

COACHELLA VALLEY ASSOCIATION of GOVERNMENTS

HOMELESSNESS COMMITTEE

STRATEGIC PLAN TO END HOMELESSNESS

July 2007 through July 2012

In spring of 2007, the Coachella Valley Association of Governments' (CVAG) Homelessness Committee (see Appendix A) embarked on a series of planning and resource exploration initiatives. The Committee made the strategic decision to coordinate valley wide planning efforts for homelessness under the broader recommendations developed as part of the *County of Riverside's 10 Year Plan to End Homelessness* (see Appendix B).

The Homelessness Committee's *Strategic Plan to End Homelessness* outlines goals centered around creating and expanding homeless services for the entire Coachella Valley. Cook Street in Palm Desert was designated as the geographic east/west boundary of the Coachella Valley and was used as a context for sharing the burden of serving Coachella Valley homeless. The plan was created in July 2007 and amended in February 2009 to reflect more defined plans based upon the progress made by the Homelessness Committee.

Due to a lack of services in the Western Coachella Valley, the first priorities (Goals #1.1 - #1.2) are to create a Western Coachella Valley Regional Multi-Service Center that will provide comprehensive support services to promote progress towards permanent housing and self-sufficiency. The MSC will be designed to provide one-stop access to resources for individuals and families who are homeless or are at-risk of homelessness. A wide array of supportive services are planned, including, but not limited to, basic amenities such as showering/personal care and laundry, transportation, childcare, medical care, mental health services, integrated case management, food, and shelter.

The expansion of services in the Eastern Coachella Valley will be the Homelessness Committee's second priority (Goal #2.1). Because there are already many services in the Eastern Coachella Valley, the goal is to make the available services in the Eastern Coachella Valley comparable to those planned in the Western Coachella Valley. The additional services called for by the *Plan* will be added to the already existing service sites.

The goals of creating housing opportunities on both ends of the Coachella Valley (Goals #1.3 and #2.2) will commence at such time that the emergency services have moved towards implementation. These goals will create housing opportunities for clients who have been in emergency shelters to transition into upon completion of their programs.

The Public Relations goals (Goals #3.1 - #3.3) will be pursued concurrently with all program goals.

The Homelessness Committee is currently supported by four subcommittees that have been established to work on the objectives detailed under each of this *Plan's* three strategic goals. These subcommittees are: Site Planning, Program Planning, Finance, and Public Relations.

Encapsulated within a sixty (60) month timeline, this Plan was put into operation in July of 2007 and is scheduled to conclude in June 2012.

The Strategic Plan includes:

3 Strategic Goals

8 Objectives in support of the goals

31 Methods that will achieve the objectives and lead toward goal attainment

Each goal has been given a timeline for completion. Oversight responsibility has been assigned to CVAG's Homelessness Committee to carry out the work and to evaluate the measure of success associated with each unique strategic goal.

| Strategic Goal #1 | | | | |
|---|---|-----------------|-------------|--|
| Development of Western Coachella Valley Capacity to Serve Homeless Individuals and Families | | | | |
| Objective(s) | Method(s) | Due Date | Done | Responsibility |
| #1.1 Support the creation/development of the Western Coachella Valley Regional Multi-Service Center | A. Identify 3-5 sites | 9/2007 | x | CVAG Homelessness Committee & Subcommittees |
| | B. Acquire best sites(s) | 12/2007 | x | |
| | C. Choose Program Operator(s) | 2/2009 | | |
| | D. Complete Tenant Improvements for Programs | 12/1/2009 | | |
| | E. Implement Programs for MSC Phase I - 120 Emergency Shelter Beds & 30 Overflow Beds - Day to Day Site Management - Intake and Assessment - Case Management - Showers, Personal Care & Laundry - Commercial Meal Preparation - Mailboxes - Storage Lockers - Clothing Closet - Kennels for Pets - Parking - Client Work Program - on/off site - Food Pantry | 12/1/2009 | | |
| | F. Coordinate with outside agencies for other on site (access center) services, to include: - Mainstream Benefits - Adult Education - AIDS/HIV Services - Domestic Violence Services - Medical Care - Immigration Services - Substance Abuse Classes/Counseling - Job Training/Day Placement - Recreation Services - Veterans' Services - Mental/Behavioral Health - Learning/Resource Center | 1/2010 | | CVAG Homelessness Committee & Subcommittees |
| | G. Complete Phase II of MSC. To include: - Child Care - 50 Additional Beds - Full Access Center | 1/2010 | | CVAG Homelessness Committee & Subcommittees |
| #1.2 Support the creation of comprehensive Western Coachella Valley transportation opportunities for clients | A. Implement transportation opportunities for the MSC - Create a comprehensive van transportation program for the MSC. - Work with SunLine Transit to locate a bus line near the MSC. | 12/1/2009 | | CVAG Homelessness Committee & Subcommittees |
| | B. Implement other transportation opportunities for program clients | ongoing | | |
| #1.3 Support the creation/development of Mental Health Component | A. Implement Programs for Mental Health Component - Full Service Partnership (Mental Health) - Safe Haven (Mental Health) | 4/15/2009 | | County Mental Health Department |
| #1.4 Support the creation/development of 100 housing opportunities* | A. Transitional Housing | 12/2012 | | CVAG Homelessness Committee & Subcommittees |
| | B. Permanent Supportive/Permanent Affordable Housing | 12/2012 | | |
| | C. Rental Subsidies | 12/2012 | | |
| | <i>*Due to the current economic conditions, the number of housing opportunities has been greatly reduced. There are current 8,542 families on the waiting list for housing assistance in Eastern Riverside County. Although the need is great, 100 housing opportunities is a feasible number for this timeline.</i> | | | |

