



AGENDA
SPECIAL MEETING
Commission on Homelessness
Monday, September 10, 2018, 3:00 p.m.
Oxnard City Council Chambers, 305 West Third Street, Oxnard CA 93030

1. CALL TO ORDER AND ROLL CALL

2. PUBLIC COMMENT

A person may address the Commission only on matters on the Special Meeting agenda. The presiding officer shall limit public comments to three (3) minutes per speaker. Public Comments will be heard during the Commission consideration of the item on the agenda.

3. INFORMATION/CONSENT ITEMS

SUBJECT: Minutes of Special Meeting of August 6, 2018 (001)

RECOMMENDATION: Approve minutes of meeting of August 6, 2018.

4. REPORTS FROM CITY STAFF AND GUEST

SUBJECT: Program update from Homeless Assistance Program Coordinator

RECOMMENDATION: Receive report on Year-Round and Foul-Weather Shelter Efforts, and presentation by invited guest Mr. Barry Zimmerman, Human Services Agency Director, County of Ventura

5. COMMISSION BUSINESS

SUBJECT: Annual Activity Report to City Council (009)

RECOMMENDATION: That the Commission review and adopt the 2017-18 Annual Activity Report to City Council, and authorize and direct the Chair to submit the report to the City Council.

SUBJECT: Draft Five-Year Plan Working Document (013)

RECOMMENDATION: Receive staff presentation and provide final input on draft Five-Year Plan working document to address issues of homelessness.

SUBJECT: Sub-committee on Tiny Homes

RECOMMENDATION: Receive report from Sub-Committee, and guest Mr. Phillip Tremeti

6. NEW BUSINESS

7. ANNOUNCEMENTS OF UPCOMING EVENTS

8. ADJOURNMENT

In accordance with the Americans with Disabilities Act and City of Oxnard policy, if you need special assistance to participate in a meeting, please call 385-8095 (TDD 487-2850). Notification 72 hours prior to the meeting will assist the City in making reasonable arrangements to ensure meeting accessibility.

**City of Oxnard Commission on Homelessness
Minutes of the Special Meeting of July 16, 2018**

On Monday, July 16, 2018, at 6:01 p.m. the Special Meeting of the Commission on Homelessness convened in the Council Chambers at 305 West Third Street, Oxnard, CA 93030. The following Commissioners were in attendance: Chair Francine Castañon, Vice-Chair Lucy Martinez, Commissioner Peggy Rivera, Commissioner Yukio Okano and Commissioner Francisco Jaena. City of Oxnard staff members present were Mark Alvarado, Homeless Assistance Program Coordinator; and Karl Lawson, Commission liaison, who acted as Recording Secretary. Chair Castañon presided.

1. ROLL CALL AND CALL TO ORDER

Chair Francine Castañon called the meeting to order at 3:05 p.m., and chaired the meeting. Roll was called and a quorum was deemed present.

2. PUBLIC COMMENT

Dr. Cynder Sinclair, Executive Director of Community Action of Ventura County, addressed the Commission, and expressed her appreciation for all their hard work and dedication.

Ms. Barbara Macri-Ortiz, an affordable housing advocated, spoke regarding the proposed year-round shelter site. She noted that the City owned the former National Guard Armory, and urged the Commission to consider recommending that site as a logical and economical location for a shelter. Ms. Macri-Ortiz stated that she was a resident of the neighborhood where it is located, and offered to assist in enlisting support from the neighborhood for that site.

3. INFORMATION/CONSENT ITEMS

SUBJECT: Approval of Minutes of Meeting of June 4, 2018

Commissioner Okano asked that two corrections be made to the draft minutes that were included in the agenda packet. Those draft minutes incorrectly stated that Vice-Chair Martinez had chaired the June 4th meeting, when in fact it was chaired by Chairwoman Castañon. All agreed that the correction as proposed by Commissioner Okano was appropriate.

Commissioner Okano also presented language that more precisely summarized the discussion of the Safe Sleep subcommittee report and the pastoral luncheon, proposing that the second two sentences of the first paragraph of that subcommittee report of the draft minutes be modified to read as follows: "He stated that over 60 people attended and received signed letters of support for Safe Sleep from fifteen (15) organizations. A recommendation was made to have follow-up with the churches to determine how the faith-based community can help."

With those corrections, Commissioner Rivera moved approval of the minutes, and Commissioner Jaena seconded. The motion carried unanimously. The approved minutes of the June 4, 2018 meeting are included as Attachment No. 1 to these minutes.

4. REPORTS FROM CITY STAFF

SUBJECT: Homeless Assistance Program Coordinator Report

Oxnard Police Department Officers Joe Marks and Dan Cosio were presented at the podium by Mark Alvarado and commended for their diligent work with homeless individuals throughout the City. Officer Marks and Officer Cosio are the city's two designated "Homeless Liaison" officers.

Mr. Alvarado reported that on July 10, 2018, the City Council had conducted the final public hearing on the 2018-19 entitlement grant funding requests, and had approved allocations of Community Development Block Grant (CDBG), Emergency Solutions Grant (ESG), and HOME Investment Partnership Act funds. The allocations are set forth on Attachment No. 1 to these minutes.

In addition to the CDBG and ESG fund allocations for homeless services, Mr. Alvarado also reported that the City Council had allocated \$1.5 million in funding from Measure "O" for the establishment/purchase of a year-round, 24-hour shelter for homeless persons. He further advised the Commission that the City Council meeting of July 24, 2018, would include a staff recommendation to approve a tri-partite agreement between the City of Oxnard, the City of Ventura, and the County of Ventura, setting forth parameters for development and operation of two year-round homeless shelters, one in each City.

Mr. Alvarado also reported that the three jurisdictions had collaborated on a Request for Proposals (RFP) soliciting qualified entities to operate a year-round shelter, and that the RFP had been disseminated and published by the County earlier in July, with a due date for responses of August 15, 2018. Mr. Lawson commented on the RFP process, and recognized the lead role and excellent work undertaken by Ms. Tara Carruth and Ms. Christy Madden of the office of Mike Powers, County of Ventura Chief Executive Officer.

The Commissioners engaged in a discussion on the various subjects included in the staff report. Mr. Alvarado and Mr. Lawson responded to questions from the Commissioners.

Mr. Alvarado introduced Mr. Anthony Martinez, a Pacifica high school student who is one of over 30 young persons participating in the "Summer at City Hall" program. Mr. Martinez is serving as an intern this summer in the City's Housing Department, and is currently working in the Homeless Services Division. Mr. Martinez was invited to the podium to address the Commission, and expressed his dedication and desire to work on efforts to assist the homeless. The Commission thanked him for his work.

5. COMMISSION BUSINESS

SUBJECT: Commission Meeting Time for Future Meetings

The Commission discussed the recent experience of conducting the meetings at 6:00 p.m. rather than at 3:00 p.m., and considered several options, including (a) a set meeting time of 3:00 p.m.; (b) a set meeting time of 6:00 p.m. or 5:00 p.m.; or (c) alternating between 3:00 p.m. and a later time. Following the discussion, Ms. Amanda Herrera of the Society of St. Vincent de Paul asked for

permission to address the Commission. Ms. Herrera indicated that the various non-profit service providers recommended conducting the Commission meetings at 3:00 p.m.

Chair Castañon made a motion to establish 3:00 p.m. as the Commission's regular meeting time. Commissioner Jaena seconded the motion, which carried by a vote of four in favor (Chairwoman Castanon, Commissioner Jaena, Commissioner Okano, and Commissioner Rivera) and one opposed (Vice-Chair Martinez).

SUBJECT: Draft Five-Plan Working Document

Mr. Alvarado directed the Commission's attention to the Draft Five-Year Plan Working Document, beginning at page 004 of the agenda packet, and provided a brief verbal overview. He invited the Commission to provide input during the meeting, and also offered to provide another opportunity at the subsequent Commission meeting.

The Commissioners presented several comments and questions, to which Mr. Alvarado and Mr. Lawson responded. Among the Commissioners' initial recommendations regarding the draft Five-Year Plan were the following: (1) clearly define what the term "homeless" means; (2) identify the lack of affordable housing as a contributing factor to the incidence of homelessness; (3) include in the Plan a detailed timeline with more specific milestones for the development/operation of a year-round shelter; (4) highlight the need to increase the City's stock of affordable Single-Room Occupancy (SRO) housing units; (5) include narrative detail on the services that are provided by the various ESG sub-recipient service providers; and (6) include a glossary of accepted definitions of terms associated with homelessness, to ensure consistency among regional collaboration partners. Mr. Alvarado expressed his appreciation for the Commission's suggestions and pledged to include the recommended changes/additions in the Plan.

Mr. Lawson reported that the City Council subcommittee, known as the Homeless Committee, consisting of Mayor Pro Tem Ramirez and Councilman Madrigal, would be conducting a meeting on July 23, 2018, to similarly provide their input on the draft Five-Year Plan. The meeting will take place at 4:00 p.m. on the Fourth Floor of the City Administration Building at 300 West Third Street.

The Commission's consensus was that the Commission could benefit from additional time to more thoroughly review the draft Five-Year Plan in order to provide more input in the next meeting of the Commission. Chair Castañon proposed that rather than going dark in August, the Commission could meet on the first Monday of August (August 6, 2018) and dedicate that meeting to the Five-Year Plan. Without opposition, it was so ordered.

SUBJECT: Sub-Committee and Commissioner Reports

Safe Sleep: Commissioner Okano reported he had met with two churches to discuss in more detail the possibility of participating in a Safe Sleep program, and that the churches need to explore the matter further with their congregations and adjoining neighborhoods. Currently the Subcommittee has in hand letters of support from twelve (12) congregations and organizations. Commissioner Rivera expressed support for the idea of launching a Safe Sleep program at the same time as a year-round shelter commences operation.

Downtown Safety and Hygiene: Vice-Chair Martinez advised that there had been no subsequent meeting since the last meeting of the full Commission, and indicated the Subcommittee's wish to receive additional input from the Assistant City Attorney Jason Zaragoza. Mr. Lawson offered to work with the Subcommittee to schedule a meeting at a time when Mr. Zaragoza could attend.

Landlord Participation: Commissioner Rivera reported that the Subcommittee had a positive meeting with Oxnard Housing Authority Program Manager Brenda Lopez, and that the Subcommittee and the OHA are awaiting additional consultation with the County on increasing incentives for acceptance of vouchers, and outreach to landlords.

6. NEW BUSINESS

None

7. SUBJECT: ANNOUNCEMENTS OF UPCOMING EVENTS

The Commission was informed of the upcoming events:

Monday, July 23: Meeting of City Council's Homeless Committee, 4:00 p.m., 300 West Third Street
Tuesday, July 24: Oxnard City Council meeting, 5:00 p.m., Oxnard City Hall

8. ADJOURNMENT

There being no further business, the meeting stood adjourned at 4:30 p.m.

