CITY OF CORONA
Homeless Strategic Plan

Standing On My Own   JUNE 2020

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ACKNOWLEDGEMENTS

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COVER PAGE ACKNOWLEDGEMENTS

The City of Corona is pleased to feature a photograph of Cliff and Angela Hair on the front cover of this plan. Cliff and Angela were willing to share their amazing story of transformation to provide hope and inspiration to Corona's homeless neighbors and the public and private stakeholders that will partner with us to improve the quality of life in Corona. The following bullet points summarize their journey:

- ✓ Loss of their dream home due to broken family relationships
- ✓ Change from homeownership status in their dream home to tenant status in a rental unit
- ✓ Spiral into depression and self-medication through drugs and alcohol
- ✓ Eviction from their rental unit and quick transition into homelessness
- ✓ Move to Motel 6 in Corona
- ✓ Decision to overcome fear to ask for help
- ✓ Connection to food services at Crossroads Church food pantry
- ✓ Engagement in faith-based & community-based support through Crossroads Christian Church, St. Edward Catholic Church, and Corona-Norco Settlement House
- ✓ Move from crisis to healing, stability and transition back to permanent housing
- ✓ Establishment of Angels Over Cliffs Ministry for the Homeless
- ✓ Provision of what-ever-it-takes support, home furnishings, housing navigation, and other services to move Corona's homeless out of crisis and into housing
- ✓ Partnership with City Net to help clients participating in City of Corona Motel Emergency Shelter Program. Partnership goal is to transition homeless out of motels and into permanent housing
- ✓ Desire to support the City of Corona and the community of public/private partners in the successful implementation of the Homeless Strategic Plan
- ✓ Desire to serve as an example of partnership opportunities with the faith community in the City of Corona
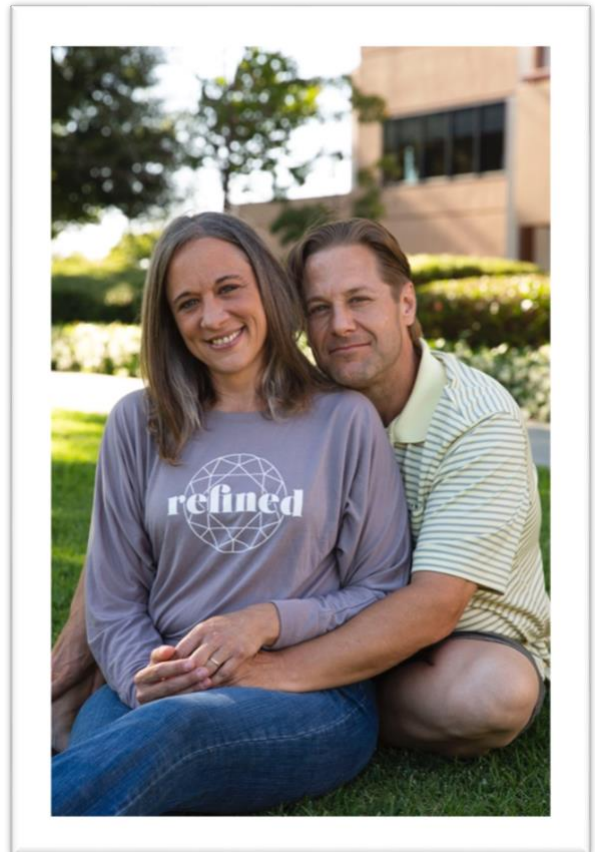
ACKNOWLEDGEMENTS

Homeless Strategic Plan Contributors, Champions, Subject Matter Experts and Super Stars:
The City of Corona Homeless Strategic Plan was developed through a highly collaborative and comprehensive team effort. While many people participated in the process, a group of team members made significant contributions to the plan and/or provided critical subject matter expertise and data. The Corona Dream Team is outlined below:

Homeless Strategic Plan Ad Hoc Committee & Homelessness Resources Committee
- ✓ Mayor Jim Steiner
- ✓ Council Member Yolanda Carrillo

Research for Historic Perspective on Homelessness in Corona
- ✓ Council Member Wes Speake

Facilitator and Author of Homeless Strategic Plan
- ✓ Karen Roper, Homeless Solutions Coordinator

Community Engagement and Data Analysis Support
- ✓ Karen Alexander, Planning/Housing Commission

Corona Police Department Homeless Outreach & Psychological Evaluation Team
- ✓ Officer Brandon Walker
- ✓ Officer Eric Fox
- ✓ Lieutenant Jim Auck

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- ✓ Brad Fieldhouse, City Net
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- ✓ Pamay Ha, City Net
- ✓ Tyler Ahtonen, City Net

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EXECUTIVE SUMMARY

Introduction

The City of Corona has a strong foundation of homeless services. This foundation includes the Corona Police Department Homeless Outreach & Psychological Evaluation (HOPE) Team, City Net Outreach and Engagement Services, City of Corona Motel Voucher Emergency Shelter Program, a Homeless Solutions Coordinator, and a City Council Homeless Strategic Plan Ad Hoc Committee.

The City Council Ad Hoc Committee was established after the City Council Homelessness Resources Brown Act Committee worked with a community of stakeholders to embark on a journey to better address homelessness in Corona. That journey led to the development of this Homeless Strategic Plan. The overarching objective of this plan is to transform the City's existing foundation of homeless services into a coordinated system of care. The City of Corona Homeless Strategic Plan foundation was built on four key components:

Key Plan Components
1. Robust Community Engagement Process
2. Comprehensive Needs Assessment
3. Homeless Cost Impact Analysis
4. Analysis of Best Practices and Models

Mission and Vision

Critical to the success of any strategic plan is the vision and mission. Through a series of community meetings, the following vision and mission statements were developed. The elements of the plan are based upon these vision and mission statements.

Vision Statement	Mission Statement
A transformational system of services, shelter, and housing for Corona's homeless neighbors	Breaking the cycle of homelessness in Corona through public/private partnerships

EXECUTIVE SUMMARY

Priority Populations and Best Practices:

Data from the community engagement process, needs assessment, cost impact analysis, and best practice model analysis was used to determine Corona's priority homeless sub-populations and interventions. These findings are outlined below in priority order:

1. Unaccompanied Chronically Homeless Individuals/Unsheltered Street Homeless Individuals

- Outreach and Engagement
- Low-Barrier Emergency Shelter
- Navigation Center/Multi-Service Center
- Permanent Supportive Housing

2. Situationally Homeless Individuals and Families

- ✓ Outreach and Engagement
- ✓ Low-Barrier Emergency Shelter
- ✓ Connection to Existing Transitional Shelters
- ✓ Workforce Development Programs
- ✓ Affordable Housing

3. At-Risk of Homeless Individuals and Families

- ✓ Eviction and Foreclosure Prevention Programs
- ✓ Workforce Development Programs
- ✓ Utility, Food, Clothing, and Transportation Assistance Programs

Goals and Plan Implementation

The following goals were developed to build a transformational system of homeless services. Fifty-six implementing strategies were developed to support goal achievement. The plan will be implemented in phases over a five-year period. Data tracking systems will measure success to ensure that this plan is flexible, scalable, and responsive to changing needs and issues.

Goal 1	Develop A Systems-Oriented Approach to Address Homelessness
Goal 2	Develop A Low-Barrier Emergency Shelter/Navigation Center System
Goal 3	Develop Permanent Supportive and Affordable Housing Solutions
Goal 4	Expand Outreach and Engagement
Goal 5	Develop and Participate in Sub-Regional Collaboratives with Neighboring Cities
Goal 6	Develop Public/Private Partnerships to Support Plan Initiatives
Goal 7	Develop Partnerships with the County and Continuum of Care to Support Plan Initiatives
Goal 8	Develop A Homeless Prevention Initiative
Goal 9	Develop An Advocacy Campaign to Support Plan Initiatives
Goal 10	Expand Data Tracking Systems and Dashboard to Measure System Performance

HISTORY OF HOMELESSNESS IN CORONA

To understand the issue of homelessness in Corona today, it is important to reflect on the past. Homeless neighbors have lived in Corona since the City was established in May of 1886. Historical records indicate that homelessness is not a new issue and that the community of Corona has always worked in partnership with the City to help homeless who need services and shelter. The timeline below provides a snapshot of the history of homelessness in Corona:

- ✓ According to the Corona Courier, in April of 1896, a tornado in the Midwest left hundreds of people homeless. The call for assistance went all the way to Corona and Coronans answered the call.

- ✓ According to the Corona Courier, in January of 1897, a "Tramp Bill" was approved to provide employment and housing for any adult without the means of support. The employment program was led by the County Road Department. (Tramp was a word used to describe transients).

- ✓ According to the Corona Courier, in September of 1903, the Sunshine Club of Corona hosted a candy social. The social was designed to raise funding to support homeless children and those suffering from depression.

- ✓ According to the Corona Daily Independent, in May of 1907, a representative from the Children's Home Society was speaking at different churches in Corona to discuss the need for placement of homeless children in families where they could be safeguarded and trained for useful citizenship.

- ✓ According to the Corona Daily Independent, the September 4, 1933 transient census identified four homeless in the City of Corona.

- ✓ According to the Corona Daily Independent, in November of 1933, a Transient Chief was named for Riverside County. The role of the Transient Chief was to identify homeless transients and enroll them in work camps. Work camps provided meal and housing services.

- ✓ According to the Corona Daily Independent, in November of 1933, men admitted to state/federal homeless work camps were required to work six hours per day for food, clothing, and lodging. The work camps paid fifty cents per person, per day for homeless men participating in the work camp employment program.

- ✓ According to the Corona Daily Independent, in April 1934, the Federal Emergency Committee was established to respond to the growing needs of homeless transients in Corona and throughout Riverside County. Prior to the Committee's establishment, the City of Corona, with the support of volunteers and the Red Cross, had been providing transients with jobs-for-meals at the City's woodyard.

HISTORY OF HOMELESSNESS IN CORONA

✓ According to the Corona Daily Independent, in July of 1934, residents were encouraged to refer transient needy individuals and families to the Red Cross Transient Program located at Corona City Hall. The article discouraged residents from providing meals to transients who were knocking on their doors.

✓ According to the Corona Daily Independent, in September 1934, the Red Cross worked with the Corona City Council to transform the City Woodyard Transient Facility through the establishment of a State Emergency Relief Administration (SERA) project. The facility enhancement was possible due to data which confirmed that the City was experiencing a large increase in the number of transient men who were enrolled in the job for a meal ticket program. The goal of the Woodyard SERA project was to enhance transient services and reduce cost impacts to the City of Corona.

This brief historical perspective on homelessness in Corona confirms that:

✓ Spikes in the homeless population result from natural disasters like tornados, economic downturns like the Great Depression, broken family relationships, mental health and other issues.

✓ Addressing homelessness should be a community-wide effort of faith and community-based organizations, community volunteers, City, State, County, and Federal government agencies.

✓ The City of Corona should lead efforts to address homelessness but leverage public and private resources to provide a comprehensive response.

UNDERSTANDING THE HOMELESS ISSUE

Although the United States has an extremely high quality of life as compared to many other countries in the world, homelessness has been a constant social crisis. During challenging times in our nation's history, the United States has experienced surges in the homeless population due to economic declines such as the Great Depression that happened during the period of 1929 - 1933 or the Great Recession that happened during the period of 2007-2009.

Homelessness is an extremely complex issue that has far reaching impacts on many communities across the nation. Because homelessness is a complex issue, increases can happen during economic upturns as well as economic downturns. For example, during economic upturns, the cost of living and cost of housing dramatically increases. For people who are in low-paying, service sector jobs, thousands are often priced out of the housing market and relegated to shared housing with several families living in one house. For those who live doubled-up, many eventually become homeless due to the precarious nature of living in overcrowded, shared housing conditions.

In more serious cases, families and individuals move into homelessness because they get behind on bills and eventually lose their housing through eviction or foreclosure. This unfortunate scenario is often described as "too much month left at the end of the money". Conversely, during economic downturns, job losses dramatically increase. As more people become unemployed, many become financially challenged. As families and individuals struggle to meet their financial obligations, many end up with bad credit and eventually move into homelessness through eviction or foreclosure.

In addition to economic hardships, many people become homeless due to other life issues that will be discussed later in this plan. For every homeless person or family, there is usually a complex set of factors that contributed to their state of homelessness. Because of the many different issues and life situations, there is not a one-size, fits-all solution. Addressing homelessness requires a multi-faceted, coordinated, and systems-oriented approach.

CAUSES OF HOMELESSNESS

Homelessness is an extremely complex issue and caused by many different factors. Individuals and families can become homeless because of tragic life occurrences, disabilities and impairments, trauma, and economic hardships. Examples of the causes of homelessness in the United States include:

✔ Mental Illness and Depression

✔ Divorce

✔ Death of a Spouse

✔ Disabling Injury/Accident

✔ Natural Disaster

✔ Physical Disability

✔ Job Loss

✔ Chronic Disease/Health Care Issues

✔ Ill-equipped Youth Aging Out of Foster Care

✔ Disability

✔ Underemployment/Low Wages

✔ Lack of Affordable Housing

✔ Falling Behind on Rent/Mortgage

✔ Alcohol and Substance Abuse

✔ Domestic Violence

✔ Post-Traumatic Stress Disorder

✔ Family Disputes

✔ Criminal History of Formerly Incarcerated

For many individuals and families living in poverty, different personal hardships or life issues can become the final factor leading to homelessness. A final factor can include a broken-down vehicle, loss of vehicle insurance, or even unpaid tickets. While these issues do appear to be catastrophic, one issue can be the catalyst that cause a person or family to become homelessness.

TYPES OF HOMELESSNESS

While individuals and families experience homelessness in different ways, homelessness is usually characterized by extreme poverty and a lack of stable housing. As a result, different strategies and interventions must be developed. To develop appropriate interventions, it is important to understand who meets the Federal definition of homelessness. The U.S. Department of Housing and Urban Development (HUD) defines homelessness as follows:

An individual or family who lacks a fixed, regular, and adequate nighttime residence under the following conditions:

✓ Has a primary nighttime residence that is a public or private place not meant for human habitation.

✓ Is living in a publicly or privately-operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by Federal, State and local government programs).

✓ Is exiting an institution where he or she has resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution.

✓ Families with children or unaccompanied youth who are unstably housed and likely to continue in that state. This category of homelessness applies to families with children or unaccompanied youth (up to age 24) who have not had a lease or ownership interest in a housing unit in the last 60 or more days, have had two or more moves in the last 60 days, and who are likely to continue to be unstably housed because of a disability or multiple barriers to employment;

✓ Any individual or family who is fleeing or attempting to flee domestic violence and who has no other residence and lacks the resources or support networks to obtain permanent housing

TYPES OF HOMELESSNESS

At-Risk of Becoming Homeless

HUD defines at-risk of becoming homeless as an individual or family who will imminently lose their primary nighttime residence, provided that:

- ✓ Residence will be lost within 14 days of the date of application for homeless assistance and no subsequent residence has been identified, and

- ✓ The individual or family lacks the resources or support networks needed to obtain permanent housing

Situational Homelessness

Many individuals and families become temporarily homeless due to an unforeseen circumstance or situation. Once they are connected to the appropriate resources provided through non-profit, faith-based, community-based service groups, or local government agencies, they successfully transition out of homelessness and into stable housing. Situational homelessness can last days, weeks, or months, depending upon the specific issues and available resources.

Chronic Homelessness

Individuals who suffer from mental illness, substance abuse, health issues and other disabilities often experience chronic homelessness. According to HUD, chronic homelessness is defined as persons or households who are homeless one or more years or four episodes of homelessness totaling 12 months over a three-year period. Without stable housing, chronic homeless cycle in and out of hospital emergency rooms and inpatient hospital stays as well as psychiatric centers, detoxification programs, and jails resulting in higher cost impacts to local government.

Detrimental Effects of Homelessness

Homelessness often has long-term psychological impacts families and individual. People who are homeless are more prone to low self-esteem, alcohol and substance abuse, loss of the ability of will to care for oneself, increased risk to violence and abuse, increased chances of entering the criminal justice system, and increased chances of becoming institutionalized.

Before a plan of action can be created to address homelessness. It is important to understand the unique characteristics and issues facing the homeless in the City of Corona. The following section of this plan will provide a detailed overview of the components in Corona's Homeless Needs Assessment

HOMELESS NEEDS ASSESSMENT

City of Corona Homeless SWOT Analysis:

In March of 2019, the City of Corona Homelessness Resources Committee invited community members to a meeting to discuss opportunities for a Homeless SWOT Analysis. The meeting was facilitated by Dr. Debra Mustain from Norco Community College and well attended by many different stakeholders. Although there were divergent opinions and perspectives about homelessness, meeting attendees agreed upon the following:

- ✓ Homelessness is a challenge that we want to work to address in this city.

- ✓ There is good work already happening to address homelessness in a variety of organizations and places in the city.

- ✓ It will take a coordinated effort among multiple sectors of business, government and non-profit agencies and organizations to address homelessness in the city.

- ✓ Determine the scope of the challenge, recognizing that we are at a crisis point.

- ✓ Look for and develop solutions around housing, education, services, and prevention.

- ✓ Look for ways to impact/change policies to better address the challenge of homelessness.

- ✓ Seek to solve problems locally when possible, recognizing that good work is already underway and that we can align, coordinate and leverage current work.

- ✓ We are better together than we are in individual "siloed" efforts.

- ✓ We need to recognize and build on strengths that exist.

- ✓ Leave individual agendas at the front door.

- ✓ Cooperation, not competition, is essential in creating solutions.

As a result of the SWOT Analysis community meeting, subsequent City outcomes included the completion of an asset mapping of services provided to the homeless. Once the asset mapping process was completed, a City of Corona Homeless Information Card was developed. This card continues to be used by City Net, the Corona Police Department, City staff and other stakeholders working to connect Corona's homeless neighbors to services, shelter and housing. The Homeless Information Card is posted to the City's Homeless Solutions website and is printed for distribution as needed.

City of Corona

HOMELESS INFORMATION CARD

Are you homeless?
There are resources that can help!

City Net	Corona Police Department HOPE Team	Corona-Norco Settlement House
(951) 390-3567 www.citynet.org/corona outreach@citynet.org City Net is a team of nonprofit professionals who work to end street-level homelessness in a city or region through the coordination of community efforts and activities. City Net also deploys staff in direct service provision through street outreach and case management services. Street outreach seeks to connect unsheltered homeless neighbors with emergency shelter, housing, or critical services, and provides urgent, non-facility-based care. In addition, City Net manages the City of Corona Motel Voucher Emergency Shelter Program. The motel voucher program provides emergency shelter and case management services for eligible Corona homeless individuals and families.	951-817-5737 The primary duties of the Homeless Outreach & Psychological Evaluation (H.O.P.E.) team are to be the first responders and primary contact on calls-for-service involving the homeless and the mentally ill. The team also proactively seeks out and contacts people who are homeless and who are in need of services. The team utilizes a balance of support resources as well as enforcement to ensure a good quality-of-life for our community as well as a better quality-of-life for the homeless individuals themselves.	(951) 737-3504 507 S. Vicentia Avenue, Corona,CA www.settlementhouse.net The Corona-Norco Settlement house provides food, clothing, hotel vouchers, and rent assistance. The Food Pantry is open Monday through Friday from 4 p.m. to 5:30 p.m.

City of Corona Homeless Information Card Continued		
Corona Community Health Center 2813 S. Main St. Corona, CA (951) 272-5445 www.rivco-familycarecenters.org The health center offers a variety of services including physical examinations, preventative care, chronic disease management, and more. You may qualify for low-cost or no-cost services!	**Corona-Norco United Way** 815 W. Sixth St. Suite 200, Corona, CA (951) 736-0620 www.cnunitedway.org Corona-Norco and Eastvale United Way provides domestic violence assistance, financial independence training, and programs for adults who would like to attain their General Education Diploma (GED).	**Inspire Life Skills** 815 W. Sixth St. Suite 160, Corona, CA (951) 316-0011 www.inspirelifeskills.org Inspire Life Skills provides a safety net for emancipated foster youth while they transition into young adults. Inspire Life Skills helps break the cycle of abuse and poverty of their past while helping students earn a vocational certificate or degree.
Starting Over, Inc. 1390 W. Sixth St. Suite 100, Corona, CA (877) 421-0659 www.startingoverinc.net Starting Over Inc. specializes in transitional housing, community services, community health services, post-conviction relief, community living services, and more.	**YMCA** 1331 River Road Corona, CA (951) 736-9622 www.ymcacornor.org The Corona Norco Family YMCA strives to meet the needs of members by offering a variety of programs to accommodate families, adults, youth, and seniors. Free childcare and youth transportation available based upon age and need.	**211 Riverside County** 2060 University Ave. Suite 212, Riverside, CA 2-1-1 or (951) 686-4402 www.connectriverside.org 2-1-1 is a toll-free, confidential service providing Riverside County residents access and referrals to community and health information 24 hours a day, 7-days a week.
Path of Life – Community Shelter Program 2840 Hulen Place, Riverside, CA (951) 462-9822 www.thepathoflife.com This program provides shelter beds to qualified single men and women with separate dormitories for each gender. Resources include assistance in obtaining important documents, job readiness, computer workshops, counseling, meals, and hygiene supplies. Intake and screenings are held Mondays, Wednesdays, and Fridays at 1 p.m. (Temporary Listing Until City of Corona Emergency Shelter is developed)	**Path of Life – Family Shelter** 2530 Third St. Riverside, CA (951) 275-8755 www.thepathoflife.com This shelter is for single parents with children, couples with children, and single women. The shelter has 50 beds. A shelter stay is between 30 - 60 days. Proof of custody, social security numbers for all members, and an identification for adults is required for entry. Daily intake is held at 4 p.m. (Temporary Listing Until City of Corona Emergency Shelter is developed)	**Additional Helpful Resources** Alternative to Domestic Abuse (951) 683-0829 Corona Regional Medical Center (951) 737-4343 County of Riverside Housing Authority (951) 351-0700 Department of Public Social Services (951) 358-3000 Homeless Veterans (877) 424-3838 National Domestic Violence Hotline (800) 799-7233 Riverside Area Rape Crisis Center (951) 686-7273 Riverside County Substance Abuse (951) 737-2962 Suicide Prevention HELP Line (951) 686-HELP (4357) U.S. VETS (951) 656-6893

HOMELESS NEEDS ASSESSMENT

January 2020 Annual Homeless Assessment Report

The Annual Homeless Assessment Report (AHAR) is an annual report to Congress that provides national and statewide estimates of homelessness. The report also includes information about the demographic characteristics of homeless persons, service use patterns, and the capacity to shelter and house homeless persons.

The AHAR is prepared by the U.S. Department of Housing and Urban Development (HUD) based upon data submitted by Continuums of Care (CoC) across the United States.

A Continuum of Care (CoC) is a HUD designated group of stakeholders organized to carry out the responsibilities for addressing homelessness in a defined geographic area. CoCs are typically comprised of stakeholders such as:

- ✓ Government agencies such as counties and cities
- ✓ Nonprofit homeless providers, faith-based and community-based organizations
- ✓ Businesses
- ✓ Advocates
- ✓ School districts and universities
- ✓ Public health and mental health agencies
- ✓ Affordable housing developers
- ✓ Law enforcement agencies
- ✓ Homeless and formerly homeless persons.

Each year, CoCs across the nation conduct a Point in Time Count of the Homeless (PIT). The PIT is a snapshot of people experiencing homelessness on a single night in January. The PIT captures homeless on the streets and in shelters.

HOMELESS NEEDS ASSESSMENT

AHAR National Homeless Statistics

According to January 2020 AHAR, there are approximately 567,715 homeless people in the United States. About 63% were staying in sheltered locations such as emergency shelters and transitional housing programs and about 37% were in unsheltered locations on the streets, in abandoned buildings, or in other places not suitable for human habitation.

70% of homeless in the U.S. were unaccompanied adults in households without children (396,045). The remaining 30% were homeless families (171,670). To provide some perspective, this means out of every 10,000 people in the United States, 17 people experienced homelessness on a single night.

States with the Highest Homeless Populations:

Nearly half of all people experiencing homelessness in the U.S. were in three states:

1. California (27% or 151,278 people)
2. New York (16% or 92,091 people)
3. Florida (5% or 28,328 people)

State Rates of Homelessness:

1. California and New York had the largest numbers of people experiencing homelessness and the highest rates of homelessness at 38 and 46 people per 10,000.
2. Hawaii and Oregon also had very high rates, with 45 and 38 people experiencing homelessness per 10,000.
3. As large states, Florida and Texas contributed large numbers of homeless people to the national estimates as they had rates 14 and 9 homeless people per 10,000
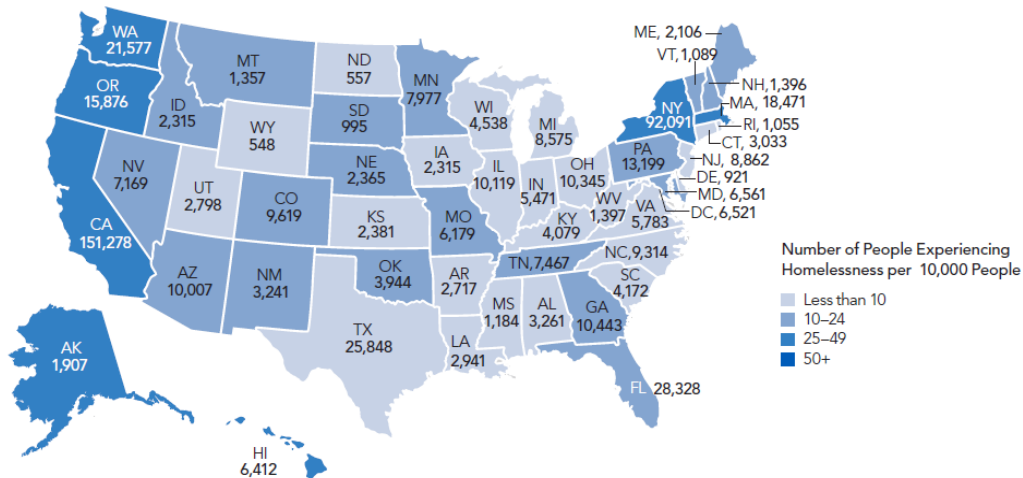
HOMELESS NEEDS ASSESSMENT

2020 Point in Time Count and Survey of the Homeless

After assessing homelessness at the national and state level, it is important to assess homelessness in the region of Riverside County. Each year, the County of Riverside coordinates a regional count of the homeless. This regional effort is known as the Point in Time Count of the Homeless.

