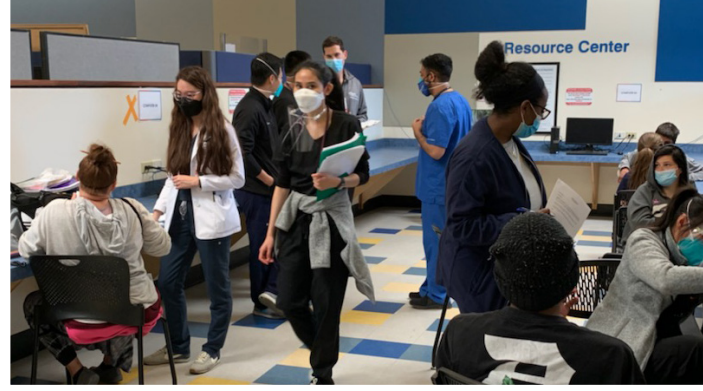


CITY OF  
RIVERSIDE

FIVE-YEAR PLAN  
TO REDUCE  
HOMELESSNESS



[RiversideCA.gov/HomelessSolutions](https://RiversideCA.gov/HomelessSolutions)



# PLANNING CONTEXT

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In August 2021, the Housing & Homelessness Committee conceptually approved six objectives to support the City's Homeless Initiative (HI) strategies to prevent and combat homelessness in the City. The State allocated Homeless Housing, Assistance and Prevention (HHAP) funding for individual cities to develop plans to address homelessness in their respective cities, in collaboration with the County and its contractors.

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The City of Riverside is the largest city in the County of Riverside, with a population of 328,155. Riverside's population is expected to grow an estimated 17.8% by 2040, to 386,600 residents. Riverside's population age 65 and over has grown 6% over the last 30 years indicating an increase in aging population. Riverside's population age 18 and under has declined from 29% to 22% over the same 30 years indicating a declining youth population. The predominant racial group in Riverside is Hispanic/Latino at almost 54%.

In the **2022 Riverside County Homeless Point of Time Count** the unsheltered homeless count in the City of Riverside was **514**.

Youth and adults often come to Riverside and the area seeking safety and self-determination, but lack an adequate support network and end up without housing.

For many years, the City of Riverside has continuously committed funding and staff resources in support of a robust social services program to address the needs of its most vulnerable community members, including outreach, rental assistance, shelter and housing for homeless individuals. The City's 2021-22 budget included \$33.5 million to address homelessness and the creation of affordable housing of which \$22.4 million was earmarked to services to address and prevent homelessness. Such funding to address homelessness includes contracted outreach teams staffed by City Net and Step Up on Second. The City also helps fund Riverside Access Center, the Public Safety and Engagement Team (PSET), Rapid Re-Housing, case management, shelter operations, and homeless outreach services.

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# OFFICE OF HOMELESS SOLUTIONS

The City is a leader in the region with emergency shelters, outreach, case management, resources and multidisciplinary teams addressing homelessness. The City has taken a proactive approach to addressing homelessness in our community in partnering with a wide-range of non-profit organizations, social service agencies and faith-based institutions. The City has created a centralized environment to provide short-term emergency shelter coupled with a range of complementary supportive services necessary to assist homeless individuals and families to address their issues and achieve housing stability.

## **The components of the homeless service campus environment at the Hulen Place Service Campus include:**

- **Riverside Access Center:** provides multiple resources and connections for individuals at risk of homelessness or those experiencing homelessness. Some of the services offered include linkage to emergency shelter, kennel usage for pets of individuals accessing services at Hulen Campus, monthly life skills classes, access to computer lab, hygiene kits, snack packs and outreach workers who connect folks to bus passes, trips back to their place of origin, support to complete housing documentation and street nurse assistance.
- **Community Emergency Shelter:** Owned and operated by Path of Life Ministries. The program provides 90 beds (54 male beds and 36 female beds) to adults for up to 90 days coupled with case management to assist clients with obtaining temporary housing, vital documents, job readiness, counseling, and various other forms of social, spiritual, and emotional support.
- **Helping Hearts Recuperative Care:** Specializes in mental health treatment for those unable to care for themselves in an independent living situation. The program includes a high level of care -- 24 hours a day, 7 days a week in a home-like setting that is an alternative to psychiatric hospitalization or institutional care. The program has 28 beds and the duration of stay is 90 days.

# QUICK FACTS

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## ABOUT PEOPLE EXPERIENCING HOMELESSNESS

**514**

**HOMELESS PEOPLE**

were counted in the City during the 2022 by Riverside County Homeless Point-in-Time Count.

**Down from 587 in 2020**

**1,980**

were counted throughout the county in the 2022 Homeless Point-in-Time Count.

## 2021-22 BUDGET

**\$33.5**  
**MILLION**

in Office of Homeless Solutions budget to carry out housing and homeless related activities/

**\$22**  
**MILLION**

was allocated to services to address homelessness.

## DIVERSE HOUSING STOCK

**3,141**  
**UNITS**

with affordability covenants

Understanding that a one-size-fits-all approach to homelessness is not equitable, the City has collaborated with internal departments and external partners to create teams that address each subpopulation. The following teams are in place: \_\_\_\_\_

1. Access Center outreach teams consisting of a nurse and outreach workers that are dispatched by the 311 call center and the Office of Homeless Solutions for non-emergency calls to engage people experiencing homelessness and offer shelter options, complete housing applications, offer ID vouchers, and more.
2. Community Behavioral Health Assessment Team (CBAT) consists of police officers and a clinician who support individuals experiencing a mental health crisis; dispatched by 911.
3. Public Safety Engagement Team (PSET) is a multi-departmental team consisting of police officers, code enforcement, and outreach workers dispatched through 311 and the Office of Homeless Solutions for non-emergency calls to engage people experiencing homelessness to offer support services and tag/abate debris throughout the City. Problem Oriented Policing (POP) strives to maintain safe parks and neighborhoods and cultivate relationships with all community members.
4. Urban PSET includes a multidisciplinary team of the Riverside Police Department, Code Enforcement, and City Net Outreach that operates seven days a week during regular business hours. This team provides services to all seven Wards, where they engage individuals experiencing homelessness to offer services and supports. Additionally, encampments are tagged and cleaned, and enforcement is provided as appropriate.

Recently an increase of PSET staffing was approved by City Council to provide encampment clean-up adequately, and outreach services and supports across all Wards, seven days a week including early mornings and late evenings. Increased staffing levels will allow the team to dedicate the necessary time to approach individuals with care and compassion and to collect demographic information, geocode data, complete required documentation and capture other pertinent data.

5. Wildlands PSET will include a multidisciplinary team of the Riverside Police Department, Code Enforcement, and City Net Outreach that will operate seven days a week during the day and evening. The team will focus their efforts within the Santa Ana Riverbottom to engage individuals experiencing homelessness to provide connections to supports, resources, shelter, housing and more. Additionally, encampment clean up and anti-camping enforcement will commence when shelter and housing are available.

6. The Parks and Neighborhood Specialist (PANS) team began in April 2022 and will focus their efforts in city parks, wilderness trails, and surrounding neighborhoods to help maintain a safe environment for all. Additionally, the presence of PANS will deter encampments and offer additional opportunities for engagement with individuals experiencing homelessness.

City Outreach – The Access Center includes five outreach workers who concentrate their efforts on engaging folks in areas that are considered “hotspots” and by responding to 311 calls. During January 2022 – April 2022 the Access Center outreach team, collectively, had a success rate of 58% and supported 11% of individuals experiencing homelessness exit the street into shelter or another habitable place.

7. Street Nurse Program – The street nurse is contracted through Riverside University Health Systems – Behavioral Health to provide care in the field to vulnerable individuals experiencing homelessness. Linkage to services by a trusted individuals begins open dialogue about the needs of the individuals. During January 2022 – April 2022 the street nurse had a success rate of 85% in connecting individuals to services. Further, the same street nurse supported 12% of their contacts in street exits.

The social benefit of multidisciplinary partnerships and innovation will positively impact communities by offering a more humane approach to serving and protecting the diverse homeless population in the City of Riverside. We recognize that extenuating circumstances affecting socioeconomically challenged minority groups lead to stigmatization, missed employment opportunities, and disqualification of government aid and housing, potentially hindering progress, but we are committed to removing barriers and working collaboratively to address specific needs.

The City is developing a plan to coordinate the release of individuals experiencing homelessness from the downtown county jail in a responsible way. Our efforts will work toward a warm hand-off during a coordinated release to provide a Trip Home, shelter, and support services, i.e., Riverside University Health Systems – Behavioral Health, ARC and Sobering Center, Adult Protective Services, Veteran Affairs, and other services as appropriate depending on need.

HOME Court is a diversion program for individuals experiencing homelessness and facing low-level criminal prosecution. Partners include Riverside County Superior Court, Riverside University Health Systems – Behavioral Health, District Attorney, Public Defender, Probation Department, Sheriff's Department, City of Riverside: City Manager's Office, City Attorney's Office, Police Department, and Office of Homeless Solutions. This program will provide support and structure to reduce recidivism through rehabilitative programming and dismissal of cases and fines as well as opportunities for expungement.



The Housing and Homelessness Committee heard a presentation and recommendation to add to Municipal Code Chapter 9.04 Section 9.04.610 regarding hospital transport to address “patient dumping” around Hulen Place and throughout the City. With the support of the Committee and Council, it will be a violation for a health facility to discharge a patient and transport said individual to a location that is not their residence without prior written consent from the patient. Additionally, drop off at any other health facility within the City of Riverside without coordination between the discharging hospital and the accepting facility without written consent violates said ordinance and is punishable by a fine and probation.

