

# Regional Partnership: How to Address Homelessness Differently

## Speakers

*Damien R. Arrula – City Administrator, City of Placentia*

*James B. Vanderpool – City Manager, City of Anaheim*

*Jim Sadro – City Manager, City of La Habra*

## Moderator

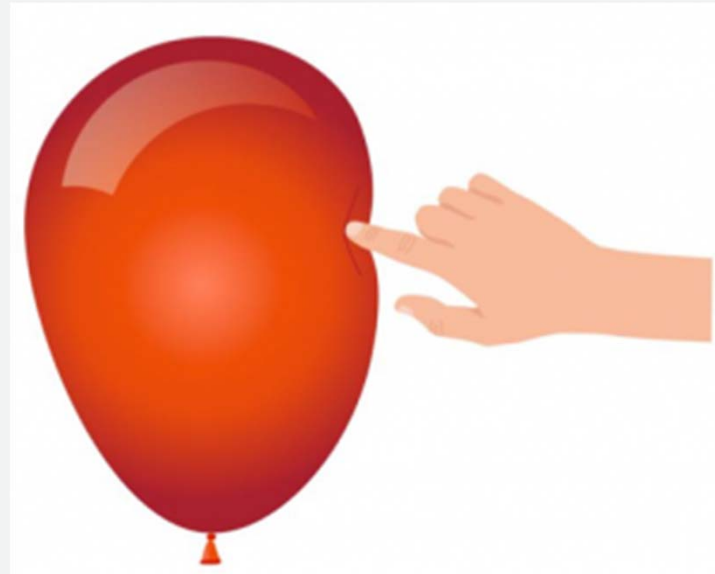
*Kevin O'Rourke – Retired City Manager*



# Homelessness in Orange County

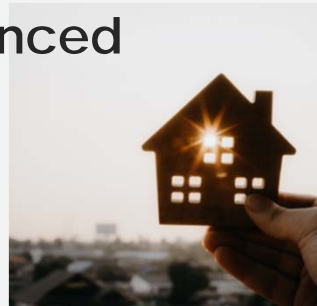


# Traditional Management of the Homeless Population

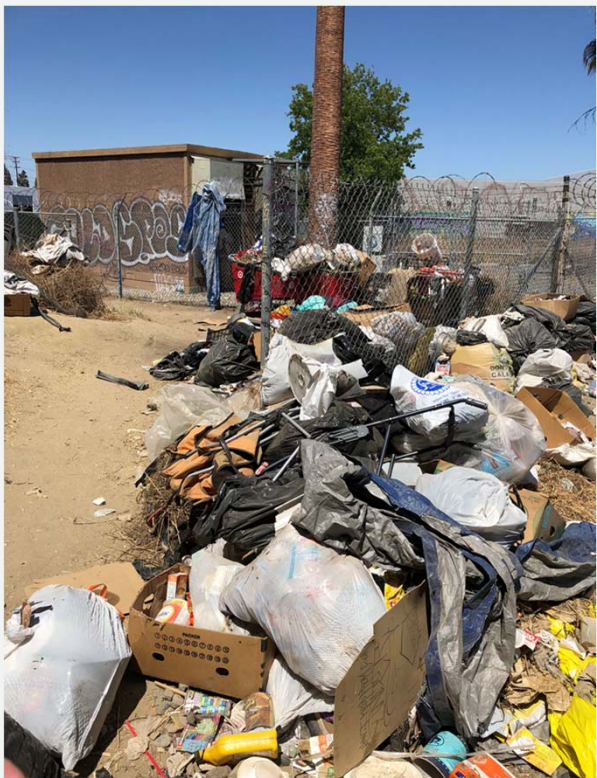


# Orange County Homelessness

- 2017 Point in Time count: 4,800 persons in Orange County experienced homelessness (7% increase from 2015)
- 2,550 persons are unsheltered on any given night
- 1,100 of the unsheltered are in North Orange County
- 210 homeless people in Orange County have died on the streets in 2018
- In looking at some of the data, there is an increase in homeless women
- Long-term Orange County residents for 10 years or more and US citizens
- 2019 Point in Time count: 6,860 persons in Orange County experienced homelessness (43% increase from 2017)



# Homeless Crisis in Placentia



# Homeless Crisis in Buena Park



# Federal and State Ruling



# Background of Federal Ruling

- Martin v. Boise (2018) ruling: September 2, 2018
- Ruling asserted that the Anti-Camping ordinance was unconstitutional
- Cities cannot enforce Anti-Camping ordinances without providing shelter
- Multiple lawsuits filed against the County and several cities (Laguna Beach, Orange, Costa Mesa, Tustin, Santa Ana, Dana Point, Aliso Viejo, Irvine, San Juan Capistrano, San Clemente and Anaheim) related to City policies impacting homeless individuals and lack of adequate shelter facilities





