



# CITY OF MONROVIA PLAN TO PREVENT AND COMBAT HOMELESSNESS

# HELP



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## City of Monrovia Plan

In July 2017, the County of Los Angeles and the United Way Home for Good Funders Collaborative launched a program which invited cities to apply for funds aimed at developing a plan to prevent and combat homelessness. Recognizing that the planning process represented an opportunity to coordinate with service organizations, businesses, and residents within Monrovia to address the challenges associated with homelessness, the City of Monrovia applied for and received the funding. Monrovia's Plan to Prevent and End Homelessness will formalize and build upon the existing homelessness programs and services, which were originally developed in 2014.

In February 2018, the City hosted a Kick-Off Meeting in an effort to gather feedback in developing the Plan. Assistance from these community stakeholders was critical in the creation of the Plan.

- San Gabriel Valley Council of Governments
- Monrovia Unified School District
- Azusa Pacific University
- Foothill Unity Center
- Los Angeles County Department of Mental Health
- Los Angeles Housing Services Authority
- Pasadena Union Station
- Monrovia Foothills Kitchen
- St. Vincent De Paul Society
- Pasadena Humane Society
- Baldwin Park Housing Authority Section 8
- Flintridge Center, Salvation Army
- Santa Anita Family Services
- Pasadena Superior Court.

From March through June 2018, the City held several community meetings, conducted many stakeholder interviews, and gathered data to inform the goals and strategies for the Plan. The planning process also began the movement toward connecting all of Monrovia's service organizations with the Los Angeles County Coordinated Entry System (CES) and the Los Angeles County Homeless Initiative adopted by the Board of Supervisors and funded through Measure H. This Plan to Prevent and Combat Homelessness was presented to and adopted by the Monrovia City Council on July 17, 2018.

**Mayor Tom Adams**  
**Mayor Pro Tem Becky A. Shevlin**  
**Councilmember Alexander C. Blackburn**  
**Councilmember Gloria Crudginton**  
**Councilmember Larry J. Spicer**





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## Facts and Purpose of Monrovia's Homeless Plan

Homelessness throughout Los Angeles County has increasingly become more visible. More people than ever before are displaced for myriad reasons including, but not limited to, substance abuse, mental health crises, and an inability to obtain affordable housing, employment, or access to social services. Homelessness in Los Angeles County rose from approximately 47,000 in 2016 to 58,000 in 2017, a 23.3% increase.

In 2017, voters recognized the impact of homelessness on individuals and communities countywide, and overwhelmingly approved Measure H to fund new service systems, as well as expand existing programs to help prevent and combat homelessness. In June 2017, funding allocations to these services were approved by the Los Angeles County Board of Supervisors, which included funding for cities to develop homeless plans or expand upon existing plans, such as in Monrovia.

The City of Monrovia is located in Service Planning Area (SPA) 3, a geographic region comprised of cities in the San Gabriel Valley. SPA 3 saw a 36% overall increase in the number of people experiencing homelessness, from 2,612 in 2016 to 3,552 in 2017. In that same time period, the homeless population in Monrovia decreased from 61 to 39 with the implementation of the City Manager's Homeless Outreach Team working in partnership with LAHSA Housing Navigators (see Figure 1). Similarly, there was a 3% decrease throughout the County for the first time in 4 years, as discovered during the LAHSA homeless count conducted in January 2018.

