



CITY OF MAYWOOD PLAN ADDRESS AND PREVENT HOMELESSNESS

Homelessness has increased across the Nation, the State of California, and Los Angeles County and the City of Maywood between 2016 and 2020. In response to dramatic increases in homelessness, the Los Angeles County Board of Supervisors created the Los Angeles County Homeless Initiative (HI) in 2016. Developed through a collaborative process with community and government partners, the HI is a collection of strategies, created to forge effective partnerships and get real results in reducing homelessness. The County committed an initial \$100 million to launch these strategies.

In March 2017, voters approved Measure H, the landmark ¼ percent sales tax increase to provide an ongoing revenue stream – an estimated \$355 million per year for ten years — to fund services, rental subsidies and affordable and homeless housing. It is designed to fund a comprehensive regional approach to:

- Prevent homelessness
- Subsidize housing
- Increase income
- Provide case management and services
- Create a coordinated system and
- Increase affordable and homeless housing

On June 13, 2017, the Board allocated \$2,500,000 in one-time funding from the County general fund to support coordination efforts of the Councils of Governments and planning efforts for cities in the Los Angeles County Continuum of Care. The City of Maywood did not create a homeless plan during that funding cycle. On September 4, 2018, the Board approved \$9 million in funding to implement components of the cities' homelessness plans. Only those cities that submitted plans adopted by their City Councils were eligible to apply for this funding.

The Gateway Cities Council of Governments (GCCOG) convenes member cities to develop collaborative strategies around common regional issues, including homelessness. Maywood is an active member of the GCCOG. Annual funding from the County is awarded to GCCOG to provide programs to assist people experiencing homelessness in the Service Planning Area (SPA) 7 region. In February 2020, \$2,057,235 in Measure H funds was awarded to the GCCOG. The GCCOG used a portion of these funds to retain a consultant to assist two (2) cities in the region to create homelessness plans. The City of Maywood expressed interest in being one of the two. On May 6, 2020, the GCCOG entered into a Professional Services Agreement with a consultant to assist the City in creating a homeless plan. No cost has been incurred by the City for this support. The selected consultant has worked in the field of homeless services for two decades, twelve of those with the City of Pomona and two with the San Gabriel Valley Council of Governments. Through the provision this consultant with the guidance of best practices and municipal strategies, the GCCOG supported Maywood with education and training to complete its homelessness plan. In order to reverse the increase in homelessness, the City has created a focused plan to guide its efforts to address homelessness. To create this plan, Maywood undertook a comprehensive assessment of homelessness in its jurisdiction, assessed the resources currently available to address the challenge and identified opportunities for the City, including regional and subregional

resources.

Plan Information

The Plan is designed to cover a five year period from February 2021 – January 2026, with annual reporting, reassessment and revision, making it responsive to changing conditions and honing the City’s efforts. The Plan shall be considered for adoption by the City Council on January 27, 2021.

The City of Maywood

Maywood’s adopted mission statement is that, “The City of Maywood is committed to transparency and accountability and providing quality municipal services that are responsive to the needs of our community.” The vision and values of the City are that, “Maywood will be a model community where families, professionals, the working class and businesses thrive.”

The City recognizes that a thriving community exercises innovative local government, provides a variety of community services and programs and has a low crime rate, and encourages and supports healthy living. It respects and provides services and activities for seniors, provides clean, safe, and attractive neighborhoods and parks, has a thriving business corridor and a variety of quality restaurants, encourages and supports environmental responsibility, and promotes and participates in improving the quality of education. Maywood values commitment, good ethical behavior, accountability, transparency, teamwork, quality municipal services and responsiveness to the needs of the community.¹

The Los Angeles River runs through the east and to the north east of Maywood. Abutting the river channel is the Maywood Riverfront Park, conveyed to the City by the Trust for Public Land. The City has committed significant resources to long-term park stewardship. The City plans to align with the County in supporting the LA River Master Plan to create future additional recreation opportunities for Maywood residents.

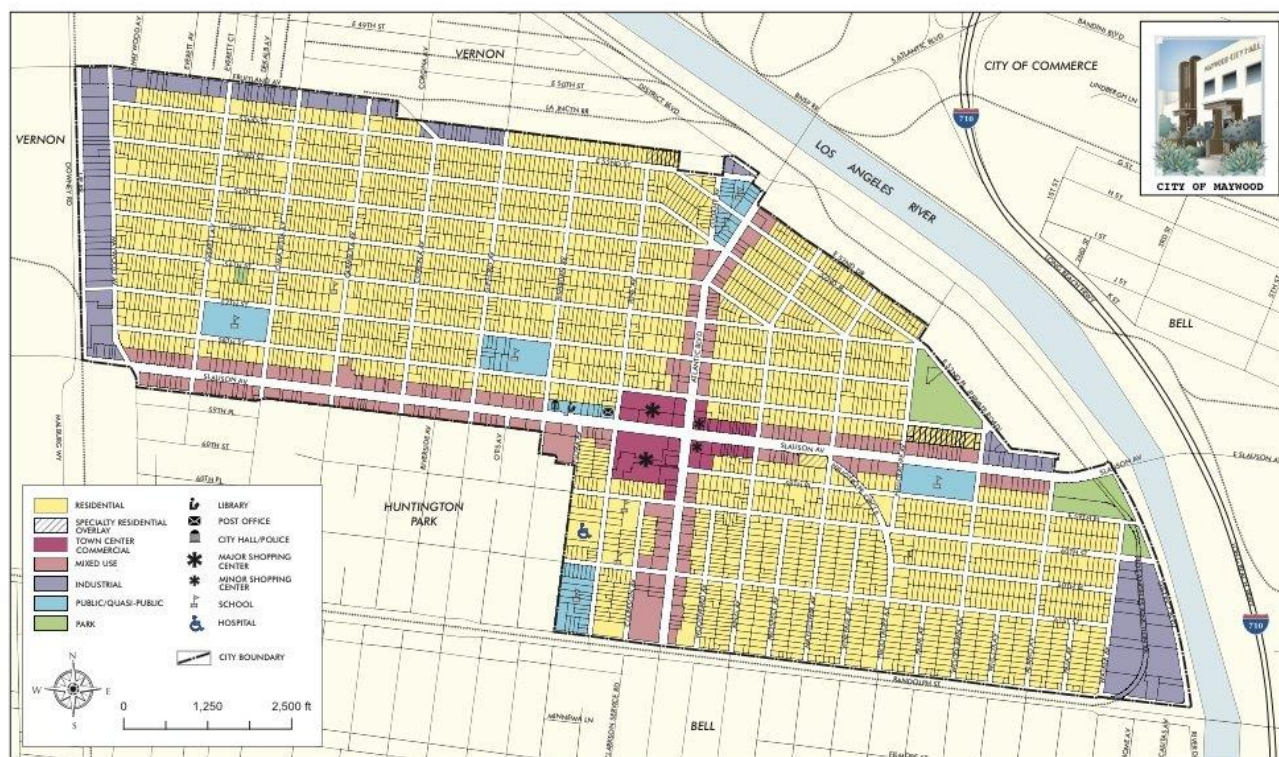
Economic Development

The heart of Maywood’s business corridor meets at the intersection of Atlantic Boulevard and Slauson Avenue with four new shopping centers. A new senior citizens complex; a new 2.8 million dollar, Multi-Purpose facility, and a mix of regional and local commercial establishments and industrial complexes.. The city’s vibrant commercial and industrial sector constitute important fulfillments of the City’s 2007 general plan. This document provides context for consideration in the planning and implementation of the City’s Homelessness Plan.