Strategic Goal #2

Enhancement of Eastern Coachella Valley Capacity to Serve Homeless Individuals and Families

| Objective(s) | Method(s) | Completion | Done | Responsibility |
|---|---|------------|------|---|
| #2.1 Support increase of emergency services in the Eastern Coachella Valley | A. Identify Service Gaps (comparable to Western Coachella Valley MSC Services) | 1/2009 | | CVAG Homelessness Committee & Subcommittees |
| | B. Implement additional services at existing sites, including: <ul style="list-style-type: none"> - Office Space for Access Center - Veterans Services - Additional Laundry Services - Additional Public Showers - Additional Phone Message systems - Additional Mailboxes - Kennels | 12/2009 | | |
| | C. Coordinate with outside agencies for other on-site (access center) services, to include: <ul style="list-style-type: none"> - Parolee Services - Dental Care - Additional Mental Health Services - Veterans Services - Job Training | 12/2010 | | |
| #2.2 Support the creation of comprehensive Eastern Coachella Valley transportation opportunities for clients | A. Implement various transportation opportunities for program clients | ongoing | | CVAG Homelessness Committee & Subcommittees |
| #2.3 Support the creation/development of 100 housing opportunities | A. Transitional Housing | 12/2012 | | CVAG Homelessness Committee & Subcommittees |
| | B. Permanent Supportive/Permanent Affordable Housing | 12/2012 | | |
| | C. Rental Subsidies | 12/2012 | | |
| | <i>*Due to the current economic conditions, the number of housing opportunities has been greatly reduced. There are current 8,542 families on the waiting list for housing assistance in Eastern Riverside County. Although the need is great, 100 housing opportunities is a feasible number for this timeline.</i> | | | |

Strategic Goal #3
Marketing and Public Relations Campaign to Bolster Support for CVAG's Homelessness Committee's Efforts

| Objective(s) | Method(s) | Completion | Done | Responsibility |
|--|---|------------|------|--|
| #3.1 Increase public awareness of the issues of homelessness. | a. Hold Town Hall Meetings to hear public feedback on Strategic Plan and specific projects | ongoing | | CVAG Homelessness Committee & Subcommittee |
| | b. Promote positive articles about homelessness in Coachella Valley publications. | ongoing | | |
| | c. Promote positive coverage of homelessness issues on Coachella Valley television and radio stations | ongoing | | |
| | d. Update CVAG website with more information on CVAG's ongoing Homelessness Projects | ongoing | | |
| | e. Hold forums to hear feedback on programs from homeless individuals | ongoing | | |
| | f. Present information to faith-based organizations. | ongoing | | |
| | g. Encourage broader 211 linkage. | ongoing | | |
| | h. Make presentations to Coachella Valley city Chambers of Commerce | ongoing | | |
| | j. Make presentations to Desert Resorts and Tourism trade associations | ongoing | | |
| | k. Assist in promoting/utilizing Riverside County's Public Relations effort regarding homelessness | ongoing | | |
| | l. Organize events including groundbreaking, ribbon cutting, etc. at the MSC, or other sites. | ongoing | | |
| #3.2 Acquire funding for completion of Goals 1 & 2 | a. Make presentations to Coachella Valley City Councils for approvals of Strategic Plan, funding, etc. | ongoing | | CVAG Homelessness Committee & Subcommittee |
| | b. Make contact with and presentations to funding organizations including private and public foundations and government agencies. | ongoing | | |
| | c. Make presentations to City Councils of outside cities who may benefit, including the Cities of Banning, Beaumont and Calimesa. | ongoing | | |
| #3.3 Explore alternative avenues for fundraising efforts | a. Make presentations at meetings planned by City Councilmembers | ongoing | | CVAG Homelessness Committee & Subcommittee |
| | b. Make presentations to local clubs, organizations and faith based organizations at City Councilmembers' requests | ongoing | | |
| | c. Explore creation of separate non-profit arm | ongoing | | |