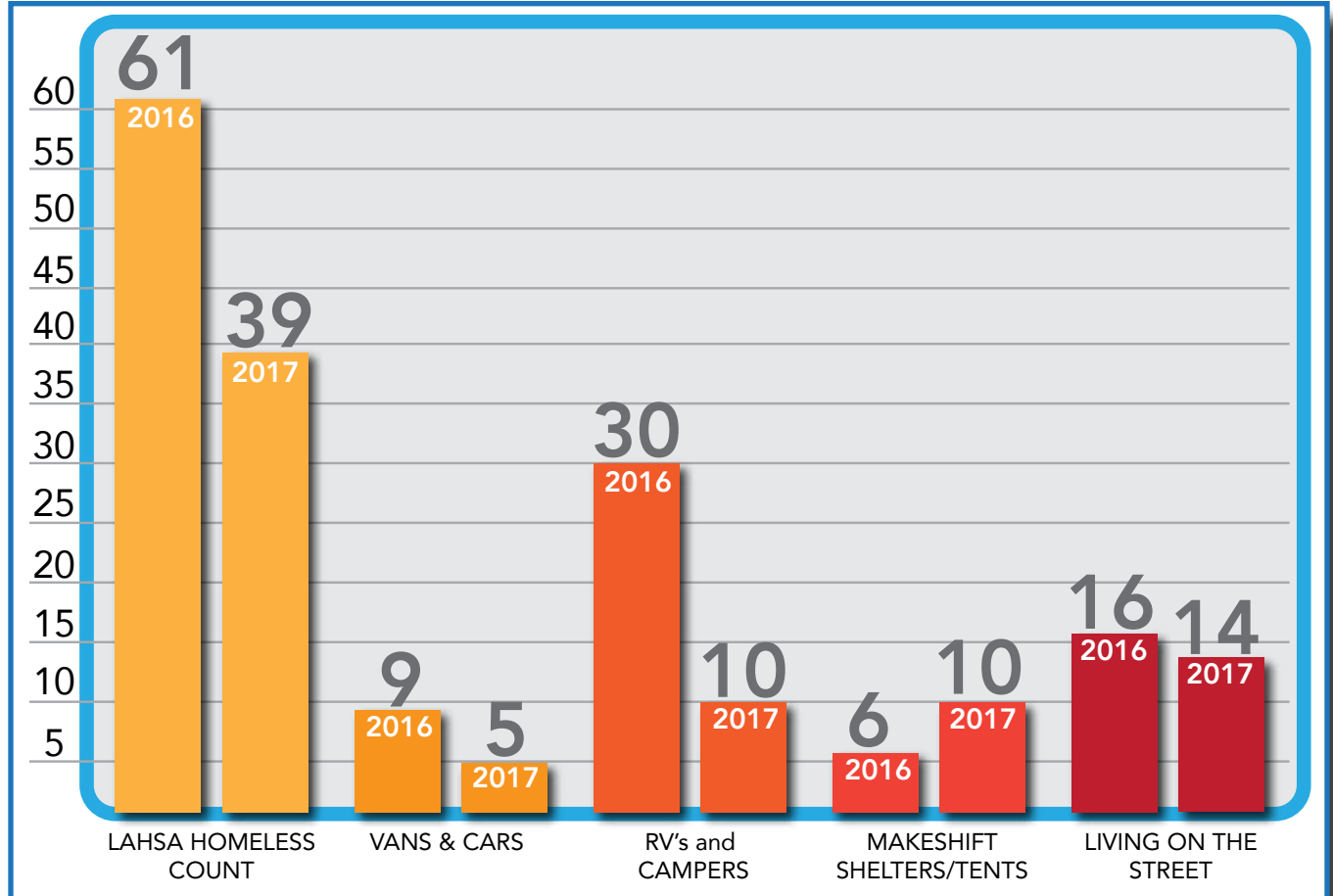
Due to LAHSA data limitations, the demographics of people experiencing homelessness in Monrovia are difficult to determine; however, demographic data is available for SPA 3 from the 2017 Point-In-Time Count provided to the Department of Housing and Urban Development (HUD) from the Los Angeles Continuum of Care (LACOC).

## 2017 Point-In-Time Count Service Planning Area 3

- 2,373 (or 2/3) of the people counted were unsheltered and living outside on the streets, while 1,179 (or 1/3) were in some form of temporary shelter.
- 76% were single adults, 18% were families, and 6% were youth or young adults.
- 72% were male, 28% were female, 0.4% were transgender, and 0.2% did not identify with any gender or refused to answer.
- 50% identified as Hispanic/Latino, 24% as white, 18% as African American, 5% as Native American, 2% as Asian, and 1% as other.
- 60% were between the ages of 25 - 54, 17% were between the ages of 55 - 61, 7% were between the ages of 18 - 24, and 5% were seniors age 62 and older. 11% of SPA 3's homeless population were children under the age of 18, however, this does not necessarily mean they were living on the street.
- 30% were classified as chronically homeless, which means that they have repeatedly been homeless, even though receiving assistance in the past, or have been homeless over a lengthy period of time along with a long-term disability, which could include mental illness, substance abuse or a physical disability.
- 28% had a mental illness, and 17% were addicted to either alcohol or narcotics.
- 27% had previously experienced intimate partner violence, and 6% were U.S. Military Veterans.



**Figure 1: Homelessness in the City of Monrovia**



Finally, City of Monrovia data on economic and housing trends serve as indicators of residents who may be at risk of becoming homeless. As Figure 2 illustrates, Monrovia’s median household income is well above the average across Los Angeles County. Monrovia also has a lower poverty rate than the County average. For people between the ages of 20 – 64 years old, Monrovia has less unemployment than the County’s average, and its labor force participation is much higher than the County as a whole. Notably, Monrovia does not have a high housing vacancy rate compared with the County as a whole, indicating that the City has been utilizing its housing surplus. Monrovia does have affordable rentals managed by the Baldwin Park Housing Authority Section 8, which assists families with low-rent housing, thereby preventing homelessness.





## Figure 2: 2016 Selected Demographic Statistics

<b>Unemployment (20 - 64 years old)</b>		
Monrovia – Out of 23,696 people, 2,038 are unemployed		
LA County – Out of 6,254,331 people, 519,110 are unemployed		
<hr/>		
<b>Labor Force Participation (20 - 64 years old)</b>		
	Monrovia 82.2%	LA County 76.9%
<hr/>		
<b>Poverty Rate</b>		
	Monrovia 7.31%	LA County 14.33%
<hr/>		
<b>Median Household Income</b>		
	Monrovia \$70,358	LA County \$56,196
<hr/>		
<b>1 Bedroom Median Gross Rent</b>		
	Monrovia \$1,301	LA County \$1,231
<hr/>		
<b>Housing Vacancy Rate</b>		
Monrovia 5.5% or 773 vacant units from a total of 14,078		
LA County 6.0% or 208,273 vacant units from a total of 3,490,118		
<hr/>		
<b>Annual Eviction Rate</b>		
Monrovia 0.76% (55 total evictions or 0.15 per day)		
LA County 0.58% (10,462 evictions or 28.5 per day)		
<hr/>		
<b>Median Property Value</b>		
	Monrovia \$562,700	LA County \$441,900