The City operates a Rapid Re-Housing and Tenant-Based Rental Assistance Program to provide from 12 to 24 month of rental assistance to homeless individuals coupled with case management. The City contracts the case management services with City Net.

The City is mandated by the State to produce affordable low to middle-income housing that meets the Regional Housing Needs Assessment (RHNA) requirements of creating **18,457 total housing units**. The table below provide a breakdown of these unit requirements.

Income Category (% of County AMI)	Number of Units
<b>Extremely Low (30% or less)*</b>	2,431
<b>Very Low (31% to 50%)</b>	2,430
<b>Low (50% to 80%)</b>	3,064
<b>Moderate (81% to 120%)</b>	3,139
<b>Above Moderate (Over 120%)</b>	7,394
<b>Subtotal</b>	<b>18,459</b>
<b>No Net Loss Buffer (17%)</b>	3,185
<b>Total</b>	<b>21,643</b>

AMI = Area Median Income Note: \* The City has a RHNA (Regional Housing Needs Assessment) obligation of 4,861 very low-income units (inclusive of extremely low-income units). Pursuant to State law (AB2634), the City must project the number of extremely low-income housing needs based on Census income distribution or assume 50 percent of the very low-income units as extremely low. Assuming an even split, the City's RHNA allocation of 4,861 very low-income units may be divided into 2,430 very low and 2,431 extremely low-income units. However, for purposes of identifying adequate sites for the RHNA allocation, State law does not mandate the separate accounting for the extremely low-income category

The City's Housing Authority has **689 affordable housing units** in the pipeline for development.

# RATIONALE FOR THE CITY OF RIVERSIDE HOMELESS PLAN





**During the months of March – May 2021, a wide range of stakeholders were engaged in the planning process, sharing their experiences, their ideas, and their commitment to help shape the goals presented in this plan.**

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In order to ensure the 5-Year Plan reflects the needs of Riverside's residents, the City held three hybrid community meetings (simultaneously in-person and on Zoom) to inform the community about the 5-Year Plan, obtain feedback on the proposed pillars and the activities within the pillars and prioritize activities for HHAP3 and HOME Investment Partnerships Program-ARP funding. These community meetings featured both Spanish and American Sign Language (ASL) interpretation. The City also hosted three Homeless Task Force meetings via Zoom and invited leaders and front-line staff who work with the homeless population and extremely low to low-income residents to provide input on how to craft a feasible and useful 5-Year Plan.

**The three major themes of the community meetings and the task force meetings were:**

- (1) the need to prioritize vulnerable groups experiencing homelessness;
- (2) supporting creative housing and low barrier shelter options; and
- (3) getting all hands-on deck to help with the homelessness crisis.

## YOUTH & YOUNG ADULTS

Ten percent (10%) of the HHAP-3 grant must be allocated to serve homeless youth that are under the age of 24 who care economically and/or emotionally detached from their families - and are experiencing homelessness or living in unstable or inadequate living situations. Such living situations include sleeping on friends' couches, staying in shelters, and living under bridges, in abandoned buildings, and on the streets. The homeless youth population includes runaway minors who have left home for one or more nights without permission; expelled youth who are told to leave home, are abandoned or deserted, or are prevented from returning home; and systems youth who have aged out of foster care or been released from juvenile justice or other public systems with nowhere to go.

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## CHRONICALLY HOMELESS

Chronically homeless individuals are defined as having a disabling condition, and have been homeless for a year or more, or have had at least four episodes of homelessness in the past three years. These individuals are well known to the City of Riverside Police Department, Sheriff's personnel, businesses, and other City and County staff members, and often have co-occurring substance use and mental illness. Outreach workers have been successful in engaging many of these individuals, moving **22 people** from homelessness to housing during the 2020-2021 social services contract year.

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## IMMINENT RISK OF HOMELESSNESS

People at imminent risk of homelessness are often encountered by staff members at the library, parks, and City Hall, and include seniors who have changes to their fixed incomes, people experiencing disruption of their housing, and individuals whose declining health results in a sudden loss of income. The City received Emergency Rental Assistance funds from the US Department of Treasury to help people low income households retain their housing.



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# GOALS & --- ACTION ITEMS







# GOAL #1

## Increase Housing Production With a Focus on Affordability

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**Measurement 1a.** Ensure 90% of expiring affordable housing covenants are maintained.

**Measurement 1b.** 30% increase in affordable housing units inventory.

**Measurement 1c.** 550 market rate and affordable housing units built per year.

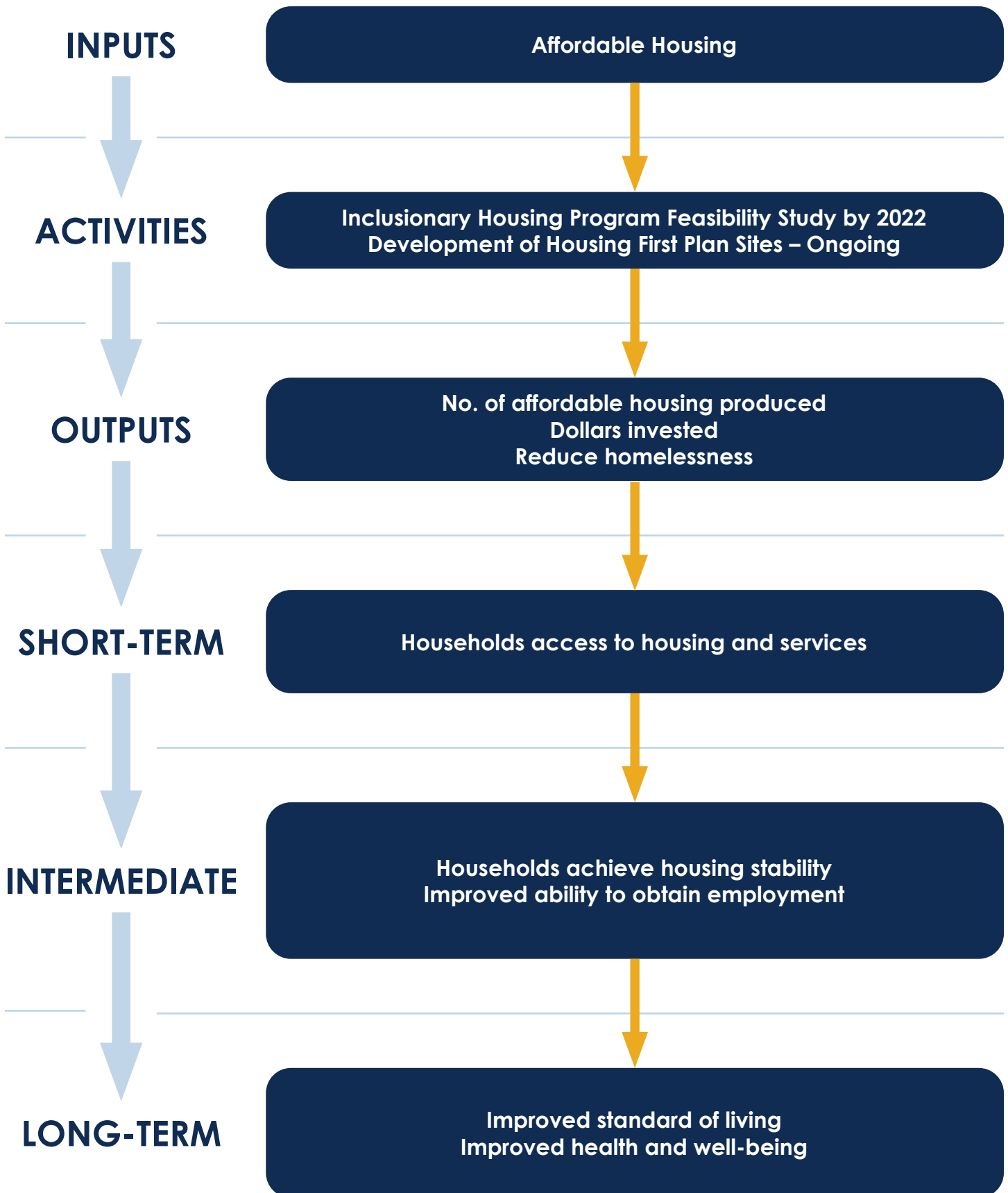
**Measurement 1d.** 55 for-sale market rate and affordable housing units built per year.

