

City Council Meeting Date: 6-28-22  
Item No. : 21



CITY OF RIVERSIDE

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# FIVE-YEAR PLAN TO REDUCE HOMELESSNESS

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# MISSION STATEMENT



Reduce homelessness by **creating and maintaining affordable housing and programming utilizing a whole-person care approach** to support individuals and families achieve housing stability and self-sufficiency.

# QUICK FACTS

## ABOUT PEOPLE EXPERIENCING HOMELESSNESS

**514 UNSHELTERED HOMELESS PEOPLE**

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

**Down from 587 in 2020**



**1,980**

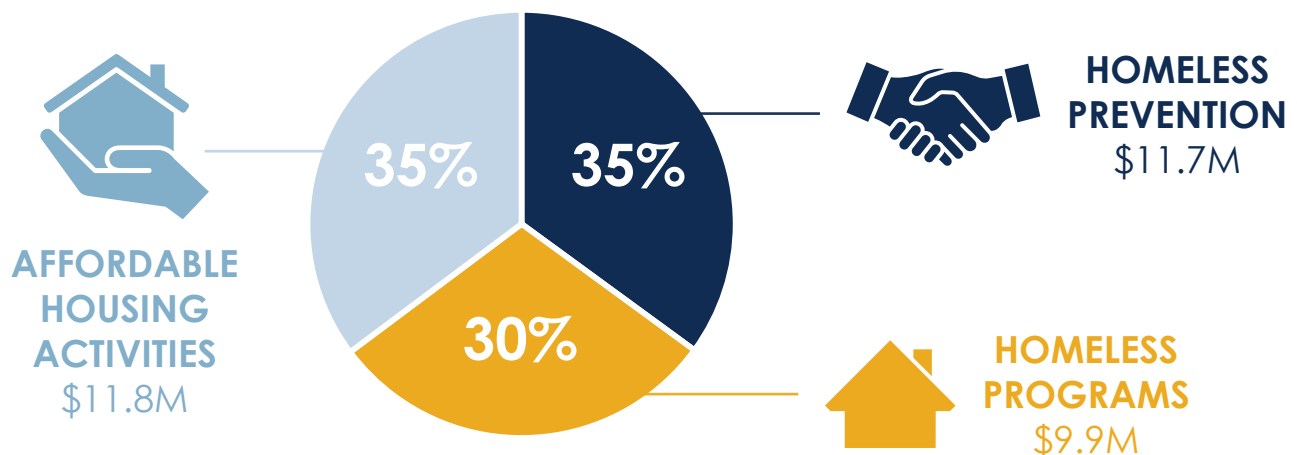
were counted **throughout the county** in the 2022 Homeless Point-in-Time Count.

## DIVERSE HOUSING STOCK

**3,141**  
UNITS

with affordability covenants

## OHS FY 2021/2022 BUDGET





# GOAL #1

## Increase Housing Production With a Focus on Affordability

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- Ensure 90% of expiring affordable housing covenants are maintained during the planning period.
- 30% increase in affordable housing units inventory during the planning period.
- 550 market rate and affordable housing units built per year.
- 55 for-sale market rate and affordable housing units built per year.
- 25% increase in number of sites developed from 2018 Housing First Plan during the planning period.

<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 along with affordable housing resources to increase the development of affordable housing</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>



# GOAL #2

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

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- Increase number of social work interns by 15% annually.
- Increase in skills to reduce re-traumatized/confidence/job satisfaction for PSET, PANS and Outreach Workers by 45% during the planning period.
- Refer 96 individuals to physical medical resources annually.
- Decrease homelessness amongst those struggling chronically homelessness by 5% over the planning period.
- Decrease homelessness amongst those struggling with substance abuse by 5% over the planning period.
- Increase the number of people who accepted services from PSET and the street nurse by 25% over the planning period.
- Increase the number of people who were successfully placed from street outreach by 25% during the planning period.
- Refer 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> <li>• Continue Street Nurse Program</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> <li>• Start Home Court in 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</li> <li>• HHAP-3, Outcome Goal 1a, 1b, 4, 5, 6</li> </ul>



# GOAL #3

## Prevent Homelessness

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- 86% rental assistance programs retention rate annually.
- 82% increase in unduplicated number of households assisted through rental assistance programs during the planning period.
- Refer 75 households annually to an employment assistance program.
- 5% decrease in homelessness amongst those who are justice involved during the planning period.
- Refer 5% of seniors assisted through the Office of Homeless Solutions rental assistance programs to the Riverside County In-Home Supportive Services (IHSS) that helps seniors who have a disability and need in-home care through the planning period.
- Enroll 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> <li>• Start Jail-in reach efforts in July 2022</li> <li>• Start School Connections in 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, 2, 3, 4, 5, 6</li> </ul>



# GOAL #4

## Increase Availability and Effectiveness of Emergency Shelter

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- Increase the number of emergency shelter beds by 48% during the planning period.
- Increase the number of people exiting from emergency shelter to housing by 20% during the planning period.
- Decrease the number of unsheltered people by 10% during the planning period.
- Increase the number of people accepting shelter from PSET and Outreach teams by 25% during the planning period.

<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>



# GOAL #5

## Expand Public Awareness

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- Increase 311 calls related to homeless activities by 10% as a result of increased awareness of services during the second year of the planning period.
- Decrease 311 calls related to homelessness by 5% annually starting in the third planning period.
- 50% increase in traffic to the Office of Homeless Solutions web page during the second year of the planning period.

<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> <li>• Conduct Quality of Life surveys to measure effectiveness of the Homeless Awareness Campaign</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>



# GOAL #6

## Coordinated Regional Infrastructure

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- Maintain 50 Cold Weather Shelter Program beds with the County during the first year of the planning period.
- Attend 25 Continuum of Care and committee meetings annually.
- Increase number of emergency shelter beds throughout Riverside County by 10% during the planning period.



<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>• 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 Program by September 2022</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>



## 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.



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. 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.

**7. 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.

**8. 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 individual 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 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.







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