Although geographically compact, Maywood has a sizable population. Please see Map 1, below.

MAP 1

¹ Maywood Strategic Plan, <https://evogov.s3.amazonaws.com/media/100/media/35355.pdf>



Map 1: Maywood Land Use Map

Within 1.18 square miles, 26,973 people reside. It ranks in the upper quartile for Population Density when compared to the other cities, towns and Census Designated Places (CDPs) in California resulting in a population density is 7,086.8 people per square mile. Seven percent of the population is 65 or older and 4.3 percent of this population is disabled, however, 18.7 percent are without health insurance. Immigrants comprise 45.5% of the population and 93.3 percent of households speak a language other than English at home. Households average 4.09 people per residence. Maywood residents have an average commute of over of 30 minutes. Over one quarter of the population lives in poverty.²

² <https://worldpopulationreview.com/us-cities/maywood-ca-population>

Reasoning for the Homelessness Plan

A well developed and implemented Homelessness Plan will further the City's commitment to being responsive to the needs of the community. Innovative local government takes unique and proactive measures to address challenges of the diverse populations it serves. Ensuring safe healthy housing for over-crowded households serves the needs of these families and their neighbors that provides better access to city services. Helping to keep at-risk families with school-aged children connected to local schools and helps to improve neighborhood stability and develop a stable and educated population. Providing adequate housing and other services helps to move those who are unsheltered into housing and shelter, removing the challenge of private lives lived in public spaces.

Housing and Homelessness Prevention

Available housing juxtaposed with needed housing is one of the factors for consideration when addressing homelessness and countering the risk of becoming homeless within any jurisdiction. Housing stability is extremely high with 94.1 percent remaining in the same housing more than a year. While stability is desirable, it also means that there is little opportunity for a family that loses its housing to find a new place to live within the City.³ Housing security can depend heavily on housing tenure, i.e. whether homes are owned or rented. Maywood's housing stock consists of 6,696 total units, 1,731 of which are owner-occupied and 4,965 of which are renter-occupied. The share of renters in Maywood is higher than in the region overall.

Over the past two decades (2000-2020), there has been more construction of single-family residential (SFR) units than multi-family residential (MFR) units, which more often serve as rentals. When comparing 2000 to 2020, SFR units increased by 637, MFR units decreased by 607 reflecting an actual loss of multi-family rentals. Expansion by the Los Angeles Unified School District in the city contributed to many lost affordable units.

The majority of Maywood's housing units were built between 1950-1959, while across the region most units were built between 1970-1979. A plan for retention of older affordable housing may be helpful in ensuring adequate affordable housing for Maywood's residents. Affordable housing retention is an important component of homelessness prevention.

Overcrowded housing is a key risk factor for homelessness. In Maywood, 299 owner-occupied, and 2,014 renter-occupied households, had more than 1.0 occupants per room, which meets the American Community Survey (ACS) definition for overcrowding. Severe overcrowding is identified when housing has over 1.5 occupants per room. Of owner-occupied households, 79 meet this definition and 733 renter-occupied households meet the severe overcrowding definition.⁴

The current 5th Cycle Element will conclude in October 2021. Maywood's Housing Element does include an Emergency Shelter Overlay Zone that was adopted by the City Council on October 23, 2019. Regional Housing Needs Allocations (RHNA) continue to be hotly contested between cities and the State. The State has increased its assertiveness around cities' zoning and planning efforts. A sober examination of community needs in the Homelessness Plan and in the Housing Element

³ <https://www.census.gov/quickfacts/fact/table/maywoodcitycalifornia/fips#fips>

⁴ <https://healthdata.gov/dataset/percent-household-overcrowding-10-persons-room-and-severe-overcrowding-15-persons-room>

can help to retain the City's self-determination and ward off State efforts to become involved in the City's sovereign responsibilities. The RHNA numbers for households with very low and low income does help to inform the Homelessness Plan's homeless prevention efforts. The RHNA numbers for the 6th Housing Element Cycle have been determined, although the appeals process continues for all jurisdictions through late 2021.. The city's 6th cycle Housing Element RHNA numbers have increased over 6 fold from the 5th cycle. RHNA allocations for the 6th cycle are as follows: 54 very-low income units, 47 low income units, 55 moderate income units and 209 above moderate income units.

The coinciding timeframes of the development of the 6th Cycle Housing Element and the implementation of the Homelessness Plan may provide an opportunity for consistency across the City's Homelessness Plan and 6th cycle Housing Element.

Expected Housing Accomplishments 2021-26

There are numerous housing accomplishments that will coincide with the term of the homelessness plan, these future accomplishments include:

- 1) City Council Adoption of a sixth cycle housing element before the State deadline of October 15, 2021.
- 2) Development of a new Accessory Dwelling Unit ordinance to help "streamline" Adus for property owners.
- 3) New Development and design standards in the zoning code that will educate property owners on "best practices" for developing affordable housing.
- 4) Development of a 22-unit affordable housing development with ancillary commercial uses for property located at 5102-5110 District Boulevard
- 5) Amend the General Plan land use element by mapping the Emergency Shelter Overlay zone and expand the Senior/Affordable Overlay zone to include more parcels needed to help certify the Housing Element.
- 6) Create potential very very low affordable housing at 4801 Slauson Avenue using Measure H funds.

Residents' Housing Needs

The age group where renters outnumber owners the most is in the 15-24 range. The age group where owners outnumber renters the most is 65-74. This data may suggest that younger households are at greater risk of housing instability than older households. However, 57.7% of elderly households have incomes that are less than 30% of the HUD Area Median Family Income (HAMFI) and an additional 21.9% live with incomes between 30 and 50% of the HAMFI.

Maywood has a lower number of single-person households and a higher number of households with seven or more persons than the overall region. 13.3% are female-headed and with children (compared to 6.6% in the SCAG region), and 2.2% are female-headed and with children under 6 (compared to 1.0% in the SCAG region) indicating housing, childcare, and job training service needs.

Households expending more than 50% of the household income on rent number 1,889.19. Seven percent of Maywood's households are experiencing poverty. Lower income households may experience housing cost burden most acutely. Chart 1 below illustrates this disparity.