(Minutes prepared by Karl Lawson)

**City of Oxnard Commission on Homelessness
Minutes of the Regular Meeting of June 4, 2018**

On Monday, June, 4 2018, at 6:01 p.m. the Regular Meeting of the Commission on Homelessness convened in the Council Chambers at 305 West Third Street, Oxnard, CA 93030. The following Commissioners were in attendance: Chair Francine Castañon, Vice-Chair Lucy Martinez, Commissioner Peggy Rivera, Commissioner Yukio Okano and Commissioner Francisco Jaena. City of Oxnard staff members present were Mark Alvarado, Homeless Assistance Program Coordinator; Commander Keven Baysinger, Oxnard Police Department; and Mark Alvarado, Housing Department, also acted as Recording Secretary. Chair Castañon presided.

1. ROLL CALL AND CALL TO ORDER

Chair Francine Castañon called the meeting to order at 6:01 p.m., and chaired the meeting. Roll was called and a quorum was deemed present.

2. PUBLIC COMMENT

Jackie Tedeschi spoke thanking the commission for all their hard work.

Abel Magana spoke regarding the status of City ordinances being reviewed by City Attorney. He also spoke on portable showers not being permitted by the City at Community Action.

Commander Baysinger responded to the issue of City ordinances and deferred to the City Attorney for the appropriate response.

3. INFORMATION/CONSENT ITEMS

SUBJECT: Approval of Minutes of Meeting of May 7, 2018

Commissioner Okano corrected that the Safe Sleep Luncheon be noted as the "Pastoral Luncheon" Commissioner Rivera moved approval of the minutes as presented in the agenda packet, and Commissioner Jaena seconded. The motion carried unanimously.

4. REPORTS FROM CITY STAFF

SUBJECT: 2018-19 Entitlement Grant Funding Process

Mark Alvarado briefly stated that the earliest Entitlement Awards would be announced is Friday June 8, 2018.

SUBJECT: Homeless Assistance Program Coordinator Report

Mark Alvarado stated that City Council would hear a 2018-2019 budget report from Interim City Manager, Scott Whitney, on Tuesday June 5, 2018 where a proposed 1.5 million dollars was being identified for homeless shelter acquisition and operations

Mr. Alvarado also announced that the proposed City budget was available for public viewing.

5. COMMISSION BUSINESS

SUBJECT: Draft Five-Plan

This item was tabled for July 9th, 2018.

SUBJECT: Sub-Committee and Commissioner Reports

Safe Sleep: Commissioner Okano reported on the Pastoral Luncheon held on May 30th, 2018 at the Rescue Mission. He stated that over 60 people attended and received signed letters of support for Safe Sleep from fifteen (15) organizations. A recommendation was made to have follow-up with the churches to determine how the faith-based community can help.

Downtown Safety and Hygiene: Vice-Chair Martinez advised that there had been no subsequent meetings but did endorse the need to have the City Attorney present the details regarding the review of City ordinances related to addressing homelessness in Oxnard.

Landlord Participation: Commissioner Rivera reported that there is a need to receive a report from the Housing Department detailing the Section 8 Voucher Program and other public voucher programs administered by the City of Oxnard. Mark Alvarado stated that he would work to place this item on commission agenda as soon as possible.

Commissioner Martinez also requested a presentation by Tiny Homes of Ventura County for the next commission meeting in July.

SUBJECT: Commission Meeting Time for July Meeting

Commissioner Castañon motioned that the July Commission on Homelessness meeting be held on July 9, 2018 at 3:00 PM as a "Special Meeting" and place an item on the July agenda to amend the Commission on Homelessness by-laws to reflect a new meeting date and time to be used for future Commission meetings. The motion was seconded by Commissioner Jaena and carried unanimously.

6. NEW BUSINESS

None

7. SUBJECT: ANNOUNCEMENTS OF UPCOMING EVENTS

The Commission was informed of the upcoming events:

Commissioner Martinez requested scheduling a pastoral luncheon monthly due to the success of the luncheon held on May 30th. Mr. Alvarado stated that the idea was very ambitious and that perhaps organizing something a little less formal at a local eatery would suffice the opportunity to meet and discuss issues with the faith based community.

Commissioner Rivera recapped the Pastoral Luncheon and thanked all parties involved for assisting in making the event a success. A special thank you was given to Commissioner Okano for his leadership in organizing and coordinating the event with Commissioner Rivera. Ms. Alvarado thanked all the Commission members for stepping up and bringing the faith based community together to identify resources that will assist with Oxnard's homeless services.

Tuesday, June 12: Ventura County Board of Supervisors will hold a public meeting for summer rentals to bridge homelessness presented by the County of Planning. The meeting will be at 5:00 PM

8. ADJOURNMENT

There being no further business, the meeting adjourned at 6:45 p.m.

(Minutes prepared by Mark Alvarado; final minutes adopted by Board 7/16/18)

CITY OF OXNARD
2018 ANNUAL ACTION PLAN (AAP)
FUNDING RECOMMENDATIONS
FISCAL YEAR 2018-2019

COMMUNITY DEVELOPMENT BLOCK GRANT (CDBG)

CDBG AVAILABLE RESOURCES

FY 2018-19 HUD Allocation	\$ 2,502,719
Program Income	\$ 100,000
Reprogram PY Resources	\$ 131,000
<u>TOTAL CDBG GRANT RESOURCES</u>	<u>\$ 2,733,719</u>

CDBG EXPENDITURES

RECIPIENT DEPT/DIV-ORGANIZATION

PROGRAM NAME

ADMINISTRATION-20%

Housing Department-Grants Management	CDBG Administration & Planning	\$546,744
--------------------------------------	--------------------------------	-----------

PUBLIC SERVICES- not more than 15%

Oxnard Housing Department - Fair Housing	Fair Housing Program	\$89,071
Community Action of Ventura County	Oxnard Transition Center for the Homeless	\$42,900
Livingston Memorial Visiting Nurses Association	Subsidized Care	\$27,300
Oxnard Recreation Department	Colonia Gym	\$43,800
Oxnard Recreation Department	Colonia Boxing Gym	\$20,000
Oxnard Recreation Department	Police Activities League	\$40,500
American Diabetes Association	Diabetes Prevention Program for Children-Project Power Up	\$18,500
Boys and Girls Club	After School Program at Pleasant Valley Village Community Center	\$18,500
Oxnard Recreation Department	Senior Technology	\$21,800
County of Ventura- HSA	RAIN TLC Bridges To Home	\$22,700
El Centrito Family Learning Centers	Literacy- Integrated After School & Summer STEAM Academy	\$15,000
Ventura County Community Development Corp.	Changing Lives Through Homeownership	\$15,000
<i>Total Public Services Projects</i>		<i>\$375,071</i>

DIRECT BENEFITS

Oxnard Development Service Department	Code Compliance	\$200,000
Oxnard Fire Department	Enhanced Medical Services	\$170,000
Oxnard Fire Department	Operations Chief Mobile Command Vehicle	\$120,000
Oxnard Fire Department	Fire Station Generators	\$150,000
Oxnard Housing Department-AHRD	Housing Services	\$230,000
Oxnard Housing Department	Homeless Shelter Building Improvements	\$200,000
Oxnard Housing Department	1450 S Rose Ave Building Improvements	\$149,669
Oxnard Park Department	Community Center East Park Improvement	\$450,000
Oxnard Public Works	Colonia Road Improvement	\$107,248
Cabrillo Economic Development Corporation	Etting Road Off-site Improvements	\$34,987
<i>Total Direct Benefits Projects</i>		<i>\$1,811,904</i>

TOTAL CDBG GRANT EXPENDITURES **\$2,733,719**

HEARTH EMERGENCY SOLUTIONS GRANT (HESG)

<u>RECIPIENT DEPT/DIV-ORGANIZATION</u>	<u>PROGRAM NAME</u>	
Housing Department-Grants Management	ESG Administration & Planning (7.5%)	\$14,741
Community Action of Ventura County	Street Outreach	\$29,075
County of Ventura Human Services Agency	Homeless Prevention	\$14,459
County of Ventura Human Services Agency	Rapid Re-Housing	\$20,490
Society of Saint Vincent de Paul	Street Outreach	\$10,000
Society of Saint Vincent de Paul	Rapid Re-Housing	\$14,465
Society of Saint Vincent de Paul	Homeless Prevention	\$14,465
The Kingdom Center	Oxnard Emergency Shelter	\$30,000
Turning Point Foundation	Mentally Ill Emergency Shelter	\$48,854
TOTAL ESG GRANT EXPENDITURES		\$196,549

HOME INVESTMENT PARTNERSHIP (HOME)

HOME AVAILABLE RESOURCES

FY 2018-19 HUD Allocation	\$791,219
Program Income	\$125,000
Reprogram PY Resources	\$0
TOTAL HOME GRANT RESOURCES	\$916,219

Housing Department-Grants Management	HOME Administration & Planning (10%)	\$91,622
Oxnard Housing Department AHRD	Affordable Housing	\$465,461
Community Housing Development Organization	Cabrillo Economic Development Corporation*	\$359,136
TOTAL HOME GRANT EXPENDITURES		\$916,219

ENTITLEMENTS GRAND TOTAL **\$3,846,487**

Note: Funding would be conditioned upon the developer meeting all HOME program requirements and reaching specific milestones, including but not limited to: completion of NEPA Environmental Review; receiving commitments of all other necessary financing; and starting and completing construction within HUD's required timeframe.



TO: Honorable Chair and Commissioners
Commission on Homelessness

FROM: Karl Lawson, Executive Secretary (KL)

DATE: September 5, 2018

SUBJECT: Annual Activity Report of Commission on Homelessness

I. RECOMMENDATION

That the Commission review and adopt the 2017-18 Annual Activity Report to City Council.

II. DISCUSSION

The Commission on Homelessness (COH) is a body established by and subordinate to the Oxnard City Council. Section 2-129 of the Oxnard City Code states as follows:

SEC. 2-129. POWERS AND DUTIES

The powers and duties of the Commission on Homelessness shall be as follows:

- (A) Advise the City Council on all matters pertaining to homelessness in the City;*
- (B) Serve as a liaison between the City Council and the community in matters related to homelessness issues;*
- (C) Review and evaluate programs, request for homeless funds, and homeless services in the City.*
- (D) Recommend programs, strategies, and funding for preventing and reducing the incidence of homelessness in the City; and*

(E) Prepare and submit an annual report of activities to the City Council and such other reports and recommendations to the City Council from time to time as the Commission or City Council may determine necessary to address homelessness issues

In accordance with Sec. 2-129(A), (D), and (E) above, the COH has adopted resolutions setting forth a variety of policy and program recommendations for the City Council. Those resolutions have been forwarded to the City Council's two-member subcommittee (Homeless Task Force), which is composed of Mayor Pro Tem Carmen Ramirez and Councilman Oscar Madrigal.

Attached hereto is a draft Annual Report summarizing the activities of the Commission for 2017-18. Staff presents this report to the Commission for your review, input and discussion. Upon finalization, staff requests that the Commission approve the report and authorize the Chair to transmit the report to the City Council.