Sources: U.S. Census Bureau (2012 - 2016 American Community Survey 5-Year Estimates), Princeton University Eviction Lab - [evictionlab.org](http://evictionlab.org)

## Monrovia’s Response to Prevent and Combat Homelessness

The City of Monrovia has been an active member in the housing and homelessness response efforts of the San Gabriel Valley Council of Governments (SGVCOG) Homelessness Committee, as well as being host to all of its monthly public meetings at the Monrovia Public Library. Monrovia Mayor Pro Tem Becky Shevlin has previously served as the Committee’s Chair and currently serves as its Vice-Chair. The SGVCOG Homelessness Committee played a vital role in the passing of Measure H in Los Angeles County, which increased funding for supportive housing, and an expansion of existing services available through the Los Angeles County Homeless Initiative and partner organizations. The Committee studies problems, programs, and other matters which pertain to the regional issues surrounding homelessness, and provides policy direction to the Governing Board. Community Activist Policing staff have attended the Cities’ Summits to Combat Homelessness hosted by the Los Angeles County Homeless Initiative.

The City Manager’s office has guided the City’s strategy for preventing and combating homelessness, ensuring that the goals in the plan are consistent with the Los Angeles County Homeless Initiative. Monrovia has also continuously participated in the annual LAHSA Homeless Point in Time Count and was assisted in January 2018, by Los Angeles County Supervisor Kathleen Barger.

In 2014, the City began receiving reports of criminal activity occurring in parks and around the downtown core related to those experiencing homelessness; primarily connected with narcotics use in park where children were playing. In response, the City established the Homelessness and Park Conduct Committee, which met throughout 2014 - 2015 to study the issues and



develop and overall response to the situation. The study found that approximately 55% of Monrovia's homeless persons were not desirous of receiving services leading to supportive or transitional housing. Those in this group were resistive homeless, who were known narcotics users and who also refused rehabilitation assistance. The Committee developed five initial responses to combat these community concerns:

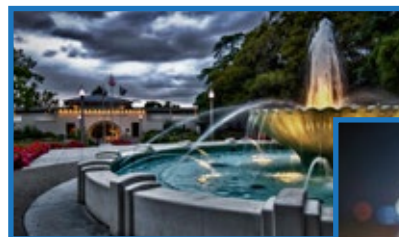
- **Community Outreach and Education Programs:** The Committee developed a presentation that was used to educate the public about homelessness. The presentation also discussed strategies related to preventing criminal activity as well as the best way to assist individuals experiencing homelessness. The presentation emphasized that homelessness is not a crime and was shown at many service clubs and organizations. This outreach and education was enhanced in 2016 when the City Manager's Office developed the Monrovia Homeless Outreach Team, whose sole purpose was to assess the needs of individuals and connect them with the Los Angeles County Coordinated Entry System (CES).

- **Directed Giving Campaign:** Monrovia's Directed Giving Campaign was modeled after the San Luis Obispo United Way program. It established a partnership between the City and the Monrovia Foothill Unity Center. The goal is to encourage everyone in Monrovia to give what they can to an established and recognized charity organizations rather than individual pan-handling. The City and the Monrovia Foothill Unity Center would then connect the individual experiencing homelessness (or on the verge of becoming homeless) to the specific organization that would best assist them with their needs.

- **Populate the Park with Programs:** The City has populated the parks with additional programming, which encourages a safe environment. Monrovia found that with an active park, vagrancy and criminal behavior is less likely to occur. The added activities in the park can also enhance the community feeling and served as an encouragement for those experiencing homelessness to accept available services.

- **Park Watch Program:** The Park Watch Program, very similar to the Neighborhood Watch Program, was founded on the Broken Windows Theory in criminology, developed by Professor James Q. Wilson, University of California Los Angeles. This theory proposes that if a problem does not get addressed with immediate intervention, the problem will progressively get worse. The placement of signs around the parks are designed to encourage all people, including homeless persons, to report criminal activity if they see it happening and provides a direct telephone number to the Monrovia Police Department.

- **Security Cameras:** Security cameras placed on the exterior of public buildings linked directly to a police dispatcher could assist in stopping any criminal activity. Many reports of criminal activity in the parks were found to be after the event had already occurred, sometimes days or weeks after resulting in the problem was not being deterred. Cameras can be used as deterrence to criminal activity and can provide immediate reporting.





