

CITY OF

OXNARD



CALIFORNIA

Homeless Five – Year Plan and Strategy 2018



A Blueprint for Reducing Homelessness in Oxnard

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I. INTRODUCTION

EXECUTIVE SUMMARY

A Five-Year Plan has been developed to address the issues of homelessness in the City of Oxnard and give direction to better serve the unsheltered homeless population. The plan is designed to include strategies that will address chronic vagrancy and the impacts of negative transient behavior, including unlawful encampments and misuse of City parks and public facilities. The plan is also intended to reduce homeless issues in downtown Oxnard, in support of revitalization efforts, and to address homeless issues in other business sectors throughout the City.

Goals in the five-year plan will be accomplished through implementation of strategies that prioritize comprehensive outreach for transitioning individuals and families off the streets and into an emergency shelter/navigation center with long-term housing opportunities. Simultaneously, social services and support will be offered and provided through collaboration and cooperation with community agencies and stakeholders. Preventing and reducing homelessness takes determination, perseverance and collaboration. Our intent is to create solutions that will reduce homelessness in the City of Oxnard and address key issues that have currently made homelessness a crisis. Ultimately, this plan intends to provide the homeless population with improved immediate services with access to safe, decent, and affordable housing. It also intends to be deliberate and focused on reducing vagrancy and negative transient activity.

In order to accomplish these goals, the Five –Year Homeless Plan and Strategy will target objectives based on needs identified by the Mayor and Council, Oxnard’s Homeless Services Team, Oxnard’s Commission on Homelessness and the public. Lastly, the plan is a guiding document proposed to provide focus for addressing homeless issues with solution oriented outcomes. The plan will be revisited annually for updates or necessary revisions in order to keep the document fresh and relevant. But more importantly, the document is a business plan that can be shared with potential funding sources and the community. Once approved, the plan becomes a living and breathing document to demonstrate the direction the City of Oxnard is taking to address and solve homeless issues for the community.

The process by which Oxnard will reduce homelessness will be holistic and comprehensive in nature and will be strengthened through a firm partnership with the Ventura County Continuum of Care Alliance and partnering service providers through the following efforts:

- Organizing Oxnard's Homeless Service Team made up of different leaders within multiple city departments to address homelessness comprehensively and to maximize resources to the greatest extent possible.
- Outreach, Homeless Management Information System (HMIS) intake, and assessment in order to identify service and housing needs and provide a link to the appropriate resources through a Coordinated Entry System.
- Provide emergency shelter for an immediate and safe alternative to sleeping on the streets, especially for homeless families with children, the mentally disabled and chronic drug and alcohol users.
- Medical Respite Care – By establishing an emergency homeless shelter, we will need to develop recuperative alternatives for those not sick enough to be in the hospital, and those discharged from the hospital but not well enough to go back to the streets. Medical Respite Care provides medical oversight and health education, care transitions, and discharge planning to and from primary care, inpatient hospital, Emergency Rooms, and supportive housing.
- Transitional housing with supportive services to allow for the development of skills that will be needed once permanently housed; and
- Permanent supportive housing to provide individuals and families with an affordable place to live with services if needed.

II. VISION

To Work Together as a Community to Provide Immediate Solutions for Addressing Vagrancy and Reducing Homelessness Through Enhanced Resources, Services and Partnerships.

VALUES

- **Human Dignity**

A person who is homeless should have the right to an adequate standard of living, the right to education, the right to liberty and security of the person, the right to privacy, the right to social security, the right to freedom from discrimination, the right to vote, and all other rights provided to all U.S. Citizens.

- **Resiliency**

Recognize the strengths and resiliency of those experiencing homelessness. The homeless are resilient, capable and adaptable and should be given opportunities to be involved in every level of advocacy, outreach, and planning.

- **Nonjudgmental, Respectful & Responsive**

Understand that homeless individuals and families should be treated with dignity through a customer service based approach at all times.

- **Transparency**

Remain direct and transparent when addressing the housing crisis and affordability and lack of available housing.

- **Inclusive and Engaging**

Provide proactive services that are inclusive and empowering so homeless participants can own their pathway out of homelessness.

PLAN PURPOSE

The overall purpose of this Plan is to work together as a community to provide immediate solutions for homelessness in the City of Oxnard. This purpose will utilize efficient and effective homeless responses that prioritize on reducing transients and vagrancy, transitioning unsheltered people off the streets and into a stable compassionate environment, where homeless participants can begin the process towards a sustainable housing solution. The purpose of this plan is to increase outreach on homeless issues that continue to be a risk to public health and safety.

“Addressing Homelessness is an Oxnard City Council Strategic Priority Area”

In 2016, a goal set for Oxnard City Council’s Quality of Life Strategy is to address homelessness through the development and implementation of a multi-tier strategy. This priority includes the formation of a five-year plan to prevent and reduce homelessness in the City of Oxnard.

Additional purposes for adopting a homeless plan are to create a:

- **Blueprint for Implementation:** A clear and concise vision for preventing and reducing homelessness.
- **Tool for Advocacy and Consensus:** An informational focal point to inspire local advocacy and leadership to embrace homelessness as a priority for action.
- **Reference for Funders:** An articulation of Oxnard’s values for funding, ensuring that these priorities meet the Federal, State, and local funding requirements that are aligned with Oxnard’s homelessness plan and strategy.
- **Collaboration:** Ensure that cities, counties and business communities have the opportunity to work together towards a common goal.
- **Vagrancy:** Negative transient impacts throughout the City need to be mitigated and addressed through outreach, enforcement and policy decisions.

SCOPE OF PLAN

This plan addresses issues of homelessness within the City of Oxnard by:

- Focusing on transient and vagrancy issues and problems
- Utilizing data and statistics derived from the 2018 Ventura County Point in Time Count.
- Identifying available resources and community services in order to implement the plan.
- Research on current needs, gaps and industry trends for preventing and reducing homelessness.
- Following comprehensive and holistic/whole person care steps that outline the goals and objectives for strategically addressing homelessness in the City of Oxnard.

BARRIERS

Despite working with the City of Ventura and the County Ventura to provide the annual Winter Warming Shelter and the administration of the HUD CDBG and Emergency Solutions Grants, the homeless issue and its negative impacts on the community and businesses in Oxnard have increased significantly in recent years. The lack of affordable housing, a lack of mental health and substance abuse treatment and huge spike in the transient population into California has caused a crisis of epidemic proportion.

There is now a demand to vastly improve the capacity to provide quality social services and to construct housing units specifically targeting the homeless. The public outcry for homeless solutions, along with the work of the Ventura County Continuum of Care Alliance, non-profit organizations, Oxnard's Commission on Homelessness, businesses and community stakeholders, has shaped the dialogue and identified specific barriers within our community's capacity to assist all people experiencing homelessness. These barriers are the underlying causes of Oxnard's challenges to meet the needs of unsheltered homeless residents at this time.

They include:

- Confusing emergency homelessness with chronic vagrancy and negative transient behavior
- Funding restrictions
- Limited affordable housing capacity
- No 24-hour emergency shelter
- A lack of consensus for identifying an emergency shelter location
- The need for amending City ordinances to better enforce health and safety issues
- A lack of mental health treatment and outreach



A social worker from the Ventura County Salvation Army providing outreach services in Oxnard

GAPS IN HOMELESS HOUSING AND SERVICES

The Federal Interagency on Homelessness provides solutions for needs and gaps in homeless housing resources:

- Emergency shelter for single men, men with children, couples, households with pets, and large families
- Housing and services for homeless individuals entering the community from jails, correctional facilities, foster care, hospitals, mental institutions, and those who are chronically unsheltered.
- Emergency Overnight shelter

- Housing First/Harm Reduction housing (for chronically unsheltered and other high-needs populations)
- Additional units of Permanent Supportive Housing
- Additional units of Medical Respite Care to provide medical oversight for sick and injured homeless individuals.
- Coordination of case management both between homeless providers and other systems of care
- Community outreach and education

ULTIMATE GOALS OF PLAN

The Five-Year Homeless Plan and Strategy primary outcome is to establish a comprehensive system entry and exit program that prevents and reduces homelessness in the City of Oxnard. The means to achieve this outcome will be through the following goals.