Attachment

Draft 2017-18 Report

2017-18 ANNUAL ACTIVITY REPORT CITY OF OXNARD COMMISSION ON HOMELESSNESS

1. THE COMMISSION

The 2017-18 Commission on Homelessness consisted of the Commissioners listed below. Chapter 2-125 of the City Code provides for a seven-member Commission; as of the date of the adoption of this Report, there are two (2) vacancies on the Commission.

Francine Castañon, Chair
Lucy C. Martinez, Vice-Chair
Yukio Okano
Peggy Rivera
Francisco Jaena
Grant Leichtfuss (January 2017 – January 2018)
Christine Rutter (March 2017 – September 2017)
David Havens (October 2017 – November 2017)

2. COMMISSION MEETINGS

The Commission on Homelessness conducted ten (10) official meetings during calendar year 2017, and six (6) meetings from January to June of 2018. All Commission meetings were conducted in the Oxnard City Council Chambers, with posting of the agendas and agenda packets on the City of Oxnard website. Commission meetings are televised on the Oxnard City Government Channel.

3. RESOLUTIONS OF THE COMMISSION

In 2017-18, the Commission on Homelessness adopted four (4) written resolutions in which a total of seventeen (17) distinct policy recommendations were set forth. Those resolutions were transmitted to City Council and to the Council's two-subcommittee (known as the "Homeless Committee"). Copies of the resolutions are attached to this Annual Report, and can be summarized as follows:

<u>Number</u>	<u>Date Adopted</u>	<u>Subject(s)</u>
2017-01	8/28/17	Recommending establishment of a Safe Sleep Program
2017-02	12/4/17	Safe Sleep Program (9 programmatic/policy recommendations)
2018-01	1/8/18	Downtown Safety and Hygiene (7 policy recommendations)
2018-01	2/5/18	Downtown Safety and Hygiene; rescission of Resolution 2018-01, and adoption of eight policy recommendations

4. FUNDING APPLICATION REVIEW

The Commission also participated in the evaluation and review of applications submitted to the City for funding under the Community Development Block Grant (CDBG), HOME Investments Partnership Act (HOME), and Emergency Solutions Grant (ESG) programs. Vice-Chair Martinez (with Commissioner Jaena as alternate) was designated to represent the COH on the City's Entitlement Grant Proposal Review Committee in 2017, and Commissioner Jaena (with Commissioner Okano as alternate) was similarly designated to serve on the 2018 Proposal Review Committee. The Proposal Review Committee interviewed all internal and external applicants for CDBG, HOME, and ESG funding, and that Committee presented its recommendations to the City. Those recommendations were presented to the City Council at Public Hearings, following which Council approved funding allocations.

5. ADOPTION

Pursuant to Chapter 2-129(E) of the Oxnard City Code, the 2017-18 Annual Activity Report of the Commission is hereby presented to the Oxnard City Council, having been adopted by a majority vote of the Commission at the Special Meeting of September 10, 2018.

Respectfully submitted,

Francine Castañon, Chair

Date: September ____, 2018

Attachments

Resolutions Nos. 2017-01, 2017-02, 2018-01, and 2018-02



TO: Honorable Chair and Commissioners
Commission on Homelessness

FROM: Karl Lawson, Executive Secretary 

DATE: September 5, 2018

SUBJECT: Draft Five-Year Plan Working Document

The City Council has directed City staff to present a comprehensive Five-Year Plan to address issues related to homelessness. As staff informed the Commission at previous meetings, the draft of that plan is a work that has been in progress for some time now.

The Commission has been presented with, and provided input on, the draft plan at its meetings of June 4 and July 16, 2018. An updated version of the plan was disseminated in anticipation of the Commission meeting of August 6, 2018 (note: that meeting was not officially convened due to a lack of quorum). The draft plan was also presented to the City Council's Homeless Committee, which provided input at its meeting of July 23, 2018.

The input on the plan received from the Commission, the City Council's Homeless Committee, and other departments and officials, has been incorporated into the final revision of the plan which is attached to this staff report. The plan will be presented to the Oxnard City Council at that body's meeting of September 18, 2018 for consideration and adoption.

STAFF RECOMMENDATION

At the Commission meeting of September 10, staff will make a presentation highlighting the modifications that have been incorporated into the plan, and will be available to answer questions. Staff recommends that the Commission receive the presentation, and review and provide any final input. Staff further recommends that Commissioners be encouraged to attend and provide comment at the City Council meeting of September 18, 2018.

ATTACHMENT

Revised Oxnard Draft Homeless Plan: A Working Document *(note: due to the large size of this document, it is being provided in electronic form. It is also available in paper form at the Office of the City Clerk, the Housing Department, and at the Council Chambers)*

CITY OF

OXNARD

CALIFORNIA

Homeless Five – Year Plan and Strategy 2018



A Blueprint for Reducing Homelessness in Oxnard

Prepared by City of Oxnard Homeless Services Team

Alexander Nguyen..... City Manager

Ashley Golden.....Interim Assistant City Manager

Arturo Casillas..... Housing Director

Mark AlvaradoHomeless Assistance Coordinator

Jason Benites Assistant Police Chief

Kevin Baysinger.....Police Commander

Roger Brooks Code Compliance Manager

Rebecca Guevara Environmental Resources

Todd Housley..... Public Works

Karl Lawson..... Housing Compliance Manager

Kathleen MalloryPlanning & Environmental Services Manager

Claudia PedrosoDowntown Revitalization Manager

Chelsea Reynolds Interim Director Cultural & Community Services

Adam SmithEconomic Development Manager

James Torrez.....Interim Environmental MRF Manager

Jason Zaragoza.....Assistant City Attorney

Table of Contents

I.	INTRODUCTION.....	4
	EXECUTIVE SUMMARY	4
II.	VISION	6
	VALUES.....	6
	PLAN PURPOSE.....	7
	SCOPE OF PLAN	8
	BARRIERS.....	8
	GAPS IN HOMELESS HOUSING AND SERVICES.....	9
	ULTIMATE GOALS OF PLAN	10
III.	BACKGROUND.....	11
	HOMELESSNESS AMONG OUR NEIGHBORS.....	11
	CAUSES OF HOMELESSNESS.....	11
	PRIORITY POPULATIONS:	12
	SOCIAL IMPACT OF HOMELESSNESS: THE COST OF DOING NOTHING	12
	OXNARD HOMELESSNESS DEMOGRAPHICS.....	13
	HOMELESS MANAGEMENT INFORMATION SYSTEM	14
	POINT IN TIME.....	16
IV.	ACTION PLAN	17
	YEAR ONE HOMELESS PLAN AND STRATEGY	18
	YEAR TWO HOMELESS PLAN AND STRATEGY	29
	YEAR THREE HOMELESS PLAN AND STRATEGY	32
	YEAR FOUR HOMELESS PLAN AND STRATEGY	33
	YEAR FIVE HOMELESS PLAN AND STRATEGY	34
	HOMELESS PLAN AND STRATEGY SUMMARY	36
	CITY OF OXNARD LEADERSHIP	37
	APPENDIX A: 2018 Findings for the City of Oxnard Concerning Unsheltered Adults and Families	38
	APPENDIX B: Report for all Emergency Shelter, Safe Haven and Transitional Housing Programs	40
	APPENDIX C: Adoption of the Fiscal Years 2016/2017 and 2017/2018 City Council Strategic Priorities.....	44
	APPENDIX D: Ventura County Approved Protocols and Policies for Working with Cities	46

I. INTRODUCTION

EXECUTIVE SUMMARY

A Five-Year Plan has been developed to address the issues of homelessness in the City of Oxnard and give direction to better serve the unsheltered homeless population. The plan is designed to include strategies that will address chronic vagrancy and the impacts of negative transient behavior, including unlawful encampments and misuse of City parks and public facilities. The plan is also intended to reduce homeless issues in downtown Oxnard, in support of revitalization efforts, and to address homeless issues in other business sectors throughout the City.

Goals in the five-year plan will be accomplished through implementation of strategies that prioritize comprehensive outreach for transitioning individuals and families off the streets and into an emergency shelter/navigation center with long-term housing opportunities. Simultaneously, social services and support will be offered and provided through collaboration and cooperation with community agencies and stakeholders. Preventing and reducing homelessness takes determination, perseverance and collaboration. Our intent is to create solutions that will reduce homelessness in the City of Oxnard and address key issues that have currently made homelessness a crisis. Ultimately, this plan intends to provide the homeless population with improved immediate services with access to safe, decent, and affordable housing. It also intends to be deliberate and focused on reducing vagrancy and negative transient activity.

In order to accomplish these goals, the Five –Year Homeless Plan and Strategy will target objectives based on needs identified by the Mayor and Council, Oxnard’s Homeless Services Team, Oxnard’s Commission on Homelessness and the public. Lastly, the plan is a guiding document proposed to provide focus for addressing homeless issues with solution oriented outcomes. The plan will be revisited annually for updates or necessary revisions in order to keep the document fresh and relevant. But more importantly, the document is a business plan that can be shared with potential funding sources and the community. Once approved, the plan becomes a living and breathing document to demonstrate the direction the City of Oxnard is taking to address and solve homeless issues for the community.

The process by which Oxnard will reduce homelessness will be holistic and comprehensive in nature and will be strengthened through a firm partnership with the Ventura County Continuum of Care Alliance and partnering service providers through the following efforts:

- Organizing Oxnard's Homeless Service Team made up of different leaders within multiple city departments to address homelessness comprehensively and to maximize resources to the greatest extent possible.
- Outreach, Homeless Management Information System (HMIS) intake, and assessment in order to identify service and housing needs and provide a link to the appropriate resources through a Coordinated Entry System.
- Provide emergency shelter for an immediate and safe alternative to sleeping on the streets, especially for homeless families with children, the mentally disabled and chronic drug and alcohol users.
- Medical Respite Care – By establishing an emergency homeless shelter, we will need to develop recuperative alternatives for those not sick enough to be in the hospital, and those discharged from the hospital but not well enough to go back to the streets. Medical Respite Care provides medical oversight and health education, care transitions, and discharge planning to and from primary care, inpatient hospital, Emergency Rooms, and supportive housing.
- Transitional housing with supportive services to allow for the development of skills that will be needed once permanently housed; and
- Permanent supportive housing to provide individuals and families with an affordable place to live with services if needed.

II. VISION

To Work Together as a Community to Provide Immediate Solutions for Addressing Vagrancy and Reducing Homelessness Through Enhanced Resources, Services and Partnerships.

VALUES

- **Human Dignity**

A person who is homeless should have the right to an adequate standard of living, the right to education, the right to liberty and security of the person, the right to privacy, the right to social security, the right to freedom from discrimination, the right to vote, and all other rights provided to all U.S. Citizens.

- **Resiliency**

Recognize the strengths and resiliency of those experiencing homelessness. The homeless are resilient, capable and adaptable and should be given opportunities to be involved in every level of advocacy, outreach, and planning.

- **Nonjudgmental, Respectful & Responsive**

Understand that homeless individuals and families should be treated with dignity through a customer service based approach at all times.