**Measurement 1e.** 25% increase in number of sites developed from 2018 Housing First Plan.



<b>NEW POLICY AND PROGRAM DELIVERABLES</b>	<ul style="list-style-type: none"> <li>• Inclusionary Housing policy</li> <li>• Crime-Free Multi-housing Program revise</li> <li>• Pro-housing city designation</li> <li>• Enhanced Infrastructure Financing District(s)</li> <li>• Marketing brochure/website for City Housing Element sites</li> <li>• Rental and for-sale housing units - market rate and affordable, new and existing</li> </ul>
<b>ACTIVITIES</b>	<ul style="list-style-type: none"> <li>• Renew existing affordable housing covenants that will expire this decade</li> <li>• Market Housing Element and City- and Housing Authority-owned sites to developers</li> <li>• Receive an annual update on 6th Cycle Housing Element</li> <li>• Leverage state and other resources to encourage first-time homeownership</li> <li>• Research ongoing affordable housing funding streams</li> </ul>
<b>PARTNERSHIPS</b>	<ul style="list-style-type: none"> <li>• Developers (market rate and affordable housing)</li> <li>• Non-profits</li> <li>• State HCD</li> </ul>
<b>CITY DEPARTMENT LEADS</b>	<ul style="list-style-type: none"> <li>• Office of Homeless Solutions - Housing Authority</li> <li>• Community Economic Development Department</li> <li>• Office of Communications</li> <li>• Successor Agency</li> </ul>
<b>LEVERAGED CITY RESOURCES</b>	<ul style="list-style-type: none"> <li>• City, Successor Agency and Housing Authority real estate inventory</li> <li>• Permanent Local Housing Allocation</li> <li>• HOME Investment Partnerships Program</li> </ul>
<b>TIMELINE</b>	<ul style="list-style-type: none"> <li>• Annual report each May</li> <li>• Promotion of available sites ongoing</li> <li>• Report on housing development opportunities by 11/2022</li> </ul>
<b>GOAL ALIGNMENTS</b>	<ul style="list-style-type: none"> <li>• Envision Riverside Strategic Plan: Priority 2, Community Well-Being, Goal 2.1</li> <li>• HOME-ARP Allocation Plan</li> <li>• HHAP-3, Outcome Goal 1a, 1b, 3, 4, 5, 6</li> </ul>

# LOGIC MODEL



# SMART GOALS

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## Increase Housing Production with a Focus on Affordability

- **Specific** – Create and/or identify affordable housing for extremely low income (at or below 30% of Area Median Income) to moderate income (between 81 % to 120% of Area Median Income households for subpopulations with a fast track for families and seniors. Seniors will be matched with Riverside County In-Home Supportive Services Program (IHSS).
- **Measurable** – Utilize Point-in-Time (PIT) Count data to show a decrease in homelessness among families and seniors. Achievable – Utilizing PIT Count data to drive decision making will allow us to target and support those with the highest increase in homelessness. Additionally, leveraging In-Home Supportive Services Program (IHSS) will support efforts in creating a space for seniors to age in place in a dignified way. Housing navigators will identify units that are not only affordable but allow for mobility by selecting units that are accessible and ADA standard design friendly.
- **Realistic** – In working with County partners and leveraging best practices through national shared housing resource center, we will be able to use vetting mechanisms to match people. This support is widely used and has been successful in matching individuals.
- **Time-Bound** – Fall 2022 ongoing through 2027. Will analyze annually to compare positive impacts made leveraging measuring tools.

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## Affordable Housing

- **Specific** – Renew affordable housing covenants set to expire, Market Housing Element and City-owned sites to developers, Receive Annual update on 6th Cycle Housing Element, Receive update on Housing First Plan, Leverage state and other resources to encourage first-time home ownership.
  - **Measurable** – The Housing Authority tracks all projects and forecasts that 90% of expiring affordable housing covenants will be maintained, 30% increase in affordable units, 550 units built per year, 55 units built per year for-sale housing options, and 25% increase in number of sites development from 2018 Housing First Plan
  - **Achievable** – Invested dollars will support individuals experiencing homelessness or at imminent risk of becoming homeless to secure housing,
  - **Realistic** – The activities proposed will be accomplished through Inclusionary Housing policy, Crime Free Multi-Housing Program revise, Pro-housing city designation, Enhanced Infrastructure Financing District(s), marketing brochure and website for City and Housing Element sites, create rental and for-sale housing units that are market rate and affordable, new and existing.
  - **Time-Bound** – Ongoing effort
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# GOAL #2

## Increase the Availability of Services, with a Focus on Physical and Mental Health Substance Use Disorder Treatment

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**Measurement 2a.** Increased number of social work interns by 15% annually.

**Measurement 2b.** Increased in skills to reduce re-traumatized/confidence/job satisfaction for PSET, PANS and Outreach Workers by 45%.

**Measurement 2c.** Referred 96 individuals to physical medical resources annually.

**Measurement 2d.** Decreased homelessness amongst those struggling chronically homelessness by 5%.

**Measurement 2e.** Decreased homelessness amongst those struggling with substance abuse by 5%.

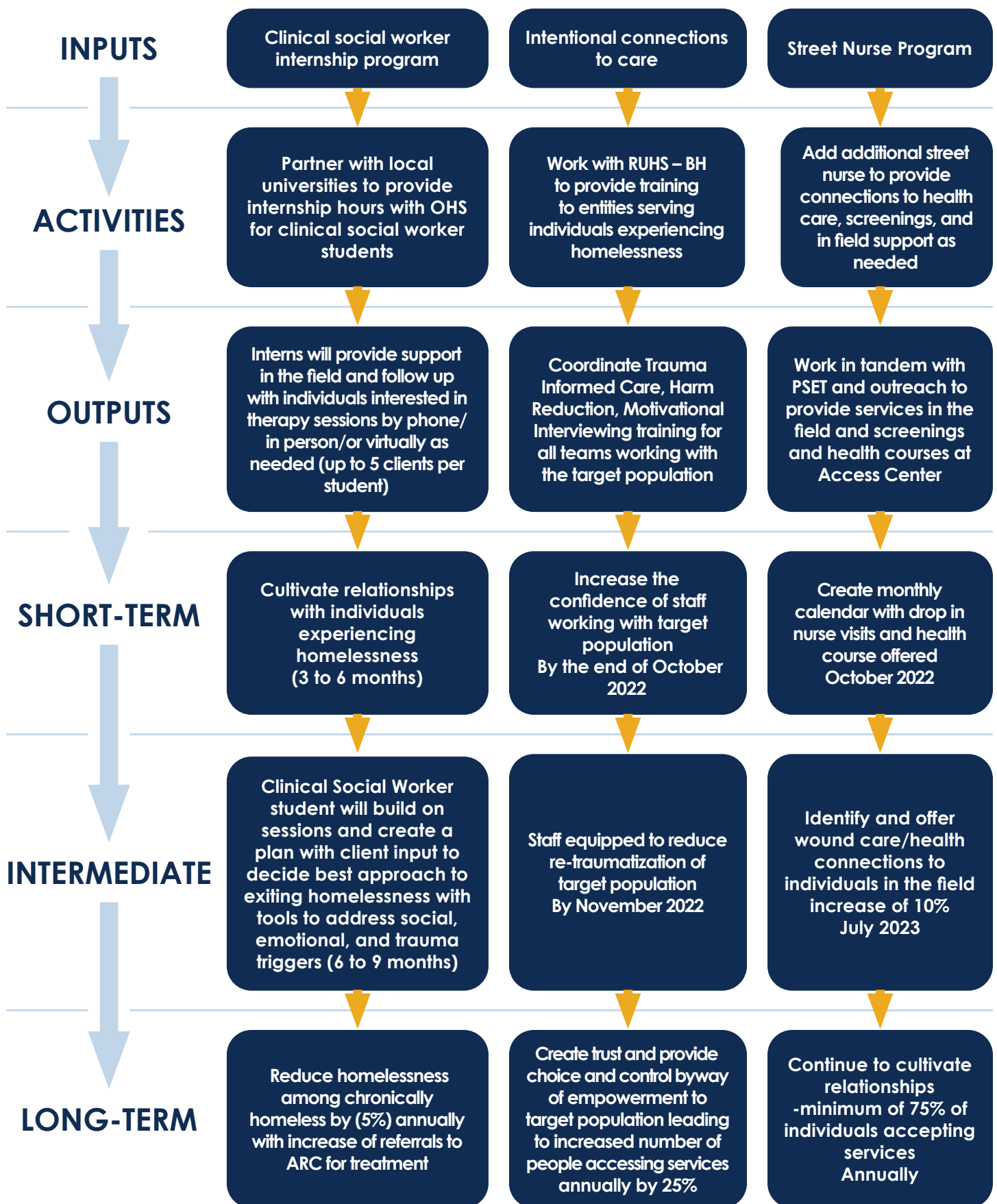
**Measurement 2f.** Increased the number of people who accepted services from PSET and the street nurse by 25%.

