
Dick Bunce, Resident, HAC, PRS  
Victor Caceres, Boys and Girls Club, HAC, PRS  
Jessica Chairez, Pitzer College, HAC, Public Perception  
Jan Cicco, City of Pomona, HAC, PRS  
Reggie Clark, Volunteers of America, HAC, PRS, Housing and Facilities  
Jim Dale, Pomona Valley Hospital Medical Center, HAC  
Rick Debruyne, Lincoln Avenue Community Church, Resident, HAC  
Benita DeFrank, City of Pomona, HAC, Housing and Facilities  
Michelle DeMott, Fairplex, HAC  
Larry Egan, Downtown Owners Association, HAC  
Jeanine Engols, California Conservation Corp, HAC, PRS  
Vanessa Enriquez, Pomona Community Health Center, HAC, PRS  
Erica Frausto, Pomona Chamber of Commerce, HAC, Public Relations  
Mickey Gallivan, Pomona Historical Society, Resident, HAC, Policy  
Ethel Gardner, Kennedy Austin Foundation, HAC  
Christina Giorgio, Public Counsel, HAC  
Jessica Gonzalez, Nurses for Christ, Resident, HAC  
Sol Guerra, Office of Representative Norma Torres, HAC  
Maria Gutierrez, Department of Public Social Services, HAC  
Joann Guzek, City of Pomona Police Department, HAC, Policy  
Carolyn Hemming, Downtown Pomona Owners Association, City of Pomona Planning Commission, Pomona Resident and Small Business Owner, Policy  
Anne Henderson, Pomona Youth and Family Master Plan, HAC, PRS  
Jaye Houston, University of La Verne, HAC, PRS  
Thomas Hsieh, Pomona Community Foundation, Resident, HAC  
Christian Hsu, Pomona Police Department, HAC  
Mark James, HAC  
Andrew Jared, City Attorney, HAC, Policy  
Beverly Johnson, City of Pomona, HAC, Housing and Facilities  
Luis Juarez, Pomona Acting Together for Health , Promoting Academic Achievement , Youth and Family Master Plan, City of Pomona Planning Commision, HAC, Housing and Facilities  
Kathryn Kirui, Claremont Homeless Advocacy Program, HAC  
Paul Knopf, Pomona Unified School District, HAC, PRS  
Mehran Kohansal, Department of Public Social Services, HAC  
Paula Lantz, Council Member City of Pomona, HAC, Housing and Facilities  
Diane Lawson, Resident, HAC, PRS, Housing and Facilities, Policy  
Gary Lawson, Pomona Proud, HAC

Mark Lazzaretto, City of Pomona, HAC  
Linda Lowry, City of Pomona, HAC  
Pamela Lynn, Angels Who Care, HAC  
Richard Martinez, Pomona Unified School District, HAC  
Enrique Medina, Pomona Unified School District, HAC  
Fernando Meza, Pomona Unified School District, HAC  
Michael Millar, Cal Poly Pomona, HAC  
Marisol Morales, University of La Verne, HAC  
Carmen Muniz, Pomona Community Health Center, HAC  
Toni Navarro, TriCity Mental Health Center, HAC, Housing and Facilities  
Stephen Patten, Pomona Continuum of Care Coalition, HAC  
Sham Rambaran, Purpose Church, HAC, PRS  
Elyse Rasmussen, Department of Public Social Services, HAC, Housing and Facilities  
Andrea Rico, City of Pomona, HAC, Housing and Facilities, Policies, PRS  
Michele Ritchie, Resident, PRS  
Tammy Roush, Fairplex, HAC  
Jeanette Royston Ellis, NAACP, HAC  
Shelby Rusu, Western University, HAC, PRS  
Gilbert Saldate, TriCity Mental Health Center, HAC, Housing and Facilities  
Norma Salinas, Pomona Community Health Clinic, HAC, PRS  
Megan Samaniego, Cal Poly Pomona, HAC  
Tim Sandoval, Resident, HAC  
Manuel Saucedo, Office of Senator Connie Leyva, HAC  
ZaZette Scott, Office of Senator Connie Leyva, HAC  
Shelley Stone-Schmidt, Resident, HAC, Policy  
Ellen Silver, Pomona Community Health Clinic, HAC  
Michael Spezio, Scripps College, HAC  
Ann Tomkins, Resident, Policy  
Robert Torres, Office of Assemblymember Freddie Rodriguez, HAC  
Wyske Visser, Inland Valley Hope Partners, HAC, Housing and Facilities  
Mark Warren, Mark Warren Realty and Investments, HAC  
Josh Williams, Los Angeles Homeless Services Authority, HAC, Housing  
Ron Williams, Lions Gate Home, Resident, HAC, Housing and Facilities

## 2016 PIT Homeless Count City of Pomona Opt-in Report

Name of Opt-In			Pomona								Service Planning Area:				3			
Census Tract	Community	Total Persons	Emergency / Winter Shelter								Transitional Housing							
			Total	Adult (25+)	Youth Unaccompanied Minors (Under 18)	Individuals	Adult Families Households	Members	Youth Families Households	Members	Total	Adult Individuals (25+)	Youth Unaccompanied Minors (Under 18)	Individuals	Adult Families Households	Members	Youth Families Households	Members
1	401703	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
2	401704	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
3	402101	Pomona	130	0	0	0	0	0	0	0	130	44	7	0	24	75	2	4
4	402102	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
5	402200	Pomona	12	12	2	0	0	3	10	0	0	0	0	0	0	0	0	0
6	402301	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
7	402303	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	402304	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
9	402402	Pomona	45	45	0	0	0	16	45	0	0	0	0	0	0	0	0	0
10	402403	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	402405	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12	402406	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13	402501	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14	402502	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15	402600	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16	402702	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
17	402703	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
18	402705	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19	402706	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
20	402801	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
21	402803	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22	402804	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23	402902	Pomona	5	0	0	0	0	0	0	0	5	5	0	0	0	0	0	0
24	402903	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25	402904	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26	403000	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
27	403200	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28	403317	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
29	403318	Pomona	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30	408800	Pomona	131	131	125	6	0	0	0	0	0	0	0	0	0	0	0	0
31	402404	Unincorporated	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERSONS			188	127	6	0	19	55	0	0	135	49	7	0	24	75	2	4



[A WAY HOME: COMMUNITY SOLUTIONS FOR POMONA'S HOMELESS]

Name of Opt-In		Pomona												Service Planning Area:				3
Census Tract	Street Code	Adult Individuals (25 older) (Under 18)	Youth Individuals Unaccompanied (18-24)	and Minors	Adult Families		Youth Families		Cars*		Vans*		Campers/RVs*		Tents*		Encampments*	
					Households	Members	Households	Members	Units	People	Units	People	Units	People	Units	People	Units	People
1	401703	9	5	0	0	0	0	0	0	0	0	0	2	4	0	0	0	0
2	401704	6	2	0	0	0	0	0	0	0	0	0	1	2	0	0	1	2
3	402101	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
4	402102	19	13	0	0	0	0	0	1	2	1	2	0	0	1	2	0	0
5	402200	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
6	402301	12	10	0	0	0	0	0	0	0	0	0	1	2	0	0	0	0
7	402303	5	5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
8	402304	3	0	0	0	0	0	0	0	0	0	0	0	0	2	3	0	0
9	402402	20	13	0	0	0	0	0	2	3	0	0	1	2	1	2	0	0
10	402403	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
11	402405	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12	402406	4	4	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13	402501	41	30	0	0	0	0	0	1	2	1	2	1	2	0	0	3	5
14	402502	11	8	0	0	0	0	0	0	0	2	3	0	0	0	0	0	0
15	402600	7	7	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16	402702	10	10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
17	402703	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
18	402705	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19	402706	1	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
20	402801	32	28	0	0	0	0	0	0	0	0	0	1	2	0	0	1	2
21	402803	15	6	0	0	0	0	0	0	0	1	2	2	4	0	0	2	3
22	402804	3	1	0	0	0	0	0	0	0	0	0	0	0	0	0	1	2
23	402902	6	3	0	0	0	0	0	0	0	0	0	0	0	0	0	2	3
24	402903	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25	402904	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26	403000	9	4	0	0	0	0	0	0	0	0	0	0	0	0	0	3	5
27	403200	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28	403317	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
29	403318	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30	408800	148	65	0	1	3	0	0	7	11	5	9	5	10	12	19	19	31
31	402404	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL		366	220	0	1	3	0	0	11	18	10	18	14	28	16	26	32	53
TOTAL		83																

## 2016 Greater Los Angeles Homeless Count: Demographics Opt-In Report†

Service Planning Area 3				Pomona			
Demographic Information Household Type	Unsheltered			Unsheltered			
	Street Count	Youth Count	Total	Street Count	Youth Count	Total	Percentage
Individuals	1,485	77	1,562	248	12	260	85%
Family Households	46	0	46	16	4	20	-
Family Members	100	0	100	41	6	47	15%
Children in Families (included above)	51	0	51	Data not available			
Unaccompanied Minors	0	0	0	0	0	0	0
<b>Gender</b>							
Female	424	20	444	83	14	97	34%
Male	1,160	53	1,213	178	8	186	65%
Transgender	1	4	5	1	0	1	<1%
<b>Race / Ethnicity</b>							
Hispanic / Latino	544	30	574	106	10	116	32%
White	766	16	782	112	11	123	34%
Black	206	20	226	89	7	96	26%
Asian	2	2	4	1	0	1	<1%
American Indian / Alaskan Native	33	1	34	6	0	6	2%
Native Hawaiian / Other Pacific Islander	1	3	4	2	0	2	<1%
Multi-Racial / Other	33	5	38	20	1	21	6%
<b>Age</b>							
Under 18	51	0	51	6	0	6	2%
Age 18 - 24	0	77	77	0	22	22	8%
Age 25 - 54	981	0	981	182	0	182	64%
Age 55 - 61	426	0	426	58	0	58	21%
Age 62 and Over	127	0	127	15	0	15	5%
<b>Chronic Homelessness</b>							
Chronically Homeless Individuals *	826	19	845	132	8	140	46%
Chronically Homeless Family Households	0	0	0	11	1	12	-
Chronically Homeless Family Members *	0	0	0	24	2	26	3%
Chronically Homeless Population *	826	19	845	156	10	166	54%
<b>Veterans</b>							
Individual Veterans*	107	0	107	15	0	15	5%
Family Veteran Households*	0	0	0	3	0	3	1%
Veterans in Families*	0	0	0	3	0	3	1%
Total Veteran Population*	107	0	107	18	0	18	6%
Female Veterans (included above)*	5	0	5	3	0	3	1%
Chronically Homeless Individual Veterans*	32	0	32	8	0	8	3%
Chronically Homeless Family Veteran Households*	0	0	0	1	0	1	<1%
Chronically Homeless Veterans in Families*	0	0	0	1	0	1	<1%
Total Chronically Homeless Veterans*	32	0	32	10	0	10	3%
<b>Other Subpopulation Characteristics</b>							
Mental Illness*	636	29	665	126	8	134	44%
Substance Abuse*	596	20	616	133	12	145	48%
Persons with HIV/AIDS*	6	1	7	1	2	3	1%
Physical Disability*	493	6	499	48	1	49	16%
Chronic Health Issue*	128	2	130	45	1	46	15%
Brain Injury*	64	0	64	10	0	10	3%
Developmental Disability*	13	1	14	11	0	11	4%
Domestic Violence Experience*	449	21	470	17	3	17	6%

Pomona Demographics count analysis by University of La Verne. LAHSA Demographic survey and methodology.

\* % of Total Unsheltered Homeless Population Surveyed of 306

## Demographic Survey

Hi, my name is... I'm conducting a survey to better understand how we can meet the needs of people who are presently without a stable home in Los Angeles County. I'll be providing a \$5 dollar McDonald's card for your time.