The most recent annual Point in Time Count (PIT) was conducted on January 29, 2020. The PIT is planned, coordinated, and executed by a collaborative of county agencies, cities, non-profits, community volunteers, current and formerly homeless as well as many other stakeholders. The PIT Count is the primary source of homeless population data collected in Riverside County for individuals and families.

The PIT Count is federally mandated by the U.S. Department of Housing and Urban Development (HUD) to count and survey the homeless population in cities and counties throughout the nation. Data collected during the count reflects Riverside County's homeless population at one point-in-time.

The annual homeless count is not only required to receive federal funding for homeless assistance programs, but it is also used develop strategies to end homelessness, help homeless individuals and families who are in need, and facilitates the submission of a report to HUD on homelessness in Riverside County.

HOMELESS NEEDS ASSESSMENT

2020 Point in Time Count and Survey of the Homeless continued

In summary, the Homeless Point-In-Time (PIT) Count is a critical source of data on the number and characteristics of people who are homeless in the United States. The data is used to measure homelessness on a local and national level. PIT Count data is also provided annually to Congress as part of the Annual Homeless Assessment Report (AHAR). The AHAR is used by Congress, HUD, other federal departments, and the general public to understand the nature and extent of homelessness. Additionally, the PIT Count data is used not only as a measure of the county's homeless population, but also as a basis to determine many of the resources and funding the County receives from Federal, State, and other sources to address homelessness.

The PIT report captures individuals and families who meet HUD's definition of homelessness. HUD defines a person who is homeless as: (a) living in a place not designed or ordinarily used as a regular sleeping accommodation for humans, i.e., abandoned buildings, cars, parks, under bridges, bus stops, etc., and (b) living in emergency shelters and transitional housing projects. The following provides a high-level overview of the countywide results of the 2020 count of the homeless:

Countywide Overall Count:
- o 2,884 total sheltered and unsheltered for 2020, 3% increase from 2019 (2,811)
- o Unsheltered: 2,155 (2,045 in 2019)
- o Sheltered: 729 (766 in 2019)

Countywide Unsheltered Sub-Populations
- o Veterans – 112 (5% increase from 2019)
- o Youth – 256 (41% increase from 2019)
- o Chronically Homeless - 519 (29% decrease from 2019)
- o Families w/Children (interview only) – 6 (20% increase from 2019)
- o Elderly (aged 62 and over – interview only) – 120 (7% decrease from 2019)
- o Pet Owners - 280 (5% of unsheltered) – (data not collected in 2019)
- o Newly Homeless (interview only) – 485 (not calculated in 2019)

HOMELESS NEEDS ASSESSMENT

2020 Point in Time Count and Survey of the Homeless continued

The following chart provides a high-level overview of the changes in the homeless count in each of the Supervisorial Districts of Riverside County:

Riverside County Supervisorial District	2020 Unsheltered	2019 vs. 2020 % Increase (+) or Decrease (-)	Notes
1	441	+22%	• Majority of unsheltered population counted in Riverside* (77%) and Lake Elsinore (11%)
2	505	-10%	• Majority of unsheltered population counted in Riverside* (49%), Corona (22%) and Jurupa Valley (20%)
3	255	-15%	• Majority of unsheltered population counted in Hemet (37%), Temecula (23%) and Unincorporated Areas (21%)
4	627	+3%	• Majority of unsheltered population counted in Palm Springs (30%), Indio (13%) and Coachella (12%)
5	327	+55%	• Majority of unsheltered population counted in Moreno Valley (51%), Perris (16%) and Banning (13%)

HOMELESS NEEDS ASSESSMENT

2020 Point in Time Count and Survey of the Homeless continued

The following charts provide summary data related to the January 29, 2020 Point in Time unsheltered count for the 2nd Supervisorial District cities of Corona, Eastvale, Norco, Jurupa Valley, and Riverside:

City	2020 Unsheltered Count	2019 Unsheltered Count	Net Increase or Decrease
City of Corona	109	164	-55
City of Eastvale	4	0	+4
City of Jurupa Valley	103	139	-36
City of Norco	12	11	+1
City of Riverside	587	439	+148

City of Corona March 2019 Homeless Census

Although the PIT data is used by Federal, State, and County Agencies to measure homelessness, there are limitations in the data. The PIT only captures homeless who are in shelters or on the streets at one point in time in known locations. The Corona Homeless Census was organized and executed by City Net under contract with the City of Corona. City Net, the Corona Police Department and other community partners and volunteers participated in the Census for the purpose of:

a) identifying a baseline number of individuals living without housing against which to measure all homelessness prevention and intervention efforts, and

b) determining the demographic, asset, and other special characteristics of individuals without housing to better inform resource allocation

The street census was conducted on the morning of March 19th and evening of March 21st in 2019. This was the first large-scale, comprehensive homeless census in the City of Corona.

METHODOLOGY

Each surveyor's area was indicated on a map, and specific locations within that mapped area where homeless individuals were known to sleep were highlighted. Because the goal of this project was a comprehensive census—not a representative sample—even those areas on the teams' maps where no homeless individuals were known to sleep were visited. Additionally, because of the comprehensive approach, all of Corona was mapped and included in the census, including residential areas where homeless individuals are very rarely seen.

Teams were deployed from the Corona Police station. The city's geographic area was covered fully twice by the teams. Homeless individuals who did not wish to answer the survey questions were simply counted. Responses from homeless individuals who opted to participate in the survey were entered into a phone application called Survey123 for ArcGIS. Duplicates were then removed after the completion of the census by comparing names, age ranges, gender, race/ethnicity and location of survey.

City Net

DEMOGRAPHIC COMPARISONS

Chart 1: Age

- 70+, 1%
- 17-19, 1%
- 60s, 10%
- 20s, 20%
- 50s, 30%
- 30s, 16%
- 40s, 23%

Chart 2: Ethnicity

- ASIAN, 1.7%
- MULTI-RACIAL/MULTI-ETHNIC, 7.4%
- AMERICAN INDIAN, 0.6%
- BLACK, 9.7%
- WHITE, 46.0%
- HISPANIC/LATINO, 34.7%

Chart 3: Gender

- TRANS, 0.56%
- WOMAN, 31.64%
- MAN, 67.80%
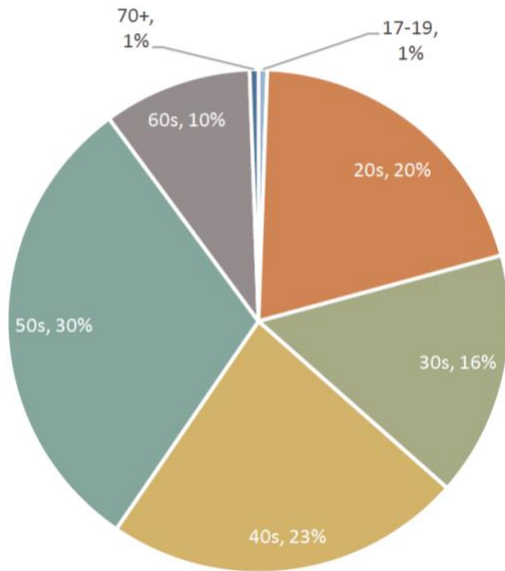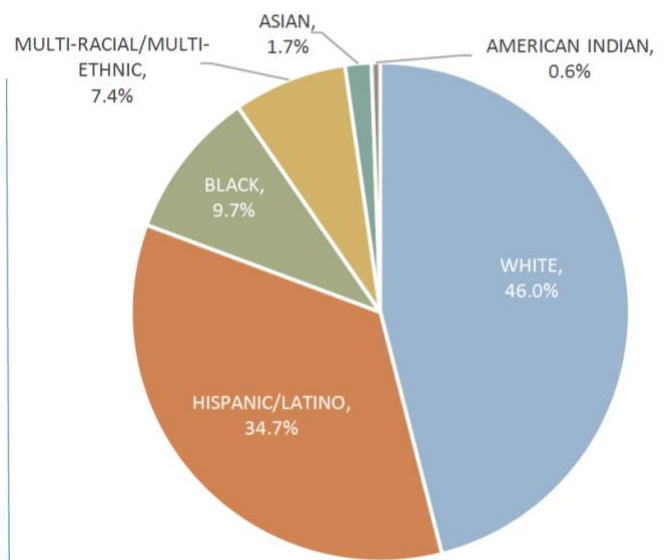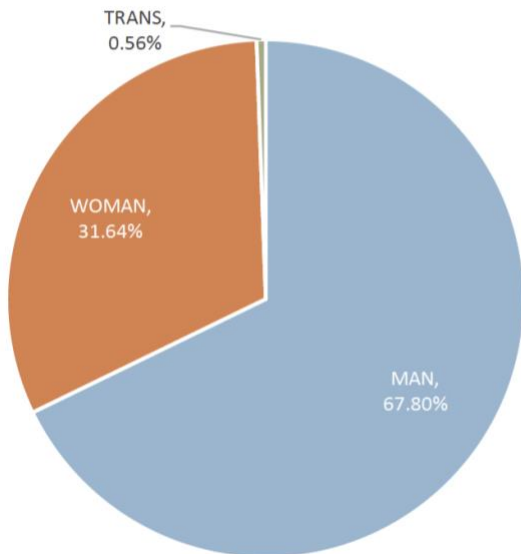
Chart 4: Children Present

- YES, 0%
- NO, 100%

City Net
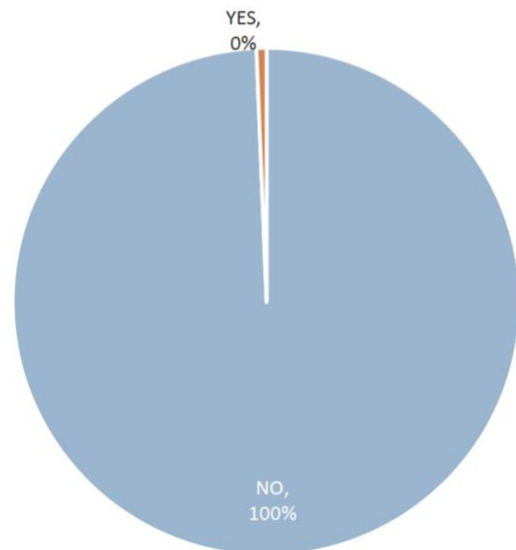
COMPARISONS OF HOMELESSNESS CHARACTERISTICS

Chart 7: Duration of Homelessness

21+ YRS, 3%
11-20 YRS, 5%
6-10 YRS, 16%
<1 YR 24%
3-5 YRS, 28%
1-2 YRS, 24%

Chart 8: Sleeps In

LOS ANGELES, 1%
NORCO, 2%
RIVERSIDE, 3%
CORONA, 94%
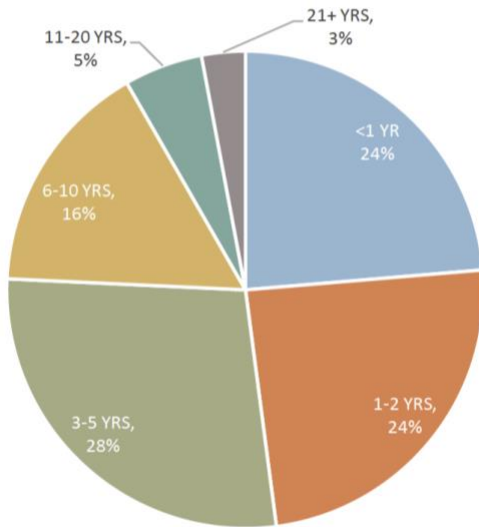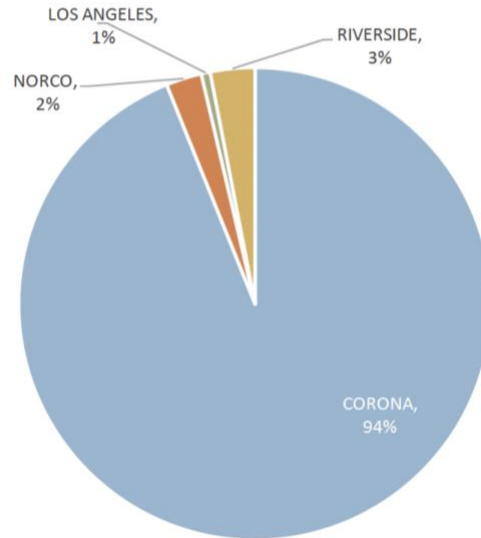
Chart 9: Last Permanent Residence

NORCO, 4%
EASTVALE, 3%
OTHER CITIES- WITHIN RIV. COUNTY, 6%
OUTSIDE CA, 2%
RIVERSIDE, 10%
CORONA, 56%
OUTSIDE RIVERSIDE COUNTY- WITHIN CA, 19%
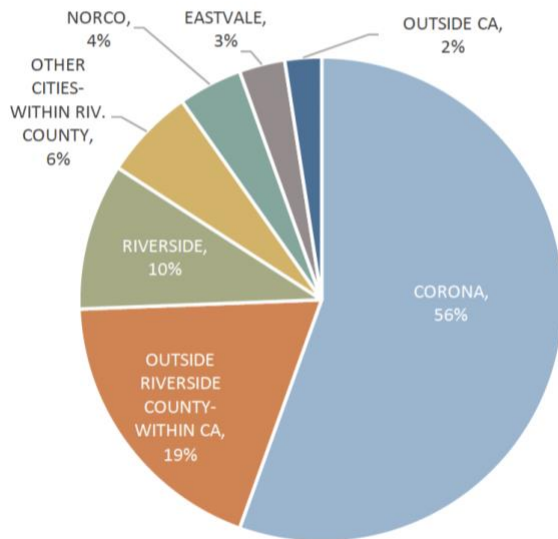
Chart 10: High School/Primary School Location

RIVERSIDE COUNTY, 5.3%
RIVERSIDE, 3.8%
EASTVALE, 0.8%
NORCO, 5.3%
OUTSIDE CA, 16.0%
OUTSIDE RIVERSIDE COUNTY - WITHIN CA, 36.6%
CORONA, 32.1%

City Net
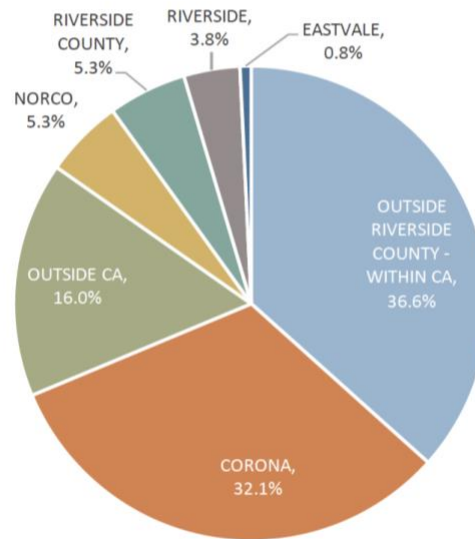
OTHER COMPARISONS

Chart 11: Range of Income

$1001+, 3%
$501-1000, 13%
$1-500, 8%
$0, 76%
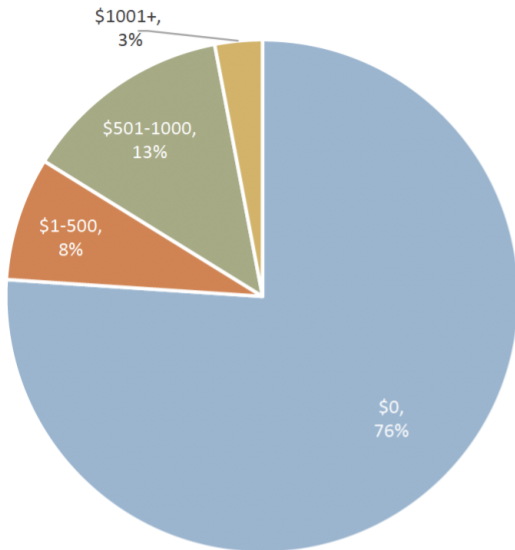
Chart 12: Domestic Violence (DV)

YES, 26%
NO, 74%

Chart 13: Language

SPANISH, 3%
PUNJABI, 1%
ENGLISH, 96%
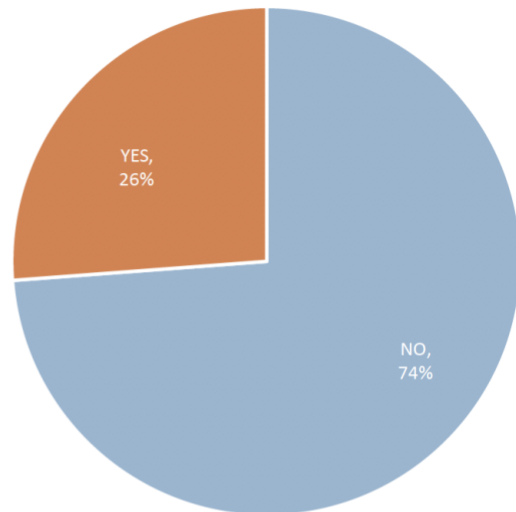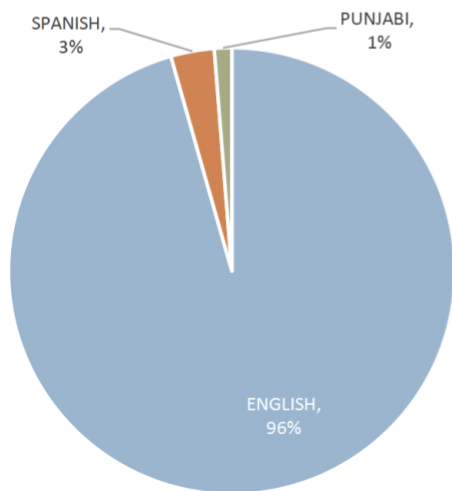
Chart 14: Interest in Case Management

NO, 25%
YES, 75%
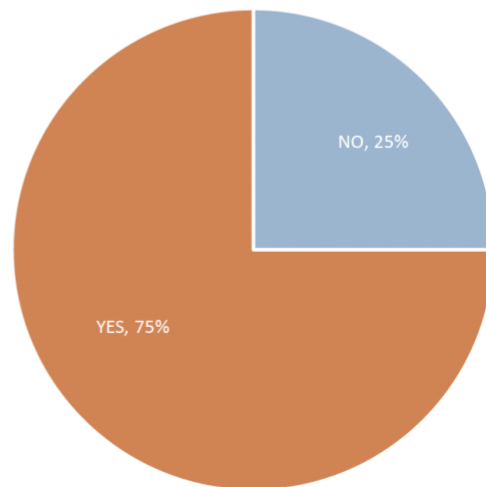
City Net

COMPARISON OF ASSETS AND SPECIAL CHARACTERISTICS
Chart 5: Income, CalFresh and Health Insurance
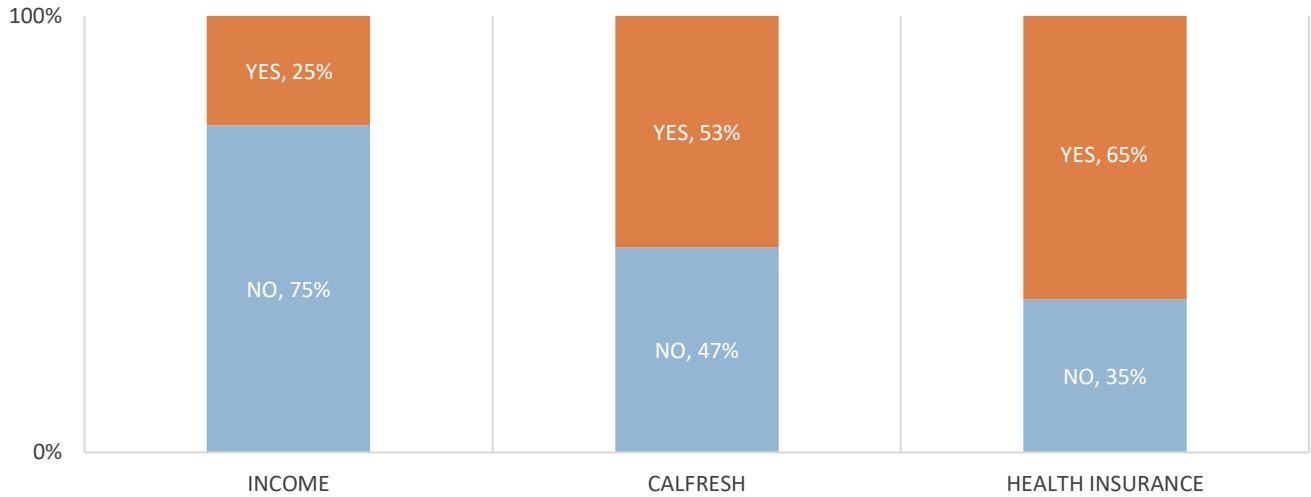
Chart 6: Military Services, Disabilities, Mental Health Concerns and Substance Abuse
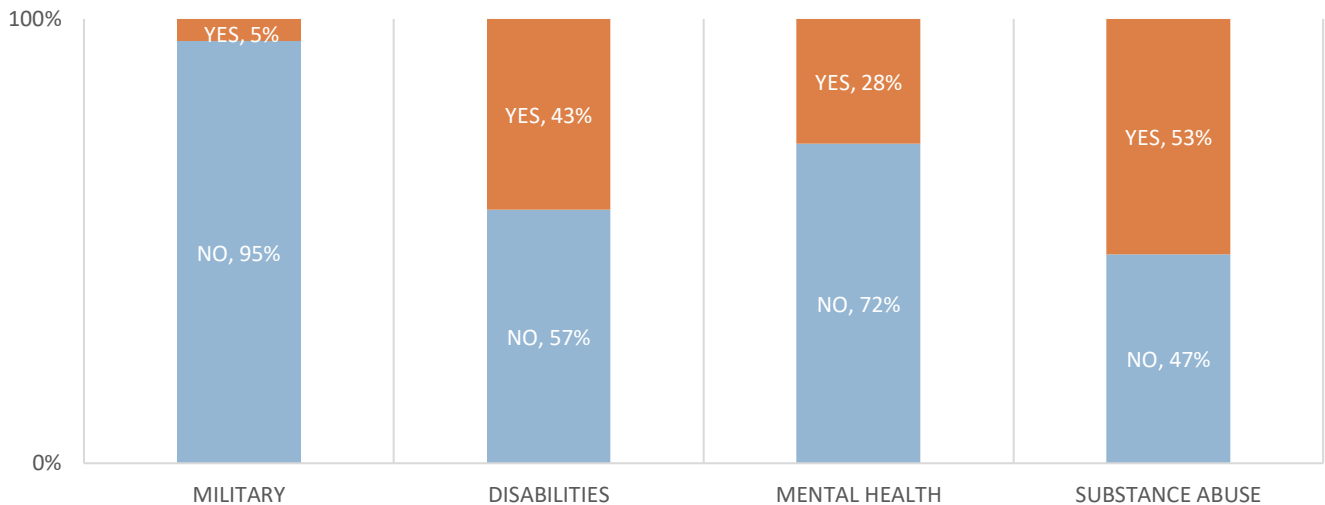
City Net

CITY NET HOMELESS CENSUS KEY FINDINGS

- **209 UNSHELTERED -** The census identified **209** unsheltered homeless individuals in Corona.

- **CITY PARK** – **51 of 209** individuals were encountered within the boundaries of City park

- **COMPOSITE** - Viewed as a composite of the highest-frequency responses, the typical unsheltered homeless individual in Corona is **a man in his 50's who identifies ethnically as "white," has been homeless 3-5 years and is likely to have substance abuse concerns.**

- **DISABILITIES** - **43%** of those surveyed reported having a disability or disabilities. **28%** stated they struggle with mental health concerns, and **53%** with substance abuse.

- **CHRONIC HOMELESS** - **96** individuals fit the definition of chronically homeless (have been homeless for more than a year, and have a permanent disability, substance abuse or mental health concerns).

- **RESOURCES** - **76%** of individuals have no income and **47%** are not receiving CalFresh.

- **TIES TO CORONA** - **94%** of surveyed individuals reported that they primarily sleep in the City of Corona and **56%** reported their last permanent address was in Corona.

- **MINOR** - **1** unaccompanied minor (17 years old) was encountered during the census.

- **HOMELESS 1 YEAR OR MORE - 76%** of respondents (129 individuals) have been homeless for one year or more.

City Net

HOMELESS DISTRIBUTION ACROSS THE CITY OF CORONA
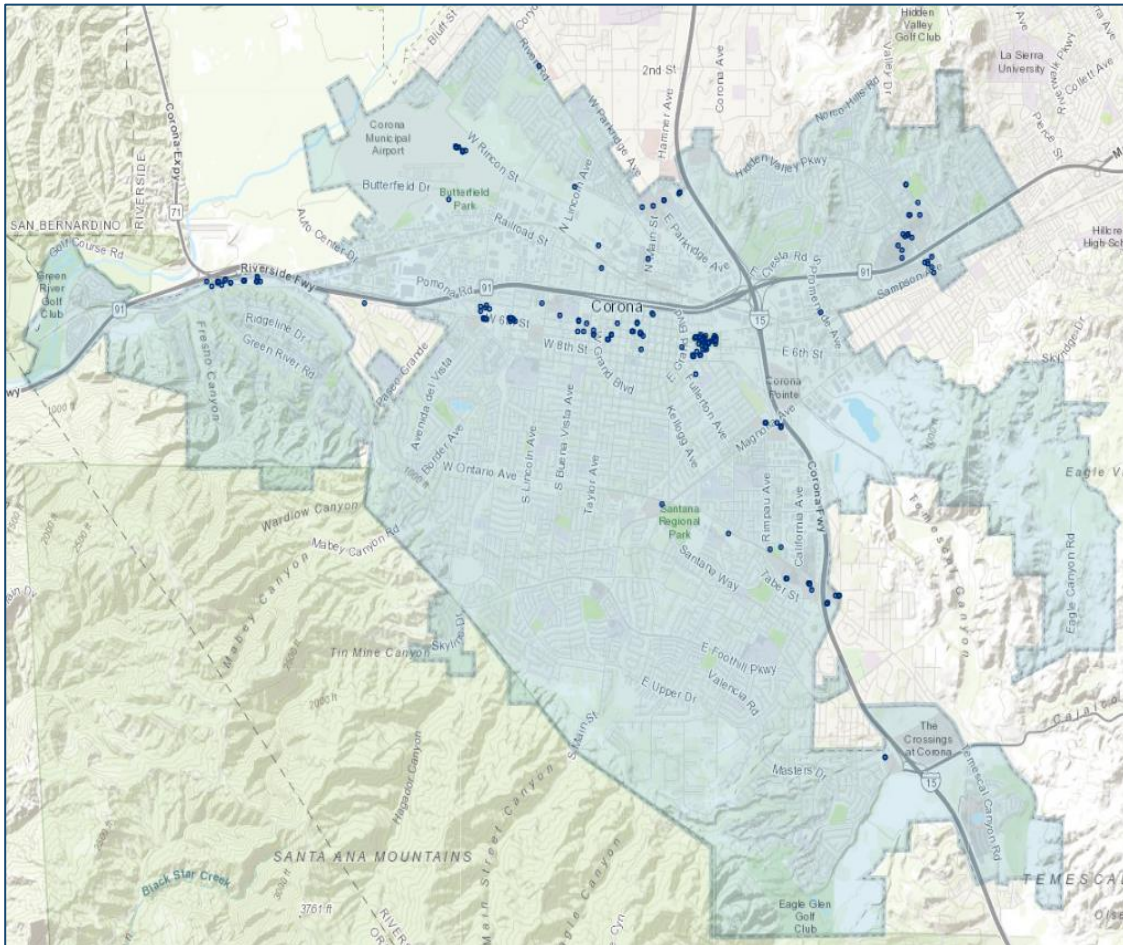
TOTAL HOMELESS: 209 INDIVIDUALS

Note: Each blue dot represents a location where unsheltered homeless individuals were counted during the census.

