

**Feasible Alternatives to the
National Guard Armory Winter Shelter
for this Winter and
Long-term Solutions Beyond 2016**

**by
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for the
City of Oxnard**

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The proposed recommendations were developed out of research compiled, explored and studied in detail by housing and homeless advocate and consultant Ron Mulvihill of *Housing Innovations and Solutions*. His research and findings resulted from numerous meetings with County and City Officials and Staff, The Oxnard Commission on Homelessness, as well as meetings with dozens of homeless service providers, Faith-based and community homeless advocates and experts with many years of experience in the field. Research, experience, *Best Practice* approaches and expertise were drawn from veteran experts working decades in the homeless and housing arena including recently retired County of Ventura Human Service Agency Homeless Program Coordinator Karol Schulkin; retired Executive Director of the Ventura County Homeless & Housing Coalition, Cathy Brudnicki; Program Administrator of Ventura County One Stop Program, Kate Mills; and Oxnard Homeless Commissioners Darlene Miller, Sue Brinkmeyer and David Courtland.

In addition, valuable information was drawn from the working collaboratives of the nonprofits' leadership, case managers, and homeless & housing specialists and advocates who make up the *Oxnard Providers*, the *Ventura Social Services Task Force*, the *Continuum of Care of Ventura County* and its *Housing and Services Committee*. Input was also received from the public in two workgroup meetings held August 2nd and 29th at the Oxnard Library which was also attended by public officials including Mayor Pro Tem Carmen Ramirez, Assistant City Manager Scott Whitney, Housing Director Arturo Casillas, and Homeless Commissioners David Courtland, Darlene Miller, Francisco Jaena, and representing Supervisor Zaragoza's office, Lourdes Solórzano (see workgroup meeting minutes – Exhibit A). Interviews were also conducted with individuals currently experiencing homelessness. The information drawn from the above was compiled and presented in this report and delivered to the City of Oxnard through Housing Director Arturo Casillas for analysis.

INTRODUCTION

The challenges that communities across the country face due to the high numbers of individuals, families and children who are experiencing the condition of homelessness are difficult to overcome and can only be effectively addressed by a collaborative approach of homeless and housing advocates, nonprofits service providers and agencies, faith based congregations, City, County, State and Federal officials, elected leaders and staff, Chambers of Commerce, Businesses and Corporations. It is hopeful to note that some communities have been more successful than others in making effective strides in reducing homelessness and the City can look to their examples for effectively addressing the challenge locally. Rather than starting from scratch, the City can build upon working best practice models of programs and establish them in Oxnard while tweaking them to meet the City's unique needs.

Incorporating, implementing, and adopting published recommendations of local, regional and national studies, such as the Updated County of Ventura 10-Year Plan to End Homelessness, the US Interagency Council on Homelessness, and U. S. Department of Housing and Urban Development (HUD) provides the community a head start in tackling the problem.

Purpose of this Study

This study was initiated by the Housing Department of the City of Oxnard under the Direction of Housing Director Arturo Casillas, to assist the Department in identifying feasible alternatives to the National Guard Armory Model of Winter Warming Shelter that has rotated between Oxnard and Ventura for over a decade in Western Ventura County during the Winter months. The intent of this study is to provide alternatives to the City in order to better address the challenges homeless are faced with in finding appropriate crisis housing for the winter months and beyond.

BACKGROUND

St. Vincent de Paul Discontinues Winter Warming Shelter

Three years ago the Society of St. Vincent de Paul gave notice to public officials and alerted the community of its decision to discontinue operating the Winter Warming Shelter after the 2014/15 season. The organization's focus shifted to establishing a homeless engagement team that would work year-round to more effectively engage and house greater numbers of homeless in the County.

After the final year of St. Vincent de Paul's operation, homeless service providers and advocates had hoped that smaller more manageable municipal based shelters would be established respectively in each City, one in Oxnard and one in Ventura. However, due to zoning, code and logistical challenges in both cities neither Ventura nor Oxnard implemented alternatives to the traditional model. Instead, the Cities decided to jointly collaborate in running the Winter Warming Shelter for one more (2015/16) season at the Oxnard National Guard Armory.

Shortcomings to the Armory Model of Shelter

The cost of operating the shelter during the four winter months at the National Guard Armory last year (2015/16 winter) was just over \$332,000. Rent alone for the National Guard Armory, for a four-month period, with limited night-time only use was approximately \$50,000. Over the last few Winter Warming Shelter seasons homeless users of the armory shelter have reached up to 120 men, women and children on some nights. Due to the large number of homeless users of such a regional approach to shelter - the armory model is referred to by some as “warehousing” the homeless. The large numbers seeking shelter make it very difficult for case managers to engage with the homeless between the hours of 6 p.m. to 6 a.m. Early each morning all shelter users must return back to the streets.

Without discounting the efforts of the Ventura County Human Service Agencies and St Vincent de Paul’s case management teams to transitionally and permanently house homeless shelter users, the majority of Winter Warming Shelter residents return each year to the street at the close of operations.

Transportation is also a challenge for the homeless and very costly. Because the Winter Warming Shelter has traditionally been rotated each year from the Oxnard and Ventura armories many homeless must travel long distances to seek shelter costing operators up to \$20,000/per year for bus tokens as was the case in 2014/15 winter.

In looking at the data of Ventura County’s Homeless Management Information System (HMIS) reports, it is clear that most shelter users returned to homelessness upon the close of each winter season. In 2013 there were 446 unduplicated homeless shelter users of which 322 returned to homelessness. In 2014, the number of unduplicated shelter users totaled 868 of which 735 returned to homelessness.

It should be noted that Oxnard homeless residents make up the majority of the Winter Warming Shelter users in Western Ventura County. According to HMIS statistics for:

2013 - Oxnard homeless residents comprised 228 of the Winter Warming Shelter users as opposed to Ventura’s 125;

2014 - Oxnard numbers reached 512 compared with Ventura’s 134;

2015 Oxnard users 337 compared to Ventura’s 107 (See HMIS Statistics – Exhibit B).

HOMELESS SERVICES COUNTYWIDE RESOURCES AND GAPS

Existing Homeless Services Countywide

Although residents of Ventura County have numerous agencies serving the needs of the homeless on both the County and City level, as well as dozens of nonprofit homeless providers of service (see extensive resource list of Homeless Service providers in Ventura County – Exhibit C), the homeless problem persists. The gaps in the continuum of care in the County at the front end are – a lack of emergency or crisis shelter for the homeless (what this report focuses on); and at the back end – a lack of extremely affordable rental/housing units. These gaps are

warning signs that over time if ignored will be harder to address and will challenge communities to collaboratively and creatively develop innovative plans that lead to solutions.

Best Practice Encouraged to Produce Effective Results that lead to Housing

As an initial step to end homelessness, the US Inter Agency Council on Homelessness, U. S. Department of Housing and Urban Development (HUD) and the Ventura County Ten-year Plan to End Homelessness recommends discontinuing large regional Winter Warming Shelters in order to more effectively house the homeless by replacing them with smaller, multiple, municipal based and supported emergency shelters throughout the region with shorter stays for homeless users (see US Interagency Council on Homelessness and Ventura County Ten Year Plan to End Homelessness recommendations – Exhibit D). In accordance with these recommendations, Oxnard is poised to support and operate its own Winter Warming Shelter System for this season and to plan for a year-round shelter/crisis housing system in future years because of its existing shelter resources and services documented below.

OXNARD SHELTER AND SERVICE RESOURCES

Community Resources

Several homeless shelters currently operate year-round in Oxnard including:

- 1) the Ventura County Rescue Mission and Light House that serves men and women at:
 - a) the Rescue Mission for Men serving up to 35 per night;
 - b) The Lighthouse Mission for Women serving 25 -30 Women and Children;
- 2) the Kingdom Center/Harbor Church's Emergency Shelter for Women and Children;
- 3) Community Action of Ventura County's Drop-In Center

The above organizations also have transitional housing programs attached.

In addition, the City of Oxnard is serviced by Ventura County Human Service Agency's Homeless Case Management team that works in conjunction with St. Vincent de Paul's Homeless Case Management team and Housing Specialists. Together with the collaboration of the *Oxnard Providers*, all have endorsed the *Housing Oxnard Principals* developed by Tim Hockett, Executive Director of Community Action of Ventura County. These shared Principals to house the homeless offer a unified vision and direction for achieving more effective results. The City of Oxnard's Commission on Homelessness also passed a resolution endorsing *Housing Oxnard* (see *Oxnard Providers* and *Housing Oxnard* -Exhibit E).

City of Oxnard Homelessness Resources

The City jointly funded last year's Regional Winter Warming Shelter which sheltered an unduplicated total of 653 Homeless persons. According to the City's 2015-16 CAPER the City is not a direct provider of physical, mental or behavior health services but provides funding support for the City's programs through service providers that assist homeless. These providers receive funding from the City which disperses its HESG and CDBG Grants to support:

- the daytime drop-in centers at Community Action of Ventura County and Turning Point Foundation;
- emergency and transitional housing facilities through the Kingdom Center's program for women and children including victims of domestic violence and substance abuse;
- Turning Point's assistance to individuals with mental health issues;
- Many Mansions' assistance to Transitional Aged Youth at its 8-unit apartment complex;
- the County of Ventura Human Service Agency's Rapid Rehousing and Homeless prevention program where clients receive assistance with security deposits and initial rent to re-enter stable housing or to avoid becoming homeless;
- six previously homeless persons who transitioned from the Winter Warming Shelter to housing through St. Vincent de Paul, Salvation Army and The Veterans Administration.

The Oxnard Housing Department also has set aside (15) Section 8 vouchers prioritized for homeless individuals, as well as VASH Section 8 vouchers for veterans. In addition, the Interim Homeless Service Manager of the Oxnard Housing Department provides staff support to the City Council's Homeless Committee chaired by Mayor Pro Tem Ramirez and to the appointed Commission on Homelessness, and also serves on the Regional Continuum of Care of Ventura County.

City of Oxnard's Prevention of Homelessness and Homeless Assistance

The City's ESG funds provided service providers and agencies the ability to serve 317 Adults and 58 children resulting in preventing homelessness for 12 adults and 2 children providing Rapid Rehousing to 13 adults and 3 children; providing shelter for 66 adults and 48 children; and engagement through street outreach to 226 adults and 5 children.

Oxnard Supported Project Outcomes

Turning Point Foundation provided 52 mentally ill adults which included 29 chronically homeless with emergency shelter. 43 of these residents successfully exited to transitional and permanent housing.

The Kingdom Center provided shelter to 114 clients (66 adults and 48 children) of which 75% increased their income by time of exit through their case management and programs.

The County of Ventura Human Service Agency assisted 25 homeless persons from Oxnard comprising 10 households in obtaining housing. Six months later 90% served were stably housed. Also, 18 Oxnard residents benefited from the Homeless Prevention Program and 87% of these households were stably housed 6 months later.

OXNARD'S CAPACITY TO ESTABLISH A WINTER WARMING SHELTER SYSTEM

The above listed resources position the City of Oxnard to collaborate in expanding the current providers of emergency shelter into an effective sheltering system this winter season.

These varied resources also equip Oxnard to plan collaboratively for and to establish a year-round *Crisis Housing and Service Center* that would help close the gap at the front end of the continuum of care by engaging homeless clients and providing a path to permanent housing.

Expanding Current Shelter Provider's Capacity

Currently, there is ongoing dialogue and planning with the Kingdom Center and Ventura County's Rescue Mission and their leaderships to expand their current capacity as a short term solution for this 2016/17 Winter Warming Shelter season. In addition, dialogue and planning is ongoing to utilize case management teams and nonprofit providers to continue engaging clients with services and a path to housing and independence at the proposed shelter expansion sites.

Implementing a successful collaborative Winter Shelter System is contingent on a continuum for short term "crisis" shelter and services that encourages engagement by homeless clients with case management leading to bridge/interim housing during their transition in obtaining Section 8 or VASH vouchers and/or available permanent housing/rental units.

Homeless Referral System

Such a Winter Shelter System would include a *Homeless Referral System* to link the homeless with shelter and supportive services through public service announcements of Winter Shelter locations, start dates, requirements, etc. to be disseminated through the press, drop in centers, *One Stop*, *Oxnard Providers*, *COC*, public library, faith based congregations and the City and *COC* websites. In addition, the Ventura County Continuum of Care Pathways to Home- Coordinated Entry system should be utilized. Once the Winter Warming Shelters are opened, the Case Management teams serving Oxnard would rotate through the Winter Warming Shelters on designated nights as detailed in MOU agreements between the agencies and the City.

"Special Needs" Referrals System

Extreme mentally ill homeless cases will be referred to the County Behavioral Health case management team and/or the RISE program. Veteran's Affairs Case Managers will engage with homeless veterans. Transitional Adult Youth (TAY) Tunnel will be linked with *Interface's* case management team. Homeless Families will be linked to *Family Promise* or other Faith based congregational programs for homeless families.

MAKING HOMELESSNESS A TOP PRIORITY IN OXNARD

Declaring Homelessness a State of Emergency

The problem of homelessness will not be adequately solved without making housing the homeless a top priority. Cities that have seriously addressed the issues of homelessness have given the issue high priority by declaring homelessness a "Disaster" or declaring a citywide "State of Emergency" in order to access emergency funding, fast track immediate emergency

measures that include ordinance changes, zone changes, as well as Building and Safety approvals for new building technologies. Such declarations have been used to speed up and more effectively address the challenge while initiating temporary measures discussed below in more detail which offer homeless who, because there are not yet enough shelter options available, remain on the streets. Communities simultaneously invest in short term bridge/transitional housing and wrap around case management services for those waiting for permanent housing. (see press articles regarding declarations – Exhibit F)

Solving homelessness will also require increased investment in extremely affordable and affordable housing and in innovative, low cost, highly efficient new forms of manufactured/modular prefabricated housing including panel, prefab constructions, and premanufactured modular factory constructed housing. Off the grid housing such as *Dome* and *Earthship* designs currently used in Texas and New Mexico, as well as shipping containers converted into high efficient manufactured housing (currently used by the US military and many other countries) should also be considered (see Designs – Exhibit G).