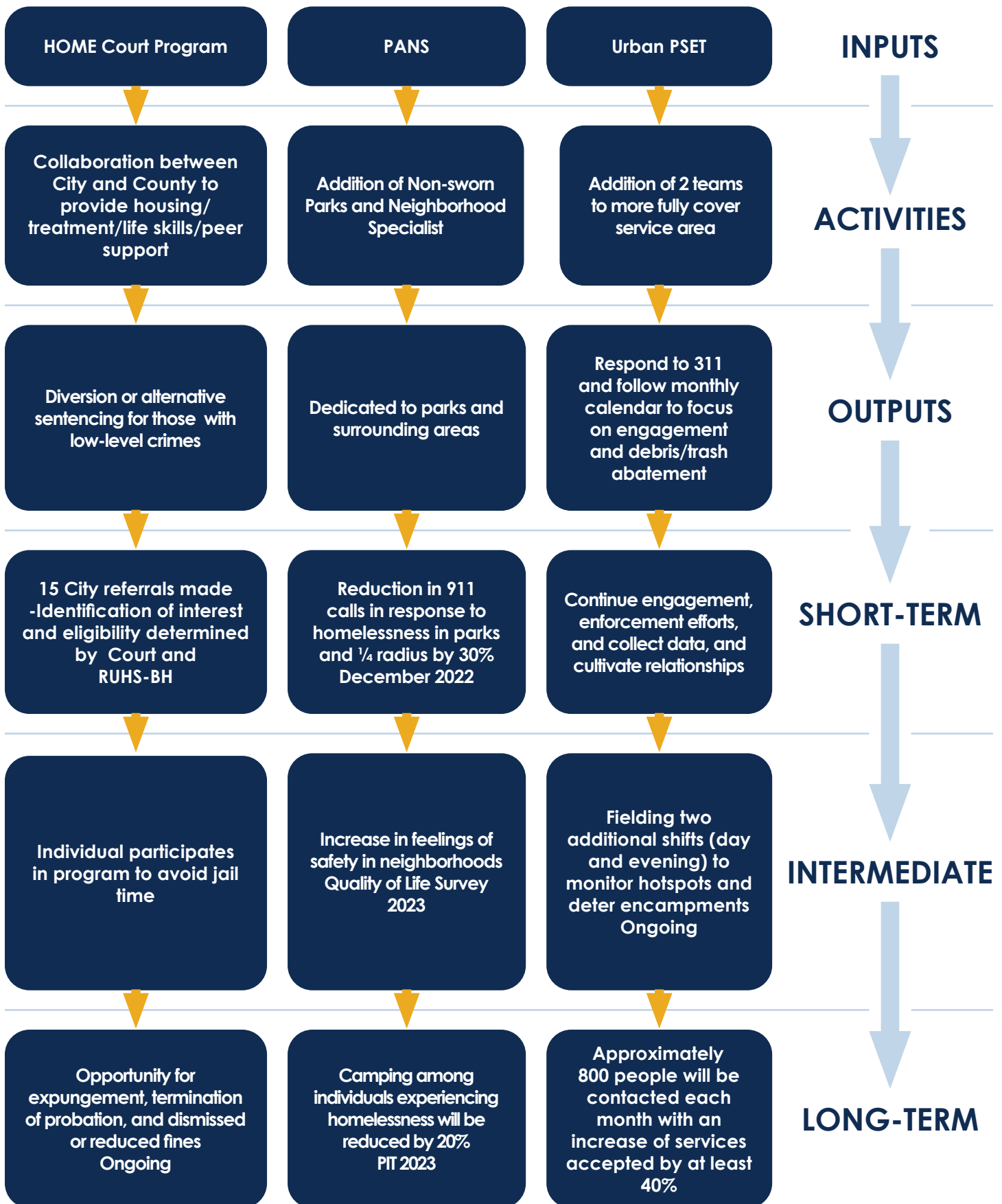
**Measurement 2g.** Increased the number of people who were successfully placed from street outreach by 25%.

**Measurement 2h.** Referred 15 individuals annually to the Home Court Program.

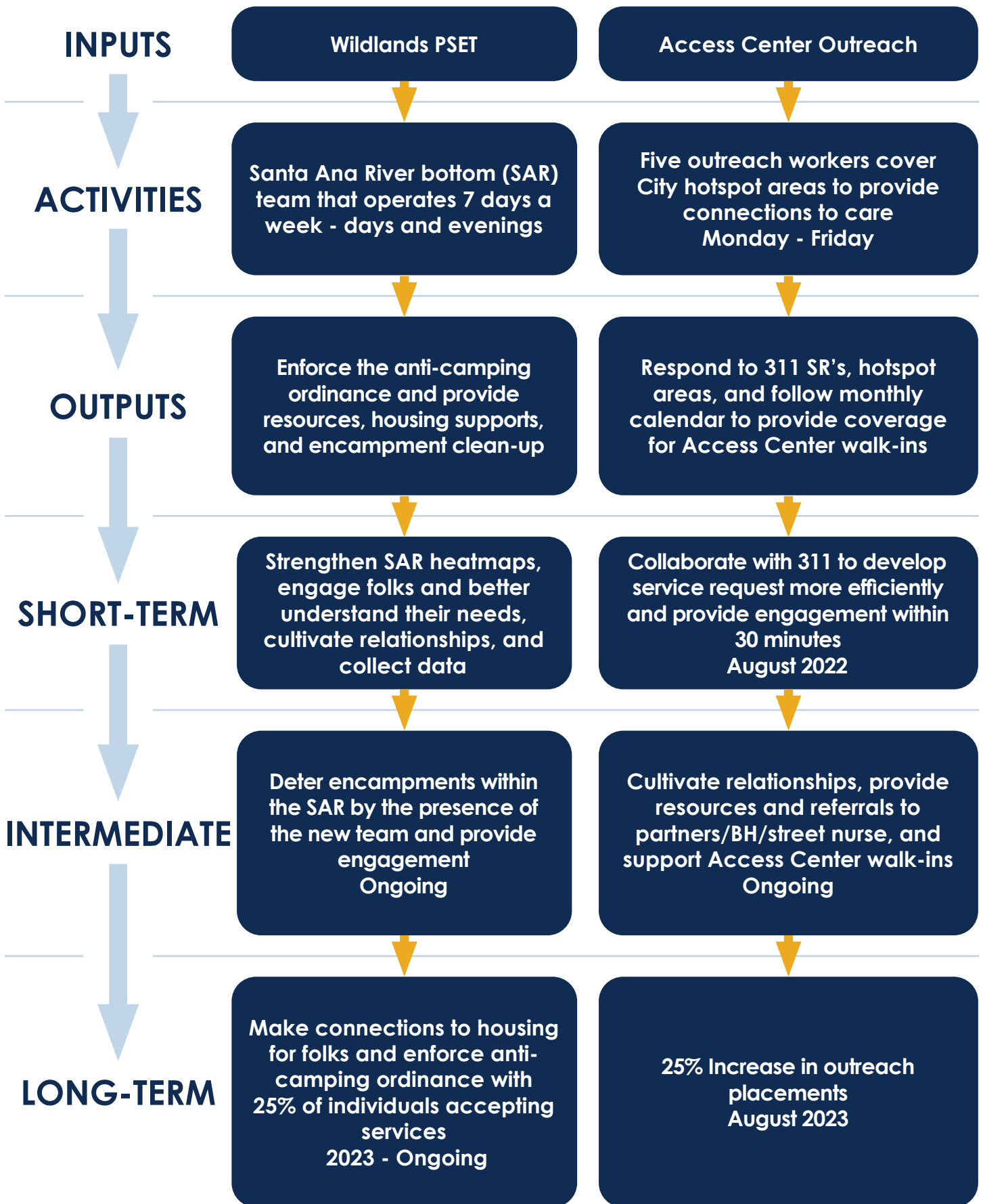
<b>NEW POLICY AND PROGRAM DELIVERABLES</b>	<ul style="list-style-type: none"> <li>• None - Monitor existing programs</li> </ul>
<b>ACTIVITIES</b>	<ul style="list-style-type: none"> <li>• Partner with local universities and colleges to expand the social work intern program</li> <li>• Provide training to PSET, PANS and Street Outreach teams</li> <li>• Participate in Home Court Program</li> <li>• Track implementation of State's CARE Court and advocate for resulting local resources</li> <li>• Advocate for County, State, and Federal resources</li> </ul>
<b>PARTNERSHIPS</b>	<ul style="list-style-type: none"> <li>• Riverside University Health Systems - Behavioral Health</li> <li>• Riverside County Department of Public Health</li> <li>• Riverside County Home Court Program</li> <li>• Non-profits</li> </ul>
<b>CITY DEPARTMENT LEADS</b>	<ul style="list-style-type: none"> <li>• Office of Homeless Solutions - Homeless Services</li> <li>• City Attorney's Office</li> <li>• Riverside Police Department</li> <li>• PSET</li> <li>• Street Nurse</li> <li>• PANS</li> <li>• Path of Life</li> <li>• La Sierra University</li> <li>• California Baptist University</li> <li>• Loma Linda University</li> </ul>
<b>LEVERAGED CITY RESOURCES</b>	<ul style="list-style-type: none"> <li>• Measure Z</li> <li>• American Rescue Plan Act</li> </ul>
<b>TIMELINE</b>	<ul style="list-style-type: none"> <li>• Expand Social Work Intern Program by September 2022</li> <li>• Complete PSET, PANS and Street Outreach trainings by November 2022</li> </ul>
<b>GOAL ALIGNMENTS</b>	<ul style="list-style-type: none"> <li>• Envision Riverside Strategic Plan: Priority 2, Community Well-Being, Goal 2.2</li> <li>• HHAP-3, Outcome Goal 1a, 1b, 4, 5, 6</li> </ul>

# LOGIC MODEL





# LOGIC MODEL





# SMART GOALS

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## Clinical Social Worker Internship Program

- **Specific** – Partner with local universities to provide internship hours with Office of Homeless Solutions for clinical social worker students. Interns will support in the field and create rapport with individuals to begin setting a plan to exit homelessness utilizing tools to address social, emotional, and trauma triggers with the end goal of a street exit and/or treatment.
- **Measurable** – Utilize street exit numbers collected by interns and cross reference with Access Center street exit numbers. Reduce homelessness among chronically homeless experiencing substance use disorder by 5%. Additionally, referrals to ARC will be collected beginning at the inception of the program to track participation and outcomes.
- **Achievable** – Interns will gain a rapport with clients overtime and through built trust assist clients in creating a plan to exit homelessness and participate in programming to support their path to self-sufficiency.
- **Realistic** – Contracting a Licensed Clinical Social Worker to offer supervision leveraging (what funds).
- **Time-Bound** – Fall 2022 ongoing through 2027.

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## Intentional Connections to Care

- **Specific** – Partner with RUHS-BH or other entity to provide training to PSET, Access Center outreach teams, and contracted partners who work directly with individuals experiencing homelessness to provide training in Trauma Informed Care, Harm Reduction, and Motivational Interviewing.