In 2016, the City Manager's Office determined that more was needed to respond to the community need. Therefore, to build on the lessons learned, the City formed the Homeless Working Group comprised of department heads and selected staff. One of the primary outcomes of the working group was the development of the Monrovia Homeless Outreach Team, which launched in October 2016. The team would be managed by the Community Activist Policing Bureau (CAP), and comprised of 12 peace officers, who were required to attend the Los Angeles County District Attorney's training on the mentally health awareness and crisis intervention. The team also included a clinician from the Los Angeles County Department of Mental Health. The clinician connects homeless individuals with the LACDMH SB-82 Homeless Outreach Team, which can provide supportive housing for those with a mental health problem. The team leaders attend regular monthly regional Mental Evaluation Team (MET) meetings, and monthly regional Homeless Outreach Team meetings hosted by the Pasadena Union Station and attended by various area service providers including the Los Angeles County Department of Health, Department of Mental Health, LAHSA, and by special invitation from Monrovia's Homeless Outreach Team, and is also attended by the SGVCOG's Management Analyst, Christian Cruz.

### Monrovia Police Department Community Activist Policing Bureau Homeless Research



CAP researched all services in Los Angeles County to partner with those that would best effect the reduction of homelessness in Monrovia and created a resource guide that would be handed to the individual during contact. The resource guide included housing services, job placement services, rehabilitation services, financial services, and counseling services. The team was divided into pairs with one pair conducting outreach service once a week, contacting every homeless person in Monrovia. They explain all options available to the individual and connect them with the CES if the person asks to be connected. The outreach team also includes the Monrovia City Jail staff. When someone is to be released from custody and have nowhere to go, they are given the resource guide and offered services through the CES. City staff can call the services for the

individual if they are not able to communicate over the telephone, and hearing impaired individuals have access to the Police Department's sign language interpreter. For those newly released from jail or prison who may find it difficult to secure a job due to their criminal history, the team will connect the individual with support and job services through the Pasadena Flintridge Center, which provides training and an immediate job. Those leaving the jail or prison system are at high risk of becoming homeless or returning to criminal behavior if support and intervention is not received upon release back into the community. The Flintridge Center provides this service for Monrovia.

The primary CES service provider the team partnered with in 2016 was the Los Angeles Housing Services Authority (LAHSA). Through this partnership, the team and LAHSA were able to connect seven of Monrovia's homeless persons into permanent supportive housing. In January 2016, Monrovia had 61 homeless persons, but by January 2017, the numbers were reduced down to 39 people. Monrovia's efforts were highly effective, in connecting people to the available services. The largest reduction was with those living in RV's. Thirty people were counted as living in RV's in January 2016, but this number was reduced to 10 by January 2017 (see Figure 1). Monrovia's partnership with the Los Angeles County Department of Mental Health has been able to help reduce the instances of people being displaced from their homes in Monrovia due to mental health problems by providing them with necessary support and services through their agency.



Multiple complaints about unattended abandoned property in parks where children were playing were received by the City. To address this problem, the Homeless Working Group developed a strategy to safe guard property for a period of time, allowing the owner time to claim and recover the items. The strategy mirrors the acceptable standard agreement between the City of Fresno and the United States Federal District Court. Unattended abandoned property would be marked with a notice of intent to remove the property, and after three days if the property was still unattended and not moved from the location, it would be considered abandoned. Once abandoned, city staff could remove the property to an individualized storage container near, where it was taken from, and another notice of removed property would be left in its place. The abandoned property is stored for free for up to 90 days.





## Monrovia's Public Services Department provides several services for those experiencing homelessness and to help prevent homelessness:

- **Public Restrooms:** Provides access to public restrooms.
- **Emergency Shelter:** Provides short term access to the indoors during extreme heat.
- **Free Electricity:** Allows access to charge cellphones or laptops.
- **Free WiFi:** Allows access to connect to the internet for services or any other needs.
- **Community Events:** Invitations through advertisements to community events providing a person struggling with homelessness a sense of dignity by being a member of the community.
- **Free Helmets:** Free helmets are provided to low-income families who have children required to wear helmets to ride a bicycle.
- **Free Water:** Drinking water to maintain health and hydration.
- **Telephone Access:** Allows access to a telephone if needed to receive help.
- **Coordinated Entry System:** Connects homeless persons to the CES through LAHSA or LACDMH. Encourages them to accept services offered through these organizations.
- **Emergency Services:** Staff will call emergency services when they find someone in distress.
- **Space for Service Providers:** Allows access to the Community Center for Bridgetown Church to hold services on Sun days. Bridgetown Church invites all homeless to service and to have a free meal with the congregation members. Bridgetown is a support to individuals who need rehabilitation help, but are afraid to receive the help.
- **Park Maintenance:** Maintains the parks and provides for a clean and safe environment for all people accessing and using the parks.





In February 2018, due to the news of a Hepatitis A outbreak reaching Los Angeles County, the Public Services staff coordinated with the Monrovia office of the Los Angeles County Department of Health (LACDH) to provide free Hepatitis A vaccination clinic. The Homeless Outreach Team contacted every individual homeless person in Monrovia, educated them about the dangers of Hepatitis A through an educational packet provided by the LACDH, and invited them to receive the vaccination at the Monrovia Community Center. In addition to the Hepatitis A vaccine, homeless individuals were also offered a free flu shot and hygiene kit. The City also offers Hepatitis A vaccinations to all City Staff who interact with the public.