- 1) Increase and Strengthen Community Partnerships and Alliances
- 2) Effectively Coordinate Street Outreach
- 3) Coordinate efforts to reduce vagrancy and chronic transient behavior
- 4) Operate a Year-Round Emergency Shelter and Navigation Center
- 5) Increase Emergency Sheltering for Adults with Children
- 6) Connect Social Services with Mental Health Services for Homeless
- 7) Develop Temporary and Permanent Housing Choices for Homeless
- 8) Provide Follow Up Program Services for Homeless Clients Placed in Housing

III. BACKGROUND

HOMELESSNESS AMONG OUR NEIGHBORS

According to the 2018 Point-In-Time Homeless Count, on any given day there are estimated to be nearly 400 people in Oxnard living on the streets, in vehicles, in shelters, in transitional housing, or with friends and family in temporary situations. Homelessness happens to people of all ages, genders, education levels, races, income levels, and household types. It happens to good people in our community who work hard to be self-sufficient but live on the brink of economic instability. Health issues, poor credit, job loss, family break-up, domestic violence, mental illness or substance use disorders can also push people into homelessness. Whatever the underlying reason for their homelessness, they are in crisis. Visible or hidden, everyone deserves a safe and decent place to live.

CAUSES OF HOMELESSNESS

Homelessness was a relatively rare phenomenon until the 1980s, when many economic and social changes converged to cause its dramatic rise. Top reasons for homelessness in Oxnard found during the 2018 Point in Time Count include:

- Alcohol/drug use
- Unable to pay rent or mortgage
- Family breakup or crisis
- Job loss
- Mental health issues

Ultimately, homelessness is a result of many societal factors that create financial instability and inability to afford housing: lack of affordable housing, inter-generational poverty, expensive health care costs, lack of living-wage jobs, lack of education and training, severe mental illness, and substance use disorders. Addressing homelessness is, essentially working backwards or “up-stream” attempting to fix the conditions that lead to homelessness and then providing individualized social supports to address the underlying social issues facing each individual household.

PRIORITY POPULATIONS:

1. Chronically Homeless (including chemical dependency and mentally ill)
 - a. A person who is “chronically homeless” is an unaccompanied homeless individual with a disabling condition, who has either been continuously homeless for a year or more; or has had at least four episodes of homelessness in the past three years. In order to be considered chronically homeless, a person must have been sleeping in a place not meant for human habitation and/or in an emergency homeless shelter.
 - b. A disabling condition is defined as a diagnosable substance use disorder, a serious mental illness, a developmental disability, a chronic physical illness, or a disability including the co-occurrence of two or more of the previously mentioned conditions. A disabling condition limits an individual’s ability to work or perform one or more activities of daily living.
2. Homeless Veterans
3. Homeless Families with Children (including victims of Domestic Violence)
4. Homeless Unaccompanied Youth
5. Homeless Elderly over the age of 62

SOCIAL IMPACT OF HOMELESSNESS: THE COST OF DOING NOTHING

Homelessness not only has huge impacts on the individuals experiencing it, it is also expensive for our community. Homelessness almost always escalates an already unstable family situation. Youth and adults with mental illness or drug and alcohol problems get worse when they do not have stable housing to get the behavioral and/or medical attention they need.

Homelessness costs our community in other ways, as well. Each year, Oxnard residents’ tax dollars are spent caring for homeless people through our emergency services – including 911, emergency rooms and clinics, law enforcement, fire and rescue units, jails, detoxification programs, public health system, the judicial system and more. The estimated “hidden” expense of supporting a homeless person in this piecemeal manner is approximately \$50,000 per year, according to the Secretary of HUD.

Homelessness also has a particularly troubling impact on children. Homeless children often are impacted by adverse childhood experiences (ACEs) resulting in impediments to growth and development and overall weak performance in school. Numerous studies have found that housing instability and homelessness result in lower academic performance, increase the chances of repeating a grade, and reduce high school completion rates. Homelessness also puts children at greater risk of serious physical health problems. Furthermore, teenage youth who are Lesbian, Bi-Sexual, Gay or Transgender (LBGT) become ostracized and are often forced into homelessness. All of these factors contribute to perpetuating the cycle of homelessness.

OXNARD HOMELESSNESS DEMOGRAPHICS

Understanding the scope of homelessness in Oxnard is an important step in developing key strategies to address it. Homelessness is an extremely complex social challenge and requires significant community investments to create an impact. There is a constant flow of people becoming homeless while others move out of homelessness into housing. Many may only experience one episode of homelessness, while others may experience multiple episodes over several years or remain homeless for many years. Fortunately, we have better data and statistics on the homeless population to guide our efforts. Although we have better and more complete data than in years past, there are always variables to take into account in acknowledging that there may be more homeless individuals and families than are indicated in the statistics.

- The face and composition of homelessness is ever evolving. Each day new households enter into homelessness and each day homeless households are re-housed and regain self-sufficiency.
- Due to the ongoing stigmatization of being homeless, many individuals and households either do not self-identify as homeless and do not seek services, or simply do not admit to being homeless. Our data collection efforts require voluntary participation, so households that do not seek services or volunteer to be counted in our homeless census are not included in statistical gathering.
- Data about homelessness gathered from different sources does not necessarily provide a consistent picture, since homelessness may be defined differently or data collected differently.

HOMELESS MANAGEMENT INFORMATION SYSTEM

Data about Oxnard homelessness is collected in two primary ways: (1) through the efforts of local social service agencies and the Homeless Management Information System and (2) the annual Point in Time count.



The first tool that is used to collect information about homelessness in Oxnard is the Homeless Management Information System (HMIS). This is a federally-mandated and Ventura County-managed database of information that is required to be collected by homeless housing and service providers who receive funding from HUD McKinney-Vento Act funding. The database provides information about every client who receives homeless assistance provided by these programs.

Oxnard HMIS providers share a common enterprise of the County’s HMIS system – service providers share one database so they can share and see what services homeless residents in Oxnard are receiving, and are able to coordinate services among the providers. This also reduces duplication of data entry among providers and avoids repetition of collecting eligibility information from clients who have previously registered for services from another homeless services provider.

Certain providers of homeless services in Oxnard do not participate in the shared HMIS system, either due to philosophical reasons, concern for client confidentiality (youth, domestic violence), or lack of infrastructure to participate and no requirement to do so.

Required HMIS data includes demographic information such as gender, age, prior living situation, and last permanent address, length of time homeless, education

level, ethnicity, and family composition. (Clients must provide signed consent to have identifying information entered into the system.)

When a client enters a particular housing or homeless service program, information about their participation in the program is also recorded in HMIS. Client identifying information is not shared as part of the Point in Time Count Report information.

HMIS information is used at the County level to develop Nation-wide statistics and models. At the local level it provides accurate information about clients who access services. Its limitation is that clients, who are not using services, either by choice or because needed services are not available, are not included. Thus, it provides limited or no information about under-served populations or gaps in service.



