



City of Long Beach

Working Together to Serve

Memorandum

Date: December 18, 2017

To: Patrick H. West, City Manager *T.M.W.*

From: Kelly Colopy, Director of Health and Human Services *KC*

For: Mayor and Members of the City Council

Subject: City Strategy for Addressing Homelessness and Community Quality of Life

At its May 23, 2017 meeting, the City Council requested the City Manager to work with City departments, the i-team, and business improvement districts (BIDs) to prepare a report on specific topics relating to homelessness and residential quality of life in Long Beach. It was also requested that the report identify a multi-departmental strategic approach for addressing the topics specified, and include a summary of the funding required to effectuate a citywide strategy to address homelessness and residential quality of life issues associated with homeless and transient activity.

The City of Long Beach is one of only three city Continuums of Care in Los Angeles County and is considered a model of collaboration not just locally but nationally as well. We were one of the first two Continuums of Care in the nation to receive the HUD designation as a Unified Funding Agency and have retained that status which allows us greater flexibility to utilize HUD funding across our HUD funded projects. Our Multi-Service Center (MSC), a recognized best practice, operates as a one-stop shop for homeless services with co-located partners to ensure coordinated access to needed services.

Through the Homeless Services Division (HSD), the City coordinates outreach and response with its City partners including the:

- Police Department and their Quality of Life Officers
- Fire Department, HEART team and Lifeguards
- Public Works
- Parks, Recreation and Marine
- Library

These Departments meet formally together monthly as the Interdepartmental Homeless Coordination Team. In addition, they are in conversation daily regarding outreach and homeless response. The City Prosecutor also works closely with the HSD when he identifies an individual who is homeless on his docket and seeks to divert them into services.

Through the Continuum of Care funding, the HSD coordinates assessment and services with:

- Los Angeles County Department of Mental Health
- Los Angeles Homeless Services Administration
- Mental Health America of Los Angeles
- Goodwill, SOLAC
- United States Veterans Initiative
- Alliance for Housing and Healing
- The Children's Clinic
- Interval House
- 1736 Family Crisis Center
- Harbor Interfaith Services
- PATH Ventures
- Catholic Charities of Los Angeles
- Lutheran Social Services
- The Long Beach Housing Authority

The HSD also works closely with many faith-based organizations, substance use treatment providers, community-based organizations and the business improvement districts.

As outlined in previous memos to the City Council, the HSD received approximately \$9 million this year from outside sources including HUD and other federal and local grants to provide outreach and services needed to obtain housing, as well as permanent supportive housing to individuals and families experiencing homelessness. Measure H funding provides \$2.5 million for additional outreach, navigation, rapid rehousing and Housing Authority programs. In addition, the City provides \$2.3 million to support MSC operations, homeless rapid response, clean-ups, Quality of Life Officers and a HEART Team.

Very few cities in California have a dedicated Homeless Services team, proactive outreach, the strong coordination with other City departments and the coordination of community-based services. This has allowed us to connect with over 900 people living on the streets throughout the City through outreach in 6 months, with nearly half engaging in services. In addition, this team helped 935 individuals and families achieve permanent housing.

The attached report is provided in response to the City Council's request

ATTACHMENT

**CC: TOM MODICA, ASSISTANT CITY MANAGER
KEVIN JACKSON, DEPUTY CITY MANAGER
ROBERT LUNA, CHIEF OF POLICE
DOUGLAS HAUBERT, CITY PROSECUTOR
MICHAEL DUREE, FIRE CHIEF
CRAIG BECK, DIRECTOR OF PUBLIC WORKS
MARIE KNIGHT, DIRECTOR OF PARKS, RECREATION AND MARINE
BRYAN SASTOKAS, DIRECTOR OF TECHNOLOGY AND INNOVATION
REBECCA GARNER, ASSISTANT TO THE CITY MANAGER
MONIQUE DE LA GARZA, CITY CLERK (REF. FILE #17-041)**

INTRODUCTION

The City of Long Beach Departments of Health and Human Services, Police, Fire, Public Works, Parks, Recreation and Marine, Economic Development, the City Prosecutor’s Office, the I-team, and city business improvement districts (BIDs) are pleased to respond to the questions presented to the City Manager at the May 23, 2017 City Council meeting regarding the City’s strategy for addressing homelessness and community quality of life concerns. The responses are provided below.

HEALTH DEPARTMENT

(a) Data on the number of staff that make up the outreach team and any information on the number of regular contacts and a breakdown of the results of that contact including acceptance and refusal of services.

The Homeless Services Division (HSD) of the Department of Health and Human Services is the lead agency for coordinated outreach through the Outreach Network Team (Team), and covers all 52 square miles of Long Beach. The Homeless Services Officer coordinates proactive outreach events across the city via the Team. The Team is comprised of three full-time HSD outreach staff, two full-time subcontracted outreach staff, LBPD Quality of Life (QOL) officers, LBFD HEART (Homeless Education and Response Team), Public Works, Parks, Recreation and Marine, nonprofit providers and community-based agencies, such as the Downtown Long Beach Alliance. The following is a summary of the HSD outreach staff funding and focus areas:

FTE	Funding Source	Populations/ Area Covered
2	LA County Homeless Veterans Initiative (Supervisor District 2)	Veterans experiencing homelessness -- Long Beach
1	LA County Gateway Cities CoG	Chronically Homeless and Veterans, includes both Long Beach and Signal Hill
1	City of Long Beach One-Time Funds	Street Homeless population -- Long Beach
1	HUD Coordinated Entry Case Manager	Street Homeless populations and participants from the Multi-Service Center (MSC) -- Long Beach

Outreach is citywide and focused on areas of known encampments, areas of high visibility, public parks, businesses, and other public infrastructure related to the coastline, the Los Angeles and San Gabriel Rivers, and any place unfit for human habitation, including alleys, sidewalks, business centers, empty lots, and abandoned properties. Outreach is varied by day and time to different locations. Regular outreach coordinated events occur multiple times a week, some as early at 5:00 a.m., and some during evening hours. “Hot spot” areas are addressed with extended outreach and engagement to build the essential rapport that will lead to service and shelter linkage. The HSD works to thoughtfully deploy outreach staff to increase the likelihood of getting people in hot spots to engage. From January through June 2017, the HSD was present at an average of seven coordinated clean-ups per month at hot spots, or an average of 40 every six months, over and above its regular outreach. The HSD coordinates with the Departments of Public Works and Parks, Recreation and Marine, Police, and Caltrans, the Union Pacific Railroad, and Los Angeles County Flood Control for clean-up efforts.

The graphic below depicts citywide coordination.



Contacts

To date in 2017, the Outreach Network had nearly 1,000 unduplicated contacts with people experiencing homelessness. Most of these contacts occurred during coordinated outings, which included all represented departments and organizations who participate in the Network including HSD, LBPB, HEART, Downtown Long Beach Alliance (DLBA), and community partners. Each of the four police divisions has a designated day for coordinated outreach in the morning, and additional outreach as requested or needed in the afternoon. Each contact is documented to include the following:

- If service was accepted or refused;
- If a 5150 (involuntary psychiatric hold) was necessary;
- If emergency services were contacted;
- If transportation and stabilization via shelter or motel were provided;
- If a direct link to substance abuse treatment was made; and,
- If there was a reconnection to established case management in the community.

When services are refused, the person is re-engaged on subsequent visits. Those accepting services are immediately transported to the Multi-Service Center (MSC). Once there, a designated person acts as the “Daily Outreach Connect,” who links them to emergency stabilization, showers, and food, and triages them for immediate needs and ongoing services. Examples of linkages include: mental health, substance use treatment, pharmacies, medical appointments, family who are willing to assist, and income support. The Outreach Connect is a new role, whereby a team member is assigned each day to take calls and provide assistance and information to any team member in the field including LBPD, HEART, City staff, or other partners. It has increased citywide coordination and increased the services to individuals.

The HSD has led the efforts to train the Outreach Network Team, including coordinating with the Fire Department and Mental Health America to bring Mental Health First Aid to all first responders, and a MSC 101 training for both police and fire personnel. The HSD also encourages the Team to study the evidence-based practices that have shown to improve success and include: Housing First, Critical Time Intervention, Mental Health First Aid, Trauma Informed Care, Client-Centered Planning, and Harm Reduction.

HSD Staff Coordination of Team Outreach and Engagement That Increases Acceptance of Services
<ul style="list-style-type: none"> • Coordinate access to services and supports for Team in the field • Manage client drop-offs and stabilization at MSC with Police and Fire • Provide support and assistance to Team on complex cases increasing client access to services and support • Arrange emergency shelter and motel stays for Team referrals and drop-offs • Provide follow up services to people discharging from the hospitals • Coordinate the daily and weekly outreach schedule with the Team • Produce universal data tracking methods for the Team • Lead the bi-weekly Outreach Network Work Group

The HSD uses a proactive outreach model covering the 52 square miles of Long Beach in a prescribed and coordinated method. Key components of this model include: initiating contact to encampments and known places where people who are homeless habitate; beginning the process of developing rapport and trust; consistent contact and follow-through and offering progressive services. Progressive services are offered to individuals identified via street outreach by teams that coordinate daily. Housing and services assessments occur in the field with the primary goal of stabilization, access to emergency/transitional housing, food, clothing and basic hygiene. Once stable, a secondary assessment is completed and a referral is activated that clearly states the process for linkage to resources offered by community partners. A collaborative of these providers meet bi-weekly to evaluate the progress on referrals, case management, barriers to access, service needs and

permanent housing placement. A person who initially declines services continues to receive engagement and rapport building until there is enough trust to begin service engagement.