City Net

CITY NET REPORT CONCLUSION

The results of the Corona census suggest that an increase in low-threshold bridge housing services may be needed, especially bridge housing that targets the demographic most represented among the Corona homeless population—single men with no income who may have substance abuse concerns and/or disabilities. This census found that 78% of 56 women surveyed normally sleep in the City of Corona.

Increased access to existing shelter beds for this population could provide local solutions to this vulnerable set of individuals. Additionally, because of the high percentage of respondents with substance abuse and/or mental health concerns (53% and 28%, respectively), deploying behavioral health outreach and engagement workers more frequently may increase the number of homeless individuals who are successfully connected to stable housing and resources.

The highly impacted locations of City Park, Palisades Wash, and along 6th Street (from Rimpau Ave to S. Smith Ave) could benefit from focused outreach activities. Connection to case management services was also welcomed from 75% of those surveyed. Strengthening community workforce development services and their connections to outreach teams and shelter providers may increase homeless individuals' access to income (75% currently have no income).

Engagement with local business owners is suggested to improve relationships and develop opportunities for homeless individuals who are seeking employment. It is also suggested that engaging and educating compassionate community members on best practices for homeless outreach and services could benefit the local population.

Because 76% of respondents reported living in homeless conditions for one year or more, providing services that target those with significantly deteriorated physical health, mental health, and social skills (from years spent living in homeless conditions) may help Corona's homeless neighbors reintegrate into society

LIMITATIONS

The term "addiction" was not defined in the survey, and thus the responses in this category do not represent a diagnosable condition but only respondents' self-perceptions of the condition. Also limiting this study is the fact that the only way to identify duplicates in the unsheltered count was to compare available data including names, age ranges, gender, race/ethnicity and location of survey from those who chose to complete the survey questionnaire.

Because the census occurred over two days, unsheltered individuals who chose not to complete the survey may have been counted twice, and artificial inflation of the count cannot therefore be ruled out. Artificial inflation may also have resulted from the addition of 20 homeless individuals from City Net's Corona case management roster after the completion of the census.

While those on the roster who completed the survey were not added to the count, some individuals on the roster may have been encountered during the census and chosen not to take the survey. As a result, they may be represented twice in the count. The margin of error for all data points ranges from 2.84% to 5.24%, with an average margin of error of 3.45%.

HOMELESS NEEDS ASSESSMENT

McKinney-Vento Act for Homeless Children and Youth

In addition to the annual count of the homeless, it is also important to analyze school district data on the number of homeless children and youth. School districts across the United States must comply with the McKinney-Vento Homeless Assistance Act which was originally authorized by Congress in 1987. The McKinney-Vento act was developed to address the barriers that homeless children and youth face.

The McKinney Vento Act focuses on removing barriers associated with enrolling, attending, and succeeding in school. Often, when homeless families are in crisis, they do not have a permanent address, immunization records for their children, and other documents traditionally required to enroll their children and youth in school. In addition, homeless children and youth often lack other resources such as clean clothing, balanced nutrition, and a safe place to sleep. When families are in crisis due to homelessness or unstable housing, children and youth struggle to succeed in school. Section 725(2) of the McKinney-Vento Act defines homeless children and youth as those who lack a fixed, regular, and adequate nighttime residence. The term includes children and youth who are:

- ✓ Sharing the housing of other persons due to loss of housing, economic hardship, or a similar reason (sometimes referred to as "doubled-up");

- ✓ Living in motels, hotels, trailer parks, or camping grounds due to lack of alternative adequate accommodations;

- ✓ Living in emergency or transitional shelters; or abandoned in hospitals;

- ✓ Children and youths who have a primary nighttime residence that is a public or private place not designed for, or ordinarily used as, a regular sleeping accommodation for human beings;

- ✓ Children and youths who are living in cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations, or similar settings; and

- ✓ Migratory children who qualify as homeless because they are living in circumstances described above.

It is important to note the distinction between HUD's definition of homelessness and the McKinney-Vento Act definition of homelessness. HUD's point-in-time count does not consider doubled-up in housing (also known as unstably or precariously housed) whereas the McKinney-Vento Act includes this category as part of the homeless definition.

HOMELESS NEEDS ASSESSMENT

McKinney-Vento Act for Homeless Children and Youth continued

Research and data across the nation indicates that homelessness often has the following detrimental impacts on homeless children and youth:

- ✓ Homeless students are often required to change schools due to the transient nature of homelessness. Frequent school changes cause major interruptions in education and result in lower school achievement and higher drop-out rates;
- ✓ Homeless students are often chronically absent. Chronic absenteeism results in lower school achievement and higher drop-out rates;
- ✓ High school graduation rates are lower among homeless students.

To address these and other challenges faced by homeless students, school districts across the nation must comply with the following requirements:

- ✓ Identify homeless children and youth and submit annual reports to State Department of Education;

- ✓ Collaborate and coordinate with numerous public and private agencies to facilitate a path to stable housing. Public and private agencies include:

    - o Child welfare and social service agencies
    - o Law enforcement agencies
    - o Juvenile and Family Courts
    - o Mental Health Service Providers
    - o Domestic Violence Service Providers
    - o Child Care Providers
    - o Runaway and Homeless Youth Centers
    - o Emergency, Transitional and Permanent Housing Providers

- ✓ Eliminate enrollment barriers such as:

    - o Missed application or enrollment deadlines
    - o Fines or fees
    - o Records required for enrollment including immunization or other required health records
    - o Proof of residence
    - o Academic records including documentation for credit transfers

- ✓ Facilitate school stability through provision of transportation to the school of origin until the end of the school year

- ✓ Maintain privacy of homeless student records

- ✓ Develop and maintain a fair dispute resolution process

HOMELESS NEEDS ASSESSMENT

McKinney-Vento Act for Homeless Children and Youth continued

According to the California Department of Education and the Riverside County Office of Education, in Fiscal Year 2018/19, a total of 20,037 homeless children and youth were enrolled in school districts throughout Riverside County.

Consistent with previous years trends, the largest category of homeless students was in the doubled-up category. The following charts and graphs provide a breakdown of each category:

Doubled-Up	Hotel or Motel	Sheltered	Unsheltered	Total
18,165	722	727	423	20,037

FY 2018-19
Riverside County Office of Education
McKinney-Vento
Regional Homeless Student Count
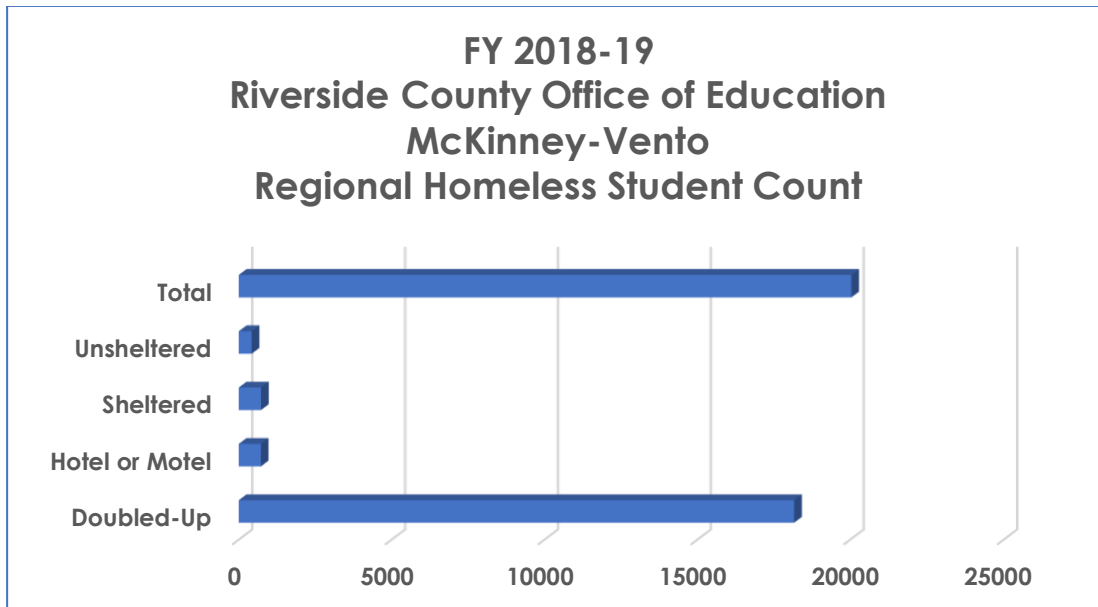
Although living doubled-up is challenging for families with children and youth, the aforementioned data confirms a positive trend. There are far fewer families with children and youth on the streets, in motels or in shelters.

Further, the Corona-Norco Unified School District homeless student count only represents about 1% of the regional count of the 20,037 homeless children and youth who were identified during the most recent Riverside County McKinney-Vento Count in Fiscal Year 2018-19. More specific data related to the Corona-Norco Unified School District is outlined in the next few pages of this plan.

HOMELESS NEEDS ASSESSMENT

McKinney-Vento Act for Homeless Children and Youth continued

The following graphs provide an overview of trends related to homeless children and youth in the Corona-Norco Unified School District. The importance of the data sets are as follows:

1. The total number of homeless students enrolled in the Corona-Norco Unified School District show a positive trend. Although the total school district count increased from 185 in 2016 to 220 in 2017, the following two years show a decrease to 116 in 2018 and 115 in 2019.

2. The total number of homeless students enrolled in schools located in the City of Corona also shows a positive trend. Although homeless student enrollment increased from 93 in 2016 to 110 in 2017, the following two years show a significant decrease to 46 in both 2018 and 2019.
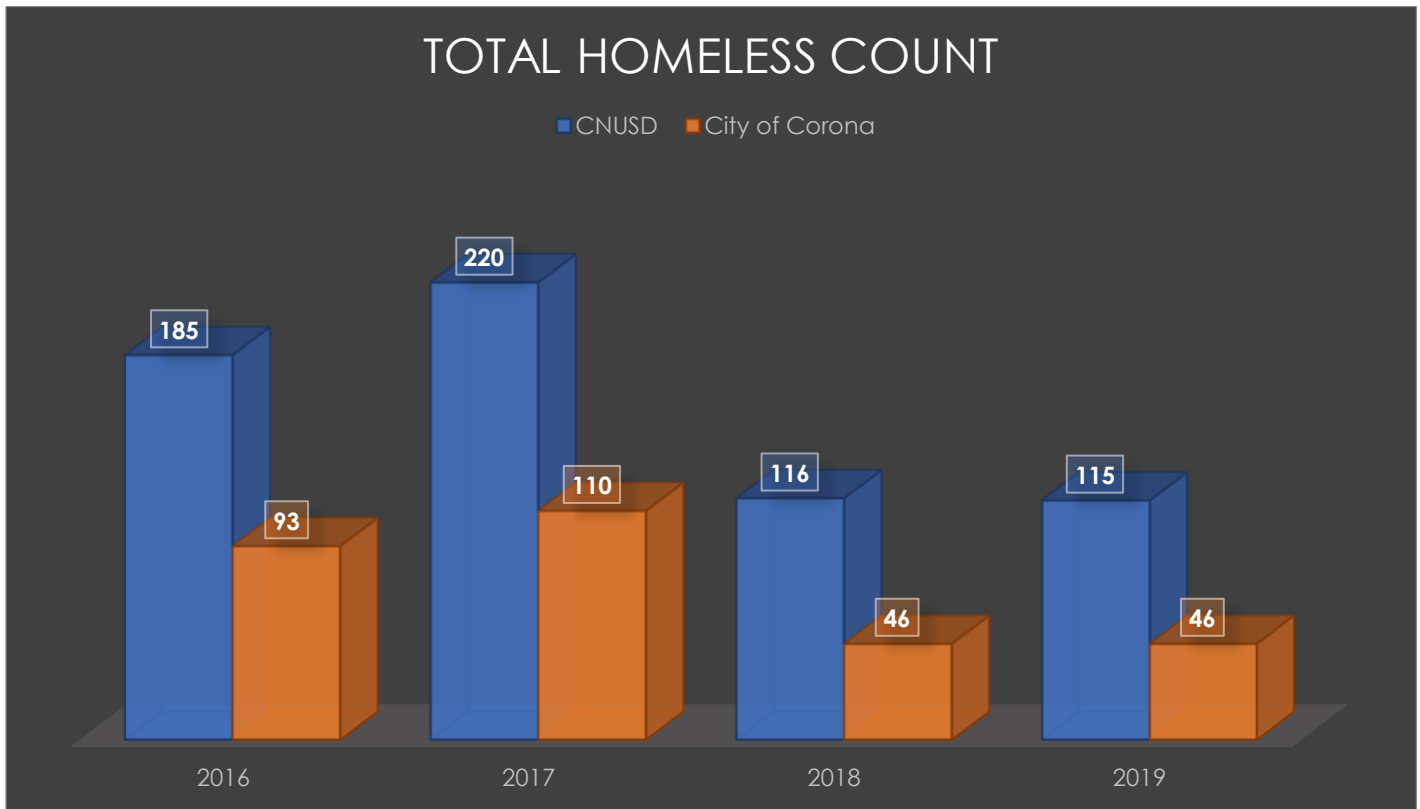
TOTAL HOMELESS COUNT

■ CNUSD ■ City of Corona

Year	CNUSD	City of Corona
2016	185	93
2017	220	110
2018	116	46
2019	115	46

HOMELESS NEEDS ASSESSMENT

McKinney-Vento Act for Homeless Children and Youth continued

The following graph provides an overview of trends related to homeless children and youth by grade level in the Corona-Norco Unified School District during the period of 2016 – 2019.

The data results are consistent with national trends which indicate that student homelessness tends to be higher among high school students due conflicts or abuse from families resulting in runaway youth fleeing sexual or physical abuse or youth that have been kicked out of their homes due to behavioral issues or other families disagreements.

HOMELESS COUNT by GRADE LEVELS

	Elementary	Middle	High
2016	77	11	97
2017	78	38	104
2018	39	14	63
2019	45	11	59
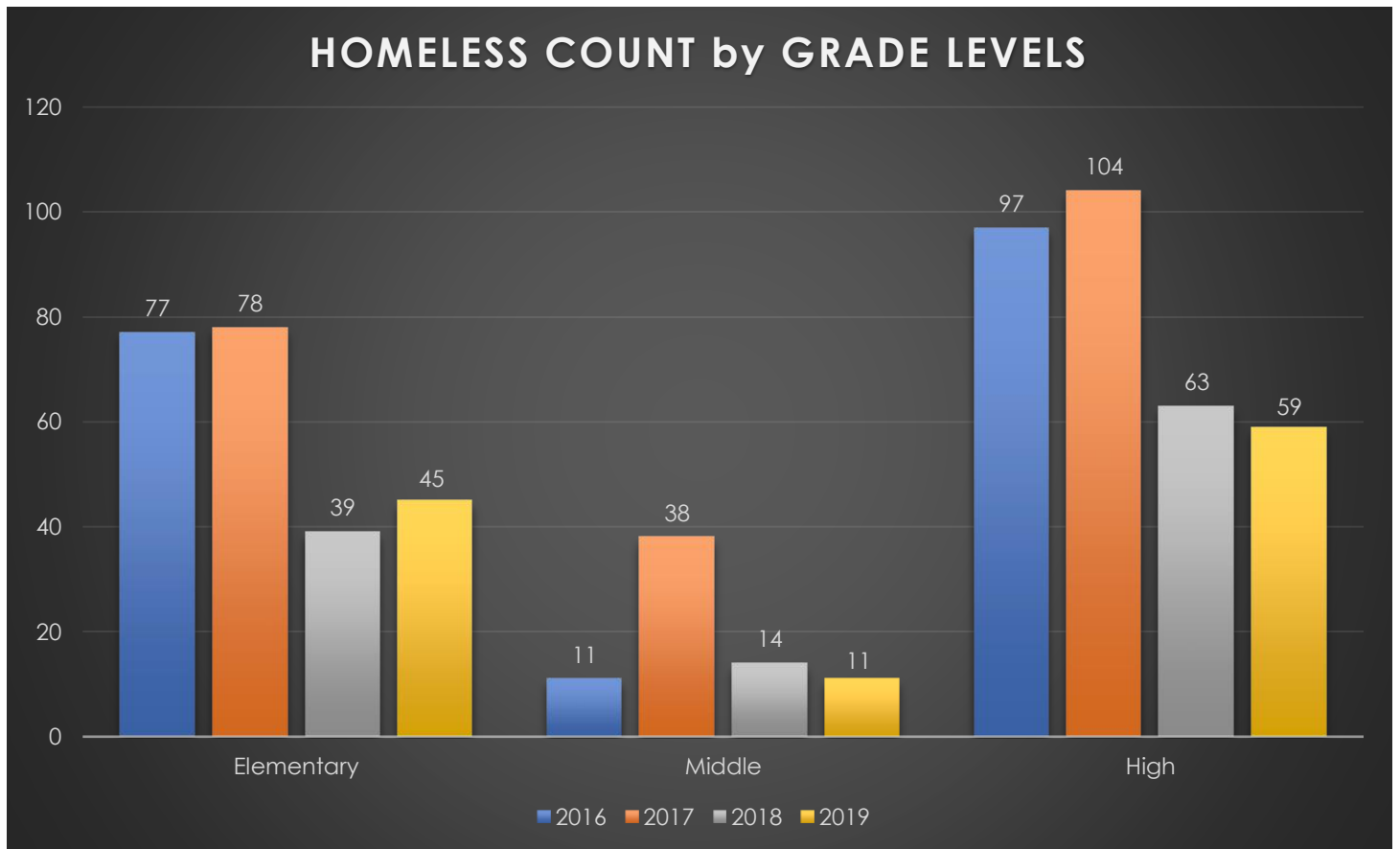
2-1-1 Community Connect Needs Assessment Data

In 2000, the Federal Communications Commission (FCC) issued an order reserving the 2-1-1 dialing code to provide toll free, non-emergency community information and referral services. The FCC's order encouraged states to implement this service across the nation. In Riverside County, this service is provided by 2-1-1 Community Connect. Call data from 2-1-1 is commonly used to determine health and human service needs and gaps in communities across the nation.

2-1-1 Community Connect provides confidential information and referral services 24 hours a day, 7-days a week. Call services are provided in many different languages. 2-1-1's extensive resource database enables callers to access information for many different services such as food, clothing, shelter, suicide prevention hotlines, health care, mental health services, job training and unemployment services, rent and mortgage assistance, affordable housing, senior services, and much more. The following graphs provide a snapshot of health and human services needs in the City of Corona. This data indicates that homeless shelter and affording housing received the highest number of call requests.

FY 2018-19 Call Data

City of Corona Callers Top 5 Needs

	Legal, Consumer and Public Safety Services	Mental Health/Addictions	Utility Assistance	Food/Meals	Housing
Amount	198	226	418	613	1,177

	Housing	Food/Meals	Utility Assistance	Mental Health/Addictions	Legal, Consumer and Public Safety Services
Amount	1,177	613	418	226	198

City Of Corona Housing Categories

- Senior Housing... 7
- 8
- Section 8 Housing... 11
- 13
- Homeless Motel... 14
- 16
- Domestic Violence... 16
- 23
- Housing Search... 34
- 36
- Rental Deposit... 61
- 64
- Homeless Shelter 67 / 116
- Rent Payment... 174
- 469

HOMELESS NEEDS ASSESSMENT

Continuum of Care Housing Inventory Chart

The Riverside Continuum of Care is required to complete a Housing Inventory Chart (HIC) as part of the annual application for Federal Continuum of Care Funding. The HIC provides a detailed listing of emergency shelters, transitional shelters, and permanent supportive housing units throughout Riverside County. The projects listed on the HIC must meet HUD's standard for homeless shelters and permanent supportive housing; therefore, the HIC does not include sober living homes, group homes and some other facilities that also provide housing resources to certain homeless sub-populations. Data from the HIC is included in the Homeless Strategic Plan to confirm that the City and its community of partners need to develop a local system of services, shelter, and housing.

2020 HOUSING INVENTORY CHART – EMERGENCY SHELTER BEDS

Organization Name	Project Name	Bed Type	City	Year-Round Beds
Alternative to Domestic Violence	Residential Shelter Program	Facility-based beds	Confidential	60
Coachella Valley Rescue Mission	CVRM Overnight Shelter	Facility-based beds	INDIO	300
Department of Public Social Services	State HDAP Emergency Temporary Housing	Voucher beds	Countywide	8
Martha's Village & Kitchen Inc.	MVK Renewing Hope Emergency Shelter	Facility-based beds	INDIO	120
Operation Safe House	OSH Safe House Desert Emergency Shelter	Facility-based beds	THOUSAND PLMS	20
Operation Safe House	OSH Safe House Riverside Emergency Shelter	Facility-based beds	RIVERSIDE	17
Path of Life Ministries Inc	CVAG Emergency Shelter Project	Facility-based beds	Cathedral City	20
Path of Life Ministries Inc	POL Cold Weather Emergency Shelter	Facility-based beds	RIVERSIDE	0
Path of Life Ministries Inc	POL Family Emergency Shelter	Facility-based beds	RIVERSIDE	50
Path of Life Ministries Inc	POL Year-Round Emergency Shelter	Facility-based beds	RIVERSIDE	64
Riverside University Health System-Behavioral Health	Hotel/Motel Voucher Program	Voucher beds	Countywide	50
Shelter from the Storm	Domestic Violence Emergency Shelter Program	Facility-based beds	Confidential	20
US Vets Initiative	US Vets Emergency Shelter	Facility-based beds	MARCH ARB	6
Valley Restart Shelter Inc.	Valley Restart Emergency Shelter	Facility-based beds	HEMET	35

HOMELESS NEEDS ASSESSMENT

2020 HOUSING INVENTORY CHART - TRANSITIONAL HOUSING BEDS

Organization Name	Project Name	City	Total Beds	Housing Type
Help for Future Leaders	Transitional Housing for Veterans	DSRT HOT SPGS	13	Multiple Sites
Lighthouse Social Service Centers	Transitional Housing Living Services	MORENO VALLEY	12	Single Site
Operation Safe House	OSH Harrison House Transitional Living Program	THOUSAND PLMS	13	Single Site
Operation Safe House	OSH Main Street Transitional Housing	RIVERSIDE	15	Single Site
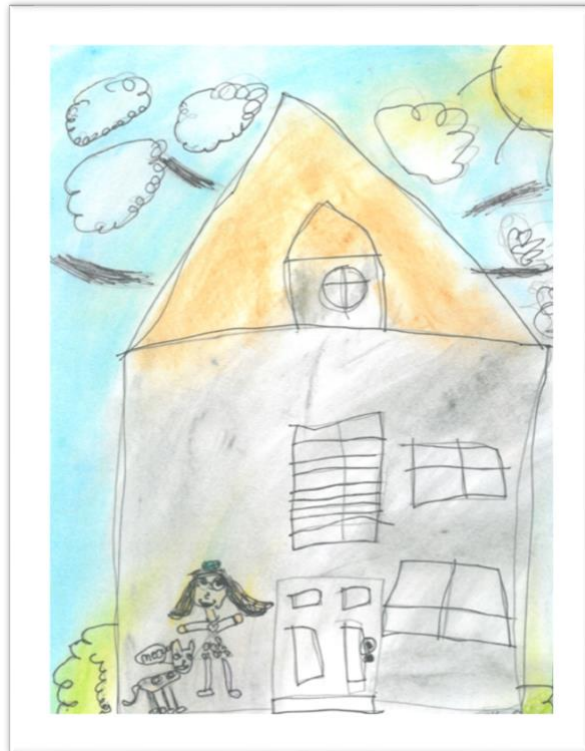
HOMELESS NEEDS ASSESSMENT

2020 HOUSING INVENTORY CHART – PERMANENT SUPPORTIVE HOUSING BEDS

Organization Name	Project Name	Housing Type	City	Total Beds
City of Riverside	City of Riverside PSH Chronically Homeless	Site-based – single site	RIVERSIDE	8
City of Riverside	City of Riverside PSH for Disabled	Site-based – clustered / multiple sites	Riverside	14
County Housing Authority	Housing Authority Consolidated	Tenant-based – scattered site	Scattered Sites	51
County Housing Authority	Housing Authority Consolidated All County	Tenant-based – scattered site	Scattered Sites	65
County Housing Authority	Housing Authority EHOP	Tenant-based – scattered site	Scattered Sites	4
County Housing Authority	Housing Authority Street to Home Chronic Homeless Project	Tenant-based – scattered site	Scattered Sites	13
County Housing Authority	HUD VASH - Project Based PSH	Site-based – clustered / multiple sites	Riverside	96
County Housing Authority	HUD VASH - Tenant Based PSH	Tenant-based – scattered site	Scattered Sites	879
County Housing Authority	Shelter Plus Care Project Based w/OSH	Site-based – clustered / multiple sites	Thousand Palms	13
Jewish Family Services	Desert Horizon PSH	Tenant-based – scattered site	Scattered Sites	18
Jewish Family Services	JFSSD Permanent Supportive Housing Expansion	Tenant-based – scattered site	Scattered Sites	75
Lighthouse Social Service Centers	Lighthouse Riverside PSH	Tenant-based – scattered site	Scattered Sites	29
Lighthouse Social Service Centers	Lighthouse SSC Permanent Housing for Disabled Women with Children	Tenant-based – scattered site	Scattered Sites	39
Path of Life Ministries Inc	Path of Life PSH	Tenant-based – scattered site	Scattered Sites	131
Riverside University Health System-Behavioral Health	Behavioral Health - Coachella Valley	Site-based – single site	Palm Springs	25
Riverside University Health System-Behavioral Health	Behavioral Health - Men's Permanent Housing	Tenant-based – scattered site	Scattered Sites	23
Riverside University Health System-Behavioral Health	Behavioral Health - Riverside Permanent	Site-based – single site	RIVERSIDE	25
Riverside University Health System-Behavioral Health	Behavioral Health HHOPE Consolidated Permanent	Tenant-based – scattered site	Scattered Sites	103
Step Up on Second Street, Inc.	Stepping Up In Riverside	Tenant-based – scattered site	Scattered Sites	54
Step Up on Second Street, Inc.	Stepping Up in Riverside Bonus	Tenant-based – scattered site	Scattered Sites	38

HOMELESS NEEDS ASESSMENT CONCLUSIONS

✓ As indicated in the January 2020 AHAR, California has the highest number of homeless people in the nation (151,278 which is approximately 27% of the 567,715 total homeless population in the nation). This has an impact on the City of Corona.