INTERIM SOLUTIONS

Development of Adequate Housing for the Homeless

In the interim while the above types of housing units are being developed, transitional solutions should be implemented to serve those who remain homeless due to lack of shelter beds and housing. During the transition phase of ending homelessness if enough shelter, transitional beds or housing units are not available some temporary/emergency remedies should be made available in the community for homeless residents that do not have alternatives. These could include:

Safe Parking/Sleeping locations on church or private property for the homeless population living in their cars (Santa Barbara program model);

Legal Homeless Campsites that can be used when river bottom sweeps are made and shelter beds are not available (Seattle and Portland models);

Mobile Showers and Restrooms on church owned and private properties (*Showers of Blessings* - Santa Barbara model and Lava Mae - San Francisco Model).

Homeless Court – (San Diego model) (See Interim Suggested Models – Exhibit H)

Ventura National Guard Armory Option for This Winter

The City of Ventura has proposed to jointly operate with the City of Oxnard a Winter Warming Shelter at the National Guard Armory of Ventura repeating the model of last year's Winter Warming Shelter. This non-best practice model will be run by the same operator as last year's 2015/16 and is contingent upon contracting with the State for the Ventura National Guard Armory site which at the date of this report has not been secured. Although this would repeat one more year of the Armory model of shelter, it would give the Cities more time to pursue the long-term alternative to establish a year-round Crisis Housing Service Center described in the next section. If this option is selected, then Cities should start planning now for next year's

municipally based Crisis Housing Service Centers so they do not once again face this same dilemma next fall rushing for a solution.

LONG-TERM SOLUTIONS

Alternatives to Winter Warming Shelter

Beyond a short term solution for this winter, the City should support staff in its efforts to develop a long term alternative to the Winter Warming Armory model of shelter. Efforts should be made to establish a private/public/corporate/nonprofit partnership collaboration that would develop, fund, build and staff a year-round multi-agency resource/crisis housing center that provides 24/7 reception, intake, and case management engagement. In addition, such a service center should have crisis shelter beds and bridge housing units, and provide various levels of case management engagement opportunities offered by multiple nonprofits and agencies working in tandem (See Multi Agency Resource Center Exhibit I).

Discussions with the City of Ventura and the County could begin regarding a joint venture between the Cities of Oxnard, Ventura and the County utilizing Ventura County unincorporated land and funds for a regional “Gateway” crisis housing and service community center operated jointly by an array of nonprofits and service agencies. Such a concept would be similar to the above independent municipal year-round center but it could serve a larger geographical section of the County.

Discussions for long term solutions for year-round shelter-service center in an SB-2 Zone area of Oxnard are ongoing with Community Action of Ventura County. Future plans for the organization to sell their existing drop-in center property and relocate to an SB-2 zone area are being considered.

Innovative Models

Some communities are looking at new, innovative models of self-sustainable shelter and transitional housing. One of these models incorporates onsite workforce/business/trade development that trains individuals in onsite jobs geared towards sustaining the housing services, operations and costs to run the programs and housing. One such model is the *Therapeutic Housing and Vocational Training Center* that has been developed by *REBUILD*, a nonprofit in Santa Maria. One example is a transitional housing service center that has on the property a hydroponic farming system that provides food for sale in the community and for use by the residents of the facility. Residents could be trained and hired to work in the business that would generate profits that would be used to pay for the Center’s housing and programs. Other models could focus on a variety of businesses such as Tilapia Fish farming or solar storage battery production offering residents/users training and employment at the facility’s dedicated business, while also providing residents a practical skill/trade to enter a competitive job market. These onsite or adjacent businesses could help fund a shelter/housing program and its operations making it self-sustaining. Some communities are considering this model for addressing the populations coming out of prisons throughout the state (see Therapeutic Housing – Exhibit J).

SUGGESTED RECOMMENDATIONS FOR OXNARD CITY COUNCIL

That the Council of the City of Oxnard:

approve staff to negotiate, support, implement and/or make use of:

- 1) an Oxnard based Crisis Housing and Service Center during the Winter months of December 2016 thru March 31, 2017 for twenty to thirty Homeless Women and Children which will be operated by the Kingdom Center and Harbor Church by expanding their current operations on City of Oxnard property located at 1450 S. Rose Avenue.
- 2) Ventura County's Rescue Mission's expansion of its current emergency shelter by increasing their capacity by reserving 5 more homeless beds for men during the Winter months of December 2016 thru March 31, 2017.
- 3) an Oxnard based Crisis Housing and Service Center during the Winter months of December 2016 thru March 31, 2017 for 40-50 homeless men operated by a provider yet to be determined in an SB-2 zoned vacant lot or business office/warehouse.
- 4) a collaboration of Oxnard Faith based congregations working in a united effort to adopt homeless families during the Winter months of December 2016 thru March 31, 2017 and to house them on congregation property or in congregation members' homes following the Family Promise model or a similar rotating model.
- 5) developing a long term Shelter/Service options that would be operated year-round by a collaboration of Oxnard homeless service providers within Oxnard's SB-2 zones on a vacant lot or in a 2500 to 5000 square foot warehouse/business park offering short term shelter Crisis Housing, Services and Case management engagement opportunities to shelter users.
- 6) an amendment to Oxnard City Code Division 11 SEC. 16-164 that would strike wording that would not allow services to be provided at an emergency short term or year-round shelter in C-M Commercial & Light Manufacturing Zone.

If 1 thru 4 are not considered feasible options for this Winter Warming Shelter season, then approve staff to implement:

- 7) a joint collaboration of the Cities of Oxnard and Ventura to run another season of Winter Warming Shelter in the City of Ventura at the National Guard Armory from the hours 6:00 p.m. to 6 a.m. daily from December 1, 2016 thru March 31, 2017.
This model will be run by the same operator of last year's Winter Warming Shelter.

FINANCIAL IMPACT OF RECOMMENDED OPTIONS

1. Kingdom Center/Harbor Church Women and Children's Winter Warming Shelter Expansion for 20-30 additional residents.

The Kingdom Center/Harbor Church is willing to fund the:

construction of an innovative 60' X 90' SPRUNG STRUCTURE (See Exhibit K)
on the Rose Property for a Women and Children's Winter Warming Shelter

for a cost of approximately \$429,000. Provide 24-hour Security for the Shelter; operate the Program from 5:00 p.m. to 8:00 a.m. daily from December 1, 2016 thru March 31, 2017.

The City will provide support in raising funding for:

Salaries - 3 Staff members for 18 weeks/ 4 months	\$63,000
Catering/Food	11,000
Laundry service	4,000
Storage Container rental	1,300
Portable Showers and Toilets	to be determined
Misc.	<u>5,000</u>
	\$ 84,300

The City as landlord will hook up electricity to structure, and expedite permitting of structure. Fiscal Impact -yet to be determined. The City will establish a crosswalk between the Ventura County Social Services Center across Rose Avenue to 1450 S. Rose. Fiscal Impact – yet to be determined.

2. Ventura County's Rescue Mission Men's Shelter expansion of 5 beds reserved for this season. No fiscal impact to City.

3. Oxnard based Crisis Housing and Service Center during the Winter months of December 2016 thru March 31, 2017 for 40-50 homeless men operated by a provider yet to be determined in an SB-2 zoned vacant lot or business office/warehouse.

Tents and beds (loaned by Ventura County Disaster Services) erected on a vacant lot.

5 Staff for 18 weeks	105,000
Security from 5:00 p.m. to 8:00 a.m.	11,000
Catering/Food	24,000
Leasing Vacant lot for min. year lease	36,000
Laundry Service	5,000
Portable Showers and Toilets	- to be determined
Misc.	5,000
Storage Container Rental	<u>1,300</u>
	\$187,300

4. Oxnard Faith based congregations working in a united effort to adopt homeless families during the Winter Months - Fiscal Impact – Staff Time to be determined

5. Long term Shelter/Service Options for Year-Round

A collaboration of nonprofits to operate a Service Center within Oxnard's SB-2 zones on a vacant lot or in a 2500 to 5000 square foot warehouse/business park offering short term Shelter/Crisis Housing and Services and case management engagement opportunities provided by Oxnard Homeless Service Providers. Fiscal Impact yet to be determined.

6. Ordinance Amendment – No fiscal impact to City.

7. Ventura National Guard Armory Option for This Winter

The Ventura City Council unanimously passed a proposal that included recommending that Ventura in collaboration with the City of Oxnard run the Winter Warming Shelter another year at the National Guard Armory. The fiscal impact to the City would be helping to fund an operation jointly with the total costs of operating shelter could rise above \$332,000, last year's total expense to run the shelter with a breakdown of funding sources and expenses below:

Major funding sources:

\$104,000	County of Ventura
\$50,000	SVDP
\$43,798	City of Ventura CDBG
\$22,440	City of Oxnard CDBG
\$27,280	City of Oxnard HDGF
\$10,000	City of Camarillo
\$28,847	Private donations
<u>\$45,690</u>	<u>EFSP (City of Ventura)</u>
\$332,055	

Major Expenses:

\$126,559	Shelter Staff and Security
\$19,000	Shelter Manager
\$49,720	Armory Rent
\$5,000	Shelter Insurance
\$43,290	Nightly meal expense
\$27,410	Janitorial expenses
\$14,066	Laundry and linens
\$11,000	Gold Coast bus passes
\$18,668	Shelter supplies
\$9,700	Admin fees
\$2,177	Storage Container rental
<u>\$5,465</u>	<u>Misc. Costs</u>
\$332,055	

Exhibit A

Public Work Group Meeting Minutes:

Public Workgroup Meeting Minutes for Alternatives to Armory Shelter August 2, 2016

Attendees: Nick Starkey -St Vincent de Paul (SVDP) Housing Specialist; Molly Skidmore – SVDP Social Worker; Miguel Marquez -ILRC Community Advocate; Amanda Herrera – SVDP Social Services Supervisor; David Courtland – Oxnard Homelessness Commissioner; Sal Gonzalez – Habitat For Humanity; Darlene Miller Gonzalez - Oxnard Homelessness Commissioner; Vince Behrens – Downtown Business District Board member; Kim Relharte - Downtown Business District Board member; Abel Magana – Downtown Business District Executive Director; Peggy Rivera – Homeless Advocate; Arturo Casillas – Oxnard Housing Department; Ron Mulvihill – Oxnard Consultant, Housing Innovations and Solutions

Housing Director Arturo Casillas opened the meeting with a welcome and overview of the Agenda speaking to the need for exploring alternatives to the past model of shelter at the National Guard Armory. He reported on discussions between existing Oxnard shelter providers regarding expanding their current capacities in order to absorb this Winter's Warming Shelter homeless population in Oxnard. Discussions are ongoing between Ventura County's Rescue Mission, the Kingdom Center and Harbor Church's Women and Children's Shelter as well as Community Action of Ventura County. Ron Mulvihill explained that we are hoping to get faith-based congregations to adopt families using the Family Promise model. Dialogue is also continuing with Oxnard Providers and case managers from the County and St. Vincent de Paul to collaborate on engaging homeless clients at this upcoming Winter Shelter season. The City of Ventura's proposal for a joint Winter Warming Shelter at the Ventura Armory was also discussed as well as the City of Oxnard and the City of Ventura making a joint application for the County's Shelter building funds.

Commissioner Darlene Miller brought up the possibilities of engaging businesses because they know how to bring out the public, referencing the 20,000 people that attended the last Salsa Festival.

Amanda Herrera, the social services Director for St. Vincent de Paul gave a tutorial on Best Practices for emergency shelter. She stressed that she hoped the City would not continue to use the old model of Winter Warming Shelter because of the huge challenges it brings due to the large number of homeless users sometimes reaching up to 150 individuals per night. She expressed how difficult it was to engage shelter clients in such an environment with so many people, during the night time hours between 6p.m. and 6a.m. She spoke to developing a more down-sized, smaller municipal based shelter where case management could be more effective. She educated the attendees on the importance of having a low barrier sometimes referred to as "harm reduction" so that those who are experiencing addiction or mental illness are not turned away from shelter.

Commissioner David Courtland brought up complaints of homeless who were turned away from last year's Winter Warming Shelter and objected to the high barrier approach. He said he had

Exhibit A – continued:

reports that breathalyzers were used to turn people away from the Shelter. Amanda said that a new model of shelter should be able to deal with three special populations: sex offenders, homeless clients who have animals, and homeless clients that are on medication.

Arturo Casillas reported on a HUD workshop he attended that spoke of the successes of having “homeless courts” attached to shelters. There was a consensus among attendees that a barrier to the shelter should be that no violence will be tolerated.

Abel Magana of the Downtown Business District stressed that mental health issues of the homeless needed to be met more appropriately by service providers.

Alternative temporary structures were discussed as possibilities for shelter including tents that could be provided by the County Disaster Services; and the Veterans Stand Down event was referred to regarding the Navy’s temporary/tent structures.

Sal Gonzalez stressed that the issue of homelessness has been discussed for years and it is time that the City make it a priority. He suggested issuing an RFP, requests for proposals, to build and operate a shelter.

Vince Behrens of the Downtown Business District suggested that Ron explore the SB-2, by right shelter zones, for appropriate buildings or properties that the City could use to build such a shelter.