**The Monrovia Public Library not only hosts the monthly San Gabriel Valley Council of Governments Homelessness Committee, but also provides the following services to those experiencing homelessness and to those on the verge of becoming homeless:**

- **Monrovia Veteran Services:** Assists local veterans and their families by connecting them to benefits and resources they have earned through their years of service. Also, provides resources that assist with resumes, interview skills, and test preparation. The Veterans Affairs (VA) provides supportive housing for veterans experiencing homelessness.
- **Computer Access:** Free access during library hours (both on public computer and on personal laptops with free (Wi-Fi) which provides connections to family and friends, job searching, skill building, and a variety of other resources, including the CES.
- **Substance Abuse & Recovery Materials:** Assists individuals experiencing substance abuse issues in finding help and support.
- **Literacy Services:** Provides help for adults 18 years and older to improve reading and writing skills so they can reach their potential and prevent or overcome homelessness. Trained volunteer tutors meet one-on-one or in a small group setting with the learners. Tutors help learners apply new skills to their lives, including passing the GED, achieving U.S. Citizenship, or enhancing job prospects.
- **Printing & Document Creation:** Provides individuals with access to copies of important governmental and health documents.
- **Readers Advisory:** A fundamental library service which involves suggesting titles to a reader to meet their personal needs.
- **Job Skills Building:** Build job skills with help from library staff, materials, and resources. These resources include career books, GED & ASVAB test books, and civil service examination preparation books.
- **Newspapers and Magazines:** Provide information about current events as well as supporting job searches, specialty knowledge, and life skills.
- **Reference and Research Support:** Professional librarians provide users with direction to access materials, collections, and services.
- **Spiritual and Self-Guidance Materials:** Provide library materials that help readers change or improve some aspect of their personal or professional lives.
- **Private Study Rooms:** Provides individuals or groups with a quiet study area for special projects and collaboration.
- **Safe Spaces:** The library exists as a safe place that provides access to information to all members of the community. It also provides space for public meetings to address homelessness.



Monrovia's Community Development and Planning Division oversees long-term planning and land use, including demographic trends, housing development, building permits and approvals. City Municipal Code currently complies with SB2.

Monrovia Fire and Paramedics provide service to all individuals in need of emergency medical care, and coordinates transport to the hospital.

Monrovia Public Works assist by removing unattended abandoned property and moves it to the individual storage containers maintained by the Police Department Property Officer. They keep the parks, sidewalks, alleys and publicly owned space clean by removing debris or contaminated materials.

Monrovia Code Enforcement and Neighborhood Services assist by connecting people in need with Monrovia's Homeless Outreach Team. They frequently contact people who may be getting evicted and in need of assistance with housing.

The City of Monrovia employee's We Care Foundation has existed for over twenty years and provides financial assistance to anyone referred to them who may be in crisis of losing their home or who is already experiencing homelessness. The funds are generated through employee donations. The We Care Foundation also partner's with the Foothill Unity Center's Angel Project by employees donating gifts to be given to children in low-income families during the winter holidays.

### **The Monrovia Unified School District (MUSD) assists individual homeless persons with access to education and families who have students in the system from becoming homeless by providing the following services:**

- **Homeless Liaison:** A counselor designated to identify children whose families may be on the verge of becoming homeless and connecting them with services which might prevent this from occurring. The liaison identifies students who are at risk for dropping out of school by connecting them with support services and the School Resource Officer.
- **School Resource Officer:** Trained by the Department of Homeland Security to identify and prevent human trafficking, the SRO educates school staff to identify the signs of human trafficking and connects "at risk" youth with prevention services. Prevention includes the Monrovia Police Department's Monrovia Anti-gang Intervention Committee (MAGIC) program which is designed for youth that are "at risk" of joining gangs, entering into criminal activity, or becoming homeless by habitually running away.
- **Village After School Program:** Provides before and after school supervision to the students of MUSD. Afternoon sup per is serviced for free to all students provided by the MUSD Food Services Department. Students are assisted with homework, enrichment and development.
- **Advancement Via Individual Determination Program (AVID):** Supports high school and junior high students to overcome obstacles and achieve success regardless of their life circumstances. This program has proven to help students graduate and attend college at higher rates, but more importantly, helps them to think critically, collaborate with others, and set high expectations to confidently conquer the challenges that await them. 75% of AVID students are from a low socioeconomic status background, and 80% are underrepresented students. Nevertheless, they outperform their peers in crucial metrics nationwide, thus helping to prevent future homelessness.
- **Feed the Children Program:** The Los Angeles County Office of Education (LACOE) supports Monrovia's students whose families may be on the verge of homelessness by providing a donation to the MUSD Feed the Children Program every other month. MUSD receives donations from various groups to support homeless and low-income family students.
- **Free Clothing and Backpacks:** LACOE provides gift cards to MUSD students in need to purchase clothing and backpacks. Clothing, school supplies and backpacks are also donated to MUSD by the Monrovia Foothill Unity Center. Donation boxes are kept in the lobbies of City buildings, such as in the Police Department lobby.
- **Training:** MUSD staff are trained and given guidance by the LACOE on how best to support homeless and foster youth by connecting them with shelter, summer food sites when school is closed, and county medical assistance.
- **College Pathways and Careers:** MUSD enrolls at risk high school students into early college courses through Citrus Community College in Glendora. They are provided with student group support called Adelante, encouraging them to take college courses and taking them on field-trips to various colleges.