✓ Like many counties throughout California, Riverside County continues to experience challenges associated with the growing number of homeless. The January 2020 Point in time Count of the Homeless (PIT) determined that the total sheltered and unsheltered population in Riverside County increased from 2,811 in 2019 to 2,884 in 2020 (3% increase). This also has an impact on the City of Corona.

✓ According to the January 2020 PIT, the City of Corona experienced a 34% decrease in its unsheltered homeless population (from 164 in 2019 to 109 in 2020); however, it is extremely important to understand the limitations of the PIT data as homeless are only captured in known locations at one point-time-time. Two limitations impacting the 2020 PIT data are: 1) homeless tend to move to different locations within the City. Some of these locations may have not been on the PIT maps; and 2) homeless being served through the City of Corona motel shelter program were not captured during the City's unsheltered PIT Count.

✓ The City Net Homeless Census conducted in March of 2019 identified 209 unsheltered homeless individuals in the City of Corona. 96 of the 209 homeless met the HUD definition of chronically homeless. This is a high number of chronically homeless and presents unique challenges for the City of Corona.

✓ In March of 2020, City Net updated the by-name list of 209 homeless identified during the Census in 2019. Between successful street exits and new homeless client engagements, that number is estimated to be 231 unduplicated homeless in the City of Corona. This represents a 22 person or 10% increase. This confirms that homelessness in Corona is very fluid.

✓ The City Net Census also indicated that approximately 68% of the unsheltered homeless are males and 32% are females. No homeless families with children were identified during the City Net Census. The predominance of unsheltered males will impact how the City plans for the development of shelter.

✓ School Districts have a different definition of homelessness. This definition includes doubled-up in housing. The FY 18/19 Riverside County Office of Education Homeless Count confirmed that 18,165 of the 20,037 homeless children and youth were doubled-up in housing while the remaining 1,872 were living on the streets, in shelters or in motels. The Corona-Norco School District homeless student count represents less than 1% of the total number of homeless students in Riverside County.

- ✓ The Corona-Norco Unified School District has experienced a downward trend in the number of homeless children and youth decreasing from a high of 220 students to 115 students from 2016 to 2019. The Corona-Norco Unified School District is a high performing District and its McKinney-Vento partnerships are making a difference in reducing family homelessness.

- ✓ Of the 115 homeless students identified in the Corona-Norco Unified School District in 2019, only 46 were from the City of Corona.

- ✓ The 2-1-1 Community Connect call data for the City of Corona indicates that top caller needs are for homeless and housing resources. Housing resource calls for assistance were for at-risk of homeless and homeless categories.

- ✓ The emergency shelters and transitional housing projects listed on the Continuum of Care Housing Inventory Chart (HIC) are not local to the City of Corona. In addition, most of these facilities are fully subscribed. Further, according to the County's Coordinated Entry System, there are well over 800 eligible chronically homeless waiting to be placed in the permanent supportive housing units listed on the HIC. This data further affirms that Corona needs to develop its own system of services, shelter, and housing in collaboration with the County and other partners.

- ✓ The COVID-19 pandemic has caused unprecedented impacts to the economy. Some economists fear that the U.S. is headed into a downturn much deeper than the Great Recession of 2007-2009. As a result, the City of Corona will likely experience an increase in homeless families and individuals.

- ✓ When combined, these data factors confirm that the City of Corona will need to develop a robust plan of action that focuses on the following homeless sub-populations and interventions:

1. Unaccompanied Chronically Homeless Individuals/Unsheltered Street Homeless Individuals
- ✓ Outreach and Engagement
- ✓ Low-Barrier Emergency Shelter
- ✓ Navigation Center/Multi-Service Center
- ✓ Permanent Supportive Housing

2. Situationally Homeless Individuals and Families
- ✓ Outreach and Engagement
- ✓ Low-Barrier Emergency Shelter
- ✓ Connection to Existing Transitional Shelters
- ✓ Workforce Development Programs
- ✓ Affordable Housing

3. At-Risk of Homeless Individuals and Families
- ✓ Eviction and Foreclosure Prevention Programs
- ✓ Workforce Development Programs
- ✓ Utility, Food, Clothing, and Transportation Assistance Programs

Priority homeless sub-populations and recommended interventions will be discussed in more detail in the best practices and goal sections of this plan.

HOMELESS COST IMPACTS

Several different national, State, and local studies have proven that doing nothing to address the homeless issue is far more expensive to taxpayers and local government. Although the cost impacts vary among homeless subpopulations, chronically homeless individuals and families cause higher cost impacts to communities across the United States.

As mentioned earlier in this plan, chronic homelessness refers to individuals and families who experience long-term episodes of homelessness and who have co-occurring diagnoses such as mental illness, substance abuse disorders, chronic health conditions, and other disabilities. Without stable housing, chronically homeless individuals and families cycles in and out of hospital emergency rooms, substance abuse detoxification programs inpatient hospital stays, psychiatric centers, as well as jails and prisons resulting in extremely high public costs and poor health outcomes, including premature death.

Additional cost impacts to local government include hazardous waste cleanup cost impacts to parks and other public facilities. Debris from homeless encampments in river washes, riverbeds and other outdoor areas not only affects wildlife but presents additional challenges to local government for cleanup and mitigation due to environmental laws and regulations that seek to protect wildlife species.

The Police Department in Reno Nevada was one of the first cities in the nation to start tracking the high cost impacts of homelessness. Reno's catalyst for change was a homeless man named Murray Barr. Murray was a homeless ex-marine with severe alcoholism. Due to Murray's severe alcoholism, he cycled in and out of jail, hospital emergency rooms, alcohol detoxification centers, and inpatient hospital stays. Over the course of ten years of expensive non-solutions, Murray cost Nevada taxpayers one million dollars.

United Way Cost Impact and Demographic Study on Homelessness

In 2017, Orange County's United Way commissioned the development of a report to assess the cost of homelessness in the region. As part of this effort, some key homeless demographic data was also collected. The report was developed in collaboration with Jamboree, the University of California, Irvine (UCI), the Association of California Cities – Orange County, 211 Orange County, the Hospital Association of Southern California, Cal Optima, and other partners that were convened through an advisory committee.

The study was based on survey data from the following sources: 1) County of Orange, 2) 34 Cities in Orange County, 3) Orange County Hospitals and Cal Optima, 4) Nonprofits, 5) Homeless Participants, and other stakeholders. The data was collected through surveys as well as in person interviews.

Key demographic data findings related to the homeless in Orange County are similar to the demographic characteristics of the homeless in the City of Corona. For example, homeless demographic findings outlined in the United Way report concluded:

- 68% of the 252 homeless that were surveyed had lived in Orange County for 10 years or longer
- 90% of the homeless were predominantly born in the United States
- a significant number of the homeless were middle-aged, white and lived alone.

Major factors precipitating homelessness in Orange County included:

- Securing or retaining jobs with sustainable wages (40%)
- Finding or retaining affordable housing, including evictions and foreclosures (36%)
- Family issues (28%)
- Domestic Violence
- Family Dysfunction
- Relationship Dissolution
- Death of a Family member
- Alcohol and/or drug use (22%)
- Mental health issues (17%)
- Physical health issues (13%)
- Release from jail/prison (7%)

United Way Cost Impact and Demographic Study on Homelessness continued:

Based on the survey data received from public and private agencies participating in the United Way study, approximately $299 million was spent to address the homelessness in Orange County over a 12-month period in Fiscal Year 2014-2015. A breakdown of costs is as follows:

- ✓ Cities/Municipalities   - $120 million
- ✓ Hospitals/Healthcare   - $ 77 million
- ✓ County Agencies   - $ 62 million
- ✓ Non-Government Housing Agencies   - $ 35 million
- ✓ <u>Nonprofit Homeless Services Agencies</u>   -   <u>$ 5 million</u>

    Total   - $299 million

Cost Impact and Cost Savings Findings:

- ✓ The costs of homelessness are exponentially higher among the chronically street homeless;
- ✓ The cost of homelessness significantly declines when homeless are housed;
- ✓ The potential cost savings of housing the homeless is more significant for the chronically street homeless who are the heaviest service users;
- ✓ City governments and public services bear the brunt of the costs associated with homelessness.
- ✓ The average annual system cost for one chronically homeless person is $439,787;
- ✓ The average annual cost to place a chronically homeless person in permanent supportive housing with a higher level of service is $55,332;
- ✓ The estimated annual cost savings for placing a high service need chronically homeless person in permanent supportive housing is $384,455.

United Way Cost Impact and Demographic Study on Homelessness continued:

The following two charts provide a visual representation of the United Way study showing systemwide homeless cost impacts and the dramatic cost savings of providing permanent-supportive housing for the chronically homeless:

FY 2014/15 OC Homeless Cost Impacts By Stakeholder Category
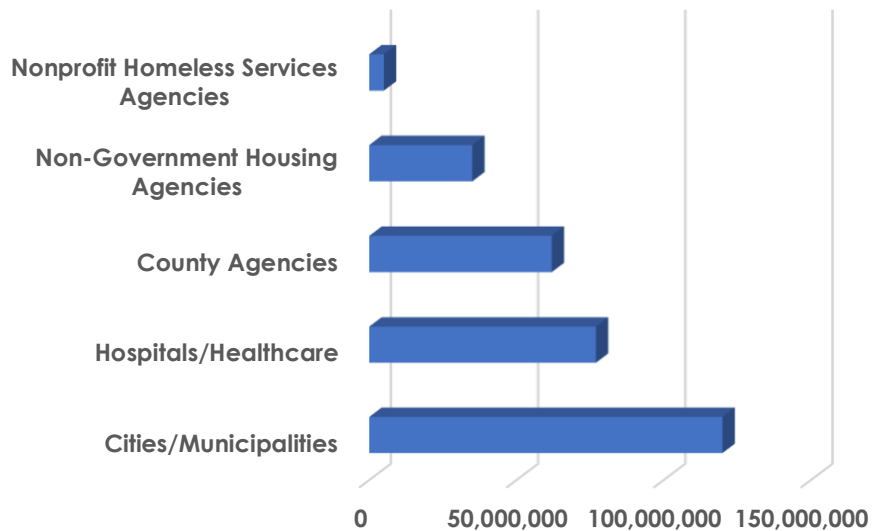
Annual Systemwide Cost Savings $384,455
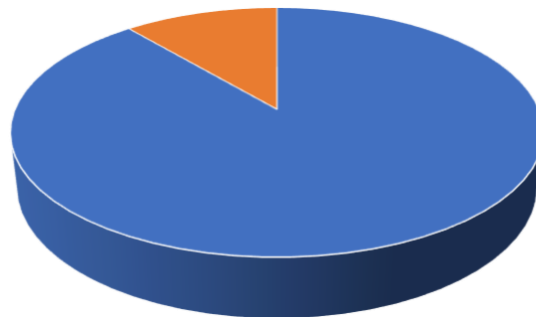
- **Annual Cost of One Chronic Homeless Person $439,787**
- **Annual Cost of One Person in Permanent Supportive Housing $55,332**

CITY OF CORONA HOMELESS COST IMPACTS

Consistent with the United Way study, which concluded that local government bears the brunt of homeless cost impacts, the City of Corona continues to experience homeless cost impacts at varying levels within different City Departments. As part of the Homeless Strategic Plan process, surveys were conducted to assess homeless impacts affecting the following City Departments:

- ✓ **Police Department & Fire Department**
- ✓ **Parks Department & Library and Recreation Services Department**
- ✓ **Animal Services and Enforcement**

It is extremely important to clarify that the following survey data is being used to evaluate homeless cost impacts to confirm that doing nothing to address homelessness is far more expensive to local government. Furthermore, not all homeless commit crimes and cost impacts to cities like Corona highlight the quality of life issues facing the homeless who often have no access to safe shelter, restrooms, and showers. Therefore, the quality of life issues highlighted in the following survey responses are symptoms to bigger problems related to the lack of shelter, supportive services like mental health and substance abuse treatment as well as affordable housing. Finally, it should be noted that some City Departments like the Library and Recreation Services Department and the Animal Services and Enforcement Department also provided a summary of services provided to the homeless.

City of Corona Police Department

The Corona Police Department provided the following survey responses:

1. **What is the total number of all calls for service in 2017, 2018, and 2019?**

   - 2017: 106,333
   - 2018: 85,634
   - 2019: 83,186

2. **What is the total of all homeless related calls for service in 2017, 2018, and 2019?**

   - 2017: 2512
   - 2018: 2768
   - 2019: 3584

3. **Of the total calls for service in 2017, 2018, and 2019, what percentage were transient related calls for service for each year?**
   - 2017: 2.3%
   - 2018: 3.2%
   - 2019: 4.3%

4. **What are the estimated homeless related cost impacts for police officers? (note: administration, records, dispatch, vehicle costs not included)**
   - 2017: $698,000
   - 2018: $743,000
   - 2019: $887,00

5. **Based on the total number of homeless related calls for service over the past three years**
   a. **Should the Corona Police Department Homeless Outreach & Psychological Evaluation (HOPE) Team be expanded in terms of additional Police Officer II staff?**
   Yes
   b. **If so, how many additional positions are needed and what is the fully loaded cost for an entry level Police Officer II position?**
   We concur with the Hilliard Heinz Assessment recommendation of two additional officers at $208,000 each (does not include a vehicle and other equipment costs). The two additional HOPE Team Officers would be working the opposite days of the week and therefore could utilize the truck assigned to the team. On overlapping days, additional vehicles are available for short-term use and would be utilized.

c. **Should the HOPE team be expanded to a 24/7 service/response model?**

No. The second team would be assigned to swing shift type hours, perhaps 2 pm to midnight and could address the issues occurring at night. We are also re-inventing our HOPE Liaison Officer Program where additional patrol officers will be helping during the hours when both teams are off duty.

6. **Based upon feedback from the HOPE Team and Patrol, what are the biggest barriers and challenges facing the homeless in the City of Corona:**
   a. Mental Health Treatment
   b. Substance Abuse Treatment

Several patrol officers and sergeants weighed in on this question. Mental Health and Substance Abuse were identified as the biggest challenges facing the chronically homeless in Corona. Officers opined that recent changes to state law minimizing the consequences for the use and possession of dangerous drugs has had a significant impact on the system's ability to mandate treatment for the addicted portion of the homeless population. Other barriers and challenges such as emergency shelter, transitional shelter, permanent supportive housing and other system components were viewed as political in nature and officers declined to weigh in on them.

7. **What policy options and best practices does Corona PD believe will make the most dramatic impact in addressing homelessness in the City of Corona?**

The overall sentiment from patrol officers is that these policy options are best established by policy makers familiar with the issues.

8. **Is there any additional information that Corona PD would like to provide to help City Council make the most appropriate policy decisions regarding the Homeless Strategic Plan?**

Admission to any shelter established within the City should be restricted and closely monitored to discourage dumping. Tight controls would minimize the diversion of critical resources from their mission.

The number of reported calls for service related to homelessness indicate an upward trend. Based upon those calls it is estimated that 8,160 man-hours were spent on these calls last year.

Limited patrol resources are diverted from responding to other emergency, non-emergency and self-initiated calls. Officers are required to respond from greater distances as zone integrity is sacrificed due to time committed to homeless related calls.

Patrol response times to emergency calls continue to remain in the five-minute range. However, non-emergency response times are increasing as is officer fatigue. City Council approval of increased staffing and additional resources for the unsheltered would certainly have a positive impact on this trend.

City of Corona Police Department Continued

The following charts and graphs provide a visual overview of homeless cost impacts to the City's Police Department:

Year	Total Calls For Service	Homeless Calls For Service	Homeless Cost Impact
2017	106,333	2,512	$698,000
2018	85,634	2,768	$743,000
2019	83,186	3,584	$887,000

- ✓ In 2019, 8,160 man-hours were spent on transient related calls for service.
- ✓ Limited patrol resources were diverted from responding to other emergency and non-emergency calls.
- ✓ While total police department calls for service are decreasing, homeless related calls for service and cost impacts increasing.

The following charts and graphs provide a visual overview of homeless related calls for service cost impacts to the City's Police Department:
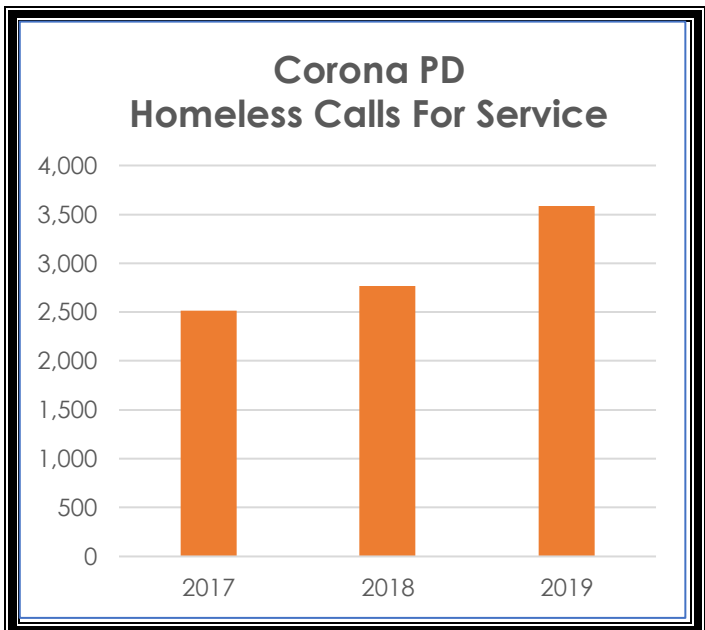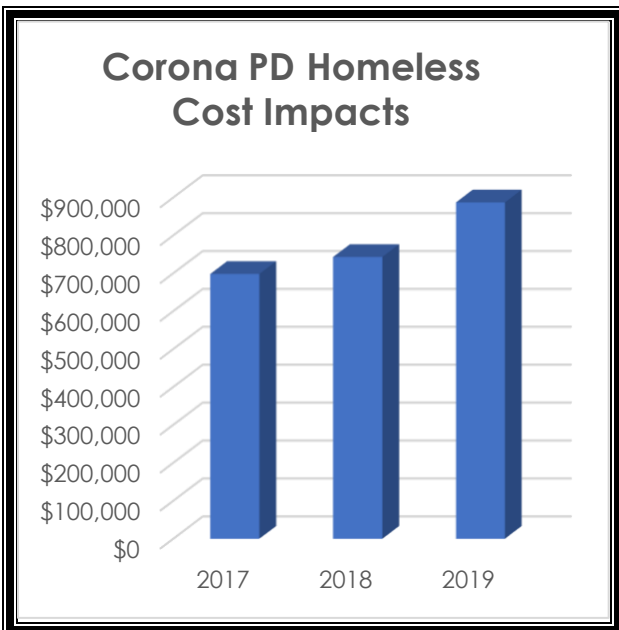
City of Corona Fire Department

The Corona Fire Department provided the following survey responses as part of the City's Homeless Cost Impact Assessment:

1. **What is the total number of all Fire Department calls for service in 2017, 2018, and 2019?**
   - 2017: 12,979
   - 2018: 13,048
   - 2019: 13,880

2. **What is the total number of all Fire Department homeless calls for service in 2017, 2018, and 2019?**
   - 2017: 237
   - 2018: 294
   - 2019: 620 (6 months' worth of data from new Image Trend System which captures more accurate data)

Analysis of Corona Fire Department Homeless Cost Impacts

Year	Total Calls for Service	Six Months of Transient Related Calls for Service	Six Months of Homeless Cost Impacts
2019	13,880	620	$980,302

Corona Fire Department's new Image Trend data system captures more accurate information than the legacy system. Six months of data from the new system provides an accurate reflection of transient calls for service and cost impacts.

City of Corona Fire Department Continued:

3. **Over the past three years (2017, 2018, 2019), have transient related calls for service diverted fire department resources away from critical emergencies and first response? If so, please describe the impact.**

Any homeless/transient related call for service potentially diverts resources away from critical emergency response. Though we have other available units to respond to additional calls for service, they are generally responding from greater distances which impacts the quality of care. Calls are best characterized in two general categories, Emergency Medical Service (EMS) related or Non-EMS related. Non-EMS related incidents include responses such as fires.

As a point of reference, below is some data from Image Trend that depicts the homeless impacts. The totals below are times where fire resources were assigned to homeless incidents and unable to respond to other emergencies:

July 19, 2019 – February 28, 2020 Homeless/ Transient Incidents	Emergency Medical Service Incidents Total Hours Assigned	Non-Emergency Medical Service Incidents Total Hours Assigned
Total Commitment 317 hours	186 hours	131 hours

City of Corona Fire Department Continued:

4. **What is the Fire Department's perspective on the biggest barriers and challenges facing the homeless in the City of Corona?**

    Based on feedback from operations personnel the below items are the biggest barriers/challenges:

    - ✓ Mental Health Treatment
    - ✓ Substance Abuse Treatment
    - ✓ Lack of Emergency Shelter

    Most of the Fire Department's interactions with the homeless population are transactional. The homeless neighbor needs a service and we provide it. Statistically, the majority of the Fire Department's homeless responses are initially medical in nature. However, in inclement weather we are often called out for a medical issue as a mechanism for the caller to get out of the elements.

    Many of the other barriers and challenges listed are systemic or philosophic and do not resonate with our reality. For example, our work is not impacted by the homeless population's lack of employment or life skill training.

5. **What policy options and best practices does the Fire Department believe will make the most dramatic impact in addressing homelessness in the City of Corona?**
    - ✓ Navigation Centers/Low-Barrier Emergency Shelter

6. **Is there any additional information that the Corona Fire Department would like to provide to help the City Council make the most appropriate policy decisions regarding the Homeless Strategic Plan?**

    As a complex problem, this will obviously require complex solutions that include strategy, policy, administration and operations.

City of Corona Parks and Facilities

The City of Corona Parks Department provided the following survey responses as part of the City's Homeless Cost Impact Assessment:

1. **Vandalism and Building Maintenance Cost Impacts:**

   ✓ **Please provide details related to homeless cost impacts from vandalism and building maintenance for the past three years (2017, 2018, and 2019):**

Fiscal Year	Total Cost
16/17	$17,752.52
17/18	$21,003.35
18/19	$51,079.90
Total	$89,835.77

City of Corona Parks
Homeless Cost Impacts
Vandalism & Clean-Up Costs

City of Corona Parks and Facilities Continued

2. **Please list the types of homeless related vandalism and maintenance issues during the period 2017, 2018, and 2018:**

   - ✓ Theft of wire, brass or copper plumbing
   - ✓ Broken light fixtures or painting over light fixture lens
   - ✓ Broken doors and windows to gain entry
   - ✓ Burned items in shelters or restroom

3. **Please provide a summary of feedback from Parks staff regarding concerns related to homeless impacts at City Parks:**

   - ✓ Concerns about biohazardous of clean-up of human waste (both urine and fecal)
   - ✓ Concerns about biohazardous clean-up of hypodermic needles and other drug paraphernalia
   - ✓ Concerns about employee safety
   - ✓ Concerns about public safety

4. **Please identify park locations where Corona's homeless congregate:**
   - ✓ City Park
   - ✓ Stagecoach Husted Park
   - ✓ Joy Park
   - ✓ Merrill Park
   - ✓ Sheridan Park
   - ✓ Rimpau Park
   - ✓ Butterfield Park
   - ✓ Kellogg Park
   - ✓ Santana Park

It is important to note that City Park is the primary location where Corona's homeless congregate; however, we also see homeless typically in vehicles or sleeping in restrooms or baseball dug outs at Rimpau Park, Butterfield Park, Kellogg Park and Santana Park. Many appear to either have substance abuse issues and/or mental health issues.

City of Corona Parks and Facilities Continued

5. **Please indicate which park locations have required Corona Police Department response regarding homeless issues:**

   - ✓ City Park
   - ✓ Butterfield Park
   - ✓ Santana Park
   - ✓ Citrus Park
   - ✓ Rimpau Park
   - ✓ Stagecoach Park
   - ✓ Husted Park
   - ✓ Joy Park
   - ✓ Merrill Park

   Please summarize the most common homeless-related complaints received from residents:
   Parks and Recreation staff receive complaints from residents who use the parks for recreational purposes. Residents complain about safety concerns, unsanitary conditions, and other inappropriate homeless behavior in public parks. In addition, the leagues who use the sports parks have major complaints about open drug use, sleeping or showering in restrooms when children are present and finding drug paraphernalia or human waste in the dug outs or bleacher areas.