Chart 1

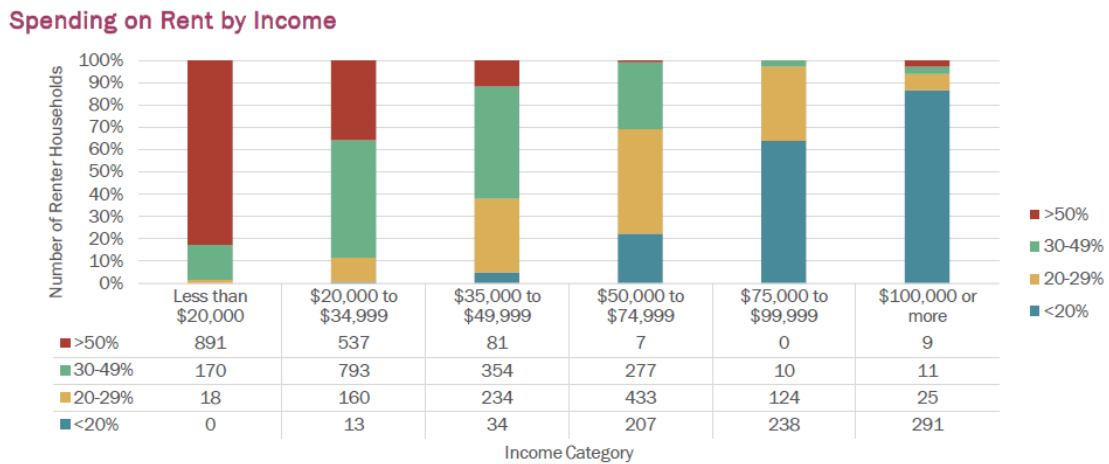


Chart 1: Rent-burden By Annual Income

Families with school-aged children are a particularly sensitive population. When identifying families with potential vulnerabilities, districts look at low-income and special needs for potential indicators of those which may be homeless or at-risk of homelessness. The most recent information shows that 4,379 families are at-risk in Maywood schools, as shown in Table 1 below.

Table 1

Maywood Schools At-Risk Families: Free/reduced lunch, English learners, Foster Youth	
Maywood Elementary	457
Maywood Center for Enriched	1,258
Heliotrope	520
Loma Vista	640
Maywood Academy HS	1,098
Fishburn Avenue Elementary	406
Total	4379

Table 1: At-risk Families in Maywood Schools

State of Homelessness in Maywood

The Department of Housing and Urban Development (HUD) mandates a bi-annual Point-in-Time (PIT) count of people and families without housing for all HUD designated Continuum of Care. Maywood resides within the Los Angeles Continuum of Care (LA CoC) for which the Los Angeles Homeless Services Authority (LAHSA) is the lead agency. The LA CoC elects to conduct the PIT annually and each year the City participates in the LA CoC PIT count. The PIT is a snapshot in time of homelessness on a specific night during the last week in January every year. The manner in which the count is conducted is defined by HUD and further prescribed by LAHSA. The PIT is one of four parts of a comprehensive count that also includes, 1) a separate demographic survey, 2) a youth count and, 3) housing inventory that enumerates homeless persons in temporary housing and institutions.

Because of the complexity and limiting parameters of the PIT count, it is challenging to obtain a reliable enumeration of the homeless persons living outdoors. The PIT count, as mandated by HUD, is conducted during the nighttime. The thinking behind this is that those people in who are in shelters are counted in the shelters at night, minimizing possible duplication. The PIT is conducted by over 6,000 volunteers, the majority of whom are not employed in homeless services. Teams of volunteers are given a brief training, provided census maps and deployed into the community to count people, tents, makeshift shelters, recreational vehicles and vans that appear to belong to the homeless. The teams cannot go onto private property, look over fences, go into vacant buildings, on school property or on undeveloped hillsides and arroyos. (Professional teams go to hillsides and riverbeds during the day to conduct the count in these areas.) Volunteer enumerators may not shine lights on people to clarify their view or knock on vehicle or tent doors.

After the PIT count is completed, a multiplier, developed based upon the separate demographic survey responses, is applied to the tents, shelters and vehicle count to obtain an estimate of the number of people that reside therein. There is no way to determine if people are in a makeshift dwelling at the time it is observed or if those people are counted in the physical count out on the streets. The PIT count does not reflect the ebb and flow of homelessness over the year or give an average over time. However, year-over-year changes can be indicative of trends or increase or decrease. The PIT Count data is used by HUD, the State of California and the County as part of its determination in funding allocations.

According to the PIT Count data, in January 2020, 47 unsheltered people resided in Maywood. This reflects an increase trend since 2017, consistent with increases across the County, State and nation. Chart 1, below, illustrates the Maywood unsheltered homeless count trend.

Chart 1

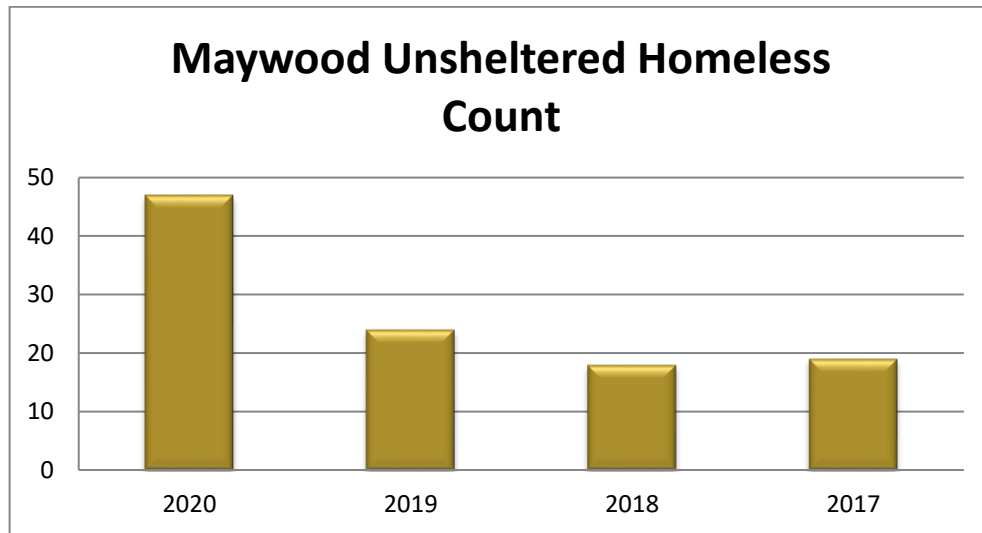


Chart 1: Year-Over-Year Change in Homelessness 2017 – 2020

The LA COC administers and coordinates a system of housing, providers and entry-points for those who are homeless to access supportive services and housing called the Coordinated Entry System (CES). The CES agencies providing services for those who are homeless within Maywood are People Assisting the Homeless (PATH), The Whole Child and Helpline Youth Counseling. PATH works with adults experiencing homelessness and the Whole Child works with families and children. The Whole Child partners with Helpline Youth Counseling to provide services for youth ages 16 – 24. Please see Chart 2, below, for data on people surviving homelessness in Maywood who were assisted by these providers.