Outreach staff are connected to the community and mindful of their individual concerns about the livability of their neighborhoods, parks and recreational settings. By using a proactive model the outreach services are not in the context of complaints but rather a client centered model and a community minded approach. In addition to proactive outreach we also respond to calls and emails from the community, council members and other City departments as part of our daily outreach efforts. The numbers below depict the percentage of people who accepted or declined services. These percentages are being used as a baseline for further measurement.

<i>Unduplicated clients January 1 – June 30, 2017</i>	Total	Accepting Services	Refusing Services
# of People encountered by outreach team	903	403	500
% of People who accept/decline services	--	45%	55%

Average Number of times a Person is engaged before accepting services is 17

Participant Engagement Outcomes

	Description	Outcome
	Average Time for Field Based Case Management*	7 months
	Number of Individuals Who Accepted a Referral to Substance Use Treatment Services	39
	Number of Individuals Identified by Outreach Staff and subsequently placed on a 5150 Psychiatric Hold	17
	Number of Transports from the field or crisis beds to Service Sites Provided by Outreach Staff	358
	Number of Individuals Placed into Shelter Directly from the Street Number of Households Stabilized in a Motel Average Bed Night Stay	59 146 5 Nights
	Number of Individuals Permanently Housed from the Streets	24
	Number of Individuals Currently in Active Case Management by Street Outreach Staff	53

- * Includes coordination of other support services including familial ties, financial supports, health and mental health care supports and long term housing placement.

Stories from the Field

“Jim,” a 68-year-old veteran, was found under the Pacific Coast Highway bridge by City outreach staff and LBPD. He was trapped there due to a hip injury and could not move. He was assisted by HSD outreach and West Division LBPD to the MSC where he was offered a shower, clean clothing, and food. He was assessed by staff who suspected a serious infection in his hip. Staff contacted the VA and arranged transportation to the VA hospital, where the individual was admitted and later diagnosed with a systemic infection. After many months in the hospital and several surgeries he was released and staff worked with him to place him in permanent housing.

When outreach staff found “Daphne,” a 58-year-old woman, she was lying on a piece of cardboard near a dumpster. The area was filthy and swarming with flies, and she was drinking out of a carton of spoiled milk. She could not remember the last time she slept in a bed or watched television. After multiple visits, Daphne finally agreed to come to the MSC to shower and get some clean clothes. She soon was back at the dumpster. Staff did not give up; they continued to engage her. Eventually, she accepted shelter and started working on her alcohol addiction. After 18 months of effort, Daphne received her Section 8 Voucher and, four months later, a new home.

Twins “Betty” and “Rhonda,” 63-years-old, were found sleeping on the bathroom floor at Martin Luther King Park, Jr. (MLK) Park one morning. They had been homeless off and on for 12 years and had a scruffy dog. Staff, working with West Division PD, helped them access shelter, work with the court on their multiple violations, and supported them when they got discouraged and scared. More than once, they were on the verge of returning to the bathrooms at MLK Park. Due to their developmental disabilities, Betty and Rhonda frequently fell prey to schemers seeking to take their SSI checks. But, they stuck with the housing plan they had developed with staff and followed their advice. After nine months of trying, with the help of their team, they located a landlord and apartment to call home for them and their dog.

- (b) *Automated phone message system: Can it be staffed to provide follow up with homeless individuals or residents who call with questions or to report specific needs?*

Community Contacts Via Hotline	Weekly	Monthly	6-Month
Average # of Calls to Hotline	25	100	600

The Homeless Services Division has a 24-hour hotline to report encampments and concerns relating to homelessness; the number is **562-570-4550**. Every constituent call to the phone message system is recorded and concerns expressed by residents are addressed by the Outreach Network Team. Calls are returned when the resident asks for a return call. Information provided by residents through the message system is included in the weekly outreach schedule. The Team evaluates the areas identified in Hotline calls within 72 hours of receiving the call. The Hotline is an effective tool for increasing the knowledge base for community callers and for the HSD. When a caller asks to be contacted, a knowledgeable staff person returns the call and can provide information on the issue of homelessness, and what efforts are being carried out by the City and community partners in the area the caller is concerned about. It is also a good opportunity for staff to hear community members’ perspectives and their ideas for addressing the matter. In many cases, the area or location of concern is currently being addressed by the outreach team and the interdepartmental partners.

The table below provides information on phone line capacity in surrounding jurisdictions. Response times in the City of Long Beach are shorter than in the surrounding jurisdictions of similar or larger size.

Comparison Chart of Hotline Regionally

City or County	Hotline	Response Time	Comments
Los Angeles	213-473-3231 (Outside of City of LA) 3-1-1 (inside City boundary) 24 Hours via smart phone app. Live representative available: Monday-Friday, 8am-4:45 pm	2 weeks to one month for Sanitation to clean encampments.	Clean up by posting. City of Los Angeles Municipal Code 56.11. Sanitation will contact LAHSA to provide outreach.
City of Pasadena	626-791-6610 Union Station Homeless Services 7 am to 1:30 pm. Front Desk will answer	None, no outreach is available through Union Station.	City of Pasadena does not provide outreach services. It contracts with Union Station Homeless Services to provide walk in outreach. People are encouraged to contact the non-emergency police hotline.
City of Glendale	818-246-7900 Ascencia. 7am-5pm, Monday-Friday. Thursday 7am-2pm Live during business hours. Voicemail after business hours	Next day after phone call is received for outreach worker to visit reported site.	City of Glendale does not provide outreach services. It contracts with Ascencia. Ascencia will take down location of homeless issues and outreach to individual.
Orange County	2-1-1 24 hours Answered by live representative	None, 2-1-1 does not provide outreach. Certain cities within Orange County work with nonprofit, Coast to Coast to provide street outreach.	2-1-1 encourages reporting issues with homelessness to contact their city police department non-emergency hotline.
Los Angeles County	213- 225-6581 LA Homeless Services Authority, Emergency Response Hotline Monday-Friday 7:30am-4:30pm Live during business hours. Voicemail after business hours	48-72 business days after report via 60 emergency response team members.	County of Los Angeles utilizes LAHSA to provide outreach services via Emergency Response Team members. LAHSA provides individuals with access to resources and assists with referrals to services for homeless encampments.

- (c) *Data on the effectiveness of the MET teams, including the number of current officers in this position, their duties, the number of contacts they make on a typical workday and information regarding placement of homeless individuals in City-sponsored services or programs and other services sponsored by non-profit organizations.*

Mental Evaluation Team (MET)

Originally formed in 1996, the Long Beach Police Department Mental Evaluation Team was one of the first law enforcement entities to partner with the Los Angeles County Department of Mental Health to provide a sworn officer and a mental health clinician in the same police car to respond to calls for service.

The Mental Evaluation Team consists of sworn officers who are partnered with clinicians from the Los Angeles County Department of Mental Health (DMH). MET provides additional resources to patrol by responding to and handling calls involving the mentally ill and homeless. MET also provides functionality during SWAT responses. Some of MET's sworn officers are trained crisis negotiators and serve on the SWAT Team. The partnership with Department of Mental Health affords the Police Department the ability to offer increased service to those individuals who need access to mental health services in an efficient manner. The Long Beach Police Department Mental Evaluation Team is a "best practice" unit. MET officers and supervisors are frequently contacted by other local, state, and some out-of-state agencies interested in creating their own program.

MET teams work 10-hour shifts and are scheduled to cover seven days per week. The number of officers and their schedules are listed below.

Team	Days	Hours
MET1	Wednesday – Saturday	6:00 a.m. – 4:00 p.m.
MET2	Sunday – Wednesday	6:00 a.m. – 4:00 p.m.
MET3	Wednesday to Saturday	2:00 p.m. – 12:00 a.m.
MET4	Sunday – Wednesday	2:00 p.m. – 12:00 a.m.
MET5	Tuesday – Friday	9:00 a.m. – 7:00 p.m.
MET6	Monday – Thursday	9:00 a.m. – 7:00 p.m.

MET teams have approximately five contacts per day, providing linkage to the Quality of Life Units, VA Outreach Teams, MSC, and Mental Health America Village Lydia House Mission.

- (d) *Efforts to develop and implement a citywide campaign to inform and educate the homeless or those in danger of becoming homeless, as well as the general Long Beach public programs and services available to help with short-, medium-, and long-term homelessness solutions. The citywide campaign should include consistent messaging with a logo or slogan and educational information highlighting City services and donation options. The material can be disseminated to local businesses in print form, as well as residents via social media, and other digital modes. The report should include the budget needs associated with a campaign and the feasibility of it including this messaging on Big Belly trashcans, bus stops, billboards, public service announcements, and other areas in public spaces.*

The Health Department is exploring creating a citywide public education campaign and part of this effort includes partnering with DLBA. The team working on this includes staff from advertising agencies, local media, City businesses, as well as City staff specializing in social media and

communications. The campaign seeks to educate all Long Beach residents on resources available to address homelessness, how they can help, current activities to address homelessness, as well as the City's philosophy of following a Housing First approach to end homelessness. It is estimated that launching such a campaign would require a minimum of \$150,000 in funding.