City of Oxnard HMIS Service Providers

POINT IN TIME

The Point in Time Count provides information about homeless households who choose to participate in a survey on one particular day, regardless of whether they are seeking or receiving services, and includes individuals who are sheltered and unsheltered, by federal definition. Ventura County first conducted a homeless count and subpopulation survey in 2007. The homeless count and survey, however, was conducted every year beginning in 2009.

The following table compares the homeless counts since 2007. The 1,299 persons counted in 2018 represents the first homeless count increase (13%) when compared to the previous year since 2009 in Ventura County. According to a study by Social Finance (Spring 2018), the number counted most likely represents a third or even a quarter of those who experience homelessness throughout the year.

Jurisdiction	2007	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Camarillo	10	13	15	29	30	27	38	35	24	27	49
Fillmore	5	4	5	10	16	13	6	7	6	0	2
Moorpark	13	7	1	7	5	9	15	7	4	7	3
Ojai	82	60	52	40	41	43	62	40	29	19	31
Oxnard	671	679	520	638	522	645	379*	603	584	461	335
Port Hueneme	9	1	9	6	12	17	13	22	7	18	19
Santa Paula	97	91	54	50	60	34	31	20	56	35	44
Simi Valley	163	303	229	226	284	211	194	202	99	105	143
Thousand Oaks	81	147	106	87	90	121	130	83	104	102	80
Ventura	588	623	601	570	701	519	495	334	300	301	516
Unincorporated	242	265	223	209	175	135	86	64	58	77	77
Total:	1,961	2,193	1,815	1,872	1,936	1,774	1,449	1,417	1,271	1,152	1,299

IV. ACTION PLAN

Despite strong leadership and a diversity of existing resources, homelessness is still a persistent issue in the City of Oxnard, illustrated by the current demographics of homelessness. This is due to specific barriers and gaps that represent some of the underlying causes of our inability to meet the needs of ALL homeless residents.

Through the development of this plan and strategy, staff has identified five core areas that will measure the success for reducing and preventing homelessness over the next five years. Furthermore, this effort will constitute the critical path for Oxnard's homeless to receive comprehensive and holistic services with the ultimate goal of mitigating vagrancy, improving our response system, engaging the community and ultimately providing sustainable housing opportunities.

Core Area #1: Target Vagrancy and Negative Chronic Transient Behavior.

Core Area #2: Establish and Develop a Year – Round 24 Hour Homeless Shelter and Navigation Center.

Core Area #3: Focus Resources and Funding to Develop a Quality Coordinated Entry and Exit System Out of Homelessness.

Core Area #4: Improve and Expand Street Outreach and Community Partnerships

Core Area #5: Develop and Build Housing Programs Serving the Homeless.

Housing Element “Special Housing Needs”

California state law requires under Government Code Section 65583(4)(D)(7) that the Housing Element include an analysis of special needs housing which is defined by the State to include the following:

- Persons with Disabilities (including those with developmental disabilities)
Elderly
- Large Families and Single-Parent Families
- Farmworkers
- Families and Persons in Need of Emergency Housing

These special housing needs are associated with specific demographic or occupational groups and call for very specific program responses, such as the preservation of single-room occupancy hotels or the development of units with larger bedroom counts. Families or individuals that belong to any special needs group are likely to encounter more difficulties in finding housing within their means, spending a disproportionate amount of their income to secure safe and decent housing. Special needs groups are sometimes subject to discrimination based on their specific needs or circumstances.

There are specific Housing Programs within Oxnard's Housing Element that correlate with certain goals and strategies within the Homeless Five-Year Plan. Specific Housing Element Implementation Programs are identified within the strategy narratives and demonstrate a supportive correlation for the Homeless Five-Year Plan.

Housing Assistance and Special Needs

Oxnard has residents with special housing needs: seniors, large families, farmworkers, disabled persons, single-parent families, students, transitional, homeless, parolees, and others. These groups often face greater difficulty in finding suitable affordable housing. The policy associated with homelessness is:

"To Ensure fair and equal housing opportunity"

Policy # H 5.4

Continuum of Care and Homeless Plan Support continued efforts to implement the Ventura County Continuum of Care program for the homeless and the Oxnard Ten-Year Homeless Program.

YEAR ONE HOMELESS PLAN AND STRATEGY

GOAL 1: Reduce Negative Impact of Transient Population in Oxnard

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
1a.	Address Criminal Vagrancy Behavior in the City of Oxnard	Option A: \$1,248,000 Option B: \$936,000 Option C: \$624,000	City Attorney Homeless Liaison Officers Oxnard PD	General Fund	Fall 2018 On-Going

This strategy distinguishes between short-term efforts and longer-term needs, and includes annual cost options. At present, the Police Department faces a growing number of service calls related to either the homeless or vagrants. In 2017, patrol officers responded to approximately two thousand (2,000) calls for service that directly involved the homeless. In 2017, the Police Department responded to over fifty (50) homeless encampment removals. January 2018's Halaco encampment abatement, with its population of approximately 150 homeless people, was something previously unseen in Oxnard. Complaints about the homeless and/or vagrants from both business owners and residents are rising steadily.

In 2014, the Police Department created two (2) Police Officer II positions to serve as Homeless Liaison Officers (HLOs). The allocation of personnel was taken out of other existing workgroups within the Police Department, and was not created with new positions. Their primary purpose is to address issues related to the homeless and vagrancy, and have citywide responsibility. The HLOs work as a pair, and their efforts focus on addressing homeless and vagrancy-related issues. They work in pairs for safety reasons, as they often respond to off-road locations or others that are not commonly traveled. As such, they drive a marked four-wheel drive, short bed pickup truck.

The HLOs' efforts do not focus solely on enforcement. HLOs partner with social services providers to help steer the homeless towards potential solutions. This includes helping homeless individuals find a support system or program that can

help them. Enforcement becomes necessary to address incorrigible nuisance and criminal behavior. HLOs also examine various locations and make suggestions to change physical environments, in order to prevent crime and deter vagrancy.

Having a single pair of HLOs allows some issues to be addressed for about half of the week, but the number of complaints and issues are well beyond what two officers can manage during a workweek.

The current allocation of two (2) police officers as HLOs currently costs the General Fund approximately \$300,000 per year. This figure reflects both the salary and benefits costs of a Police Officer II. In addition, a capital outlay cost is necessary for a short-bed pickup truck, which costs approximately \$60,000 when fully equipped. Since these vehicles generally have a five (5) year service life, the annual costs for these are depicted below with an asterisk as spread over a five-year period.

Option A: Ideally, the Police Department would deploy eight (8) HLOs in four (4) teams. This model would allow a team to each focus on one of the four (4) policing districts, as well as work together on larger projects. The estimated ongoing General Fund cost for this option is as follows:

Description	Qty.	Annual Cost (each)	Total Annual Cost
Police Officer II	8	\$150,000	\$1,200,000
Short bed pickup	4	\$60,000	\$ 48,000*
		Total:	\$1,248,000

If Option A was deemed viable, the plan could also be phased in over a three-year period.

Option B: This option provides a total of six (6) HLOs. This would provide citywide coverage on both ends of the week, and provide a “relief” pair that can be scheduled to address higher demand. Unlike A, HLO’s are not assigned to a single police district.

Description	Qty.	Annual Cost (each)	Total Annual Cost
Police Officer II	6	\$150,000	\$900,000
Short bed pickup	3	\$60,000	\$ 36,000*
		Total:	\$936,000

Option C: This deploys two (2) pairs of HLOs, seven days a week. They would have citywide responsibility, and have one “overlap” day with the other HLO pair.