Chart 2

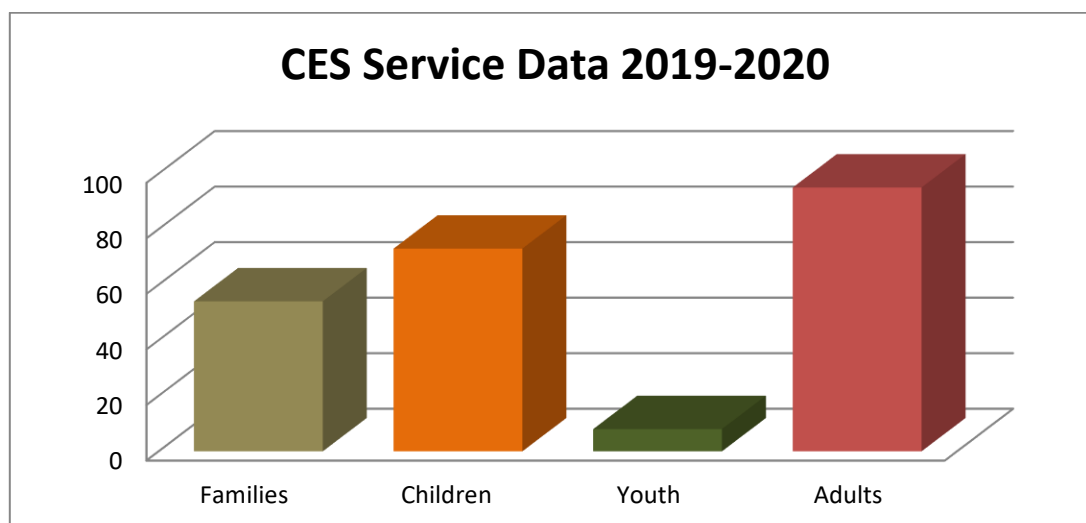


Chart 2: Maywood Unsheltered Persons Assisted by CES

The Impact of Homelessness in the City

To assess the impact of homelessness in the City and inform the creation of the Maywood Homelessness Plan, a series of meetings were conducted with those who serve the needs of the unhoused and at-risk population as well as those who field and respond to concerns from residents. The Principal's Roundtable, City Department heads and staff, CES providers, local service providers, DCFS, mental health providers, law enforcement, and Business Watch meeting participants contributed to this document. Six individual interviews were conducted with service providers and 7 adults and youth with lived experience were also interviewed.

Both challenges and needs were identified. Hotspots of homeless congregation were identified. Blighted, poorly operated motels create unsafe and inappropriate housing and exacerbate the problem of untreated homelessness. Loitering impacts businesses. A few specific individuals create most of the challenges that people generally associate with homelessness in general. Formerly homeless people told of the violent environment on the street they were subjected to when homeless in Maywood. Homeless people, residents, and City staff feel unsafe when homelessness is not addressed.

Fear inhibits families, particularly those with undocumented family members, from asserting their rights to suitable housing to prevent falling into homelessness. Families with school aged children keep quiet in the face of needs because they do not want to risk losing their children. Homeless children placed in housing or shelter must travel long distances by public transportation to attend school due to a lack of shelter and transitional housing in the City. This impacts children's success in school, long-term success in society, truancy, hope for the future, and proper socialization. Schools homeless liaisons are not connected closely with the youth and family CES providers, creating a gap that further exacerbates challenges for Maywood's children.

Unsheltered individuals have difficulty obtaining and maintaining documentation to access services and housing, perpetuating the length of time they are on Maywood streets, entrenching homelessness. Those who wish to obtain jobs have difficulty with materials and personal presentation because of the lack of hygiene and clothing storage options, increasing dependence upon the local community.

Homelessness impacts the City's budget as dedicated staff respond to calls from business owners and residents related to the homeless as well as those at-risk of losing their housing and homeless people seeking assistance. They also respond to residences' concerns about debris left by the homeless persons within City boundaries.

People who are homeless spend more time in jail or prison than the general population due to violations which resulted from or in their homelessness. The Homelessness Plan is one piece in the mosaic of tools required to attain and focus the resources needed to address homelessness effectively.

Linking the Homelessness Plan to the City's Mission and Goals

The adoption of a City-specific Homelessness Plan aligns with Maywood's mission to provide quality municipal services that are responsive to the needs of our community. Equally, it supports the City in exercising innovative local government. It maps out effective community services and programs to help reduce homelessness supporting clean, safe and attractive neighborhoods and parks, and a thriving business corridor. An effective plan is meant to help lower the crime rate and encourage and support healthy living. It also provides concrete ways in which the City can promote and participate in improving the quality of education.

The Plan proactively addresses homelessness, coordinates with available services and housing, and will create eligibility to apply for future funding opportunities. The Plan is designed to:

- a. Reduce the extent and scope of homelessness within Maywood;
- b. Improve the quality of life for all residents, including persons who may be experiencing a housing crisis;
- c. Provide a focused pathway to address homelessness in the City;
- d. Reduce costs to City Departments that must divert the resources from the intended purpose;
- e. Align City efforts with County, State and federal investments in homelessness prevention and solutions, positioning the City for eligibility to apply for funding opportunities and maximizing partnership with regional services;

Effective Homelessness Plans demonstrate:

Consistent with Maywood's commitment to delivering quality services and programs, the City has ensured that its Homelessness Plan meets the criteria for an effective, deliverable blueprint to address homelessness. An effective plan demonstrates the following components:

- Commitment to strong homelessness prevention and solutions, resulting in concrete outcomes
- Targeted practices, policies, and partnerships to increase housing and enhance services
- Alignment with HI Strategies, key systems and regional partners
- Focus on policy changes, process improvements, and production of appropriate housing for identified populations
- Inclusion of multi-jurisdictional collaboration to prevent and address homelessness regionally

Maywood's plan meets these criteria. A Council adopted plan will serve as a focus for the City's

efforts to address homelessness and coordinate with regional partners. When approved and submitted to the County, the City will be eligible to apply for future funding opportunities, including County Innovation Funds, expected to be released in Spring 2021. Future applications to other potential funding sources will be strengthened with the adoption of the plan.

The Plan

The Maywood Homelessness Plan contains the following 5 Goals :

1. Prevent Homelessness
2. Increase Access to Affordable Housing
3. Increase Income Opportunities for Those Who Are Experiencing Homelessness or Who Are At Risk of Homelessness
4. Increase Access to Case Management and Services
5. Create a Coordinated System

Through the Homelessness Plan, the City will be afforded the opportunity to build upon the existing County delivery system. The City will experience improved regional and multi-jurisdictional coordination. Plan implementation will benefit from close collaboration and improved coordination with regional service providers including; LAHSA and its outreach team, the HI's SPA 7 representative, the CES outreach, access center, and housing matcher, and the GCCOG Homeless Programs Manager. As a City with an approved Homelessness Plan submitted to the County and GCCOG, Maywood will receive monthly communications from the GCCOG to advise them of services available to implement its plan.

The City and the County will, together, broaden the collective impact of coordinated efforts and accelerate change as the City initiates its locally developed City- specific Homelessness Plan. The City will be able to leverage new and existing policies and internal resources to develop, enhance, or expand its effective work in preventing and addressing homelessness.