- **Transparency**

Remain direct and transparent when addressing the housing crisis and affordability and lack of available housing.

- **Inclusive and Engaging**

Provide proactive services that are inclusive and empowering so homeless participants can own their pathway out of homelessness.

PLAN PURPOSE

The overall purpose of this Plan is to work together as a community to provide immediate solutions for homelessness in the City of Oxnard. This purpose will utilize efficient and effective homeless responses that prioritize on reducing transients and vagrancy, transitioning unsheltered people off the streets and into a stable compassionate environment, where homeless participants can begin the process towards a sustainable housing solution. The purpose of this plan is to increase outreach on homeless issues that continue to be a risk to public health and safety.

“Addressing Homelessness is an Oxnard City Council Strategic Priority Area”

In 2016, a goal set for Oxnard City Council’s Quality of Life Strategy is to address homelessness through the development and implementation of a multi-tier strategy. This priority includes the formation of a five-year plan to prevent and reduce homelessness in the City of Oxnard.

Additional purposes for adopting a homeless plan are to create a:

- **Blueprint for Implementation:** A clear and concise vision for preventing and reducing homelessness.
- **Tool for Advocacy and Consensus:** An informational focal point to inspire local advocacy and leadership to embrace homelessness as a priority for action.
- **Reference for Funders:** An articulation of Oxnard’s values for funding, ensuring that these priorities meet the Federal, State, and local funding requirements that are aligned with Oxnard’s homelessness plan and strategy.
- **Collaboration:** Ensure that cities, counties and business communities have the opportunity to work together towards a common goal.
- **Vagrancy:** Negative transient impacts throughout the City need to be mitigated and addressed through outreach, enforcement and policy decisions.

SCOPE OF PLAN

This plan addresses issues of homelessness within the City of Oxnard by:

- Focusing on transient and vagrancy issues and problems
- Utilizing data and statistics derived from the 2018 Ventura County Point in Time Count.
- Identifying available resources and community services in order to implement the plan.
- Research on current needs, gaps and industry trends for preventing and reducing homelessness.
- Following comprehensive and holistic/whole person care steps that outline the goals and objectives for strategically addressing homelessness in the City of Oxnard.

BARRIERS

Despite working with the City of Ventura and the County Ventura to provide the annual Winter Warming Shelter and the administration of the HUD CDBG and Emergency Solutions Grants, the homeless issue and its negative impacts on the community and businesses in Oxnard have increased significantly in recent years. The lack of affordable housing, a lack of mental health and substance abuse treatment and huge spike in the transient population into California has caused a crisis of epidemic proportion.

There is now a demand to vastly improve the capacity to provide quality social services and to construct housing units specifically targeting the homeless. The public outcry for homeless solutions, along with the work of the Ventura County Continuum of Care Alliance, non-profit organizations, Oxnard's Commission on Homelessness, businesses and community stakeholders, has shaped the dialogue and identified specific barriers within our community's capacity to assist all people experiencing homelessness. These barriers are the underlying causes of Oxnard's challenges to meet the needs of unsheltered homeless residents at this time.

They include:

- Confusing emergency homelessness with chronic vagrancy and negative transient behavior
- Funding restrictions
- Limited affordable housing capacity
- No 24-hour emergency shelter
- A lack of consensus for identifying an emergency shelter location
- The need for amending City ordinances to better enforce health and safety issues
- A lack of mental health treatment and outreach



A social worker from the Ventura County Salvation Army providing outreach services in Oxnard

GAPS IN HOMELESS HOUSING AND SERVICES

The Federal Interagency on Homelessness provides solutions for needs and gaps in homeless housing resources:

- Emergency shelter for single men, men with children, couples, households with pets, and large families
- Housing and services for homeless individuals entering the community from jails, correctional facilities, foster care, hospitals, mental institutions, and those who are chronically unsheltered.
- Emergency Overnight shelter

- Housing First/Harm Reduction housing (for chronically unsheltered and other high-needs populations)
- Additional units of Permanent Supportive Housing
- Additional units of Medical Respite Care to provide medical oversight for sick and injured homeless individuals.
- Coordination of case management both between homeless providers and other systems of care
- Community outreach and education

ULTIMATE GOALS OF PLAN

The Five-Year Homeless Plan and Strategy primary outcome is to establish a comprehensive system entry and exit program that prevents and reduces homelessness in the City of Oxnard. The means to achieve this outcome will be through the following goals.

- 1) Increase and Strengthen Community Partnerships and Alliances
- 2) Effectively Coordinate Street Outreach
- 3) Coordinate efforts to reduce vagrancy and chronic transient behavior
- 4) Operate a Year-Round Emergency Shelter and Navigation Center
- 5) Increase Emergency Sheltering for Adults with Children
- 6) Connect Social Services with Mental Health Services for Homeless
- 7) Develop Temporary and Permanent Housing Choices for Homeless
- 8) Provide Follow Up Program Services for Homeless Clients Placed in Housing

III. BACKGROUND

HOMELESSNESS AMONG OUR NEIGHBORS

According to the 2018 Point-In-Time Homeless Count, on any given day there are estimated to be nearly 400 people in Oxnard living on the streets, in vehicles, in shelters, in transitional housing, or with friends and family in temporary situations. Homelessness happens to people of all ages, genders, education levels, races, income levels, and household types. It happens to good people in our community who work hard to be self-sufficient but live on the brink of economic instability. Health issues, poor credit, job loss, family break-up, domestic violence, mental illness or substance use disorders can also push people into homelessness. Whatever the underlying reason for their homelessness, they are in crisis. Visible or hidden, everyone deserves a safe and decent place to live.

CAUSES OF HOMELESSNESS

Homelessness was a relatively rare phenomenon until the 1980s, when many economic and social changes converged to cause its dramatic rise. Top reasons for homelessness in Oxnard found during the 2018 Point in Time Count include:

- Alcohol/drug use
- Unable to pay rent or mortgage
- Family breakup or crisis
- Job loss
- Mental health issues

Ultimately, homelessness is a result of many societal factors that create financial instability and inability to afford housing: lack of affordable housing, inter-generational poverty, expensive health care costs, lack of living-wage jobs, lack of education and training, severe mental illness, and substance use disorders. Addressing homelessness is, essentially working backwards or “up-stream” attempting to fix the conditions that lead to homelessness and then providing individualized social supports to address the underlying social issues facing each individual household.

PRIORITY POPULATIONS:

1. Chronically Homeless (including chemical dependency and mentally ill)
 - a. A person who is “chronically homeless” is 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. In order to be considered chronically homeless, a person must have been sleeping in a place not meant for human habitation and/or in an emergency homeless shelter.
 - b. A disabling condition is defined as a diagnosable substance use disorder, a serious mental illness, a developmental disability, a chronic physical illness, or a disability including the co-occurrence of two or more of the previously mentioned conditions. A disabling condition limits an individual’s ability to work or perform one or more activities of daily living.
2. Homeless Veterans
3. Homeless Families with Children (including victims of Domestic Violence)
4. Homeless Unaccompanied Youth
5. Homeless Elderly over the age of 62

SOCIAL IMPACT OF HOMELESSNESS: THE COST OF DOING NOTHING

Homelessness not only has huge impacts on the individuals experiencing it, it is also expensive for our community. Homelessness almost always escalates an already unstable family situation. Youth and adults with mental illness or drug and alcohol problems get worse when they do not have stable housing to get the behavioral and/or medical attention they need.

Homelessness costs our community in other ways, as well. Each year, Oxnard residents’ tax dollars are spent caring for homeless people through our emergency services – including 911, emergency rooms and clinics, law enforcement, fire and rescue units, jails, detoxification programs, public health system, the judicial system and more. The estimated “hidden” expense of supporting a homeless person in this piecemeal manner is approximately \$50,000 per year, according to the Secretary of HUD.

Homelessness also has a particularly troubling impact on children. Homeless children often are impacted by adverse childhood experiences (ACEs) resulting in impediments to growth and development and overall weak performance in school. Numerous studies have found that housing instability and homelessness result in lower academic performance, increase the chances of repeating a grade, and reduce high school completion rates. Homelessness also puts children at greater risk of serious physical health problems. Furthermore, teenage youth who are Lesbian, Bi-Sexual, Gay or Transgender (LBGT) become ostracized and are often forced into homelessness. All of these factors contribute to perpetuating the cycle of homelessness.

OXNARD HOMELESSNESS DEMOGRAPHICS

Understanding the scope of homelessness in Oxnard is an important step in developing key strategies to address it. Homelessness is an extremely complex social challenge and requires significant community investments to create an impact. There is a constant flow of people becoming homeless while others move out of homelessness into housing. Many may only experience one episode of homelessness, while others may experience multiple episodes over several years or remain homeless for many years. Fortunately, we have better data and statistics on the homeless population to guide our efforts. Although we have better and more complete data than in years past, there are always variables to take into account in acknowledging that there may be more homeless individuals and families than are indicated in the statistics.

- The face and composition of homelessness is ever evolving. Each day new households enter into homelessness and each day homeless households are re-housed and regain self-sufficiency.
- Due to the ongoing stigmatization of being homeless, many individuals and households either do not self-identify as homeless and do not seek services, or simply do not admit to being homeless. Our data collection efforts require voluntary participation, so households that do not seek services or volunteer to be counted in our homeless census are not included in statistical gathering.
- Data about homelessness gathered from different sources does not necessarily provide a consistent picture, since homelessness may be defined differently or data collected differently.

HOMELESS MANAGEMENT INFORMATION SYSTEM

Data about Oxnard homelessness is collected in two primary ways through the efforts of local social service agencies and the Homeless Management Information System, and the annual Point in Time count.



The first tool that is used to collect information about homelessness in Oxnard is the Homeless Management Information System (HMIS). This is a federally-mandated and Ventura County-managed database of information that is required to be collected by homeless housing and service providers who receive funding from HUD McKinney-Vento Act funding. The database provides information about every client who receives homeless assistance provided by these programs.

Oxnard HMIS providers share a common enterprise of the County's HMIS system – service providers share one database so they can share and see what services homeless residents in Oxnard are receiving, and are able to coordinate services among the providers. This also reduces duplication of data entry among providers and avoids repetition of collecting eligibility information from clients who have previously registered for services from another homeless services provider.

Certain providers of homeless services in Oxnard do not participate in the shared HMIS system, either due to philosophical reasons, concern for client confidentiality (youth, domestic violence), or lack of infrastructure to participate and no requirement to do so.

Required HMIS data includes demographic information such as gender, age, prior living situation, and last permanent address, length of time homeless, education

level, ethnicity, and family composition. (Clients must provide signed consent to have identifying information entered into the system.)

When a client enters a particular housing or homeless service program, information about their participation in the program is also recorded in HMIS. Client identifying information is not shared as part of the Point in Time Count Report information.

HMIS information is used at the County level to develop Nation-wide statistics and models. At the local level it provides accurate information about clients who access services. Its limitation is that clients, who are not using services, either by choice or because needed services are not available, are not included. Thus, it provides limited or no information about under-served populations or gaps in service.