Nick Starkey of St. Vincent de Paul reiterated the difficulty he experienced attempting to engage homeless clients in the large Winter Warming Shelter environment. He said that Ventura County’s One Stop, and Community Action’s Drop-In Center works well to engage the homeless with case management during the daytime hours and felt that a new model should be 24 hours. He suggested a shelter/service center that takes homeless during the daylight hours. This model should have Services in the day and be considered for the long-term solutions.

Miguel Marquez stressed that we need a marketing campaign to educate the community on homelessness.

The meeting was adjourned after agreeing to meet in the near future.

Public Workgroup Meeting Minutes for Alternatives to Armory Shelter August 29, 2016

Attendees: Amanda Herrera – SVDP Social Services Supervisor; David Courtland – Oxnard Homelessness Commissioner; Sal Gonzalez – Habitat For Humanity; Darlene Miller Gonzalez - Oxnard Homelessness Commissioner; Vince Behrens – Downtown Business District Board member; Abel Magana – Downtown Business District Executive Director; Peggy Rivera – Homeless Advocate; Cindy Wilson – Kingdom Center; Martin Ledesma – Oxnard resident; Lupe Ledesma – Oxnard resident; Lourdes Solórzano – representing Supervisor Zaragoza’s office; Douglas Ready – Oxnard resident; Regina Egan – Oxnard resident; Gloria Mary Chinae – Oxnard resident; Carmen Ramirez – Mayo Pro Tem City of Oxnard; Francisco Jaena – Oxnard Homeless Commissioner; Scott Whitney – Assistant City Manager City of Oxnard; Sherry Pence

Exhibit A – continued:

– Oxnard resident; Ellen Riebel – Oxnard resident; Alex Reyes – Oxnard resident; Arturo Casillas – Oxnard Housing Department; Ron Mulvihill – Oxnard Consultant, Housing Innovations and Solutions.

Arturo Casillas opened the meeting with welcoming remarks and invited the attendees to introduce themselves. He asked Ron Mulvihill to report on the progress for the upcoming winter season alternatives.

The meeting was attended by several homeless residents who showed up raising concerns about their urgent situations resulting from a recent sweep by the State Park's officials. Complaints were made that they were given no notice to move, their personal items were confiscated including needed medicines and prescriptions.

Douglas Ready described the shocking and inhumane way that he and other homeless were treated during the sweep. He noted that he had been homeless in the camp for over two years without incident. He suggested that the homeless attendees access assistance from the social service providers represented at the meeting.

Mayor Pro Tem Carmen Ramirez promised that she would look into the situation and how it was handled. Sal Gonzalez said that he was meeting with an attorney to address the issue.

Special Needs populations were discussed. Arturo Casillas reported that he recently met with Chris Russell, Director of the County of Ventura Human Service Agency's Homeless Engagement Team. He discussed ways in which we could better serve the Special Needs population of homeless.

Peggy Rivera urged that Oxnard run its own stand-alone shelter. Commissioner Francisco Jaena suggested that we look to others' Best Practice models operating in other cities. The Oxnard Housing Element was discussed and the need for it to be adopted so that the City could take advantage of funds provided by the State to address homelessness. City Ordinances should also be looked into regarding treatment of the homeless.

Peggy Rivera mentioned the Pastoral Luncheon which occurred on August 24. She felt hopeful that congregations would come forward to volunteer assisting the homeless this winter. She hopes to form a Clergy Committee that will help in these issues.

Another homeless attendee shared that most homeless are not in their condition by choice. She expressed the need for showers to be available for the homeless. This led to a discussion of portable shower operations used in other cities including "Shower to the People" that offers 50 showers a day in another city. Also, Santa Barbara's nonprofit that provides showers on church property is called 'Showers of Blessings.' The need for interim solutions such as safe sleeping and legal camping be made available if housing and shelter is limited and/or not adequate to meet the present need.

Assistant City Manager Scott Whitney said he was happy that he attended the meeting saying that it broadened his perspective. He stressed the importance of managing the situation better and

Exhibit A – continued:

To minimize the impact of homelessness and discussed the close attention needed to address the mentally ill homeless. He said he helped hire Arturo Casillas as Housing Director for the City and complimented him for his passion to alleviate homelessness. He thanked Peggy Rivera for alerting him about the meeting.

Sal Gonzalez said that we in Oxnard have the capacity to deal with the situation, we need to be creative with the solution and also, give greater preference to the homeless with Section 8 vouchers. He also brought up the issue of homeless veterans and unused VASH Section 8 vouchers.

Ron updated the group on long term alternative SB-2 sites and vacant lots and business parks that could be developed for a year-round shelter and service center. He also shared that plans were being made for a Women and Children's parallel shelter/service center on the city property presently being operated by the Kingdom Center for homeless Women and Children.

Ron Mulvihill thanked those in attendance and promised to email all attendees the minutes of the past two meetings and the meeting was adjourned.

Exhibit B

HMIS Statistics:

Western Ventura County National Guard Armory Winter Warming Shelter Statistics

Ventura County's Homeless Management Information System (HMIS) Unduplicated Statistics

2013 Shelter Stats - 446 total Homeless Shelter Residents;

- 315 Males, 112 Females,
- 16 Children, 6 Males, 10 Females;
- 228 Oxnard Residents; 125 Ventura Residents
- 291 Homeless prior to entry
- 35 Veterans
- 446 Less than 30-day stay
- 89 Average served each night
- 322 returned to Homelessness

2014 Shelter Stats— 868 total Homeless Shelter Residents;

- 470 Males, 232 Females,
- 147 Children, 77 Males, 70 Females;
- 512 Oxnard Residents; 134 Ventura Residents
- 50 Veterans
- 335 - Homeless prior to entry
- 868 Less than 30-day stay
- 735 returned to homelessness
- 118 Average served each night

2015 Shelter Stats – 653 total Homeless Shelter Residents;

- 451 Males, 174 Females;
- 28 Children, 13 Males, 15 Females;
- 337 Oxnard Residents; 107 Ventura Residents
- 51 Veterans
- 377 reported Homeless prior to entry
- 509 used shelter 61-180 days
- Average served each night not available from stats provided
- 273 returned to homelessness

Exhibit C - Ventura County Service & Housing Resources

Service Type	Service Name	Agency	Population Served	Level	Region	Number of Homeless FTE Case Managers	Average Caseload (# households per CM)	Capacity- Total Number of Clients Served
Shelters	Domestic Violence Shelters	Coalition for Family Harmony	Women and Children	1	County-wide			
Shelters	Lighthouse	Ventura County Rescue Mission	Women and Children	1	Oxnard			
Shelters	Rescue Mission	Ventura County Rescue Mission	Men	1	Oxnard			
Drop-In Center	Community Action Drop-In Center	Community Action Ventura County	All	1	Oxnard	4	30	120
Permanent Supported Housing	Scattered Site	Community Action Ventura County	All	1	Ventura/Oxnard			
Shelters - Winter Warming	Ojai Valley Family Shelter	Faith Based	All	1	Ojai			
Shelters	Interface Runaway & Homeless Youth Shelter	Interface Children & Family Services	Youth Ages 12-17	1	County-wide	2	20	
Outreach	Interface Street Outreach Program	Interface Children and Family Services	Youth Ages 12 to 21	1	Oxnard/Ventura	2.5	20	
Shelters	Domestic Violence Shelters	Interface Children and Family Services	Women and Children	1	County-wide	3	2	
Drop-In Center	Spirit of Santa Paula	Kay Wilson-Bolton: kay@spiritsp.org	All	1	Santa Paula			
Drug and Alcohol	Khepera House Detox & Residential Treatment	Khepera House	Men	1	County-wide			
Short Term Transitional Housing	Gabriel's House Kingdom Center	Kingdom Center	Women and Children	1	Oxnard			
Shelters	Kingdom Center	Kingdom Center	Women and Children	1	Oxnard			
Drop-In Center	Lutheran Social Services Drop-In Center	Lutheran Social Services	All	1	Thousand Oaks	2		40
Permanent Supported Housing	Casa de Paz	Many Mansions	Mentally Ill	1	Simi Valley			
Permanent Supported Housing	Esseft Village	Many Mansions	All	1	Thousand Oaks			
Permanent Supported Housing	Pepper Tree Apartments	Many Mansions	All	1	Thousand Oaks			
Permanent Supported Housing	Richmond Terrace	Many Mansions	All	1	Thousand Oaks			
Permanent Very Low-Income Housing	El Patio	People's Self Help	All	1	Ventura			
Outreach	PU Homeless 2 Home	Project Understanding	All	1	Ventura/Oxnard	1		
Permanent Supported Housing	SHORE	Project Understanding	All	1	Ventura			
Outreach/Rapid Re-Housing	VA Homeless Outreach (SSVF)	Salvation Army	Families	1	County-wide			
Drop-In Center	Salvation Army Service Center	Salvation Army-Ventura	All	1	Ventura			
Outreach	SA Homeless 2 Home	Salvation Army-Ventura	All	1	Ventura			
Short Term Transitional Housing	Transitional Living Center	Salvation Army-Ventura	Families and Women	1	Ventura			
Outreach	SVDP Outreach	St Vincent de Paul	All	1	County-wide			
Outreach/Rapid Re-Housing	SVDP CoC RRH	St Vincent de Paul	Families	1	County-wide	3	25	75
Case Management	SVDP Case Management	St Vincent de Paul	All	1	County-wide	1	20	20
Housing Search and Placement	SVDP Case Management	St Vincent de Paul	All	1	County-wide			
Landlord Engagement	SVDP Case Management	St Vincent de Paul	All	1	County-wide			

Exhibit C - Ventura County Service & Housing Resources continued:

Drop-In Center	The Samaritan Center	The Samaritan Center	All	1	Simi Valley	1 (1.3)	30 (42.3)	100 (55)
Drop-In Center	Our Place (Safe Haven) Multi-Service Center	Turning Point Foundation	Mentally Ill	1	Ventura			
Outreach	TPF Homeless 2 Home	Turning Point Foundation	Mentally Ill	1	Ventura	1.4	35	50
Safe Haven	Our Place Safe Haven	Turning Point Foundation	Mentally Ill	1	County-wide	1	10	10
Short Term Transitional Housing	River Haven	Turning Point Foundation	All	1	Ventura	1	28	28
Short Term Transitional Housing	Vine Street Transitional Housing	Turning Point Foundation	Veterans	1	Ventura	1	10	10
Permanent Supported Housing	Stephenson Place	Turning Point Foundation	Mentally Ill	1	Ventura	1	10	10
Permanent Supported Housing	Wooley House	Turning Point Foundation	Mentally Ill	1	Oxnard	0.6	15	15
Permanent Very Low-Income Housing	VASH Vouchers	VA/Oxnard Housing Authority	Veterans	1	Oxnard			
Permanent Very Low-Income Housing	VASH Vouchers	VA/Oxnard Housing Authority	Veterans	1	Ventura			
Outreach	PATh	Ventura County Behavioral Health	Mentally Ill	1	County-wide			
Permanent Very Low-Income Housing	Permanent Supportive Housing	Ventura County Behavioral Health	Mentally Ill	1	Oxnard			
Drop-In Center	Ventura County One Stop	Ventura County HCA	All	1	Ventura			
Drop-In Center	Ventura County One Stop	Ventura County HCA	All	1	Oxnard			
Medical	Healthcare for the Homeless	Ventura County HCA	All	1	Ventura/Oxnard/Simi Valley			
Outreach/Rapid Re-Housing	H.S.A. Homeless Services Program	Ventura County Human Services Agency	All	1	County-wide	4	30	300+
Case Management	H.S.A. Homeless Services Program	Ventura County Human Services Agency	All	1	County-wide			
Credit Repair	H.S.A. Homeless Services Program	Ventura County Human Services Agency	All	1	County-wide			
Housing Search and Placement	H.S.A. Homeless Services Program	Ventura County Human Services Agency	All	1	County-wide			
Landlord Engagement	H.S.A. Homeless Services Program	Ventura County Human Services Agency	All	1	County-wide			
Short Term Transitional Housing	RAIN Program	Ventura County Human Services Agency	All	1	County-wide			
Drug and Alcohol	Rescue Mission Residential Treatment	Ventura County Rescue Mission	Men	1	Oxnard			
Short Term Transitional Housing	Light House	Ventura County Rescue Mission	Women	1	Oxnard			
Permanent Very Low-Income Housing	Permanent Supportive Housing	Ventura Housing Authority	All	1	Ventura			
Shelters - Winter Warming	Simi Valley - P.A.D.S.	The Samaritan Center	All	1	Simi Valley	1	5	35
Shelters - Winter Warming	T O - Conejo Valley Winter Shelter		All	1	Thousand Oaks			
Shelters - Winter Warming	West County Winter Warming Shelter		All	1	Ventura/Oxnard			

Exhibit D

US Interagency Council on Homelessness Recommendations:

Crisis Response

Shelters, street outreach, and other crisis services are the front-lines of any community's response to homelessness. They serve a critical function in helping people meet basic survival needs like shelter, food, clothing, and personal hygiene, and are often the first form of a compassionate response. But homelessness is only truly ended for people when they obtain and maintain stable housing. In many communities, this will require making a shift from a set of *homeless services* that only ameliorate the immediate crisis of homelessness to a *crisis response system* that can help prevent and resolve it.

This response is what, in *Opening Doors*, we call the homeless crisis response system. It is an overall system that involves the coordination and reorientation of programs and services to a Housing First approach, and emphasizes rapid connection to permanent housing, while also mitigating the negative and traumatic effects of homelessness.

We believe that an effective crisis response system:

- **Identifies** people experiencing or at risk of experiencing homelessness
- **Prevents** homelessness whenever possible
- Provides immediate access **through coordinated entry** to shelter and crisis services without barriers to entry, as stable housing and supports are being secured
- Quickly connects people who experience homelessness to **housing assistance and/or services** tailored to the unique strengths and needs of households and which enable them to achieve and maintain permanent housing

In an effective crisis response system, outreach providers coordinate with one another to ensure full community coverage, connect people to local coordinated assessment processes and needed health care and emergency services, and work as part of a system for connecting people to stable housing using a Housing First approach.