Goals and Actions Items

Below are the five goals identified by the City to be completed, implemented, reported upon and reassessed between February 2021 and January 2026. Each goal lists specific action items and any associated policy changes required or to be explored. The mechanisms and milestones for successful goal attainment is described as well as the key responsible party for ensuring goal attainment and City resources that will be used toward goal completion.

GOAL #1 – PREVENT HOMELESSNESS

This goal aligns with County Homeless Initiative Strategies A1, A5 B3, B7, and E14.

1. Supporting Action(s)

To effectively prevent homelessness, the City will pursue the following actions:

- a. Research ordinances and impacts of a moratorium on evictions. Develop a report and present findings to key City staff. Explore the option for the City Council to declare a moratorium on evictions.
- b. Support Maywood's rental relief program
- c. Provide assistance / link Maywood families with problem solving for at-risk and homeless families and individuals. This involves exploring client resources and self-resolution options.
- d. Working with local providers and the senior food services, determine if the City should prioritize seniors for prevention programs. Identify those in need as they attend senior food enrichment programs.
- e. In collaboration with DCFS and SPIRITT Family Services, support family reunification work.
- f. Research the possibility of reestablishing the New American Welcome Center for those who are undocumented. Set a foundation for success with a one-stop immigration service that includes classes, documents for residency and work permits, and possibly a day labor center.
- g. Strengthen social support networks to help families and individuals remain housed. Refer those in need, and the newly housed, to providers that implement social network projects. Strengthen social ties to foster success for those being housed, by referring to the faith community, lived experience groups, mental wellness groups, and recovery groups, to give families and individuals a sense of community. An example of this is a Kingdom Causes program which conducts peer programs and BBQs for those with lived experience.
- h. Consider developing a 2-year, short-term subsidy program, assisting families with \$300 - \$400 a month to remain housed, supplementing rent and utilities.
- i. Homeless youth often move from place to place. School districts find that homeless families double up with other families to avoid living on the street with minor children. Youth who are “couch surfing” and families who have resorted to living with other families do not qualify for housing assistance per the County. Look into creating a Rapid Re-housing (RRH) program, possibly with childcare support, for these unserved populations.

2. Associated policy and administrative change(s)

The Council may choose to extend a moratorium on evictions in Maywood. Staff will research this option and provide a report to the City Manager who will move it forward to Council for discussions and consideration if deemed appropriate. Potential stakeholders, partners and sources for information and implementation may include the City attorney, Public Counsel and Everyone In.

3. Goal Measurement

The process will be measured with the production of a report generated by assigned staff and presented to the City Manager. If the policy moves forward, then a record of associated community meetings demonstrate further action on this item. If any of the identified policies or action items that require Council approval, final approved resolutions would be a measure of progress. The School District can inform on the housing and services needed. The District served 100 families last year. It makes MET team referrals and tracks data internally. The Principals will check with staff to see what forms of data can be shared.

4. Goal ownership

The City Manager will assign appropriate goal ownership.

5. Leveraged City Resources

Staff and City attorney time and costs would leverage this activity.

6. Timeline

The City Manager or her designated staff will identify the appropriate timeline for implementation.

GOAL #2 - INCREASE ACCESS TO AFFORDABLE HOUSING

This goal aligns with County Homeless Initiative Strategies A4, B1, B3,B4, B6, B7, B8, E14, F1, F2, F3, F4, F5, F6, F7

1. Supporting Action(s)

- a.** Examine the following options for supporting subsidized housing; Master Leasing for Youth-Transition-aged Youth (TAY) and other populations, Establish a move-in Assistance fund for Maywood families and individuals, and explore creating a program that builds upon the Family Solutions Center (FSC) or other system providers such as the adult and youth CES Providers.
 - i.** Look into obtaining a building or small studio apartment and lease it for homeless clients. Client may pay a portion of the lease based upon income. Housing subsidies, such as LA County Housing Choice Vouchers, could also help cover the rental costs.
 - ii.** Master Leasing for Youth – The TAY population have special housing needs. This population experiences better long-term self-sustained housing outcomes than adults when placed temporarily in transitional housing. TAY need short-medium transitional housing of 12 to 24 mos. to get established. The City could create such a program partnering with Jovenes or Penny Lane. Master lease one, 2-bedroom apartment, which would house 4 youth. The agency provides supervision. A City grant would be more flexible than the County programs and would be City specific. For example, Norwalk’s housing navigation program, funded with CDBG, assists clients found in Norwalk. Whittier has a motel assistance program for Whittier clients. Lack of transportation can be a barrier to employment for youth in transitional housing. The City can include a TAP card program, limiting it to transitional housing clients. (B7)(A4)(E14)
 - iii.** Establish a Move-in Assistance fund for Maywood families and individuals. Move in costs include security deposit and/or 1st month’s rent or utilities deposit assistance. The program would be operated by nonprofit partners.

- iv. Consider creating a program that builds upon the Family Solutions Center (FSC) or other system providers such as the adult and youth CES providers. A City funded program provides funding assistance for families from their City and often covers costs that are not typically funded by the County; application and credit check fees, car repairs and expenses, taxes, insurance, emergency expenses that threaten families ability to stay housed. A potential funding source is Community Development Block Grant (CDBG) funds. As an example: Norwalk provides motel vouchers for families from their city so that they can get immediate shelter while waiting for CES assistance.
- b. Explore implementing the following strategies for affordable housing; explore housing that provides privacy and personal space for homeless and formerly homeless persons, remove barriers that impede development, approve shared housing, participate with PATH Lease-up, study the impact of rent control, preserve affordable housing, examine and update the Housing Element , examine inclusionary housing ordinances, review zoning and permitting processes, identify under-utilized land, review Vernon affordable housing model, implement limited eligibility restrictions.
 - i. Examine the barriers that may impede or slow the development of affordable housing. Streamline the development process.
 - ii. Examine permitting processes that relate to shared housing which provide private bedrooms but have shared common rooms and eliminate barriers.
 - iii. Participate with PATH Lease-up and the LACDA in landlord engagement meetings. Help these agencies to reach out to local mom and pop landlords. Support landlord education about the benefits of participation in these programs
 - iv. Preserve and promote the development of affordable housing – Identify at-risk affordable housing in the City and create a preservation program. Ease regulations and streamline approval processes to encourage development of affordable and possibly supportive housing. Develop a process and partnerships to preserve identified affordable housing.
 - v. Examine the Housing Element and update for the 6th Cycle. Include a Shelter Overlay Zone.
 - vi. Inclusionary Housing – Examine inclusionary housing ordinances and conduct an impact study. Consider instituting an inclusionary housing ordinance.
 - vii. Zoning and Permitting Processes – Review the zoning and permitting processes to expedite development, reduce barriers, and costs of affordable housing development, ADUs and renovations. Assist existing illegal ADUs and garage conversions to come into compliances. Reduce fees for compliance program participation.
 - viii. Public Land use - Identify under-utilized land for potential development. Partner with another city and/or agency to use identified land to provide services or affordable housing within the City. This can help those who are homeless or at risk of losing their housing to access services and reduce the housing barriers, allowing those in need to remain within their community.
 - c. Explore the possibility of developing a shelter for TAY or other populations living unsheltered in Maywood who are working with a provider to become housed. Among other shelters, the Good Seed on 6th Avenue in Los Angeles is an example to study.
- 1. Associated policy and administrative change(s)**
- a. Consider adopting a resolution to end homelessness to accompany the homeless plan