- (e) *Efforts to develop a citywide campaign to educate residents about donation options that support the goals of long-term sustainable assistance to the homeless population and report on nationwide and regional efforts to encourage residents and business to donate in ways that have the biggest impact and benefit for the homeless population.*

Current Efforts

The Mayor's Fund for the Homeless: The fund was created by City Ordinance in 1990 and is a critical resource for addressing unfunded needs or gaps in service delivery. Community donations are generated via an annual mail solicitation envelope included in the City's utility bills for the month of November. There is also a donation button on the City's website that can be accessed year-round. On average this campaign yields \$20,000 per year. The fund currently has a balance exceeding \$100,000. To access the funds, service providers must submit an application to the Homeless Services Advisory Committee (HSAC). HSAC performs due diligence to ensure:

- The gap is significant and not otherwise funded
- Funding this need will benefit homeless residents directly and immediately
- The agency has sufficient capacity to administer the funds appropriately

Donations to this fund have supported a variety of critical services including:

- The Homeward Bound program that helps individuals reunite with relatives outside the Long Beach area
- Job training and placement services
- Winter shelter programs
- Food and transportation assistance
- Move-in assistance

Airport donation booth: The HSD is collaborating with the Long Beach Airport to install spare change collection stations at airport security checkpoints. The collection stations will display information regarding the City's efforts to address homelessness. The Long Beach Airport is funding installation of the collection stations, which should be operational by early December. Funds raised will be channeled to Long Beach Cares to fund homeless services not funded by HUD.

Long Beach Cares, a 501c3 organization, provides fiscal management for community and corporate donations to the City of Long Beach Department of Health and Human Services. Funds contributed to LB Cares have supported special projects hosted by the Division, including biennial homeless counts, community outreach and engagement events in addition to providing emergency one-time assistance that lends stability for those experiencing homelessness and who are served by the Multi-Service Center in Long Beach.

The City also produces two important educational materials: The Pocket Guide and the Give a Hand Up brochure. The Pocket Guide is a resource for people experiencing homeless that list services, social service providers, faith based program and participating agencies in the Continuum of Care. The Give a Hand Up brochure is aimed at community members and list the many ways that they can help end homelessness in Long Beach.

Examples of Nationwide and Regional Efforts

Walmart's Fight Hunger, Spark Change¹: This partnership between Walmart, five major food companies and Feeding America, secured over 218 million meals on behalf of participating foodbanks. As part of this campaign, Walmart donated \$1.5 million to the campaign and then matched up to \$1.5 million of online donations from the public by donating the monetary equivalent of 10 meals (\$0.90) for every online donation by the public. The five major food companies donated one meal to Feeding America for every purchase of qualifying products at Walmart between April 17 and May 15, 2017.

Houston's Meaningful Change Not Spare Change: This campaign, run by Houston's CoC, urges residents to bring about meaningful change by donating their spare change to organizations providing services instead of giving money to panhandlers. The money funds furniture, home goods and one-time fee payments for individuals moving into housing. The campaign includes TV, radio, print and social media ads, street signage, billboards, a way to donate to organizations via text or online, as well as a style guide, logo and illustrations that are uniform across the campaign. Campaign messages include "Don't give money to panhandlers . . . donate at meaningfulchange.org."

Seattle's No Child Sleeps Outside campaign²: This is a partnership between major Seattle corporations like Starbucks, Amazon and Microsoft, the city and Mary's Place, a provider of shelter and services to homeless families in Seattle. The aim of the campaign is to raise enough funds to shelter all homeless families in Seattle and targets are set in terms of the number of beds funded. In 2016, the campaign raised \$4 million, which has enabled Mary Place to open four new shelters.

The City of Long Beach and its partners will evaluate these opportunities as part of the education campaign and work closely with local businesses to establish innovative opportunities to support addressing homelessness across the City.

- (f) *An overview of how many rehabilitation and detox beds are needed to adequately manage the need in Long Beach.*

The data to determine the level of need for detox and substance use treatment for individuals experiencing homelessness is incomplete, as neither mental health nor substance use need is collected across those who interact with homeless individuals. In addition, the full continuum of services includes hospitalization, residential, and a number of other levels of care as a person approaches outpatient or 12-step programs. This determination will require increased data collection across the systems as well as advanced analytical capacity. As part of the i-team review of jail high utilizer data, it may be possible to begin to estimate a basic level of need. The City will be working closely with Los Angeles County to increase access to substance use services within the City, as well as in the region.

In addition, the demand for substance use care goes well beyond the needs of residents experiencing homelessness. Any discussion of expanding these services in Long Beach should take place in the context of the needs of the population.

The federal Substance Abuse and Mental Health Services Administration (SAMHSA) has developed a "Tool for Assessing a Community's Capacity for Substance Abuse Care,"³ which was launched in September of 2016. This methodology uses data on the prevalence of social and community

¹ <http://news.walmart.com/2017/04/17/walmarts-fight-hunger-spark-change-campaign-calls-on-the-public-to-join-the-fight-against-hunger-and-make-a-difference-in-their-local-communities>

² <http://www.marysplaceseattle.org/blog/moving-toward-no-child-sleeps-outside/>

³ https://www.cdc.gov/pcd/issues/2016/16_0190.htm#app1_down

correlates of substance use to estimate the population’s demand for care. Long Beach could implement this methodology to estimate the need for detox and rehabilitation beds in the City.

- (g) *Report on partnerships with other entities such as CSULB to study the reason individuals in need of services regularly refuse service and what changes can be made to the City’s outreach efforts to account for these factors.*

The CSULB Department of Anthropology Chair, Dr. Karen Quintiliani, and Department Coordinator, Mitra Baghdadi, began a collaborative research project with the Health Department’s homeless team, as well as the LBPD’s QOL Officers and the LBFD’s HEART team. The initial meeting for this project took place in late June 2017. In mid-July and early August, Dr. Quintiliani and Ms. Baghdadi participated in various outreach activities and attended Outreach Network Team work meetings every other week to identify key research questions and activities relevant to addressing the areas of concern. A research plan has been devised based on these initial observations. The research project is focused on understanding why some homeless individuals do not regularly agree to services offered to them. Thirteen Anthropology graduate students will explore this question from multiple perspectives including (a) clients who are currently receiving services; (b) clients who pass up services; and, (c) the Outreach Network Team members who attempt to address and assess each client’s unique circumstances. The research team will also explore what type of services exist, and do not exist, that create opportunities and barriers to receiving or accepting services.

The proposed timeline and research activity for Fall 2017 and Spring 2018 is provided below.

Faculty and students conduct research	Mid-September to Mid-November
Data Analysis	November-December 2017
Presentation of preliminary findings	Mid-December
Based upon preliminary findings Dr. Quintiliani and Ms. Baghdadi and outreach team members will create a survey	January 2018
Faculty continue research with Anthropology student involvement and administer survey to identify additional research cases to address homelessness and quality of life concerns	Spring 2018
Data analysis	April/May 2018
Final research report	June 2018

POLICE DEPARTMENT

- (a) *Data on the effectiveness of the current QOL officers including; the number of current officers in this position, their duties, the number of contacts they make on typical workday and information regarding placement of homeless individuals in City sponsored services or programs.*

The Long Beach Police Department (LBPD) currently employs two full-time QOL officers (South and East Divisions) dedicated solely to addressing QOL issues and homelessness. Both positions will be funded in FY 18 through Measure MA funds. In addition to the dedicated QOL officers, calls-for-service patrol officers have a significant role in addressing quality of life issues throughout the City.

In addition to the QOL officers and calls-for-service patrol officers, other officers, detectives, and employees of the LBPD can spend a significant part of their workday addressing homelessness. These officers and employees include Bike Unit officers, Mental Evaluation Team (MET) officers, Park

Rangers, Marine Patrol Detail officers, Transit Enforcement Detail (TED) officers, Port Division officers, Harbor Patrol officers, Jail Division employees, detectives, as well as command staff. It is difficult to quantify the total time these and other employees of the LBPB spend responding to and addressing homelessness issues, but it is a challenging issue.

LBPB employees are encouraged to offer services when they make contact with a person who is experiencing homelessness. Continued offers of service helps comply with and support the law, follows current law enforcement trends, and encourages solutions to homeless challenges. Homeless individuals requesting or willing to receive services are immediately referred to the QOL officers. In collaboration with the Outreach Network Team and the MSC, the QOL officers then facilitate resources and attempt to acquire housing for the homeless individual when available. The following chart lists the contacts made by the dedicated QOL officers over the past 24 months. The 2017 numbers are averages based on the first six months of the year and are extrapolated for the entire year.

2017 (YTD)	Daily	Monthly	Annually
QOL Contacts	7.50	120.25	1,443
Temporary Housing	1.11	17.75	213
Permanent Housing	0.26	4.25	51

2016	Daily	Monthly	Annually
QOL Contacts	6.80	108.83	1,306
Temporary Housing	2.46	39.42	473
Permanent Housing	0.77	12.25	147

(b) Request an analysis of the staffing and financial resources that would be needed for the Quality of Life teams to sufficiently address their delineated goals and responsibility consistently throughout the City.