# Non-Compliance

- Anti-camping laws cannot be enforced
- Police Department will not be able to remove individuals from public places including Civic Center, parks, sidewalks, parkways, or other public spaces, including in front of homes
- Homeless population will increase



# Settlement Agreement



# Settlement Agreement

- Allows local Law Enforcement to enforce anti-camping ordinance
- Removes homeless persons from public right-of-way (parks, school yards, public facilities, sidewalks, etc.)
- Eliminates legal liability, public safety additional expense and attorney fees
- Provides funding solutions
- Creates shared responsibility for solving homelessness crisis



# Memorandum of Understanding



# MOU Highlights

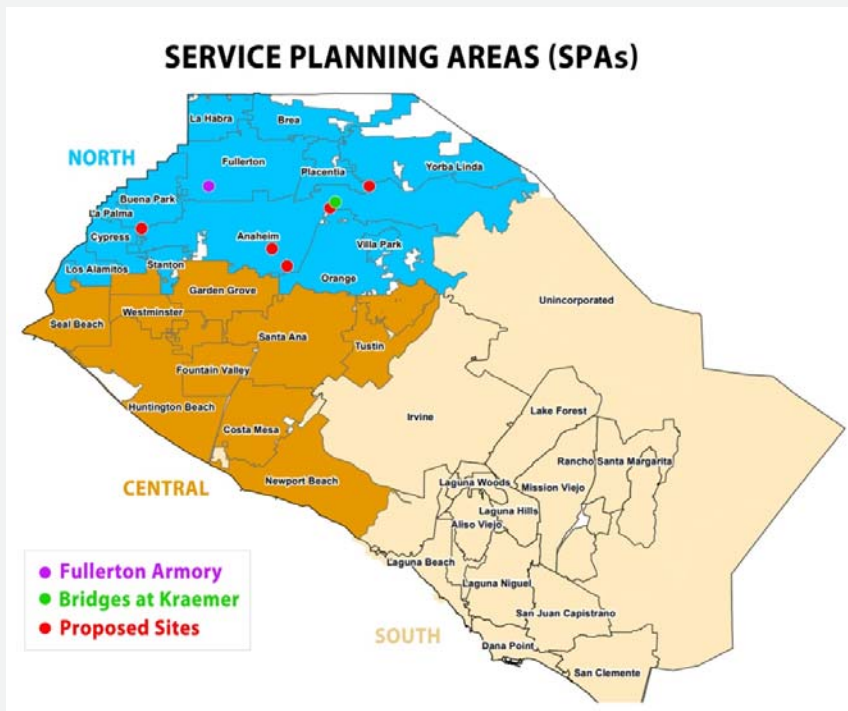
- Regional collaboration between North Orange County cities to address homelessness
- Proposed locations were selected based on zoning, site enclosure, and proximity to related services, and site availability
- 2 locations – Buena Park and Placentia (250 beds)
- MOU complies with the Settlement Agreements with the City of Orange in the *OC Catholic Worker et al* case and the North SPA Settlement Agreement



# Regional Collaboration and Funding



# Regional Collaboration on Homelessness



- Orange County: North, Central, and South Service Planning Areas (SPAs)
- 13 cities in North SPA
  - Anaheim, Brea, Buena Park, Cypress, Fullerton, La Habra, La Palma, Los Alamitos, Orange, Placentia, Stanton, Villa Park, and Yorba Linda
- North SPA worked to proactively find suitable locations for proposed shelters
- Navigation Centers in Two North SPA Cities, Buena Park & Placentia



# Collaboration

- Meetings, meetings, and more meetings
  - Entire North Service Planning Area City Managers
  - Grant Funds
    - California Homeless Emergency Aid Program (HEAP)
    - Senate Bill 2 (SB2)
    - County Funding
  - Construction Estimates
  - Funding Formula





# Funding the Navigation Center

- November 2018 – North SPA receives approx. \$12 million HEAP funds from State via the County
  - \$6.4 million designated for Buena Park
  - \$5.6 million designated for Placentia
- Ongoing operations to be largely funded by State (Senate Bill (SB) 2), County, and Cities
- Buena Park:
  - Property purchased with the City's Housing Successor Agency set-aside funds
    - Funds can only be used for no to low-income housing
- Placentia:
  - No General Fund or Measure U dollars