Description	Qty.	Annual Cost (each)	Total Annual Cost
Police Officer II	4	\$150,000	\$600,000
Short bed pickup	2	\$60,000	\$ 24,000*
		Total:	\$624,000

By comparison, neighboring Ventura, a city nearly half Oxnard’s size, has allocated six (6) police officers and a sergeant to the same issue, and plan to add two (2) more officers in the immediate future.

Any added personnel to address both homeless and vagrancy issues would be a beneficial step, as this would not only provide relief to the Police Department’s Patrol Division, but would also increase the ability to implement better solutions, and increased capacity to address the volume of complaints and issues

Goal 2: Initiate a responsible giving outreach campaign

	Strategy/Project	Cost Estimate	Partners	Funding Sources	Timing
2a.	Responsible giving outreach	\$1,000	Oxnard Downtown Management District, Chamber of Commerce, City of Oxnard Public Information Office, Oxnard Police Department	General Fund	Fall 2018

The Police Department commonly receives complaints from residents and members of the business community concerning panhandling. Many people give money directly to the homeless. While well-intentioned, handouts do not connect people living on the street with the services that will help get them into either treatment and/or housing. The giving of handouts also encourages further panhandling, and attracts panhandlers into areas such as Oxnard’s Central Business District, which in turn drives business away. The Police Department is developing an outreach effort to encourage donations to be directed to local social service organizations, where they will be more effective. The Police Department will partner with the business community and social service providers.

Goal 3: Convene a Homeless Services and Outreach Committee

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
3a.	Have Better Communication and Coordination with Oxnard Homeless Service Providers	No Cost	Housing Department Oxnard PD Homeless Liaison Officers City Attorney	TBD	On Going

This strategy addresses the need to develop better communication and coordination between Oxnard Housing Department, Oxnard PD and Oxnard Homeless Service Providers. The Homeless Liaison Officers have multiple encounters with homeless individuals and require cooperation from all of Oxnard’s homeless organizations in order to implement Rapid Re-Housing and other client based services.

Goal 4: Outreach to Faith-Based Organizations in Oxnard

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
4a.	Address the Need for	TBD	Housing Department	No Direct Cost	Spring 2018 On-Going

	Broader Support		Commission on Homelessness		
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This strategy addresses the need to enhance community support for addressing homelessness by recruiting faith based groups and their membership for volunteerism, special events and to assist with programs and services. A Pastoral Luncheon was held in May of 2018 to kick off this effort and 15 organizations pledged their support and participation.

Goal 5: Implement an illegal encampment removal strategy

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
5a.	Promptly clear encampments on city property, including parks, roadway shoulders, alleyways, and other locations.	\$150,000 Annually (Citywide)	Public Works Recreation (City Corps) Oxnard Police Department	General Fund	Fall 2018 On-Going

Illegal transient encampments have proliferated throughout Oxnard. Frustrated residents report these encampments to the Police Department each week. Oxnard’s Homeless Liaison Officers (HLO’s) are also continuously locating illegal encampments, and addressed approximately fifty (50) of them in 2017. The HLO’s take necessary steps to clear them, including taking along social service providers to offer services, and also to give the occupants advance notice that they need to vacate the encampment(s) or face arrest. In order to prevent and deter crime, the HLO’s frequently need to have environmental changes made to locations frequented by transients. This “crime prevention through environmental design” includes trimming back foliage or trees, repairing fences/gates, or removing items such as BBQ pits/benches, in order to make certain locations less inviting for encampments. Dismantling and properly disposing of homeless encampments has

a cost. Some property that is taken from a dismantled encampment must be considered as “personal property” and must be held in safekeeping for up to ninety (90) days.

Budgetary constraints have restricted the removal of the encampments. Environmental Resources requests a funding source to fund the removal efforts. The Parks Division has also indicated that they do not have budget to clean up encampments in parks. Funding is critically needed to perform this service.

Goal 6: Implement and facilitate a weekly service providers meeting

	Strategy	Cost Estimate	Partners	Funding Sources	Timing
6a	Convene regular service providers meetings	No Cost	Police Department Various service providers	TBD	Summer 2018 Ongoing

The purpose of the weekly service providers meeting is to share information about Oxnard’s homeless population, and then coordinate and implement responses to individual cases. During these Police Department facilitated meetings, “front line” staff and stakeholders will discuss high priority clients and their situations, in hopes of comparing notes to close systemic gaps, avoid duplication of effort, and to coordinate solutions. The first meeting was on July 16, 2018 and is ongoing.

Goal 7: Acquisition and Rehabilitation of Property for Year-Round Shelter

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
7a.	Establish a location as a HUB to provide comprehensive homeless	\$1,000,000 (Measure O) \$200,000 (CDBG)	Oxnard Homeless Services Team County of	Measure O HUD CDBG Continuum of Care Alliance	Ongoing until completed

	sheltering and social services.		Ventura City of Ventura		
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This strategy is a core area within Oxnard’s overall plan and strategy to prevent and reduce homelessness. The property acquisition for a homeless shelter will be the sustainable leverage required in order to comprehensively address homelessness and provide homeless individuals and families with the needed programs and services they require in order to end their homeless situation. Building acquisition cost projected at 1,700,000. This strategy also correlates with Housing Element Program Implementation #14, Shelter Development Program.

Goal 8: Secure Operator for a Year-Round Shelter Operator

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
8a.	Contract with a high performing homeless shelter operator through an RFP process	1,000,000 annually	Housing Department County of Ventura City of Ventura Non-Profit Agency Oxnard Chamber of Commerce	Measure O	Summer 2018, ongoing

This strategy addresses the opportunity to partner with the County of Ventura and the City of Ventura through an RFP process to ensure the most qualified homeless shelter operator is identified. Cost projected at \$800,000 to \$1,000,000 annually, with Oxnard’s share being 50% of this amount. Anticipated sources: County of Ventura, Oxnard’s Measure O, and HUD entitlement grant funds for rehabilitation. This strategy also correlates with Housing Element Program Implementation #15, Shelter Development Program. This strategy also correlates with Housing Element Program Implementation #14 and #15, Shelter Development Program and Homeless Assistance.

Goal 9: Utilize the Oxnard Armory as a Foul Weather Shelter

(If Needed Prior to Year-Round Shelter)

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
9a.	Be Prepared to “Pop Up” an Inclement Emergency Foul Weather Shelter	\$200,000	Housing Department County of Ventura Non-Profit Agency	Re-Purpose a Portion of Measure O Shelter Allocation. Continuum of Care Alliance	Immediate Temporary

This strategy addresses a request from the Ventura County Board of Supervisors to plan out the development of an Emergency Foul Weather Shelter during an inclement weather event. This request is a separate effort to meet the sheltering needs of every homeless and or transient person in Oxnard during a foul weather event.

Goal 10: Meet ADA Compliance at Gabriel’s House 1450 Rose Avenue

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
10a.	Design and Construct ADA Improvements at Gabriel’s House At	\$60,000	Housing Department Kingdom Center	HUD CDBG	Spring 2018

The Kingdom Center’s Gabriel’s House is a facility owned by the City of Oxnard. It is an emergency shelter for adults with children and serves families in crisis. The facility is over 50 years old and requires constructed ADA compliance and other improvements. Lauterbach and Associates is the qualified architect. There is an immediate need to bring the facility up to code compliance for health and safety reasons. Costs projected at \$60,000.