- b. Ease regulations and streamline approval processes to encourage development of affordable and possibly supportive housing
- c. Examine the Housing Element and develop a process and partnerships to preserve identified affordable housing.
- d. Inclusionary Housing – Examine inclusionary housing ordinances and conduct an impact study. Consider instituting an inclusionary housing ordinances
- e. Zoning and Permitting Processes – Review zoning and permitting processes to expedite development, reduce barriers, and costs of affordable housing development, ADUs and renovations. Assist existing illegal ADUs and garage conversions to come into compliances. Reduce fees for compliance program participation.
- f. Public Land use - Identify under-utilized land for potential development. Partner with another city and/or agency to use this land to provide services or affordable housing within the City.
- g. Vacant Lots in Maywood – Empty lots result in blighted conditions. Identify neglected lots and properties. Enforce city codes on absentee owners and pursue legal avenues as necessary for non-compliance. Develop an incentive program and partnerships to build appropriate affordable housing for the City’s population on these under-utilized properties.

Implementation of these policies will increase housing availability for Maywood’s at-risk households and families of school-aged children. Appropriate housing within the City will help with job retention, stabilize education for at-risk children and raise an educated, employable community-connected population. Appropriate and affordable housing for workers will stabilize employment retention and reduce commute times, enhancing family life and the environment. Housing the unhoused will reduce blight and inappropriate private behaviors in public spaces.

Housing, shelter, zoning, permitting policies and the Housing Element fall within the purview of the Building and Planning Department Director. This person will spearhead and assign efforts, setting timeframes and assigning tasks. In certain cases, professional consultants may be retained. The City Attorney will review legal documents resulting from this work.

2. Goal Measurement

What metrics will be used to track progress? What are the data sources? When will the measurement occur?

- a. Actions assignments of a timeline for completion will be produced
- b. Each task will produce a written report submitted to Director/City Manager with recommendations within the scheduled period
- c. City will make a decision and draft policy changes based upon report within 60 days of report
- d. If City Attorney review is required, policy draft will be reviewed by City Attorney within 60 days and recommendations / revisions will be made
- e. If policy change requires review or approval by a commission or the City Council, appropriate documents will be produced, agendaed and brought for review within 60 of City Attorney review or report
- f. Upon approval, City will implement policy change
- g. The County has offered to work with the City to develop outcomes and metrics. With County influence, obtaining consistent information on Maywood specific data from the CES will be possible.
- h. Whittier First Day will provide monthly data to the City
- i. Jovenes will provide CES data on the TAY population.

- j. Track the number of local landlords engaged and participating in the inventory of available housing for homeless and at-risk families
- k. Create a baseline of available housing units available and track types of housing available annually

3. Goal ownership

At the City Managers' discretion, this goal and assignment of staff duties may be directed by the Director of Building and Planning

4. Leveraged City Resources

City Manager, Building and Planning Director and other staff time will be dedicated to this goal. City overhead costs, supplies and materials will be used in this effort. City Attorney time for review will also be utilized.

5. Timeline

A detailed timeline, prioritizing State requirements, will be generated at the beginning of this process. Simpler activities that can be accomplished relatively quickly will be enacted early in the five-year term. Any complex housing efforts that require layers of review and approval, including Commission review, may start thereafter and extend beyond the five year Plan timeframe.

GOAL #3 - INCREASE INCOME OPPORTUNITIES FOR THOSE WHO ARE EXPERIENCING HOMELESSNESS AND THOSE WHO ARE AT-RISK OF HOMELESSNESS

The identified actions for this goal align with County Homeless Initiative Strategies C1,2, and 3.

1. City-based Employment Center - Facilitate an employment services/guidance program in the City. Work with HUB Cities Career Center (HCCC) to provide a city-located job center (C1&2). Utilize peer advocates and promotoras to reach out to the unemployed and provide respected advice. (C3) Conduct an advertising campaign to businesses to provide employment for unemployed Maywood residents. Business owners suggested that Tire Shops and mechanics may hire those who are homeless.
2. Tie Employment and Income to City Homeless Programs – The City will require employment goals and outcomes as part of any program that it develops, including housing programs.
3. Support and promote GED opportunities in English and Spanish.
4. Facilitate Career Fairs
5. Hire those who are homeless as independent contractors or per diem workers to pick up trash in the City, recycle, and help with graffiti removal.

1. Associated policy and administrative change(s)

Human resources and risk management will research how independent contractor and per diem work is implemented by the County and other jurisdictions and will develop appropriate policies and procedures to implement this program. The City may enter into a non-monetized agreement with HCCC to provide a local employment option. The City will work with Maywood Schools adult education, a community college, volunteer tutors Rio Hondo America's Job Center to promote GED and culturally sensitive employment option outreach. The City will engage the business community in discussions around the advantage of employing those at risk and those who are unsheltered

These policy and administrative efforts will create a more financially stable population. Those employed or seeking employment locally will enjoy a reduced commute and more time with their families. Reduced commutes will reduce strain on transportation corridors and improve air quality. Increased local income will increase local purchasing, strengthening business income and increasing sales tax revenues. Active employment will reduce panhandling and loitering.

2. Goal Measurement

The City will request that HCCC will track local employment placements and retention. City finance payments made to independent contractor / per diem workers in the program. Tracking will take place quarterly after the startup of each program. Outreach materials and a list of promotoras will validate employment outreach work.

3. Goal ownership

The City Manager will retain or assign ownership of this goal.

4. Leveraged City Resources

City Manager and staff time will be applied to this goal. City Attorney time may be applied toward this goal. City overhead, equipment and supplies will also be employed toward completion of this goal.

5. Timeline

Action items b and c will be started within 6 months of the approval of the Plan. The first Career Fair will be held within 12 months. Action items a and e will be started within 12 months and a projected timeline will be developed in partnership with America's Job Center and the school district.

GOAL #4 – INCREASE ACCESS TO CASE MANAGEMENT AND SERVICES

The identified actions for this goal align with County Homeless Initiative Strategies **are E2, 7, 11**

1. Provide Local, Flexible Programs

- a. A solution will be to have flexible programs that will work with parent's schedule including those with extenuating circumstances. Provided needed services locally. Offer seamless, contiguous programs to support clients through to self-sufficiency
- b. CES Screener Colocation - Expand access to CES. Identify programs at which a CES screener, or outreach person, could be located. In Maywood, this may be Alt Med or the YMCA.
- c. Support a local shower and feeding program at a location such as the YMCA. Require that the program embeds a CES screener or outreach worker to link families and individuals to services. City services such as trash removal and public works could support this program. The Supervisor's office is supportive of such programs and can help bring County resources to bear. Provide City funding, and encourage community funding, for children's snacks and dinner, as well as showers, for homeless and at-risk children at the YMCA.
- d. Client Informed Programs - Obtain input from those who are homeless, at-risk, or have lived experience to determine solutions, program design and desirability.
- e. Improve Community Access to Services - Provide a City-based CES Access Center or Access Point or Resource Center; a one-stop shop with basic information, flyers and referrals for the various homeless populations in English and Spanish. Co-locate a key person that assists families with problem-solving.
- f. In partnership with service providers, faith community, self-help groups, and community service groups, develop Social Support Program. Social supports provide a supportive community that can help fill the void of missing friends and families, leading to greater stability and success.