6. **From a Parks Department perspective, what are the biggest barriers and challenges facing the homeless in the City of Corona?**

   - ✓ Lack of Emergency Shelter
   - ✓ Lack of Housing with Services
   - ✓ Substance Abuse Treatment
   - ✓ Other: Legislation such as Proposition 47 and 57 causes enforcement challenges for Corona PD

7. **What policy options and best practices does the Parks Department believe will make the most dramatic impact in addressing homelessness in the City of Corona?**

   Alignment with County of Riverside Policy & System
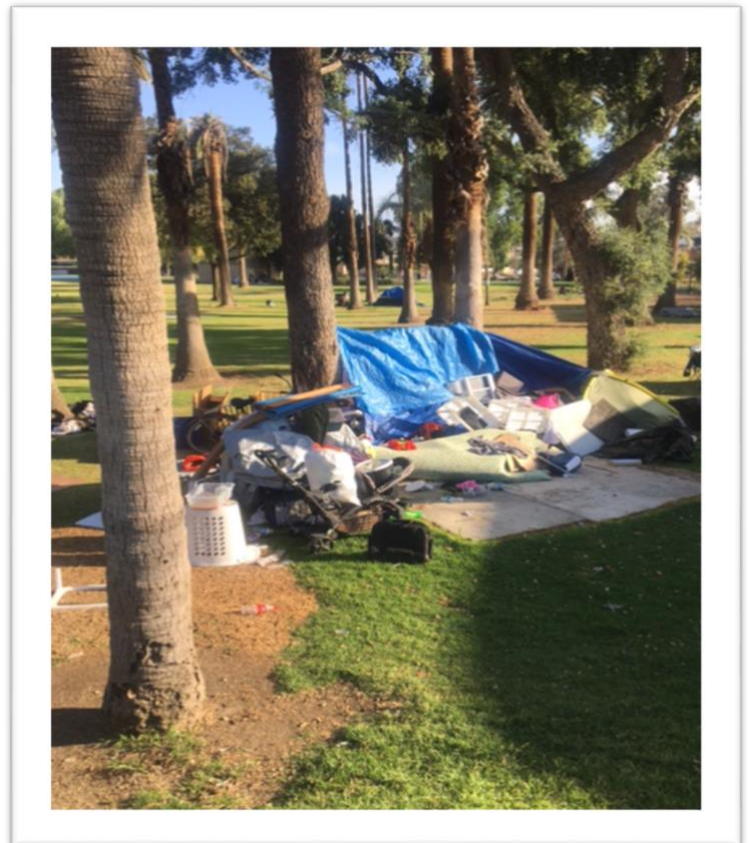
City of Corona Library and Recreation Services Department:

The Library and Recreation Services Department survey will not only assess homeless cost impacts and issues but also services available for the homeless.

1. **<u>Vandalism and Building Maintenance Cost Impacts</u>:**

    Please provide an overview of homeless issues related to vandalism and building maintenance during the period of 2017, 2018, and 2019:

    - ✓ Destruction and theft of City property
    - ✓ Breaking and entering
    - ✓ Human waste (urine and feces)
    - ✓ Hazardous materials including needles
    - ✓ Hygiene and sanitizing maintenance
    - ✓ Increased restroom maintenance
    - ✓ Trash and bulk items deposited throughout facilities
    - ✓ Occupancy of resources and amenities
    - ✓ Wire and equipment theft
    - ✓ Use of electric
    - ✓ Graffiti and arson
    - ✓ Damage to urban canopy and landscaping
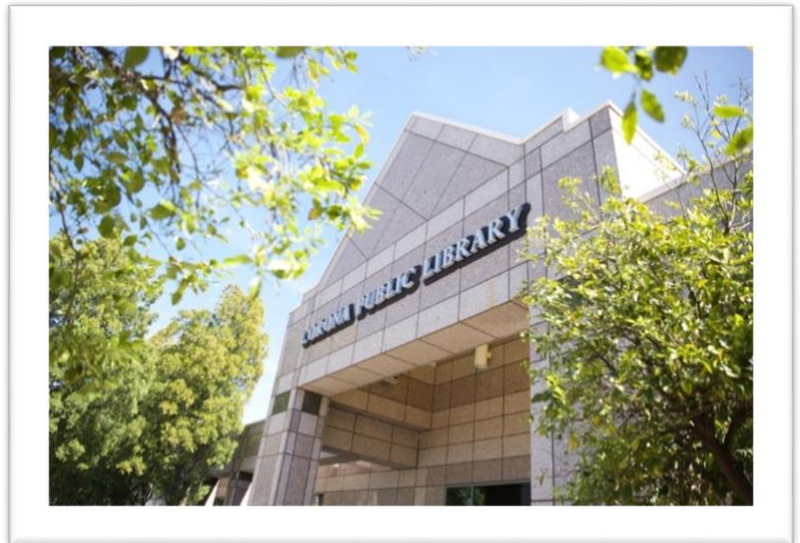
    To appropriately address these issues, the Library and Recreation Services Department regularly purchases disinfectant sprays and wipes, gloves, trash grabbers, graffiti wipes, sharps disposal containers, and other related supplies.

2. Please provide the name and location of each facility impacted by homeless related vandalism and maintenance issues:

Circle City Center
365 N Main Street, Corona

Historic Civic Center & Room
815 W 6th Street, Corona

Corona Public Library
650 S Main Street, Corona

Parks & Fields:
Brentwood
Butterfield
City
El Cerrito
Kellogg
Promenade
Santana
Sheridan
Stagecoach
Victoria

Senior Center
921 S Belle, Corona

Vicentia Activity Center
550 S Vicentia Avenue, Corona

Victoria Park Community Center
312 E 9th Street, Corona

City of Corona Library and Recreation Services Department continued:

3. **Please provide a grand total of homeless related cost impacts for the period of 2017, 2018, and 2019:**

YEAR	COST
2017	NOT TRACKED
2018	$19,524
2019	$43,386
TOTAL	**$62,910**
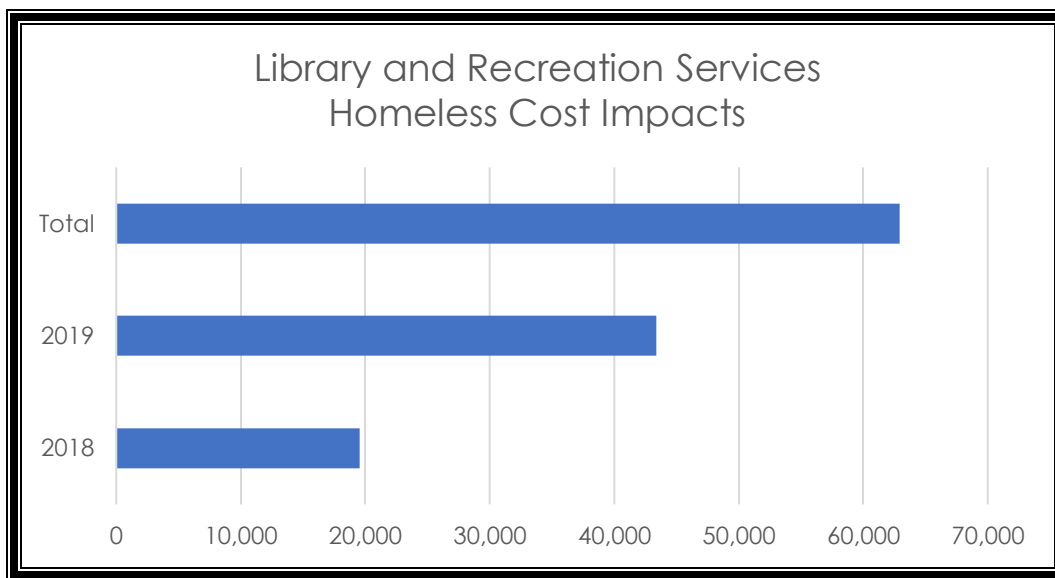
4. **Please confirm which locations have required support/response from the Corona Police Department:**

   ✓ Brentwood
   ✓ Civic Center Gym
   ✓ City Park Pool
   ✓ Historic Civic Center
   ✓ Library
   ✓ Victoria Park Community Center

5. **Please provide examples of homeless-related complaints and concerns from staff and the public:**

   ✓ People entering the library and being greeted by someone who is yelling at them or being aggressive. This also covers drug use reports when library users enter the facility.
   ✓ Regular reports of problems in the restrooms: people bathing, people sleeping or passed out, and drug use.
   ✓ Parents who are dropping their children off for our day camp express concern about the individuals who spend time near the camp building.
   ✓ Day Camp staff have had to call Police due to homeless who have displayed erratic and menacing behavior toward staff and children.
   ✓ User groups unable to utilize their permitted space due to homeless occupying the facility, entryway, bathrooms, and amenities.
   ✓ Drug use, violence, and prostitution making families feel unsafe and unwilling to continue participation in activities. This results in decreased revenue for programs, leagues, and organizations.

6. **Homeless Services provided by the Library and Recreation Services Department:**

   Do the homeless have access to computers and the Internet at the Library, Senior Center, or any of the seven community centers?

Computer and Internet Access by Facility:

Facility	Computer Access	Internet
Auburndale		
Civic Center Gym		✓
City Park Pool		
Circle City Center		✓
Library	✓	✓
Parks & Fields		
Senior Center	✓	✓
Vicentia Activity Center		
Victoria Park Community Center		

7. **Does the staff of Library and Recreation Services collaborate with City Net to link the homeless to resources, shelter, and housing? Is staff aware that City Net provides transportation services so that homeless can obtain valid forms of ID?**
   Yes
   Yes

8. **Do homeless individuals access community services or recreational activities at the Library, Senior Center, or any of the seven community centers?**
   Yes

9. **Based upon the experience of the Library and Recreation Services Department, what are the biggest barriers and challenges facing the homeless in the City of Corona? Circle all that apply and list missing barriers/challenges:**

   ✓ Lack of Emergency Shelter
   ✓ Lack of Transitional Shelter
   ✓ Lack of Affordable Housing
   ✓ Lack of Housing with Services
   ✓ Mental Health Treatment
   ✓ Substance Abuse Treatment
   ✓ Appropriate Health Care
   ✓ Jobs/Workforce Development
   ✓ Life Skills Training
   ✓ Lack of a Family Support System
   ✓ Non-Profit Resources
   ✓ Transportation

10. **What policy options and best practices does the Library and Recreation Services Department believe will make the most dramatic impact in addressing homelessness in the City of Corona?**

    ✓ Alignment with County of Riverside Policy & System
    ✓ Systems-Oriented Approach
    ✓ Sub-Regional Partnerships (Cities & County)
    ✓ Building Capacity to increase/leverage funding
    ✓ Navigation Centers/Low-Barrier Emergency Shelter
    ✓ Housing for Different Homeless Subpopulations
        i. Permanent-Supportive Housing
        ii. Rapid Rehousing
        iii. Affordable Housing
    ✓ Public/Private Partnerships with the Faith-Based Community
    ✓ Public/Private Partnerships with the Business Community
    ✓ Cease public feedings and item distribution at parks

11. **Is there any additional information the Library and Recreation Services Department would like to provide to help City Council make the most appropriate policy decisions regarding the Homeless Strategic Plan?**

    As with any effort, a plan to address homelessness must insist all parties share a common mission, vision, and values.

City of Corona Animal Services and Enforcement Department

The Animal Services and Enforcement Department survey will assess animal care services available for the homeless with pets.

1. **Has Animal Services and Enforcement had to deal with pets that belong to the homeless that live in Corona? If yes, please provide a summary that outlines specific issues and cost impacts during 2017, 2018, and 2019?**

    The majority of calls that we receive regarding pets belonging to the homeless are from the City Park area. We do not deal one on one with the homeless at the park only because the dog owner, for the most part, has left the area and has left the dog in question loose at the park. There have been few occasions that the dog owner, who will admit they are homeless, will claim their dog from the animal shelter.

    As part of this response, please provide specific details such as response to vicious, noisy, sick, abused, neglected or abandoned animals:

    The vast majority of dogs owned by the homeless are very well cared for, so as far as the dogs being abused, neglected or sick, that does not happen. The calls received for dogs belonging to the homeless are stray dog calls, either because the homeless person has left the area for a few hours or has fallen asleep at City Park and the dog is wandering loose in the park.

    Please list the types of animals (e.g., dogs, cats, other animals): Mostly dogs, no cats. There was one call indicating that a homeless person was standing near a shopping center with a crow.

2. **Does Animal Services and Enforcement have a nonprofit foundation that raises funds to provide animal care services in the City of Corona?**

    Animal Services and Enforcement uses Corona Police Community Partnership.

3. **Does Animal Services and Enforcement receive food and other pet supply donations from PetSmart, Petco, Chewy or other pet product businesses?**

    Our Department receives donated food items from the Walmart that is located off the 91 Freeway and McKinley.

4. **Does Animal Services and Enforcement provide free or low-cost services to Corona homeless that own pets?**

   ✓ *If yes, please provide details such as spay/neuter, vaccinations, microchips, temporary boarding, food, crates, license fee waivers, collars/leashes, etc.*

   If the dog in question is a continual problem, we offer to spay/neuter the dog. Our Department also waives most fees for the homeless because they normally do not have any money. We do not keep a homeless dog from its owner because it is usually the only companion the homeless person has and most dogs belonging to the homeless are well cared for.

   ✓ *Does Animal Services and Enforcement provide animal care services at community resource fairs for the homeless or other low-income residents in Corona?*

   Yes. At every community event, we make referrals for resources. For example, we refer residents to the Riverside County Department of Animal Services which has a low-cost spay/neuter program.

5. **If the City establishes an emergency shelter, would Animal Services and Enforcement have the capacity to partner with the contracted shelter operator? Examples of partnership support could include spay/neuter services, vaccinations, microchips, temporary boarding, food, crates, license fee waivers, collars/leashes, etc.**

   Yes. We would have emergency shelter capacity for events such as fires, floods, or other natural disasters. As far as providing spay/neuter services and vaccines, those services would have to be provided by an outside California licensed veterinarian.
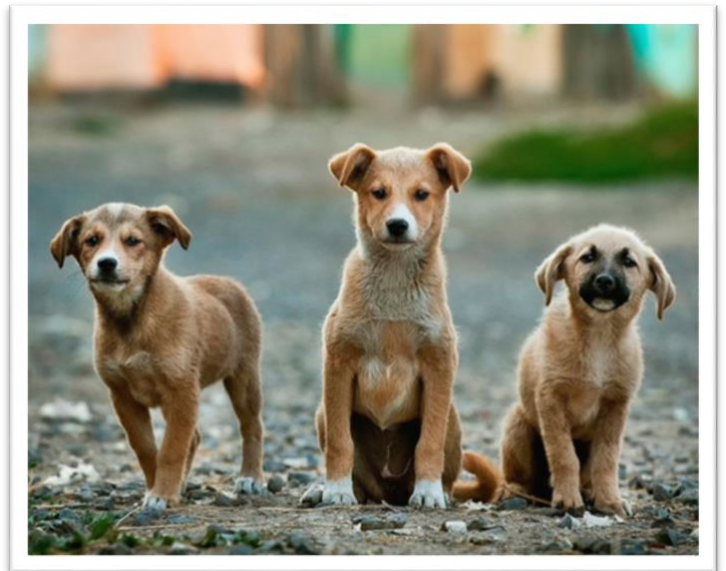
6. **Based upon the experience of the Animal Services and Enforcement Department, what are the biggest barriers and challenges facing the homeless in the City of Corona? Circle all that apply and list missing barriers/challenges:**

   ✓ Lack of Emergency and Transitional Shelter
   ✓ Lack of Affordable Housing and Housing with Services
   ✓ Lack of Mental Health and Substance Abuse Treatment
   ✓ Lack of Appropriate Health Care
   ✓ Lack of Jobs/Workforce Development and Life Skills Training
   ✓ Lack of a Family Support System

7. **What policy options and best practices does the Animal Services and Enforcement Department believe will make the most dramatic impact in addressing homelessness in the City of Corona? Circle all that apply and list missing policy options and best practices:**

   ✓ Alignment with County of Riverside Policy & System
   ✓ Systems-Oriented Approach
   ✓ Sub-Regional Partnerships (Cities & County)
   ✓ Building Capacity to increase/leverage funding
   ✓ Navigation Centers/Low-Barrier Emergency Shelter
   ✓ Housing for Different Homeless Subpopulations
       i. Permanent-Supportive Housing
       ii. Rapid Rehousing
       iii. Affordable Housing
   ✓ Public/Private Partnerships with the Faith-Based Community
   ✓ Public/Private Partnerships with the Business Community

CITY OF CORONA HOMELESS COST IMPACT ANALYSIS

The following bar graph quantifies the total homeless cost impacts to the City of Corona over a three-year period during 2017, 2018, and 2019. The $3,461,047 total cost impact is a very conservative assessment since the Fire Department cost data only covers a six-month period and the Library/Recreation Services Department cost data only covers a two-year period. Over time, a coordinated system of homeless services should not only improve the quality of life in Corona but also reduce homeless related cost impacts to the City.

2017 - 2019 Corona City Departments Homeless Cost Impacts $3,461,047

Department	Cost
Police	$2,328,000.00
Fire	$980,302
Parks / Facility Management	$89,836
Library / Recreation	$62,910
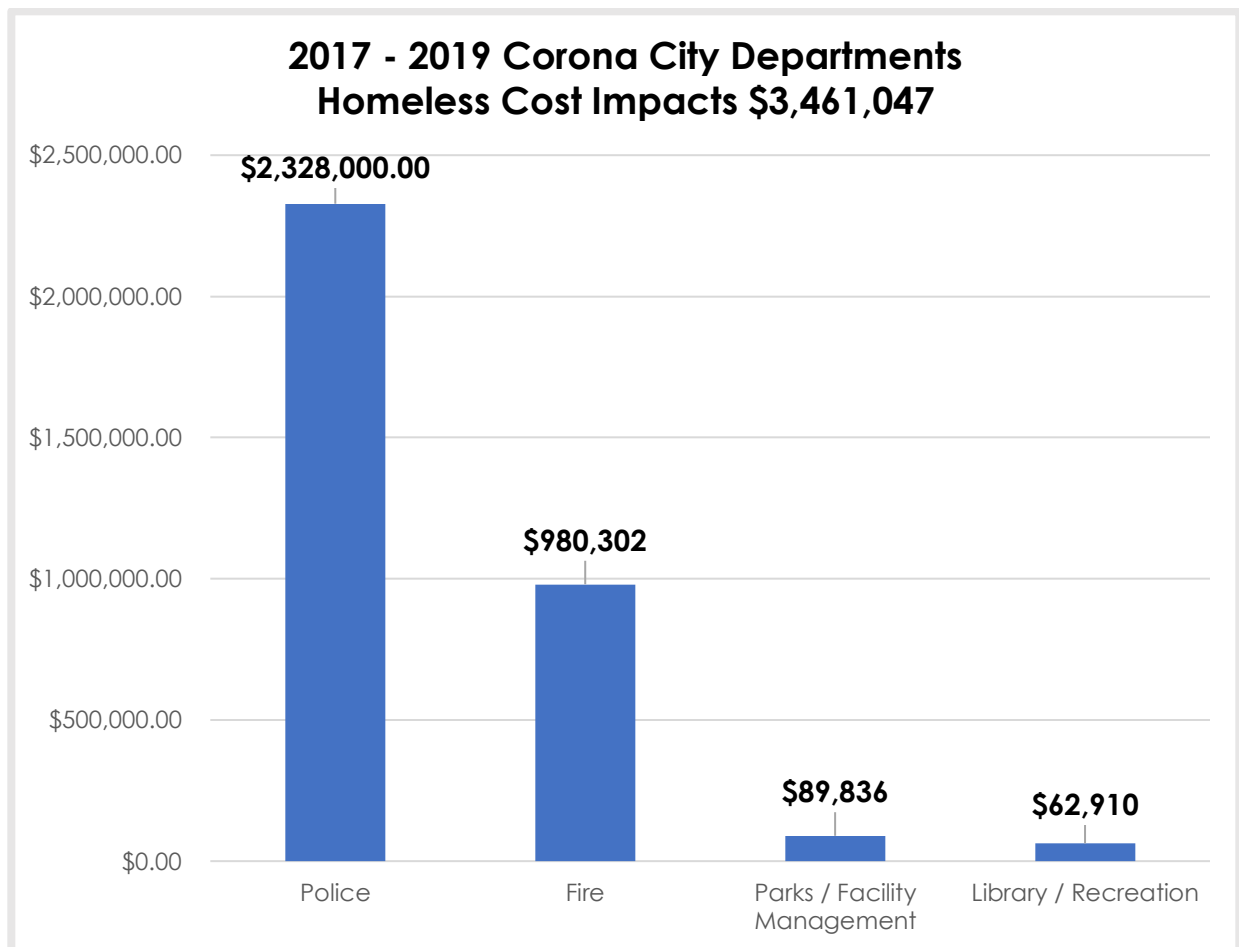
COMMUNITY ENGAGEMENT

Value of Community Engagement

The most successful models to address homelessness are developed through robust community engagement. Diversity of thought, experience, resources, and program philosophies facilitate the development of solid public/private partnerships and models. Additional benefits of community engagement include:

- ✓ Provide opportunities for community residents and businesses to express concerns and participate in solutions
- ✓ Foster community buy-in and ownership
- ✓ Bring together diverse stakeholder groups that were not previously working together
- ✓ Increase transparency
- ✓ Build trust
- ✓ Increase understanding
- ✓ Improve communication
- ✓ Develop methods to resolve conflicts
- ✓ Establish local networks of community stakeholders who can work together towards common goals
- ✓ Identify creative and practical solutions
- ✓ Identify unmet needs and service gaps
- ✓ Leverage public and private sector resources of time, talent and treasure

COMMUNITY ENGAGEMENT

The following meeting matrix provides a summary of the meetings that were convened to solicit broad community participation to support development of the City's Homeless Strategic Plan:

	Type of Stakeholder Meeting	Date
1.	Supervisor Spiegel 2nd District Homeless Solutions Collaborative of Cities/County Agencies	October 21, 2019 2:00 pm
2.	Inland Gateway Association of Realtors	November 07, 2019 8:00 am
3.	City of Corona Department Head Homeless Strategic Plan Meeting	December 10, 2019 10:00 am
4.	Homelessness Resources Committee Membership Meeting	December 11, 2019 3:00 pm
5.	Chamber of Commerce Homeless Strategic Plan Brainstorming Meeting	January 08, 2020 3:30 pm
6.	Affordable Housing Developer Meeting with National CORE	January 09, 2020 1:30 pm
7.	Affordable Housing Developer Meeting with C&C Development	January 09, 2020 3:00 pm
8.	Faith-Based Community Meeting Corona Police Department Cops and Clergy Meeting	January 14, 2020 8:00 am
9.	Corona Chamber of Commerce Board Presentation	January 16, 2020 7:00 am
10.	Corona Rotary Club	February 14, 2020 12:00 pm
11.	Corona Chamber of Commerce Good Morning Corona	February 21, 2020 7:00 am
12.	Homeless/Formerly Homeless Neighbors Focus Group	February 19, 2020 11:30 am
13.	General Community Stakeholder Meeting	February 05, 2020 9:00 am
14.	General Community Stakeholder Meeting	February 05, 2020 1:30 pm
15.	General Community Stakeholder Meeting	February 12, 2020 9:00 am
16.	General Community Stakeholder Meeting	February 12, 2020 7:00 pm
17.	General Community Stakeholder Meeting	February 15, 2020 1:30 pm
18.	Supervisor Spiegel 2nd District Homeless Solutions Collaborative of Cities/County Agencies	March 12, 2020 1:30 pm

COMMUNITY ENGAGEMENT

Corona's Homeless Strategic Plan community engagement process was comprised of two components: 1) Stakeholder Meetings, and 2) Surveys. The two-pronged community engagement approach provided flexibility for stakeholder participation, consistency throughout the engagement process, and more than one avenue for the community to provide feedback.

A diverse cross section of public and private stakeholders participated in the community engagement process during the months of October 2019 through March 2020.