Appendix A

CVAG's Homelessness Committee Members

| <u>Last Name</u> | <u>First Name</u> | <u>Jurisdiction/Agency</u> | <u>Title</u> | <u>Subcommittee</u> |
|--|-------------------|--|-------------------------------------|-------------------------|
| <u>VOTING MEMBERS:</u> | | | | |
| Ramos Watson <i>Committee Chair</i> | Lupe | Indio | Councilmember | Public Relations, Chair |
| Mullany <i>Committee Vice Chair</i> | Patrick | Indian Wells | Councilmember | Program Planning |
| Martinez | Emmanuel | Coachella | Councilmember | Public Relations |
| Baker | Karl | Desert Hot Springs | Mayor Pro Tem | Program Planning |
| Vasquez | Chuck | Cathedral City | Councilmember | Site Planning |
| Franklin | Kristy | La Quinta | Councilmember | None Selected |
| Benson | Jean | Palm Desert | Councilmember | Public Relations |
| Foat | Ginny | Palm Springs | Councilmember | Site Planning, Chair |
| Seman | Alan | Rancho Mirage | Councilmember | None Selected |
| DeLara | Leticia | County of Riverside | Legislative Assistant | Finance Planning |
| <u>EX-OFFICIO MEMBERS:</u> | | | | |
| Cook | Dale | City of Palm Springs | Community Development Administrator | Public Relations |
| Burkett | Darla | CV Rescue Mission | Executive Director | Program Planning |
| Johnson | Chuck | Episcopal Com. Service | Program Manager | Program Planning, Chair |
| Bass | Dan | Jewish Family Services of the Desert | Executive Director | Program Planning |
| Barrack | Linda | Jewish Family Services of San Diego | Director, Desert Programs | Program Planning |
| Wolohan | John | Martha's Village & Kitchen | Executive Director | Program Planning |
| Vasholz | Lothar | Salvation Army | Advisory Board Chair | None Selected |
| McClellan | Le | The Well in the Desert | Client Services Director | Site Planning |
| <u>STAFF SUPPORT:</u> | | | | |
| Keil | Amanda | CVAG | Management Analyst | |
| Wilson | Aurora | CVAG | Community Resource Dir. | |
| Stewart, PhD | Ron | County of Riverside, DPSS | DPSS Admin Manager | |
| Ramirez | Emilio | County of Riverside, EDA | Director, Housing Development | Finance Planning |
| Field | Rob | County of Riverside, Facilities Management | Director | Site Planning |
| Lundquist, PhD | David | County of Riverside, Mental Health | Mental Health Reg. Mgr. | Program Planning |
| Marquez | Maria | County of Riverside, Mental Health | Mental Health Service Mgr. | Finance Planning |

Riverside County's 10 Year Plan to End to Homelessness

Adopted by the Riverside County Board of Supervisors in November 2007

The First Five Years of Implementation (2007-2012)

| Area of Core Focus | Recommendations | Target Date for Completion |
|--|--|----------------------------|
| Preventing New Homelessness | 1. New Prevention Strategies (including Multi-Service Centers) | 2007-2012 |
| | 2. Discharge Planning Coordination | 2007-2012 |
| Ending Chronic and Episodic Homelessness | 3. Street Outreach Teams (1+ in each Supervisorial District) | 2007-2012 |
| | 4. Shelter Bed Creation (150 beds County-wide) | 2007-2012 |
| | 5. Transitional Bed Creation (225 beds County-wide) | 2007-2012 |
| | 6. Perm. Supportive Housing Creation (500 beds County-wide) | 2007-2012 |
| | 7. Permanent Affordable Housing Creation (1,500 units County-wide) | 2007-2012 |
| | 8. Provider Participation in HMIS (all HUD funded beds first priority) | 2007-2008 |
| | 9. Mainstream Resources – Benefit Application Streamlining (County) | 2007-2009 |
| Creating Resources to Combat Homelessness | 10. Housing Trust Fund Creation | 2007-2008 |
| | 11. Inclusionary Housing Policy Adoption (County-wide and Locally) | 2007-2010 |