In addition to all the resources offered by the City to combat homelessness, Monrovia is also actively involved with connecting people with those who provide services. Here are some examples of these partnerships.



**The Pasadena Superior Court** provides free legal services and guidance through the self-help clinic with volunteers from the Bet Tzedek Justice for All attorneys. Services include directions on how to complete legal documents to protect an individual’s rights, such as domestic violence restraining order form and fee waiver completion for low-income or homeless persons. Assistance is provided for families who need to obtain conservatorship over individuals not capable of caring for themselves. Pasadena Union Station, prior to the summer of 2017, was not providing Homeless Outreach Navigators to the City of Monrovia. All outreach prior to this time was conducted only by LAHSA. Today, Monrovia receives outreach navigators from both LAHSA, Union Station as well as LACDMH SB-82.

All coordination for Monrovia is now being conducted through Union Station. Everyone in Monrovia will soon have access to the Coordinated Entry System through the launching of its new website, linking individuals directly to Union Station Homeless Services and Outreach Coordinators, who then can assign the appropriate case manager. Pasadena Union Station has been a partner with the City of Monrovia for decades by providing temporary shelter, case management services and connecting people to transitional housing.

**Monrovia Saint Vincent De Paul Society** provides financial assistance to prevent loss of housing from the inability to pay the mortgage or rent. They are affiliated with Immaculate Conception Catholic Church in Monrovia. Funds are received by the society through donations. Saint Vincent De Paul can provide transitional housing at their headquarters in downtown Los Angeles; however, beds are limited.

**Masonic Assistance** protects and nurtures the most vulnerable members of their organization in living in Monrovia. They provide senior outreach and interim financial assistance. Their youth and family services provides integrated psychological care for youth who struggle with behavioral, academic, emotional or social difficulties. Thereafter free counseling for families experiencing complex life challenges, including divorce, the stresses of caring for a special needs child, and economic factors, such as job loss. They provide free eye care, free speech therapy for youth with speech impediments, and free dentistry for children with special needs. Free medical care is provided for youth through their Shriner’s Hospital in Pasadena, including pediatric orthopedics, burn care, cleft lip, and spinal cord injury care.

**Second Baptist Church in Monrovia** provides meals and supplies for low-income families and those experiencing homelessness. Supplies include toiletries, clothing and items needed for a better quality of life. They provide financial assistance through their benevolence fund to help Monrovia families who are on the verge of becoming homeless. They also provide free school supplies for youth returning to school.

**Church of Jesus Christ of Latter Day Saints** provides financial assistance to their members living in Monrovia who may be on the verge of homelessness. Funds are provided through member donations to their benevolence fund. They also provide meals, clothing, toiletries or any other needed items to improve their quality of life. Support and counseling are provided free of charge to all members who need these services.

**Pasadena American Red Cross** provides food, shelter and other services to Monrovia families or individuals who have been displaced due to loss of housing from natural disasters such as fires or earthquakes. The City of Monrovia accesses their services when people have temporarily lost their homes due to emergency evacuation.



**Pasadena Humane Society & SPCA** is a contract agency for the City of Monrovia, providing the City with domestic animal control and care services. The Humane Society provides free pet food on a monthly basis to low-income or homeless persons in Monrovia. The pet food is provided to the Humane Society through donations from volunteers. They also provide low-cost vaccinations, free dog training classes and free shelter for pets belonging to homeless people who may not be able to take their pet with them to a temporary shelter or transitional housing.



pasadena humane society & spca



Rehabilitation services for substance abuse is provided by American Recovery in Pomona, and the **Salvation Army in Pasadena**. In addition, staff tracks the availability of additional rehabilitation service locations as needed.

**Pacific Clinics and Santa Anita Family Services** in Monrovia provide mental health services for individuals and families who are in crisis and on the verge of becoming homeless, or already experiencing homelessness. Services are provided free of charge for low-income individuals and families which include parenting classes, individual therapy, empowerment groups for victims and survivors of domestic violence, anger management groups, chemical dependency groups, drug testing, drug diversion classes, drug prevention and intervention for adolescents, case management referrals to housing, shelters, food, clothing, veteran services, and Los Angeles County DCFS/DPSS support. Former Monrovia Police Chief Joseph Santoro and Pacific Clinics created the Mental Illness and Law Enforcement Systems (MILES) which provides mental health training to law enforcement and clinicians as well as assisting both groups to work more closely together to solve long term problems, such as combatting and preventing homelessness.



**Monrovia Foothills Kitchen** provides food, clothing, available job lists, connection to other social service organizations within Los Angeles County, temporary shelter, and a safe space to gather and feel welcome. These services are for people who are on the verge of becoming homeless or already experiencing homelessness.

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In early 2018, City staff began discussions with representatives from **Mountainside Communion - A Church of the Nazarene** (Mountainside) regarding issues of homelessness, and the displacement of Monrovia residents due to increasingly high housing costs. The discussions were initiated in response to Mountainside becoming more engaged in issues related to housing affordability. Initially, these concerns were raised as members of the Mountainside church community started becoming displaced due to high housing costs in Monrovia. These individuals were forced to move to lower cost communities located east of Monrovia, and Mountainside became increasingly concerned about housing affordability locally.