Community Engagement Participating Stakeholder Groups

1. City Council and Council Committees
   - ✓ Individual Council Members
   - ✓ Homelessness Resources Committee
   - ✓ Homeless Strategic Plan Ad Hoc Committee

2. City Departments and Commissions
   - ✓ City Manager's Office
   - ✓ Police Department
   - ✓ Fire Department
   - ✓ Parks Department
   - ✓ Library and Recreation Services Department
   - ✓ Housing Department
   - ✓ Planning/Housing Commission
   - ✓ Parks Commission

3. Homeless and Housing Providers
   - ✓ City Net
   - ✓ C&C Development
   - ✓ Helping Hearts
   - ✓ Hope Through Housing
   - ✓ Illumination Foundation
   - ✓ Mercy House
   - ✓ National Core
   - ✓ Path of Life Ministries
   - ✓ Starting Over
   - ✓ Shelter for Change

4. Homeless/Formerly Homeless Neighbors Focus Group – 23 Attendees
   - ✓ Currently Homeless Neighbors
   - ✓ Formerly Homeless Neighbors
   - ✓ City Net
   - ✓ St. Edward Catholic Church

COMMUNITY ENGAGEMENT

Community Engagement Participating Stakeholder Groups continued:

5. At-Risk/Low Income Service Providers/Other Community Based Organizations
   - ✓ Authentic Reflection
   - ✓ 211 Community Connect
   - ✓ Inspire Life Skills
   - ✓ Corona-Norco Settlement House
   - ✓ Women's Improvement Club

6. Faith-Based Organizations
   - ✓ Angels Over Cliffs
   - ✓ Calvary Chapel Corona
   - ✓ The Bridge Church of Corona
   - ✓ Crossroads Christian Church
   - ✓ Connection Church
   - ✓ Church of Jesus Christ of Latter-Day Saints
   - ✓ Faith Fellowship
   - ✓ First Baptist Church of Corona
   - ✓ Islamic Society of Corona-Norco
   - ✓ Sheepdog Warrior Ministry
   - ✓ St. Edward Catholic Church
   - ✓ St. John's Episcopal Church
   - ✓ St. Matthew Catholic Church

7. School Districts and Colleges
   - ✓ California Department of Education
   - ✓ California Baptist University
   - ✓ Corona-Norco Unified School District
   - ✓ Norco Community College
   - ✓ Riverside County Office of Education
   - ✓ University of Redlands

COMMUNITY ENGAGEMENT

Community Engagement Participating Stakeholder Groups continued:

8. **Business Community**

    Chamber of Commerce Board Meeting - Businesses Represented:

    ✓ Akes Family Funeral Home
    ✓ Alladin Cleaning Services
    ✓ Allegra Print and Mail
    ✓ American National Manufacturing
    ✓ Carstar All Star Collision
    ✓ Carter Bradley Insurance
    ✓ City of Corona & County of Riverside
    ✓ Collins Aerospace
    ✓ Corona Chamber of Commerce
    ✓ Corona History Association
    ✓ Corona Regional Medical Center
    ✓ Creative By Design
    ✓ Eduardo's Mexican Restaurant
    ✓ Express Employment Professionals
    ✓ Integrated Medical Center of Corona-Comp Access
    ✓ Kaiser Permanente
    ✓ Lifetime Vinyl Fencing
    ✓ Make Dust
    ✓ Peabody Engineering
    ✓ Ryan & Associates Financial Services
    ✓ Western States Financial

CORONA
CHAMBER OF COMMERCE
(951) 737-3350 • CORONAchamber.org

Community Engagement Participating Stakeholder Groups continued

8. **Business Community**
   Chamber of Commerce Good Morning Corona Businesses Represented

- ✓ 100 Mile Club
- ✓ ABD Office Solutions, Inc.
- ✓ Adomani, Inc.
- ✓ Aflac
- ✓ Aladdin Cleaning Services, Inc.
- ✓ Allegra Marketing
- ✓ Altura Credit Union
- ✓ American Cancer Society
- ✓ Apex Legal Solutions, Inc.
- ✓ Barn Haus Brewery
- ✓ Bobcat Properties and Farms
- ✓ Braille Institute
- ✓ Brother 2 Brother Catering
- ✓ C&C Development
- ✓ California Baptist University
- ✓ CARSTAR Allstar Collision
- ✓ Carter Bradley Insurance Solutions
- ✓ Chef Doc Catering
- ✓ Citrus Valley Medical Associates
- ✓ Corona Chamber of Commerce
- ✓ Clout Consulting
- ✓ Corona-Norco Unified School District Adult Education
- ✓ Corona History Association
- ✓ Corona-Norco United Way
- ✓ Corona-Norco Schools Educational Foundation
- ✓ Corona Regional Medical Center
- ✓ Creative by Design
- ✓ Crystal Roses
- ✓ DFI Financial Services
- ✓ Do It American Manufacturing Company, LLC
- ✓ Eduardo's Mexican Restaurant

- ✓ Empire Energy Solutions
- ✓ Encouragers Counseling & Training Centers, Inc.
- ✓ Giving 365
- ✓ Grace Clark, CPA
- ✓ Hendrickson Brothers
- ✓ Herencia Mariachi Academy
- ✓ Holstrom, Block, and Parke, APLC
- ✓ Home Instead Senior Care
- ✓ Hustle Media Group
- ✓ Jim Dorsey Commercial Photography
- ✓ John's Easy Vacations
- ✓ Kaiser Permanente
- ✓ Kowalski Employment Law Corporation
- ✓ Legacy Logistics USA
- ✓ Legal Shield
- ✓ Level Advisors
- ✓ Liberate Debt
- ✓ Luck Air,Inc.
- ✓ M.E.C
- ✓ Naval Surface Warfare Center, Corona Division
- ✓ New York Life
- ✓ Norco College
- ✓ Northwest Mutual
- ✓ Onsite Computing, Inc.
- ✓ Peppermint Ridge
- ✓ Planet Fitness Grand Oaks
- ✓ PrimePay
- ✓ Provident Bank
- ✓ Raincross at Riverside
- ✓ REMAX Partners
- ✓ Rhythm Tech Productions
- ✓ Riverside Area Rape Crisis Center
- ✓ Riverside Community Hospital
- ✓ Riverside County Workforce Development Centers
- ✓ Roadsafe

- ✓ Robertson's Ready Mix
- ✓ Ryan & Associates Insurance and Financial Strategies
- ✓ S Cube Technologies
- ✓ Self Made Training Facility Corona
- ✓ Selling in Color
- ✓ Skillet's Café
- ✓ St. Edward School
- ✓ Staybridge Suites Corona South
- ✓ T3 Motion
- ✓ Church of Jesus Christ of Latter-Day Saints
- ✓ Inland Gateway Association of Realtors
- ✓ Transportation Corridor Agencies
- ✓ Town and Country Day School
- ✓ Town Planner Community Calendars
- ✓ Twistify Balloons
- ✓ UFC Gym Corona
- ✓ UFC Gym South Corona
- ✓ United Paving Co.
- ✓ University of Redlands
- ✓ University of Redlands Riverside Campus
- ✓ Ur Agenda Social Marketing
- ✓ Vulcan Materials Company
- ✓ WestCoast Media
- ✓ Western Municipal Water District
- ✓ White Dove Release
- ✓ Wolcott Insurance
- ✓ Women's Improvement Club of Corona
- ✓ Z Pizza Tap Room

Community Engagement Participating Stakeholder Groups continued

8. **Other business stakeholders that participated in meetings and/or provided input by email or phone are as follows:**
    - ✓ Calvert Real Properties
    - ✓ Corona Rotary Club
    - ✓ Countrywood Estates
    - ✓ Lend US
    - ✓ Lucas Oil
    - ✓ OPR Communications
    - ✓ Pro-Dent Lab
    - ✓ Regan Painting
    - ✓ Strata Realty

9. **City of Corona Residents**
    25 Corona residents participated in community engagement meetings

10. **Healthcare Organizations**
    - ✓ Citrus Valley Medical Associates
    - ✓ Corona Regional Medical Center
    - ✓ Integrated Medical Center of Corona-Comp Access
    - ✓ Kaiser Permanente
    - ✓ Riverside Community Hospital
    - ✓ Riverside University Health System Behavioral Health

11. **County Agencies**
    - ✓ County Executive Office
    - ✓ Department of Public Social Services
    - ✓ Homeless, Housing and Workforce Department
    - ✓ Office of 2nd District County Supervisor Karen Spiegel
    - ✓ Probation Department
    - ✓ Riverside University Health System Behavioral Health

12. **Neighboring Cities**
    - ✓ Eastvale
    - ✓ Jurupa Valley
    - ✓ Norco
    - ✓ Riverside

13. **State Elected Officials**

    Office of Assembly Member Sabrina Cervantes

14. **Other Agencies and Organizations**

    Caltrans

COMMUNITY ENGAGEMENT

At every stakeholder meeting, community participants had three avenues to submit input:

- ✓ Verbal input during meetings: Verbal input was captured and summarized on flipcharts or in note taking format for all community meetings. Verbal feedback will be summarized in this plan.
- ✓ Hard Copy Surveys: Surveys were distributed and collected at all community meetings. Survey data was summarized by category for development of bar graphs which will be displayed in this plan;
- ✓ Online Surveys: Website information for access to online surveys was distributed at community meetings. Online survey data was summarized by category for development of bar graphs which will be displayed in this plan.

Survey Content

To ensure that community engagement was consistent throughout the process, all community participants were encouraged to complete the following hard copy or online survey:

1. **What are the biggest barriers and challenges facing the homeless in the City of Corona? Circle all that apply and list missing barriers/challenges:**

   a. Lack of Emergency Shelter
   b. Lack of Transitional Shelter
   c. Lack of Affordable Housing
   d. Lack of Housing with Services/Permanent Supportive Housing
   e. Lack of Mental Health Treatment
   f. Lack of Substance Abuse Treatment
   g. Lack of Adequate Health Care
   h. Lack of Job Training
   i. Lack of Life Skills Training
   j. Lack of Family/Friend Support System
   k. Other:

2. **What are the biggest homeless impacts for the City of Corona? Circle all that apply and list missing impacts:**

   a. Trespassing
   b. Camping
   c. Vandalism
   d. Citation versus Arrest
   e. Visible Mental Health/Substance Abuse Issues
   f. Public Urination/Defecation
   g. Trash/Debris
   h. Visible Homeless Belongings in Shopping Carts
   i. Panhandling
   j. Loitering
   k. Theft
   l. Safety Concerns
   m. Accessing Public Restrooms for Drug Use
   n. Drug Trafficking
   o. Other

COMMUNITY ENGAGEMENT

Survey content continued:

3. **What are the biggest opportunities, policy options, and best practices that you believe will make the most dramatic impact in addressing homelessness in the City of Corona? Circle all that apply and list missing opportunities, policy options and best practices:**

   a. Alignment with County of Riverside Policy & System
   b. Systems-Oriented Approach
   c. Sub-Regional Partnerships (Cities & County)
   d. Building Capacity to Increase/Leverage Funding
   e. Navigation Centers/Low-Barrier Emergency Shelter
   f. Housing for Different Homeless Subpopulations
      i. Permanent-Supportive Housing
      ii. Rapid Rehousing
      iii. Affordable Housing
   g. Public/Private Partnerships with the Faith-Based Community
   h. Public/Private Partnerships with the Business Community
   i. Other:

COMMUNITY ENGAGEMENT

All hard copy and online survey data was collected, categorized, and incorporated into spreadsheets to provide a visual representation of priorities identified by community stakeholders.

The following bar graph provides a composite summary of community input regarding the biggest barriers and challenges facing the homeless in the City of Corona. The top three homeless barriers and challenges identified by all community stakeholders is listed below in priority order:

- ✓ Lack of Affordable Housing
- ✓ Lack of Mental Health Treatment
- ✓ Lack of Substance Abuse Treatment
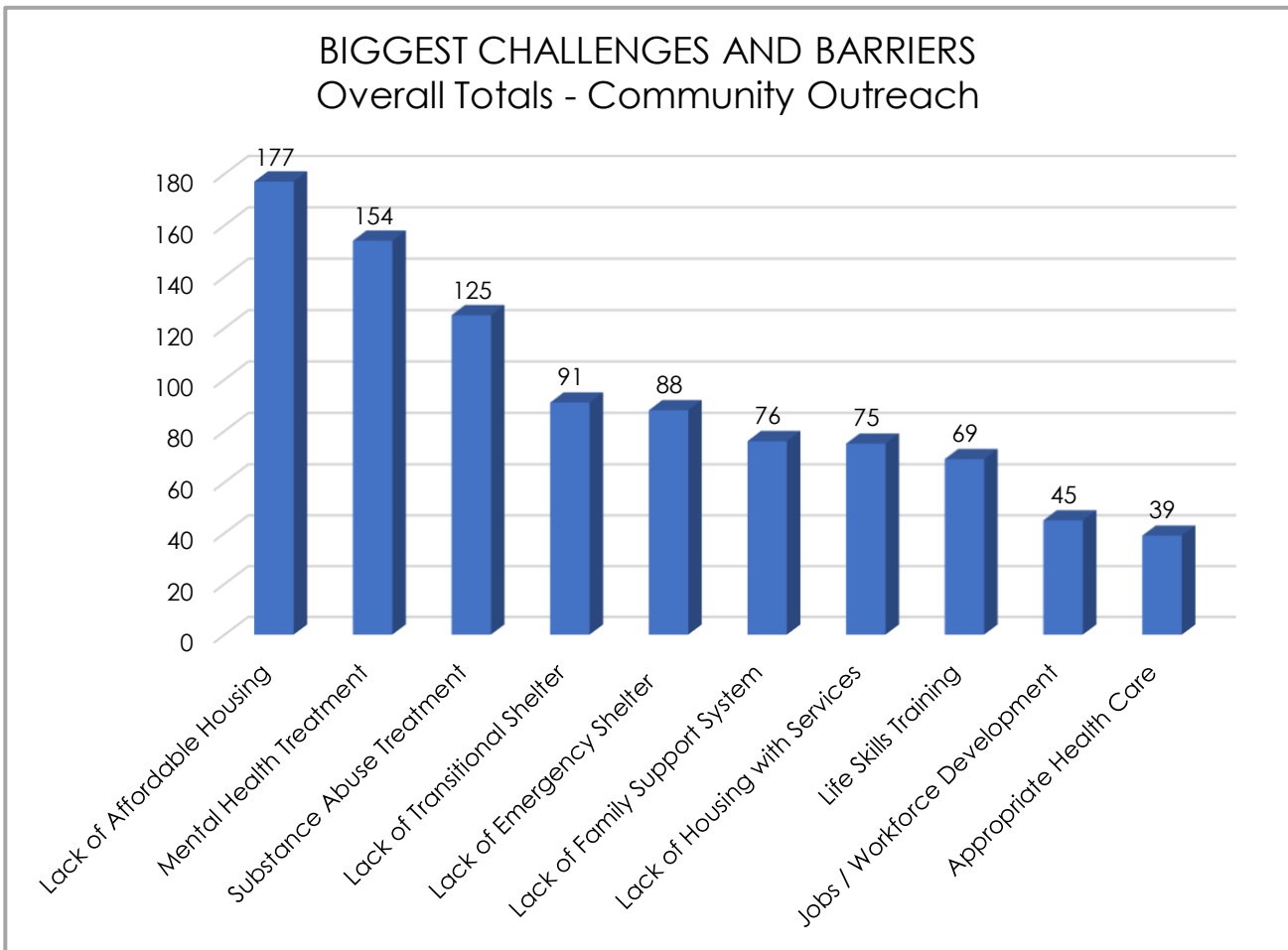
BIGGEST CHALLENGES AND BARRIERS
Overall Totals - Community Outreach

Category	Total
Lack of Affordable Housing	177
Mental Health Treatment	154
Substance Abuse Treatment	125
Lack of Transitional Shelter	91
Lack of Emergency Shelter	88
Lack of Family Support System	76
Lack of Housing with Services	75
Life Skills Training	69
Jobs / Workforce Development	45
Appropriate Health Care	39

COMMUNITY ENGAGEMENT

The following bar graph provides a composite summary of community input regarding the biggest homeless impacts affecting the City of Corona. The top three homeless impact concerns identified by stakeholders are listed below in the following in priority order:

- ✓ Trash/Debris
- ✓ Public Camping
- ✓ Safety Concerns
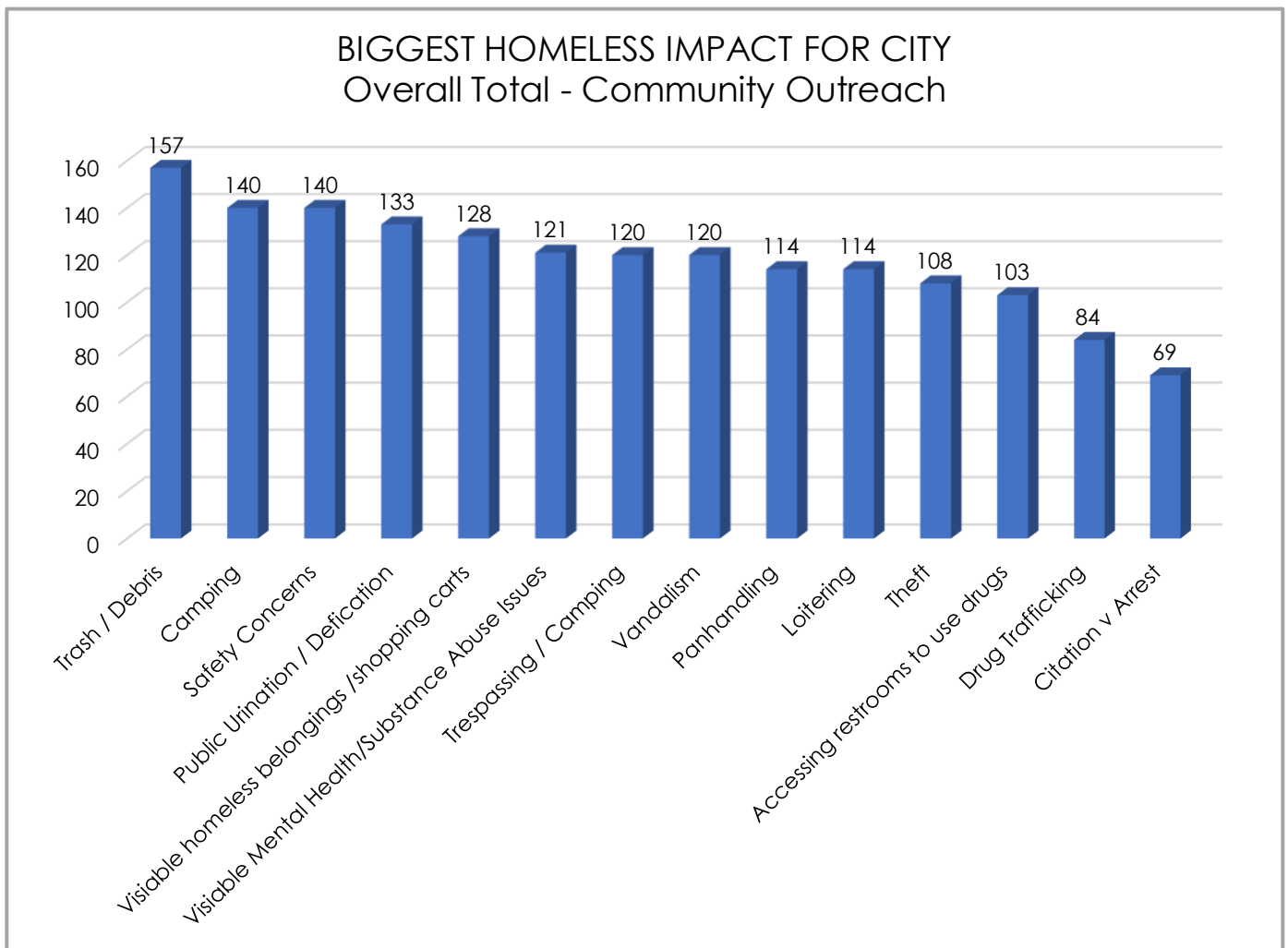
BIGGEST HOMELESS IMPACT FOR CITY
Overall Total - Community Outreach

Category	Value
Trash / Debris	157
Camping	140
Safety Concerns	140
Public Urination / Defication	133
Visible homeless belongings /shopping carts	128
Visiable Mental Health/Substance Abuse Issues	121
Trespassing / Camping	120
Vandalism	120
Panhandling	114
Loitering	114
Theft	108
Accessing restrooms to use drugs	103
Drug Trafficking	84
Citation v Arrest	69

COMMUNITY ENGAGEMENT

The following bar graph provides a composite summary of community input regarding best practices that will facilitate the most dramatic and positive impact for the City of Corona. The top three best practices identified by community stakeholders are listed below in the following in priority order:

✓ Permanent Supportive Housing

✓ Rapid Rehousing

✓ Public/Private Partnerships

BEST PRACTICES FOR DRAMATIC IMPACT
Overall Total - Community Outreach

Best Practice	Value
Permanent Supportive Housing	82
Rapid Rehousing	79
Public/private partnerships -businesses	79
Affordable housing	78
Systems-oriented Approach	74
Alignment with County policy / system	73
Public/private partnerships -faith-based orgs	71
Navigation Centers / low barrier…	69
Building capacity to increase / leverage…	67
Sub-regional Partnerships (cities / county)	55

COMMUNITY ENGAGEMENT

In addition to hard copy and online survey responses, during all community meetings, verbal responses were captured on flipcharts or notes were taken. Community feedback that was not duplicative of data already captured in the hard copy or online survey responses is as follows:

- ✓ Proposition 47 and 57 as well as AB109 are exacerbating the homeless issue and creating challenges for law enforcement. There is a revolving door of people moving in and out of homelessness.
- ✓ Community opposition from NIMBY (Not In My Backyard) creates huge barriers for development of affordable housing and emergency shelter.
- ✓ Homeless should be connected to mental health and substance abuse treatment before placement in permanent housing.
- ✓ Businesses and residents need to be a part of the solution to address homelessness in Corona.
- ✓ Need to create incentives (not handouts) to serve the homeless.
- ✓ Provide businesses with homeless resource cards to pass out to the homeless.
- ✓ Establish homeless solutions through public/private partnerships.
- ✓ Low barrier emergency shelters can serve chronical and situationally homeless.
- ✓ The Women's Improvement Center as well as many businesses in Corona have ongoing problems with homeless vandalism. Ongoing collaboration with Corona PD for enforcement of no trespassing is needed.
- ✓ 24-hour homeless shelter programs with wrap around services will provide a good model to improve the quality of life for the entire community.
- ✓ Because of the demographic data of Corona's homeless population, chronic homelessness should be the City's first priority. The City's emergency shelter and housing should match client needs to service interventions.
- ✓ Pet-friendly programs are critical as many homeless will not accept services/shelter if they cannot take their pets with them.
- ✓ Motel shelter programs can work but not every homeless client or family can be placed in an independent environment.
- ✓ Lack of a mailing address creates challenges for the homeless. An emergency shelter/multi-service center should provide mailing addresses for Corona's homeless.

COMMUNITY ENGAGEMENT

Verbal feedback from community meetings continued:

- ✓ The homeless are reluctant to accept shelter. They do not prefer institutional or prison-like settings.

- ✓ Each City needs to develop its own homeless solutions and not shuffle the homeless to other jurisdictions.

- ✓ The homeless need access to restrooms and showers. Quality of life crimes would be decreased if these resources were available.

- ✓ There are too many regulations imposed on affordable housing developers. The regulations increase costs and delay project development.

- ✓ The cost of not addressing the homeless issue is far more expensive than the cost of services, shelter, and housing.

- ✓ The City needs a campaign to dispel myths and address stigma associated with the homeless.

- ✓ Homeless programs should include whole person/holistic approaches with a path to stability.

- ✓ We need to prepare for the age tsunami and wave of homeless seniors living on fixed incomes.

- ✓ Homeless Prevention programs and strategies are also needed. Prevention interventions are easier and success is more likely.

- ✓ Homeless programs should include spiritual, physical, and mental health components.

- ✓ Homeless programs should provide a hand-up versus a hand-out.

- ✓ Homeless programs should be LGBTQ sensitive and supportive.

- ✓ Homeless programs should address generational homelessness.

- ✓ Homeless programs should have components to address health care issues.

- ✓ Homeless programs should provide ID replacement services.

- ✓ The City's shelter should have navigation center/multi-service center components.

- ✓ Replace the term homeless with unstably housed our unhoused.

- ✓ Programs should ensure the homeless can contribute and give back to facilitate self-worth and employment opportunities.

COMMUNITY ENGAGEMENT

Verbal feedback from community meetings continued:

✓ **Measurements of Success**

   o   Should be short term and long term
   o   It is a journey not a destination
   o   Evaluate housing readiness
   o   Evaluate and recalibrate
   o   Build in flexibility
   o   Realistic measurements
   o   Data Driven

✓ **Vision Statement Language**

   o   Healing
   o   Restoring
   o   Fostering
   o   Transforming
   o   Making homelessness a thing of the past

✓ **Mission Statement Language**

   o   Disrupting the Cycle of Homelessness
   o   Opportunity to End Homelessness
   o   Breaking the Cycle of Homelessness

✓ **Strategic Plan Names:**

   o   A Home for Everyone
   o   All in, All Together
   o   All Together, All of Us
   o   At Home in Corona
   o   Bounce Back
   o   Circle Home
   o   Community Matters
   o   Finding My Home
   o   Finally Home
   o   Give Me Shelter
   o   Heading Home
   o   Home is Where the Heart Is
   o   H2H: Homeless to Housing
   o   Homeward Bound
   o   Journey Home
   o   My Good Neighbor Next Door
   o   More Than a Home
   o   No Place Like Home
   o   Operation Zero Homeless
   o   Restored
   o   Self-Actualization in Corona
   o   Standing on My Own
   o   Together, We Can
   o   What Home Means to Me

COMMUNITY ENGAGEMENT

On February 19, 2020, the City of Corona worked with City Net to conduct a Homeless/Formerly Homeless Neighbors Focus Group. The goal of the focus group was to provide an opportunity for homeless and formerly homeless neighbors to give the City input of the development of the Homeless Strategic Plan. To achieve the greatest level of participation, the following strategies were used:

- ✓ City Net conducted street outreach to invite homeless/formerly homeless neighbors to the focus group.

- ✓ City Net and the Homeless Solutions Coordinator worked with homeless advocates and representatives of faith-based organizations to encourage them to reach out to their homeless/formerly homeless clients to invite them to the focus group.

- ✓ City Net provided transportation so interested homeless/formerly homeless neighbors could attend the meeting.

- ✓ Through a donation from the Islamic Society of Corona-Norco, City Net hosted lunch to provide a healthy meal for all focus group attendees.

- ✓ Through a donation from the Islamic Society of Corona-Norco, City Net provided food gift cards for all focus group attendees.

The focus group meeting was well attended with 23 attendees. The meeting was facilitated by the Homeless Solutions Coordinator. During the meeting, Corona's homeless/formerly homeless neighbors provided the following feedback for the City's Homeless Strategic Plan:

Summary of Challenges:

- ✓ Homelessness can happen to anyone.

- ✓ Many people are one paycheck away from homelessness.

- ✓ Every homeless person has unique and individual circumstances causing their homelessness

- ✓ Trauma can cause homelessness.

- ✓ With respect to trespassing and loitering, if you are homeless, there is nowhere to go. Everywhere you walk or step seems to cause trespassing or loitering. It feels illegal to exist.

- ✓ There are many homeless individuals who are respectful of public and private property. They encourage other homeless to respect the surrounding areas.

- ✓ Many people who are not homeless do not understand that the homeless are living day by day and it is extremely difficult.

COMMUNITY ENGAGEMENT

Homeless/Formerly Homeless Neighbors Summary of Challenges continued:

- ✓ Losing personal belongings through theft or confiscation is devastating. When homeless lose their belongings, they often lose everything they own.

- ✓ Chronic health issues, mental health, and substance abuse issues not only cause people to become homeless but also keep them homeless for long periods of time.

- ✓ There are many causes of homelessness. Some of these include:

  - Financial issues and the high cost of living
  - Working in low paying jobs and not being able to afford housing
  - It is difficult to save for extremely high security deposits and last month's rent costs when working in a low paying job or on a fixed limited income
  - Financial limitations of part-time work
  - Death
  - Divorce
  - Loss of breadwinner
  - Injury and loss or reduction of income
  - Long wait for SSI/disability income
  - Unreliable transportation (old cars)
  - Lack of resources and supports after high school or college graduation
  - Family challenges
    - Arguments/disagreements over wills/trusts
    - Emotional and physical abuse
    - Taking advantage of the one who always wants to help/support
    - Co-Dependency

- ✓ Homelessness in Corona is not limited to single adults. There are homeless families with children, homeless young adults, and even homeless older adults.

- ✓ United families can pool income to afford housing versus single income individuals.

- ✓ Homeless people often must share housing just to afford a roof over their heads. Shared housing can sometimes lead to conflicts and disagreements among residents because of existing life issues and challenges.

- ✓ Expectations for youth entering adulthood without proper resources or life skills

- ✓ There is a public stigma against homeless. People staring at the homeless cause feelings of rejection and discouragement.

COMMUNITY ENGAGEMENT

Homeless/Formerly Homeless Neighbors Summary of Challenges continued:

✓ Societal rejection of the homeless leads to a downward spiral. The homeless often feel like outcasts.

✓ Other people often prey on the homeless. The homeless are vulnerable. Other people that prey on the homeless range from adults, youth, etc.

✓ When homeless are attacked by other people, they sometimes sustain injuries such as getting kicked, punched, hit in the head with blunt objects, hit by cars, set on fire, and other cruel attacks.

✓ Because the homeless are often victims, they feel safer in numbers or homeless congregations.