- **Measurable** – Pre and post-test for all participants before and after training to measure their confidence and competency in offering support to the target population using methods to avoid re-traumatization and to empower the individual to make healthy choices for themselves.
- **Achievable** – By creating a training calendar, teams will be able to coordinate schedules to participate in this professional development.
- **Realistic** – There are several options for in person and self-paced virtual trainings tailored for staff to enhance their knowledge around best practices in approaching and engaging individuals experiencing homelessness.
- **Time-Bound** – By January 2023.

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## Street Nurse Program

- **Specific** – Add an additional street nurse to provide connections to health care, screenings, and in field support as needed.
- **Measurable** – The street nurse logs all interactions and provides daily data to Access Center staff for tracking. The Access Center captures this data and generates monthly reports to measure nurse interactions in total engagements, street exits by referral, services accepted, and wellness checks/wound care/linkage to health care.
- **Achievable** – The nurse is in the field with PSET and Access Center outreach teams Monday – Friday. Through multiple engagements in the field, the nurse will have the ability to not only increase wellness opportunities but also continue to provide a safe space where individuals feel comfortable accepting services.
- **Realistic** – The street nurse has done great work in cultivating relationships and overtime sees hard to reach individuals share more and accept services. The approach from a health care provider appears to secure the trust of those being engaged. The data is already strong and working toward wellness will be an added goal for this position.

- **Time-Bound** – By October of 2022 the nurse will offer drop in nurse visits for those experiencing homelessness, by July of 2023 there will be an increase of health wellness services, those accepting services will remain steady with at least 75% accepting services.

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### HOME Court Program

- **Specific** – Collaboration between City and County providers to offer opportunities for alternative sentencing or diversion for individuals with low-level misdemeanor offenses with linkages to housing, behavioral health treatment, life skills courses, and peer supports.
- **Measurable** – Riverside Police Department will refer repeat offenders to HOME Court. Data will be collected by the court system and RUHS-BH to identify eligible individuals and follow their progress and completion of programming.
- **Achievable** – Through a multidisciplinary effort, the City and County collaboration will provide opportunities for those facing jail time for misdemeanor offenses. Through programming, housing, and support services, individuals have the opportunity to avoid jail time. Additionally, some folks will be eligible for expungements, early termination of probation, and reduced fines.
- **Realistic** – Opportunity for a second chance and support is essential in becoming self-sufficient. With access to HOME Court services, individuals will have more positive results in applications for employment, housing, and federal aid.
- **Timebound** – HOME Court will begin in early fall with ongoing programming.

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### PANS

- **Specific**- Addition of 20 non-sworn Parks and Neighborhood Specialist (PANS) to provide safety and monitoring of parks and surrounding neighborhoods to lessen the burden on Riverside Police Department in non-emergency response calls.

- **Measurable**- By utilizing 911 and 311 data, we will be able to track calls related to homelessness within ¼ mile radius. Through foot and bike patrol, PANS teams will engage with folks and show a decrease of camping in parks by 20% as captured in the 2023 PIT Count. The 2023 Quality of Life Survey will capture increased feelings of safety among community members in surrounding neighborhoods by 2023.
- **Achievable**- The teams are trained by Riverside Police Department and have participated in training to prepare them to address homelessness.
- **Realistic**- With the support of RPD, OHS, and other partners, the PANS team is well equipped to provide referrals to individuals experiencing homelessness. Further, the team understands the importance of keeping parks safe for children and all stakeholders that wish to use these public spaces.
- **Timebound**- The team has added several PANS representatives and will continue to build; this effort is ongoing until all open positions are filled. By May of 2023 data will capture a decrease in 911 calls by 30%. PIT Count data will be available in June of 2023 to show a decrease in camping in parks. The Quality of Life Survey will be available to residents in the summer of 2023 to capture quantitative data around feelings of safety.

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### Urban PSET

- **Specific** – Add two teams to provide both evening and early morning coverage across the City of Riverside. The team will respond to 311 service requests and follow a monthly calendar that focuses on hotspot areas to engage those experiencing homelessness in encampments to offer services and supports, to tag items for debris and trash abatement, and provide enforcement as appropriate.
- **Measurable** – PSET captures daily locations visited, contacts, services accepted, arrests, citations, parking citations, vehicles towed, and debris/trash abatement. Monthly reports will show an increase of services accepted annually.

- **Achievable** – With Increased staffing levels the team will be able to dedicate the necessary time to approach individuals with care and compassion and to collect demographic information, geocode data, complete required documentation and capture other pertinent data.
- **Realistic** – With additional teams, enforcement to address issues of unlawful panhandling, camping, abandoned personal belongings and vagrancy will increase. Clean-up and mitigation of sites prone to homeless encampments including weed abatement, camp clean-ups, preventative maintenance of primary locations, and more will increase. Additional time for engagement will allow a more personable approach as well as the proper wrap-around services and warm hand-offs to identified agencies.
- **Time-bound-** Through the addition of two new teams, approximately 800 people will be contacted monthly with an increase of people accepting services by 40% annually.

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#### Wildlands PSET

- **Specific** – The team will operate days and evenings, Monday – Sunday. The focus will be on the Santa Ana Riverbottom (SAR). Wildlands PSET will engage those experiencing homelessness to offer services and supports, to tag items for debris and trash abatement, provide enforcement as appropriate and enforce the anti-camping ordinance to ensure safety for all.
- **Measurable** – The team will capture locations visited, contacts, services accepted, arrests, citations, parking citations, vehicles towed, and debris/trash abatement. Monthly reports will show that this program will increase acceptance of services by 25% annually.
- **Achievable-** With a team dedicated to the SAR there will be more opportunity to engage people that have been hard to reach. The team will have the Urban PSET model to follow for seamless implementation.
- **Realistic** – Of course because this is a different space, there will be areas where shifts are needed that lead to a more efficient approach to SAR individuals.

- **Time-bound-** Once the team begins, they will have the tools needed to be successful with 25% of individuals accepting services.

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#### Access Center Outreach

- **Specific** – Five outreach workers cover the City of Riverside hotspot areas and respond to 311 service requests to engage individuals experiencing homelessness Monday – Friday. There is also a representative from the team available at the Access Center to support walk-ins.
- **Measurable** – Team members track data collected in the field. The data is shared with staff to contribute to monthly statistics. The team tracks total engagements, street exits by referral, services accepted, and Vulnerability Index – Service Prioritization Decision Assistance Prescreen Tool (VI-SPDATS) completed. There will be an increase of 25% in outreach placements by August 2023.
- **Achievable-** The team has a structure that allows them to reach as many people as possible through 311, visiting hotspot areas, and receiving other requests. Through cultivating relationships and being aware of available shelter beds, the Access Center outreach team will be successful in outreach placements.
- **Realistic-** This is an ambitious goal, but with the addition of shelter beds and the opening of Mercy House, the team will be able to offer more options to individuals in the field to move into emergency shelter and bridge/interim housing. Additionally, the team assists people in completing rental applications and touring possible housing options and works closely with housing navigators to place individuals.
- **Timebound-**A 25% increase in outreach placements will take place by August 2023.



# GOAL #3

## Prevent Homelessness

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**Measurement 3a.** 86% rental assistance programs retention rate.

**Measurement 3b.** 82% increase in unduplicated number of households assisted through rental assistance programs.

**Measurement 3c.** Referred 75 households annually to an employment assistance program.

**Measurement 3d.** 5% decrease in homelessness amongst those who are justice involved.

**Measurement 3e.** 5% of seniors assisted through the Office of Homeless Solutions referred to Riverside County In-Home Supportive Services (IHSS).

**Measurement 3f.** Enrolled six individuals through the Shared Housing Program annually.

<b>NEW POLICY AND PROGRAM DELIVERABLES</b>	<ul style="list-style-type: none"> <li>• Shared Housing Program</li> <li>• Presley Detention Center In-Reach Program</li> </ul>
<b>ACTIVITIES</b>	<ul style="list-style-type: none"> <li>• Establish in-reach services with Presley Detention Center to connect individuals experiencing homelessness to family, shelter, transitional housing, and/or other resources</li> <li>• Partner with Riverside County Housing &amp; Workforce Solutions and Goodwill Industries and advertise their employment programs</li> <li>• Create a collaboration of service providers to provide ongoing resources and support for families with children in the Riverside and Alvord Unified School Districts and Riverside County of Education (RCOE) and reporting mechanism for referrals</li> <li>• Advertise the IHSS Program and connect seniors to this resource</li> <li>• Create a shared housing program for people who want or need to share their homes for financial, security or companionship</li> <li>• Advertise HomeConnect, a county-wide response system for those in a housing crisis</li> </ul>
<b>PARTNERSHIPS</b>	<ul style="list-style-type: none"> <li>• Riverside County Department of Public Social Services</li> <li>• Riverside County Housing &amp; Workforce Development</li> <li>• Riverside and Alvord Unified School Districts</li> <li>• Riverside County Office of Education</li> <li>• Riverside County Sheriff's Department</li> </ul>
<b>CITY DEPARTMENT LEADS</b>	<ul style="list-style-type: none"> <li>• Office of Homeless Solutions - Homeless Services and Housing Authority</li> <li>• Office of Communications</li> </ul>
<b>LEVERAGED CITY RESOURCES</b>	<ul style="list-style-type: none"> <li>• HHAP-3</li> <li>• Emergency Solutions Grant (ESG)</li> <li>• Measure Z</li> </ul>
<b>TIMELINE</b>	<ul style="list-style-type: none"> <li>• Provide annual report to the Housing &amp; Homelessness Committee in September</li> <li>• Implement Shared Housing Program by January 2023</li> </ul>
<b>GOAL ALIGNMENTS</b>	<ul style="list-style-type: none"> <li>• Envision Riverside Strategic Plan: Priority 2, Community Well-Being, Goal 2.2</li> <li>• HHAP-3 Outcome Goal #1a, 1b, 2, 3, 4, 5, 6</li> </ul>

# LOGIC MODEL



# SMART GOALS

## School Connections

- **Specific** – Ensure that City of Riverside School Districts (Alvord and Riverside) are aware of resources available to at risk families. By developing and distributing materials, bringing the County and CBO's together for presentations before the beginning of each school year, Pupil Services and Counselors will be equipped with up-to-date information to share with students and families to make connections to prevent new episodes of homelessness.
- **Measurable** – Leverage School District and PIT Count data to identify the number of families experiencing homelessness from previous years compared to subsequent years beginning in 2023.
- **Achievable** – In communicating with School District Pupil Services and County and Community Based Organizations/Non-profits up-to-date information is easily accessible to disseminate to families through schools providing families with information to make informed decisions before experiencing homelessness.
- **Realistic** – Schools have the capacity to send information home in Friday folders and/or through email blasts to all parents of enrolled students throughout the City of Riverside.
- **Time-Bound** – Fall 2022 ongoing through 2027.