**HAVE YOU TAKEN THIS SURVEY THIS MONTH?**

### 2016 GREATER LOS ANGELES HOMELESS COUNT

**They Count. Will You?**

Fill in completely ☐ → ☐

Cross out mistakes → ✕

No → Are you currently homeless or in need of housing? ☐ Yes ☐ No  
Yes  Thank you for your time!

If No, Go To  
Staff Use Only

The results of this survey will be used to improve the quality and variety of housing and services available. Your answers are completely confidential and any question refused will not result in any denial of services.

● Where you have spent most of your nights in the last 30 days? *Wait for Response. Choose ONLY one*

- |   |  |  |
|---|--|--|
| <input type="radio"/> Apartment or home   | <input type="radio"/> Street, sidewalk or alley                            | <input type="radio"/> Abandoned building or parking lot                      |
| <input type="radio"/> Emergency shelter   | <input type="radio"/> Bus or train stop/station, transit center or airport | <input type="radio"/> Car or truck   |
| <input type="radio"/> Foster care or group home                                   | <input type="radio"/> Campground or woods                                  | <input type="radio"/> Van  |
| <input type="radio"/> Hospital, substance abuse or psychiatric treatment facility | <input type="radio"/> Park, beach, or riverbed                             | <input type="radio"/> RV or camper   |
| <input type="radio"/> Hotel or motel  | <input type="radio"/> Under bridge or overpass                             | <input type="radio"/> Outdoor encampment or tent                             |
| <input type="radio"/> Jail or prison  | <input type="radio"/> Other outdoor location                               | <input type="radio"/> Unconverted garage, attic, or basement                 |
| <input type="radio"/> Safe haven  |  | <input type="radio"/> Other makeshift shelter not meant for human habitation |
| <input type="radio"/> Transitional housing  |  |  |
| <input type="radio"/> Youth shelter   |  |  |
| <input type="radio"/> Declined/ Don't Know  |  |  |

**Skip to Staff Use Only if Answer selected is from the First column of Q1.**

2 What are your initials?

First	Middle	Last
-------	--------	------

3 What is your date of birth?

M	M	D	D	Y	Y	Y	Y
---	---	---	---	---	---	---	---

5 Is this the FIRST TIME you have been homeless?

- ☐ Yes (If Yes, Skip to Q6)  
☐ No  
☐ Declined/ Don't know (If declined, Skip to Q6)

5a How old were you the FIRST TIME you were homeless?

*Write in the reported age in the boxes below*

Age

● How Long have you been homeless THIS TIME?

*Write in the reported time in the boxes below*

Days	
Weeks	
Months	
Years	

● Including yourself, how many adults and children are there in your household, who are sleeping in the same location with you tonight?

Adults (Over 24)	Adults (18-24)	Children (Under 18)
------------------	----------------	---------------------

● IN THE PAST 3 YEARS, how many times have you (and/ or your family) been housed and then homeless again?

*Indicate the number of episodes*

- ☐ 1 time (If 1 time, Skip to Q8)  
☐ 2 – 3 times (If 2-3 times, Skip to Q8)  
☐ 4 or more times  
☐ Decline/ Don't know (If declined, Skip to Q8)

● IN THE PAST 3 YEARS, have you been homeless for ONE YEAR or longer in TOTAL?

- ☐ Yes  
☐ No  
☐ Decline/ Don't know

«UID»

**IN THE PAST 6 MONTHS, have you lived with anyone else in any of the following situations, and if so, how many?** Read each category. If yes, ask HOW MANY?; If answer is NO in any category, mark ZERO

Please write the number

Tent	
Car	
Van	
RV/ camper	

Make-shift shelter

☐ None of the above

☐ Declined/ Don't know

**9** What is/are the initials or a nickname of other people in your household from oldest to youngest? (If Alone, skip to Q12 and fill out ONLY for Person 1)

**10** How is [say initials] related to you?

**11** IN THE PAST 6 MONTHS, have you lived with [say initials] in any of the following situations?

Read categories and choose ALL that apply

you/ is [say initials]?

**12a** Fill in age

on answer provided.

**13** What is your gender identity/

gender identity?

**14** Are you/ is [initials] Hispanic

Person 1 (Skip Q9, Q10, and Q11 for Person 1 only)	Person 2	Person 3	Person 4	Person 5
<input type="radio"/> Child <input type="radio"/> Spouse <input type="radio"/> Other Family <input type="radio"/> Non-Married Partner <input type="radio"/> Other/Non-Family	<input type="radio"/> Child <input type="radio"/> Spouse <input type="radio"/> Other Family <input type="radio"/> Non-Married Partner <input type="radio"/> Other/Non-Family	<input type="radio"/> Child <input type="radio"/> Spouse <input type="radio"/> Other Family <input type="radio"/> Non-Married Partner <input type="radio"/> Other/Non-Family	<input type="radio"/> Child <input type="radio"/> Spouse <input type="radio"/> Other Family <input type="radio"/> Non-Married Partner <input type="radio"/> Other/Non-Family	<input type="radio"/> Child <input type="radio"/> Spouse <input type="radio"/> Other Family <input type="radio"/> Non-Married Partner <input type="radio"/> Other/Non-Family
<input type="checkbox"/> Tent <input type="checkbox"/> Car <input type="checkbox"/> Van <input type="checkbox"/> RV/ Camper <input type="checkbox"/> Make-shift Shelter <input type="checkbox"/> None of the above	<input type="checkbox"/> Tent <input type="checkbox"/> Car <input type="checkbox"/> Van <input type="checkbox"/> RV/ Camper <input type="checkbox"/> Make-shift Shelter <input type="checkbox"/> None of the above	<input type="checkbox"/> Tent <input type="checkbox"/> Car <input type="checkbox"/> Van <input type="checkbox"/> RV/ Camper <input type="checkbox"/> Make-shift Shelter <input type="checkbox"/> None of the above	<input type="checkbox"/> Tent <input type="checkbox"/> Car <input type="checkbox"/> Van <input type="checkbox"/> RV/ Camper <input type="checkbox"/> Make-shift Shelter <input type="checkbox"/> None of the above	<input type="checkbox"/> Tent <input type="checkbox"/> Car <input type="checkbox"/> Van <input type="checkbox"/> RV/ Camper <input type="checkbox"/> Make-shift Shelter <input type="checkbox"/> None of the above
<input type="radio"/> Under 18 <input type="radio"/> 18 to 24 <input type="radio"/> 25-54 <input type="radio"/> 55-61 <input type="radio"/> 62+ <input type="radio"/> Don't Know/ Refused	<input type="radio"/> Under 18 <input type="radio"/> 18 to 24 <input type="radio"/> 25-54 <input type="radio"/> 55-61 <input type="radio"/> 62+ <input type="radio"/> Don't Know/ Refused	<input type="radio"/> Under 18 <input type="radio"/> 18 to 24 <input type="radio"/> 25-54 <input type="radio"/> 55-61 <input type="radio"/> 62+ <input type="radio"/> Don't Know/ Refused	<input type="radio"/> Under 18 <input type="radio"/> 18 to 24 <input type="radio"/> 25-54 <input type="radio"/> 55-61 <input type="radio"/> 62+ <input type="radio"/> Don't Know/ Refused	<input type="radio"/> Under 18 <input type="radio"/> 18 to 24 <input type="radio"/> 25-54 <input type="radio"/> 55-61 <input type="radio"/> 62+ <input type="radio"/> Don't Know/ Refused
<input type="radio"/> Male <input type="radio"/> Female <input type="radio"/> Transgender <input type="radio"/> Declined/ Don't Know	<input type="radio"/> Male <input type="radio"/> Female <input type="radio"/> Transgender <input type="radio"/> Declined/ Don't Know	<input type="radio"/> Male <input type="radio"/> Female <input type="radio"/> Transgender <input type="radio"/> Declined/ Don't Know	<input type="radio"/> Male <input type="radio"/> Female <input type="radio"/> Transgender <input type="radio"/> Declined/ Don't Know	<input type="radio"/> Male <input type="radio"/> Female <input type="radio"/> Transgender <input type="radio"/> Declined/ Don't Know
<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Declined/ Don't Know	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Declined/ Don't Know	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Declined/ Don't Know	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Declined/ Don't Know	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Declined/ Don't Know

«UID»



**15** What is your/ is [initials] race? You can select one or more races. Read categories and choose ALL that apply

**16** Which of the following best represents your/ [initials] sexual orientation

**17** Have you/ [initials] served on ACTIVE DUTY in the U.S. Armed Forces? (Army, Air Force, Navy, Marines Corps, or Coast Guard)

**18** Were you called into ACTIVE DUTY as a member of the National Guard or as a Reservist?

**19** What is your discharge status? Wait for response, fill out Unverified if answer does not match choices.

Person 1	Person 2 [Write in initials]	Person 3 [Write in initials]	Person 4 [Write in initials]	Person 5 [Write in initials]
<input type="radio"/> American Indian or Alaska Native <input type="radio"/> Asian <input type="radio"/> Black or African American <input type="radio"/> White <input type="radio"/> Native Hawaiian or Other Pacific Islander <input type="radio"/> Multiple/Other Race	<input type="radio"/> American Indian or Alaska Native <input type="radio"/> Asian <input type="radio"/> Black or African American <input type="radio"/> White <input type="radio"/> Native Hawaiian or Other Pacific Islander <input type="radio"/> Multiple/Other Race	<input type="radio"/> American Indian or Alaska Native <input type="radio"/> Asian <input type="radio"/> Black or African American <input type="radio"/> White <input type="radio"/> Native Hawaiian or Other Pacific Islander <input type="radio"/> Multiple/Other Race	<input type="radio"/> American Indian or Alaska Native <input type="radio"/> Asian <input type="radio"/> Black or African American <input type="radio"/> White <input type="radio"/> Native Hawaiian or Other Pacific Islander <input type="radio"/> Multiple/Other Race	<input type="radio"/> American Indian or Alaska Native <input type="radio"/> Asian <input type="radio"/> Black or African American <input type="radio"/> White <input type="radio"/> Native Hawaiian or Other Pacific Islander <input type="radio"/> Multiple/Other Race
<input type="radio"/> Straight <input type="radio"/> Gay or Lesbian <input type="radio"/> Bisexual <input type="radio"/> Unsure/ Questioning <input type="radio"/> Declined/ Don't Know	<input type="radio"/> Straight <input type="radio"/> Gay or Lesbian <input type="radio"/> Bisexual <input type="radio"/> Unsure/ Questioning <input type="radio"/> Declined/ Don't Know (If under 18, skip to Q21)	<input type="radio"/> Straight <input type="radio"/> Gay or Lesbian <input type="radio"/> Bisexual <input type="radio"/> Unsure/ Questioning <input type="radio"/> Declined/ Don't Know (If under 18, skip to Q21)	<input type="radio"/> Straight <input type="radio"/> Gay or Lesbian <input type="radio"/> Bisexual <input type="radio"/> Unsure/ Questioning <input type="radio"/> Declined/ Don't Know (If under 18, skip to Q21)	<input type="radio"/> Straight <input type="radio"/> Gay or Lesbian <input type="radio"/> Bisexual <input type="radio"/> Unsure/ Questioning <input type="radio"/> Declined/ Don't Know (If under 18, skip to Q21)
<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Declined/ Don't Know	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Declined/ Don't Know	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Declined/ Don't Know	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Declined/ Don't Know	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Declined/ Don't Know
<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Declined/ Don't Know (If no or declined to BOTH 17 and 18, skip to Q21)	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Declined/ Don't Know (If no or declined to BOTH 17 and 18, skip to Q21)	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Declined/ Don't Know (If no or declined to BOTH 17 and 18, skip to Q21)	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Declined/ Don't Know (If no or declined to BOTH 16 and 17, skip to Q21)	<input type="radio"/> Yes <input type="radio"/> No <input type="radio"/> Declined/ Don't Know (If no or declined to BOTH 16 and 17, skip to Q21)
<input type="radio"/> Honorable <input type="radio"/> General <input type="radio"/> Uncharacterized <input type="radio"/> Bad Conduct <input type="radio"/> Dishonorable <input type="radio"/> Other than Honorable <input type="radio"/> Still on Active Duty <input type="radio"/> Unverified	<input type="radio"/> Honorable <input type="radio"/> General <input type="radio"/> Uncharacterized <input type="radio"/> Bad Conduct <input type="radio"/> Dishonorable <input type="radio"/> Other than Honorable <input type="radio"/> Still on Active Duty <input type="radio"/> Unverified	<input type="radio"/> Honorable <input type="radio"/> General <input type="radio"/> Uncharacterized <input type="radio"/> Bad Conduct <input type="radio"/> Dishonorable <input type="radio"/> Other than Honorable <input type="radio"/> Still on Active Duty <input type="radio"/> Unverified	<input type="radio"/> Honorable <input type="radio"/> General <input type="radio"/> Uncharacterized <input type="radio"/> Bad Conduct <input type="radio"/> Dishonorable <input type="radio"/> Other than Honorable <input type="radio"/> Still on Active Duty <input type="radio"/> Unverified	<input type="radio"/> Honorable <input type="radio"/> General <input type="radio"/> Uncharacterized <input type="radio"/> Bad Conduct <input type="radio"/> Dishonorable <input type="radio"/> Other than Honorable <input type="radio"/> Still on Active Duty <input type="radio"/> Unverified