Emergency shelter and stabilization services are readily available to provide immediate safety and address crisis needs. Stabilization services may include access to school or early childhood care and learning, public benefit programs, employment services, reunification services, and/or health care, including substance use and mental health services. For survivors fleeing domestic violence, specialized shelters and services should also be available within the local crisis response system.

A community-wide Housing First approach has the following elements:

Emergency shelter, street outreach providers, and other parts of the crisis response system are aligned with Housing First and recognize that their role encompasses housing advocacy and

Exhibit D - continued:

- rapid connection to permanent housing. **Staff in crisis response system services believe that all people experiencing homelessness are housing ready.**
- Strong and direct referral linkages and relationships exist between crisis response system (emergency shelters, street outreach, etc.) and rapid rehousing and supportive housing. **Crisis response providers are aware and trained in how to assist people experiencing homelessness to apply for and obtain permanent housing.**
- The community has a **unified, streamlined, and user-friendly community-wide process** for applying for rapid re-housing, supportive housing, and/or other housing interventions.
- The community has a **coordinated assessment system** for matching people experiencing homelessness to the most appropriate housing and services.
- The community has a **data-driven approach to prioritizing highest-need cases** for housing assistance, whether through an analysis of lengths of stay in Homeless Management Information Systems, vulnerability indices, or data on utilization of crisis services.
- Policymakers, funders, and providers **collaboratively conduct planning** and align resources to ensure that a range of affordable and supportive housing options and models are available to maximize housing choice among people experiencing homelessness.
- Policies and regulations related to supportive housing, social and health services, benefit and entitlement programs, and other essential services do not inhibit the implementation of the Housing First approach. For instance, **eligibility and screening policies for benefit and entitlement programs or housing do not require the completion of treatment or achievement of sobriety as a prerequisite.**
- Every effort is made to offer a tenant a **transfer** from one housing situation to another, if a tenancy is in jeopardy. Whenever possible, eviction back into homelessness is avoided.

Ventura County Ten Year Plan to End Homelessness recommendations:

The Updated Plan emphasized a focus on chronic homeless persons incorporates guiding principles following the best practice known as Housing First including:

- Shifting away from providing more and more shelter and transitional beds while moving towards providing permanent housing as soon as possible.
- Minimize the length of stay in shelters and transitional housing and aligning resources to help homeless obtain permanent housing as quickly as possible through Rapid Rehousing.
- Moving towards rapid engagement, support and housing placement through Assertive Community Treatment.
- Implement a service plan that helps persons placed in case managed re-entry beds obtain permanent housing.
- Creating permanent affordable housing units for which a household spends no more than 30% of their monthly income on basic housing needs.
- Ensure rental and utility assistance is given to households that need it during their transition to independence.
- Provide Permanent Supportive Housing which ends a person's homelessness instead of managing their homeless experience with emergency food, clothing and shelter.
- Providing Homeless Prevention Resources is less expensive and more effective than helping households after becoming homeless.

Exhibit D - continued:

- Preventing persons from being discharged into homelessness is less costly and more effective than helping them after becoming homeless.
- Building up a private and public partnership is necessary to end homelessness

Exhibit E

Oxnard Providers are a group of Oxnard Based Providers that offer Services to the Homeless and include:

St Vincent de Paul	Interface Children and Family Services
Pacific Clinic	Project Understanding
County of Ventura Human Services Agency	Oxnard Police
Ventura County One Stop	Ventura County's Rescue Mission
Oxnard Housing Department	
Ventura County Continuum of Care	
Food Share	
All Saints Homeless Outreach	

Housing Oxnard was developed by Tim Hockett the Executive Director of Community Action of Ventura County and endorsed by the Oxnard Providers and the Oxnard Commission on Homelessness. Here are the principles listed below:

Housing Oxnard

Who we are

Housing Oxnard is a collaborative group of service providers dedicated to promoting a safe, attractive and thriving community by ending homelessness in Oxnard. The group is currently comprised of the Society of St. Vincent de Paul, The Salvation Army, Community Action of Ventura County, Ventura County Human Services Agency, the Transitional Adult Youth (TAY) Tunnel, the Rescue Mission, One-Stop, and representatives of individual churches and coordinators of service among others.

What we do

We seek to provide a community-wide end to homelessness by bringing together the skills and resources of a wide range of community partners in support of the efforts of homeless persons to become rehoused.

How we do it

We share several guiding principles:

- Ending homelessness cannot occur without the support of all sectors of our community, including government, service providers, the faith-based community, businesses, community residents and homeless persons themselves.
- Solving homelessness requires an adequate supply of housing that very low income people can afford.
- Homelessness is a high-risk condition that has severe impacts on each homeless person and on the larger community. For this reason, we affirm that homelessness (even if by choice) is not acceptable.

Exhibit E - continued:

- We believe that homelessness is a condition, not a character trait, and believe homeless persons should be treated with respect and be offered every opportunity to improve their lives.
- Because of the complexity and uniqueness of each homeless person's situation, we believe that each homeless person must be engaged, assessed and evaluated for strengths and vulnerability, so that services can be offered to meet individualized needs.
- Service delivery is most effective when connected to meaningful engagement.
- Coordinated service maximizes positive impact on homeless individuals, is more economic and efficient, and minimizes duplication.
- Recognizing that some homeless persons have diminished capacity due to health or other issues, solutions to homelessness usually involve a mix of personal responsibility and social responsibility. The ratio varies depending on each individual's capacity and each community's resources.
- We recognize that solutions to homelessness often require political will and governmental action. For this reason, we view advocacy as a necessary part of what we do.
- As an integral part of our service, we will encourage positive community living behaviors and will discourage high-risk, illegal, and anti-social behaviors.
- We realize that multiple models of service will be required to end homelessness, among which "housing first" and "rapid rehousing" strategies are primary, evidence-based practices. Both of those approaches require access to housing that people living in poverty can afford.

In keeping with these principles, we will work collaboratively in a client centered way. We will make every effort to engage all homeless persons with a view toward urging them into a path that leads out of homelessness. We will embrace a coordinated entry system that includes: comprehensive assessment, vulnerability screening and movement into a strong system of supports. We will provide services that help homeless persons both survive homelessness and permanently leave homelessness. We will work to uphold the values of respect, personal responsibility, fairness, caring and good citizenship. We will work to increase the partnerships necessary to achieve the goal of ending homelessness. We will create accountability systems that demonstrate positive outcomes. We will advocate for the development of housing that is affordable to persons of very limited means. We will advocate advancement of our mission when and where needed.

Why it matters

Homelessness represents the deepest measure of poverty. The condition of homelessness robs individuals of their dignity, their privacy, their health, their independence and even their identity. It places them in living conditions that are unacceptable in our society. Homeless persons suffer at great cost not only to themselves, but also to the community – in health care, police and court interventions. Homelessness is often viewed as a scourge or blight on the community. Ending homelessness not only helps those barely existing, it makes the community a better place for all. The 2015 "point-in-time" count identified 1,417 homeless persons on one day in Ventura County, there were 603 identified in Oxnard, the highest concentration in the County. Experts tell us that the point-in-time count represents only a portion of those who are homeless during the year. Therefore, it is critical that the community marshal all of its community resources and work together to end homelessness.

Exhibit F

Press Articles:

Cities, States Turn To Emergency Declarations To Tackle Homeless Crisis

"We're galvanizing attention and getting the resources we need to address the problem."

11/11/2015 11:47 am ET

Rebecca Beitsch Pew's Stateline



[This piece comes to us courtesy of Stateline.](#) Stateline is a nonpartisan, nonprofit news service of the Pew Charitable Trusts that provides daily reporting and analysis on trends in state policy.

Governments typically declare a state of emergency to deal with natural disasters like hurricanes and wildfires. But over the last two months, several West Coast cities and one state have used the declarations to tackle a worsening homeless crisis.

Hawaii, Los Angeles, Seattle and Portland, Oregon, have all declared states of emergency, using the proclamations as a way to loosen up funds or bypass ordinances to take swifter action.

Other cities and states across the country are also grappling with rising homelessness. With shelters at capacity, [Washington, D.C.](#), started housing families in motel rooms to help preempt the surge of people looking for winter shelter. In [New York City](#), where most homeless people are housed in shelters, the city is looking to add 500 beds for the winter.

But the emergency declarations represent a new approach. One motivation is to publicize the problem, but officials say the declarations are more than a public relations gambit and will lead to big changes for the homeless in their cities.

Exhibit F - Press Articles continued:

“It has created a sense of emergency, and it describes the situation because we’re in a crisis. We’re galvanizing attention and getting the resources we need to address the problem,” said Greg Spiegel, homelessness policy director for the mayor of Los Angeles, Democrat Eric Garcetti.

In Hawaii, Democratic Gov. David Ige’s 60-day declaration extends contracts with homeless services providers and sets aside money for a family shelter. Kimo Carvalho of the Institute for Human Services, which describes itself as “the state’s homeless shelter,” said the declaration was intended to solve “a bureaucracy problem.”

“It’s a way for the government to do something about a problem actually happening now,” rather than waiting for the Legislature, Carvalho said.

Other homelessness advocates say the declarations are aimed at addressing a polarizing problem, but it’s too soon to know whether they will prove effective.

“These states of emergency are addressing a feeling people have. People are upset about the encampments and people on the street—whether it’s because they feel sorry for them or because they don’t like them,” said Nan Roman, president of the National Alliance to End Homelessness. In some places, the declaration preceded concrete plans to address the problem.

Los Angeles declared a state of emergency in September, but doesn’t expect to finalize its plans—which are likely to include suspensions of some ordinances to allow for more shelters and speedier permitting of affordable housing—until the beginning of next year. Portland took a month after announcing its declaration to roll out details of its plan.

And unlike federal disaster declarations, which bring a rush of federal funds to help deal with an emergency, local emergency declarations leave cities and states to come up with their own funds.

Garcetti said Los Angeles, where the state of emergency will remain in place until the city council ends it, will commit up to \$100 million. In Hawaii, Ige’s emergency proclamation opens up \$1.3 million from the state’s general fund.

Changing the Rules

In some places, declaring a state of emergency allows city officials to bypass certain zoning ordinances and other hurdles. That is the case in Portland, where officials say restrictive zoning has made it tough to quickly create shelters to house the homeless.

Dana Haynes, spokesman for Charlie Hales, the Democratic mayor of Portland, said the zoning policies were preventing churches from housing people at night and keeping shelters a certain

Exhibit F - Press Articles continued:

distance from one another—leaving homeless people huddled together in certain parts of the city without a place to sleep.

The city is considering proposals to open new shelters that bypass these codes, but says the groups behind them must show consideration for public safety. Portland is also evaluating city-owned spaces in areas that, though not zoned for shelters, could be used for that purpose, at least temporarily.

“We’ve had churches saying that they’ve been wanting to do this for years and can go ahead and get everything together in two weeks,” Haynes said.

Haynes said Portland can only suspend the rules while the state of emergency is in place, but could make some of the changes permanent through regular city council approval.

Mark Putnam, director of All Home, a partnership between Seattle’s city and county governments and various organizations fighting homelessness, said the additional flexibility provided by the state of emergency should help more people qualify for affordable housing programs. Social service agencies will also be able to spend about \$1.5 million in nontraditional ways, like helping low-income people cover expenses that might keep them from paying rent, like utilities and transportation costs.

Resistance to Shelters

In Hawaii, the emergency declaration from Ige expanded shelter options for families who wanted to remain together. In Seattle, city and county government plan to add 150 shelter beds. And Portland’s lifting of zoning ordinances was designed to allow for more shelter space.

But significant barriers remain. Many shelters don’t allow people to come with their partners, their pets or most of their belongings. They may not be permitted to cook their own food or keep their own schedules. Because shelters bar drug and alcohol use, many with addiction issues choose to stay away.

That resistance to shelters showed in Honolulu, where, as the city prepared to clear tent encampments in local parks, social workers visited to offer services, including shelter, to the homeless. While nearly half of the 300 residents moved to shelter or permanent housing, many of the remaining people moved to two nearby state parks, prompting Ige to announce the state would begin clearing the state parks as early as this week.

Many governments are thinking beyond shelters and other short-term solutions.

Many cities and states, even those that have declared states of emergency, are investing more in long-term affordable housing, whether by constructing new housing or spending more money on existing programs to help people stay in private housing.

Exhibit F - Press Articles continued:

Those programs offer various types of affordable housing and rapid rehousing, including subsidized units, security deposit assistance and permanent supportive housing. In many cases, tenants pay 30 percent of their income in rent and may even be matched with nearby caseworkers who help them stay in housing and connect to services.

In Portland, the city is using \$61 million, most of it federal money, to build new affordable housing units. In order to use those funds, developers must keep rent at an affordable level for 60 years before charging market rates.

Some of the local funds will come from quick changes the city made to its economic development districts, which will now divert 45 percent, up from 30 percent, of property tax revenue to affordable housing projects. The city also recently came to an agreement with Airbnb over how to tax the company's rentals, which Haynes said would bring in more than \$1 million a year that will go toward affordable housing.

Los Angeles is taking a similar approach, looking to create more affordable housing and bolster its existing programs, both to house the homeless and to prevent those at risk from becoming homeless. But not all homelessness advocates think affordable housing is the best approach.

Andy Bales, CEO of Union Rescue Mission, a rescue mission in Los Angeles, said the city has been trying the same approach for years with few successes. Los Angeles has about 25,000 homeless people, and Bales said the city cannot build enough affordable housing quickly enough to make a dent. Meanwhile, people are living on streets known for their violence and have no access to toilets or showers. Bales works on Skid Row, and knows the squalid conditions there firsthand. In 2013, he contracted three types of flesh-eating bacteria in his feet while walking the streets there, and he must now use a wheelchair. The homelessness problem has only gotten worse, he said, and even though people may want the homeless off the street, they have nowhere to go while they wait for affordable housing.