In an effort to engage in productive discussions, Monrovia has partnered with Mountainside to identify different ways we can work together to address their concerns. From those discussions was born an idea to create a Housing Displacement Response Program in Monrovia. Key concepts within the program include:

- The Housing Displacement Response Program is designed to prevent homelessness for Monrovia residents by providing a "hand-up" to support current Monrovia residents who are in danger of displacement.

Through the program, those who are in danger of being displaced may apply for interim and temporary funds, but could only access those funds after engaging in a thorough review process that would include the following components:

- A process through which Monrovia residents who are identified as being in danger of displacement can apply for interim financial assistance to avoid becoming homeless.
- An overall assessment form and corresponding review process to identify the true needs of the applicant.
- Work with the applicant to develop a Transition Plan.
- The Transition Plan will be geared towards establishing a pathway to sustain a stabilized housing situation for the applicant within a set period of time.

As part of the partnership with Mountainside, Monrovia has committed a financial contribution of no more than \$25,000 for the first year pilot program.



Monrovia's homelessness prevention effort extends beyond its current response strategies and has its roots in the City's partnership with the **Monrovia Foothill Unity Center**. The Foothill Unity Center has been assisting families and individuals in need for the past 40 years. The Foothill Unity Center was established through a collaboration of Monrovia's faith community who wanted to prevent homelessness and the displacement of families. The program includes a coordinated strategy to help people who needed assistance due to reasons such as a recent job loss or family crisis. This service has expanded to helping anyone who needed assistance throughout the San Gabriel Valley. Originally, the Foothill Unity Center provided food, social services, case management, volunteer opportunities, job training, job placement and, if necessary, temporary housing when available. The Unity Center today provides free medical assessments through Azusa Pacific University's School of Nursing, free eye care through the Tzu Chi Medical Foundation's mobile eye clinic, free medical care through Chap Care, free mail service, and free school supplies, backpacks and clothes for students in need in partnership with the Monrovia School District. They have expanded their infrastructure to include a food distribution center in Pasadena, and now have a new larger campus in Monrovia. For the past 25 years the Monrovia Police Department's Chief of Police, officers and staff, have volunteered their time to help with the Foothill Unity Center's annual Christmas and Thanksgiving food distribution providing food to thousands of families and individuals over the years. Monrovia is the only San Gabriel Valley City to volunteer at these events in an effort to help prevent and end homelessness.

This five-year homeless plan is designed to enhance efforts already taking place in the City of Monrovia to further address the needs of those at risk of becoming homeless or those already experiencing homelessness. It is also promoting increased cooperation and coordination with regional solutions and to align efforts with those of the Los Angeles County Homeless Initiative. The plan will coordinate and increase the capacity of existing programs and services, better coordinate outreach efforts and engagement activities, continue to educate and build community support for best practices. Monrovia will continue to work with neighboring city outreach teams, as well as regional organizations to develop evolving solutions and strategies to efficiently deploy resources thus maximizing the impact to end homelessness.

### Homeless Plan Process

In July 2017, Los Angeles County and the United Way launched a grant program available to cities for funding to develop a plan to address homelessness in collaboration with the County's Homeless Initiative and various service providers. The City of Monrovia viewed this grant as an opportunity to review and enhance current strategies as well as develop new goals, and in November 2017 received funding to develop the plan. In February 2018 Monrovia hosted a kick-off community meeting at the Monrovia Public Library, which was attended by the City Manager, several council members, department heads and over 80 members from the community.

From March - June 2018 City staff met with police department staff, fire department staff, community services staff, public works staff, library staff, code enforcement staff, neighborhood services staff, development and planning staff and staff from finance and accounting. The meetings provided an overview of the Measure H Homeless Initiative and the purpose and development of a City Homelessness Plan. Input received provided a view of what each department in the City was currently doing and how they were being impacted by homelessness. City staff then met with community groups, service providers, business owners, faith-based organizations, churches, non-profit service groups, and Azusa Pacific University in Monrovia. All groups received the same details regarding the City Plan, however, input from the different groups varied, which provided an expanded view of the impact homelessness was having on the community as a whole. City staff also met one-on-one with homeless individuals which provided insight into their perspective of what they believe they needed, as well as the difficulties they experienced from being homeless.

City staff facilitated the meetings, conducted research, and included the findings into the goals and strategies that should maximize Monrovia's response to ending homelessness.



## Goals and Supporting Actions

While Monrovia's homeless population has been decreasing through the partnerships the City entered into with LAHSA and other organizations; the vulnerability of the homeless residents is clearly present in City parks and in the Old Town District. The visibility has created an increased perception as it relates to homeless issues in Monrovia and has prompted the City to create a five-year plan to help direct its efforts to end homelessness.

The following six (6) goals and implementation steps were formulated from input received during community meetings and stakeholder interviews, as well as research into the data regarding homelessness in Monrovia, research from partnering agencies, and best practices / emerging opportunities. If a goal is related to a County Homeless Initiative strategy, it will be noted in the goal.