In order to have one QOL officer in each patrol division, an increase of two budgeted sworn FTEs would be needed; the two officers already in place will be funded under Measure MA in FY 2018. Note, one clinician from the Los Angeles County Department of Mental Health is assigned full-time to work with the South Division QOL officer.

The following table indicates costs to fully fund the additional two QOL officers:

Table 1: Detailed List of QOL Funding Needs			
Item	Per Unit Cost	Number	Total Costs
Police Officer	\$174,421	2	\$348,842
One-Time Fleet Costs (acquisition)	\$52,650	2	\$105,300
Structural Fleet Costs (fuel, maintenance, capitalization)	\$22,527	2	\$45,054
Structural Equipment Costs (uniforms, vests, radios)	\$2,500	2	\$5,000
Note: The Police Department acquired BSCC grant funds to fund the acquisition and up-fit of one QOL truck to be completed in FY 18.			

Table 2: Summary of QOL Funding Needs	
Item	Annual Cost
One-Time Fleet Acquisition Costs	\$105,300
Structural Personnel, Fleet Maintenance, and Equipment Costs	\$398,896

- (c) *Request an estimate of the time it would take to have sufficient trained and qualified staffing resources for the competent performance of the Quality of Life function.*

It is estimated it would take between 90 and 180 days to select, train, and equip new QOL officers to competently perform their duties.

- (d) *Request an overview of common law enforcement responses to quality of life issues and the related ordinance or penal code violations. This summary should include an overview of the legal law enforcement options and common methods of addressing violations. An overview of why one method might be selected over another should be included in this analysis.*

There are numerous common law enforcement responses to QOL issues. Each response is dependent on the incident, activity, the history of the individual, and complaint location. However, response options can be summarized by one overriding philosophy: “Warn, Cite, Arrest.” While keeping any individual’s constitutional rights in mind, police officers are compassionate and fair, as well as firm, when the law is violated and enforcement action is needed. Maintaining the ability to adjust and be flexible with enforcement is imperative to the effectiveness of any strategy implemented by the City of Long Beach.

Some of the ordinances, municipal codes, and penal codes currently used by LBPD personnel are: 602PC – Trespassing; 16.16.010 (e) LBMC – Camping in public; 9.25.010 LBMC – Urinating/Defecating in public; 14.04.010 (A) Obstructing free passage; 9.22.010 LBMC – Drinking in public; and laws restricting nighttime occupancy in parks and parking lots operated by the City.

The sections listed above can be used by officers when encountering homeless individuals on City property in public view. However, enforcing laws on private property are different and more challenging. Officers must have the cooperation of a property owner who is willing to make private persons arrest and give officers the authority to enforce laws when encountering homeless individuals on private property. Homeless individuals, camps, and related personal belongings or trash on private property is not enforceable without the support of the property owner.

Another useful tool in addressing homeless challenges is the Stay Away Order System, which organizes court ordered stay away orders in particular locations for misdemeanor public nuisance activity. A picture, name, location and court paperwork is accessible to police officers on all vehicle and station computers. There are currently 568 stay away orders in this citywide system.

Educating and communicating with the public is key. For example, citizens frequently ask LBPD staff to contact, verbally warn, physically remove, move along, or conduct enforcement action on homeless persons who are not violating the law. Examples of non-criminal acts include homeless persons who are sitting or lying down on sidewalks or Civic Center walkways, panhandling in front of a business, or lying down in a park during the day with their belongings. More often than not, these actions and many others are not against the law. Appropriate communication is key to properly educating the community so the demands and expectations of the public are in line with what the City is lawfully able to do.

Even with clear court case and applicable laws, the importance of conducting initial and ongoing outreach during the “warning” phase cannot be overemphasized. This continued contact and offering of services and housing helps ensure homeless individuals have been sufficiently “warned,” which helps strengthen the justification and legality of enforcement actions.

- (e) *Request a summary of useful policing tools and tactics that have resulted in homeless people accepting and being placed into long-term services.*

LBPD QOL officers continually work with staff from the Health Department and other City departments to offer services, and to place homeless individuals in either temporary or permanent housing. Our QOL officers have been very successful in placing homeless individuals in housing, reuniting them with long lost family members and in extreme circumstances have had homeless persons committed under conservatorships in permanent locked facilities. The Police Department knows through years of experience, that some in the City are homeless by choice and are not initially open to housing or services. However, some of these chronically homeless persons have eventually accepted help and services due to the relationships built up over time by the QOL officers and the other members of the Team.

FIRE DEPARTMENT

- (a) *Data regarding the HEART team’s success at connecting homeless individuals with City services and long-term supportive programs.*

The HEART (i.e., HEART Team or Team), which is comprised of two Firefighter/Paramedics, has been in operation since November 30, 2016, responding to calls Tuesday through Friday from 9:00 a.m. to 7:00 p.m. The mission of the HEART Team is to reduce the number of Fire Department responses to individuals experiencing homelessness through rapid response to calls for service, collaboration with Continuum of Care partners; and to educate Fire Department staff and members of the community regarding local resources and issues surrounding homelessness.

As of August 11, 2017, the HEART Team had made over 650 contacts with Emergency Medical Services (EMS) patients and/or individuals experiencing homelessness. More than 300 of these contacts reflect 911 calls for service in which Fire units were initially dispatched. The Team monitors the radio for calls in their immediate vicinity that potentially involve an individual experiencing homelessness. Team members determine which calls to respond to based on field experience and the nature and location of the call. When responding to calls, the Team assesses the situation and determines the patient’s needs. For more than 95 percent of the EMS calls responded to, the Team was the first unit to arrive at the scene; and, in most cases, the Team was able to cancel a responding fire engine, paramedic rescue, or both.

As part of the HEART Team’s outreach efforts, 43 individuals, including 8 military veterans, have been connected with Continuum of Care resources; 8 individuals were connected to drug and alcohol rehabilitation facilities; 1 was connected to a domestic violence shelter; and, 3 were connected to temporary shelter. Further, in partnership with the Long Beach Police Department (LBPd), 21 individuals were placed under a 5150 hold; 1 individual was placed in a board and care facility; and, 2 were placed under conservatorship. In addition to outreach for individuals experiencing homelessness, the Team responded to two calls of patients with no pulse or breathing. In both cases, the Team was able to successfully perform Cardiopulmonary Resuscitation (CPR).

Stories from the Field

In addition to the above statistics, HEART Team members have shared the following experiences:

- A 26-year female who suffered from mental illness and drug addiction. Team members made numerous attempts to connect her to appropriate services. With the assistance of LBPD's QOL Team, a total of five 5150 holds were placed, resulting in five hospitalizations. Eventually, with the proper treatment, her mental illness was stabilized and her drug addiction ended. With the help of the QOL Team, the Team reunited her with her out-of-state family, where she is currently staying.
- A 67-year-old female who suffered from mental illness. This individual was considered chronically homeless and was unable to trust others. After repeated attempts, and gradually building trust, the Team connected her to a board and care facility, where she is currently staying.
- An elderly male who had been loitering around the Long Beach Courthouse. The Team confirmed that he was homeless and unable to care for himself. They contacted staff from the City's MSC, who reconnected him with his family in Los Angeles.
- A chronically homeless individual who was staying in Belmont Shore. This individual suffered from alcohol addiction and a seizure disorder. Eventually, after many attempts, this individual accepted the help of the Team and was admitted to the hospital where he received treatment for both of his issues. Team staff picked him up when he was discharged from the hospital, assisted him in obtaining his medications from the pharmacy, and connected him to the Long Beach Rescue Mission, where he currently is staying.

The above experiences represent a small sampling of the many positive patient outcomes associated with the HEART Team in its first year of operation. Based on FY 17's response numbers, the Fire Department estimates an annual call volume of approximately 1,100 (per unit) and an increase in the number of referrals for services.

(b) An evaluation of what resources would be needed to add more HEART teams throughout the City for a one-year period of time.

Each HEART unit requires \$323,000 in funding to operate for one year. In addition, there would be approximately \$130,000 in one-time fees for a vehicle, technology needs, and Paramedic advanced life support equipment for each unit. Should three or more teams be placed into service, optimal staffing would include a Fire Captain to supervise the team members. Employee evaluations, daily staffing and deployment needs, and quality control would be addressed by this Captain, additionally, the HEART Captain could attend meetings and provide contact with Continuum of Care partners leaving the HEART units more frequently available to respond to the needs on the community. The addition of a HEART Captain would require \$230,000 in ongoing funding to operate for one year and one-time fees for a vehicle and technology needs

(c) An analysis of whether the addition of more HEART teams could address both the needs of the homeless and the quality of life that homelessness presents.

See response to (b).

(d) An analysis of the present use of the HEART team and if it justifies an expansion of the program.

We will be evaluating the current model in FY18 to determine the best way to provide ongoing services in the remainder of FY18 and beyond.

(e) Research and report on the opportunities for HEART units to transport individuals to alternate destinations more specific to their individual needs.

The issue of transporting patients to alternative destinations is a complicated issue that involves the Los Angeles County EMS Agency's approval of a pilot program to monitor progress. While we believe transportation to alternative destinations will be a viable option in the future, we assessed there are not enough available facilities in the greater Long Beach area set up to receive this type of patient transport to warrant an official pilot program in this Fiscal Year. This does not apply to individuals who are not patients and who are simply contacted as part of outreach efforts. Those individuals may be transported by the HEART unit to an alternative location, however, the current vehicle limits the number of personal belongings that may be transported. Funds were appropriated in FY 18 for a new HEART truck that would allow transportation of an individual and their belongings to the MSC. This vehicle is currently in the purchasing process and expected to be outfitted and ready for deployment in January of 2018.