«UID»

**20** Which years did

Choose ALL that apply

Person 1	Person 2	Person 3	Person 4	Person 5
<input type="checkbox"/> World War II (1940-1947)	<input type="checkbox"/> World War II (1940-1947)	<input type="checkbox"/> World War II (1940-1947)	<input type="checkbox"/> World War II (1940-1947)	<input type="checkbox"/> World War II (1940-1947)
<input type="checkbox"/> Between WWII and Korean War (1947-1950)	<input type="checkbox"/> Between WWII and Korean War (1947-1950)	<input type="checkbox"/> Between WWII and Korean War (1947-1950)	<input type="checkbox"/> Between WWII and Korean War (1947-1950)	<input type="checkbox"/> Between WWII and Korean War (1947-1950)
<input type="checkbox"/> Korean War (1950-1955)	<input type="checkbox"/> Korean War (1950-1955)	<input type="checkbox"/> Korean War (1950-1955)	<input type="checkbox"/> Korean War (1950-1955)	<input type="checkbox"/> Korean War (1950-1955)
<input type="checkbox"/> Between Korean War and Vietnam (1955-1964)	<input type="checkbox"/> Between Korean War and Vietnam (1955-1964)	<input type="checkbox"/> Between Korean War and Vietnam (1955-1964)	<input type="checkbox"/> Between Korean War and Vietnam (1955-1964)	<input type="checkbox"/> Between Korean War and Vietnam (1955-1964)
<input type="checkbox"/> Vietnam (1964-1975)	<input type="checkbox"/> Vietnam (1964-1975)	<input type="checkbox"/> Vietnam (1964-1975)	<input type="checkbox"/> Vietnam (1964-1975)	<input type="checkbox"/> Vietnam (1964-1975)
<input type="checkbox"/> Post-Vietnam (1975-1991)	<input type="checkbox"/> Post-Vietnam (1975-1991)	<input type="checkbox"/> Post-Vietnam (1975-1991)	<input type="checkbox"/> Post-Vietnam (1975-1991)	<input type="checkbox"/> Post-Vietnam (1975-1991)
<input type="checkbox"/> Persian Gulf (1991-2001)	<input type="checkbox"/> Persian Gulf (1991-2001)	<input type="checkbox"/> Persian Gulf (1991-2001)	<input type="checkbox"/> Persian Gulf (1991-2001)	<input type="checkbox"/> Persian Gulf (1991-2001)
<input type="checkbox"/> Post-9/11 (2001-Present)	<input type="checkbox"/> Post-9/11 (2001-Present)	<input type="checkbox"/> Post-9/11 (2001-Present)	<input type="checkbox"/> Post-9/11 (2001-Present)	<input type="checkbox"/> Post-9/11 (2001-Present)
<input type="checkbox"/> Declined/ Don't Know	<input type="checkbox"/> Declined/ Don't Know	<input type="checkbox"/> Declined/ Don't Know	<input type="checkbox"/> Declined/ Don't Know	<input type="checkbox"/> Declined/ Don't Know

#### HEALTH

**21** Do you have, have you ever had, or has a healthcare provider ever told you that you have any of the following health conditions?

Read each category AND choose ALL that apply

- ☐ AIDS / HIV-related illness
- ☐ Ongoing alcohol abuse
- ☐ Ongoing drug abuse
- ☐ Serious and long continuing mental illness (e.g., depression, bipolar disorder, or schizophrenia)
- ☐ Physical disability
- ☐ Physical illness (Chronic or ongoing)
- ☐ Severe depression (Chronic or ongoing)
- ☐ Post-traumatic stress disorder (PTSD)
- ☐ Traumatic brain injury
- ☐ Developmental disability
- ☐ None of the above
- ☐ Declined/ Don't know

**22** Do you have ongoing health problems or medical conditions? (such as diabetes, cancer, or heart disease)

- ☐ No
- ☐ Yes → specify:
- ☐ Declined/ Don't know

**23** Did you indicate a disability or medical condition in Q20 (left) or Q21 (left)?

- ☐ Yes
- ☐ No → (If No, Skip to Q24)

**24** Is your medical condition or disability permanent or long-term?

- ☐ Yes
- ☐ No

**25** Does your disability or medical condition require you to seek help or assistance in order to live independently?

- ☐ Yes
- ☐ No

**26** Would your disability or medical condition be improved if stable housing was provided?

- ☐ Yes
- ☐ No

**27** Have you ever been physically or sexually abused by a relative or another person you have lived with, such as a spouse, intimate partner, brother or sister, or parent?

- ☐ Yes
- ☐ No
- ☐ Decline/ don't Know

**28** Have you experienced dating violence or stalking?

- ☐ Yes
- ☐ No
- ☐ Decline/ don't Know

«UID»



● IN THE PAST 12 MONTHS, how many times have you or a member of your family been admitted to the emergency room or hospital?

*If four (4) or more please write the number*  
(If ZERO, skip to Q27)

☐ ☐ ☐ ☐ ☐

26a Were you homeless BEFORE or AFTER being admitted to the emergency room or hospital?

- ☐ Before  
☐ After  
☐ Both  
☐ Declined/ Don't know

27 How long have you been living in Los Angeles County?

*Write in the reported time in the boxes below*

Day(s)  ☐ Always lived in LA County  
Week(s)   
Months(s)   
Year(s)

28 Before the last time you lost your housing, where were you living?

- ☐ Los Angeles County → (Answer Below)

Indicate City or Community

- ☐ Southern California (Kern, Imperial, Orange, Riverside, San Bernadino, San Diego, San Luis Obispo, or Ventura)  
☐ Other County in California  
☐ Out of State  
☐ Foreign County  
☐ Declined/ Don't know

28 Have you ever been in any of the following?

Read each category AND choose ALL that apply

- ☐ Foster Care  
☐ Juvenile Detention or Probation Camp  
☐ Jail or Prison  
☐ Adult Probation  
☐ Parole  
☐ None of the above  
☐ Declined/ Don't know

● IN THE LAST 12 MONTHS, have you been released from a correctional institution such as juvenile detention, jail or prison?

- ☐ Yes  
☐ No → (If No, Skip to Q31)

● Were you homeless BEFORE or AFTER being in a correctional institution?

- ☐ Before  
☐ After  
☐ Both  
☐ Declined/ Don't know

● Were you released as an AB109 probationer?

AB 109 is an early release program that changes eligibility for state prison, and is also known as Public Safety Realignment.

- ☐ Yes  
☐ No  
☐ Declined/ Don't Know

● Are you part of an early release program that is NOT AB109?

Early release from prison, e.g., Alternative Custody, parole.

- ☐ Yes  
☐ No  
☐ Declined/ Don't Know

● How would you describe your employment situation?

Choose ALL that apply

- ☐ Full-time (more than 35 hours)  
☐ Part-time (35 hours or less)  
☐ Seasonal  
☐ Temporary  
☐ Unemployed; actively looking for work  
☐ Unemployed; not actively looking for work  
☐ None of the above

● Do you have other sources of income?

Choose ALL that apply

- ☐ Panhandling  
☐ Recycling  
☐ Day labor  
☐ Other → Specify:   
☐ None of the above



**33** What is your monthly Income? \$

*Write in the response in the box*

**Are you currently receiving any of the following forms of government assistance?**

*Read each category AND choose ALL that apply*

- ☐ CalWORKs / TANF
- ☐ CAPI – Cash Assistance Program for Immigrants
- ☐ Child support or survivor benefits
- ☐ State children's health insurance
- ☐ Food Stamps / EBT Card / CalFresh
- ☐ GR / GA – General Relief or Assistance
- ☐ Health Way LA
- ☐ Medicaid / Medi-Cal
- ☐ Medicare
- ☐ SSI / SSDI / Disability
- ☐ SSA – Social Security Retirement
- ☐ Unemployment
- ☐ Veterans Disability
- ☐ Veteran's Medical Center / Veteran Benefits
- ☐ Veteran's Pension
- ☐ WIC – Women, Infants, and Children
- ☐ None at this time

**What do you think are some of the main reasons or conditions that led to your loss of housing?**

*Choose ALL that apply*

- ☐ Break-up, divorce, or separation
- ☐ Child support issues
- ☐ Conflicts with family or household members
- ☐ Death, illness of family member or child
- ☐ Domestic violence
- ☐ Family homelessness
- ☐ Eviction or foreclosure
- ☐ Kicked out of home due to sexual orientation/ gender identity
- ☐ Left or aged out of foster care
- ☐ Medical, physical disability or illness
- ☐ Mental health issues
- ☐ No friends or family available
- ☐ Release from hospital, treatment facility or other institution
- ☐ Recent immigration
- ☐ Release from jail or prison
- ☐ Substance abuse
- ☐ Timed out or left previous housing program
- ☐ Unemployment or financial reasons
- ☐ Declined/ Don't know
- ☐ Other → Specify:

**STAFF USE ONLY – DO NOT DUPLICATE OR COPY THIS SURVEY**

- Thank the interviewee for participating and sharing information about their homeless experience.
- Give the interviewee the incentive/ food card ONLY if the survey was completed.
- Make sure that you have filled out the food card tracking form.
- Fill out the information about the interview.

☐ SPA 1    ☐ SPA 2    ☐ SPA 3    ☐ SPA 4    ☐ SPA 5    ☐ SPA 6    ☐ SPA 7    ☐ SPA 8

**Surveyor, did you observe/ detect signs or symptoms of the following:**

- ☐ Serious health conditions    ☐ Mental illness    ☐ Alcohol or drug abuse    ☐ No observations

**Surveyor, what is the status of the survey**

- ☐ Complete    ☐ Partial    ☐ Incoherent    ☐ Refusal

**Census Tract**

**Location/ Intersection**

**Date**

**Time**

**Interviewer ID**

**\*000001\***

2016 GREATER LOS

2016 GREATER LOS ANGELES  
**HOMELESS COUNT**  
*They Count. Will You?*

The City of Pomona would like to get additional information that can inform them of the needs of their homeless residents. The following 6 questions are specifically for Pomona residents.