2. Increase Access to Healthcare, Mental Health and Substance Misuse Treatment

- a. Expand upon and improve the supports offered by the Bell Health clinics
- b. Address Substance Misuse and Mental Health. Mental Health Guest Desk or Local Clinic - DMH and the VA are complex systems that are challenging to navigate. It is not helpful to simply provide a phone number and expect people with challenges to take it from there. City located services and support can be valuable. Consider hosting a guest desk for providers or siting a local clinic.
- c. Create a fund to help subsidize treatment for the uninsured.
- d. Employ the leadership role of the City to help bridge the gaps between the School District, local health providers and the CES providers. 1) Social Support Teams are needed to monitor how families are doing and meet regularly. Such Teams could come under the head of School Counseling. 2) The School District's Avila-Arroyo project will be implemented, improving academic achievement. Pupil Services and Attendance (PSA) Counselors will work directly with students and families. They will coordinate a collaboration of services. Meetings and information will be distributed. This is a positive model to be employed and built upon.
- e. Provide a safe space where individuals, particularly youth and single adults, can receive the mental health and medical services needed to rehabilitate and prepare to be successfully housed. Local access to one-on-one counseling is needed.

- f. Identifying siting for a community-based substance abuse program will allow homeless people to make major life changes.

3. Associated policy and administrative change(s)

Identifying sites for potential services will increase access to services, increasing the likelihood that those who are ready for assistance will connect with needed programs and attain successful reintegration into Maywood's mainstream. Mental health and substance use treatment are services needed by the general population, not only those who are homeless or at-risk of homelessness. Effective services provision can help keep families unified and reduce dependency on other services.

4. Goal Measurement

The creation of the overarching Plan timeline will be the first measure of success and will take place within 60 days of Council approval. Creation of a detailed timeline allowing for staff and resource availability and interdependence of action items will be the second measure of progress. Assignment of tasks and resources will follow thereafter. A record of costs including overhead and staff time will be maintained through a dedicated account number for use by all staff assigned to specific tasks. Quarterly reports to the City Manager will track progress.

Partner service providers will retain back up and enter data into HMIS. All proper documentation needed for a Client Navigation fund, such as itemized receipts and HMIS (Homeless Management Information System data records) case notes shall be retained by service provider and can be supported by HMIS reports. Comparable databases will be used by those service provider partners that are not on HMIS. Status reports of program development and implementation will be required quarterly.

5. Goal ownership

The City Manager will be the lead on this goal and will assign tasks and deadlines.

6. Leveraged City Resources

City Manager and staff time, City overhead costs, equipment, supplies and materials will be dedicated to this goal. Potentially funding from CDBG may also leverage this goal.

7. Timeline

The City Manager will establish an overall timeline for the entire Homelessness Plan and weave in each goal and supporting action items. An understanding of staff time and responsibilities and as well as which action items will be foundational for other action items will help to inform the timeline and task assignments.

GOAL #5 – CREATE A COORDINATED SYSTEM

The identified actions for this goal align with County Homeless Initiative Strategies are B3, C 6 and 7, E5, 7 and 14

1. Create A Community Fund to Address Homelessness

- a. Coordinate a businesses' fundraiser and citizens' donation opportunities for a community fund to assist the homeless.
- b. A potential funding source is Community Development Block Grant (CDBG) funds. As an example: Norwalk provides motel vouchers for families from their city so that they can get immediate shelter while waiting for CES assistance.
- c. Set-up a Client Navigation Fund for the City's Homeless - These funds can be used to support clients in obtaining documents necessary for housing linkage, employment & additional necessary services. Client navigation support includes, but is not limited to, obtaining ID, application fees, renewal of certification or licenses, specific employment equipment, clothing for interviews, meal cards, vaccinations, registration fees and other costs for emotional & service animal support, etc.
- d. Council will identify and expend funds in ways that will help the homeless population. This may be through work with the Community Fund, allocation of CDBG, and other budgeting efforts.

2. Increase Outreach and Engagement

- a. Work with the County to ensure that County homeless outreach is performed once a month, ensuring that the County understands and is familiar with the City and its homeless residents.
- b. LA HOP - Increase the presence of the LA HOP portal and the Helpline Youth Counseling through City based media, City website, program centers and publications.
- c. Consistently offer Resources Days – By holding resource days consistently with specific date and time within the City's boundaries, those in need can remember and rely on when and where they can access the help they need to end their homelessness. In partnership with County Departments, the CES lead its partner agencies, other CBO service providers, and Supervisor Solis' office bring 1) workforce development, 2) mental health access and outreach and 3) family supports to the community.
- d. Direct Referrals - Provide direct referrals to access points. Work with schools and law enforcement to help facilitate referrals.

3. Increase Collaboration to Address Homelessness as a Whole Community and Sub-region

- a. Provide Staff and School Districts with the number of an identified homeless response contact for better response to observed need. This contact could liaison with the internal direct number for 2-1-1, the SPA 7 DMH Outreach Worker. Entering into a Agreement of Mutual Understanding with these entities and the CES leads could help facilitate this relationship for enhanced response.
- b. School-identified at-risk families and those in the immigrant community tend to fear government. Build a coalition with trusted advisors such as pastors, school counselors and promotoras to help bridge the gap created by these fears and reduce communication barriers, allowing at-risk families to access the help they need.
- c. City/CES Referral Partnership – Enter into MOUs with CES lead agencies. The City and each agency (PATH, The Whole Child and the Youth Helpline) will designate a direct POC to liaison between the City and each agency to facilitate communication and address issues. Such an agreement could also be established with local providers, as well.

- d. Support and assist schools with coordination and collaboration with community and regional resources such as the Whole Child and Helpline Youth Counseling CES programs. Bring the gravitas of the City to help support the relationships between community providers and schools to help facilitate the referral process. Facilitate and support education and the connection between school counselors, liaisons and secretaries with family and youth CES agencies.
- e. Coordinate with neighboring cities to address homelessness. Initiate quarterly Check in meetings and collaboration with Commerce, Maywood, Huntington Park, Bell and Cudahy.