(f) The feasibility of HEART units being certified to become dispatch units available in extreme circumstances.

Although it has only been in service for one year, the data above show the HEART unit is effective in addressing the needs of individuals experiencing homelessness. The Fire and Police Departments are one of the City's first, and most frequent initial points of contact for residents calling 911 about the unsheltered homeless. Last year, the Fire Department responded to over 4,400⁴ calls that likely involved a person sleeping or resting in an open area. In most of these cases, based on the information given by the calling party, the Fire Department responds with either a fire engine or a fire engine and an ALS or BLS transport unit. Once on scene, the firefighters perform a quick check of the individuals' well-being and then return to the station, as the person typically refuses any medical service. If HEART units were available, they could either follow up on the individual by referral from the responding units or even better, intercept the initial call and cancel incoming units.

While this does not directly address the quality of life aspects that homelessness presents, more frequent interaction with individuals experiencing homelessness could translate to an increased probability of connecting them with available services.

The intent in FY 18 is to seek approval from the Los Angeles County EMS agency to approve the unit(s) as non-transport Advance Life Support (ALS). The Firefighter's Association, Local 372 has voiced their support of this concept. This realizes a very large, although infrequently discussed, benefit the HEART Team could provide. Long Beach is a bustling metropolitan area and several times a year, large incidents will draw down the number of available resources. In these cases, we rely on our surrounding agencies to provide automatic aid by sending Paramedic units into the city. While this is a cost-effective utilization of resources, it does not always provide the rapid response our citizens have come to expect from the Long Beach Fire Department. Additionally, these ALS units would

⁴ Based on call types (Unkn Problem, Alert). (Unkn Problem, Wireless). (Unkn Problem Passer By). (Unkn Problem 3rd Party). and (Unkn Life Status) from 1/1/16 to 12/31/16 [Simpler Link](#)

provide “surge capacity” for a large disaster like an active shooter event or some other natural or man-made disaster.

HEART was also developed with the plan of using the training and experience gained by the team members as outreach workers and bring that back the rest of the Fire Department’s workforce. This where the “education” in their name comes into play. On August 17, 2015, the Los Angeles County Board of Supervisors launched the Homeless Initiative. In February of 2016, the Los Angeles County Homeless Initiative; *Approved Strategies to Combat Homelessness* was published. This document lists 48 recommended strategies divided into six major areas: Prevent Homelessness, Subsidize Housing, Increase Income, Provide Case Management and Services, create a Coordinated System, and Increase Affordable/Homeless Housing.

Strategy E4, (of the Homeless Initiative): First Responder Training, directs first responders (in this document, the Sheriff’s Department) to develop (a) a training program and implementation plan for law enforcement, fire departments and paramedics throughout Los Angeles County, including but not limited to the LA County Sheriff’s Department (LASD) and the Los Angeles Police Department (LAPD); and (b) a countywide protocol to address encampments/unsheltered homelessness. This training program would educate law enforcement, fire departments, and paramedics about the complex and diverse needs of the unsheltered homeless population and how to connect homeless individuals to appropriate services. Strategy E5 further directs that training and protocol should be based on local and national best practices and should “...provide first responders with real time information on service providers in the immediate area where they are engaging people on the streets and encampments with the desirable end-result being a warm transfer to a homeless service provider who can continue the engagement process, build rapport, and assist the homeless individual to move into housing. (Homelessness Initiative, p. 74-75.⁵ As of this memo, the Fire Department has met with Chad Costello of MHALA to discuss plans to integrate our HEART unit Paramedics as instructors in an 8-hour “Mental Health First Aid” class delivered to the Department. Funding sources are being explored to deliver that training to all Fire Department first responders in FY 18.

(g) Information on any additional strategies utilized by Fire Departments across the region or state in addressing homelessness or quality of life.

San Francisco, Los Angeles, Orange, San Diego, and several cities around California and the Nation have opened units to help address the increase in call volumes caused by homelessness.⁶ Some units focus on the response side by only responding to calls in a certain area like Skid Row in Los Angeles,⁷ or provide an advanced practitioner that rides with a Paramedic. The City of Orange has a HEART unit (Homeless Engagement Assessment Resource Team) staffed with Police Officers, that is more like our QOL unit.⁸ Although there are programs established by some of these agencies to address homelessness, we are not aware of any that have developed to the point yet of showing a “best practice” model.

⁵ Approved Strategies to Combat Homelessness, Los Angeles County Homelessness Initiative. Los Angeles County Chief Executive Office, Los Angeles, CA. February 2016

⁶ <https://www.nytimes.com/2015/08/27/us/san-francisco-firefighters-become-unintended-safety-net-for-the-homeless.html?mcubz=3>

⁷ https://www.lamayor.org/mayor_garcetti_unveils_los_angeles_fire_department_innovations_to_improve_emergency_response_patient_care

⁸ <http://www.foothillssentry.com/guest-commentary-city-of-orange-resources-tapped-to-battle-homelessness.html>

CITY PROSECUTOR'S OFFICE

(a) *Description of existing citywide strategies for handling crimes associated with homelessness.*

Coordination with Law Enforcement

The City Prosecutor's Office works closely with law enforcement partners to identify and address quality of life offenses, including offenses mentioned above generally associated with homeless persons. Through that coordination, officers are advised of what conduct is, in fact, criminal in nature and appropriate for arrest or citation.

Other than advising and coordinating with law enforcement, the role of every prosecutorial agency is generally reactive in that, after a law enforcement agency makes an arrest, issues a citation, or prepares a crime report, the Prosecutor receives the information. It is our responsibility to review the information presented to determine if a crime occurred and whether there is sufficient evidence for criminal charges. Prosecutors decide whether a case is filed in court, and if so, what charges are filed. Prosecutors also have a significant role in determining the disposition of the case by presenting options to the defendant, typically, through his or her attorney.

Since protecting the public safety is a priority, The City Prosecutor's Office focuses on case dispositions that are most likely to prevent or deter the defendant from committing another crime. Often, the primary goal is to attempt to direct the defendant into services in an effort to address the underlying problem. As noted above, there is significant room for improvement in the way misdemeanor criminal defendants are transitioned from court into services.

Prior to 2009, the City Prosecutor's Office had four prosecutors assigned for community prosecution. Each community prosecutor was assigned an area of the City to coincide with LBPD's Patrol Divisions. When the number of budgeted prosecutors was cut, the community prosecutor program was eliminated. In 2015, the City Prosecutor's Office piloted a smaller version of community prosecution with its Neighborhood Impact Prosecutor Program. Through a partnership with the Downtown Long Beach Alliance (DLBA), the City Prosecutor's Office assigns part of one Deputy City Prosecutor's time to work with patrol officers and others assigned to the DLBA's area. The deputy prosecutor attends meetings with DLBA staff, assists with public safety strategy, and works with law enforcement to address habitual offenders known to the officers. If needed, the Neighborhood Impact Prosecutor can also vertically handle cases involving habitual offenders from case filing through conviction. Much of the Neighborhood Impact Prosecutor's time is focused on addressing the impact of homeless persons in downtown Long Beach. The DLBA supports the Neighborhood Impact Prosecutor program through an \$18,000 grant, and all other costs are absorbed by the City Prosecutor's Office.

Homeless Court

Since 2010, the Long Beach City Prosecutor's Office has been a participant in the Los Angeles County Homeless Court project. While one may envision a courtroom where cases involving homeless persons are directed, this is not the situation with Homeless Court. Homeless Court is a program that assists formerly homeless persons who complete a program by dismissing their outstanding warrants and low-level misdemeanor or infraction cases. Once the participant graduates from the program, which is coordinated by nonprofit agency Public Counsel, the chief prosecutor from each jurisdiction is contacted and a request is made to assist with the participants' cases.

Homeless Court is beneficial for participants because even minor citations can easily result in thousands of dollars of fines and arrest warrants being issued if the person failed to appear in court when the case was due. Dismissing cases as a reward for completing the program can give participants

a fresh start with no debt or potential for arrest handed over to them. Assistance has been given in over 200 Long Beach cases for Homeless Court graduates since 2011. An interview with Michael Shanahan, one Homeless Court participant who had his prior cases dismissed, can be found at: <http://cityprosecutordoughaubert.com/community-programs/>.

Promising Adults, Tomorrow's Hope (PATH)

This is a citywide program specifically designed to assist youthful offenders, typically first-time offenders, by providing them with job assistance and educational opportunities as an alternative to the traditional criminal justice system. These services are provided by Pacific Gateway Workforce Investment Network through funding provided by the U.S. Department of Labor.

PATH is not specifically limited to homeless persons. However, youth who are unemployed or underemployed are expected to be more likely to experience homelessness and come into contact with law enforcement. PATH incorporates life skills classes and personalized employment assistance as a means to make youthful offenders more work-ready, provide them resources for upward mobility, reduce recidivism, and improve public safety.

Community Service Worker Program (CSW)

This program allows defendants to complete hours of service work within Long Beach in lieu of fines, CalTrans work, or, in some cases, county jail sentences. CSW can also be performed to reduce fines, CalTrans, or jail. Unlike the PATH Program, the CSW Diversion Program is open to all ages.