<p>1. How long have you been living in Pomona?</p> <p><input type="checkbox"/> Always</p> <p>Day(s) _____</p> <p>Weeks(s) _____</p> <p>Month(s) _____</p> <p>Year(s) _____</p>	<p>5. If some sort of shelter or housing were available to you today, would you be willing to access and live in...</p> <p><input type="checkbox"/> An identified, protected, and secure urban camping environment</p> <p><input type="checkbox"/> Barracks style shelter like the Winte Shelter Program</p> <p><input type="checkbox"/> Small individual room with a common living area, cafeteria, dining, shared bathrooms</p> <p><input type="checkbox"/> Shared housing, sharing a room with 1 – 3 roommates</p> <p><input type="checkbox"/> Apartment</p> <p><input type="checkbox"/> Tiny home</p> <p><input type="checkbox"/> Other, please describe _____</p>
<p>2. Before the last time you lost your housing, where were you living?</p> <p><input type="checkbox"/> City of Pomona</p> <p><input type="checkbox"/> LA County</p> <p><input type="checkbox"/> Southern California</p> <p><input type="checkbox"/> Other County in California</p> <p><input type="checkbox"/> Out of State</p> <p><input type="checkbox"/> Foreign Country</p> <p><input type="checkbox"/> Declined / Don't Know</p>	<p>6. Are you willing to spend 1/3 of you income on housing?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>Thank you for taking the time to fill out the survey!</p>
<p>3. Are you, or a household member staying with you, employed in the City of Pomona?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	
<p>4. Do you, or a household member staying with you, attend school in the City of Pomona?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p>	

## Definitions

Definitions Drawn From the Following Sources:

[https://www.huduser.gov/portal/glossary/glossary\\_z.html](https://www.huduser.gov/portal/glossary/glossary_z.html)

<https://documents.lahsa.org/Administrative/Supporting-Documents/2016/02.25.16-Special-P&E-Agenda-&Supporting-Documents.pdf>

<http://www.chirpla.org/glossary-of-terms/>

<https://www.hudexchange.info/onecpd/assets/File/2013-AHAR-Part-2-Section-4.pdf>

<https://www.hudexchange.info/resources/documents/CoC-Program-Rental-Assistance-Slides.pdf>

**ADDICTION:** compulsive need for and use of a habit-forming substance (as heroin, nicotine, or alcohol) characterized by tolerance and by well-defined physiological symptoms upon withdrawal; broadly: persistent compulsive use of a substance known by the user to be harmful.

**AFFORDABLE HOUSING:** In general, housing for which the occupant(s) is/are paying no more than 30 percent of his or her income for gross housing costs, including utilities. Please note that some jurisdictions may define affordable housing based on other, locally determined criteria, and that this definition is intended solely as an approximate guideline or general rule of thumb.

**BLIGHTED STRUCTURE:** A structure is blighted when it exhibits objectively determinable signs of deterioration sufficient to constitute a threat to human health, safety, and public welfare.

**CASE COORDINATION:** Case Coordination occurs regularly with Housing Navigation staff and other staff serving the participant within and between agencies in the community. Coordination activities may include directly arranging access, reducing barriers to obtaining services, establishing linkages, and other activities recorded in participant's file and in HMIS.

**CASE CONFERENCING** Case conferencing is a region's formal, planned, and structured event separate from regular contacts. The goal of case conferencing is to provide holistic, coordinated, and integrated services across providers, and to reduce duplication. Case conferences are usually interdisciplinary, and include one or multiple internal and external providers. Case conferences should be used to identify or clarify issues regarding a participant's housing status and progress towards permanent housing; to review activities including progress and barriers towards housing; to assign primary Housing Navigation responsibilities; to strategize solutions; and to adjust current service plans. Case conferences may be face-to-face or by phone/videoconference, held at routine intervals or during significant change. Case conferencing must be documented and must follow any policies and procedures established for CES.

**CASE MANAGER** A worker that assists the client's medical, psychosocial and environmental needs. Coordinates resources and facilitated access to the appropriate sources of the health care system and other supportive services.

**CENSUS TRACT:** A small, relatively permanent statistical subdivision of a county or statistically equivalent entity, delineated for data presentation purposes by a local group of census data users or the geographic staff of a regional census center in accordance with [Census Bureau](#) guidelines

**CHRONIC HOMELESSNESS:** An unaccompanied homeless individual with a disabling condition who has either been continuously homeless for a year or more OR has had at least four episodes of homelessness in the past three years.

**CHRONICALLY HOMELESS FAMILIES:** Families with adult heads of household who meet the definition of a chronically homeless individual. If there is no adult in the family, the family would still be considered chronically homeless if a minor head of household meets all the criteria of a chronically homeless individual. A chronically homeless family includes those whose composition has fluctuated while the head of household has been homeless.

**CHRONICALLY HOMELESS INDIVIDUAL:** A homeless individual with a disability who lives either in a place not meant for human habitation, a safe haven, or in an emergency shelter, or in an institutional care facility if the individual has been living in the facility for fewer than 90 days and had been living in a place not meant for human habitation, a safe haven, or in an emergency shelter immediately before entering the institutional care facility. In order to meet the "chronically homeless" definition, the individual also must have been living as described above continuously for at least 12 months, or on at least four separate occasions in the last 3 years, where the combined occasions total a length of time of at least 12 months. Each period separating the occasions must include at least 7 nights of living in a situation other than a place not meant for human habitation, in an emergency shelter, or in a safe haven.

**CRISIS HOUSING:** Provides a safe and adequate nighttime residence for homeless individuals and families during their transition to permanent housing.

**COLLECTIVE IMPACT:** A framework used to tackle deeply entrenched and complex social problems. It is an innovative and structured approach to making collaboration work across government, business, philanthropy, non-profit organizations and citizens to achieve significant and lasting social change. Collective impact occurs when organizations from different sectors agree to solve a specific social problem using a common agenda, aligning their efforts, and using common measures of success.

**COMMUNITY HOUSING DEVELOPMENT ORGANIZATION (CHDO):** A private nonprofit, community-based organization that has staff with the capacity to develop affordable housing for the community it serves. In order to qualify for designation as a CHDO, the organization must meet certain requirements pertaining to their legal status, organizational structure, and capacity and experience. CHDO's can receive HOME funds to assist in housing development within a Public Jurisdiction that receives HOME funds.

**CONTINUUM OF CARE:** A collaborative funding and planning approach that helps communities plan for and provide, as necessary, a full range of emergency, transitional, and permanent housing and other service resources to address the various needs of homeless persons. HUD also refers to the group of service providers involved in the decision making processes as the "Continuum of Care."

**COORDINATED ENTRY:** An approach to ending homelessness that requires comprehensive coordination of all housing and service resources in a community to better match people experiencing homelessness to appropriate permanent housing placements. Targeting service-rich permanent supportive housing (PSH) to high-needs individuals and targeting other housing resources to individuals identified with lower needs.



**COORDINATED ENTRY SYSTEM (CES):** The regionally based system that connects existing programs into a “no-wrong-door network” to assess the needs of those who are homeless and link them with the most appropriate housing to meet those needs. The goal of the CES is to streamline processes through which communities assess, house, and retain individuals who are homeless; to ensure all of our homeless neighbors are known and supported; to target and maximize limited housing resources; and comply with the federal mandate to adopt a standardized intake and coordinated assessment process for housing. There are currently three (3) population specific coordinated entry systems, one (1) for Individuals, one (1) for Families, and one (1) that is currently in the pilot/development stage for TAY. Work is currently underway to integrate the three (3) systems.

**DILAPIDATED HOUSING:** A housing unit that does not provide safe and adequate shelter, and in its present condition endangers the health, safety or well-being of the occupants. Such a housing unit shall have one or more critical defects, or a combination of intermediate defects in sufficient number or extent to require considerable repair or rebuilding. Such defects may involve original construction, or they may result from continued neglect or lack of repair or from serious damage to the structure

**DISABILITY:** A physical or mental impairment that substantially limits one or more of the major life activities of such for an individual. (See Person with a Disability)

**DOMESTIC VIOLENCE:** Includes felony or misdemeanor crimes of violence committed by a current or former spouse of the victim, by a person with whom the victim shares a child in common, by a person who is cohabitating with or has cohabitated with the victim as a spouse, by a person similarly situated to a spouse of the victim under the domestic or family violence laws of the jurisdiction receiving grant monies, or by any other person against an adult or youth victim who is protected from that person's acts under the domestic or family violence laws of the jurisdiction.

**DUAL DIAGNOSIS:** Refers to a diagnosis of more than one of the following: emotional / behavioral disorder, substance abuse disorder or physical disability.

**ELDERLY PERSON HOUSEHOLD:** A household composed of one or more persons at least one of whom is 62 years of age or more at the time of initial occupancy.

**ELIGIBILITY REQUIREMENT:** The conditions a person must meet in order to become a participant in a program or service.

**EMERGENCY HOUSING:** Designed to assist homeless individuals with immediate temporary shelter/housing, with the goal of moving into transitional and/or permanent housing.

**EMERGENCY SHELTER:** Any facility with free overnight sleeping accommodations to displaced low-income people. The primary purpose, of which, is to provide temporary shelter for the homeless in general or for specific populations of homeless persons.

**EMERGENCY SOLUTIONS GRANT (ESG) PROGRAM:** A federal CPD program grant designed to help improve the quality of existing emergency shelters for the homeless, to make additional shelters available, to meet the costs of operating shelters, to provide essential social services to homeless individuals, and to help prevent homelessness. ESG also provides short-term homeless prevention assistance to persons at imminent risk of losing their own housing due to eviction, foreclosure, or utility shutoffs.

**EXTREMELY LOW-INCOME HOUSEHOLDS:** Those with incomes below 30 percent of area median income. Department of Housing and Urban Development (HUD) programs use "area median incomes" calculated on the basis of local family incomes, with adjustments for household size.

**FACILITY:** A building or place that provides a particular service or is used for a particular industry.

**FAMILY:** All persons living in the same household who are related by birth, marriage or adoption.

**FAMILY INCOME (FI):** Reported income from all sources for the householder and other household members related to the householder.

**FRAIL ELDERLY:** An elderly person who is unable to perform at least three "activities of daily living" comprising of eating, bathing, grooming, dressing, or home management activities.

**GROSS ANNUAL INCOME:** the total income, before taxes and other deductions, received by all members of the tenant's household. There shall be included in this total income all wages, social security payments, retirement benefits, military and veteran's disability payments, unemployment benefits, welfare benefits, interest and dividend payments and such other income items as the Secretary considers appropriate.

**HANDICAP** With respect to a person, a physical or mental impairment which substantially limits one or more major life activities; a record of such an impairment; or being regarded as having such an impairment.

**HARM REDUCTION** It is an aspect of a program's design established by a set of policies and the resulting procedures and practices whose objective is to reduce the negative consequences of participants' continued use of drugs and/or alcohol or failure to be medication compliant. In housing settings, harm reduction is intended to prevent a participant's loss of housing and/or termination from the program based solely on his or her inability to stop using drugs or alcohol or failure to take prescribed medications. Programs incorporating a harm reduction model must utilize all interventions possible, short of termination from the program to enable the participant to reduce or minimize their risky behaviors while at the same time assisting them to move into and become stabilized in permanent housing. Harm reduction is not intended to prevent the termination of a participant whose actions or behavior constitute a threat to the safety of other participants and staff. Organizations must develop a set of policies and procedures to be implemented in the event of such behavior on the part of a participant.

**HEALTHY FAMILIES** The federally subsidized health insurance program administered by the State of California for the provision of comprehensive health services (including medical, dental and vision care) to children ages birth through 19th birthday from low income families.

**HIGH TOLERANCE:** See Harm Reduction

**HIPAA (Health Insurance Portability and Accountability Act)** HIPAA was enacted by the U.S Congress in 1996. Title II of HIPAA defines numerous offenses relating to health care and sets civil and criminal penalties for them. It also creates several programs to control fraud and abuse within the health care system. However, the most significant provisions of Title II are its Administrative Simplification rules. Title II requires the Department of Health and Human Services (HHS) to draft rules aimed at increasing the efficiency of the health care system by creating standards for the use and dissemination of health care information.

