

homelessness and its impact on quality of life in the City. While similar to the efforts undertaken through the Community Livability Task Force, this effort will pursue a more holistic and proactive approach – one that creates a balance between maintaining order in the public realm and provides individuals experiencing homelessness a path to exit the condition.

Individuals experiencing homelessness are not defined by a single characteristic; the factors that lead to homelessness are varied – economic, medical, substance abuse, mental health, and criminal. The impact of homelessness on quality of life is equally varied. The Public Safety and Engagement Team will help ensure that quality of life is maintained, City facilities are being used in a safe and enjoyable manner, problems in the parks and public areas are addressed quickly and efficiently, and community members are behaving in accordance with applicable City codes and ordinances. Issues arising from unlawful panhandling, camping, abandoned personal belongings and vagrancy will also be addressed.

To this end, staff is recommending that a multi-departmental team be constituted to operate on a full-time basis, throughout the City, including during weekends when possible. A multi-departmental approach is necessary given that no one department, division or team ‘owns’ the challenges brought forth by the issue of homelessness. This Team will consist of representatives from the City departments listed below, and will receive specialized training related to homeless engagement, mental health and public health. New personnel will be needed to facilitate implementation of this Program and not impact the ongoing operations of each of these departments. Where possible, departments will absorb work related to the Public Safety and Engagement Team or pursue opportunities to work with external providers (i.e., social workers and mental health professionals).

- Riverside Police Department (RPD)
- Code Enforcement Division – Community and Economic Development Department (Code)
- Office of Homeless Solutions – City Manager’s Office
- Parks, Recreation, and Community Services Department (PRCSD)

In support of the Team’s operations, staff intends to contract out homeless encampment clean-up services. The selected vendor will be responsible for performing clean-up services in a manner consistent with the City’s abatement procedures and in compliance with all applicable laws. Equipment, supplies, insurance, training and personnel will be provided by the selected vendor who will work alongside and under the direction of the Public Safety and Engagement Team. Request for Proposals No. 1900 (Homeless Encampment Clean-Up Services) was issued on January 29, 2019. As of the writing of this report, staff is working to award the proposal. This initial contract, for an amount not to exceed \$50,000, will be absorbed within the Office of Homeless Solutions budget, in advance of expanding the service at a later date. The fiscal impact associated with the implementation of the Public Safety and Engagement Team allots \$500,000 for homeless encampment clean-up services. Before expanding the contract beyond the initial amount, City staff will return to the City Council to award the contract.

Office of Homeless Solutions

The Office of Homeless Solutions (OHS) was established in 2017 to respond to the ongoing challenge of homelessness and its impact on the community. To achieve this goal, the City committed to Housing First as a best practice approach to address homelessness, pairing housing with wrap-around supportive services; the City Council adopted a Housing First Plan in March 2018. OHS is responsible for overseeing implementation of the City’s Housing First Plan, working with various City departments and community partners on its implementation. Current OHS

initiatives and programs include homeless outreach, housing development and workforce development, among others.

Should the Budget Engagement Commission recommend funding for, and the City Council approves the Public Safety and Engagement Team Program, it is critical that OHS be able to expand its own operations in order to provide the needed balance. OHS staff will issue two separate Request for Proposals (RFPs) in the coming weeks to scale up homeless outreach and case management services by partnering with vendors experienced in providing these services; the selected vendors will work alongside the City's three outreach workers and one case manager.

Funding for these two RFPs will come from the previously approved and currently unallocated OHS Measure Z balance. Staff will seek City Council approval to award contracts for both of these RFPs when ready; no funding is requested as part of this report.

Mental Health Beds at the Hulen Place Campus

Since 2005, the City, in partnership with a broad range of non-profit organizations, social service agencies, and faith-based organizations have worked together to operate and program the Hulen Place Campus (Campus). The Campus provides a centralized environment to provide an array of housing and supportive services designed to assist homeless individuals and families to address their issues and achieve housing stability. Modeled after the PATH Mall concept and similar models across the county, the campus offers a coordinated system of care that includes strategic outreach, crisis intervention, interim housing, rapid re-housing, homeless prevention resources and coordinated case management. A central theme of the Campus is a collaborative focus on nationally acclaimed best practice strategies and is administered consistent with the City's Housing First Plan and other rapid re-housing approaches.