## Jail In-Reach

- **Specific** – Apply with Religious Services to gain access to Robert Presley Detention Center to connect with individuals who self-identify as homeless. By connecting with justice-involved individuals, we have an opportunity to create a release plan with the individual which will support them upon release empowering the individual to leverage available resources and shelter options decreasing homelessness among justice-involved individuals. Individuals from other regions will be identified and connected to Riverside Inmate Destination Endeavor (RIDE) to take advantage of transportation back to their place of origin upon release.
- **Measurable** – Jail and PIT Count data specific to the City of Riverside will be used to track success of this program. This data will be new so we will have a full picture after at least two years of comparable data.

- **Achievable** – With proper background and training through Religious Services, City teams will gain access with an escort or non-escort status to meet with justice-involved individuals.
- **Realistic** – Offering resources and programming to justice-involved individuals creates a safer community, saves money on incarceration, and ultimately breaks the cycle of recidivism.
- **Time Bound** – Spring 2023 ongoing through 2027

## Identify at Risk Households

- **Specific** – Refer at-risk households to one agency for assistance, which would be United Lift. Case managers will assist applicants with creating a plan on achieving housing stability and self-sufficiency. Case managers will create individual services plans that may result in referrals to mainstream benefits, and to Goodwill, County Workforce Development, and America's Job Centers of California (AJCC) for job readiness workshops, mock interviews, resume writing workshops, and job training vouchers up to \$8,000.00 per person. Industry recognized sectors and certifications that align with an individual's interest will be identified. Workforce Innovation and Opportunity Act (WIOA) funds will support eligible teens and adults to subsidize employment opportunities for on the job-training. Other opportunities like paid apprenticeships and internships are also available in specific sectors.
- **Measurable** – Identify the number of households that take advantage of this training and are connected to employment through the listed agencies. Determine how many of these households complete training and are connected to employment while retaining their housing. CalJOBS generated reports for referred individuals. Further, with a Data Sharing Agreement, CalJOBS and HMIS should be accessible by both parties to update employment outcomes.
- **Achievable** – Identification of individuals who take advantage of United Lift and City of Riverside Rental Relief programs through a referral process to workforce development programs is achievable through partnerships with Goodwill, AJCC, and County Workforce Development.
- **Realistic** – Individuals will be required to complete Workforce Innovation and Opportunity Act (WIOA) applications and create a CalJOBS account with AJCC staff to begin their employment and training search.
- **Time-Bound** – Spring 2023 ongoing through 2027



# GOAL #4

## Increase Availability and Effectiveness of Emergency Shelter

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**Measurement 4a.** Increased the number of emergency shelter beds by 48%.

**Measurement 4b.** Increased the number of people exiting from emergency shelter to housing by 20%.

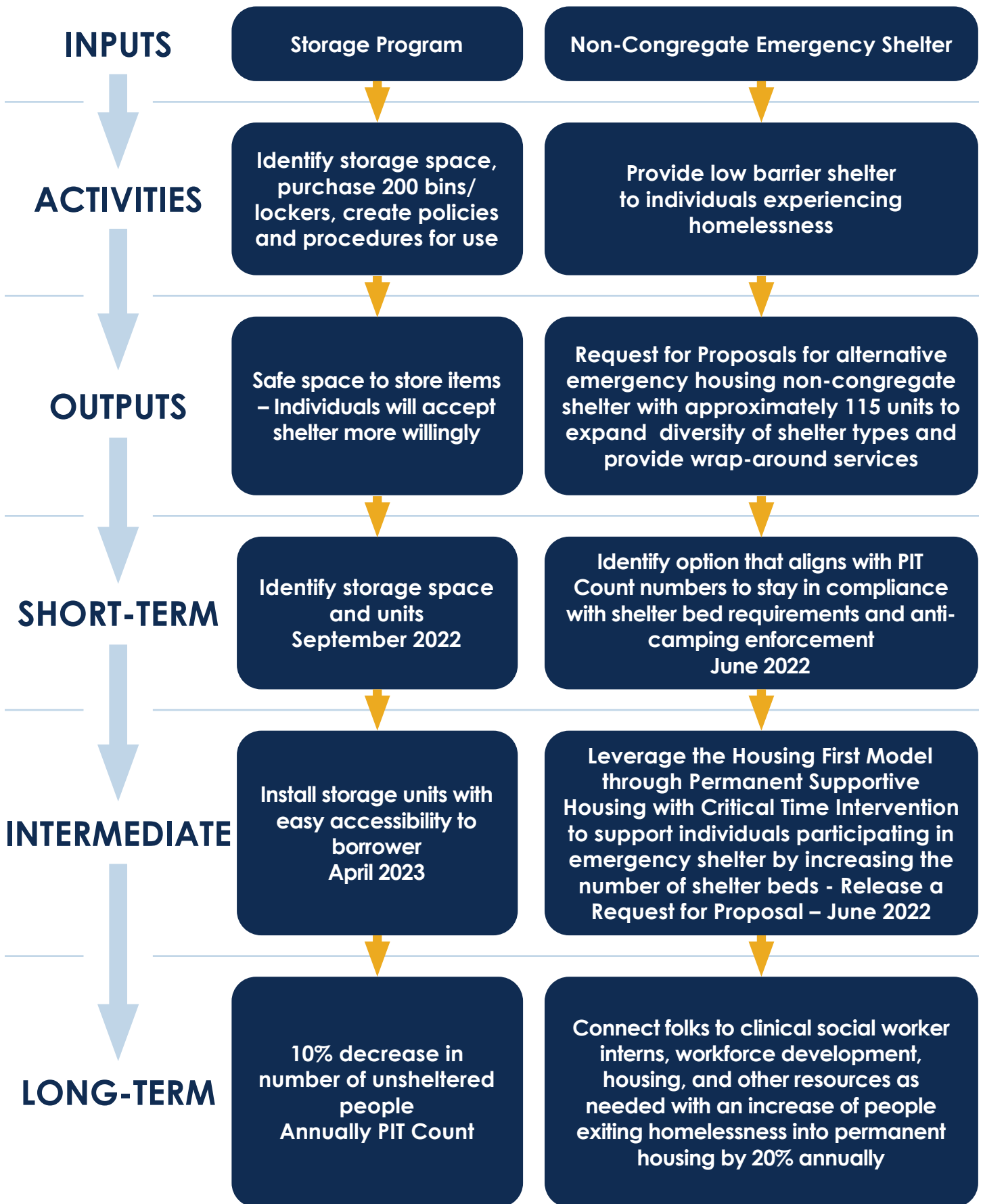
**Measurement 4c.** Decreased the number of unsheltered people by 10%.

**Measurement 4d.** Increased the number of people accepting shelter from PSET and Outreach teams by 25%.



<b>NEW POLICY AND PROGRAM DELIVERABLES</b>	<ul style="list-style-type: none"> <li>• Anti-Camping Ordinance for Wildlands</li> <li>• New Emergency Shelter Program</li> <li>• Storage Program for homeless individuals</li> <li>• Wildlands Public Safety &amp; Engagement Team (PSET) Program</li> </ul>
<b>ACTIVITIES</b>	<ul style="list-style-type: none"> <li>• Release Request for Proposals (RFP) for Non-Congregate Shelter at 670 Iowa and present selected vendor to Housing &amp; Homelessness (H &amp; H) Committee</li> <li>• Identify vacant sites and buildings for an additional emergency shelter to be presented to the H &amp; H Committee</li> <li>• Create a new storage program for PSET and homeless individuals entering programs</li> <li>• Hire team members for Wildlands PSET Team and purchase required equipment</li> <li>• Propose anti-camping ordinance for Wildlands</li> </ul>
<b>PARTNERSHIPS</b>	<ul style="list-style-type: none"> <li>• Non-profits</li> </ul>
<b>CITY DEPARTMENT LEADS</b>	<ul style="list-style-type: none"> <li>• Office of Homeless Solutions - Homeless Services</li> <li>• City Attorney's Office</li> <li>• Riverside Police Department</li> <li>• Fire Department</li> <li>• Community &amp; Economic Development Department</li> <li>• General Services</li> <li>• Public Works</li> </ul>
<b>LEVERAGED CITY RESOURCES</b>	<ul style="list-style-type: none"> <li>• Measure Z</li> <li>• HHAP-3</li> </ul>
<b>TIMELINE</b>	<ul style="list-style-type: none"> <li>• Release RFP in June 2022</li> <li>• Identify vacant sites and buildings for an emergency shelter by July 2022</li> <li>• Anti-camping ordinance for Wetlands presented to City Council by September 2022</li> <li>• Identify site for the Storage Program by August 2022</li> </ul>
<b>GOAL ALIGNMENTS</b>	<ul style="list-style-type: none"> <li>• Envision Riverside Strategic Plan: Priority #2, Community Well-Being, Goal 2.2 and Priority #5, High Performing Government, Goal 5.3</li> <li>• HHAP-3, Outcome Goal 1a, 1b, 4, 6</li> </ul>