CSW is a rare example of a low-cost court diversion program. The entire cost can be waived (converted to additional service hours) for those who are unable to pay. While making the CSW Diversion Program free to indigent participants may not seem very significant, to a person experiencing homelessness, the inability to pay a citation can result in an arrest warrant being issued and additional charges filed for failure to appear in court.

Much of the work performed by CSW participants includes cleaning up parks, beaches, wetlands, and other public areas that are adversely impacted by homeless persons. Therefore, in addition to giving homeless persons an opportunity to avoid a criminal case, CSW also reduces the impacts of homelessness in public spaces in Long Beach by cleaning these areas.

Directed Services Program (DSP)

In 2014, the Long Beach City Prosecutor's Office and the Long Beach Police Department began the Directed Services Program (DSP), a court diversion program designed to assist women engaged in prostitution-related offenses who were determined to be likely victims of sex trafficking. One year later, DSP became partially funded by My Sister's Keeper GRIP7 grant funds, which is subject to termination in December 2017 unless grant funding is continued.

Many of the women assisted by the DSP also suffer from drug or alcohol addiction, are homeless, and are in significant need of several social services. As the DSP grew, the services provided to women also increased. Different non-profit service providers are called upon to provide case management and specific services, depending on the needs of the participant, including Long Beach Trauma Recovery Center, Helpline Youth Counseling, YWCA, Gems Uncovered, and others. Currently, services offered to DSP participants include mental health counseling, healthcare, supportive housing and substance abuse rehabilitation (live-in treatment and outpatient). Additionally, the City Prosecutor's Office directly assists women with free tattoo removal assistance, which is funded partly from GRIP7 funds and partly from private donations.

Since its inception in 2014, the DSP has assisted over 200 women. All DSP participants are adults because the City Prosecutor's Office only has jurisdiction over adult cases, but similar services are provided to juveniles by the Long Beach Police Department. The DSP is a project of IMPACT, the crime strategies unit established between the Long Beach City Prosecutor's Office and the Long Beach Police Department. In 2016, IMPACT received the Helene and Joseph Sherwood Prize for Combating Hate for the investigation of a gang-related sex trafficking case and services provided to the victims of that case. That case, California's first criminal filing of human trafficking charges with a hate crime allegation, resulted in the defendant being sentenced to 21 years in State Prison.

Priority Access Diversion

Recent discussions with the Los Angeles Public Defender's Office and several of the most active nonprofit groups in Long Beach have resulted in a new pilot program called Priority Access Diversion (PAD). The goal of PAD is to focus on high-need persons and connect them directly into services such as mental health and substance abuse treatment. Most defendants are expected to be homeless or transient. Defendants are likely to be in-custody at the time PAD services are offered so service providers will be required to provide transportation directly from court to treatment facilities.

With PAD, prosecutors and law enforcement will be able to identify habitual offenders and target them for services. In some cases, law enforcement will already know enough about offenders to know the types of services they need. For example, Long Beach's QOL officers are likely to know several PAD participants and have attempted to direct them into services in the field already. The difference with PAD is that the habitual offender will be in custody and residential treatment could be an alternative to continued incarceration.

No funding has been identified yet for PAD. The new pilot will begin in October 2017 and the number of connections from court into services will depend on whether the City Prosecutor's Office has stable funding, and whether the nonprofits who have shown interest have the resources to provide the intensive services PAD offenders are likely to require.

- (b) *Update on the use of court orders, including orders issued by judicial officers to stay away from a specific crime location, an assessment of the effectiveness of the use of court orders, and, if effective, what resources would be needed to improve this strategy.*

In many cases, when a criminal defendant is convicted of a misdemeanor crime, the sentencing judge will place the defendant on probation with terms and conditions designed to prevent the defendant from committing the same or similar crime. The City Prosecutor's Office, like many other prosecuting agencies, frequently requests the court order that, as a condition of probation, the Defendant stay away from the location of the offense. These orders issued by the judge are called "stay away" orders.

Violation of a judicial "stay away" order is not a new crime so a defendant will not suffer another criminal conviction. Rather, the defendant may be brought before the same judge who issued the order for a probation violation hearing in which the defendant has a right to dispute whether he or she violated the order. The punishment for violation of the judge's order is determined by the judge.

For the past 18 months, the City Prosecutor's Office has worked to expand and improve the quality of stay away court orders. Until recently law enforcement had no mechanism to know about these stay away orders when they encounter suspects. Now over 600 stay away orders are documented and shared with LBPD via digital links that include a copy of the orders issued by the judge.

With additional resources, the City Prosecutor's Office can further improve and expand on its ability to share data regarding court orders with LBPD. Under some circumstances, the court orders can be shared with others outside of law enforcement (e.g., mental health clinicians, case managers, etc.) to even further improve the effectiveness of this program.

- (c) *Report on current court diversion and alternative sentencing programs, including programs designed to assist persons with mental illness and drug addiction challenges.*

Already mentioned above are some of the court diversion and alternative sentencing programs, including Promising Adults, Tomorrow's Hope (PATH), Community Service Worker (CSW), Directed Services Program (DSP), and Priority Access Diversion, each piloted by the Long Beach City Prosecutor's Office. Since the programs are explained in full above we do not repeat them here. In addition to these programs, the City Prosecutor's Office is involved in programs specifically designed to assist persons experiencing mental illness or addiction.

Law Enforcement Assisted Diversion

The Long Beach City Prosecutor's Office, the Long Beach Police Department, the Los Angeles County Sheriff's Department, and the Los Angeles District Attorney's Office were recently selected for Southern California's first pilot project for Law Enforcement Assisted Diversion (LEAD). Funded by a \$5.9M grant from the California's Board of State and Community Corrections (BSCC), LEAD is a pre-booking diversion program aimed at improving public safety and reducing future criminal behavior by persons arrested or detained for specified offenses. LEAD represents a unique partnership between law enforcement, prosecutors, health department housing and diversion programs and community providers from LA County and the City of Long Beach.

On October 1, 2017, Los Angeles County's LEAD pilot program is expected to begin diverting cases. To qualify to be referred to LEAD by law enforcement, a person must be subject to arrest for specified drug offenses (including possession of controlled substances or under the influence of drugs) or prostitution. 200 cases that occur in North Long Beach, Compton, or Lynwood will be eligible for referral from law enforcement arrests, and an additional 100 cases can result from people with prior history for drugs or prostitution voluntarily requesting services.

LA County LEAD, described as a "harm reduction" program because the focus is to minimize the harm the offender is causing to himself, is coordinated through Los Angeles County's Office of Diversion and Re-Entry, housed in the County's Department of Health Services. Those who qualify will be given a thorough assessment of needs, and will be connected with a number of services, including supportive housing, substance abuse counseling, healthcare, job assistance and other programs.

To guide the LEAD pilot in Los Angeles County, a Stakeholder's Policy Committee has been created. In addition to the agencies running LEAD, the Stakeholder's committee includes the Office of the Public Defender, County of Los Angeles Alternate Public Defender, LAC Probation Department, LAC Department of Mental Health, LAC Department of Public Health, Substance Abuse Prevention and Control Department, LAC Department of Public Social Service, LAC Department of Workforce Development, Aging & Community Service, City of Long Beach Health & Human Services Department, Drug Policy Alliance, Los Angeles Regional Reentry Partnership, Los Angeles Community Health Project, and formerly homeless and formerly incarcerated individuals.

If the LEAD pilot is successful, it is expected that additional funding will be made available. It is hoped that additional funding will allow the pilot program to be expanded to all of Long Beach, not just the

North Long Beach area. In addition, the types of offenses that qualify an individual for LEAD services may be expanded.

Los Angeles County Permanent Steering Committee

In 2015, the Los Angeles Board of Supervisors established an Office of Diversion and Re-Entry (“ODR”) within the County’s Department of Health Services. ODR is overseen by a Director and works with a Permanent Steering Committee which acts in an advisory capacity to the Office and its Director. As its main charge, ODR is working to create a system of integrated services for those with mental illness and substance abuse disorders. Long Beach City Prosecutor Doug Haubert and Director of Long Beach Health and Human Services Department, Kelly Colopy, sit on ODR’s Permanent Steering Committee.

Countywide Criminal Justice Coordination Committee

Since 1981, the Los Angeles County Board of Supervisors has maintained a Countywide Criminal Justice Coordination Committee (CCJCC) to advise the Board on criminal justice matters. Recent discussions have focused on the growth of mentally ill persons incarcerated in County Jail and recent trends in drug offenses and overdoses. The CCJCC also addresses jail re-entry programs and efforts to divert those with needs away from jail and into social services. City Prosecutor Doug Haubert also sits on the CCJCC and gives input on behalf of Long Beach and other cities that prosecute their own criminal cases.

PUBLIC WORKS AND PARKS, RECREATION AND MARINE

(a) *Research on what other municipalities in the nation have explored in regard to job skills, training and service opportunities for the homeless:*

A number of cities have developed programs that employ homeless residents in city beautification initiatives. In every case, cities have partnered with non-profits to create these programs. Details on some of the programs are summarized below.