City of Oxnard HMIS Service Providers

POINT IN TIME

The Point in Time Count provides information about homeless households who choose to participate in a survey on one particular day, regardless of whether they are seeking or receiving services, and includes individuals who are sheltered and unsheltered, by federal definition. Ventura County first conducted a homeless count and subpopulation survey in 2007. The homeless count and survey, however, was conducted every year beginning in 2009.

The following table compares the homeless counts since 2007. The 1,299 persons counted in 2018 represents the first homeless count increase (13%) when compared to the previous year since 2009 in Ventura County. According to a study by Social Finance (Spring 2018), the number counted most likely represents a third or even a quarter of those who experience homelessness throughout the year.

Jurisdiction	2007	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Camarillo	10	13	15	29	30	27	38	35	24	27	49
Fillmore	5	4	5	10	16	13	6	7	6	0	2
Moorpark	13	7	1	7	5	9	15	7	4	7	3
Ojai	82	60	52	40	41	43	62	40	29	19	31
Oxnard	671	679	520	638	522	645	379*	603	584	461	335
Port Hueneme	9	1	9	6	12	17	13	22	7	18	19
Santa Paula	97	91	54	50	60	34	31	20	56	35	44
Simi Valley	163	303	229	226	284	211	194	202	99	105	143
Thousand Oaks	81	147	106	87	90	121	130	83	104	102	80
Ventura	588	623	601	570	701	519	495	334	300	301	516
Unincorporated	242	265	223	209	175	135	86	64	58	77	77
Total:	1,961	2,193	1,815	1,872	1,936	1,774	1,449	1,417	1,271	1,152	1,299

IV. ACTION PLAN

Despite strong leadership and a diversity of existing resources, homelessness is still a persistent issue in the City of Oxnard, illustrated by the current demographics of homelessness. This is due to specific barriers and gaps that represent some of the underlying causes of our inability to meet the needs of ALL homeless residents.

Through the development of this plan and strategy, staff has identified five core areas that will measure the success for reducing and preventing homelessness over the next five years. Furthermore, this effort will constitute the critical path for Oxnard's homeless to receive comprehensive and holistic services with the ultimate goal of mitigating vagrancy, improving our response system, engaging the community and ultimately providing sustainable housing opportunities.

Core Area #1: Target Vagrancy and Negative Chronic Transient Behavior.

Core Area #2: Establish and Develop a Year – Round 24 Hour Homeless Shelter and Navigation Center.

Core Area #3: Focus Resources and Funding to Develop a Quality Coordinated Entry and Exit System Out of Homelessness.

Core Area #4: Improve and Expand Street Outreach and Community Partnerships

Core Area #5: Develop and Build Housing Programs Serving the Homeless.



The former Halco Homeless Encampment at Ormand Beach

YEAR ONE HOMELESS PLAN AND STRATEGY

GOAL 1: Reduce Negative Impact of Transient Population in Oxnard

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
1a.	Address Criminal Vagrancy Behavior in the City of Oxnard	Option A: \$1,248,000 Option B: \$936,000 Option C: \$624,000	City Attorney Homeless Liaison Officers Oxnard PD	General Fund	Fall 2018 On-Going

This strategy distinguishes between short-term efforts and longer-term needs, and includes annual cost options. At present, the Police Department faces a growing number of service calls related to either the homeless or vagrants. In 2017, patrol officers responded to approximately two thousand (2,000) calls for service that directly involved the homeless. In 2017, the Police Department responded to over fifty (50) homeless encampment removals. January 2018's Halaco encampment abatement, with its population of approximately 150 homeless people, was something previously unseen in Oxnard. Complaints about the homeless and/or vagrants from both business owners and residents are rising steadily.

In 2014, the Police Department created two (2) Police Officer II positions to serve as Homeless Liaison Officers (HLOs). The allocation of personnel was taken out of other existing workgroups within the Police Department, and was not created with new positions. Their primary purpose is to address issues related to the homeless and vagrancy, and have citywide responsibility. The HLOs work as a pair, and their efforts focus on addressing homeless and vagrancy-related issues. They work in pairs for safety reasons, as they often respond to off-road locations or others that are not commonly traveled. As such, they drive a marked four-wheel drive, short bed pickup truck.

The HLOs' efforts do not focus solely on enforcement. HLOs partner with social services providers to help steer the homeless towards potential solutions. This includes helping homeless individuals find a support system or program that can help them. Enforcement becomes necessary to address incorrigible nuisance and

criminal behavior. HLOs also examine various locations and make suggestions to change physical environments, in order to prevent crime and deter vagrancy.

Having a single pair of HLOs allows some issues to be addressed for about half of the week, but the number of complaints and issues are well beyond what two officers can manage during a workweek.

The current allocation of two (2) police officers as HLOs currently costs the General Fund approximately \$300,000 per year. This figure reflects both the salary and benefits costs of a Police Officer II. In addition, a capital outlay cost is necessary for a short-bed pickup truck, which costs approximately \$60,000 when fully equipped. Since these vehicles generally have a five (5) year service life, the annual costs for these are depicted below with an asterisk as spread over a five-year period.

Option A: Ideally, the Police Department would deploy eight (8) HLOs in four (4) teams. This model would allow a team to each focus on one of the four (4) policing districts, as well as work together on larger projects. The estimated ongoing General Fund cost for this option is as follows:

Description	Qty.	Annual Cost (each)	Total Annual Cost
Police Officer II	8	\$150,000	\$1,200,000
Short bed pickup	4	\$60,000	\$ 48,000*
Total:			\$1,248,000

If Option A was deemed viable, the plan could also be phased in over a three-year period.

Option B: This option provides a total of six (6) HLOs. This would provide citywide coverage on both ends of the week, and provide a “relief” pair that can be scheduled to address higher demand. Unlike A, HLO’s are not assigned to a single police district.

Description	Qty.	Annual Cost (each)	Total Annual Cost
Police Officer II	6	\$150,000	\$900,000
Short bed pickup	3	\$60,000	\$ 36,000*
Total:			\$936,000

Option C: This deploys two (2) pairs of HLOs, seven days a week. They would have citywide responsibility, and have one “overlap” day with the other HLO pair.

Description	Qty.	Annual Cost (each)	Total Annual Cost
Police Officer II	4	\$150,000	\$600,000
Short bed pickup	2	\$60,000	\$ 24,000*
		Total:	\$624,000

By comparison, neighboring Ventura, a city nearly half Oxnard’s size, has allocated six (6) police officers and a sergeant to the same issue, and plan to add two (2) more officers in the immediate future.

Any added personnel to address both homeless and vagrancy issues would be a beneficial step, as this would not only provide relief to the Police Department’s Patrol Division, but would also increase the ability to implement better solutions, and increased capacity to address the volume of complaints and issues

Goal 2: Initiate a responsible giving outreach campaign

	Strategy/Project	Cost Estimate	Partners	Funding Sources	Timing
2a.	Responsible giving outreach	\$1,000	Oxnard Downtown Improvement Task Force, Oxnard Downtown Merchants Association	General Fund	Fall 2018

The Police Department commonly receives complaints from residents and members of the business community concerning panhandling. Many people give money directly to the homeless. While well-intentioned, handouts do not connect people living on the street with the services that will help get them into either treatment and/or housing. The giving of handouts also encourages further

panhandling, and attracts panhandlers into areas such as Oxnard's Central Business District, which in turn drives business away. The Police Department is developing an outreach effort to encourage donations to be directed to local social service organizations, where they will be more effective. The Police Department will partner with the business community and social service providers.

Goal 3: Outreach to Faith-Based Organizations in Oxnard

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
3a.	Address the Need for Broader Support	N/A	Housing Department Commission on Homelessness	No Direct Cost	Spring 2018 On-Going

This strategy addresses the need to enhance community support for addressing homelessness by recruiting faith based groups and their membership for volunteerism, special events and to assist with programs and services. A Pastoral Luncheon was held in May of 2018 to kick off this effort and 15 organizations pledged their support and participation.

Goal 4: Implement an illegal encampment removal strategy

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
4a.	Promptly clear encampments on city property, including parks, roadway shoulders, alleyways, and other locations.	\$150,000 Annually (Citywide)	Public Works Parks Recreation (City Corps) OPD	General Fund	Fall 2018 On-Going

Illegal transient encampments have proliferated throughout Oxnard. Frustrated residents report these encampments to the Police Department each week.

Oxnard's Homeless Liaison Officers (HLO's) are also continuously locating illegal encampments, and addressed approximately fifty (50) of them in 2017. The HLO's take necessary steps to clear them, including taking along social service providers to offer services, and also to give the occupants advance notice that they need to vacate the encampment(s) or face arrest. In order to prevent and deter crime, the HLO's frequently need to have environmental changes made to locations frequented by transients. This "crime prevention through environmental design" includes trimming back foliage or trees, repairing fences/gates, or removing items such as BBQ pits/benches, in order to make certain locations less inviting for encampments. Dismantling and properly disposing of homeless encampments has a cost. Some property that is taken from a dismantled encampment must be considered as "personal property" and must be held in safekeeping for up to ninety (90) days.

Budgetary constraints have restricted the removal of the encampments. Environmental Resources requests a funding source to fund the removal efforts. The Parks Division has also indicated that they do not have budget to clean up encampments in parks. Funding is critically needed to perform this service.

Goal 5: Implement and facilitate a weekly service providers meeting

	Strategy	Cost Estimate	Partners	Funding Sources	Timing
5a	Convene regular service providers meetings	No Cost	Police Department Various service providers:	N/A	Summer 2018 Ongoing

The purpose of the weekly service providers meeting is to share information about Oxnard's homeless population, and then coordinate and implement responses to individual cases. During these Police Department facilitated meetings, "front line" staff and stakeholders will discuss high priority clients and their situations, in hopes

of comparing notes to close systemic gaps, avoid duplication of effort, and to coordinate solutions. The first meeting was on July 16, 2018 and is ongoing.

Goal 6: Acquisition and Rehabilitation of Property for Year-Round Shelter

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
6a.	Required First Step for Oxnard's Full Service Homeless Shelter and Navigation Center	\$1,000,000 (Measure O) \$200,000 (CDBG) \$1,200,000 (County Match)	Oxnard Homeless Services Team County of Ventura City of Ventura	Measure O HUD CDBG Ventura County	Spring 2018

This strategy is a core area within Oxnard's overall plan and strategy to prevent and reduce homelessness. The property acquisition for a homeless shelter will be the sustainable leverage required in order to comprehensively address homelessness and provide homeless individuals and families with the needed programs and services they require in order to end their homeless situation. Building acquisition cost projected at 1,700,000.