# LOGIC MODEL



# SMART GOALS

## Non-congregate Emergency Shelter

- **Specific** – Provide low barrier shelter to individuals experiencing homelessness. Request for proposals for alternative emergency housing non-congregate shelter to expand diversity of shelter types and provide wrap-around services leveraging best practices.
- **Measurable** – The capacity of shelter beds utilized and the consistency in beds utilized monthly and annually at 90% or more will be evaluated as well as individuals exited into permanent housing. The ideal rate of exits into permanent housing monthly is a minimum of 3%.
- **Achievable** – The request for proposal will identify a local Riverside company to support the Cities efforts in creating a new emergency shelter option while creating jobs.
- **Realistic** – Leveraging experience in identifying space to provide shelter and services to the target population is an area where the City has expertise.
- **Time-Bound** – Ongoing – Fall 2023

## Fast Track to Housing

- **Specific-** The Housing Authority is working on several affordable housing projects and housing navigators are hard at work locating housing opportunities for individuals experiencing homelessness or at imminent risk of becoming homeless. The team will identify 20 families and 50 seniors to place. Critical Time Intervention will be leveraged as well as In-Home Supportive Services (IHSS) for seniors and a shared housing model for those interested.
- **Measure** – The number of participants will be collected and logged internally with a system the City will create.
- **Achievable** – In identifying people seeking support in rent and utilities, we will be able to provide these services to vulnerable populations.
- **Realistic-** Those experiencing homelessness and extreme poverty will benefit from opportunities in placement and support. This program will rely on funding received and budgeted to support people to exit homelessness and prevention.
- **Time-bound-** Identification of eligible participants will begin September 2022 – March 2023, Identification of units will take place from March 2023 – June 2023, and placement and CTI will begin in June 2023 – September 2024

## Storage Program

- **Specific-** Storage will be identified and provided for individuals experiencing homelessness and seeking shelter services. This will allow people to store their items that sometimes prevent them from accepting shelter services as they are limited in the number of items allowed into the shelter. With more people accepting shelter services, there will be a 10% decrease in the unsheltered population. Further, more people will have access to services and case managers to assist with housing applications and placement.
- **Measurable-** Point-in-Time Count data will highlight the decrease in unsheltered homelessness.
- **Achievable-** Funding will allow us to purchase lockers or bins for storage. With the option to store personal belongings in a safe place, more individuals will accept shelter as they do not have to give up or trash their items to accept emergency shelter.
- **Realistic-** Storage is a need as reported by end-users. This request is reasonable and will be covered by funding available.
- **Timebound** - By April 2023



# GOAL #5

## Expand Public Awareness

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**Measurement 5a.** Increased 311 calls related to homeless activities by 25%

**Measurement 5b.** 50% increase in traffic to the Office of Homeless Solutions web page.

<b>NEW POLICY AND PROGRAM DELIVERABLES</b>	<ul style="list-style-type: none"> <li>• Homeless Awareness Campaign</li> </ul>
<b>ACTIVITIES</b>	<ul style="list-style-type: none"> <li>• Present at community and stakeholder meetings</li> <li>• Update “who to call” flyer for residents and businesses needing assistance with homeless related activities</li> <li>• Update data dashboard on Office of Homeless Solutions</li> <li>• Share stories, highlights and statistics on success</li> <li>• Create Office of Homeless Solutions Newsletter</li> </ul>
<b>PARTNERSHIPS</b>	<ul style="list-style-type: none"> <li>• Non-profits</li> </ul>
<b>CITY DEPARTMENT LEADS</b>	<ul style="list-style-type: none"> <li>• Office of Homeless Solutions - Homeless Services and Housing Authority</li> <li>• Office of Communications</li> </ul>
<b>LEVERAGED CITY RESOURCES</b>	<ul style="list-style-type: none"> <li>• Measure Z</li> </ul>
<b>TIMELINE</b>	<ul style="list-style-type: none"> <li>• Complete “Who to call” flyer by September 2022</li> <li>• Create Office of Homeless Solutions Newsletter by September 2022.</li> </ul>
<b>GOAL ALIGNMENTS</b>	<ul style="list-style-type: none"> <li>• Envision Riverside Strategic Plan: Priority 2, Community Well-Being, Goal 2.2 and 2.3</li> </ul>

# LOGIC MODEL



# SMART GOALS

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## Quarterly Newsletter

- **Specific** – Create the Office of Homeless Solutions quarterly newsletter to share with the public to provide progress toward goals, share success stories, share Housing & Homelessness Committee and Council meetings information to keep the community informed and allowing all to be part of the conversation
- **Measurable**–The increase of individuals commenting on social media, number of visits to the OHS landing page, attending City meetings, and participating in the City survey to speak to their awareness of OHS will show that the quarterly newsletter is keeping folks informed.
- **Achievable** – With the support of the marketing team, a nicely crafted newsletter is achievable.
- **Realistic** – This goal will keep us transparent and accountable to the public; we will have the opportunity to share data that everyone is interested in.
- **Time-Bound** – Quarterly beginning in September, December, March, and June (ongoing)

## Presentation

- **Specific**- Attend community and stakeholder meetings to share Office of Homeless Solutions updates and respond to community questions and concerns.
- **Measurable**- By leveraging 311 call center data we will see a 25% increase related to utilization of 311 to report homeless issues. We will also be able to use Quality-of-Life Survey results to determine the satisfaction of community members with the City of Riverside homelessness response.
- **Achievable**- The OHS is available to present to community and stakeholder meetings.
- **Realistic**- With the addition of two staff, the OHS will have the ability to designate individuals to participate in meetings City-wide.
- **Time-bound** – Immediately - Ongoing

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## Homelessness Awareness Campaign

- **Specific**- Identify individual experiencing homelessness who are interested in sharing their story to build a powerful campaign and highlight that homelessness does not discriminate.
- **Measurement**- 50% increase in traffic to the OHS webpage identified by leveraging web data.
- **Achievable**- The campaign will pique the interest of community members, end-users, and business owners. Those who want to learn more, will visit the OHS webpage.
- **Realistic**- Grant funding will be identified to secure a dedicated person who will work toward the campaign vision of bringing awareness to the traumas, discrimination, and barriers faced that lead to homelessness.



# GOAL #6

## Coordinated Regional Infrastructure

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**Measurement 6a.** Maintained 50 Cold Weather Shelter Program beds.

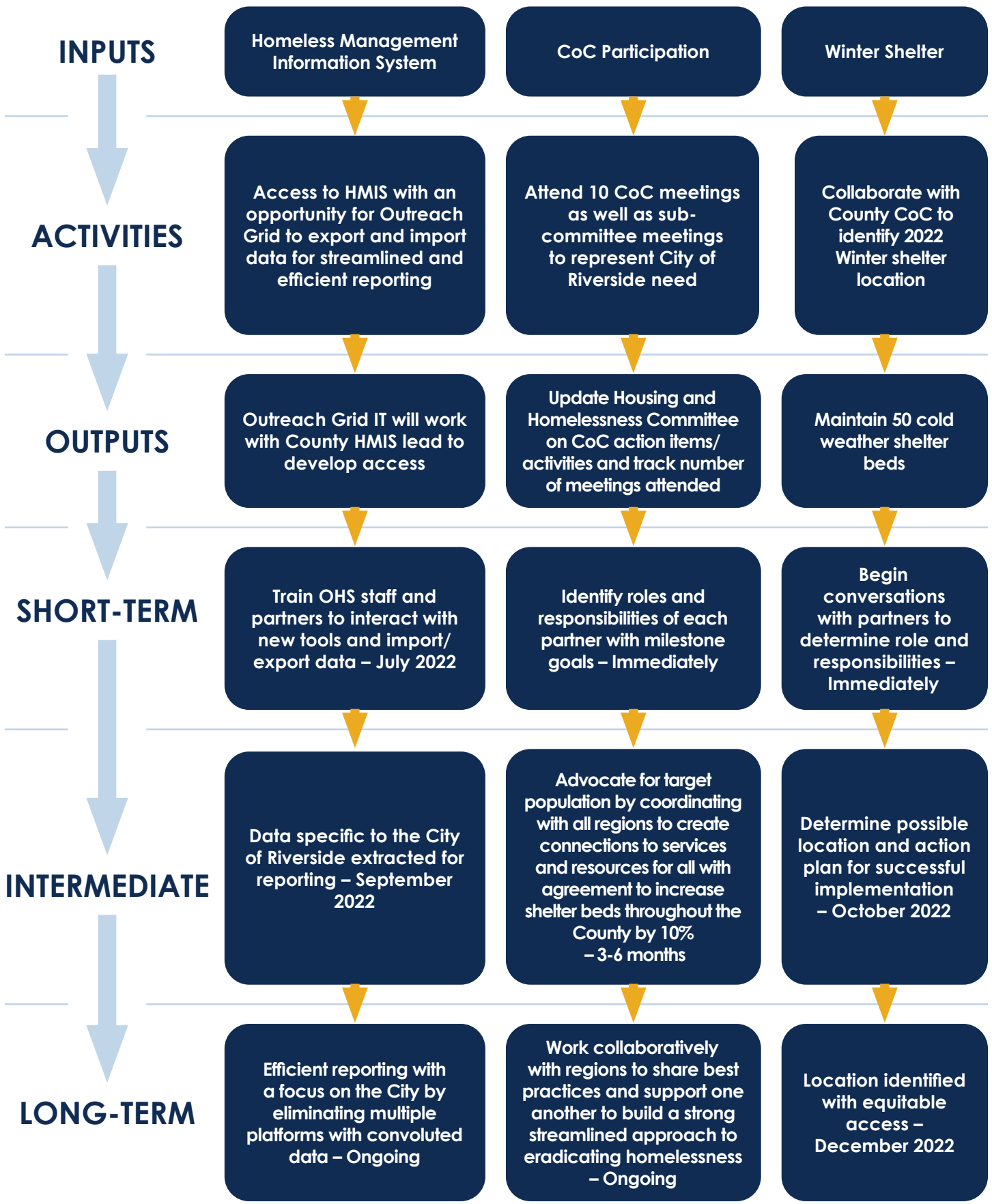
**Measurement 6b.** Attended 25 Continuum of Care and committee meetings annually.