"With vast resources shifted toward one solution and an already weak safety net, you get bigger holes in that safety net," he said. "We need a place for people to stay while they're on the list for housing."

Santa Rosa Declares Emergency On Homelessness

KEVIN MCCALLUM

THE PRESS DEMOCRAT | August 9, 2016

Santa Rosa declared a homeless emergency Tuesday, a move council members said they hoped would give the city the ability to act swiftly to address the crisis and rally public support for long-term solutions.

While some questioned whether the move was merely symbolic, Councilmember Ernesto Olivares said he felt the declarations made by the council were substantial.

“It is an issue that affects every single person in our community,” Olivares said. “I think what we’re doing here is making a very strong statement to our community that we need their help, too.”

The council took three distinct but related steps Tuesday.

It declared a shelter crisis, which makes it easier for the city to waive certain health and safety and zoning rules if it wants to use public property to create additional shelter for the homeless.

It also declared that the level of homelessness constituted a local emergency, comparable to the extreme safety issues created by a natural disaster. The step allows the city to lift similar zoning or public safety restrictions on private property owners — such as churches — seeking to serve the homeless.

And the third move was to ask Gov. Jerry Brown to declare a state of emergency on the homelessness issue statewide, a move some hoped could open the door to state funding to combat the problem.

City staff noted that there were nearly 3,000 homeless people in Sonoma County, according to this year’s annual census, nearly 1,900 of whom live in the Santa Rosa area and more than 1,200 of whom have no shelter.

The council’s decisions were applauded by homeless advocates, who have been working to keep the plight of the homeless in front of city leaders for years.

Adrainne Lauby, a member of Homeless Action who regularly urges the council to do more to help the city’s shelterless population, prodded the city to act.

“If we had 3,000 people who were homeless because of a flood or a fire, we would do something about it,” Lauby said.

But what exactly the city will do next remains unclear.

Mayor John Sawyer said he felt the city was already addressing homelessness urgently, and worried that declaring an emergency would elevate it to the city’s single most important issue.

“I find myself wondering whether it’s really an important step, whether it’s a necessary step,” Sawyer said.

Absent some specific plan to address the problem, Sawyer said he was concerned that declaring an emergency was “setting up the community for disappointment.”

Exhibit F - Press Articles continued:

But his colleagues urged him to see the declarations as a broader call to action, or as Vice Mayor Tom Schwedhelm called it “all hands on deck.”

He likened it to when the city came together more than a decade ago to grapple with its gang problem.

“Since we don’t know what the solutions are yet, let’s remove as many of the barriers as we can right now,” Schwedhelm said.

Councilwoman Julie Combs gave an example of how, if the city wanted to use its buildings or properties to house people, it might be allowed to bring in portable toilets, where current zoning might either not allow it or require lengthy public processes.

“It allows us to take an action and then take the time to work out other issues with regards to zoning,” Combs said.

One program cited as potentially benefiting from the actions was the Community Homeless Assistance Program, which could be extended year-round. The program eases restrictions on private property where owners want to participate in a safe parking program, which allows homeless people to sleep in their vehicles during the rainy season in specific locations in the city.

You can reach Staff Writer Kevin McCallum at 707-521-5207 or kevin.mccallum@pressdemocrat.com.

GOVERNOR’S OFFICE NEWS RELEASE: GOVERNOR IGE SIGNS EMERGENCY PROCLAMATION TO ADDRESS HOMELESSNESS STATEWIDE

Posted on Oct 16, 2015

HONOLULU – Gov. David Ige today signed an emergency proclamation that enables the state to quickly funnel money toward the facilitation of: (1) rapid construction of a temporary shelter for homeless families; (2) the immediate extension of existing contracts for homeless services; and (3) an immediate increase in funding for programs that promote immediate housing.

State funds of more than \$1.3 million were identified this month, paving the way for the emergency proclamation. The monies will serve an additional 1000 homeless individuals between now and July 31, 2016, providing increased funding for homeless services and programs that promote permanent housing for families and the chronically homeless.

Exhibit F - Press Articles continued:

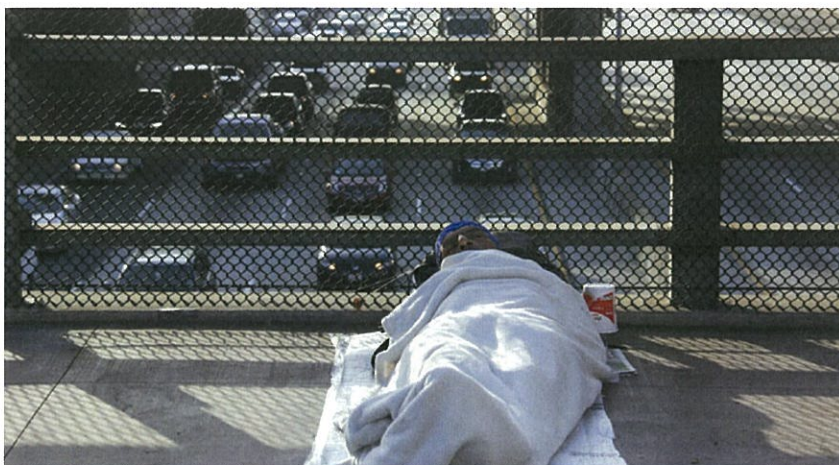
The emergency proclamation will also facilitate the construction of a transitional housing facility for homeless families. The facility will be temporary and have a clear sunset date.

The state, city, federal governments and various service providers have worked together to place 158 individuals and 25 families from Kaka'ako into shelters since the effort began in early August. That's 54 percent of homeless individuals surveyed in Kaka'ako in early August and more than 80 percent of the families surveyed.

"The lesson learned is that great things can be accomplished when we all work together. Despite the recent success of enforcement efforts in the Kaka'ako Makai area, homelessness remains a serious issue in every county throughout the state. We plan to replicate the Kaka'ako model as we work to address homelessness in communities across the state," said Gov. David Ige.

"There's still much work to do. Hawai'i has the highest rate of homelessness per capita among the 50 states, with an estimated 465 homeless individuals per 100,000. The alarming increase in unsheltered individuals and families over the past two years is particularly significant on O'ahu. This proclamation will expedite the state's plans to help these individuals and families to more quickly transition to permanent housing," said Scott Morishige, Governor's Coordinator on Homelessness.

L.A. County supervisors call for a state emergency declaration on homelessness



A homeless man on the Main Street bridge in downtown Los Angeles. (Irfan Khan/Los Angeles Times)

Abby Sewell - June 14, 2016

Exhibit F - Press Articles continued:

Los Angeles County supervisors voted unanimously Tuesday to call for a state declaration of emergency on California's homeless crisis. The county's homeless population was about 47,000 as of this year's count by the Los Angeles Homeless Services Authority. There were an estimated 115,738 people homeless statewide in 2015.

County officials have been lobbying, so far without success, for a change in state law that would grant the county authority to seek a special tax on incomes over \$1 million to pay for programs to address homelessness.

The county resolution introduced by Supervisors Mark Ridley-Thomas and Sheila Kuehl passed Tuesday asks state legislative leaders to pass a resolution calling on the governor to make an emergency declaration that would open the door for more state money and resources to be directed to the problem.

"If an earthquake or flood suddenly left tens of thousands of individuals homeless, the county and state would not hesitate to act swiftly and decisively," the supervisors wrote. "Although the causes may be different, the impact is the same."

That declaration, they said, should include access to \$500 million from a state fund to implement "statewide re-housing efforts," including street outreach, crisis housing, rental subsidies and case management.

They called for the state to deploy staff to "homeless camp hotspots" to give housing assistance and to assemble a public-private team to develop a short- and long-term plan for combating homelessness statewide. They also urged the state to find "streams of ongoing funding" for local governments to deal with the issue.

The concept of a homelessness state of emergency is not new. Los Angeles officials last year held a news conference in which they announced plans to declare a state of emergency over homelessness. The declaration never materialized.

But behind the scenes, Mayor Eric Garcetti wrote to Gov. Jerry Brown in December asking for a similar declaration at the state level, and pointing to the anticipated El Niño rains. Brown rejected the request at the time, arguing it would be unwise to declare a state of emergency before the rains arrived.

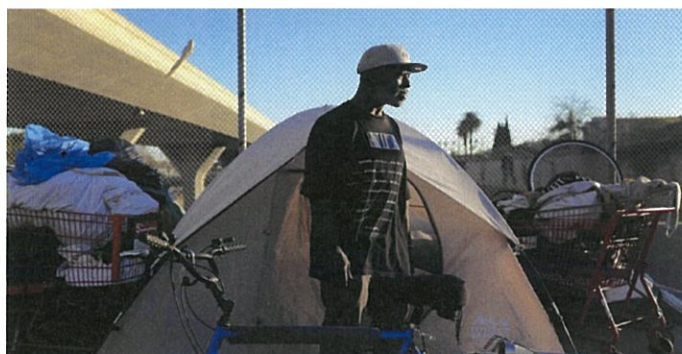
A spokeswoman for Garcetti could not be immediately reached for comment on the county's action Tuesday. Ridley-Thomas said the new attempt by the county was an effort to "underscore the urgency of the matter" and he expected the city would join in support. "This message has to be made clear to Sacramento," Ridley-Thomas said. "My conversations with the governor make it clear to me that it needs to be moved higher on his agenda, and we seek to engage our legislative leaders to help to accomplish that."

Exhibit F - Press Articles continued:

Since the beginning of the year, local and state leaders have proposed several methods to pay for increased housing and services to get people off the streets. Though the county's attempt to get state authority for a millionaire's tax appears to be running out of time for a measure to appear on the November ballot, city officials are considering placing a bond measure of their own on the ballot to pay to build more housing for the homeless.

And state officials are considering issuing \$2 billion in bonds, to be paid back with mental health services money, to build permanent supportive housing for homeless people with mental illness. The bond money could only be used for construction, not for ongoing services such as mental health and substance abuse treatment.

How an emergency declaration over L.A.'s homeless became a game of 'hot-potato keep-away'



Willie Hadnot stands outside his tent on the 42nd Street overpass over the 110 Freeway. Activists last fall urged L.A. to declare a state of emergency as severe weather threatened the city's homeless population. (Katie Falkenberg / Los Angeles Times)

Peter Jamison March 7, 2016 - Los Angeles Times

In November, as a forecast of severe winter weather seemed to threaten Los Angeles' homeless population, activists clamoring for Mayor Eric Garcetti to declare a citywide state of emergency had little luck.

Garcetti resisted the idea of an emergency proclamation — a move that would enable him to assume broader executive and police powers in the fight against homelessness — describing it as a "rabbit hole" that risked distracting from long-term solutions to the plight of thousands who live on L.A.'s streets.

Exhibit F - Press Articles continued:

Some homeless activists found the mayor's inaction galling. But he may have been more amenable to their arguments than he let on. Shortly after declining to declare an emergency, Garcetti quietly wrote a letter asking for a similar proclamation from Gov. Jerry Brown.

"While the weather system will make life difficult for millions in California, it is imminently life-threatening to the more than 17,000 homeless Angelenos who live on the streets," he wrote on Dec. 15.

While the weather system will make life difficult for millions in California, it is imminently life-threatening to the more than 17,000 homeless Angelenos who live on the streets.— Mayor Eric Garcetti, in a letter asking Gov. Jerry Brown to declare a state of emergency

Although the homeless have suffered — during a rainy stretch in January, a 60-year-old woman died of exposure on a downtown sidewalk — the weather's human toll has not been as dire as some predicted.

The request to the governor's office, previously undisclosed, nevertheless sheds light on Garcetti's back-channel actions during a period when city officials and homeless advocates were struggling to prepare for the expected El Niño onslaught.

Gary Blasi, a retired professor at the UCLA School of Law and longtime homeless advocate, said the letter also raises questions about why Garcetti, in light of the potential catastrophe he described to Brown, did not assume emergency powers himself.

Garcetti's request is "exactly contrary to what he was saying as to why he was not declaring a local state of emergency," said Blasi, who in the fall urged the mayor to issue such a declaration. "It's either an emergency circumstance or it's not."

Garcetti spokeswoman Connie Llanos said the mayor's request to Brown had a pragmatic purpose: An emergency declaration from Sacramento would open the way to Federal Emergency Management Agency funding, which only the governor can formally request.

Llanos said the city's public-safety workers were already carrying out some of the tasks they would have under a mayoral emergency declaration, but that outside money was needed to boost their efforts.

"We looked at everything — every tool we had available to us," Llanos said. "What we really needed was additional funding, which is something that only the state, by accessing FEMA dollars, could have given us."

Exhibit F - Press Articles continued:

Larry Gerston, a professor emeritus of political science at San Jose State University, said the unpublicized exchange between Garcetti and Brown — and the ultimate absence of an emergency declaration by either — may also point to the political dimensions of homelessness, an intractable problem in which many elected officials see little upside in exerting leadership.

"They're sort of playing hot-potato keep-away," Gerston said. "You'd much rather have somebody else get their hands dirty on this issue."

The debate late last fall over some form of proclamation took place during a period of especially confused policymaking on homelessness. Faced with a homeless population that grew 12% during Garcetti's first two years in office, L.A. City Council members held a news conference in September to announce their intention to declare a state of emergency on the issue.

However, subsequent scrutiny of city and state law found that such powers rested largely with the mayor, who could either declare a local state of emergency (subject to later council approval) or seek a more sweeping proclamation from the governor.