Goal 7: Secure Building and Acquisition for a Year-Round Shelter Operator

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
7a.	Contract a High Performing Homeless Shelter Operator through an RFP Process	1,000,000	Housing Department County of Ventura City of Ventura Non-Profit Agency	Measure O County of Ventura	Summer 2018

This strategy addresses the opportunity to partner with the County of Ventura and the City of Ventura through an RFP process to ensure the most qualified homeless shelter operator is identified. Cost projected at \$800,000 to \$1,000,000 annually, with Oxnard's share being 50% of this amount. Anticipated sources: County of Ventura, Oxnard's Measure O, and HUD entitlement grant funds for rehabilitation.

Goal 8: Utilize the Oxnard Armory as a Foul Weather Shelter

(If Needed Prior to Year-Round Shelter)

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
8a.	Be Prepared to Pop Up an In Climate Emergency Foul Weather Shelter	\$200,000	Housing Department County of Ventura Non-Profit Agency	County of Ventura; Re-Purpose a Portion of Measure O Shelter Allocation.	Immediate Temporary

This strategy addresses a request from the Ventura County Board of Supervisors to plan out the development of an Emergency Foul Weather Shelter during an in climate weather event. This request is a separate effort to meet the sheltering needs of every homeless and or transient person in Oxnard during a foul weather event. Cost projected at \$200,000.

Goal 9: Meet ADA Compliance at Gabriel's House

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
9a.	Design and Construct ADA Improvements at Gabriel's House At	\$60,000	Housing Department Kingdom Center	HUD CDBG	Spring 2018

The Kingdom Center's Gabriel's House is a facility owned by the City of Oxnard. It is an emergency shelter for adults with children and serves families in crisis. The

facility is over 50 years old and requires constructed ADA compliance and other improvements. Lauterbach and Associates is the qualified architect. There is an immediate need to bring the facility up to code compliance for health and safety reasons. Costs projected at \$60,000.

Goal 10: Successfully Pilot Safe Sleep Parking Program

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
10a.	Provide a Sustainable Sleeping Alternative for Functional Homeless Individuals	\$65,000 Per Site	Housing Department Commission on Homelessness Non-Profit/Faith Based Development Services Oxnard PD	TBA	Fall 2018

This strategy will give the City of Oxnard a better understanding for managing and coordinating resources associated with contracting an operator to successfully manage a Safe Sleep program. The purpose of the program is to also connect participants with services and to establish a sustainable living situation. Housing staff is working with other City Departments, Commission on Homelessness and potential service providers to develop a proposal that will be approved by Mayor and Council in 2018. Costs projected at \$65,000 annually.

Goal 11: Open Year-Round Homeless Shelter/Navigation Center

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
11a.	Non-Profit to Operate Year-Round Homeless Shelter	On-going \$500,000 (Measure O) \$500,000 (County Match)	Housing Department County of Ventura Non-Profit Agency	Measure O County of Ventura HUD ESG	Summer 2019

This strategy is a core area within Oxnard's Homeless Plan and Strategy to Focus Resources and Funding to Develop a Quality Coordinated Entry and Exit System Out of Homelessness. The Year-Round Homeless Shelter/Navigation Center is the comprehensive pillar towards addressing emergency shelter situations and as well will serve as the hub for assisting chronic homelessness. This will be a 7- day, 24-hour facility operated by a qualified and proven non-profit organization. City and County resources will be targeted to provide wrap around social services, mental health and medical referrals, workforce training and educational opportunities. The operation will also utilize the Coordinated Entry System to exit individuals into temporary bridge housing and sustainable housing programs with follow up services through housing projects as they become available.

Goal 12: Eliminate Misuse of Open Space in Hobson Park East

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
12a.	Provide Recreation activities and targeted programming in park space	\$100,000	Recreation Community Service PD Public Works Neighborhood Council	AIPP Measure O Arts HUB Grants	Spring 2019

This strategy serves to improve conditions within the Hobson Park East park areas so that recreational activities and targeted programming will discourage the misuse of the park space and other unlawful activity. There is also immediate park improvements being made to decrease vagrancy and other negative behavior

Goal 13: Complete Expansion Design at Gabriel's House

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
13a.	Design Expansion of Emergency Shelter Occupancy at	\$112,000	Housing Department Lauterbach and Associates	HUD CDBG	Spring 2019

	Gabriel's House		Kingdom Center		
--	-----------------	--	----------------	--	--

This strategy addresses the City of Oxnard's need to increase emergency shelter space for homeless adults with children experiencing a life crisis event. The Kingdom Center's Gabriel's House currently has limited capacity to shelter families in crisis under the current rate of homelessness that is being experienced in the Oxnard community. The completion of this design for expansion will place the actual construction in the cue for breaking ground in the summer 2019.

Goal: 14 Maintain Elevator Safety and Cleanliness

	Strategy/Project	Cost Estimate	Partners	Funding Sources	Timing
14a.	Retrofit elevator programming, signage, security cameras	N/A	Facilities PD	General Fund	TBA

This strategy is to prevent the use of Oxnard's downtown parking structure as an overnight sleeping site, which in turn will aid in directing homeless population to the areas where services are provided.

Goal 15: Implement a Downtown Ambassador Program

	Strategy/Project	Cost Estimate	Partners	Funding Sources	Timing
15a.	Have information available, ask homeless persons if they need assistance, direct them to service areas	TBA	ODID PD Pacific Security Consultants	ODID Street Outreach Grants	TBA

This strategy is to employ Downtown Ambassadors to assist homeless people to help identify areas of assistance and provide information to where homeless services are being provided. This activity will be linked up with locally funded street outreach service providers.

Goal: 16 Vagrancy Prevention through Environmental Design

	Strategy/Project	Cost Estimate	Partners	Funding Sources	Timing
16a.	Promote design solutions that help prevent vagrancy. Prepare brochure with identifying design elements.	N/A	ODID PD Development Services	General Fund	TBA

This strategy is to promote proper environmental design that enhances security, i.e., placement of landscaping, areas with enough illumination, materials, etc.

YEAR TWO HOMELESS PLAN AND STRATEGY

Goal 17: Implement a Community Intervention Court program

	Strategy	Cost Estimate	Partners	Funding Sources	Timing
17a	Community Intervention Court	TBA	Police Department City Attorney's Office Ventura County Courts Ventura County District Attorney Ventura County Public Defender	TBA	Summer 2019

Enforcement is often needed to encourage offenders to seek services and assistance. This effort would coordinate the prosecution of Oxnard City Code violations with the criminal courts, using cases as leverage to get vagrants to accept services that can help them. Those that put forth an effort to change their ways for the better may be given leniency in the charges filed and sentences recommended, while those that choose not to would be subject to the standard consequences for their actions. Incurable, chronic offenders are subject to stay-away orders from the areas that they continue to offend. This approach is viewed as a "best practice." The cities of Anaheim, Santa Monica, Santa Barbara, and Ventura employ similar practices. The Police Department and the City Attorney's Office have discussed ways to better address vagrancy in Oxnard, particularly utilizing the City Attorney's Office to coordinate the prosecution of city ordinances, and to encourage offenders to choose alternatives rather than custody time.

Goal 18: Convene a Homeless Services and Outreach Committee

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
18a.	Have Better Communication and Coordination with Oxnard Homeless Service Providers	No Cost	Housing Department Oxnard PD Homeless Liaison Officers City Attorney	N/A	Summer 2018

This strategy addresses the need to develop better communication and coordination between Oxnard Housing Department, Oxnard PD and Oxnard Homeless Service Providers. The Homeless Liaison Officers have multiple encounters with homeless individuals and require cooperation from all of Oxnard's homeless organizations in order to implement Rapid Re-Housing and other client based services.

Goal 19: Provide Jobs for Homeless Youth

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
19a.	Implement a Program to Employ Youth 18-25 at Homeless Shelters	\$75,000	City Corps Housing Shelter Operator	General Funds Operator Funds	Fall 2019

This strategy is designed to assist and encourage young adults to identify immediate goals for ending their homeless experience. Through the expertise of Oxnard's City Corps and community stakeholders, youth who are identified during the operation of the emergency shelter will be recruited to be employed by City Corps to earn a wage, develop employment skills and be assisted with permanent housing.

Goal 20: Establish a Coordinated Emergency Homeless Outreach Team

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
20a.	Improve Oxnard's Ability to Transition Mental Health, Inebriates and Service Resistant Homeless into Programs and Services	N/A	Oxnard PD Ventura County Public Defender City Attorney Non-Profit Partner	To be Determined	Summer 2019

This strategy is a Core Area within Oxnard's overall plan and strategy to Improve and Expand Street Outreach and Community Partnerships by addressing the need to coordinate a team of Police, Emergency Medical Technicians, Social Worker and Mental Health Specialist to conduct daily targeted outreach efforts for Oxnard's most vulnerable homeless individuals. This coordinated effort will be utilized by the Year-Round Shelter operator and their outreach efforts in order to maximize outreach resources and will assist with building relationships with the chronically homeless living in Oxnard.

Goal 21: Build and Construct Gabriel's House Expansion Project

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
21a.	Identify a Qualified Builder to Expand and Construct Emergency Shelter Services at Gabriel's House	\$750,000	Housing Department Kingdom Center Builder	HUD CDBG County of Ventura State of California	Fall 2019

This strategy will be a significant development for the Kingdom Center and the City of Oxnard. As it meets the demand and growth of families being displaced due to a crisis event. The State of California is moving swiftly to provide jurisdictions with

emergency shelter funding via a SB2 and Governor's Bill that is scheduled to become available in early 2019. The expansion is focused on providing 25 additional beds, bathrooms, showers, kitchen facility and common areas.

Goal 22: Provide a Safe Crossing from Gabriel's House to County HSA Building

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
22a.	Design and Construct a Safe Crossing for Gabriel's House Clients to HSA Services	N/A	Housing Department Kingdom Center Traffic Engineering	City of Oxnard	Fall 2019

This strategy addresses the need to provide a safe crossing across Rose Avenue from Gabriel's House. Currently, some clients of Gabriel's House unsafely cross a busy Rose Avenue in order to receive social services offered by the Ventura County Human Services Agency. Housing staff will work with Traffic Engineering to develop a traffic study and to recommend the best traffic calming devices available for producing the safest street crossing for the clients of Gabriel's House.

YEAR THREE HOMELESS PLAN AND STRATEGY

Goal 24: Evaluate and Measure the Success of Oxnard's Homeless Services

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
24a.	Staff will provide Mayor and Council with a Comprehensive Report Regarding Year One and Two Strategies	N/A	Housing Department Oxnard PD	N/A	July 2020

This strategy addresses the need to evaluate the progress and success of the activities scheduled for years one and two. It is imperative that staff and partnerships are working successfully to meet the goals outlined in the plan and

have the data and measurable information to demonstrate that the funding investments being made are sound and providing sustainable outcomes.

Goal 25: Develop a Homeless Housing Program

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
25a.	Establish Standards and Guidelines for Housing Projects Targeting Homeless Clients	N/A	Housing Department CHDO Private Developers	N/A	Spring 2020

This strategy addresses the need to establish permanent rental housing opportunities to most effectively address homelessness. It is also a core area in Oxnard's overall plan and strategy to Develop and Build Housing Programs Serving the Homeless. Oxnard must not only implement strategies to house people who are currently homeless, but also develop strategies to help prevent people from becoming homeless in the first place. Collaboration among government agencies, affordable housing developers, private-sector landlords and service providers is essential for establishing a Homeless Housing Program.