**HOMELESS:** An individual or family who belongs to one of the following categories: (1) An individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning: (i) An individual or family with a primary nighttime residence that is a public or private place not designed for or ordinarily used as a regular sleeping accommodation for human beings, including a car, park, abandoned building, bus or train station, airport, or camping ground; (ii) An individual or family living in a supervised publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state, or local government programs for low-income individuals); or (iii) An individual who is exiting an institution where he or she resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution; (2) An individual or family who will imminently lose their primary nighttime residence, provided that: (i) The primary nighttime residence will be lost within 14 days of the date of application for homeless assistance; (ii) No subsequent residence has been identified; and (iii) The individual or family lacks the resources or support networks, e.g., family, friends, faith-based or other social networks, needed to obtain other permanent housing; (3) Not applicable; Intentionally Omitted; (4) Any individual or family who: (i) Is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual or a family member, including a child, that has either taken place within the individual's or family's primary nighttime residence or has made the individual or family afraid to return to their primary nighttime residence; (ii) Has no other residence; and (iii) Lacks the resources or support networks, e.g., family, friends, faith-based or other social networks, to obtain other permanent housing.

**HOMELESS EMERGENCY ASSISTANCE AND RAPID TRANSITION TO HOUSING ACT (HEARTH Act):** Amends and reauthorizes the McKinney-Vento Homeless Assistance Act with substantial changes, including: 1) A consolidation of HUD's competitive grant programs; 2) The creation of a Rural Housing Stability Assistance Program; 3) A change in HUD's definition of homelessness and chronic homelessness; 4) A simplified match requirement; 5) An increase in prevention resources; and, 5) An increase in emphasis on performance.

**HOMELESSNESS MANAGEMENT INFORMATION SYSTEM (HMIS):** An HMIS is a computerized data collection application designed to capture client-level information over time on the characteristics and service needs of men, women, and children experiencing homelessness, while also protecting client confidentiality. It is designed to aggregate client-level data to generate an unduplicated count of clients served within a community's system of homeless services. An HMIS may also cover a statewide or regional area, and include several CoCs. The HMIS can provide data on client characteristics and service utilization. HMIS is an eligible budget activity and also an SHP component that allows applicants to request SHP assistance for dedicated or shared projects.

**HOMELESS PREVENTION:** Activities or programs designed to prevent the incidence of homelessness, including, but not limited to: (1) short-term subsidies to defray rent and utility arrearages for families that have received eviction or utility termination notices; (2) security deposits or first month's rent to permit a homeless family to move into its own apartment; (3) mediation programs for landlord-tenant disputes; (4) legal services programs that enable representation of indigent tenants in eviction proceedings; (5) payments to prevent foreclosure on a home; and (6) other innovative programs and activities designed to prevent the incidence of homelessness.



**HOUSEHOLD:** All the people who occupy a housing unit. A household includes the related family members and all the unrelated people, if any, such as lodgers, foster children, wards, or employees who share the housing unit. A person living alone in a housing unit, or a group of unrelated people sharing a housing unit such as partners or roomers, is also counted as a household.

**HOUSING ADEQUACY:** Any 1 of 14 different situations [that] result in the classification of a unit as having severe physical problems.

**HOUSING CASE MANAGER:** See Housing Specialist

**HOUSING FIRST:** Housing First (from the National Alliance to End Homelessness): A “housing first” approach rests on two central premises: 1) Re-housing should be the central goal of our work with people experiencing homelessness; and 2) Providing housing assistance and follow-up case management services after a family or individual is housed can significantly reduce the time people spend in homelessness. Case management ensures individuals and families have a source of income through employment and/or public benefits, identifies service needs before the move into permanent housing, and works with families or adults after the move into permanent housing to help solve problems that may arise that threaten their tenancy including difficulties sustaining housing or interacting with the landlord and to connect families with community-based services to meet long term support/service needs.

The guiding philosophy of the Housing First approach is that housing provides people with a foundation from which they can pursue other goals. Tenants are assisted in developing or improving skills for independent living, while they live in permanent housing, instead of requiring them to complete a transitional residential program first.

The Housing First approach that offers permanent housing as quickly as possible for people experiencing homelessness, particularly for people with long histories of homelessness and co-occurring health challenges, while providing the supportive services people need to keep their housing and avoid returning to homelessness. The provider ensures that the supportive services that program participants need or want to achieve permanent housing and to increase income are offered, but are not required as a condition of housing, including links to mainstream programs or partner agencies (i.e. mental health services, substance abuse treatment, medical services, child care, etc.).

Income, sobriety and/or participation in treatment or other services are voluntary and are not required as a condition for housing.

**HOUSING SPECIALIST:** A Housing Specialist can help you find and maintain appropriate housing, apply for housing benefits such as HOPWA to help pay for move-in expenses. They can refer you to supportive services to help you maintain stable housing.

**HOUSING NAVIGATION:** Effective assistance to help clients navigate the housing system, and efficient and accurate matches to housing and non-housing resources (such as medical supports) based on the individual needs and acuity level. Activities include Case Coordination, Case Conferencing and Outreach, communication, information sharing, and collaboration.

**HOUSING NAVIGATOR(S):** A participant's primary point of contact, often a social worker, case manager, outreach worker or volunteer. While they have many functions, their primary functions in CES are to 1) assist clients in collecting the necessary documents to successfully complete a housing application and 2) to accompany them to housing appointments.

**HOUSING PLUS** Refers to housing where residents are encouraged to accept support services necessary to help them maintain their housing. The term is another way of referring to "permanent supportive housing," but puts the emphasis on "housing plus intensive service" for people with serious disabilities.

**HUD** (US Department of Housing and Urban Development) A federal department active in a variety of national housing programs including urban renewal and public housing.

**LAHSA** (Los Angeles Homeless Services Authority) LAHSA is a Joint Powers Authority established in 1993 as an independent agency by the County and the City of Los Angeles. LAHSA is the lead agency in the Los Angeles Continuum of Care, and coordinates and manages over \$60 million dollars annually in Federal, State, County and City funds for programs providing shelter, housing and services to homeless persons in Los Angeles City and County.

**LAND DEVELOPMENT:** The process of making, installing, or constructing improvements.

**LEASE:** A written agreement between an owner and a family for the leasing of a decent, safe, and sanitary dwelling unit to the family.

**LEASE TERM:** The period of time for which a lease agreement is written.

**LEASING:** Leasing of property, or portions of property, not owned by the recipient or project sponsor involved, for use in providing transitional or permanent housing, or providing supportive services. (HUD emphasis)

**LIVABILITY:** a measure of integration of the housing, transportation, environmental, and employment amenities accessible to residents. A livable community is one with multiple modes of transportation, different types of housing, and destinations located within an easy distance (20 minutes by transit, 15 minutes by bike or foot, 10 minutes by car) of homes.

**LOW INCOME:** Income at or below 80% of the area wide median income.

**LOW-INCOME FAMILY:** families whose [combined] income does not exceed 80 percent of the median family income for the area.

**LOW-INCOME HOUSING TAX CREDIT (LIHTC):** A tax incentive intended to increase the availability of low-income housing. The program provides an income tax credit to owners of newly constructed or substantially rehabilitated low-income rental housing projects.

**MEDICARE** A health insurance program administered by the United States government, covering people who are either age 65 and over, or who meet other special criteria, such as a disabling illness (i.e. severe mental illness).

**MENTAL ILLNESS:** A serious and persistent mental or emotional impairment that significantly limits a person's ability to live independently.

**MICROENTERPRISE:** a commercial enterprise that has five or fewer employees, one or more of who owns the enterprise

**MICROLOAN:** A very small, short-term loan at low interest, especially to a start-up company or self-employed person. An SBA loan program that helps entrepreneurs get very small loans, from less than \$100 to \$25,000 . Microloans from the SBA can be used for machinery and

equipment, furniture and fixtures, inventory, supplies and working capital, but can't be used to pay existing debts.

**MODERATE INCOME:** Households whose incomes are between 81 percent and 95 percent of the median income for the area, as determined by HUD, with adjustments for smaller or larger families. HUD may establish income ceilings higher or lower than 95 percent of the median for the area on the basis of HUD's findings that such variations are necessary because of prevailing levels of construction costs, fair market rents, or unusually high or low family incomes

**MOVING TO OPPORTUNITY (MTO):** A demonstration designed to ensure a rigorous evaluation of the impacts of helping very low-income families with children to move from public and assisted housing in high-poverty inner-city neighborhoods to middle-class neighborhoods throughout a metropolitan area.

**MOVING TO WORK (MTW):** is a demonstration program for public housing authorities (PHAs) that provides them the opportunity to design and test innovative, locally designed strategies that use Federal dollars more efficiently, help residents find employment and become self-sufficient, and increase housing choices for low-income families.

**MULTIFAMILY HOUSING:** A building with more than four residential rental units.

**MULTIPLY DIAGNOSED** This generally refers to people who have chronic alcohol and/or other drug use problems and/or a serious mental illness and/or are HIV-positive. The terms "dually diagnosed" and "triple diagnosed" are also used.

**NONPROFIT HOUSING ORGANIZATION:** Any private organization that is organized under state or local laws; has no part of its net earnings inuring to the benefit of any member, founder, contributor, or individual; and has a long-term record of service in providing or financing quality affordable housing for low-income families through relationships with public entities.

**OVERCROWDING:** The condition of having more than one person per room in a residence.

**PERMANENT HOUSING (PH):** Community-based housing without a designated length of stay, and includes both Permanent Supportive Housing (PSH) and Rapid Rehousing (RRH). Examples of permanent housing include, but are not limited to, a house or apartment with a month-to-month or annual lease term or home ownership. Housing which is intended to be the tenant's home for as long as they choose. In the supportive housing model, services are available to the tenant, but accepting services cannot be required of tenants or in any way impact their tenancy. Tenants of permanent housing sign legal lease documents.

**PERMANENT SUPPORTIVE HOUSING (HUD Definition)** Long-term, community-based housing that has supportive services for homeless persons with disabilities. This type of supportive housing enables special needs populations to live as independently as possible in a permanent setting. The supportive services may be provided by the organization managing the housing or coordinated by the applicant and provided by other public or private service agencies. Permanent housing can be provided in one structure or several structures at one site or in multiple structures at scattered sites. There is no definite length of stay.

**PERSON WITH A DISABILITY** HUD's Section 8 program defines a "person with a disability" as: a person who is determined to: 1) have a physical, mental, or emotional impairment that is expected to be of continued and indefinite duration, substantially impedes his or her ability to

live independently, and is of such a nature that the ability could be improved by more suitable housing conditions; or 2) have a developmental disability, as defined in the Developmental Disabilities Assistance and Bill of Rights Act.

**PRIMARY CARE** “Primary Care” means the provision of integrated, accessible health care services by clinicians who are accountable for addressing a large majority of personal health care needs, developing a sustained partnership with patients, and practicing in the context of family and community.

**Referral** The process of sending a patient/client from one social service agency to another health care or social service agency. Agencies may require written documentation for referral.

**OWNER:** Any private person or entity, including a cooperative, an agency of the federal government, or a public housing agency, having the legal right to lease or sublease dwelling units.

**PARTICIPANT:** Homeless or at-risk individual or family that is enrolled in program

**PERCENTILE RENT ESTIMATES (50th):** Calculated for all FMR areas. These are not fair market rents. Under certain conditions, as set forth in the Interim Rule (Federal Register Vol. 65, No. 191, Monday October 2, 2000, pages 58870—58875), these 50th percentile rents can be used to set success rate payment standards.

**POINT-IN-TIME (PIT) COUNTS:** Unduplicated 1-night estimates of both sheltered and unsheltered homeless populations. The 1-night counts are conducted by Continuums of Care nationwide and occur during the last week in January of each year.

**POMONA COMMUNITY CARE MODEL:** A coordinated system of care involving trained volunteers partnering with those in need. Central to the model is viewing the homeless person as “a whole person” in need of support of the mind, body, social, emotional, behavioral, and spiritual dimensions. The Pomona Community Care Model surrounds the most vulnerable community members with an organized infrastructure of available services and resources.