In the former case, the mayor could assume new power to create and enforce rules or requisition supplies "necessary for the protection of life and property." By contrast, under a statewide declaration, emergency leadership powers would pass mostly to the governor, who could direct the state's considerably greater resources to the city and also potentially seek federal disaster funding.

As the year's end approached, Garcetti expressed little outward interest in using his own authority. Llanos said in November that Garcetti's approach to sheltering the homeless from El Niño was "not about a technical definition of a state of emergency, which he never promised."

In early December, Garcetti said criticisms about the lack of an urgent response to the predicted El Niño were "more of a perceptual issue" and suggested he was focused on long-range planning.

Exhibit F - Press Articles continued:

"I think everybody's going down these rabbit holes of 'state of emergency,' this and that," he said. "I'm less interested in short-term unease or criticism than long-term failure. I want to do this right. And if sometimes that means being quiet to put in place the things that you actually want to do to solve this, that's OK with me."

Llanos said the mayor's comment about "rabbit holes" referred to the complexity of the issues involved, and was not meant to imply that an emergency declaration was unnecessary.

Less than two weeks later, Garcetti conveyed a different view of an emergency proclamation's value — so long as it came from Brown.

"I understand you are reluctant to declare a State of Emergency to address this crisis. Nonetheless, I respectfully request that you reconsider that decision," Garcetti wrote. "Your declaration ... could make the difference in our ability to address this impending humanitarian crisis. Thousands of Angelenos are depending on swift action from their government."

peter.jamison@latimes.com

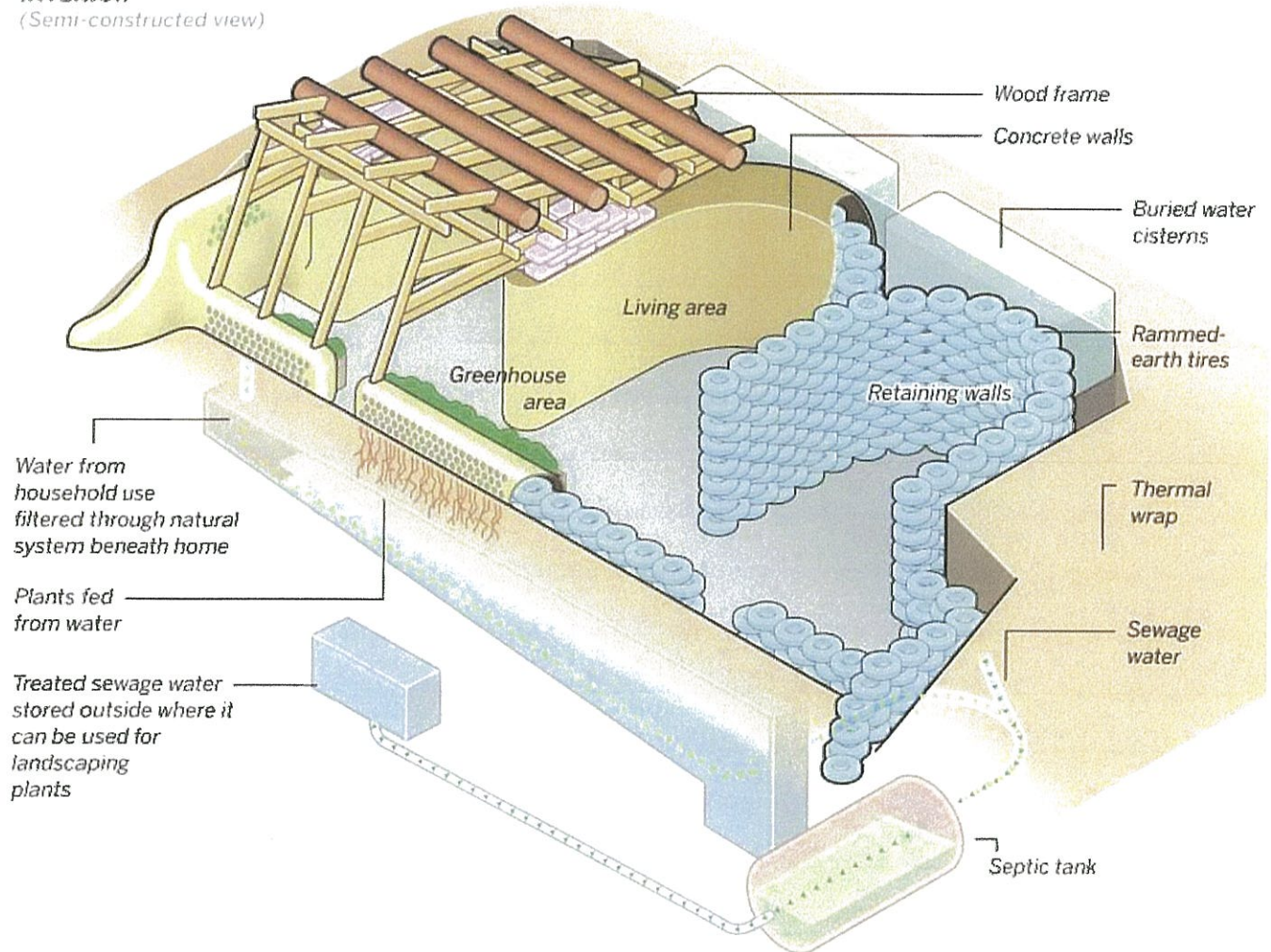
Exhibit G - Innovative Housing Designs

BETTER LIVING THROUGH GARBAGE

Earthships are self-sustaining homes constructed from as much locally-sourced, reclaimed material as possible.

INTERIOR

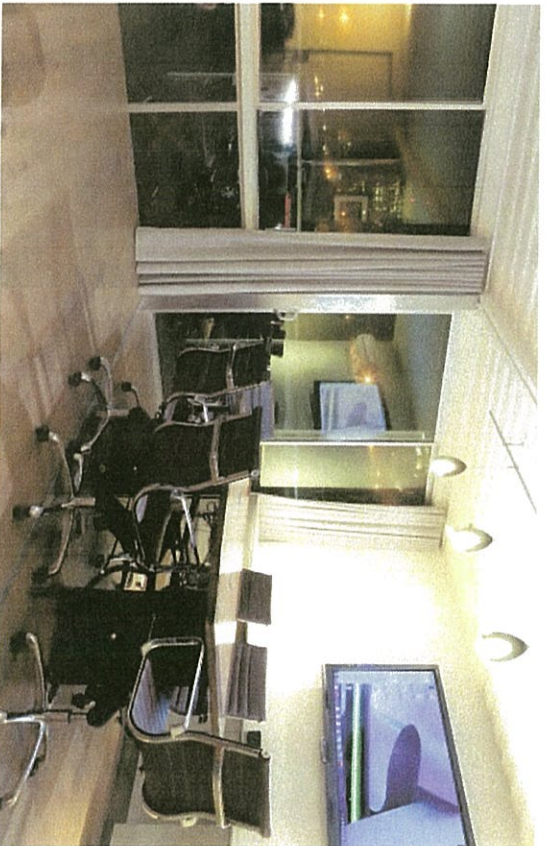
(Semi-constructed view)



BRICE HALL / POSTMEDIA NEWS
SOURCES: EARTHSHIP BIOJECTURE

Exhibit G - Innovative Housing Designs continued:

Repurposed Shipping Containers:



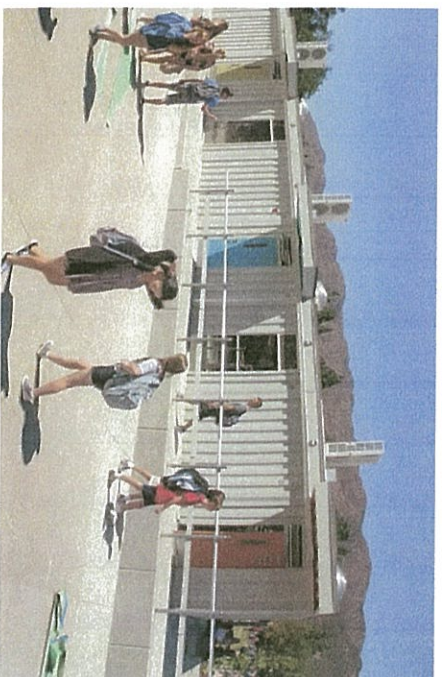
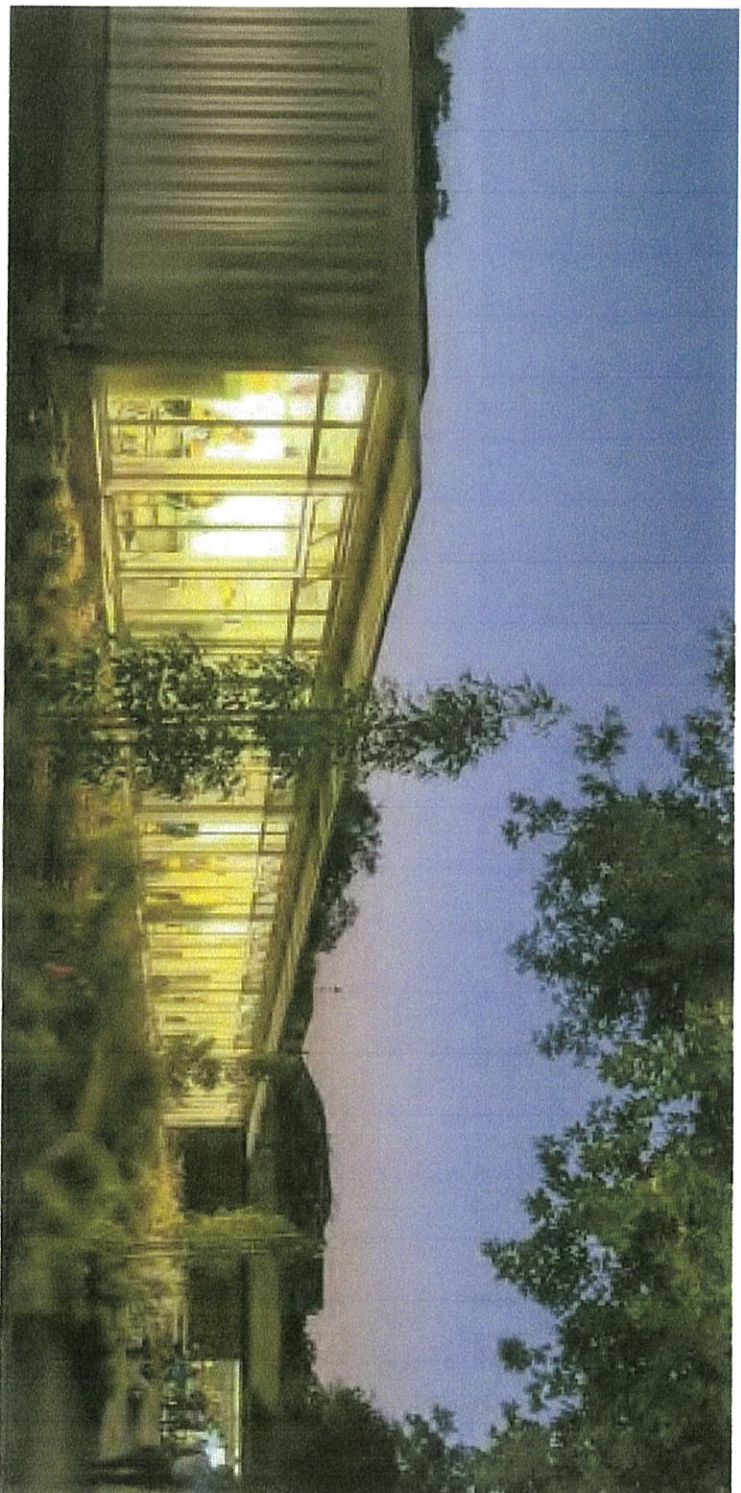


Exhibit H

Interim Suggested Models

Safe Parking



New Beginnings' Safe Parking Program provides case management and outreach to the homeless and safe overnight parking to individuals and families living in their vehicles. New Beginnings has operated the Safe Parking Program since 2004 in cooperation with numerous local churches, governmental and non-profit agencies and businesses. We provide confidential, daily-monitored parking places for those who are living in their vehicles because they do not have sufficient income to provide for their basic need of affordable housing.

In addition to operating 115 safe overnight parking spaces, the Safe Parking program connects the chronically homeless to shelters and services that will get them off the streets and into safer environments. Program staff distribute more than 450 pounds of food each month and offer a rapid re-housing component that provides case management to transition program participants into permanent housing and employment.

Through the program, New Beginnings offers job tutoring, resume preparation and facilitates outside agency connections as needed to help participants gain employment or obtain government benefits. On a case-by-case basis, New Beginnings will write grants on behalf of clients to help them obtain cash assistance to pay for medical and dental expenses, and other costly, but life-changing assistance.

Current proof of valid driver's license, vehicle registration and insurance is required.

For more information about the Safe Parking Program, please contact:

Cassie Roach

Program Coordinator/Senior Case Manager

Tel. 805.845.8492

croach@sbnbcc.org

Exhibit H - Interim Suggested Models continued:

Legal Homeless Campsites:

This is Charlie Hales' plan for allowing homeless camping in Portland



Laura King has been living at a campsite in Creston Park with her girlfriend for at least two months.

By Brad Schmidt | The Oregonian/OregonLive

on February 08, 2016 at 2:35 PM, updated February 09, 2016 at 12:32 PM

- [Springwater Corridor homeless sweep: 'There is no place to tell them to go'](#)

Mayor Charlie Hales on Monday unveiled a four-pronged strategy to grapple with homelessness in Portland, including new plans for legalized outdoor camps and overnight tent camping in certain locations.

Exhibit H - Interim Suggested Models continued:

The controversial strategy focuses only on short-term fixes that can be evaluated for six months and is separate from broader efforts to build more affordable housing.