YEAR FOUR HOMELESS PLAN AND STRATEGY

Goal 26: Revive and Expand Homeless Housing Set Aside Voucher Program

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
26a.	Revive and Expand Homeless Housing Set Aside Voucher Program with Ventura County to Include Mental Health Services	N/A	Housing Department CHDO/HUD Housing Authority Private Sector	HUD County of Ventura	2020 2021

This strategy addresses two critical areas within Oxnard's Homeless Housing Program. It is also a core area in Oxnard's overall plan and strategy to Develop and Build Housing Programs Serving the Homeless. One is to set aside a portion of available Section 8 housing assistance vouchers for homeless individuals and families and to also house individuals experiencing mental health issues. This strategy also involves Ventura County Public Health Services in order to provide capacity and direct services for mental health clients.

Goal 27: Provide a Supportive Homeless Housing Program

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
27a.	Builders and Developers to Meet the Housing Shortages for Homeless	N/A	Housing Department CHDO Private Sector	Non-General Fund	2021

This strategy will expand the opportunities to attract builders and developers into the business of creating housing specifically targeting the homeless. It is also a core area in Oxnard's overall plan and strategy to develop and Build Housing Programs Serving the Homeless. It will also allow Housing Staff to identify available land for homeless housing development.

YEAR FIVE HOMELESS PLAN AND STRATEGY

Goal 28: Manage Two Homeless Housing Projects

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
28a.	Housing Department will Manage and Develop Two Housing Projects for Homeless Individuals and Families	N/A	Housing Department CHDO Private Sector	Non-General Fund	2021 2022

The outcome of this strategy will be the result of implementing Oxnard's Housing Homeless Plan and the supporting strategies in years three and four.

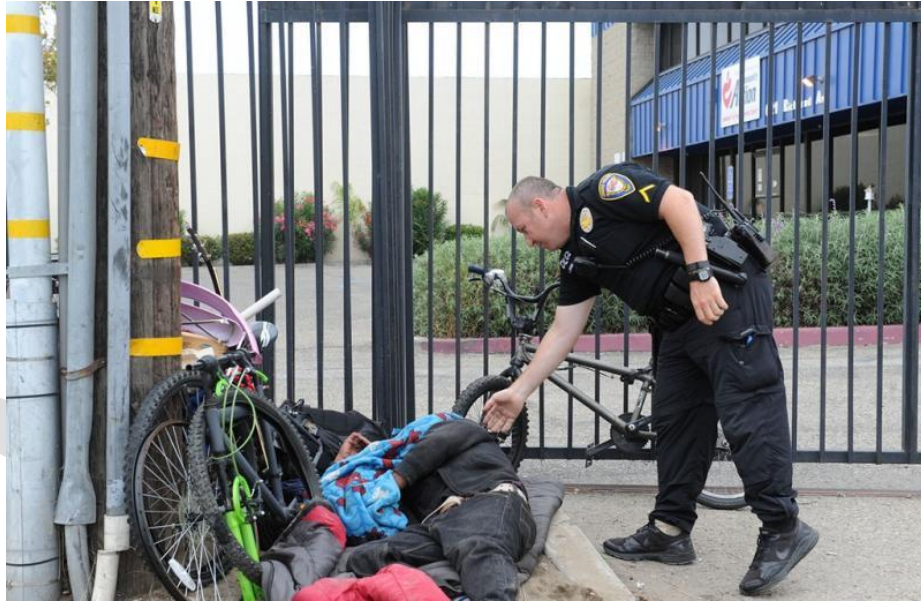
Goal 29: Evaluate and Measure the Overall Success of Oxnard's Five Year Homeless Plan and Strategy

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
29a.	Staff will provide Mayor and Council with a Comprehensive Report Regarding the Five Year Plan and Strategy	N/A	Housing Department Oxnard PD	N/A	July 2022

This strategy addresses the need to evaluate the overall success of the activities and strategies utilized in this plan. It will also allow staff to demonstrate which activities can be deemed a best practice or an evidence based approach towards preventing and reducing homelessness in Oxnard.

IV. CONCLUSION

HOMELESS PLAN AND STRATEGY SUMMARY



An Oxnard Police Officer with an unsheltered homeless couple

The issue of homelessness in Oxnard has escalated into a community wide health and safety issue. The Oxnard Police Department has shouldered the brunt of this issue through resources and many calls for service. As well, City parks, businesses and the community have been heavily impacted by this crisis. We are now at a stage where we can implement a Five Year Plan and Strategy to address the issues through comprehensive services, housing programs and effective outreach practices that will give us the edge for addressing chronic homelessness in Oxnard. Specifically, the Year-Round Shelter strategy is the prong towards getting people off the streets. It will allow us the opportunity to build sustainable homeless entry and exit systems that will create the needed pathways to end homelessness. The other elements with mental health services, bridge and long-term housing solutions are equally critical towards effectively addressing homelessness. All of these elements, together, will bring us closer for ending homelessness in Oxnard.

CITY OF OXNARD LEADERSHIP



**Mayor
Tim Flynn**



**Mayor Pro Tem
Carmen Ramirez**



**Council Member
Bryan A. McDonald**



**Council Member
Oscar Madrigal**



**Council Member
Bert E. Perello**

City Manager

Assistant City Manager

Interim Assistant City Manager

Chief of Police

Housing Director

Alexander Nguyen

Jesus Nava

Ashley Golden

Scott Whitney

Arturo Casillas

Oxnard Commission on Homelessness

Chair Francine Castanon

Co-Chair Lucy Martinez

Commissioner Yukio Okano

Commissioner Francisco Jaena

Commissioner Peggy Rivera

V. APPENDIX

APPENDIX A: 2018 Findings for the City of Oxnard Concerning Unsheltered Adults and Families

Oxnard

Total Unsheltered Number: 241

Demographic Information	Number	Percent
Age:		
Unaccompanied under Age 18	0	0.0
18 to 24	8	3.3
25 - 34	42	17.4
35 – 44	61	25.3
45 – 54	61	25.3
55 – 61	42	17.4
62+	27	11.2
No Recorded Answer	0	0.0
Became Homeless Because of the Recent Fires:	5	2.1
Chronic Health Conditions:	67	27.8
Chronic Homelessness:	66	27.4
Developmental Disabilities:	24	10.0
Disability Benefits:	25	10.4
Ethnicity: Hispanic or Latino	122	50.6
Experiencing Homelessness Because Fleeing Domestic Violence, Dating Violence, Sexual Assault, or Stalking	8	3.3
First Time Homeless:	72	29.9
Gender:		
Male	177	73.4
Female	64	26.6
Transgender	0	0.0
Gender Non-Conforming (i.e. not exclusively male or female)	0	0.0
Don't Know or No Recorded Answer	0	0.0
HIV/AIDS:	5	2.1
Mental Health Problem:	66	27.4

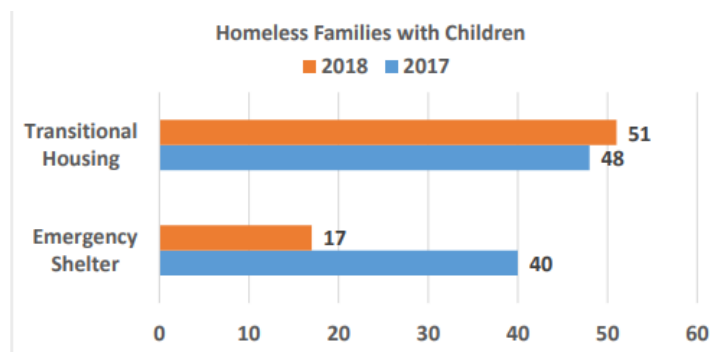
Demographic Information	Number	Percent
Monthly Income:		
No Monthly Income	72	29.9
\$1 - \$250	15	6.2
\$251 - \$500	19	7.9
\$501 - \$1,000	25	10.4
More Than \$1,000	11	4.6
No Recorded Answer	99	41.1
Persons Released from Correctional Institutions During Past Year:	55	22.8
Physical Disability:	60	24.9
Race:		
African American or Black	17	7.1
American Indian or Alaska Native	12	5.0
Asian	2	0.8
Native Hawaiian or Pacific Islander	0	0.0
White	158	65.6
Multiple Races or Other	28	11.6
Don't Know	0	0.0
No Recorded Answer	24	9.9
Substance Use Problem:	52	21.6
Veteran:	9	3.7

APPENDIX B: Report for all Emergency Shelter, Safe Haven and Transitional Housing Programs

FAMILIES WITH CHILDREN				
	Emergency Shelter		Transitional Housing	
	17 Households		51 Households	
Gender				
	#	%	#	%
Male	27	75%	58	41%
Female	9	25%	84	59%
Transgender	0	0	0	0
Total Persons:	36		142	
Age				
	#	%	#	%
Under age 18	19	53%	86	60%
18-24 (TAY)	3	8%	8	6%
Over Age 24	14	39%	48	34%
Race				
	#	%	#	%
White	30	83%	122	86%
Black/African American	0	0%	7	5%
Native Hawaiian/Pacific Islander	2	6%	1	1%
Multiple Races	4	11%	12	8%
Ethnicity				
	#	%	#	%
Hispanic/Latino	24	67%	92	65%
Non-Hispanic	12	33%	50	35%
Disabled/Chronically Homeless families				
	#	%	#	%
Total:	0	%	0	0

Homeless Families with Children

2018 2017



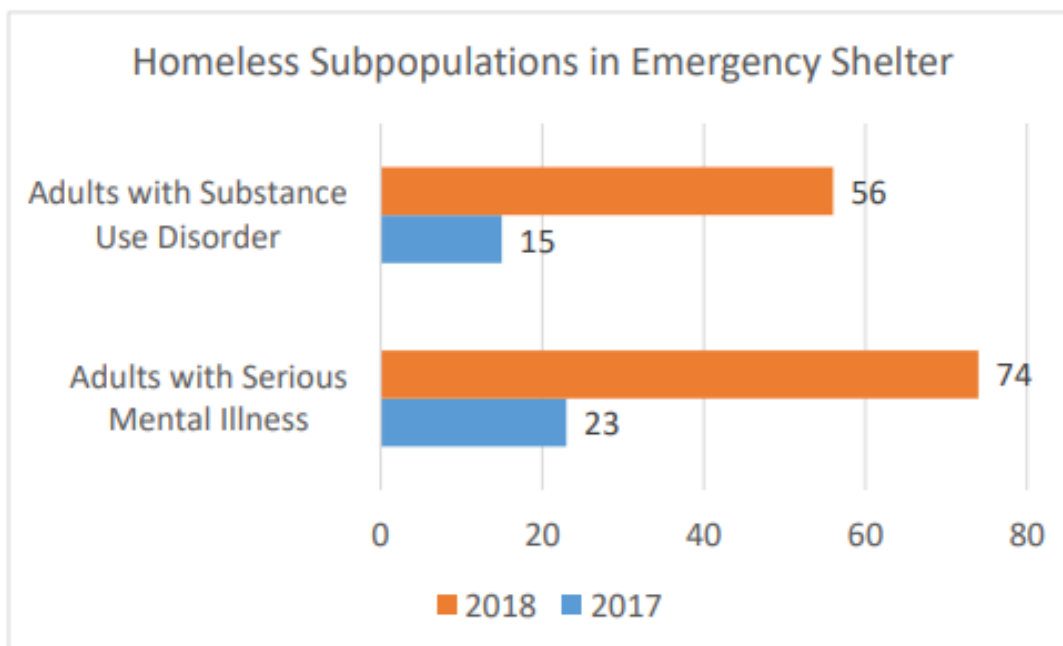
The number of homeless families with children in Emergency Shelters has decreased significantly since 2017 due to the successful implementation of Rapid Re-Housing programs.