**POOR:** Household income of less than the U.S. national poverty cutoff for that household size.

**POPULATION:** The total resident population based on data compiled and published by the United States Bureau of the Census available from the latest census or which has been upgraded by the Bureau to reflect the changes resulting from the Boundary and Annexation Survey, new incorporations and consolidations of governments pursuant to §570.4, and which reflects, where applicable, changes resulting from the Bureau's latest population determination through its estimating technique using natural changes (birth and death) and net migration, and is referable to the same point or period in time.

**QUALIFIED CENSUS TRACT (QCT):** Any census tract (or equivalent geographic area defined by the Census Bureau) in which at least 50 percent of households have an income less than 60 percent of the area median gross income or have a poverty rate of at least 25 percent.

**RAPID REHOUSING (RRH):** A support intervention that uses a combination of case management, Housing Navigation, and short to medium term financial assistance to assist mid-range acuity homeless households identify and stabilize in tenant-based, scattered site, permanent housing.

**REGIONAL COORDINATION:** Partnerships across public and private entities that ensure homeless persons are fully supported and connected to permanent housing and services within their respective community. Regional and coordinated access to housing and services ensures that a homeless person does not have to go to multiple agencies to obtain housing and services assistance.

**REGIONAL HOUSING NEEDS ASSESSMENT (RHNA):** The California state-mandated process to identify the total number of housing units (by affordability level) that each jurisdiction must accommodate in its Housing Element. The RHNA assessment process is performed periodically for Pomona by the Southern California Association of Governments. The RHNA is used in land use planning, to prioritize local resource allocation and to help decide how to address existing and future housing needs.

**RECIPIENT:** Entity receiving grant award.

**REHABILITATION:** The labor, materials, tools, and other costs of improving buildings, other than minor or routine repairs. The term includes where the use of a building is changed to an emergency shelter and the cost of this change and any rehabilitation costs does not exceed 75 percent of the value of the building before the change in use.

**RENOVATION:** rehabilitation that involves costs of 75 percent or less of the value of the building before rehabilitation.

**RENT REASONABLENESS:** The total rent charged for a unit must be reasonable in relation to the rents being charged during the same time period for comparable units in the private unassisted market and must not be in excess of rents being charged by the owner during the same period for comparable non-luxury unassisted units. Such determinations should consider: (a) location, quality, size, type, and age of unit; and (b) any amenities, housing services, maintenance and utilities to be provided by the owner. Comparable rents may be verified by using a market study, reviewing comparable units advertised for rent, or by obtaining written verification from the property owner documenting comparable rents for other units owned.

**RENTAL ASSISTANCE:** Provision of rental assistance to provide transitional or permanent housing to eligible persons. (HUD emphasis)

**RENTAL ASSISTANCE DEMONSTRATION (RAD):** allows proven financing tools to be applied to at-risk public and assisted housing and has two components: allows Public Housing and Moderate Rehabilitation (Mod Rehab) properties to convert, under a competition limited to 60,000 units, to long-term Section 8 rental assistance contracts; and allows Rent Supplement (Rent Supp), Rental Assistance Payment (RAP), and Mod Rehab properties to convert tenant-based vouchers issued upon contract expiration or termination to project-based assistance.

**RENTAL ASSISTANCE PAYMENT (RAP):** Section 236 program, which was established by the Housing and Urban Development Act of 1968, combined federal mortgage insurance with interest reduction payments to the mortgagee for the production of low-cost rental housing.

**RESERVED CRISIS HOUSING (BRIDGE HOUSING):** Safe, reserved, 24-hour emergency shelter to be utilized by eligible homeless individuals, identified through CES, and matched to permanent housing. The intention of this emergency housing is to provide individuals with some stability, so that they can more easily maintain contact with their Housing Navigator, as they are assisted in their efforts to procure a permanent unit.



**ROOMS:** Rooms counted [in the American Housing Survey (AHS)] include whole rooms used for living purposes, such as bedrooms, living rooms, dining rooms, kitchens, recreation rooms, permanently enclosed porches that are suitable for year-round use, lodger's rooms, and other finished rooms. Also included are rooms used for offices by a person living in the unit.

**SAMHSA** (Substance Abuse and Mental Health Services Administration) Federal agency which administers various programs related to SAMHSA within the Department of Mental Health. SAMHSA also refers to block grant funding received from SAMHSA to pay for certain services. Unserved An individual in need who receives no services.

**SCATTERED-SITE HOUSING:** Assisted housing dispersed throughout the community and usually rented from a private landlord.

**SCREENING** "Screening" means a process used to identify individuals with an increased risk of having mental health disorders that warrant immediate attention, intervention, or more comprehensive review.

**SECURITY DEPOSIT:** A payment required by an owner to be held during the term of the lease (or the time period the tenant occupies the unit) to offset damages incurred due to the actions of the tenant. Such damages may include physical damage to the property, theft of property, and failure to pay back rent. Forfeiture of the deposit does not absolve the tenant of financial liability.

**SERVICE COORDINATOR PROGRAM:** Provides funding for the employment of Service Coordinators in insured and assisted apartment housing that is designed for the elderly and persons with disabilities. A service coordinator is a social service staff person hired or contracted by the development's owner or management company. The Service Coordinator is responsible for assuring that elderly residents, especially those who are frail or at risk, and those nonelderly residents with disabilities are linked to the specific supportive services they need to continue living independently in that housing development.

**SERVICE PLANNING AREA:** Service Planning Areas (SPAs) are used by a number of Los Angeles County departments (Public Health, Health Services, Mental Health, Homeless Services Authority) to plan and manage service delivery across the County. SPAs are aggregated from Census Tracts in order to connect them to demographic information. The City of Pomona is located within SPA 3 or the San Gabriel Valley region.

**SEVERE RENT BURDEN:** a renter household [that pays] more than one-half of its income for gross rent (rent and utilities).

**SEVERELY INADEQUATE HOUSING:** units having one or more serious physical problems related to heating, plumbing, and electrical systems or maintenance.

**SHELTER DIVERSION:** Assessment and service delivery for Shelter Diversion would ideally begin at the system entry point for individuals. In systems with a coordinated intake process, the entry point would be the designated intake center(s) or "front door(s);" in systems without coordinated entry processes, the system entry point would be whatever program the individual comes to first for shelter assistance.

Once participants come to the entry point, they should be assessed to determine what housing needs they have. Participants typically meet with a case manager to start housing stabilization planning immediately after being assessed and deemed appropriate for diversion. Housing planning involves both finding immediate housing and planning for longer term housing stability.

If an immediate alternate housing arrangement cannot be made, a shelter stay is likely the most appropriate option. (LAHSA)

**SHELTER PLUS CARE PROGRAM (S+C):** Authorized by title IV, subtitle F, of the Stewart B. McKinney Homeless Assistance Act (the McKinney Act) (42 U.S.C. 11403–11407b), but reformed by the HEARTH Act, S+C is designed to link rental assistance to supportive services for hard-to-serve homeless persons with disabilities (primarily those who are seriously mentally ill; have chronic problems with alcohol, drugs, or both; or have acquired immunodeficiency syndrome (AIDS and related diseases) and their families. The program provides grants to be used for rental assistance for permanent housing for homeless persons with disabilities. Rental assistance grants must be matched in the aggregate by supportive services that are equal in value to the amount of rental assistance and appropriate to the needs of the population to be served. Recipients are chosen on a competitive basis nationwide.

**SHARE OF COST** A monthly dollar amount some Medi-Cal recipients must pay, or agree to pay, toward their medical expenses before they qualify for Medi-Cal benefits. A Medi-Cal recipient's SOC is similar to a private insurance plan's out-of-pocket deductible.

**SHELTER DIVERSION** A support intervention targeted at the program or system entry point that uses services to divert homeless populations away from shelter and into stable housing. Housing Navigation focuses on helping participants utilize other housing options within their personal network rather than enter the shelter system. This could involve mediation with family and/or friends to locate an alternative to entering the homeless system.

**SINGLE FAMILY PROPERTY:** A single-unit family residence, detached or attached to other housing structures.

**SINGLE-ROOM OCCUPANCY (SRO):** Provides rental assistance to homeless individuals in connection with moderate rehabilitation of SRO dwellings.

**SLIDING FEE SCHEDULE** The charge for services based upon the income and family size of the individual or family requesting services.

**SOCIAL ENTERPRISE:** A social enterprise is an organization that applies commercial strategies to maximize improvements in human and environmental well-being—this may include maximizing social impact alongside profits for external shareholders.

**SPA (Service Planning Area):** See Service Planning Area. Los Angeles County is divided into eight different Service Planning Areas (SPA). Each area is expected to have a balance of Continuum of Care services.

**STRONG CITIES, STRONG COMMUNITIES (SCS2):** SC2 and its partners are working together to coordinate federal programs and investments to spark economic growth in distressed areas and create stronger cooperation between community organizations, local leadership, and the federal government.

**SUBSIDIZED HOUSING** Is a government supported accommodation for people with low to moderate incomes. To meet these goals many governments promote the construction of affordable housing. Forms of subsidies include direct housing subsidies, non-profit housing, public housing, rent supplements and some forms of co-operative and private sector housing.



**Substance Use Issues** The problems resulting from a pattern of using substances such as alcohol and drugs. Problems can include: a failure to fulfill major responsibilities and/or using substances in spite of physical, legal, social, and interpersonal problems and risks.

**SUBSTANDARD HOUSING:** A dwelling unit that is either dilapidated or unsafe, thus endangering the health and safety of the occupant, or that does not have adequate plumbing or heating facilities.

**SUPPORTIVE HOUSING PROGRAM:** This program is authorized by title IV of the Stewart B. McKinney Homeless Assistance Act (the McKinney Act) (42 U.S.C. 11381–11389). The program is designed to promote the development of supportive housing and supportive services, including innovative approaches to assist homeless persons in the transition from homelessness, and to promote the provision of supportive housing to homeless persons to enable them to live as independently as possible.

**SUPPORTIVE HOUSING FOR THE ELDERLY:** Housing that is designed to meet the special physical needs of elderly persons and to accommodate the provision of supportive services that are expected to be needed, either initially or over the useful life of the housing, by the category or categories of elderly persons that the housing is intended to serve.

**SUPPORTIVE SERVICES (HUD Definition)** Services that assist a client in the transition from the streets or shelters into permanent or permanent supportive housing, and that assist persons with living successfully in housing.

**SWEAT EQUITY:** Using labor to build or improve a property as part of the down payment.

**TENANT-BASED RENTAL ASSISTANCE (TBRA):** HUD assists low- and very low-income families in obtaining decent, safe, and sanitary housing in private accommodations by making up the difference between what they can afford and the approved rent for an adequate housing unit.

**TRANSITION AGE YOUTH** An individual between the ages of 18 and 24

**TRANSITIONAL HOUSING:** A project that has as its purpose facilitating the movement of homeless individuals and families to permanent housing within a reasonable amount of time (usually 24 months). Transitional housing includes housing primarily designed to serve deinstitutionalized homeless individuals and other homeless individuals with mental or physical disabilities and homeless families with children.

**UNACCOMPANIED CHILDREN** are people who are not part of a family or in a multi-child household during their episode of homelessness, and who are under the age of 18.

**UNACCOMPANIED YOUTH** are people who are not part of a family during their episode of homelessness and who are between the ages of 18 and 24.

**UNMET NEEDS (HEALTHCARE):** The substantial inability of homeless people to get the health care they need.

**UNMET NEEDS (Communities Homeless)** HUD's standardized methodology for calculating unmet need uses point-in-time data and local provider expertise to calculate an initial estimate of unmet need. HUD has found that estimates from the standardized methodology may not

reflect all that is known about the homeless population in your community. Therefore, HUD recommends that key community stakeholders discuss the initial estimates to determine whether adjustments are necessary to reflect other local information. HUD wants to ensure that CoCs have been thoughtful about assessing unmet need and in making plans to meet this need.