4. Increase Community Awareness, Understanding and Empowerment Through Education About Homelessness and Homeless Services and Resources

- a. Host a Public Education Event – Agencies can participate with the City in tabling events for public education.
- b. Technology Resources - The County provides technology resources to families in need. Many marginalized residents are unaware of these resources. Inform those in need about the County's and the Southeast Community Development Corporation's technology programs. Provide this information to residents on various media. In addition to social media, consider other placements such as bus stops, city centers, food distribution sites, market, drive-through food distribution, YMCA and City Hall, library information tables and vanities, and Parks and Recreation Community Center reception areas. Include QR code on posters and flyers for youth. Offer information in English and Spanish.
- c. Public Outreach Locations - Provide new locations for homeless service, landlord outreach and employment events.
- d. In partnership with the Sheriff's Department, conduct an education campaign about the HOST program in the City.
- e. Educate Internal Departments - Foster an understanding of the Family Services Center, the Youth and Adult Coordinated Entry System Information Meeting - The Whole Child and PATH can conduct a simple meeting providing information for internal departments that interface with those who are without housing. Article Series - Publish a simple, informative series of articles for the City's internal departments about the CES programs, what they are and what they can and cannot do. Publish the City's internal homeless POC and basic referral information.
- f. Strengthen City Participation In and Connection with the CES Host a CES meeting in Maywood. Support City Officials - The Mayor, City Council, City Manager and key staff are often approached about homeless issues and asked to provide help. It would be helpful to inform these leaders about services. It is suggested that CES providers provide a robust training about homeless programs services and limitations. PATH could include information about mental health first aid, trauma-informed care, and cultural awareness for the diverse demographic groups within the City.
- g. Create a Community Watch Program
- h. In partnership with homeless agencies, provide education on homeless prevention for those with income.
- i. Offer Meeting Sites - Provide city sites, such as the Council Chambers, for CES leads to provide SPA level trainings.
- j. Expand Information Platforms - The City keeps residence informed through social media. Expand information to other media such as bus stops, city centers, food distribution sites, etc. for those with limited access to or use of the internet.

k. Addressing Fear - Families, particularly those with undocumented members, are fearful. Provide resources and education on tenants' rights, to inform and ease fears

1. Associated policy and administrative change(s)

In order to implement these actions, the City will need to enter into Referral Partnership MOUs with the CES leads. Expanded public information campaigns will be developed. A multi-city Roundtable for City Managers will be instituted.

Implementing these changes will empower local residents with important information about available jobs, services and resource to increase income, enhance childhood education, and self-resolve situations that could lead to homelessness. The City will maximize and streamline available resources.

2. Goal Measurement

What metrics will be used to track progress? What are the data sources? When will the measurement occur?

The development of an overall timeline, setting reasonable goals for start, mid-point and full launch and measures of success of each program will be the initial measure. Thereafter, quarterly reports on the timeline, task assignments and progress will continue the program tracking.

3. Goal ownership

The City Manager will be the lead on this goal and will assign tasks and deadlines.

4. Leveraged City Resources

Significant City Manager and Staff time will be dedicated to the action items to implement this goal. The Community fund will generate new revenue to specifically address homelessness.

5. Timeline

The City Manager will establish an overall timeline for the entire Homelessness Plan and weave in each goal and supporting action items. An understanding of staff time and responsibilities and as well as which action items will be foundational for other action items will help to inform the timeline and task assignments.

1. Identify City employees or other staff who will lead implementation of the plan.

Table 1: Primary Contact for Plan Implementation

Name & Position	Address & Email	Phone
Jennifer Vasquez, City Manager	Jennifer.Vasquez@cityofmaywood.org 4319 East Slauson Avenue, Maywood, CA 90270	(323) 562-5700

2. Describe the City’s participation or plans to participate in any new or ongoing collaborative efforts, within the City and/or with other cities and/or in the Service Planning Area.

Maywood’s Mayor Pro Tem is a member the Council of Governments Homeless Board of Directors. City staff participate in the Gateway Cities’ COG Homelessness Committee. Staff participate at the SPA-wide coalition meetings. As an active member of the GCCOG’S LCA 1, the City coordinates with neighboring jurisdictions to address broader concerns. Maywood has a dedicated staff person that field’s homeless assistance inquiries and makes referrals to the CES lead, with whom she has a close working relationship. The Plan calls for the City to partner with CES providers, the school district, local service providers including the YMCA and faith leaders. The City has regular collaborative meetings with Maywood businesses through Business Watch meetings and the school district’s principals through the Principals’ Roundtable. The City looks forward to partnering with HCCC. It also anticipates facilitating a strong working relationship between the schools and the CES family provider.

3. Review specific County Homeless Initiative Strategies from the table below and consider how the City could collaborate and align planning efforts to achieve mutual goals.

City Planning Activities tied to County Homeless Initiative Strategies

	Plan to participate	Currently participating	County Homeless Initiative Strategies
A – Prevent Homelessness	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A1. Homeless Prevention for families
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	A5. Homeless Prevention for Individuals
B – Subsidize Housing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	B3. Partner with Cities to Expand Rapid Rehousing
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	B4. Facilitate Utilization of Federal Housing Subsidies
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	B6. Family Reunification Housing Subsidies
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	B7. Interim/Bridge Housing for those Exiting Institutions
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	B8. Housing Choice Vouchers for Permanent Supportive Housing
C – Increase Income	<input checked="" type="checkbox"/>	<input type="checkbox"/>	C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	C2. Increase Employment for Homeless Adults by Supporting Social Enterprise
	<input type="checkbox"/>	<input type="checkbox"/>	C4/5/6. Countywide Supplemental Security/Social Security Disability Income and Veterans Benefits Advocacy
	<input type="checkbox"/>	<input type="checkbox"/>	C7. Subsidize Employment for Homeless Adults
	Plan to participate	Currently participating	County Homeless Initiative Strategies
D – Provide Case Management & Services	<input type="checkbox"/>	<input type="checkbox"/>	D2. Jail In-Reach
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	D5. Support for Homeless Case Managers
	<input type="checkbox"/>	<input type="checkbox"/>	D6. Criminal Record Clearing Project

	<input type="checkbox"/>	<input type="checkbox"/>	D7. Provide Services for Permanent Supportive Housing
E – Create a Coordinated System	<input checked="" type="checkbox"/>	<input type="checkbox"/>	E4. First Responders Training
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	E5. Decriminalization Policy
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	E6. Expand Countywide Outreach System
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	E7. Strengthen the Coordinated Entry System (CES)
	<input type="checkbox"/>	<input type="checkbox"/>	E8. Enhance the Emergency Shelter System
	<input type="checkbox"/>	<input type="checkbox"/>	E10. Regional Coordination of Los Angeles County Housing Agencies
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	E14. Enhance Services for Transition Age Youth
F – Increase Affordable/ Homeless Housing	<input checked="" type="checkbox"/>	<input type="checkbox"/>	F1. Promote Regional SB2 Compliance and Implementation
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	F2. Linkage Fee Nexus Study
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	F4. Development of Second Dwelling Units Program
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	F5. Incentive Zoning/Value Capture Strategies
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	F6. Using Public Land for Homeless Housing
	<input checked="" type="checkbox"/>	<input type="checkbox"/>	F7. Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals
	<input type="checkbox"/>	<input type="checkbox"/>	F7. Housing Innovation Fund (One-time)