The plan — once fully implemented — will carry the most obvious changes in how Portland addresses homelessness since the City Council declared an emergency last fall. As envisioned, city-approved homeless camps could spring up in some neighborhoods and the prevalence of overnight tents may grow.

Portland's mayor has the power to unilaterally implement the plan and will do so without formal City Council approval, said Josh Alpert, Hales' top aide. Hales rolled out details during a 3 p.m. public meeting where no public testimony was received. Homeless advocates praised the plan even as some citizens privately grumbled about the city's recent lack of clarity, allowing homeless camps such as Hazelnut Grove to spring up. It's "all experimental," Alpert emphasized in an interview before the meeting. "We're going to try this for six months. We will continue to tinker with it daily." The strategy remains largely vague but is focused on four key areas where Hales thinks the city can do better:

1) Tents

Overnight sleeping on city sidewalks will be allowed, provided that homeless Portlanders use only a sleeping bag and tarp, do not block the sidewalk, and do not exceed six sleepers in one location. Tents are not allowed on sidewalks. But tents will be allowed from 9 p.m. to 7 a.m. in certain locations, such as city-owned property that is not a sidewalk. The city plans to release examples of property where overnight-only camping would be allowed.

The guidelines don't apply to parks, although the Portland Parks Bureau generally hasn't gone out of its way to fight off overnight tent camping.

"No one should have a tent up in this city all day," Alpert said.

2) Organized camping system

Alpert hopes to establish several — perhaps 10 — city-sanctioned campsites that must be linked to a nonprofit service provider. Campers wouldn't necessarily sleep in tents. Instead, the city may order a "couple hundred" disaster-relief pods that homeless Portlanders could sleep in, Alpert said. Later, those pods could be reused by the city in the event of a wide-

Exhibit H - Interim Suggested Models continued:

scale disaster. The locations of such campsites would be established with the help of neighborhood associations, Alpert said. "It'll be temporary," Alpert said of the campsites.

3) Organized car/RV system

Similar to the camping system, the city would designate property where homeless Portlanders could legally camp in cars or RVs. Church parking lots are an obvious choice, Alpert said. Any site would require city approval and would need to be affiliated with a nonprofit service provider.

4) More temporary shelter space

Alpert said the city is looking at three or four locations in the hopes of securing more temporary shelter space. He wasn't ready to speculate how many beds could be added to the system or when they'd be ready.

Alpert, Hales' new chief of staff, has taken the lead on rethinking the city's approach to homeless sweeps. The city's old strategy of conducting 15 to 20 daily sweeps hasn't been effective, he said. By offering four clear options for where homeless Portlanders can sleep each night, Alpert said, police should be able to conduct more targeted enforcement when necessary. City officials plan to educate campers and residents about expectations over the next few weeks before beginning light enforcement efforts.

If the strategies prove effective, Alpert said, Hales may ask the City Council to formally adopt them this summer or fall. Monica Goracke, a lawyer for the Oregon Law Center who has battled Portland on its homelessness enforcement, called the changes "progressive" and "rational." "This is an opportunity to lead out of chaos," she said.

Hales didn't say much during Monday's two-hour hearing but called Alpert's plan "the right model." Commissioners Amanda Fritz and Steve Novick offered little input. Commissioner Dan Saltzman, who oversees the Portland Housing Bureau, was in Salem lobbying for inclusionary zoning and didn't attend the hearing.

But Commissioner Nick Fish, who oversaw the housing bureau from 2009 to 2013, said he worried the city may make unwise investments. Fish said Portland's housing strategy is "out of whack" and asked how the city can provide more permanent housing for residents at the lowest end of the income scale, not those with higher incomes. "We are building housing that doesn't solve this crisis," he said. "We have to figure out how to bridge that divide."

Exhibit H - Interim Suggested Models continued:

Alpert said no one believes camping is a better policy solution than long-term housing. But given that nearly 1,900 people are estimated to sleep on the streets each night, he said, "there is an understanding that we have to try stuff." "We're not in a policy world right now," he said. "We're in reality. "After the meeting, Alpert confirmed that the plan is a go: "We're moving forward."

Brad Schmidt bschmidt@oregonian.com

Mobile Showers and Restrooms

Readers Digest - How a City Bus-Turned-Shower Station is Helping the Homeless Regain Their Dignity By Alyssa Jung 11/2015

Doniece Sandoval convinced the city of San Francisco to donate four old buses and she raised money to turn them into mobile showers.

MIKE MCGREGOR FOR READER'S DIGEST

An old blue bus pulls up to a wellness center in downtown San Francisco, and a small crowd forms. Young and old, men and women are waiting to board for their turn to bathe. This city bus has been modified as a sanitation station with two private bathrooms, each including a shower, toilet, sink, and changing area. The brainchild of Doniece Sandoval, a former public relations executive, Lava Mae (a play on the Spanish for "wash me") provides up to 500 showers a week for the thousands of homeless people who sleep on the streets in this city. "We reconnect people with their dignity," says Doniece.

Two years ago, Doniece overheard a homeless woman on a San Francisco sidewalk say that she'd never be clean. "That made me wonder what her opportunities were to actually get clean," says Doniece. She learned that San Francisco had only eight public shower facilities. "I thought, If you can put food on wheels, why not showers?" she says. Doniece persuaded the city to give her four decommissioned buses that she then had remodeled with \$75,000 she'd raised on a crowdfunding website. Each bus connects to a fire hydrant for water, which is heated by large batteries on board. Wastewater is drained into city sewers.

The first bus hit the road in July 2014; a second one rolled out in early 2015. Doniece plans to put the other two buses elsewhere in the Bay Area and imagines expanding the program internationally. Those in need of a shower sign up for a 15-minute time slot at a local homeless shelter, and Lava Mae provides towels, shampoo, soap, and a new pair of socks.

"No matter how clean you try to stay on the street, you're going to be grimy," said Silas Borden, a military veteran who showers weekly on a Lava Mae bus in the Mission neighborhood. "And I want to wash it off." Says Doniece, "It's a humbling experience to see people come off the bus so grateful for something that should be a natural human right."

Exhibit H - Interim Suggested Models continued:

Homeless Court

The San Diego Homeless Court Program (HCP) is a special Superior Court session for homeless defendants — convened in a homeless shelter — to resolve outstanding misdemeanor offenses and warrants. To counteract the effect of criminal cases pushing homeless defendants further outside society, the HCP combines a progressive plea bargain system, alternative sentencing structure, assurance of “no custody,” and proof of program activities to address a full range of misdemeanor cases. Each month, a local homeless service agency hosts a special Superior Court session. The HCP builds on partnerships between the court, prosecutor, public defender, and local service agencies to help resolve the problems that homelessness represents with practical and effective solutions. We believe that when homeless participants work with agency representatives to identify and overcome the causes of their homelessness, they are in a stronger position to successfully comply with court orders.

Core Elements of the Homeless Court Program:

The Homeless Court Program Is a Voluntary Program

Homeless participants voluntarily sign up for the HCP through their Homeless Service Agency. If a participant signs up and later decided to challenge his case through a trial or motion, the case is set for a certain date in the San Diego Superior Courthouse. Homeless Court Program participants are entitled to all protections afforded by due process of law.

The Homeless Court Program Addresses a Full Range of Misdemeanor Offenses

The HCP addresses a broad spectrum of misdemeanor offenses including jaywalking, charges of being under the influence of a controlled substance, theft, and driving under the influence. Participants who appear in Homeless Court with serious misdemeanor cases submit proof of completion of significant program activities. In many circumstances, the participant’s program activities voluntarily exceed the demands a court might order for treatment for low term felony cases.

The Homeless Court Program Uses a Progressive Plea Bargain System

The HCP offers a different plea structure from the traditional court proceeding. The HCP plea agreement responds to the cases or offenses the homeless participants receive due to their condition and status of living on the streets. Additionally, the HCP agreement acknowledges the efforts the participants undertake to change their lives before their appearance in court. The plea agreement recognizes the participants have completed the court order before the court imposes a sentence. Here, participants are able to participate in program activities without the threat of custody or a larger fine.

Exhibit H - Interim Suggested Models continued:

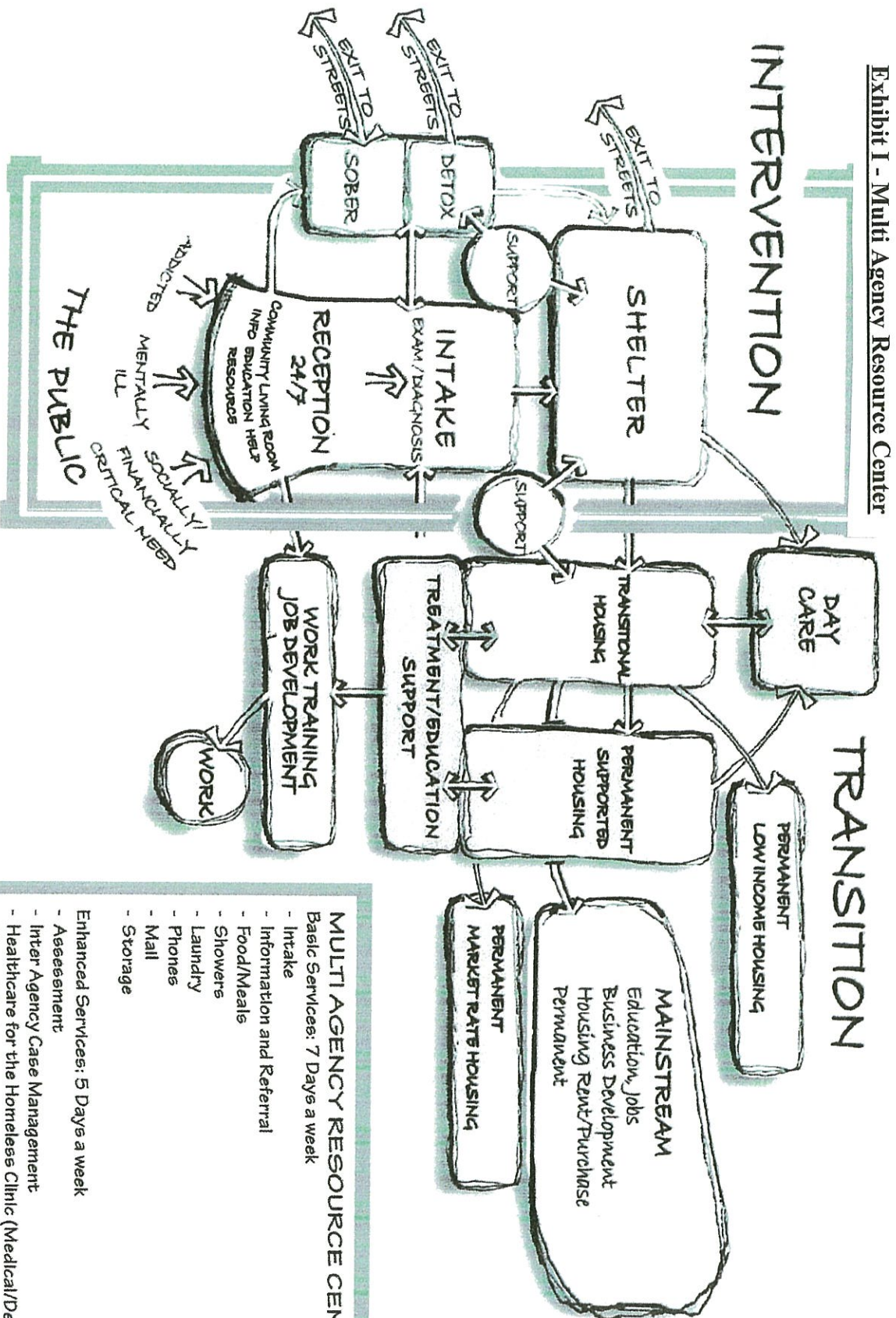
The Homeless Court Program Employs Alternative Sentencing

Local homeless shelters are the gateway and guide for participants to enter and succeed in Homeless Court. Homeless persons who want to appear in Homeless Court must sign up through one of a number of local agencies and participate in approved program activities. While the HCP “sentences” a participant to activities in the participant’s Homeless Service Agency program, the sentence is actually completed prior to when the participant stands before the judge. The HCP gives “credit for time served” for the participant’s accomplishments in shelter activities. These activities include life-skills, chemical dependency or AA/NA meetings, computer and literacy classes, training or searching for employment, medical care (physical and mental), and counseling. These activities replace the traditional court sentence options of fines, public work service, and custody. The alternative sentencing structure is not coercive or punitive in nature, but rather designed to address the underlying causes of a person’s homelessness and recognize the person’s efforts to make changes to improve his or her life.

No One Goes into Custody at Homeless Court

The HCP key players (judges, prosecutors, defense attorneys, and homeless shelter/service agencies) agree, No one goes into custody against his or her will. This does not mean that the prosecution gives up its power to ask for custody, nor does the court relinquish its authority to incarcerate. Rather, this agreement acknowledges both that the participants have committed offenses and have met court requirements through their work in their programs. This agreement respects the relationship and trust the homeless service agencies hold with the participants who appear before the HCP and acknowledges that time spent working with these agencies is equivalent to, and more constructive than, “time” spent in custody.