**U.S. DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD):** Established in 1965, HUD's mission is to increase homeownership, support community development, and increase access to affordable housing free from discrimination. To fulfill this mission, HUD will embrace high standards of ethics, management and accountability and forge new partnerships — particularly with faith-based and community organizations — that leverage resources and improve HUD's ability to be effective on the community level.

**VACANT UNIT:** a dwelling unit that has been vacant for not less than nine consecutive months.

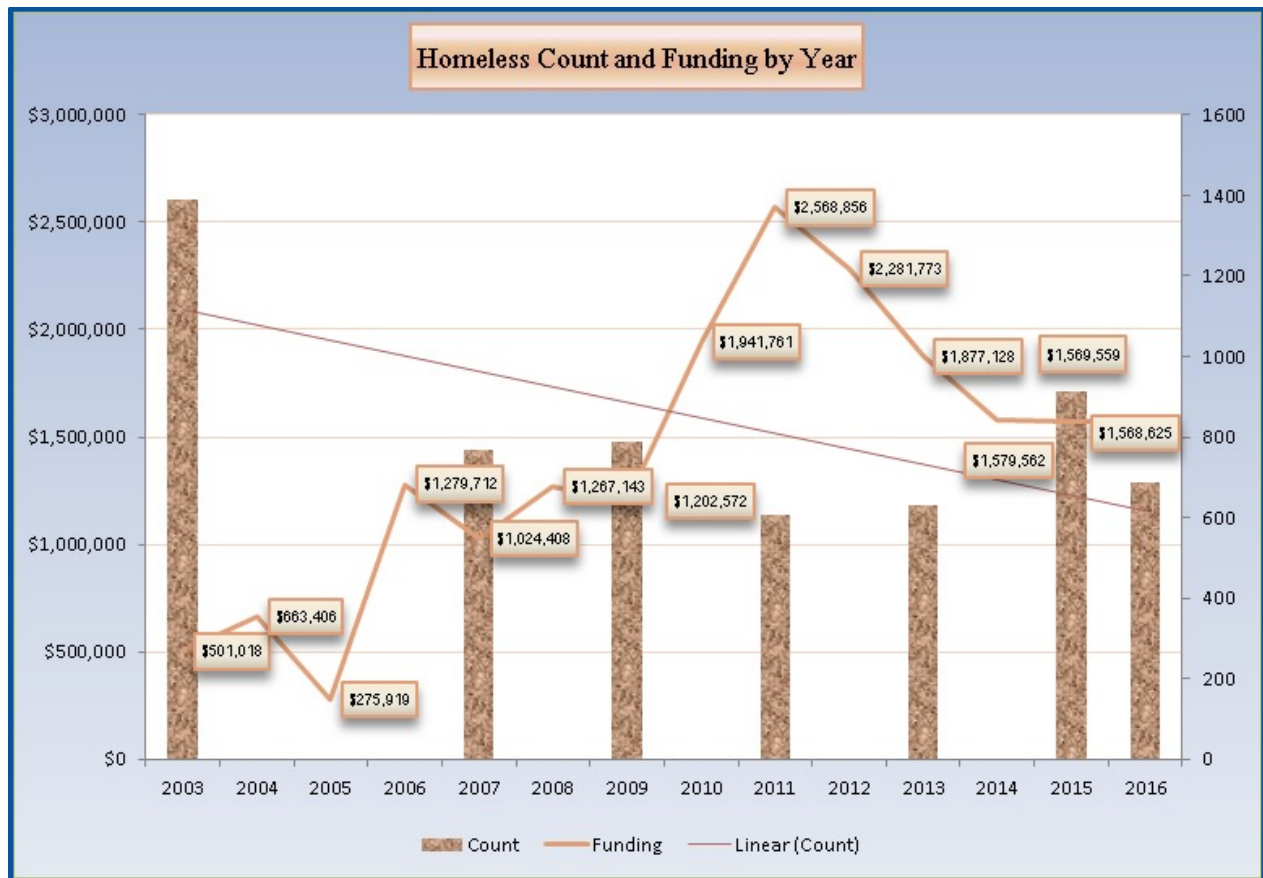
**VERY LOW-INCOME:** Households whose incomes do not exceed 50 percent of the median area income for the area, as determined by HUD, with adjustments for smaller and larger families and for areas with unusually high or low incomes or where needed because of facility, college, or other training facility; prevailing levels of construction costs; or fair market rents.

**WAITING LIST:** A formal record of applicants for housing assistance and/or assisted housing units that identifies the applicant's name, date and time of application, selection preferences claimed, income category, and the need for an accessible unit. The waiting list may be kept in either a bound journal or a computer program. Whichever method is used to maintain the waiting list, the owner must establish a method of documenting the appropriate selection of applicant names from the list.

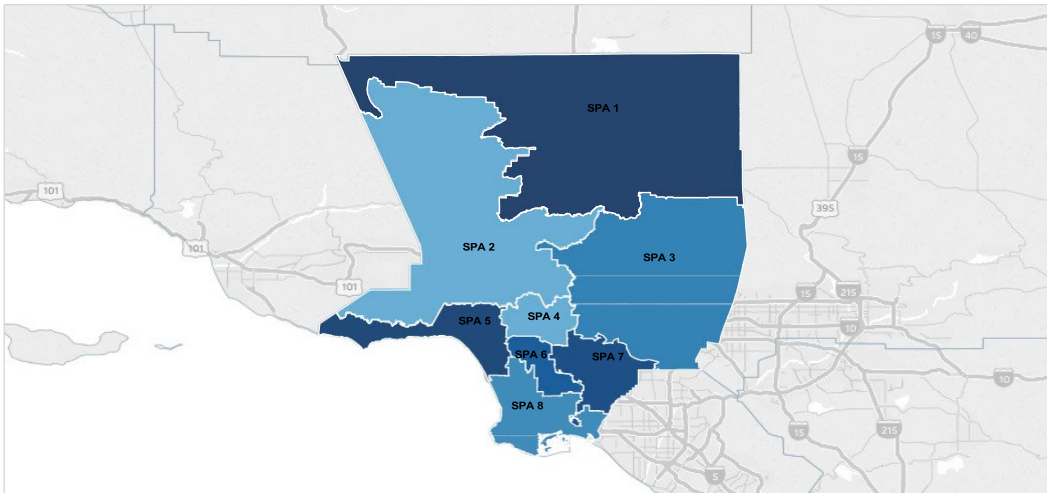
**WORST CASE HOUSING NEEDS:** Needs experienced by unassisted very low-income renters who either (1) pay more than one-half of their monthly income for rent; or (2) live in severely inadequate conditions, or both.

**ZONING:** The classification of land by types of uses permitted and prohibited in a given district, and by densities and intensities permitted and prohibited, including regulations regarding building location on lots.

## City of Pomona Homeless Count and Funding by Year



## 2016 Los Angeles County Homeless Count by Service Planning Area (SPA)



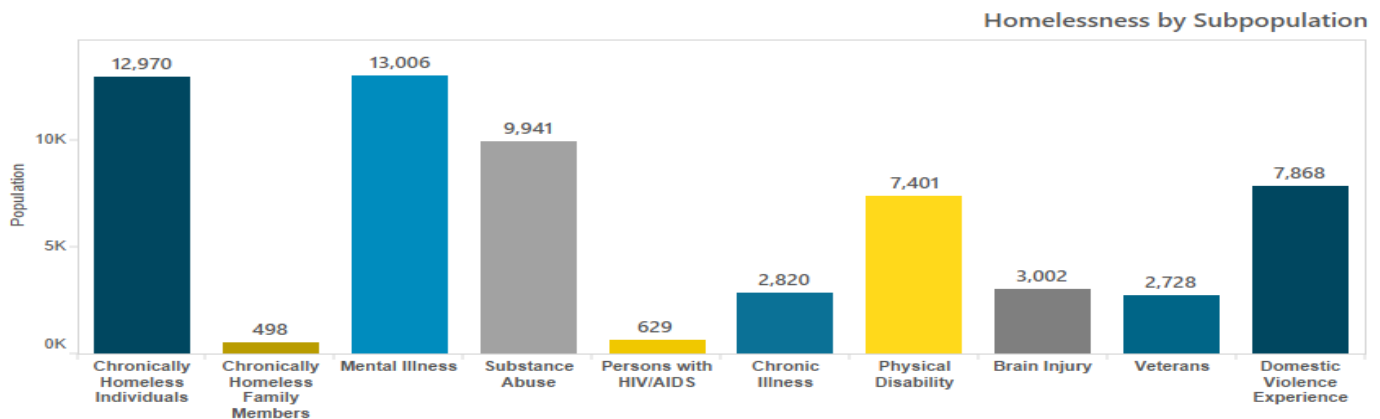
EXCLUDES the cities of Glendale, Long Beach, and Pasadena

	Total	Sheltered	Unsheltered	Individuals	Family Member	Unaccompanied Minors
Los Angeles Continuum of Care	43,854	11,073	32,781	37,601	6,128	125

**Individuals** includes single adults, adult couples with no children, and groups of adults over the age of 18.

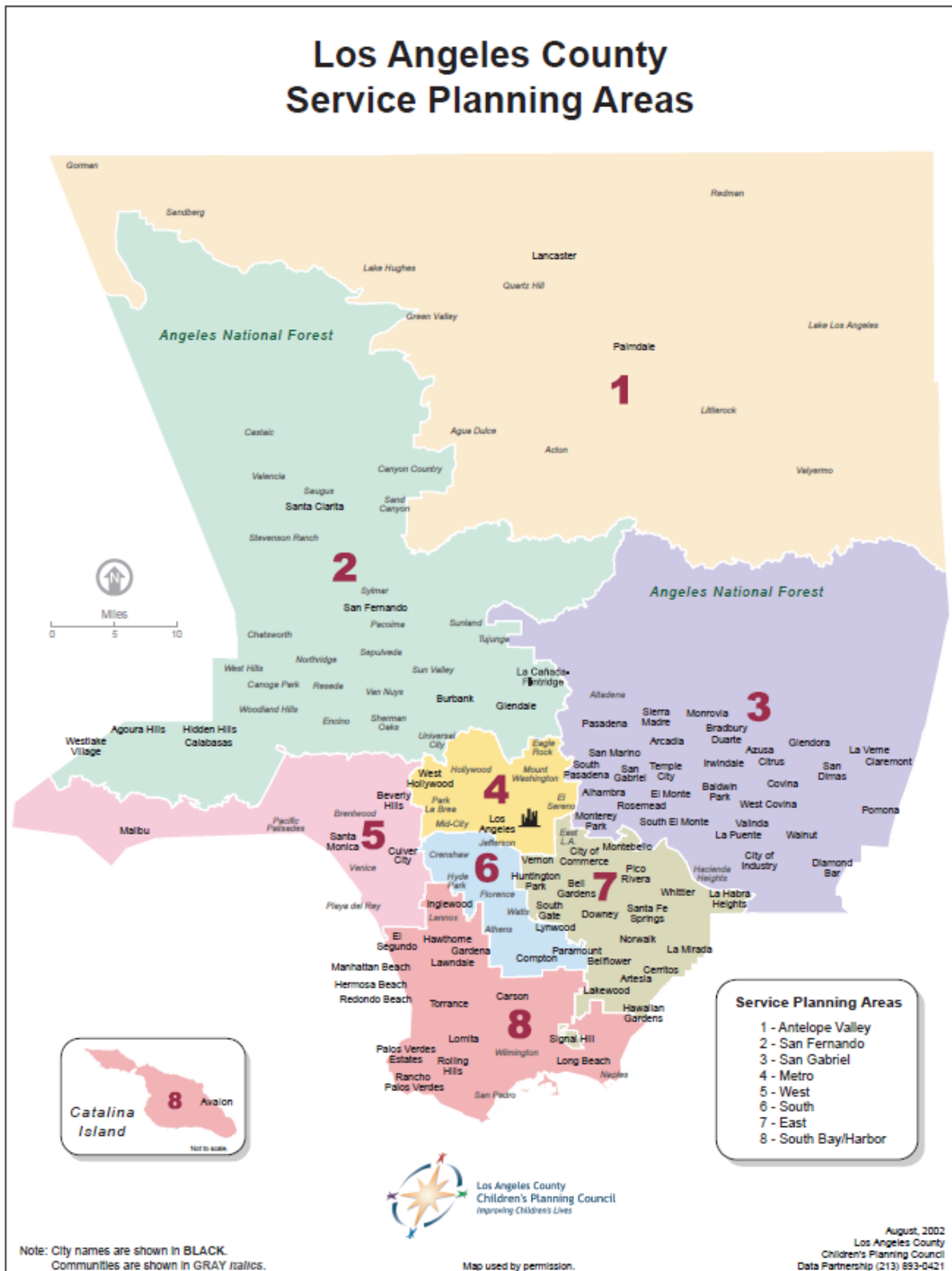
**Family Members** includes single adults, adult couples with no children, and groups of adults.