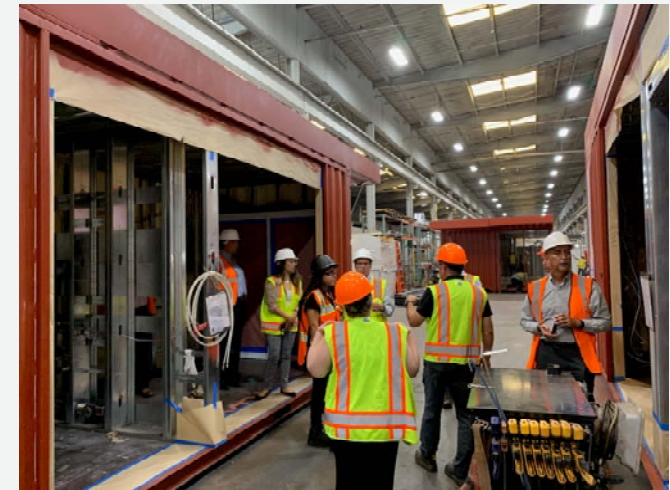
# Funding the Navigation Center Collaboration

- Evaluated each City's
  - Population
  - Unsheltered Homeless and % of City Population
  - % of North SPA Unsheltered
  - % of North Spa Regional Population
  - # and % Current and Proposed Shelter or Navigation Center Beds
- Developed Two Formulas
  - One for Construction
  - One for Operations



# Funding Formulas - Construction

- Total cost of Acquisition and Construction for both the Placentia and Buena Park sites estimated at \$17.3 million (Buena Park owned site)
- Total funding from other sources
  - HEAP funds (County Commitment)
    - \$6.4 million for Buena Park site
    - \$5.6 million for Placentia site
  - Year 2 SB2 funds
    - Larger Cities - \$1.1 million (50% of SB2 estimates)
  - County – Additional \$1.0 million for Buena Park site
  - Buena Park – Additional \$1.0 million for Buena Park site
  - Cities - \$1.2 million (from various sources) and \$1.25 million from Housing Successor contributions from five North SPA cities (\$250k each)



# Funding Formulas - Construction

## Construction and Acquisition Formula Based On:

**50% of Percent of Total Region Population**

**50% of Percent of Region Homeless Population**

**5.46% Credit/Surcharge**

**(Based on Percent of Total Beds minus Percent of Total Region Population)**



# Funding Formulas - Operations

- Total Estimated Annual Cost of Operations for both the Placentia and Buena Park sites - \$4,125,000
- Total annual funding from:
  - County (10 Year commitment)
    - \$625,000 for Buena Park Site
    - \$625,000 for Placentia Site
  - Year 2 and future SB2 funds from cities
    - Larger Cities - \$1.1 million (50% of SB2 estimates)
    - Smaller Cities - \$586k (100% of SB2 from County)
  - Cities - \$1.3 million (from various sources)



# Funding Formulas - Operations

## Operations Formula Based On:

**50% of Percent of Total Region Population**

**50% of Percent of Region Homeless Population**

**15.5% Credit/Surcharge to/from Host Cities**



# Navigation Center



# What is a Navigation Center?



- Transitional, emergency homeless facility with in-house services to develop pathways toward permanent housing, income, healthcare and stability.
- Onsite services include:
  - No walk-ins
  - Referral basis only (usually from Police Department or qualified non-profit service provider)
  - Will not accept persons with open felony warrants or sex offenders
  - One-on-one case management
  - Length of stay (180 days)





# What is a Navigation Center?

- Onsite services include:
  - Placement to transitional/permanent supportive housing
  - State-licensed behavioral health services
  - Hygiene facilities
  - Management and operations plan
  - 24/7 staffing and security
  - A safe, clean, calm and flexible environment



# Acquisition of a Navigation Center

- Zoned: Industrial Manufacturing (complies with SB2 Zone)
- Due diligence review: environmental, appraisal, title report, etc.
- Property is available for purchase and can accommodate up to 100 beds per Federal lawsuit and Settlement Agreement
- Proximity to residential areas
- Cost of construction, suitable security and operational plan, and well managed wraparound services
- Less than 1% vacancy rate on industrial properties



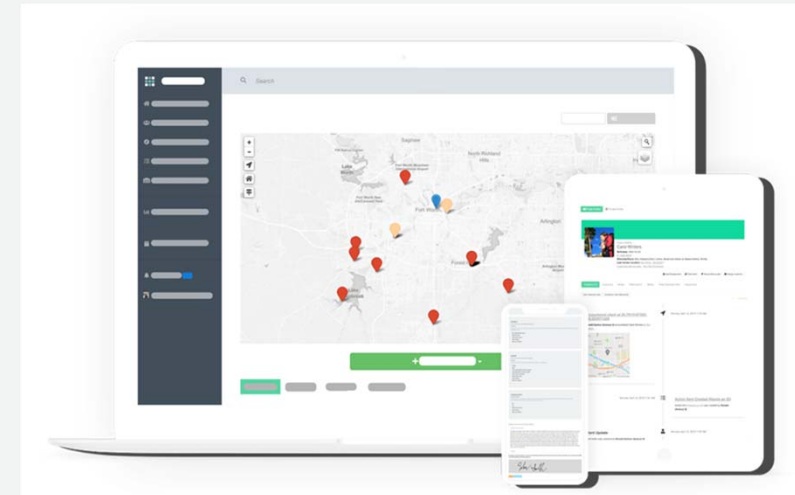
# Management of a Navigation Center

- Request for Proposal (RFP) issued to seek a service provider to operate the facility
- Include local stakeholders and contributing city representatives in the RFP process
- The goal of the Navigation Center is to reunite with family and friends, with the goal of integrating NOC's homeless to become productive members of society
- The Navigation Center will specify certain requirements to ensure local control for providing safe and secure housing as well as providing comprehensive programs and services
- Management and Operations Plan (MOPS)