Goal 11: Successfully Pilot Safe Sleep Parking Program

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
11a.	Provide a Sustainable Sleeping Alternative for Functional Homeless Individuals	\$65,000 Per Site	Housing Department Commission on Homelessness Non-Profit/Faith Based Development Services Oxnard PD	TBD	Fall 2018

This strategy will give the City of Oxnard a better understanding for managing and coordinating resources associated with contracting an operator to successfully manage a Safe Sleep program. The purpose of the program is to also connect participants with services and to establish a sustainable living situation. Housing staff is working with other city departments, Commission on Homelessness and potential service providers to develop a proposal that will be approved by Mayor and Council in 2018. Costs projected at \$65,000 annually.

Goal 12: Open Year-Round Homeless Shelter/Navigation Center

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
12a.	Non-Profit to Operate Year-Round Homeless Shelter	On-going \$500,000 (Measure O)	Housing Department County of Ventura Non-Profit Agency	Measure O HUD ESG Continuum of Care Alliance	Summer 2019

This strategy is a core area within Oxnard’s Homeless Plan and Strategy to Focus Resources and Funding to Develop a Quality Coordinated Entry and Exit System Out of Homelessness. The Year-Round Homeless Shelter/Navigation Center is the comprehensive pillar towards addressing emergency shelter situations and as well will serve as the hub for assisting chronic homelessness. This will be a 7- day, 24-hour facility operated by a qualified and proven non-profit organization. City and

County resources will be targeted to provide wrap around social services, mental health and medical referrals, workforce training and educational opportunities. The operation will also utilize the Coordinated Entry System to exit individuals into temporary bridge housing and sustainable housing programs with follow up services through housing projects as they become available. This strategy also correlates with Housing Element Program Implementation #14 and #15, Shelter Development Program and Homeless Assistance.

Goal 13: Eliminate Misuse of Open Space in City Parks

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
13a.	Provide Recreation activities and targeted programming in park space	\$100,000	Recreation Community Service PD Public Works Neighborhood Council	Arts In Public Places Fund Measure O	Spring 2019

This strategy serves to improve conditions within the parks throughout the city so that recreational activities and targeted programming will discourage the misuse of the park space and other unlawful activity. There is also immediate park improvements needed to decrease vagrancy and other negative behaviors.

Goal 14: Complete Expansion Design at Gabriel’s House

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
14a.	Design Expansion of Emergency Shelter Occupancy at Gabriel’s House	\$112,000	Housing Department Lauterbach and Associates Kingdom Center	HUD CDBG	Spring 2019

This strategy addresses the City of Oxnard’s need to increase emergency shelter space for homeless adults with children experiencing a life crisis event. The Kingdom Center’s Gabriel’s House currently has limited capacity to shelter families in crisis under the current rate of homelessness that is being experienced in the Oxnard community. The completion of this design for expansion will place the actual construction in the cue for breaking ground in the summer 2019. This strategy also correlates with Housing Element Program Implementation #14 and #15, Shelter Development Program and Homeless Assistance.

Goal: 15 Maintain Downtown Parking Structure Elevator Safety and Cleanliness

	Strategy/Project	Cost Estimate	Partners	Funding Sources	Timing
15a.	Retrofit elevator programming, signage, security cameras	TBD	Facilities PD	General Fund	TBD

This strategy is to prevent the use of Oxnard’s downtown parking structure as an overnight sleeping site, which in turn will aid in directing homeless population to the areas where services are provided.

Goal 16: Implement a Downtown Ambassador Program

	Strategy/Project	Cost Estimate	Partners	Funding Sources	Timing
16a.	Have information available, ask homeless persons if they need assistance,	TBD	ODMD PD Pacific Security Consultants	ODMD Street Outreach Grants	TBD

	direct them to service areas				
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This strategy is to employ Downtown Ambassadors to assist homeless people to help identify areas of assistance and provide information to where homeless services are being provided. This activity will be linked up with locally funded street outreach service providers.

Goal: 17 Vagrancy Prevention through Environmental Design

	Strategy/Project	Cost Estimate	Partners	Funding Sources	Timing
17a.	Promote design solutions that help prevent vagrancy. Prepare brochure with identifying design elements.	TBD	ODMD PD Development Services	General Fund	TBD

This strategy is to promote proper environmental design that enhances security, i.e., placement of landscaping, areas with enough illumination, materials, etc.

YEAR TWO HOMELESS PLAN AND STRATEGY

Goal 18: Implement a Community Intervention Court program

	Strategy	Cost Estimate	Partners	Funding Sources	Timing
18a	Community Intervention Court	TBD	Police Department City Attorney's Office Ventura County Courts Ventura County District Attorney Ventura County Public Defender	TBD	Summer 2019

Enforcement is often needed to encourage offenders to seek services and assistance. This effort would coordinate the prosecution of Oxnard City Code violations with the criminal courts, using cases as leverage to get vagrants to accept services that can help them. Those that put forth an effort to change their ways for the better may be given leniency in the charges filed and sentences recommended, while those that choose not to would be subject to the standard consequences for their actions. Incurable, chronic offenders are subject to stay-away orders from the areas that they continue to offend. This approach is viewed as a "best practice." The cities of Anaheim, Santa Monica, Santa Barbara, and Ventura employ similar practices. The Police Department and the City Attorney's Office have discussed ways to better address vagrancy in Oxnard, particularly utilizing the City Attorney's Office to coordinate the prosecution of city ordinances, and to encourage offenders to choose alternatives rather than custody time.

Goal 19: Provide Jobs for Homeless Youth

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
19a.	Implement a Program to Employ Youth ages 18-25 at Homeless Shelters	\$75,000	City Corps Housing Shelter Operator	General Funds Operator Funds	Fall 2019

This strategy is designed to assist and encourage young adults to identify immediate goals for ending their homeless experience. Through the expertise of Oxnard’s City Corps and community stakeholders, youth who are identified during the operation of the emergency shelter will be recruited to be employed by City Corps to earn a wage, develop employment skills and be assisted with permanent housing. This strategy also correlates with Housing Element Program Implementation #15, Homeless Assistance.

Goal 20: Establish a Coordinated Emergency Homeless Outreach Team

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
20a.	Improve Oxnard’s Ability to Transition Mental Health, Inebriates and Service Resistant Homeless into Programs and Services	TBD	Oxnard PD Ventura County Public Defender City Attorney Non-Profit Partner	TBD	Summer 2019

This strategy is a Core Area within Oxnard’s overall plan and strategy to Improve and Expand Street Outreach and Community Partnerships by addressing the need to coordinate a team of Police, Emergency Medical Technicians, Social Worker and Mental Health Specialist to conduct daily targeted outreach efforts for Oxnard’s most vulnerable homeless individuals. This coordinated effort will be utilized by the

Year-Round Shelter operator and their outreach efforts in order to maximize outreach resources and will assist with building relationships with the chronically homeless living in Oxnard.

Goal 21: Build and Construct Gabriel’s House Expansion Project

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
21a.	Identify a Qualified Builder to Expand and Construct Emergency Shelter Services at Gabriel’s House	\$750,000	Housing Department Kingdom Center Builder	HUD CDBG County of Ventura State of California	Fall 2019

This strategy will be a significant development for the Kingdom Center and the City of Oxnard. As it meets the demand and growth of families being displaced due to a crisis event. The State of California is moving swiftly to provide jurisdictions with emergency shelter funding via a SB2 and Governor’s Bill that is scheduled to become available in early 2019. The expansion is focused on providing 25 additional beds, bathrooms, showers, kitchen facility and common areas. This strategy also correlates with Housing Element Program Implementation #14 and #15, Shelter Development Program and Homeless Assistance.