**Unaccompanied Minors** includes persons under age 18, including children in one-child households, adolescent parents and their children, adolescent siblings, or other household configurations composed only of children.



	Total	Sheltered	Unsheltered	Individuals	Family Members	Family Households	Unaccompanied Minors
Service Planning Area 1	3,038	367	2,671	2,534	476	181	28
Service Planning Area 2	7,094	1,431	5,663	6,045	1,030	380	19
Service Planning Area 3	2,612	950	1,662	2,123	489	171	0
Service Planning Area 4	11,860	3,791	8,069	10,431	1,390	543	39
Service Planning Area 5	4,659	1,051	3,608	4,068	591	228	0
Service Planning Area 6	7,459	1,801	5,658	6,311	1,142	420	6
Service Planning Area 7	3,469	987	2,482	2,894	545	193	30
Service Planning Area 8	3,663	695	2,968	3,195	465	180	3

## Service Planning Area Map Including Major Cities



## **Pomona Continuum of Care Coalition Members**

### **COMMUNITY BASED ORGANIZATIONS**

A Meaningful Goal Housing Shelter  
American Legion Post 30  
America's Job Center  
Angels Who Care Inc.  
Catholic Charities  
Claremont Homeless Advocacy Program  
From the Heart Church Ministry  
Homes of Promise  
Hope through Housing  
House of Ruth  
Housing Rights Center  
Inland Valley Hope Partners  
Keep Hope Alive  
NAACP  
National Alliance on Mental Illness Pomona Valley  
Pomona Community Health Center  
Pomona Neighborhood Center Inc.  
Project Caring  
Prototypes  
Pomona's Promise Representation  
School on Wheels  
United Advocates for Children and Families  
Union Station Homeless Services Family Solutions Center  
Volunteers of America of Los Angeles  
Western University  
YWCA San Gabriel Valley

### **FAITH BASED ORGANIZATIONS**

Catholic Charities  
From the Heart Church Ministries  
Kingdom of God Revelation Ministries  
Lincoln Avenue Community Church  
Lion's Gate Ministries  
New Beginnings, Inc.

North Towne Christian Church  
Progressive Christians Uniting  
Purpose Church Homeless Ministries  
Spirituality Center Among the Poor  
St. Vincent de Paul  
Urban Mission

**HEALTH CARE PARTNERS**

Aegis Treatment Center Pomona  
CEV Health  
Health Advocates  
Health Care Consultants  
Kaiser Permanente  
Molina Healthcare Foundation  
Molina Medical Group  
Pomona Community Health Center  
Pomona Health Care  
Tri City Mental Health Center

**EDUCATIONAL PARTNERS**

Cal Poly Pomona  
Damion High School  
Pomona Unified School District  
Western University

**GOVERNMENTAL PARTNERS**

City of Pomona  
Employment Development Department  
LA County Department of Public Health  
LA County Department of Public Social Services  
LA County District Attorney's Office - Victims Support  
Los Angeles Homeless Services Authority  
Office of County Supervisor Hilda Solis  
Office of State Senator Connie Leyva  
Office of Assembly Member Freddie Rodriguez



## FY 2016-2017 City of Pomona Homeless Program Allocations

<b>CONTINUUM OF CARE PERMANENT SUPPORTIVE HOUSING</b>	
Program - Rental Assistance for Homeless Persons with Disabilities	981,902
Administration	65,861
<b>Total Shelter Plus Care Permanent Supportive Housing</b>	<b>1,047,763</b>
<b>CONTINUUM OF CARE RAPID RE-HOUSING MEDIUM TERM RENTAL ASSISTANCE - OPERATION PORCHLIGHT</b>	
Program - Rental Assistance for Homeless Persons	566,816
Administration	38,120
<b>Total Operation Porchlight</b>	<b>604,936</b>
<b>CONTINUUM OF CARE TRANSITIONAL HOUSING</b>	
Program - Transitional Housing for Homeless Men	154,503
Administration	10,740
<b>TOTAL Transitional Housing</b>	<b>165,243</b>
<b>CONTINUUM OF CARE STREET OUTREACH RAPID RE-HOUSING</b>	
Program - Street Outreach/Rapid Rehousing for Homeless Persons	190,476
Administration	13,333
<b>Total Street Outreach Rapid Re-housing</b>	<b>203,809</b>
<b>HOME TENANT BASED RENTAL ASSISTANCE</b>	
Program - Rental Assistance for Homeless Persons	125,000
<b>EMERGENCY SOLUTIONS GRANT</b>	
Program	
Street Outreach	63,276
Emergency Shelter	21,233
Rapid Re-housing Rental Assistance	46,058
Homeless Management Information Systems (HMIS)	36,935
Administration	13,581
<b>Total ESG</b>	<b>181,083</b>
<b>Veterans Affairs Supportive Housing (VASH) Project- Based (PB) vouchers</b>	
Program - Project Based Rental Assistance for Veterans (Pending award)	332,312
<b>TOTAL PROGRAM ALLOCATION</b>	<b>2,518,511</b>
<b>TOTAL ADMINISTRATION ALLOCATION</b>	<b>141,635</b>
<b>TOTAL HOMELESS PROGRAM FUND ALLOCATIONS</b>	<b>2,660,146</b>

## End Notes

- <sup>i</sup> Pomona's Promise, 2015.
- <sup>ii</sup> A comparison of data from the 2013 Point in Time (PIT) Homeless Count and the 2015 PIT Count. LAHSA Data and Reports Homeless Count, <https://www.lahsa.org/homeless-count/reports> 09-16-16
- <sup>iii</sup> Pomona's Promise, 2015.
- <sup>iv</sup> See list of HAC participating organizations and community members in the Addenda
- <sup>v</sup> 2016 PIT Count provided to the City of Pomona by the Los Angeles Homeless Services Authority (LAHSA). See Addenda
- <sup>vi</sup> <https://www.petsofthehomeless.org/about-us/faqs/>
- <sup>vii</sup> Examples of Successful programs sheltering Homeless animals and their human guardians: Hunan Place Emergency Shelter and Access Center Kennels, Riverside California. Hollywood PATH Homeless Shelter and Kennel.
- <sup>viii</sup> [www.endhomelessness.org](http://www.endhomelessness.org), front page, 09/19/16
- <sup>ix</sup> First Lady's Conference Calls to end Veteran Homelessness; Brief Re-Housing for Homeless Populations – Los Angeles - Beyond Shelter/Home Start/Partnering for Change Page 1, Program and community strategies for recruiting private-market landlords & overcoming housing barriers.  
[http://www.epath.org/files/PATHBeyondShelter/Brief\\_RehousingStrategiesFINAL.pdf](http://www.epath.org/files/PATHBeyondShelter/Brief_RehousingStrategiesFINAL.pdf),  
<http://portal.hud.gov/hudportal/documents/huddoc?id=Landlord-Resource.pdf>, 09-26-16
- <sup>x</sup> LA County Strategy E1, priorities.lacounty.gov/homeless,
- <sup>xi</sup> 2015-2016 City of Pomona Consolidated Annual Performance and Evaluation Report (CAPER) Data
- <sup>xii</sup> 2016 City of Pomona PIT Homeless Demographic Report
- <sup>xiii</sup> <http://laundrylove.org/>
- <sup>xiv</sup> Mobile and Portable Dental Services Catering to the Basic Oral Health Needs of the Underserved Population in Developing Countries: A Proposed Model, <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC4071723/>, 09-15-16
- <sup>xv</sup> <http://publichealth.lacounty.gov/eh/docs/WhatsNew/FoodDonations.pdf>, 0915-16
- <sup>xvi</sup> <http://namipv.org/community-outreach/> 09-16-16
- <sup>xvii</sup> <http://www.chapclaremont.org/about.html>, 09-25-16
- <sup>xviii</sup> Souls in the Hands of a Tender God: Stories of the Search for Home and Healing on the Street, Rennebohm C., Beacon Press 2008
- <sup>xix</sup> 48366 Federal Register / Vol. 81, No. 142 / Monday, July 25, 2016 / Proposed Rules, [Docket No. FR-5476-N-04]  
RIN 2506-AC29
- <sup>xx</sup> <http://www.sdhc.org/Special-Housing-Programs.aspx?id=5358>, 09-17-16
- <sup>xxi</sup> <https://www.good.is/articles/idea-free-public-transportation-for-homeless-people>, 09-16-16
- <sup>xxii</sup> <http://www.greenaltrain.com/2016/07/san-francisco-supes-put-transportation-homeless-services-tax-on-ballot/>, 09-26-16
- <sup>xxiii</sup> PVHMC Chronically Homeless Cycle of Care, pg. 35

xxiv Emergency Department Use Among the Homeless and Marginally Housed: Results From a Community-Based Study, Kushel, M et. al., <http://www.ncbi.nlm.nih.gov/pmc/articles/PMC1447161/>, 09-16-16

xxv <http://www.pomonacocc.com/>,  
[https://docs.google.com/spreadsheets/d/1adyzF78c\\_7kROOgO6pnm4ijlcUDLHGoegb6\\_oRd4GuE/edit#gid=561658068](https://docs.google.com/spreadsheets/d/1adyzF78c_7kROOgO6pnm4ijlcUDLHGoegb6_oRd4GuE/edit#gid=561658068), <https://www.facebook.com/thepomonacocc/>, 09-19-16

xxvi <http://priorities.lacounty.gov/homeless/>, 09-19-16

xxvii The Planning Report, Insider's Guide to Planning and Infrastructure, "Los Angeles' Homelessness Crisis: Leadership from Jerry Neuman and Business" Community <http://www.planningreport.com/2016/08/22/los-angeles-homelessness-crisis-leadership-jerry-neuman-and-business-community> 09-15-16

xxviii <http://www.sun-sentinel.com/local/broward/lauderhill/fl-lauderhill-august-bond-referendum-20160420-story.html>, 09-20-16; [http://www.clickondetroit.com/news/public-safety-tax-gets-support-from-allen-park-voters?treets=det&tid=26514537233813&tmi=det\\_morningnews&tmi=det\\_morningnews\\_1\\_04000108072013&ts=H](http://www.clickondetroit.com/news/public-safety-tax-gets-support-from-allen-park-voters?treets=det&tid=26514537233813&tmi=det_morningnews&tmi=det_morningnews_1_04000108072013&ts=H), 09-20-16, [https://www.como.gov/ParksandRec/park\\_sales\\_tax.php](https://www.como.gov/ParksandRec/park_sales_tax.php) 09-20-16

xxix LA County Department of Public Health Environmental Health,  
<http://publichealth.lacounty.gov/eh/misc/ehquizlt.htm?func=1&Food=food>, 09-15-16