Local homeless service agencies are the gateway and guide for participants to enter and succeed in Homeless Court. Homeless persons who want to appear in Homeless Court must sign up through one of a number of local agencies and participate in approved program activities.



a conceptual proposal for

A Multi-Agency Resource Center

Emergency Shelter and Short Term Transitional Housing

MULTI AGENCY RESOURCE CENTER

Basic Services: 7 Days a week

- Intake
- Information and Referral
- Food/Meals
- Showers
- Laundry
- Phones
- Mail
- Storage

Enhanced Services: 5 Days a week

- Assessment
- Inter Agency Case Management
- Healthcare for the Homeless Clinic (Medical/Dental/Vision)
- Mental Health Assessment and Treatment
- Drug and Alcohol Assessment and Counseling
- Veterans Services
- Legal Services/Homeless Court
- ID Assistance (Birth Certificates/ Ca ID/ Soc Security Cards)

- Homeless Shelter and Short-Term Transitional Housing
- Emergency Shelter (up to 30 days)
- Short term transitional housing
- Veterans Program

Therapeutic Model

Structural Engineered Building Systems

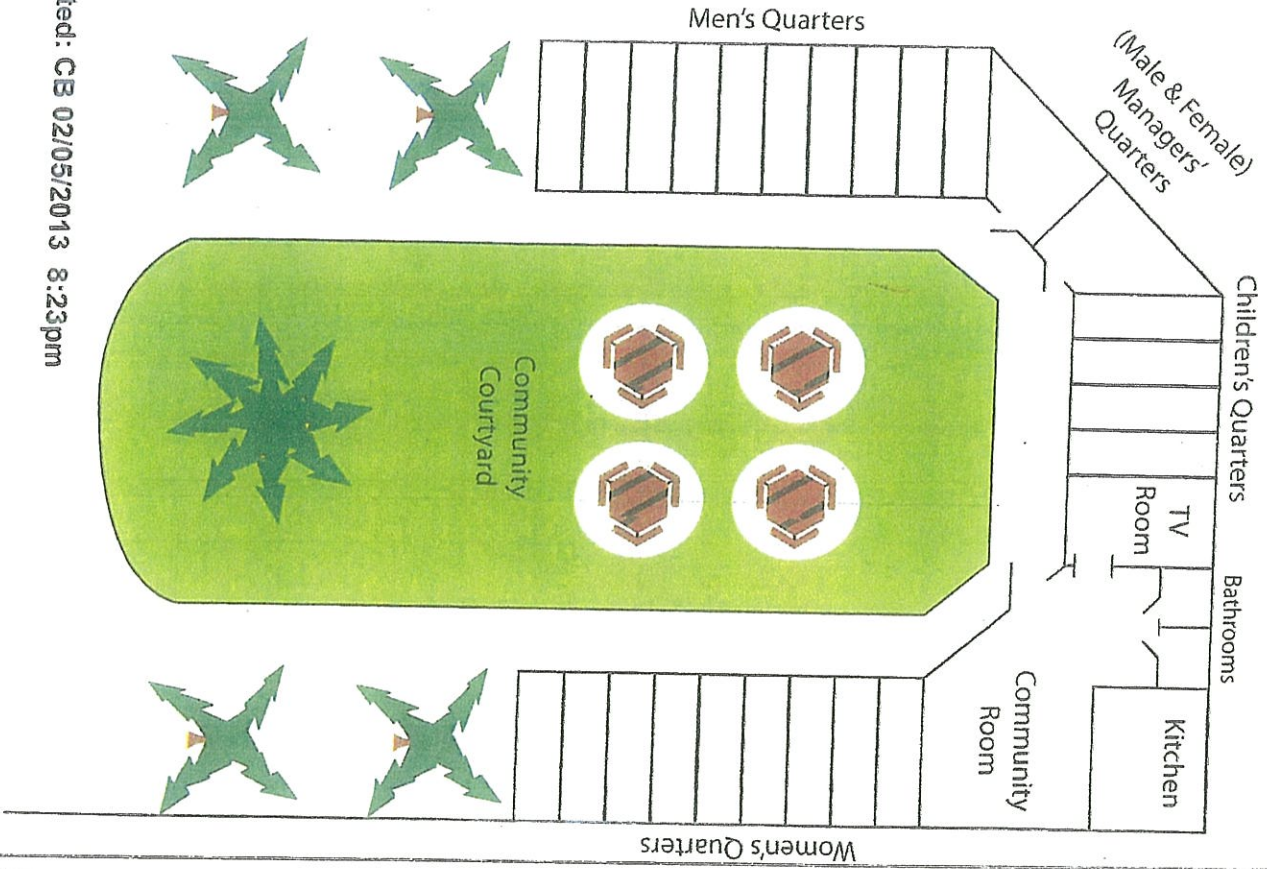


Exhibit J - Therapeutic Housing

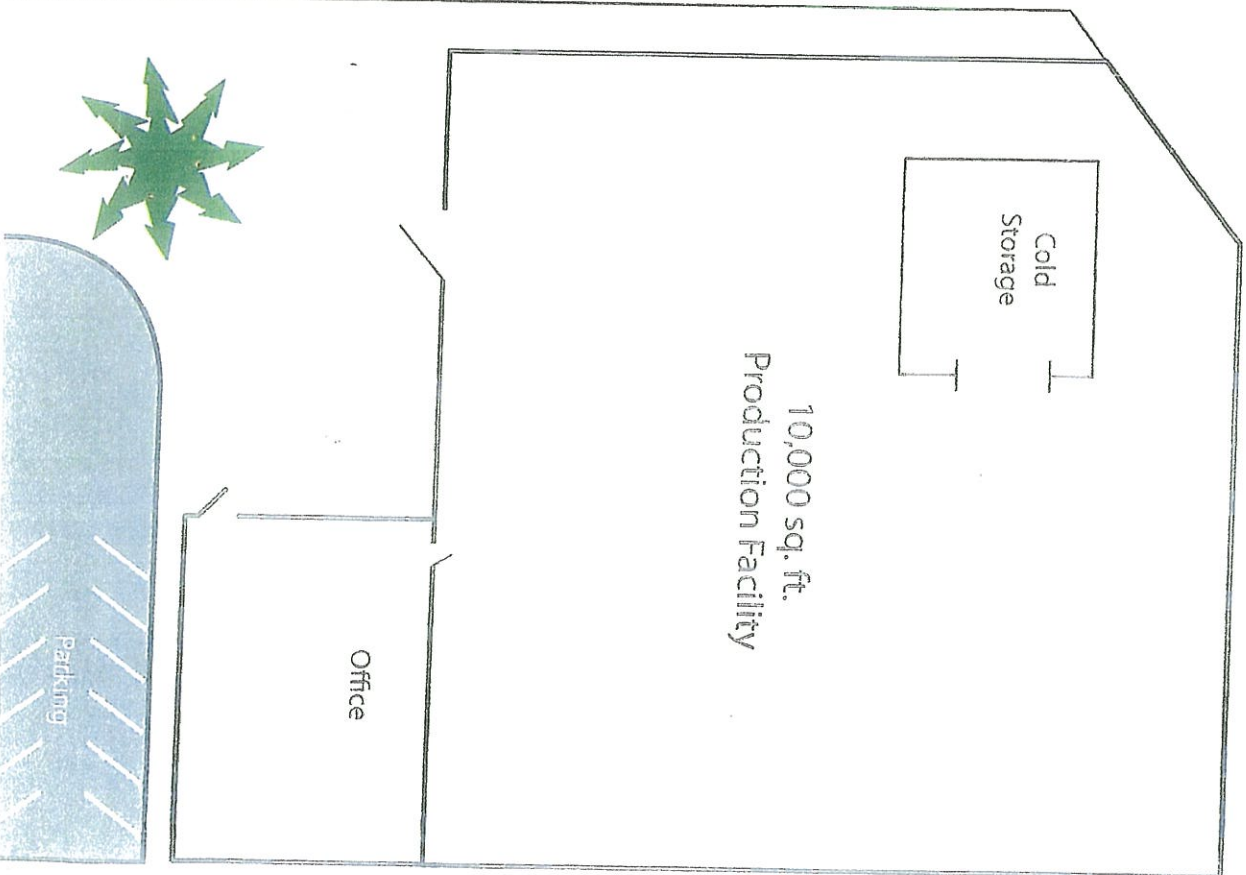


Exhibit J - Therapeutic Housing continued:

Kenneth E. Bonner (SPT) Senior Psych-Tech (805) 512-3668

- (ADLs) Activities of Daily Living
- 30 – 90 day program
- Individualized Financial Life Skills Training (IFLST)
- Business Community Marketing and Networking (BCMKN)
- Work Therapeutic Training (WTT)
- Therapeutic Transitional Housing (TTH)
- Community Re-entry Program (CRP)
- Responsibility Building Program (RBP)

Therapeutic Groups: (Outside agencies to facilitate)

- Drug Dependence
- Alcohol Abuse
- Positive Mental Attitude Group (PMAG)
- Spiritual Groups (SG)
- Mental Health Groups
- AB-109 Individuals

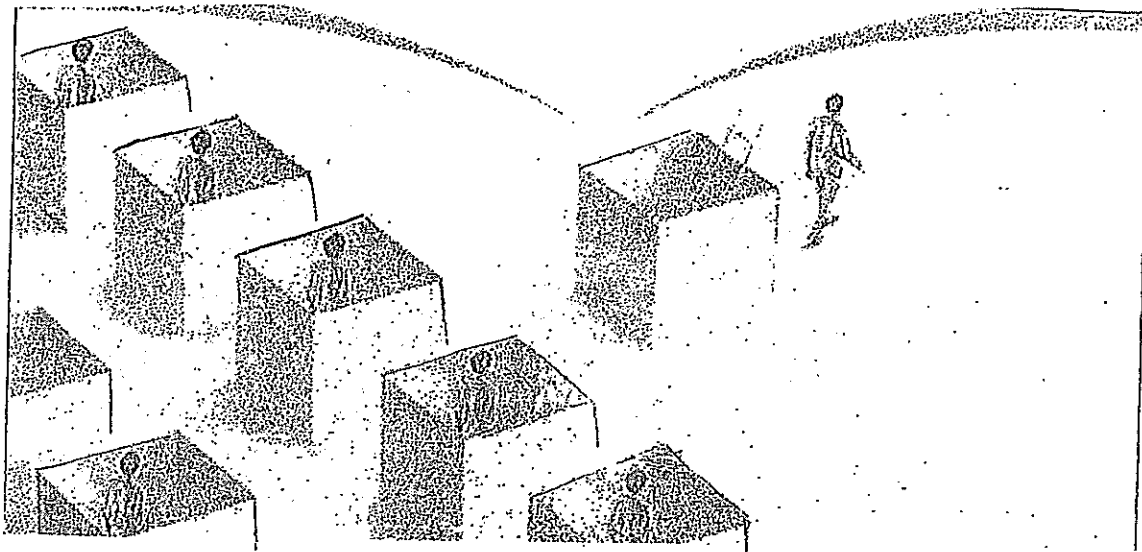
Population: (Males and Females Residence Population)

- 11 Males
- 11 Females

Positions to be Filled:

- Office Work
- Facility Operations
- Community Liaison Outreach
- Janitorial Work
- Grounds Crew
- Hydroponics
- Kitchen Work
- Community Marketing and Networking

Exhibit J - Therapeutic Housing continued:



REBUILD

REBUILD: Revitalization, Esteem, Bridges, Unemployed, Individuals, Living, Down and Out. REBUILD mission is to develop Residential, Commercial and Agricultural Projects. Development of these projects will help communities create jobs for the skilled and unskilled individuals looking for work.

REBUILD mission is to implement and develop vacant and abandoned city lots, underutilized Agricultural Properties, Residential Subdivision Projects, Multi-family Projects and Commercial Strip Malls. Our goal is to help reverse the areas of cities experiencing depressed appearances. REBUILD will be networking with city agencies and non-profit organizations to accomplish our mission.

REBUILD is looking to establish a fresh new approach to help build a stronger economic base that will help communities and families establish successful values to survive the depressed economic times facing America today.

REBUILD believes that men and women must be empowered from the inside first starting with the inner spirit. The world is going through a crisis situations that is affecting families and countries. REBUILD cares about the conditions that America is facing and recognizes its need to get ready for the future.



Kenneth Bonner
President / Director
Ph: 805.512.3668
419 West Fesler St.
Santa Maria, CA 93458

THERAPEUTIC HOUSING & VOCATIONAL TRAINING CENTERS

People helping people to reach New Horizons



Innovative Building Solutions

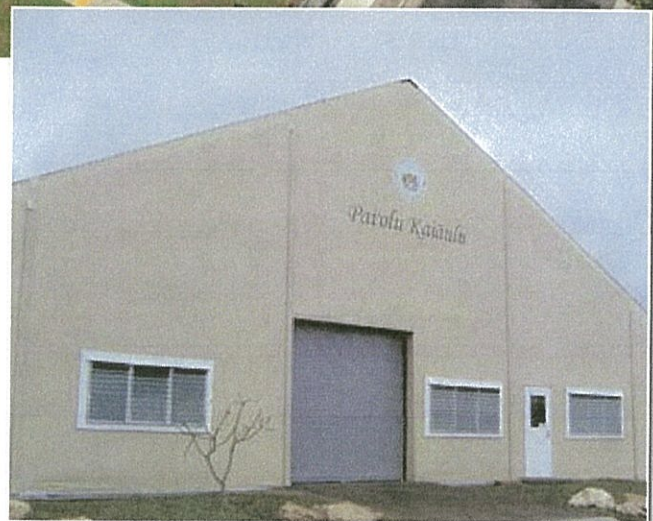
Engineered & Manufactured by Sprung Instant Structures



Leeward Coast Homeless Shelter

Hawaii

The center, opened in 2007 by Hawaii Gov. Linda Lingle, is operated by the United States Veterans Initiative, the nation's largest non-profit provider of services to veterans facing challenges in their transition to civilian life. It provides housing and transitional programs for approximately 275 people. "There's so much need on the island to help homeless veterans," Martin said. She said another center at Barbers Point houses homeless singles, but the Waianae Civic Center is the first to service both homeless veterans and their families.







FOR MORE INFORMATION CONTACT:

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