Goal 22: Provide a Safe Crossing from Gabriel’s House to County HSA Building

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
22a.	Design and Construct a Safe Crossing for Gabriel’s House Clients to HSA Services	N/A	Housing Department Kingdom Center Traffic Engineering	City of Oxnard	Fall 2019

This strategy addresses the need to provide a safe crossing across Rose Avenue from Gabriel’s House. Currently, some clients of Gabriel’s House unsafely cross a busy Rose Avenue in order to receive social services offered by the Ventura County

Human Services Agency. Housing staff will work with Traffic Engineering to develop a traffic study and to recommend the best traffic calming devices available for producing the safest street crossing for the clients of Gabriel’s House.

YEAR THREE HOMELESS PLAN AND STRATEGY

Goal 23: Evaluate and Measure the Success of Oxnard’s Homeless Services

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
23a.	Staff will provide Mayor and Council with a Comprehensive Report Regarding Year One and Two Strategies	N/A	Housing Department Oxnard PD	N/A	July 2020

This strategy addresses the need to evaluate the progress and success of the activities scheduled for years one and two. It is imperative that staff and partnerships are working successfully to meet the goals outlined in the plan and have the data and measurable information to demonstrate that the funding investments being made are sound and providing sustainable outcomes.

Goal 24: Develop a Homeless Housing Program

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
24a.	Establish Standards and Guidelines for Housing Projects Targeting Homeless Clients Through Land Acquisition and Partnerships with Builders and Developers	N/A	Housing Department CHDO Private Developers	N/A	Spring 2020

This strategy addresses the need to establish permanent rental housing opportunities to most effectively address homelessness. It is also a core area in Oxnard’s overall plan and strategy to Develop and Build Housing Programs Serving the Homeless. Oxnard must not only implement strategies to house people who are currently homeless, but also develop strategies to help prevent people from becoming homeless in the first place. Collaboration among government agencies, affordable housing developers, private-sector landlords and service providers is essential for establishing a Homeless Housing Program. This strategy also correlates with Housing Element Program Implementation #15, Homeless Assistance.

YEAR FOUR HOMELESS PLAN AND STRATEGY

Goal 25: Revive and Expand Homeless Housing Set Aside Voucher Program

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
25a.	Revive and Expand Homeless Housing Set Aside Voucher Program with Ventura County to Include Mental Health Services	N/A	Housing Department CHDO/HUD Housing Authority Private Sector	HUD County of Ventura	2020 2021

This strategy addresses two critical areas within Oxnard’s Homeless Housing Program. It is also a core area in Oxnard’s overall plan and strategy to Develop and Build Housing Programs Serving the Homeless. One is to set aside a portion of available Section 8 housing assistance vouchers for homeless individuals and families and to also house individuals experiencing mental health issues. This strategy also involves Ventura County Public Health Services in order to provide capacity and direct services for mental health clients. This strategy also correlates with Housing Element Program Implementation #18, Section 8 Assistance Program.

Goal 26: Provide a Supportive Homeless Housing Program

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
26a.	Identify Builders and Developers to develop housing to meet the housing shortages for homeless	N/A	Housing Department CHDO Private Sector	Non-General Fund	2021

This strategy will expand the opportunities to attract builders and developers into the business of creating housing specifically targeting the homeless. It is also a core area in Oxnard’s overall plan and strategy to develop and Build Housing Programs Serving the Homeless. It will also allow Housing Staff to identify available land for homeless housing development. This strategy also correlates with Housing Element Program Implementation #15, Homeless Assistance.

YEAR FIVE HOMELESS PLAN AND STRATEGY

Goal 27: Manage Two Homeless Housing Projects

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
27a.	Housing Department will Manage and Develop Two Housing Projects for Homeless Individuals and Families	N/A	Housing Department CHDO Private Sector	Non-General Fund	2021 2022

The outcome of this strategy will be the result of implementing Oxnard’s Housing Homeless Plan and the supporting strategies in years three and four. This strategy also correlates with Housing Element Program Implementation #15, Homeless Assistance.

Goal 28: Evaluate and Measure the Overall Success of Oxnard’s Five Year Homeless Plan and Strategy

	Strategy/Project	Cost Estimate	Partners	Funding	Timing
28a.	Staff will provide Mayor and Council with a Comprehensive Report Regarding the Five Year Plan and Strategy	N/A	Housing Department Oxnard PD	N/A	July 2022

This strategy addresses the need to evaluate the overall success of the activities and strategies utilized in this plan. It will also allow staff to demonstrate which activities can be deemed a best practice or an evidence based approach towards preventing and reducing homelessness in Oxnard.

IV. CONCLUSION

HOMELESS PLAN AND STRATEGY SUMMARY



An Oxnard Police Officer with an unsheltered homeless couple

The issue of homelessness in Oxnard has escalated into a community wide health and safety issue. The Oxnard Police Department has shouldered the brunt of this issue through resources and many calls for service. As well, City parks, businesses and the community have been heavily impacted by this crisis. We are now at a stage where we can implement a Five Year Plan and Strategy to address the issues through comprehensive services, housing programs and effective outreach practices that will give us the edge for addressing chronic homelessness in Oxnard. Specifically, the Year-Round Shelter strategy is the prong towards getting people off the streets. It will allow us the opportunity to build sustainable homeless entry and exit systems that will create the needed pathways to end homelessness. The other elements with mental health services, bridge and long-term housing solutions are equally critical towards effectively addressing homelessness. All of these elements, together, will bring us closer for ending homelessness in Oxnard.

CITY OF OXNARD LEADERSHIP



**Mayor
Tim Flynn**



**Mayor Pro Tem
Carmen Ramirez**



**Council Member
Bryan A. McDonald**



**Council Member
Oscar Madrigal**



**Council Member
Bert E. Perello**

City Manager

Alexander Nguyen

Assistant City Manager

Jesus Nava

Interim Assistant City Manager

Ashley Golden

Chief of Police

Scott Whitney

Housing Director

Arturo Casillas

Oxnard Commission on Homelessness

Chair Francine Castanon

Co-Chair Lucy Martinez

Commissioner Yukio Okano

Commissioner Francisco Jaena

Commissioner Peggy Rivera

V. APPENDIX

APPENDIX A: 2018 Findings for the City of Oxnard Concerning Unsheltered Adults and Families

Oxnard

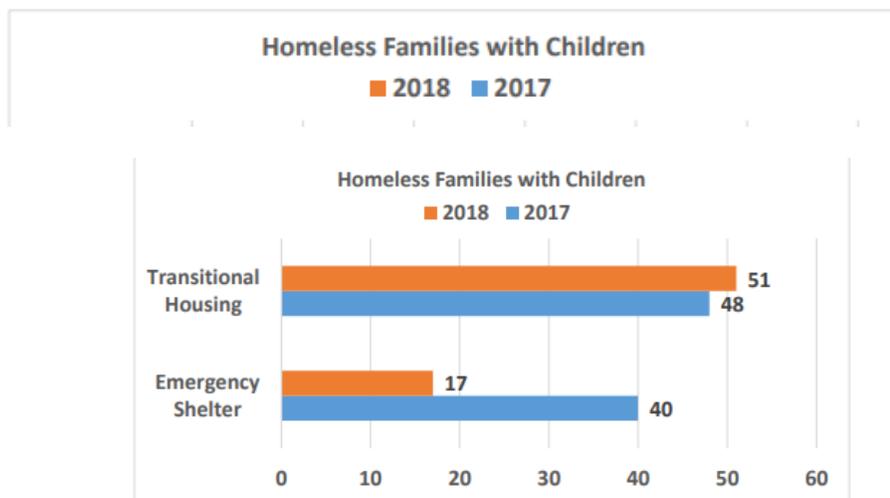
Total Unsheltered Number: 241

Demographic Information	Number	Percent
Age:		
Unaccompanied under Age 18	0	0.0
18 to 24	8	3.3
25 - 34	42	17.4
35 - 44	61	25.3
45 - 54	61	25.3
55 - 61	42	17.4
62+	27	11.2
No Recorded Answer	0	0.0
Became Homeless Because of the Recent Fires:	5	2.1
Chronic Health Conditions:	67	27.8
Chronic Homelessness:	66	27.4
Developmental Disabilities:	24	10.0
Disability Benefits:	25	10.4
Ethnicity: Hispanic or Latino	122	50.6
Experiencing Homelessness Because Fleeing Domestic Violence, Dating Violence, Sexual Assault, or Stalking	8	3.3
First Time Homeless:	72	29.9
Gender:		
Male	177	73.4
Female	64	26.6
Transgender	0	0.0
Gender Non-Conforming (i.e. not exclusively male or female)	0	0.0
Don't Know or No Recorded Answer	0	0.0
HIV/AIDS:	5	2.1
Mental Health Problem:	66	27.4