As part of the Campus concept, staff is proposing to develop a Behavioral Health Interim Housing component that would provide 28 additional interim housing beds to individuals experiencing homelessness with behavioral health needs coupled with supportive services who do not need immediate crisis stabilization. The City has partnered with Helping Hearts of California (Helping Hearts) on this component as Helping Hearts would operate this facility.

All clients at this facility will receive Intensive Case Management (ICM) services which include linkage and consultation to appropriate resources and services in the community. ICM services include assisting the client with benefit acquisitions, linkage and transportation to medical and psychiatric care and discharge planning. Clients work with Helping Hearts to establish a viable discharge plan for independent living, maintaining residence until safe and permanent housing is secured. Helping Hearts Behavioral Health Technicians will facilitate process groups ranging in topics from Substance Use Disorders, Wellness Recovery Action Plan groups, Budgeting/Money Management, and behavioral health topics groups. This service is linked to an established and verified service provider.

The cost to build out this component of the Campus totals approximately \$672,158 and is a one-time allocation. Operation of this component would be covered by Helping Hearts.

Park Rangers

Development of the Public Safety and Engagement Team Program evolved from an initial discussion on potentially reinstating the City's previous Park Ranger Program. Staff is recommending that the Public Safety and Engagement Team Program be evaluated, if approved, before directing staff to further evaluate the feasibility and need for a Park Ranger Program.

Staff is aware of at least one proposal developed by a community group in favor of reinstating the Park Ranger Program.

Options for Consideration

The following options will be presented for discussion and consideration:

Option	Title	Description
A	Status Quo	Continue existing operations (programming and staffing).
B	PSET One Team	Approve one Public Safety and Engagement Team consisting of staff from the following City departments: RPD; Code; OHS; and PRCSD. New personnel (including equipment and training) would be added to Code and PRCSD. Homeless encampment cleanup services would be contracted out.
C	PSET Two Teams	Approve two Public Safety and Engagement Teams consisting of staff from the following City departments: RPD; Code; OHS; and PRCSD. New personnel (including equipment and training) would be added to Code, PRCSD, and RPD. Homeless encampment cleanup services would be contracted out.
D	Mental Health Beds	Build out the proposed mental health component of the Hulen Place Campus. This would expand the availability of mental health services by adding 28 beds in partnership with a non-profit provider (Helping Hearts).
E	Park Rangers	Staff will evaluate the concept to evaluate its feasibility and need in the context of the City’s current efforts, including the Public Safety and Engagement Team if approved.

FISCAL IMPACT:

The fiscal impact to implement the Public Safety and Engagement Team Program will depend on the option selected by the City Council, and may range from \$1,130,810 to \$3,451,126 annually. The table below outlines the fiscal impact for each of the options outlined previously.

It is recommended that a non-departmental budget section be established for the Public Safety and Engagement Team Program with line item funding for each department. This will allow for tracking of the costs of the overall program and will also keep the funds separate from regular departmental operations.

Option	Title	Fiscal Impact (On-Going / One-Time)	Notes
A	Status Quo	None	The City’s approved budget outlines funding for all existing operations.

Option	Title	Fiscal Impact (On-Going / One-Time)	Notes
B	One Team	\$962,210/ \$168,600	<ul style="list-style-type: none"> • This option would fund one full-time Public Safety and Engagement Team, with coverage anticipated to be five days per week. • New personnel (including equipment and training) would be added to Code and PRCSD. • RPD would absorb the costs associated with participating on the team within its approved budget. No new personnel would be added. • Homeless encampment cleanup services would be contracted out.
C	Two Teams	\$2,337,768/ \$441,200	<ul style="list-style-type: none"> • This option would fund two full-time Public Safety and Engagement Teams, with coverage anticipated to be seven days per week. • New personnel (including equipment and training) would be added to Code, PRCSD, and RPD. • Homeless encampment cleanup services would be contracted out.
D	Mental Health Beds	\$672,158	<ul style="list-style-type: none"> • This option would facilitate improvements to the Hulen Place Campus to accommodate 28 beds. • Operational costs would be borne by the non-profit provider.
E	Park Rangers	N/A	<ul style="list-style-type: none"> • Staff will evaluate this program to determine an estimated fiscal impact at a future date.

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Attachments: Public Safety and Engagement Team Cost Details