City	Partnerships	Program description	Results
Albuquerque ⁹	St. Martin’s Hospitality Center	Twice a week, a van rolls through downtown Albuquerque. The driver asks panhandlers if they want a day job. The city’s public works department utilizes them in city beautification projects like pulling weeds and picking up litter. Workers are paid \$9/hr. and lunch is provided. After work, workers are dropped off at St. Martin’s Hospitality Center, where they are connected to services. The program is a way of reaching people who usually refuse services.	Day jobs given: 2,732 People connected with hospitality center for additional work: 306 People with permanent jobs: over 100 Budget: \$375,473 Funded by Family & Community Services and Public Works Solid Waste Operating Budget

⁹ <http://www.governing.com/topics/health-human-services/gov-albuquerque-gives-panhandlers-jobs-not-tickets.html>

STRATEGY FOR ADDRESSING HOMELESSNESS AND COMMUNITY QUALITY OF LIFE CONCERNS

City	Partnerships	Program description	Results
Anaheim	A Better Way Anaheim	In February 2017, Mayor Tait announced a program modeled after the Albuquerque program.	--
Bakersfield ¹⁰	Solid Waste Division, Keeping Bakersfield Beautiful, Bakersfield Homeless Center (BHC), Caltrans, Kern COG, local businesses	A Partnership was created to fill in the gap left by cuts in state funding for highway cleanups. Partners created a fund to pay crews of BHC clients to serve as workforce to pick up litter in local highways. Subsequently, BHC bid and got the city's green waste contract.	50 BHC clients were employed at minimum wage; approximately 250 family members are in stable housing as a result. Caltrans has developed similar programs throughout California.
Denver	Denver's Road Home, Denver Public Works, Parks & Rec. and Homeless Services, Bayaud Enterprises	One year pilot program that provides low barrier work experience for residents experiencing homelessness while connecting participants to supportive services such as food, shelter and other necessities.	In first 6 months: 109 people had work, more than \$50K in wages were paid, and more than 49 participants found permanent work. ¹¹
New York City	New York City Economic Development Corporation, the Doe Fund	NYCED's Quality of Life program partners with nonprofit organizations to train, employ and provide social services to participants. The partnership with Doe employs formerly homeless, formerly incarcerated and low income individuals to work on a range of NYC initiatives including Graffiti Free NYC, ClearNYC, Area Maintenance Program, General maintenance services and ferry services. ¹²	The program employed 86 individuals and in 2016 was expanded to add 20-25 new slots. ¹³

¹⁰ <http://www.westerncity.com/Western-City/December-2016/Bakersfield-Creates-Jobs-for-Homeless-People/>

¹¹ <http://www.denvergov.org/content/denvergov/en/denver-human-services/community-outreach/denver-day-works.html>

¹² <https://www.nycedc.com/press-release/nycedc-expands-quality-life-program-employ-more-formerly-homeless-and-formerly>

¹³ <https://nextcity.org/daily/entry/nyc-jobs-program-homeless-incarcerated>

City	Partnerships	Program description	Results
Hayward, Marin, San Francisco, San Jose, Santa Clara, Santa Cruz	Downtown Streets Team	Homeless men and women volunteer on a team that works collaboratively on beautification projects. In return team members receive a non-cash stipend to help cover their basic needs while taking advantage of case management and employment services to find housing and a job.	<ul style="list-style-type: none"> • 667 team members employed for 90+ days • Averaging 20 employment placements per month • 737 people housed (539 team members) • Averaging 15 people housed per month¹⁴

(b) Whether developing a pilot program designed to engage the homeless in a community beautification or improvement project in exchange for some type of benefit is a feasible option for the City of Long Beach.

It would be feasible to develop a pilot program to engage the homeless community in Long Beach as long as a nonprofit partner can be identified and funded to lead the pilot. Below is a list of projects that the Public Works and Parks, Recreation and Marine Departments could include in such a pilot. For the City to participate efficiently in a pilot, supervisor capacity must be considered in the development and implementation of the pilot.

- Litter abatement-the Public Works Department conducts daily cleanups throughout the City to pick up litter
- Cleaning picnic sites before and after reservations, including cleaning tables and trash pickup
- Raking sand around playgrounds
- Mulch spreading in planter areas
- Homeless encampment cleanups
- Undeveloped alley cleanups
- Undeveloped park site cleanups
- Cemetery maintenance
- General cleaning of picnic tables, park benches, trash cans, BBQ pits, etc.

(c) The resources of nonprofit partnerships that would be required to implement such a pilot program.

A non-profit partner would need to be identified to run the program. The Denver program has \$400,000¹⁵ of funding for a 6-month pilot. The Downtown Streets Team, which has implemented such programs in several California cities, quoted a cost of approximately \$4,000 per person served. In Albuquerque, the city funded the van and the driver that transports people to work sites.

¹⁴ <http://streetsteam.org/impact>

¹⁵ <https://www.bayaudenterprises.org/social-impact-services/denver-day-works>

- (d) *Feasibility of creating collection, inventory and storage teams to work together with other departments making it easier for City Staff to efficiently provide services to those with a large number of belongings and easier of individuals to accept services knowing they will not be abandoning their belongings.*

Currently the City has a protocol for collecting and storing belongings deemed personal that are collected from different sites after there has been a 48-hour posting notice for cleanup. This posted notice identifies where belongings can be retrieved if left at the site. The City then has a designated storage address where belongings deposited can be collected. Looking forward, the City is looking at models of permanent lockers or storage units for people who are actively engaged in services in the community. The benefit of have lockers or storage units is that: (1) belongings are often a barrier to entering shelter, treatment or intensive services; (2) people would have a safe, secure and clean place to leave their belonging on a temporary basis while they access services; and (3) areas of the city would have less debris and belongings on the street. Some challenges to implementing a locker or storage program will be the costs of providing the lockers or storage units; staff time to monitor the program and the potential for dealing with belongings that get left behind, traffic into and out of the lockers, disputes over left items and the maintenance of an inventory list.

Several cities have created storage lockers where residents experiencing homelessness can leave their belongings for safekeeping. Information on some of those programs is summarized in the table below. It would be feasible for Long Beach to have such a program. Key variables to consider are: the size of the facility, location, operating partner, funding, and hours of operation.

City	Operated by	Program description
Pomona ¹⁶	Volunteers of America Greater Los Angeles	Transitional storage center: 388 lockers in four shipping containers. The lockers can hold up to 60 gallons. The lockers come with heavy-duty combination locks. Clients must check in at the center at least once a week to keep their locker. The center is open from 10 am to 2 pm every day.
Los Angeles ¹⁷	Chrysalis	The Bin: use donated, 60-gallon City of LA recycling bins. People put their possessions in the bin and then hand it over for storage. There is a storage room with enough room for 1,400 bins. Must renew every 30 days.
Denver ¹⁸	Denver Department of Public Works and St. Francis Center	Two pilot programs including small and large lockers. The larger lockers have been on the street, the smaller one are at the St. Francis Center employment center. The large units were built at a cost of \$3,000 each and people can access them for 30 days with an option to extend to 60 days. The small units cost \$130,000 to install and has a yearly cost of \$99,000 for 200 units.

¹⁶ <http://www.dailybulletin.com/social-affairs/20161127/pomonas-lockers-for-the-homeless-are-now-open>

¹⁷ <http://curious.kcrw.com/2016/02/storage-facility-for-homeless>

¹⁸ <http://www.denverpost.com/2017/05/23/denver-storage-unit-pilot-program-homeless/>

City	Operated by	Program description
Venice ¹⁹	Venice Community Housing	26 bins for those experiencing homelessness. Operates Tuesday to Saturday for one hour per day. Manned by volunteers.
San Diego ²⁰	Funded by the city of San Diego and operated by Think Dignity	Transitional Storage (Check-In) Center: there are approximately 304 lockers and 130 bins use; the center is open Monday to Friday 7am – 11 am and from 4:30 pm – 7:30 pm and Saturdays from 8 am to noon. Think Dignity, the operator of the TSC, provides detailed information for starting similar programs including the logistics and costs involved, in exchange for a \$25 donation.

(e) Evaluation of ways to more effectively manage the growing encampments that develop frequently.

The City of Long Beach has a robust and well-coordinated model for response to homelessness and encampments that exceed many of cities in the region. It has a 24-hour Hotline for reporting encampments, a centralized deployment process that dispatches multiple departments to a reported encampment, a bi-weekly meeting of field-based staff who carry out activities associated with encampment protocols and a monthly interdepartmental team meeting. This team, comprised of the Departments of Health, Public Works, Parks, Recreation and Marine, Police, Fire, and Library Services meets monthly to discuss hot spots and encampments across the City. They are guided by the established protocols set in accordance with legal precedent governing this area. These protocols govern time frames for posting of areas and removal of items from those areas: a 3-day notice for the removal of items in the parks and a 7-day notice for City owned property and outreach and engagement to the people in the encampments as an example. In addition to the City protocols, other jurisdictions must be coordinated including the Los Angeles County Flood Control, CalTrans, railroad and military property as well as private property. When necessary, staff from each department is deployed, either separately or in a coordinated effort, to evaluate and determine each department’s role in addressing each encampment and jurisdictional control and coordination.

The Department of Parks, Recreation and Marine has piloted “Clean Teams” which slow the growth of encampments.

ECONOMIC DEVELOPMENT, BIDs, AND OTHER COMMUNITY RESOURCES

(a) Feasibility of partnerships with Non-Profits and City Departments like Public Works and Parks, Recreation and Marine to offer short-term, as needed hourly maintenance and/or project assistance.