Demographic Information	Number	Percent
Monthly Income:		
No Monthly Income	72	29.9
\$1 - \$250	15	6.2
\$251 - \$500	19	7.9
\$501 - \$1,000	25	10.4
More Than \$1,000	11	4.6
No Recorded Answer	99	41.1
Persons Released from Correctional Institutions During Past Year:	55	22.8
Physical Disability:	60	24.9
Race:		
African American or Black	17	7.1
American Indian or Alaska Native	12	5.0
Asian	2	0.8
Native Hawaiian or Pacific Islander	0	0.0
White	158	65.6
Multiple Races or Other	28	11.6
Don't Know	0	0.0
No Recorded Answer	24	9.9
Substance Use Problem:	52	21.6
Veteran:	9	3.7

APPENDIX B: Report for all Emergency Shelter, Safe Haven and Transitional Housing Programs

FAMILIES WITH CHILDREN				
	Emergency Shelter		Transitional Housing	
	17 Households		51 Households	
Gender				
	#	%	#	%
Male	27	75%	58	41%
Female	9	25%	84	59%
Transgender	0	0	0	0
Total Persons:	36		142	
Age				
	#	%	#	%
Under age 18	19	53%	86	60%
18-24 (TAY)	3	8%	8	6%
Over Age 24	14	39%	48	34%
Race				
	#	%	#	%
White	30	83%	122	86%
Black/African American	0	0%	7	5%
Native Hawaiian/Pacific Islander	2	6%	1	1%
Multiple Races	4	11%	12	8%
Ethnicity				
	#	%	#	%
Hispanic/Latino	24	67%	92	65%
Non-Hispanic	12	33%	50	35%
Disabled/Chronically Homeless families				
	#	%	#	%
Total:	0	%	0	0



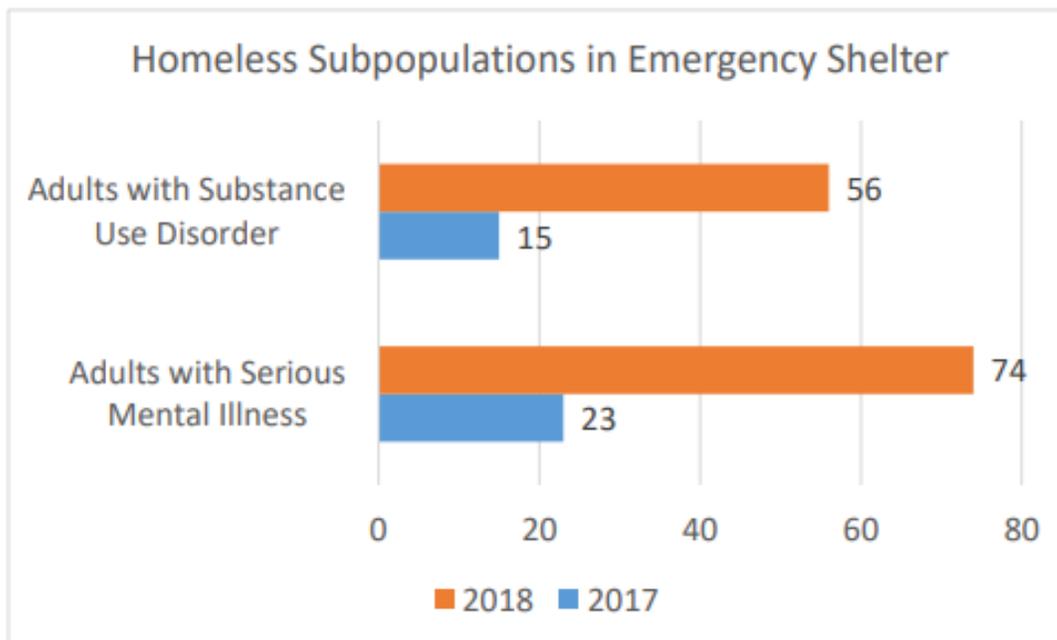
The number of homeless families with children in Emergency Shelters has decreased significantly since 2017 due to the successful implementation of Rapid Re-Housing programs.

SINGLE ADULTS				
	Emergency Shelter		Transitional Housing	
Gender				
	#	%	#	%
Male	176	67%	20	56%
Female	88	33%	16	44%
Transgender	0	0	0	0
Total Persons:	264		36	
Age				
	#	%	#	%
18-24 TAY	7	3%	2	5%
Over Age 24	257	97%	34	95%
Race				
	#	%	#	%
White	237	90%	28	78%
Black/African American	8	3%	5	13%
Asian	4	1.5%	0	%
American Indian/Native Alaskan	1	.3%	0	%
Native Hawaiian/Pacific Islander	5	1.9%	0	0
Multiple Races	9	3.3%	3	9%
Ethnicity				
	#	%	#	%
Hispanic/Latino	96	36%	10	28%
Non-Hispanic/Latino	168	64%	26	72%
Disabled/Chronically Homeless				
	#	%	#	%
Total:	51	19%	0	0

There has been a decrease in the number of single adults in Transitional Housing, from 115 in 2017 to 36 in 2018, as federal funding priorities shifted to permanent housing projects. Several privately-funded transition housing programs serve persons with substance use challenges and are not dedicated to those that are homeless. This sheltered count only include projects that have beds dedicated to those who were literally homeless at program entry.

UNACCOMPANIED YOUTH HOUSEHOLDS				
	Emergency Shelter		Transitional Housing	
Gender				
	#	%	#	%
Male	1	14%	0	%
Female	6	86%	2	100%
Transgender	0	0	0	0
Total Persons:	7		2	
Age				
	#	%	#	%
Under 18	0	0	0	0
18-24	7	100%	2	100%
Race				
	#	%	#	%
White	6	86%	2	100%
Black/African American	1	14%	0	%
Ethnicity				
	#	%	#	%
Hispanic/Latino	1	14%	2	100%
Non-Hispanic/Non-Latino	6	86%	0	%
Disabled/Chronically Homeless				
	#	%	#	%
Total:	0	%	0	0

HOMELESS SUBPOPULATIONS				
	Emergency Shelter		Transitional Housing	
	#	%	#	%
Adults with a Serious Mental Illness	74	28%	12	33%
Adults with a Substance Use Disorder	56	21%	8	26%
Adults with HIV/AIDS	0	0	1	3%
Survivors of Domestic Violence	11	4%	0	%
Total single adults	264		36	



APPENDIX C: Adoption of the Fiscal Years 2016/2017 and 2017/2018 City Council Strategic Priorities

 <p>CITY OF OXNARD CALIFORNIA</p>	<p>CITY COUNCIL AGENDA REPORT</p>	<p>TYPE OF ITEM: Report AGENDA ITEM NO.: <u>1</u></p>
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DATE: May 17, 2016

TO: City Council

THROUGH: Greg Nyhoff, City Manager
Office of the City Manager

FROM: Maria Hurtado, Assistant City Manager

SUBJECT: Adoption of the Fiscal Years 2016/2017 and 2017/2018 City Council Strategic Priorities, Which Include Quality of Life, Organizational Effectiveness, Economic Development, and Infrastructure and Natural Resources.