SINGLE ADULTS				
	Emergency Shelter		Transitional Housing	
Gender				
	#	%	#	%
Male	176	67%	20	56%
Female	88	33%	16	44%
Transgender	0	0	0	0
Total Persons:	264		36	
Age				
	#	%	#	%
18-24 TAY	7	3%	2	5%
Over Age 24	257	97%	34	95%
Race				
	#	%	#	%
White	237	90%	28	78%
Black/African American	8	3%	5	13%
Asian	4	1.5%	0	%
American Indian/Native Alaskan	1	.3%	0	%
Native Hawaiian/Pacific Islander	5	1.9%	0	0
Multiple Races	9	3.3%	3	9%
Ethnicity				
	#	%	#	%
Hispanic/Latino	96	36%	10	28%
Non-Hispanic/Latino	168	64%	26	72%
Disabled/Chronically Homeless				
	#	%	#	%
Total:	51	19%	0	0

There has been a decrease in the number of single adults in Transitional Housing, from 115 in 2017 to 36 in 2018, as federal funding priorities shifted to permanent housing projects. Several privately-funded transition housing programs serve persons with substance use challenges and are not dedicated to those that are homeless. This sheltered count only include projects that have beds dedicated to those who were literally homeless at program entry.

UNACCOMPANIED YOUTH HOUSEHOLDS				
	Emergency Shelter		Transitional Housing	
Gender				
	#	%	#	%
Male	1	14%	0	%
Female	6	86%	2	100%
Transgender	0	0	0	0
Total Persons:	7		2	
Age				
	#	%	#	%
Under 18	0	0	0	0
18-24	7	100%	2	100%
Race				
	#	%	#	%
White	6	86%	2	100%
Black/African American	1	14%	0	%
Ethnicity				
	#	%	#	%
Hispanic/Latino	1	14%	2	100%
Non-Hispanic/Non-Latino	6	86%	0	%
Disabled/Chronically Homeless				
	#	%	#	%
Total:	0	%	0	0

HOMELESS SUBPOPULATIONS				
	Emergency Shelter		Transitional Housing	
	#	%	#	%
Adults with a Serious Mental Illness	74	28%	12	33%
Adults with a Substance Use Disorder	56	21%	8	26%
Adults with HIV/AIDS	0	0	1	3%
Survivors of Domestic Violence	11	4%	0	%
Total single adults	264		36	



APPENDIX C: Adoption of the Fiscal Years 2016/2017 and 2017/2018 City Council Strategic Priorities

	CITY COUNCIL AGENDA REPORT	TYPE OF ITEM: Report AGENDA ITEM NO.: <u>1</u>
---	---------------------------------------	---

DATE: May 17, 2016

TO: City Council

THROUGH: Greg Nyhoff, City Manager
Office of the City Manager

FROM: Maria Hurtado, Assistant City Manager

SUBJECT: Adoption of the Fiscal Years 2016/2017 and 2017/2018 City Council Strategic Priorities, Which Include Quality of Life, Organizational Effectiveness, Economic Development, and Infrastructure and Natural Resources.

CONTACT: Maria Hurtado, City Manager
Maria.Hurtado@oxnard.org, 385-7430

RECOMMENDATION:

That City Council adopt a resolution adopting the four FY 16/17 and FY 17/18 strategic business plans (1) Organizational Effectiveness, (2) Economic Development, (3) Quality of Life, and (4) Infrastructure and Natural Resources which were developed from the 10/29/15 City Council priority setting workshop.

EXECUTIVE SUMMARY

This staff report presents Council's four strategic priority areas which delineate business plans that include goals, objectives and performance measures for FY 16/17 and FY 17/18. These four business plans were developed after Council's priority setting workshop held on October 29, 2015. These four strategic business plans include (1) Quality of Life, (2) Organizational Effectiveness, (3) Economic Development, and (4) Infrastructure and Natural Resources.

DISCUSSION

On October 29, 2015, City Council held a prioritization workshop. Council and staff acknowledged that there are choices to be made between competing needs within the community, and when discussing how to prioritize those needs, consideration of the on-going work of the organization was taken into account. The attached business plans were developed to assist Council and staff in clarifying the Council priorities over the next two years. The strategic business plans assist City

Council and staff to be on the same page with expectations and, equally important, begins to connect priority-based budgeting for the coming year to ensure that achievable priorities are ones that match available resources.

On December 9, 2015, Council reviewed and confirmed the four strategic priority areas during the review of the 10/29/2015 Council Priority Setting Workshop Summary Report and directed the City Manager to return with a two year business plan that could be incorporated into the FY 16/17 budget (Attachment A: October 29, 2015 Council Priority Setting Workshop Report). The City Manager then established interdepartmental teams who refined the City Council's priority areas and developed the business plans to ensure timely implementation of the various goals over the next two years.

On April 5, 2016, the four interdepartmental strategy team chairs presented each business plan's goals, objectives, and performance measures to Council for consideration and received further feedback. Staff incorporated Council and public feedback into the final business plans being presented for adoption. Listed below is a summary of some of the specific changes to each business plan:

Quality of Life Strategic Priority:

The Quality of Life purpose was restated to include not only building relationships, but "creating opportunities" for the community.

The timeline for implementing the rental inspection program was moved from 6/30/2018 to 6/30/2017, shortening the timeline by a year, and the development and implementation of a self-verification survey for property owners/managers was added.

On Goal 2, objective 2a related to addressing homelessness was modified to include regional coordination, including Ventura and Port Hueneme to address the homeless strategy.

As part of the pilot revitalization project for Southwind neighborhood, an objective was added to develop specific criteria (i.e. crime rate, youth population, density, etc.) to identify other targeted neighborhoods for similar revitalization projects within the City; An objective was added to increase collaboration and better work with neighborhood councils, Citizen Advisory Groups, and neighborhoods.

Goal Two:

- For goal two, address homelessness through the development and implementation of a multitier strategy, one objective is listed below.
- *Objective 2a:* Identify the City's homelessness mission and create a 5-year plan to address homelessness.

APPENDIX D: Ventura County Approved Protocols and Policies for Working with Cities

JOHN C. ZARAGOZA
STEVE BENNETT
SUPERVISOR, FIRST DISTRICT
(805) 654-2703
FAX: (805) 654-2226
E-mail:steve.bennett@ventura.or

BOARD OF SUPERVISORS COUNTY OF VENTURA

GOVERNMENT CENTER, HALL OF ADMINISTRATION
800 SOUTH VICTORIA AVENUE, VENTURA, CALIFORNIA 93009

March 20, 2018
Board of Supervisors
County of Ventura
800 South Victoria Avenue
Ventura, CA 93009

SUBJECT: Recommendation of Supervisor Bennett for This Board to Approve Protocols and Policies for Working with Cities to Provide Crisis Housing, Year-Round Shelter or Foul Weather Shelter for the Homeless

RECOMMENDATIONS:

It is recommended that our Board:

- 1) Approve the concept of working with each interested city in developing crisis housing, homeless shelters, and foul weather shelters to serve the needs of that city.
- 2) Approve using the following core principals as a tool to coordinate cooperation with cities on addressing this pressing need and to help finance and support crisis housing,homeless shelter, and foul weather shelter development and operations:
 - a) The County and the city establish in writing the financial arrangements and other division of responsibilities of a proposed effort.
 - b) Conceptually, the County intends to match the amount of money the city is willing to put into an effort for capital improvements and on-going operations. There is recognition that there is a limit to this capacity, and the actual funding commitment would be made after discussions with the city.
 - c) The city takes the lead and officially approves the location of the facility.
 - d) A non-profit operates the facility and provides the funds needed beyond the amount provided by the city and the County.
 - e) The city and the County jointly approve the operator of the facility, the operator contract is administered by the city with regular consultation with the County on important issues.
 - f) The County determines its level of support of social services to the homeless population in the facility. The exact services and the amount of services are agreed to in writing in advance with the operator and the city.
 - g) After the above arrangements are finalized in writing and approved by the Board of Supervisors and the city council, a joint effort by city and County staff can explore the more detailed specific possibilities and options.

- h) The second phase agreement would encompass specific operational issues individual to each city regarding matters such as funding requirements, site selection, hours of operation, length of stay, services provided, etc.
 - i) The CEO returns to the Board with the final proposals with any cities that participate, including the budget request for the start-up cost and the annual cost.
- 3) Direct the CEO to communicate our decision and the model to the city managers for their councils to deliberate and determine if they wish to partner with the County under these protocols.

DISCUSSION:

The number of residents experiencing or facing homelessness in Ventura County continues to be a significant challenge for local government and our communities.

In the past, our Board offered a \$2 million matching fund to cities to partner in building homeless shelters. For a variety of reasons, that offer has not resulted in any construction of shelter options by a joint city-county effort. One of those reasons is a lack of clarity regarding the intersection of County and city policies and responsibilities regarding such an endeavor. This proposal is an attempt to provide more clarity to that process with the hope that more projects will move forward.

While progress in the overall number of homeless has been made, those facing homelessness still have few options. Even with success in our efforts to increase the number of affordable housing units, there will still be a need for crisis housing. The individual who loses his job and is evicted, the family who has been bunking in with friends and is thrown out, or the person living in their car that is towed -- all of them need a safe place to sleep and access to services that can help them get back on their feet and back into sustainable housing.

Our 10-year Strategic Plan to End Homelessness recommends modest-sized homeless shelters for each city to serve its own homeless. Each community is different, each has unique needs and priorities. Some will focus on a year-round shelter, others on crisis housing for those who have a caseworker and recovery plan. Hopefully, at a minimum, all communities will provide shelter from foul weather.

This proposed partnership alone won't solve all our homeless issues. Just as there are many causes of homelessness, we need many solutions. We may have to start small. Neither our resources nor those of the cities are limitless, but we can and should do something. It is time to redouble our effort to work together, pool our resources, leverage our individual strengths, and move some of our homeless off the streets.

Please join me in approving this effort to provide shelter to our residents when they are most in need.

Sincerely,
Steve B Bennett
Supervisor, First District