✓ Many times, the homeless community is being blamed for the activities of others (e.g., gang bangers, troubled youth, bullies, etc.).

✓ When personal belongings are confiscated or stolen, it can lead to the loss of cell phones, identification, prescription drugs for health care and other life essentials. When this happens, some homeless feel they are forced into low levels of crime just to survive.

✓ There are different categories of homelessness including those living in motels, living in cars or RVs, couch surfing, living on the streets, living in shelters, etc. People living in motels, cars and couch surfing are often not acknowledged as being homeless.

✓ Even with three generations of sharing income and assets, some homeless families are still living in motels and sharing one old car that barely runs.

✓ There are income limitations due to part time work and the inability to get extra hours.

✓ It is difficult to have reliable transportation when your vehicle is old and needs repairs.

✓ There is a snowball effect when people are hanging on by a thread and then one thing happens to cause a downward spiral. A downward spiral can happen quickly:

   a. Loss of Housing to Living in a Motel
   b. Living in a Motel to Living to in Your Car
   c. Living in Your Car to Living on the Streets

COMMUNITY ENGAGEMENT

Homeless/Formerly Homeless Neighbors Focus Group Summary of Challenges continued:

- ✓ Many homeless refuse housing, shelter or services unless they can take their pets with them. Pets often become a barrier as they provide therapy and mean everything to the homeless.

The homeless/formerly homeless neighbors focus group identified the following solutions:

Summary of Solutions:

- Designated area for camping with water, sewer, trash pick-up and located off the beaten path and not visible to the public (example: lot on Alcoa and Rincon).

- Safe/designated parking lots for folks living in cars, RVs, tents, etc. Need accommodation for older vehicles that still operate but need repairs. Many homeless drive cars that are ten years and older.

- Resource Center with trained professionals that can provide multi-disciplinary services including but not limited to:

  - o Mental Health Treatment/Services & Substance Abuse Treatment/Services

  - o Job Development

    - ▪ Access to computers for job searches (public libraries feel uncomfortable and not welcoming as people stare and do not seem to welcome the homeless)
    - ▪ Interview and job application skill development

  - o Place to store personal belongings

- One Stop to connect the homeless to the system with start in shelter will lead to other resources, housing, and stability.

- Corona needs its own shelter. Homeless in Corona do not want to go to Riverside.

- Shelter should be "IN YOUR OWN COMMUNITY" (IN OUR OWN COMMUNITY)

- The homeless system should start with outreach and engagement and connect to shelter then connect to permanent housing and ongoing services/support once in housing.

COMMUNITY ENGAGEMENT

Homeless/Formerly Homeless Neighbors Focus Group Summary of Solutions continued:

- Need more 24-hour detox resources.
- Engagement of the homeless helps by building relationships and sharing meals.
- At the shelter/resource center, create a pathway for the homeless to give back through volunteering. Also create job opportunities for the homeless to work at the shelter/resource center.
- The homeless have skills. Utilize their skills. Also, utilize the skills of people living in the community. The homeless and the members of the community can support the resource center/shelter.
- It is very important to involve the faith community when addressing the homeless issue.
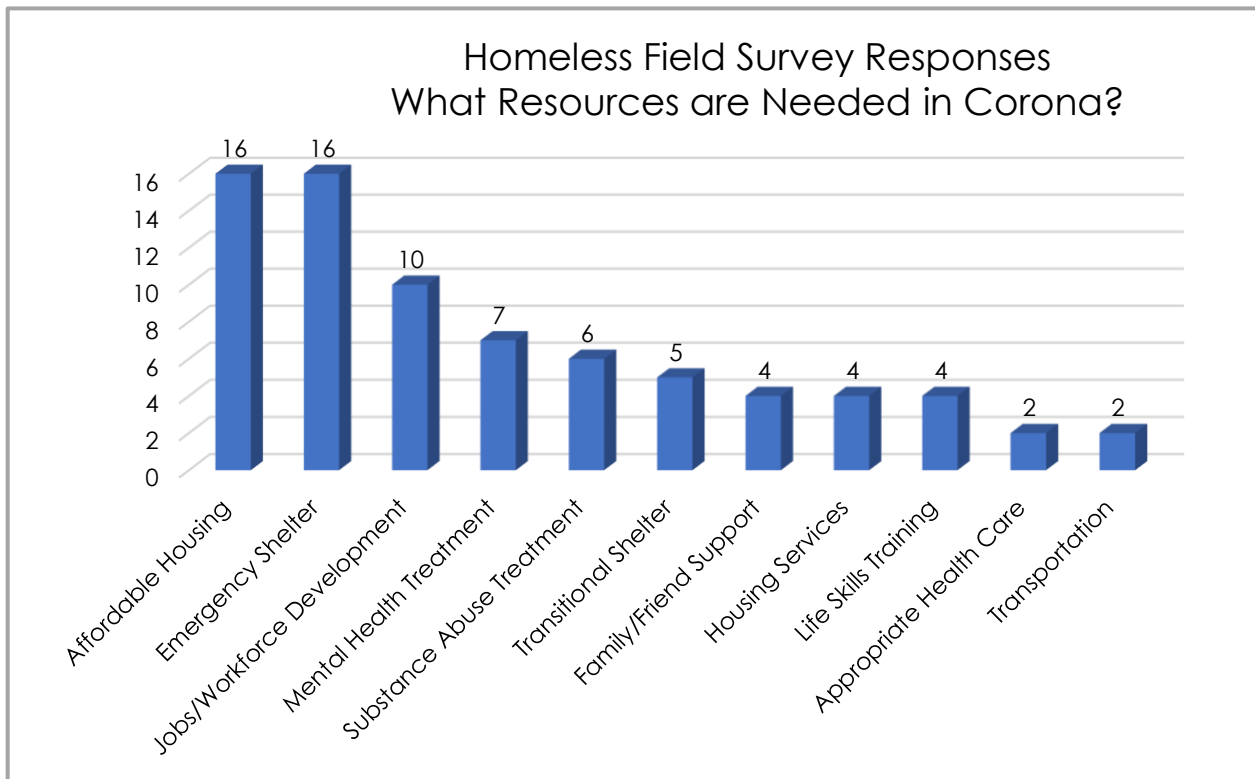
COMMUNITY ENGAGEMENT

Field Survey of Homeless Neighbors Living on the Streets of Corona:

To capture as much Homeless Strategic Plan input as possible from Corona's homeless/formerly homeless neighbors, the Homeless Solutions Coordinator asked City Net to conduct field surveys of homeless neighbors who were not able to attend the focus group meeting. Two questions were included in the field survey:

1. Based upon your personal life experience, what types of services, shelter, and housing are needed in the City of Corona?
2. Could you please explain what caused you to become homeless?

The following bar graph provides a summary of Question #1 field survey responses from homeless neighbors living on the streets of Corona:

Homeless Field Survey Responses
What Resources are Needed in Corona?

Category	Responses
Affordable Housing	16
Emergency Shelter	16
Jobs/Workforce Development	10
Mental Health Treatment	7
Substance Abuse Treatment	6
Transitional Shelter	5
Family/Friend Support	4
Housing Services	4
Life Skills Training	4
Appropriate Health Care	2
Transportation	2

COMMUNITY ENGAGEMENT

The following bar graph provides a summary of Question #2 field survey responses from homeless neighbors living on the streets of Corona:

Homeless Field Survey Responses
What Caused You to Become Homeless?

Category	Responses
Family Relationship Breakdown	8
Substance abuse	8
Job Loss	7
Insufficient Income	7
Eviction / Loss of housing	4
Mental Health issues	4
Death in family	2
Death of landlord	2
Injury/illness	2
Divorce / Separation	2
Domestic Violence	2
Lack of Family Support	1
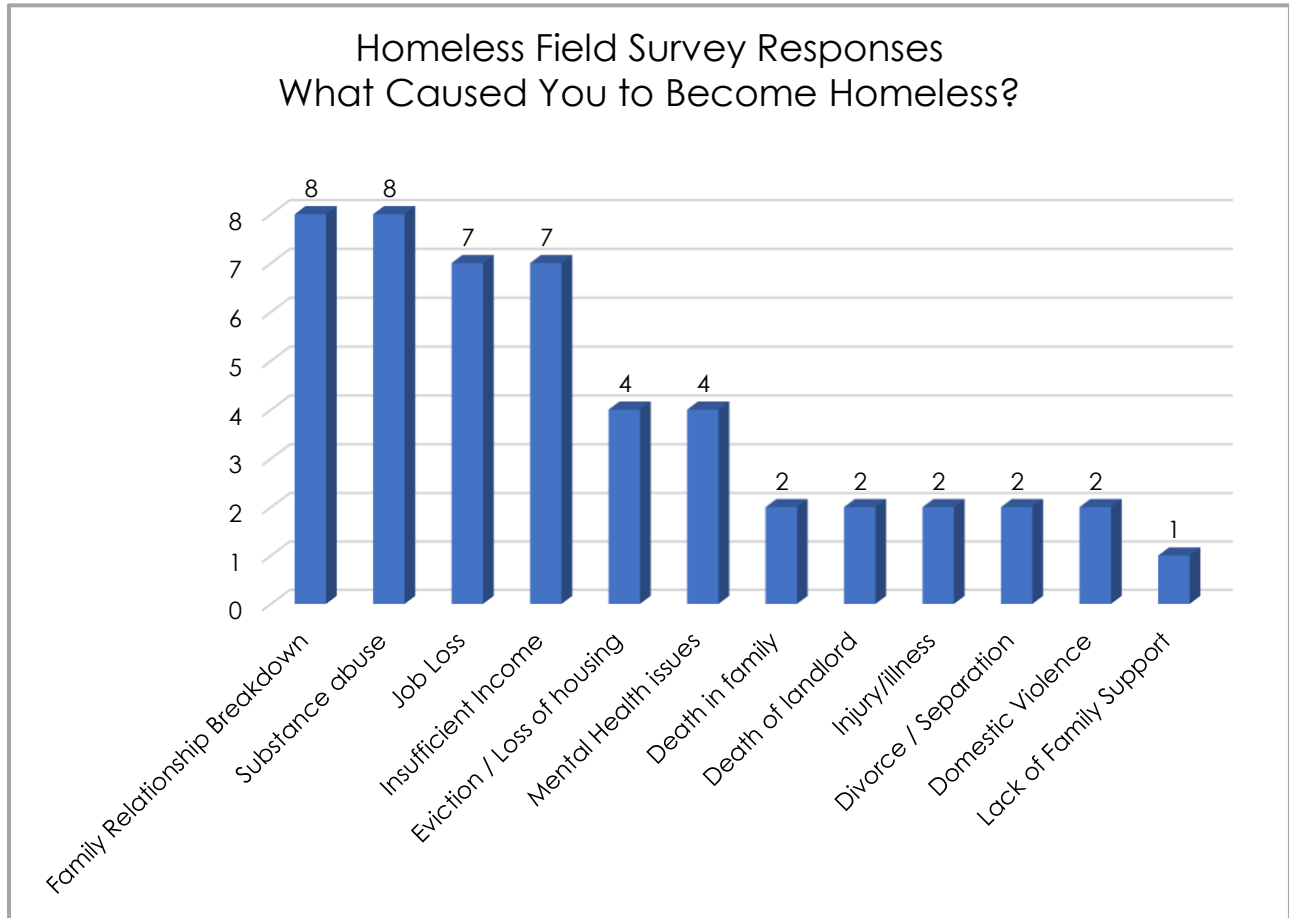
The homeless/formerly homeless neighbors focus group meeting input and field survey responses provided critical data that accomplished the following:

✓ Provided a mechanism to confirm that the Homeless Needs Assessment data conclusions are in alignment with what the homeless/formerly homeless confirm are system gaps and needs.

✓ Provided an opportunity for the homeless and formerly homeless to feel important, appreciated, and considered as valuable contributors to the City's Homeless Strategic Plan.

IMPACT OF LAWSUITS

Addressing homelessness is extremely complex for local government. Lawsuits and legislation impact the way law enforcement responds to homeless calls for service as well as the methods and strategies local government can use to incentivize participation in services, shelter, and permanent housing. When developing a systems-oriented approach to homelessness, it is important to understand the applicable legal principles.

In *Martin v. City of Boise* (9th Cir. 2018) 902 F.3d 1031, the United States Ninth Circuit Court of Appeal found that the Eighth Amendment prohibits the imposition of criminal penalties for sitting, sleeping, or lying outside on public property for homeless individuals who cannot obtain shelter. The Court emphasized that its holding was a narrow one and that it was not dictating that a city must provide shelter. Rather, the Court held that "so long as there is a greater number of homeless individuals in a jurisdiction than the number of available beds in shelters, the jurisdiction cannot prosecute homeless individuals for involuntarily sitting, lying and sleeping in public. That is, as long as there is no option of sleeping indoors, the government cannot criminalize indigent, homeless people for sleeping outdoors, on public property, on the false premise they had a choice in the matter."

The Court further clarified that "Naturally, our holding does not cover individuals who do have access to adequate temporary shelter, whether because they have the means to pay for it or because it is realistically available to them for free, but who choose not to use it. Nor do we suggest that a jurisdiction with insufficient shelter can never criminalize the act of sleeping outside. Even where shelter is unavailable, an ordinance prohibiting sitting, lying, or sleeping outside at particular times or in particular locations might well be constitutionally permissible. So, too, might an ordinance barring the obstruction of public rights of way or the erection of certain structures." In short, under *Martin v. City of Boise*, a city's ability to use criminal citations as a tool to address homelessness is heavily dependent on the fact-intensive question of the practical availability of shelter, which may vary by person and by day, or even hour-to-hour.

On December 16, 2019, the U.S. Supreme Court declined to intervene in the *Martin v. City of Boise* case, without explanation. Therefore, the Ninth Circuit's *Martin v. City of Boise* ruling stands as precedent for cities and counties in Alaska, California, Hawaii, Idaho, Montana, Nevada, Oregon, and Washington. The *Martin v. City of Boise* decision is a good reminder that it is not a crime to be homeless, and that homeless citizens have the same constitutional rights afforded to all citizens of the United States. In general, some people – whether homeless or sheltered – commit crimes while many others do not. Further, it is also important to distinguish crime from quality of life issues.

IMPACT OF LEGISLATION

Legislation also has a huge impact on the way local government addresses homelessness. Between voter ballot initiatives and bills that are enacted by the Legislature, thousands of new laws are passed each year. Some of these laws cause unintended consequences that exacerbate the homeless issue in California. Proposition 47 is one example.

Proposition 47 was passed by the voters of California in November of 2014. The criminal justice system was dramatically changed as a result of Proposition 47. The following summary provides examples of the changes in penalties for certain lower-level drug and property crimes:

- ✓ Drug Possession for personal use for most illegal drugs is a misdemeanor.
- ✓ Shoplifting property worth $950 or less is a misdemeanor.
- ✓ Theft of property, including a car, worth $950 or less is in most cases a misdemeanor.
- ✓ Circumstances for felony charges are limited.
- ✓ Writing Bad Checks for $950 or less is a misdemeanor. If there are three previous forgery related convictions, the crime is a potential felony offense.
- ✓ Check Forgery for $950 or less is a misdemeanor unless in connection with identity theft.
- ✓ Receiving Stolen Property worth $950 or less is a misdemeanor.

Law enforcement throughout California believe that court mandated drug rehabilitation was the best chance to save many lives. Since Proposition 47 was enacted, many cities throughout California have experienced increases in the number of street homeless who suffer from mental illness and drug addiction. Data from Corona's March 2019 Homeless Census and Corona PD transient calls for service validate this trend.

BEST PRACTICES AND MODELS

Successful Cities

A few cities in the nation have made considerable progress in reducing homelessness. One shining example is the City of Houston. The greater Houston area reduced its homeless population by over half from a peak in 2011 at 8,538 to 3,938 in 2019. Houston's change started with a Mayor and City Council who made ending homelessness a top priority. Houston attributes its success to its embrace of evidence-based, permanent solutions to homeless and the development of a robust collaborative system of over 100 public and private organizations working together to coordinate resources and efforts, and continually update a data dashboard tracking client, program and system-level progress.

Key to the success of sharing information and tracking client progress was the use of the regional Homeless Management Information System (HMIS) and the Coordinated Entry System (CES). HMIS and CES are local database systems required by HUD to track homeless client demographics, service utilization patterns and program performance, as well as assess, triage, prioritize and refer clients for placement into permanent housing.

Through regular case management and workgroup meetings between Houston's public/private collaborative, over half of Houston's homeless were systematically connected to permanent housing options and supportive service programs.

It is important to note that because of its targeted focus on best-practice housing interventions and its resulting success, Houston was able to increase its annual HUD Continuum of Care Homeless Assistance funding from $20 million in 2008 to $38.2 million in 2018. That $18 million increase in HUD funding only helped Houston further its endeavors to permanently reduce homelessness.

Although a variety of factors contributed to Houston's success, the most important intervention was its focus and development of more permanent supportive housing, which provides long-term housing, with wrap-around social, behavioral, and health support-services tailored to each client's specific needs.

BEST PRACTICES AND MODELS

Recommended Best Practices and Interventions

Based upon the conclusions of the Homeless Strategic Plan needs assessment, the following summary will outline recommended interventions that will most effectively address the unique needs of the chronically homeless in the City of Corona:

- ✓ Outreach and Engagement
    - o Going to locations where homeless congregate and bringing services directly to the homeless versus requiring the homeless to seek services
    - o Coordinated and persistent outreach and engagement to connect the homeless with services and shelter
    - o Provide transportation services to connect the homeless to a low barrier navigation center/emergency shelter

- ✓ Low-Barrier Emergency Shelter/Navigation Center
    - o Coordinated referrals from Corona PD HOPE Team and City Net
    - o Eliminate "pre-conditions" to shelter entry which could include:
        - ▪ Criminal background checks
        - ▪ Required Identification
        - ▪ Credit checks
        - ▪ Alcohol and Drug Testing
    - o Client-centered approach to address unique needs of homeless. This approach provides chronically homeless with all the services they need to stabilize. This approach as also known as the Wrap Around Services Model.
    - o Flexibility on time limit with target of 180-consecutive day, maximum length of stay
    - o Shelter staff that help chronically homeless to navigate the system of medical, behavioral, and social service assistance programs to end crisis and quickly move towards housing stability
    - o 24/7 shelter/service center to provide continuity of care
    - o Low barrier does not mean low expectations. It means meeting the homeless where they and navigating a path to supportive services and stable housing

- ✓ Permanent Supportive Housing
    - o Proven housing solution for the chronically homeless
    - o Combines wrap-round supportive services in an affordable housing environment
    - o High success with low recidivism rates
    - o Improves health and stability
    - o Reduces high cost impacts to publicly funded crisis services such hospitals, jails/prisons, detox centers, psychiatric centers
    - o Helps chronically homeless with permanent mental health and other disabilities to maintain housing stability through ongoing supportive services

BEST PRACTICES AND MODELS

Recommended Best Practices and Interventions continued

Based upon the conclusions of the Homeless Strategic Plan needs assessment, the following summary will outline recommended interventions that will most effectively address the unique needs of the situationally homeless in the City of Corona. Because of the varying needs of situationally homeless individuals and families, a blended model of interventions would be effective for the City of Corona. The blended model should include:

- ✓ Outreach and Engagement Services as previously described

- ✓ Low Barrier Emergency Shelter/Navigation Center as previously described

- ✓ Transitional Housing
    - o To align with national, state, and local best practices, development of new transitional housing is not recommended; however, partnerships with existing transitional housing operators could provide an additional strategy for assisting the situationally homeless.
    - o Transitional Housing provides longer-term shelter (usually up to 24 months) with intensive supportive services.
    - o Although the primary goal should be to place situationally homeless in permanent housing as soon as possible, in some cases, placement in existing transitional housing might bridge resource gaps between emergency shelter and permanent housing. Additionally, some situationally homeless may thrive in a structured transitional shelter environment

- ✓ Workforce Development Programs are needed to provide a wide variety of job development services for situationally homeless clients. Workforce development services should include but not be limited to:
    - o Assessment of Employment Barriers
    - o Vocational/Career Counseling
    - o Job Readiness Training
    - o Job Placement Opportunities
    - o Computer Training
    - o Life Skills Training
    - o Credit Counseling
    - o Budgeting

BEST PRACTICES AND MODELS

Recommended Best Practices and Interventions continued

Based upon the conclusions of the Homeless Strategic Plan needs assessment, the following summary will outline recommended interventions that will most effectively address the unique needs of the at-risk of homelessness in the City of Corona. Many of the best practice programs that prevent homelessness are designed to help individuals and families with the cost of daily necessities to free up limited or reduced income for payment of rent or mortgage obligations. Prevention programs include but are not limited to the following:

- ✓ Eviction and Foreclosure Prevention Assistance Programs that provide short-term financial assistance to pay back rent or mortgage payments owed as well as late payment fees.

- ✓ Workforce Development Services designed to help at-risk of homelessness clients improve job skills and increase wages.

- ✓ Clothing Assistance Programs that provide business suits or business attire in preparation for job interviews as well as day-to-day clothing for needy families and individuals.

- ✓ Utility Assistance Programs that provide short-term financial assistance to prevent utility shut offs.

- ✓ Food Assistance Programs to provide food and other daily necessities.

- ✓ Transportation Assistance Programs provided through gas cards, bus vouchers or transportation providers.

- ✓ Healthcare services that assist families and individuals with costs or co-payments associated with prescriptions, dental services, and medical services.

- ✓ Credit Counseling Services to help families and individuals with credit debt and credit history.

Although the City of Corona's Homeless Strategic Plan needs to address chronically homeless, situationally homeless, and at-risk of homeless individuals and families, the recommended top priority is to address the chronically homeless population.

According to the national studies as well as the homeless needs assessment and community engagement data in this plan, the chronically homeless are the most medically fragile, have the highest rates of premature death, and cause the highest cost impacts to local government.

The chronically homeless also cause a higher level of impact to Corona's businesses and residents. Therefore, the next section of this plan will highlight best practice models that address chronic homelessness through local government partnerships with nonprofits.

SHELTER AND HOUSING MODELS

Mercy House

Mercy House is a nonprofit organization that provides a full spectrum of services, shelter and housing for the homeless. Mercy House is headquartered in Santa Ana, California and operates homeless programs in Orange County, Los Angeles County, Riverside County, San Bernardino County, and Ventura County. Mercy House also operates programs in other states such as Arizona.

Mercy House operates a wide variety of programs including:

- ✓ Homeless Prevention Programs
- ✓ Street Outreach and Engagement
- ✓ Access Center Services
- ✓ Low Barrier Year-Round and Seasonal Emergency Shelters
- ✓ Transitional Shelters
- ✓ Rapid Rehousing
- ✓ Residential Services
- ✓ Permanent Supportive Housing
- ✓ Affordable Housing

Based upon the number of chronically homeless individuals in the City of Corona, this section of the plan will showcase two Mercy House best practice programs that are effective in moving chronically homeless from the streets to low barrier shelter and permanent supportive housing:

Bridges at Kraemer Emergency Shelter:

The Bridges at Kraemer facility is owned by the County of Orange and operated by Mercy House. The Bridges at Kraemer was Orange County's first large-scale, year-round emergency shelter with a multi-service center. The facility provides 200-beds of low barrier emergency shelter with a wide variety of services provided by the following public and private agencies.

- ✓ Share Ourselves (SOS) for Medical and Behavioral Health Services
- ✓ Lighthouse for AA Support
- ✓ CalOptima for Healthcare Services
- ✓ Career Wise for Job Services
- ✓ SOAR for Social Security/Disability Benefits Services
- ✓ HEART Veterinarian for Pet Services

- ✓ HURTT Medical Mobile for Healthcare Services
- ✓ County Health Care Agency for Outreach/Engagement and Public Health
- ✓ Jobs for Life for Workforce Development
- ✓ Public Law Center for Legal Services
- ✓ Public Defender's Office for Legal Services
- ✓ County Social Services for Benefits Assistance

SHELTER AND HOUSING MODELS

Mercy House Bridges at Kraemer continued

The Bridges at Kraemer project was the catalyst for the development of a Management Operating Plan (MOP) that involved a collaborative between the County of Orange, Mercy House, and North County Cities such as Anaheim, Brea, Buena Park, Fullerton, Placentia, and Yorba Linda. Mercy House wrote the MOP with a collaborative of nonprofit agencies and the County of Orange facilitated a working group of Police Chiefs from North Orange County Cities to provide input on policies that would guide the Good Neighbor polices of the MOP. The following provides a summary of MOP polices and best practices as well as project costs and funding sources:

MOP Good Neighbor Policies

- ✔ Limited referrals through
    - o County Outreach
    - o City Net
    - o North County Police Departments
- ✔ No Walk-Ins/No Walk Outs
- ✔ Transportation Shuttle Services
- ✔ Community Advisory Board
- ✔ 24/7 Emergency Shelter/Services

MOP Best Practices

- ✔ Low Barrier
- ✔ Client-Centered
- ✔ Housing Focused
- ✔ Systems-Oriented
    - o Outreach
    - o Shelter
    - o Multi-Disciplinary Services
    - o Housing
- ✔ Good Neighbor Plan
- ✔ Shelter Advisory Boards

Operating Budget/Funding

- ✔ $2,736,309 Annual Shelter Operating Budget
- ✔ Partner Agency Supportive Services Not Part of Shelter Operating Budget
- ✔ 73,000 Bed Night Per Year Capacity
- ✔ Funding Sources
    - o County General Funds (majority of operating budget)
    - o Emergency Food and Shelter Program Funds
    - o State Adult Reentry Funds & SB 850 Funds

SHELTER AND HOUSING MODELS

Mercy House – The Orchard Permanent Supportive Housing Project

The Orchard is an innovative project that transformed a motel into 72 units of permanent supportive housing to serve chronically homeless individuals. Additional details about this development are as follows:

- ✓ Development Partner: Community Development Partners
- ✓ Property Management Partner: Solari Enterprises
- ✓ Primary Service Provider: Mercy House
- ✓ Other Supportive Service Partners
    - o Orange County Healthcare Agency for Mental Health & Substance Abuse Treatment
    - o SOS and Pathways for Mental Health Services
    - o Anaheim Lighthouse, Salvation Army, Serve the People and AA/NA for Substance Abuse Treatment
- ✓ Total Development Cost Per Unit: $278,006/Total Project Development Cost: $20,016,432
- ✓ Capital Funding
    - o Tax Credits
    - o State Affordable Housing Program (AHP)
    - o City of Santa Ana HOME Permanent Loan & Deferred Developer Fee
    - o 71 Project Based Vouchers (PBV) awarded from the Santa Ana Housing Authority
    - o County Continuum of Care funding to support services costs
    - o City of Santa Ana Rapid Rehousing Funds to cover the cost of deposits
- ✓ Other Best Practice Components
    - o Property Management has permanent supportive housing/housing first experience
    - o Security features include gating, cameras, and security guards
    - o Community garden that engages residents interested in helping to maintain the garden which fosters community involvement and pride in the project
    - o Commercial kitchen that ensures residents with lack of resources have access to quality meals. This has been a benefit to Orchard residents and utilizes a non-profit partner to provide meals at no cost.