CONTACT: Maria Hurtado, City Manager
Maria.Hurtado@oxnard.org, 385-7430

RECOMMENDATION:

That City Council adopt a resolution adopting the four FY 16/17 and FY 17/18 strategic business plans (1) Organizational Effectiveness, (2) Economic Development, (3) Quality of Life, and (4) Infrastructure and Natural Resources which were developed from the 10/29/15 City Council priority setting workshop.

EXECUTIVE SUMMARY

This staff report presents Council's four strategic priority areas which delineate business plans that include goals, objectives and performance measures for FY 16/17 and FY 17/18. These four business plans were developed after Council's priority setting workshop held on October 29, 2015. These four strategic business plans include (1) Quality of Life, (2) Organizational Effectiveness, (3) Economic Development, and (4) Infrastructure and Natural Resources.

DISCUSSION

On October 29, 2015, City Council held a prioritization workshop. Council and staff acknowledged that there are choices to be made between competing needs within the community, and when discussing how to prioritize those needs, consideration of the on-going work of the organization was taken into account. The attached business plans were developed to assist Council and staff in clarifying the Council priorities over the next two years. The strategic business plans assist City

Council and staff to be on the same page with expectations and, equally important, begins to connect priority-based budgeting for the coming year to ensure that achievable priorities are ones that match available resources.

On December 9, 2015, Council reviewed and confirmed the four strategic priority areas during the review of the 10/29/2015 Council Priority Setting Workshop Summary Report and directed the City Manager to return with a two year business plan that could be incorporated into the FY 16/17 budget (Attachment A: October 29, 2015 Council Priority Setting Workshop Report). The City Manager then established interdepartmental teams who refined the City Council's priority areas and developed the business plans to ensure timely implementation of the various goals over the next two years.

On April 5, 2016, the four interdepartmental strategy team chairs presented each business plan's goals, objectives, and performance measures to Council for consideration and received further feedback. Staff incorporated Council and public feedback into the final business plans being presented for adoption. Listed below is a summary of some of the specific changes to each business plan:

Quality of Life Strategic Priority:

The Quality of Life purpose was restated to include not only building relationships, but "creating opportunities" for the community.

The timeline for implementing the rental inspection program was moved from 6/30/2018 to 6/30/2017, shortening the timeline by a year, and the development and implementation of a self-verification survey for property owners/managers was added.

On Goal 2, objective 2a related to addressing homelessness was modified to include regional coordination, including Ventura and Port Hueneme to address the homeless strategy.

As part of the pilot revitalization project for Southwind neighborhood, an objective was added to develop specific criteria (i.e. crime rate, youth population, density, etc.) to identify other targeted neighborhoods for similar revitalization projects within the City; An objective was added to increase collaboration and better work with neighborhood councils, Citizen Advisory Groups, and neighborhoods.

Goal Two:

- For goal two, address homelessness through the development and implementation of a multitier strategy, one objective is listed below.
- *Objective 2a:* Identify the City's homelessness mission and create a 5-year plan to address homelessness.

APPENDIX D: Ventura County Approved Protocols and Policies for Working with Cities

JOHN C. ZARAGOZA
STEVE BENNETT
SUPERVISOR, FIRST DISTRICT
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BOARD OF SUPERVISORS COUNTY OF VENTURA

GOVERNMENT CENTER, HALL OF ADMINISTRATION
800 SOUTH VICTORIA AVENUE, VENTURA, CALIFORNIA 93009

March 20, 2018
Board of Supervisors
County of Ventura
800 South Victoria Avenue
Ventura, CA 93009

SUBJECT: Recommendation of Supervisor Bennett for This Board to Approve Protocols and Policies for Working with Cities to Provide Crisis Housing, Year-Round Shelter or Foul Weather Shelter for the Homeless

RECOMMENDATIONS:

It is recommended that our Board:

- 1) Approve the concept of working with each interested city in developing crisis housing, homeless shelters, and foul weather shelters to serve the needs of that city.
- 2) Approve using the following core principals as a tool to coordinate cooperation with cities on addressing this pressing need and to help finance and support crisis housing,homeless shelter, and foul weather shelter development and operations:
 - a) The County and the city establish in writing the financial arrangements and other division of responsibilities of a proposed effort.
 - b) Conceptually, the County intends to match the amount of money the city is willing to put into an effort for capital improvements and on-going operations. There is recognition that there is a limit to this capacity, and the actual funding commitment would be made after discussions with the city.
 - c) The city takes the lead and officially approves the location of the facility.
 - d) A non-profit operates the facility and provides the funds needed beyond the amount provided by the city and the County.
 - e) The city and the County jointly approve the operator of the facility, the operator contract is administered by the city with regular consultation with the County on important issues.
 - f) The County determines its level of support of social services to the homeless population in the facility. The exact services and the amount of services are agreed to in writing in advance with the operator and the city.
 - g) After the above arrangements are finalized in writing and approved by the Board of Supervisors and the city council, a joint effort by city and County staff can explore the more detailed specific possibilities and options.

- h) The second phase agreement would encompass specific operational issues individual to each city regarding matters such as funding requirements, site selection, hours of operation, length of stay, services provided, etc.
 - i) The CEO returns to the Board with the final proposals with any cities that participate, including the budget request for the start-up cost and the annual cost.
- 3) Direct the CEO to communicate our decision and the model to the city managers for their councils to deliberate and determine if they wish to partner with the County under these protocols.

DISCUSSION:

The number of residents experiencing or facing homelessness in Ventura County continues to be a significant challenge for local government and our communities.

In the past, our Board offered a \$2 million matching fund to cities to partner in building homeless shelters. For a variety of reasons, that offer has not resulted in any construction of shelter options by a joint city-county effort. One of those reasons is a lack of clarity regarding the intersection of County and city policies and responsibilities regarding such an endeavor. This proposal is an attempt to provide more clarity to that process with the hope that more projects will move forward.

While progress in the overall number of homeless has been made, those facing homelessness still have few options. Even with success in our efforts to increase the number of affordable housing units, there will still be a need for crisis housing. The individual who loses his job and is evicted, the family who has been bunking in with friends and is thrown out, or the person living in their car that is towed -- all of them need a safe place to sleep and access to services that can help them get back on their feet and back into sustainable housing.

Our 10-year Strategic Plan to End Homelessness recommends modest-sized homeless shelters for each city to serve its own homeless. Each community is different, each has unique needs and priorities. Some will focus on a year-round shelter, others on crisis housing for those who have a caseworker and recovery plan. Hopefully, at a minimum, all communities will provide shelter from foul weather.

This proposed partnership alone won't solve all our homeless issues. Just as there are many causes of homelessness, we need many solutions. We may have to start small. Neither our resources nor those of the cities are limitless, but we can and should do something. It is time to redouble our effort to work together, pool our resources, leverage our individual strengths, and move some of our homeless off the streets.

Please join me in approving this effort to provide shelter to our residents when they are most in need.

Sincerely,
Steve B Bennett
Supervisor, First District