# Mobile App Integration

- Real-time interface with each Navigation Center
- Reservation system designed to work in the field for police officers or other City staff
- Includes:
  - Mobile Applications
  - Direct Communication and notifications, including custom assessments for shelter preference/needs
  - Better tracking and support for homeless residents
  - Connection to all homeless support non-profits on the Network
  - Long-term quantitative data reports for adjusting needs or support (weekly, monthly, annually)



# Mobile App Integration



OUTREACH GRID SHELTER TOOLS

## Shelter Reservation & Management



### Assign Inventory



Joe Montana  
AKAs: Joey  
Age: 29 (Feb 10, 90)  
Gender: Male  
Ethnicity/Race: Non-Hispanic/Non-Latino, (White)  
Current Case Manager: None  
Client Status: (None)

Veteran First Responder Org

### Reservable Inventories

Currently Available: 2 available

Currently Available: 10 available

### Shelter Preference

This is the assessment for Shelter Preference

#### PREFERENCES

Do you want a top bunk or bottom bunk?

- Top Bunk
- Bottom Bunk

Questions to assess bed preference

- Real-Time Availability of Shelter Beds for Outreach Workers
- Confirm, reassign, and exit clients from beds

This is a match. The client has qualities that match with this inventory's target population.



Joe Montana  
AKAs: Joey  
Age: 29 (Feb 10, 90)  
Gender: Male  
Ethnicity/Race: Non-Hispanic/Non-Latino, (White)  
Current Case Manager: None  
Client Status: (None)

Veteran First Responder Org



Currently Available: 10 available

### Shelter Beds

Veteran (5 / 5) Bottom Bunk (5 / 5) Top Bunk (3 / 3)

Part of Project DHS Shelter | Operated By Department of Human Services

### Request Reservation to Shelter Beds for Joe Montana

By hitting the 'Request Reservation' button, you confirm that you are referring Joe Montana to the organization and services related to the inventory, Shelter Beds, as part of project DHS Shelter.

Request Reservation (12 hours)

# Construction of Navigation Center and End Results



# Construction of Navigation Center



Placentia's  
Navigation Center



# Construction of a Navigation Center



Buena Parks' Navigation Center





# End Results



Placentia's  
Navigation Center



# End Results



Buena Park's  
Navigation Center



# End Results



# Lessons Learned



# Lessons Learned

- Community Outreach
  - Navigation Center vs. Homeless Shelter
  - Community meeting decorum
  - Why Placentia and Buena Park?
    - Being proactive, local control
    - Managing the transient problem (addressing the balloon effect)
    - Maintain our quality of life
    - Protect our neighborhoods and public streets
    - Return public spaces back to the community
    - Ability to enforce laws
    - Problem is here and growing



# Lessons Learned

- Acquisition and Construction
  - Site selection (Environmental) first before announcement
  - Build a larger than normal contingency due to unknowns and change orders
  - Have a backup plan with cities in case construction funding is insufficient
  - Get reimbursement commitments IN WRITING before moving forward
- Clean Up
  - Have a plan
  - Keep plaintiff's counsel apprised
- Operations
  - Site Operator selection
  - Transportation to/from (who's responsible and what's the plan)
  - Develop and adopt a unified camping ordinance
  - Ensure consistent training and enforcement throughout the SPA when engaging the homeless

# Lessons Learned

- Litigation
  - Don't think that a "settlement agreement" protects you...it doesn't completely
  - Manage Council/Community expectations. This is a step in the right direction, not an immediate panacea for all homelessness
  - Be prepared to live under the Boise decision rather than what you negotiate in court
  - Post operational challenges
    - Initial imbalanced application of which cities can enforce and which can't (timing)
    - Advocates trying to alter operational guidelines and rules
    - Advocates trying to fill beds to trigger Boise
    - Establish strict residency requirements early on and maintain them consistently throughout region
- Final observation...consider doing this if you want to clean up your community and help the homeless, not because you think it'll protect your city from litigation and injunctions completely

# Next Steps





# Next Steps

- Complete training on enforcement
- Address potential "dumping" concerns
- Community Advisory Board
- Coordination with City Attorneys



# Questions?