SHELTER AND HOUSING MODELS

Tustin Temporary Emergency Shelter

Another example of a best practice, low barrier emergency shelter is the Tustin Temporary Emergency Shelter (TTES). TTES is a partnership between the City of Tustin, Tustin Police Department, and Temporary Shelter, Inc. TTES provides safe and dignified shelter to homeless men, women, and children who have a link to the City of Tustin. Additional information about TTES is as follows:

- ✓ Program was quickly operational using modular buildings
- ✓ Referrals must come from the Tustin Police Department or City Net
- ✓ Tustin Police Department has officers on site at the shelter
- ✓ 57-bed, 24/7, low-barrier emergency shelter with wrap-round services
- ✓ Pets are allowed
- ✓ City of Tustin funds $1,230,000 of shelter operating costs
- ✓ City funding sources include General Fund, Low/Mod Housing Fund and State SB2 Public Local Housing Allocation Funds
- ✓ Total Annual Operating Costs are $2,114,805 including City-funded shelter operating costs and modular building lease as well as in-kind guest services such as medical, dental, behavioral health, legal, food, volunteer coordination and other services provided by Temporary Shelter, Inc.

- ✓ Fully loaded per night shelter bed cost, including in-kind services is $101.65
- ✓ Examples of other service partners include the County Health Care Agency and County Social Services Agency

HOMELESS STRATEGIC PLAN GOALS

The following ten goals were developed to transform the City of Corona's approach to addressing homelessness. These goals were based upon the four plan elements: 1) Community Engagement, 2) Homeless Needs Assessment, 3) Cost Impact Analysis, and 4) Models and Best Practices.

Fifty-six implementing strategies were developed to support goal achievement. The plan will be implemented in phases over a five-year period. Data tracking systems will measure success to ensure that this plan is flexible, scalable, and responsive to changing needs and issues.

Goal 1	Develop A Systems-Oriented Approach to Address Homelessness
Goal 2	Develop A Low-Barrier Emergency Shelter/Navigation Center System
Goal 3	Develop Permanent Supportive and Affordable Housing Solutions
Goal 4	Expand Outreach and Engagement
Goal 5	Develop and Participate in Sub-Regional Collaboratives with Neighboring Cities
Goal 6	Develop Public/Private Partnerships to Support Plan Initiatives
Goal 7	Develop Partnerships with the County and Continuum of Care to Support Plan Initiatives
Goal 8	Develop A Homeless Prevention Initiative
Goal 9	Develop An Advocacy Campaign to Support Plan Initiatives
Goal 10	Expand Data Tracking Systems and Dashboard to Measure System Performance

IMPLEMENTING STRATEGIES

The following fifty-six implementing strategies were developed to provide a clear set of actions that are necessary to facilitate achievement of the ten goals outlined in the City's strategic plan.

Goal	Implementing Strategy
<u>Goal 1</u> Develop A Systems-Oriented Approach to Address Homelessness	A systems-oriented approach to homelessness moves from a one-size, fits all approach to a system of care that matches the appropriate interventions to homeless individuals and families. A systems-oriented approach also reduces fragmentation, improves leveraging of resources and aligns to Federal, State, and County/Continuum of Care Policy. The following strategies are key to a systems-oriented service delivery system for Corona: ✓ Align City Policy to Federal, State, County and Continuum of Care Homeless Policy and Funding Initiatives to position City for funding and partnership opportunities and to develop a system of services and housing to address homelessness in Corona. ✓ Develop City initiatives that link outreach/engagement, emergency shelter, supportive services, and permanent housing as part of a continuum of services for homeless clients. ✓ Improve coordination between public/private agencies serving the homeless in Corona to reduce fragmentation or duplication of services and to leverage limited resources. ✓ Develop City initiatives that promote coordination among multi-disciplinary service providers to improve wrap around services to homeless clients and to expedite permanent housing placements. ✓ For eligible programs, participate in the County's Homeless Management Information System and Coordinated Entry System. ✓ Maintain Homeless Solutions Coordinator Position. ✓ Allocate $1,000,000 in FY 20/21 general funds to support City's Homeless Strategic Plan initiative and carry over unspent FY 19/20 Homeless Programs general funds of $714,827 to supplement FY 20/21 Homeless Strategic Plan initiatives. ✓ Encourage the County and the Continuum of Care to offer technical assistance and planning grants for cities to build capacity to develop a systems-oriented approach to addressing homelessness.

Goal	Implementing Strategy
<u>Goal 2</u> Develop A Low-Barrier Emergency Shelter/Navigation Center System	Emergency Shelter should be connected to a system of services utilizing low-barrier, housing first polices that facilitate rapid placement in housing. The following strategies will facilitate the development of Corona's emergency shelter system: ✓ Align City CDBG Capital Funds to support the development of a shelter/navigation center system (proposed funding activity of $765,209 for FY 20/21). ✓ Align City CDBG Public Service Funds to support operation of a shelter/navigation center system (proposed funding activity is $187,000 per year for FY 21/22 through FY 24/25 of the Consolidated Plan). This action factors the use of FY 20/21 $187,000 CDBG allocation to fund the 3rd and final year of the existing public service providers. ✓ Direct staff to apply for 1st year of $582,003 State SB2 Permanent Local Housing Allocation Entitlement Funds allocated to the City of Corona. Link funds to the Emergency Shelter/Navigation Center System to use for program operation and/or permanent housing placements. Develop required five-year plan to use the $3,492,018 in SB2 funds to support the Shelter/Navigation Center System (proposed funding activity includes City's 5% administrative allowance). ✓ Establish a partnership with HomeAid Inland Empire to leverage City resources for rehabilitation or construction of an Emergency Shelter/Navigation Center. HomeAid Inland Empire is a nonprofit arm of the Building Industry Association and can leverage in-kind donations of materials and labor to develop emergency shelters. HomeAid Inland Empire is interested in partnering with the City of Corona. Direct the Homeless Solutions Coordinator to submit an application to HomeAid to initiate the partnership process. ✓ Select an Emergency Shelter/Navigation Center Option. Details on choices are outlined in the Emergency Shelter/Navigation Center Options Section of this plan. Once option is selected, direct staff to take actions to facilitate project readiness to serve clients (e.g., rehabilitation or construction activities, etc.). ✓ Issue an RFP and select a nonprofit to operate the Emergency Shelter/Navigation Center System. As part of RFP, require selected operator to apply for other funding sources to leverage City funding and expand the components of the Center's system of services and housing resources.

Goal	Implementing Strategy
Goal 3 Develop Permanent Supportive and Affordable Housing Solutions	The key to ending homelessness is housing. Using a housing first approach provides the framework to ensure that situationally and chronically homeless can stabilize through quick transitions to housing resources. The following strategies will help the City of Corona to achieve these objectives: ✓ Align Five-Year Consolidated Plan HOME Estimated Funding Allocation of $1,779,345 to support proposed Homeless Strategic Plan housing initiatives such as Tenant-Based Rental Assistance and Permanent Supportive Housing. For Year 1 of the Consolidated Plan, allocate $355,869 in HOME Funds to support the creation of permanent supportive housing/affordable housing placements using a TBRA model (Tenant-Based Rental Assistance). Link TBRA housing initiative to the Navigation Center/Emergency Shelter as part of the Systems-Oriented Goal in this plan (proposed budget activity of $355,869 for FY 20/21). ✓ Use City-Owned 12 Housing Units on 5th Street for Permanent-Supportive Housing for the homeless. Initial placements will use existing 3 vacancies. Additional homeless will be placed as more units become available through turn-over in occupied units. Link 5th Street Housing Units to the Navigation Center/Emergency Shelter as part of the Systems-Oriented Goal in this plan. Direct Homeless Solutions Coordinator to return to Council with recommendations on the best model for operation of the City-Owned Housing Units (City-Owned/Operated versus Nonprofit Operated through ownership or lease). ✓ Use City-Owned 4.76 Acres on 2nd & Buena Vista to create a combination of affordable housing and permanent supportive housing units. Through a competitive process, select a developer with experience in securing Federal, State, County, and other funding to develop and operate a blended motel of affordable housing and housing permanent supportive housing units. ✓ Develop partnership with the County Behavioral Health Department and other public and private agencies to provide services needed for Permanent Supportive Housing. ✓ To increase the supply of affordable housing and permanent supportive housing for the homeless and to leverage limited affordable housing resources, establish an inclusionary zoning policy and ordinance as part of the City's FY 20/21 Housing Element Update. Best practice inclusionary zoning polices require developers of market rate housing to include a percentage of affordable housing or pay a fee-in-lieu that goes to an affordable housing fund.

Goal	Implementing Strategy
Goal 4 Expand Outreach and Engagement	The homeless needs assessment confirmed that Corona has a large percentage of long-term street homeless. Effective engagement and connection to services and housing will require expanded outreach efforts. The following strategies will support these objectives: ✓ Expand ability to respond to business and resident concerns and the needs of the homeless by increasing outreach and engagement efforts. ✓ Increase successful engagements through persistent, expanded and coordinated outreach. ✓ Link outreach and engagement initiatives to the City's Emergency Shelter/Navigation Center to support the Systems-Oriented Goal of this plan and to facilitate warm hand-offs to shelter case managers. ✓ Expand Corona Police Department HOPE Team Outreach and Engagement efforts from five days to seven days per week for day and evening shifts. This recommendation supports the City's Police Department survey response in the Homeless Cost Impact Section of this plan. This recommendation is also consistent with the Hillard Heintze November 2019 Assessment of the Corona Police Department.

Goal	Implementing Strategy

Goal 5
 	
Develop and Participate in Sub-Regional Collaboratives with Neighboring Cities
	The homeless needs assessment of this plan confirmed that a percentage of homeless regularly migrate between the cities of 2_{nd} District. Because of the transient nature of the homeless, the City of Corona needs to work with the County, Continuum of Care, and 2_{nd} District cities to develop sub-regional partnerships. Implementing strategies to support this objective include:
	
	✓ Encourage the County and Continuum of Care to establish policies that help to facilitate sub-regional collaboration among cities. Examples of policies include:
	
	   o Offer technical assistance/planning grants to cities to build capacity to develop sub-regional partnerships to address the homeless issue
	
	   o Offer bonus point incentives on grant applications for cities (or city endorsed nonprofits/developers) that are applying for funds to serve respective homeless clients living in cities within a sub-region.
	
	✓ Approach neighboring cities with potential sub-regional partnership opportunities. Examples include:
	
	   o Requesting Nonprofit Partners to apply for funds to serve respective homeless in cities within the 2_{nd} District Sub-Region.
	
	   o Establishing data sharing agreements between Police Departments, Outreach Workers, and Case Managers to evaluate service patterns and unmet needs and gaps.
	
	   o Evaluating feasibility and willingness to share homeless resources and/or costs (e.g., dedicated beds and services at an emergency shelter/navigation center).

Goal	Implementing Strategy
Goal 6 Develop Public/Private Partnerships to Support Plan Initiatives	Addressing homelessness should be a community-wide effort to leverage resources and to develop creative programs. The following strategies support this objective: ✓ Establish Faith-Based Partnerships to City's leverage homeless resources. There are approximately 100 faith-based organizations in the City of Corona. Examples of partnership opportunities include: o Volunteers to support the Emergency Shelter/Navigation Center o Donations for Food, Clothing, Hygiene Kits, and other essential items o Financial Donations to support operation of the Emergency Shelter/Navigation Center o Facilitating warm hand-offs and referrals for homeless receiving services from members of the faith community o Land donations for affordable housing ✓ Establish Partnerships with the Healthcare Community to expand services to the homeless. Potential partnership examples include: o Partnership with Corona Regional Medical Center and City's Emergency Shelter/Navigation Center System for safe hospital discharges and recuperative care. o Partnerships with medical professionals who are willing to donate behavioral health and medical/healthcare services to the homeless. o Partnerships with Colleges and Universities for provision of mental health counseling to the homeless through Clinical Psychology Master's Programs to assist students and graduated psychology alumni interns through providing clinical practicum and internship experiences. ✓ Establish Partnerships with the Business Community and Corona Chamber of Commerce. Examples of partnership opportunities include: o Volunteers to support the Emergency Shelter/Navigation Center o Donations for Food, Clothing, Hygiene Kits, and other essential items o Financial Donations to support operation of the Emergency Shelter/Navigation Center

Goal	Implementing Strategy
<u>Goal 7</u> Develop Partnerships with the County and Continuum of Care to Support Plan Initiatives	According to data received from the County Executive Office, the County and the Continuum of Care invest an average of $100 million per year to support services, shelter, and housing to prevent and end homelessness throughout the region of Riverside County. Examples of partnership opportunities to leverage/secure these resources include: ✓ Participate in County and Continuum of Care regional efforts related to the homeless. Examples include but are not limited to: o Homeless Management Information System o Coordinated Entry System o 100-Day Challenges o Annual Count and Survey of the Homeless o Continuum of Care Meetings o Continuum of Care Sub-Committee Meetings o Continuum of Care Board of Governance Meetings ✓ Partner with County Behavioral Health for Mental Health and Substance Abuse Treatment Supportive Services. ✓ Partner with County Department of Social Services for benefits services and supports such as CalWorks, CalFresh/SNAP, GAIN/Welfare-to-Work, General Relief, and Medi-Cal. ✓ Partner with County Housing, Homelessness Prevention and Workforce Solutions Department for affordable housing financing resources, Section 8 Project-Based Vouchers and Housing Choice Vouchers, Workforce Development Services, and other resources. ✓ Partner with County Executive Office Homeless Solutions for homeless encampment response support, linkage to County services, homeless policy and program information, and other strategic support. ✓ Partner with County Probation for re-entry services which include whole person care service coordination for health, behavioral health, and social services. ✓ Partner with the County Veterans Service Office and Office on Aging for veteran and older adult services.

Goal	Implementing Strategy

Goal 8
 	
Develop A Homeless Prevention Initiative
	The COVID-19 pandemic has caused unprecedented impacts to the economy. As a result, the City of Corona will likely experience an increase in homeless families and individuals. The following implementing strategies will support homeless prevention:
	
	✓ Develop an Emergency Shelter/Navigation Center System that includes Homeless Prevention programs and resources.
	
	✓ Partner with public and private agencies that provide Homeless Prevention services and assistance programs such as:
	
	    o Utility Assistance
	    o Food and Clothing Assistance
	    o Credit Counseling
	    o Employment Services
	    o Financial Support for Eviction Prevention
	    o Fair Housing Counseling for Landlord/Tenant Disputes
	✓ Establish a flexible pool of funding that can provide financial assistance to those who are at-risk of losing their existing housing.
	
	✓ Work with County and Continuum of Care to support and improve discharge planning policies and regional efforts to prevent homelessness resulting from discharges from jails/prisons, hospitals, foster care and other institutions of care.
	
	✓ Approve amendment to the Fiscal Year 2019 Annual Action Plan for allocation of CARES Act funding to provide Homeless Prevention financial assistance to at-risk of homeless individuals and families in the City of Corona. Program to be administered by the City's Housing Department staff (proposed funding activity of $411,908)

Goal	Implementing Strategy
Goal 9 Develop An Advocacy Campaign to Support Plan Initiatives	Homelessness is a complex and challenging issue that is impacted by laws, regulations, economic trends, and social stigmas. The following advocacy strategies will increase effectiveness of plan initiatives: ✓ Include Homeless Solutions Coordinator in annual process for development of City's legislative platform. Collaborate with Inland Empire League of California Cities and County of Riverside to identify legislative advocacy issues and actions related to homelessness and housing. ✓ Recommend legislative, policy, and program changes to: o Address legislative, legal, and regulatory barriers o Increase funding o Improve effectiveness of program solutions ✓ Expand community education and engagement efforts to: o Increase awareness and compassion to reduce social stigmas o Increase awareness of homeless cost impacts resulting from non-solutions o Build support for investment in effective homeless solutions o Increase public/private partnerships o Engage landlords to increase affordable housing opportunities

Goal	Implementing Strategy
Goal 10 Expand Data Tracking Systems and Dashboard to Measure System Performance	The most effective way to measure success is through effective data tracking systems and dashboards that evaluate system performance. Measuring system performance aligns the City of Corona with Federal, State, County, and Continuum of Care data policy. Accurate data tracking will help the City to measure success in addressing homelessness and maintain a system of services that is flexible and scalable based on changing needs and resources. The following implementing strategies will help the City of Corona to accomplish these objectives: Client Measurements: ✓ Track new public and private partnerships to measure additional resources. ✓ Track new and existing funding sources allocated to the City's system of homeless services. ✓ Modify existing dashboard to provide more specific outreach/engagement street exit destinations including placements in emergency shelter, transitional shelter, permanent housing, family reunification, etc. ✓ Track first time homeless. ✓ Track length of homelessness. ✓ Track length of stay in City's emergency shelter system. ✓ Track non-employment income changes. ✓ Track increases in employment and employment income changes. ✓ Track housing placement and retention rates. ✓ Track number of document ready clients waiting for permanent supportive housing, rapid rehousing or other housing placements. ✓ Track returns to homelessness. ✓ Compare and evaluate annual point in time count and survey data with client-level data from City's system of services, including client data on by-name list of homeless from street outreach. ✓ Modify City's Homeless Solutions Website Dashboard to include new data elements. System Measurements: ✓ Number of emergency shelter units to be developed ✓ Number of permanent supportive housing and affordable housing units to be developed ✓ Number and type of public/private partnerships to be developed with an overview of the types of resources to be secured or leveraged ✓ Number of sub-regional partnerships to be developed with an overview of the types of resources to be secured or policies to be approved to facilitate improved homeless services in the region ✓ Number of new grants to be secured to support or expand the City's system of homeless services.

PHASES OF PLAN

The City of Corona Homeless Strategic Plan will be implemented in phases over time. The plan is designed to be a living-breathing document that supports a flexible and scalable system of services that can respond to changing needs, issues, and opportunities. Public/private partnerships as well as ongoing community engagement will be key to successful implementation of the goals in the plan.

Phase I FY 20/21	Goal 1: Develop a Systems-Oriented Approach to Address Homelessness – Full completion in Phase I. Goal 2: Develop a Low-Barrier Emergency Shelter/Navigation Center System – Full completion in Phase I with use of Harrison Facility. Goal 3: Develop Permanent Supportive and Affordable Housing Solutions – Goal will be implemented over time during all phases. Phase I could include use of City Housing Units on 5th Street and use of HOME Funds for Tenant-Based Rental Assistance/Permanent Supportive Housing. Goal 4: Expand Outreach and Engagement – Full completion in Phase I with expansion of PD HOPE Team. Goal 8: Develop a Homeless Prevention Initiative – Partial completion in Phase I with launch of City Housing Department Homeless Prevention Program using CARES Act Funds. Additional components of initiative will happen over time with development of partnerships.
Phase II FY 21/22	Goal 5: Develop and Participate in Sub-Regional Collaboratives with Neighboring Cities – While groundwork will be laid in Phase I, full development of sub-regional partnerships will likely happen in Phase II. Goal 6: Develop Public/Private Partnerships to Support Plan Initiatives - While groundwork can be laid in Phase I, a robust partnership development initiative will be launched in Phase II. Goal 6 will happen throughout plan implementation. Goal 7: Develop Partnerships with the County and Continuum of Care to Support Plan Initiatives. - While groundwork will be laid in Phase I, a robust partnership development initiative will be launched in Phase II. Goal 7 will happen throughout plan implementation. Goal 10: Expand Data Tracking Systems and Dashboard to Measure System Performance. - While groundwork will be laid in Phase I, a robust data tracking system and dashboard initiative will be launched in Phase II. Goal 3: Develop Permanent Supportive and Affordable Housing Solutions – Goal will be implemented over time during all phases. Phase II could include use of HOME Funds for Tenant-Based Rental Assistance/Permanent Supportive Housing and development of partnerships with State and County for additional housing resources.

PHASES OF PLAN

Phase III FY 22/23	Goal 9: Develop An Advocacy Campaign to Support Plan Initiatives. While groundwork will be laid in Phase II, a robust advocacy campaign will be launched in Phase III. Goal 3: Develop Permanent Supportive and Affordable Housing Solutions – Goal will be implemented over time during all phases. Phase III could include use of HOME Funds for Tenant-Based Rental Assistance/Permanent Supportive Housing and development of partnerships with State and County for additional housing resources. Goal 6: Develop Public/Private Partnerships to Support Plan Initiatives – Continue partnership development throughout plan implementation. Goal 7: Develop Partnerships with the County and Continuum of Care to Support Plan Initiatives. – Continue partnership development throughout plan implementation.
Phase IV FY 23/24	Goal 9: Develop An Advocacy Campaign to Support Plan Initiatives. Continue advocacy campaign efforts throughout plan implementation. Goal 3: Develop Permanent Supportive and Affordable Housing Solutions – Goal will be implemented over time during all phases. Phase IV could include use of HOME Funds for Tenant-Based Rental Assistance/Permanent Supportive Housing and development of partnerships with State and County for additional housing resources. Goal 6: Develop Public/Private Partnerships to Support Plan Initiatives – Continue partnership development throughout plan implementation. Goal 7: Develop Partnerships with the County and Continuum of Care to Support Plan Initiatives. – Continue partnership development throughout plan implementation.
Phase V FY 24/25	Goal 9: Develop An Advocacy Campaign to Support Plan Initiatives. Continue advocacy campaign efforts throughout plan implementation. Goal 3: Develop Permanent Supportive and Affordable Housing Solutions – Goal will be implemented over time during all phases. Phase V could include use of HOME Funds for Tenant-Based Rental Assistance/Permanent Supportive Housing and development of partnerships with State and County for additional housing resources. Goal 6: Develop Public/Private Partnerships to Support Plan Initiatives – Continue partnership development throughout plan implementation. Goal 7: Develop Partnerships with the County and Continuum of Care to Support Plan Initiatives. – Continue partnership development throughout plan implementation

MEASUREMENTS OF SUCCESS

Best practices models in government are built upon the foundation of measuring success. The goals in this draft plan are broad and will need to be refined as part of a Homeless Solutions Annual Action Plan (HSAAP) that is tied to the annual budget. The annual action plan should drill down on specific plan goals. Progress on the HSAAP should be tracked through a Dashboard Report that is submitted to City Council and the Public on a quarterly basis during Phase I.

During Phase II and subsequent years of the Five-Year Plan, the Dashboard reports can transition to semi-annual and eventually annual reports. The Dashboard report should include metrics that capture opportunities and challenges that affect progress of the plan. The Dashboard should also measure the goals with Green, Yellow, and Red Colors to provide a visual picture of the progress for each goal or benchmark. Examples of metrics to measure plan success include but are not limited to:

System Measurements:
✓ Number of Emergency Shelter units to be developed
✓ Number of Permanent Supportive Housing/Affordable Housing units to be developed
✓ Number and Type of Public/Private Partnerships to be developed with an overview of the types of resources to be secured or leveraged
✓ Number of Sub-Regional Partnership Initiatives to be developed with an overview of the types of resources to be secured or policies that facilitate improved homeless services in the region
✓ Number of new grants to support the City's system of homeless services

Client Measurements:
✓ Number of outreach and engagement street exit destinations including placements in emergency shelter, transitional shelter, permanent housing, family reunification, etc.
✓ Number of first time homeless
✓ Length of homelessness
✓ Length of stay in City's emergency shelter system
✓ Non-employment income and employment income changes
✓ Housing placement and retention rates
✓ Number of document ready clients waiting for permanent supportive housing or rapid rehousing housing placements
✓ Returns to homelessness
✓ Annual point in time count and survey data as compared to client-level data from City's system of services, including client data on by-name list of homeless from street outreach & shelter

FUNDING SOURCES

Corona's homeless system of services will need to be developed and maintained through a variety of public and private funding sources. Due to COVID-19's impact on the economy, counties and cities across the nation are experiencing budget shortfalls. As a result, the City will need to aggressively pursue grants that support goals and initiatives in the plan.

Because the City's staffing resources are limited, grant opportunities will need to be evaluated to ensure that the City can comply with all program and administrative requirements. With the right timing and combination of successful grant efforts, the City could be in a position to add more staff to support increased work associated with new grant funding. The following list provides examples of different funding sources and funding opportunities that support homelessness and affordable housing:

City Funding

- ✓ General Funds
- ✓ Community Development Block Grant Funds
- ✓ HOME Investment Partnership Act Funds
- ✓ State SB2 Permanent Local Housing Allocation
- ✓ Dwelling Development Tax Fund (DDT) (one-time capital project)

Federal, State, County Funding

- ✓ Federal Continuum of Care Funds via Riverside Continuum of Care
- ✓ Federal Emergency Food and Shelter Program Funds via Riverside Continuum of Care
- ✓ Federal Project-Based Vouchers from Housing Choice Voucher Program via Riverside County Housing Authority
- ✓ State Emergency Solutions Grant Funds via Riverside Continuum of Care
- ✓ State Multifamily Housing Program via State HCD

- ✓ State Supportive Housing Multifamily Housing Program via State HCD
- ✓ State Housing for a Healthy California Program via State HCD
- ✓ State COVID-19 Emergency Homelessness Funding via Riverside Continuum of Care
- ✓ State Homeless Housing, Assistance and Prevention Program via Riverside Continuum of Care
- ✓ State Low-Income Housing Tax Credit Program via the California Tax Credit Allocation Committee

FUNDING SOURCES

In addition to City, County, Continuum of Care, State, and Federal funding, the City of Corona should collaborate with its contracted shelter and housing operator to pursue private funding from foundations. Private funding from foundations can leverage the City's limited resources. Examples of private foundations that may fund homeless programs include but are not limited to:

- ✓ Bank of America Charitable Foundation
- ✓ Green Foundation
- ✓ In and Out Burger Foundation
- ✓ Inland Empire Community Foundation
- ✓ Loma Linda University Health Foundation
- ✓ Regional Access Project Foundation
- ✓ Riverside Community Health Foundation
- ✓ Ronald McDonald House of Charities of Southern California
- ✓ United Way
- ✓ Wells Fargo Foundation

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