The Property Development Bureau of the Economic Development Department (EPD) is responsible for assisting with the proactive property maintenance of City-owned property. Additionally, while it is not ED’s direct responsibility, the Property Development Bureau has played a role in community improvement projects that involve maintaining and beautifying areas in the City that are not owned by the City that have street cleanliness issues, which are sometimes due to the loitering of homeless individuals. For example, Property Development Bureau staff have assisted with setting up a fence

¹⁹ <http://www.vchcorp.org/free-storage-venice/>

²⁰ <https://www.sandiego.gov/homeless-services/programs/transitional-storage-check-center>

on the northern border of St. Anthony's High School in Central Long Beach where homeless individuals were gathering and using the alley, which borders St. Anthony's, as a public restroom. This presented a serious health and quality of life issue for school staff, students, parents, and residents of the neighborhood. In FY 18, ED anticipates creating one additional position to assist with proactively managing and maintaining City-owned properties pending City Council approval. ED staff stand ready to collaborate with other City departments to assist with maintenance and/or project assistance.

- (b) *Identify people most likely to become homeless due to financial difficulty and offer proactive assistance in financial management, skills training, programs/services etc.*

On April 4, 2017, the City Council approved the City's Draft 10-year Blueprint for Economic Development (Blueprint), which ED is responsible for implementing. The Economic Inclusion Focus Area of the Blueprint emphasizes increasing access to economic opportunities in low-income communities to advance economic equity. This focus area generally considers populations, such as people of color and other marginalized populations, which have historically been left out of the equation when it comes to providing access to economic opportunity. Included in the Economic Inclusion Focus Area of the final Blueprint, to be finalized in August 2017, is a recommendation to work with bank institutions to provide financial literacy training for residents and students in racially/ethnically-concentrated areas of poverty, to increase economic opportunities. This will be a key focus for ED in FY 18.

Additionally, the Blueprint includes a QOL Focus Area that outlines several objectives and recommendations. One of these recommendations involves investing in homeless services that result in employment opportunities, where appropriate, for veterans and homeless individuals. This will be a key focus for ED in either FY 18 or FY 19. While ED is responsible for implementing the Blueprint, it is ultimately serving as a coordinator that will seek to partner across departments and sectors to actualize the objectives and recommendations that are identified in the Blueprint.

TECHNOLOGY SERVICES/i-team

- (a) *Potential of developing an app based database of daily updated available beds for shelter, and temporary housing as well as rehab, detox, mental health and any other local programs and services that focus on providing assistance to people experiencing homelessness in order to simplify the process of getting someone, who is willing to accept services, the assistance they need.*

This Health Department has a system in place that collects critical data about homelessness, people who access the system of care and those who are high utilizers of services and/or chronically homeless as well as subpopulations that include: youth, veterans, domestic violence survivors. This data system is subject to client confidentiality and the Health Information Portability and Accountability Act (HIPAA) requirements. Where appropriate and legal, data from this system will be shared for a potential app that supports service access for people who are homelessness as well as providers. Currently there is no estimate of the costs of developing such an app.

- (b) *Feasibility of calls for emergency services more efficiently being connected to homeless services when emergency response is determined to not be necessary.*

Please refer to letter f, on page 15, of the Fire Department's response.

- (c) *Possibility of developing a multi-departmental and multi-organizational database that tracks individual contacts and services received with the goal of improving efficiency and effectiveness of services.*

The Homeless Services Division (HSD) uses the Homeless Management Information System (HMIS) to collect and track client level data on the provision of housing and services to residents experiencing homelessness. The data in this system can be used to understand service patterns which measure the effectiveness of programs serving the homeless population. HUD requires all CoCs to have an HMIS. Currently, the HMIS can be accessed by HSD staff, funded partners that contract with the HSD to provide services to the homeless population and unfunded partners who are also contributing partners in the CoC.

Recent implementation of AR8-32, which confirms the City as a single legal entity, will allow the HSD to share information from the HMIS with other City departments. Thus, AR8-32 is a model for other cities. The I-team's work on developing a third-party data mart that will integrate City data systems will allow us to better identify and treat high utilizers for public services who are homeless.

There is a long history of sharing data and information across departments to better serve clients and the public. With guidance from the City Attorney and the Health and Human Services business associate agreement for HIPAA, the I-team developed Administrative Regulation (AR) 8-32 which confirms that the City is a single legal entity. The intent of this Regulation is to allow for data aggregation to better understand individual and aggregate client needs to better align and coordinate services, and better understand the full costs and success rates of servicing individuals and specific populations, including super-utilizers of the criminal justice and health systems. AR8-32 is the first policy step toward developing a third-party data mart that will integrate City data systems. The i-team will prototype a data mart with Police, Fire, Health and the City Prosecutor's Office this fall.

Efforts to integrate the HMIS with databases managed by non-City organizations serving the homeless populations have historically been hampered by privacy concerns and HIPAA restrictions. There are workarounds that have been explored by numerous service providers in town. These include the use of profile interfaces that allow cross-organizational access to information on the different services accessed by their clients. There is also the possibility of using scan cards like those issued by the winter shelter to track services accesses by clients of the Homeless Services CoC.

In addition, the Team uses WhatsApp to carry out the daily activities of outreach and to coordinate closely on high profile cases and/or areas. Each team member can post on WhatsApp to: give their location, alert people to a potential issue or hot spot, request assistance from any team member, coordinate meet-ups for outreach, post pictures of people to see if anyone is working with them, and to avoid duplication of services and reduce redundancy.

The HSD is leading efforts to create a Chronic Homeless Registry similar to the Veterans Homeless Registry implemented in 2015 that comports with the national model used across the country. This google-based database is a listing of people who are experiencing street homelessness and are high utilizers, or those considered anchors in the homeless community because they have not accepted services. This list is used to prioritize outreach interventions, promote linkages to appropriate agencies and to quantify the number of people who are anchors or not accepting services. This registry will assist in service prioritization, focus permanent housing resources and provide data for the planned long-term shelter and its most effective programming.

The Technology and Innovation Department is currently supporting LBPD and the I-team in researching the deployment of resources with a lens toward data driven solutions around high frequency offenders (who may or may not be homeless). High-frequency offenders are individuals cited or booked eleven (11) or more times over a five-year period. The primary objective of this research effort is to better understand the experience of high-frequency offenders' interaction with the Public Safety Continuum.

The I-team research will inform the development of solutions to reduce crime and better connect high frequency offenders to the services available in the Public Safety Continuum. The City's Public Safety Continuum, includes Police, Fire, Health, Development Services, City Prosecutor's Office, and other key departments, all contributing to make Long Beach a better, and safer city.

The I-team has conducted quantitative research on high frequency offenders, as well as in-depth interviews and focus groups with these individuals and subject matter experts. The I-team is hosting co-creation sessions to develop solutions with City departments, community partners, neighborhood organizations, nonprofits, other governmental agencies and high frequency offenders themselves. These solutions will then inform potential pilots the City and partners can implement to triage around this population.

These efforts will support the City's ability to track data on impacts of homelessness on the City, as well as to coordinate services in the future through data sharing opportunities. Staff will review the apps and technology opportunities to determine how these can be leveraged instead of re-creating the technology. Information on these opportunities will be provided as available.

(d) Report on other potential technology based approaches to improve and expedite providing of services to those in need and methods of addressing community concerns that have been applied in other municipalities.

- New York City is implementing an app called StreetSmart which enables outreach workers in all five boroughs to communicate and log data seamlessly in real-time to a citywide database while in the field.
- San Francisco is implementing the Online Navigation and Entry (ONE) System which consolidates all information collected by outreach workers in the region into one system. This allows the city to identify, triage, prioritize and place homeless individuals into housing. Users will include more than 200 nonprofit and publicly operated programs.
- Asheville, North Carolina is working with Code for Asheville, a Code for America brigade, to create apps that help the city's homeless services coalitions provide better services. They created a WordPress site that allows 200 organizations within the coalition to access information regarding the different programs available in town.
- Santa Clara County's Office of Supportive Housing led an effort to link records from across all county agencies enabling them to use the pooled data sets to identify individuals incurring the highest public cost due to repeat emergency room visits, mental health treatment and the like. The county partnered with the Economic Round Table to build a triage tool that identifies future high-cost users based on their past use of services. "Housing this population really is cheaper than the problem. One year the average cost for the top 1,000 high-cost individuals identified by

the tool was \$93,000, but eight people incurred costs over \$500,000 and two exceeded \$1 million. Housing someone costs about \$17,000 a year. ²¹

(e) Include in report the cost and feasibility for potential technology based approaches

This information is not currently available.

CONCLUSION

The City of Long Beach has a comprehensive system of care in place to not only holistically address homelessness, but to align the Departments across the City to collaborate as appropriate to address the need. It is important to highlight the collaborative efforts of the Health Department, Police, Fire, Public Works, Economic Development, Parks Recreation and Marine, City Prosecutor's office, the Business Improvement Districts, and the I-team as we continue to dive deeper into this work. There are always areas for opportunity and growth, but the departments continue to evaluate the coordinated efforts to streamline the limited resources available for this work.

²¹ <http://na.smartcitiescouncil.com/article/suffering-silicon-valley-and-how-homeless-advocates-are-trying-end-it>