**Measurement 6c.** Increased number of emergency shelter beds throughout Riverside County by 10%.



<b>NEW POLICY AND PROGRAM DELIVERABLES</b>	<ul style="list-style-type: none"> <li>• Riverside County Cold Weather Shelter Program at new location</li> <li>• Directory of affordable housing and homeless program operators for each city</li> <li>• Implement Memorandum of Understanding (MOU) with Riverside County on Coordinated Response to Homelessness</li> </ul>
<b>ACTIVITIES</b>	<ul style="list-style-type: none"> <li>• Work with Riverside County to identify a new location for the Cold Weather Shelter Program</li> <li>• Participate in the Riverside County Continuum of Care and committee meetings</li> <li>• Export data from the Riverside Outreach Grid system to the Riverside County's Homeless Management Information System (HMIS)</li> <li>• Train new City staff in HMIS</li> <li>• Execute the MOU on Coordinated Response to Homelessness</li> </ul>
<b>PARTNERSHIPS</b>	<ul style="list-style-type: none"> <li>• Nonprofits</li> <li>• Riverside County Housing &amp; Workforce Solutions</li> <li>• Riverside County Continuum of Care</li> <li>• Neighboring cities in Riverside County</li> <li>• District 2 Homelessness Collaborative</li> <li>• Riverside County Executive Office</li> </ul>
<b>CITY DEPARTMENT LEADS</b>	<ul style="list-style-type: none"> <li>• City Manager's Office</li> <li>• Office of Homeless Solutions - Homeless Services</li> </ul>
<b>LEVERAGED CITY RESOURCES</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>
<b>TIMELINE</b>	<ul style="list-style-type: none"> <li>• Directory of affordable housing and homeless program operators for each city by September 2022</li> <li>• Execute MOU on Coordinated Response to Homelessness by July 2022</li> <li>• Export data from Outreach Grid to HMIS by November 2022</li> <li>• Train new City staff in HMIS - ongoing</li> <li>• Identify with County Cold Weather Shelter</li> <li>• Program new location by August 2022</li> </ul>
<b>GOAL ALIGNMENTS</b>	<ul style="list-style-type: none"> <li>• Envision Riverside Strategic Plan: Priority #2, Community Well-Being, Goal 2.2</li> <li>• HHAP-3, Outcome Goal 1a, 1b, 4, 6</li> </ul>

# LOGIC MODEL



# SMART GOALS

## Homeless Management Information System

- **Specific-** Work with County lead on agreement between HMIS and Outreach Grid (OG) to allow data to be imported and exported seamlessly. This will support the entire county in their ability to gain access to individuals that are served in the City of Riverside by move to a different region.
- **Measurable-** City teams will spend less time inputting data into two separate platforms and allow for more time in the field. Outreach workers will spend 5 hours for case noting rather than 10 hours per week.
- **Achievable-** A meeting between HMIS lead, OG tech support, and OHS is set to take place in June 2022.
- **Realistic-** OG has a similar agreement with HMIS and an out of state client.
- **Time-bound-** By July 2022 staff will be trained in how to import and export data. By September of 2022, the City of Riverside will be able to easily generate reports.

## CoC Participation

- **Specific-** Attend 10 CoC meetings as well as sub-committee meetings to stay up to date with projects and action items from other regions as well as share out success and gaps within our City.
- **Measurable-** OHS will track the number of meetings attended.
- **Achievable-** Michelle Davis is the CoC Vice Chair and will be in attendance for all meetings, in the case of her absence, Dr. Lorissa Villarreal will be present.
- **Realistic-** The OHS already attends and participates in CoC and sub-committee meetings.
- **Timebound-** Immediately - Ongoing

## Winter Shelter

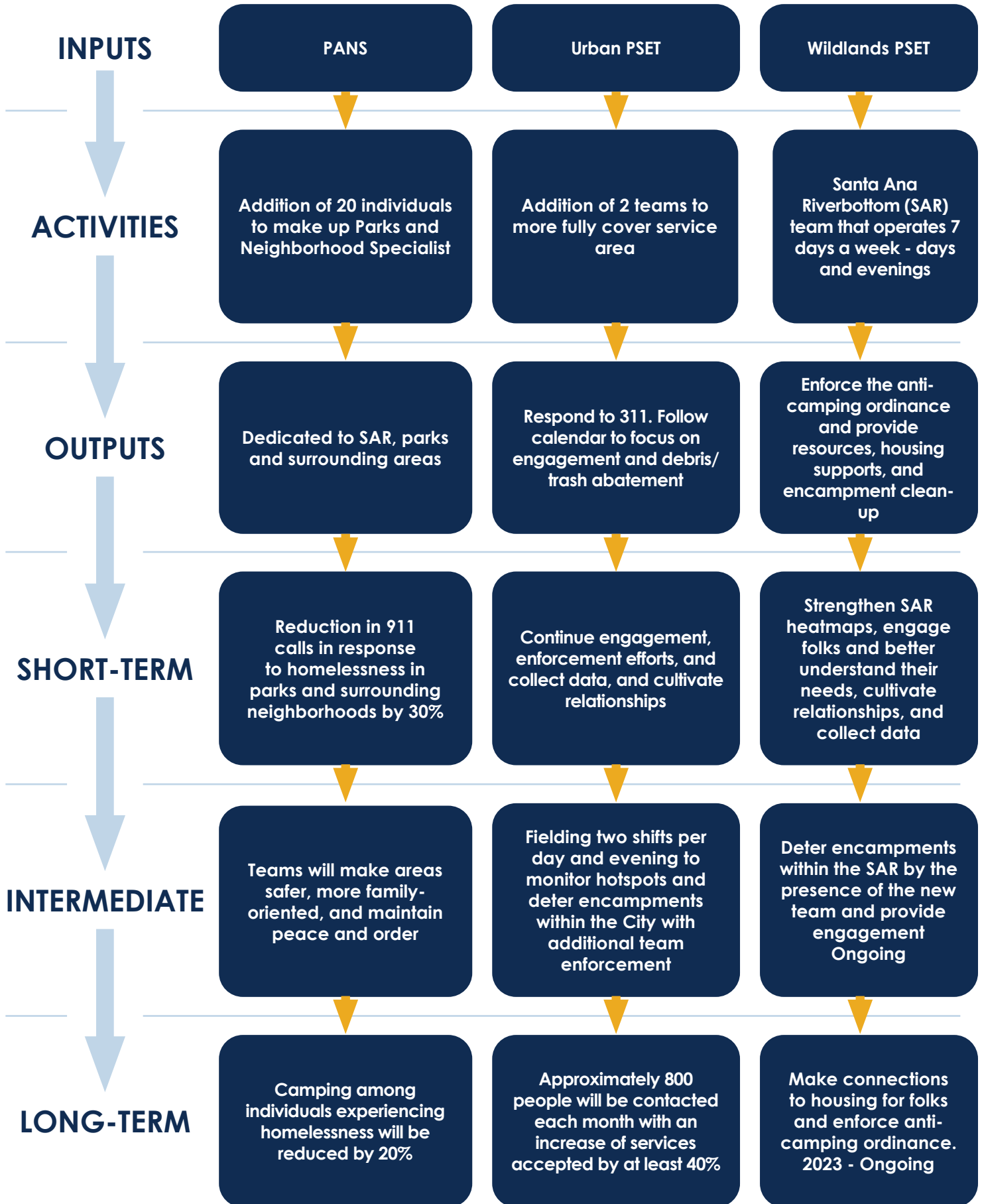
- **Specific-** Collaborate with the County to ensure that there is a location for the 2022 Winter Shelter. With a 10% increase in new shelter beds created throughout the County of Riverside
- **Measurable-** The CoC Homeless Action Plan (Strategy 19) states that it will increase its winter shelter bed capacity. The OHS will leverage their data to track progress.
- **Achievable-** Early conversations will allow for ample time to identify site locations.
- **Realistic-** The partnership between the County and City will allow for a coordinated effort to achieve this goal.
- **Timebound-** Begin conversations immediately, narrow search to a few options with an action plan by October 2022, location and opening date set by December 2022.

# RECENT ADDITIONS

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# LOGIC MODEL





[RiversideCA.gov/HomelessSolutions](https://www.RiversideCA.gov/HomelessSolutions)