### Goal 1:

**Be relentless in our contact with anyone suffering from homelessness**

- City Staff to gather an enhances view of the homeless individuals in Monrovia and their unique circumstance

### Goal 2:

**Expand Community Coordination in support of ending homelessness**

- Develop service coordination between all community service groups

### Goal 3:

**Promote the use of the new Coordinated Entry System (CES)**

- Promote the use of the new Coordinated Entry System (CES) website by all service providers, community leaders, and residents.

### Goal 4:

**Develop educational materials to promote health and safety**

- Develop educational materials in partnership with the Los Angeles County Department of Health or the CDC to promote health and safety.

### Goal 5:

**Develop a Monrovia Centric Directed Giving program**

- Finalize plans with Foothill Unity Center to develop a "Monrovia Centric" Directed Giving program

### Goal 6:

**Develop a Housing Displacement Response Plan**

- Finalize plans with Mountainside as it relates to the Housing Displacement Response Plan



Monrovia City Manager's office will be responsible for oversight of the goals and their implementation, reporting progress to the City Council, and updating or adding new goals and implementation strategies. The plan will be reviewed annually and the City Manager's office will report on its progress and successes to the City Council.

### **Goal 1:**

**Be relentless in our contact with anyone suffering from homelessness**

**Homeless Initiative Strategy: D5, D7, E4, E7.**

#### **Action 1a**

- Develop a confidential survey that enhances the outreach team leaders view of each of the 39 homeless residents in Monrovia.
- Measurement: Self-reporting survey.
- Ownership: City Manager's Office, Monrovia Homeless Outreach Team, and Public Services Staff
- Leveraged City Resources: City staff time.
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: 4 months - 1 year. Once every subsequent year as needed.

#### **Action 1b**

- The survey data will be used to develop best practices for outreach staff and to provide updated training for staff on those best practices.
- Measurement: Results of self-reporting survey will dictate direction for best practices. Possible reduction in homeless persons in Monrovia.
- Ownership: City Manager's Office, Monrovia Homeless Outreach Team, and Public Services Staff
- Leveraged City Resources: City staff time.
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: 5 months - 1 year. Once every subsequent year as needed.

### **Goal 2:**

**Expand Community Coordination in support of ending homelessness**

**Homeless Initiative Strategy: A1, A5, D5, E6, E7, E14.**

#### **Action 2a**

- Create a training power point about the Coordinated Entry System (CES) that will be used to train all service groups listed in this plan.
- Measurement: Power point and practical application of the CES to demonstrate how it works and why it's important to use it.
- Ownership: City Manager's Office, Monrovia Homeless Outreach Team, and Public Services Staff
- Leveraged City Resources: City staff time.
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: 5 months - 1 year.

#### **Action 2b**

- Train all service groups listed in this plan and verify that they will be using the CES to coordinate all services available to end homelessness.
- Measurement: Increased use of the CES.
- Ownership: City Manager's Office, Monrovia Homeless Outreach Team, and Public Services Staff.
- Leveraged City Resources: City staff time.
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: 6 months - 1 year. Once every subsequent year thereafter as needed, especially if any of the service organizations hire new staff.





### Goal 3:

**Promote the use of the new Coordinated Entry System (CES) - This website is being funded by the Homeless Initiative.**

**Homeless Initiative Strategy: A1, A5, D5, E6, E7.**

#### Action 3a

- Advertise the new CES website on the City's website and on resource guides and materials distributed to the public.
- Measurement: Increased use of the CES.
- Ownership: City Manager's office and Public Services Staff.
- Leveraged City resources: City staff time.
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: Immediately upon launching of the CES website - 6 months.

#### Action 3b

- Host a community meeting to update the public on the progress of Monrovia's plan to end homelessness and educate attendees on how to use the CES. Provide community education at the Monrovia Area Partnership conferences and Neighborhood Watch meetings.
- Measurement: Increased use of the CES.
- Ownership: City Manager's office, Monrovia Homeless Outreach Team, and Public Services Staff
- Leveraged City resources: City staff time.
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: Annually

### Goal 4:

**Develop educational materials to promote health and safety**

**Homeless Initiative Strategy: D5, E4.**

#### Action 4a

- Partner with these two organizations to develop materials that can be used to promote health and safety for everyone in the community. This could prevent food from rotting in parks where children play.
- Measurement: Visibly cleaner and healthier parks and public spaces.
- Ownership: City Manager's Office and Public Services Staff
- Leveraged City resources: City staff time, and cost of publication.
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: 5 months - 1 year.

#### Action 4b

Distribution of materials with an invitation to those who developed the materials assist in passing them out. The distributors will be able to contact the recipients thereby providing them the opportunity for dialogue.

- Measurement: Visibly cleaner and healthier parks and public spaces.
- Ownership: City Manager's Office, Monrovia Homeless Outreach Team, and Public Services Staff
- Leveraged City resources: City staff time.
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: 5 months - 1 year, and annually as needed.



## Goal 5:

### Develop a Monrovia Centric Directed Giving program

Homeless Initiative Strategy: A1, A5, D7, E6, E7, E8.

#### Action 5a

- Educate the community about the importance of giving to supportive services as opposed to giving directly to the homeless individual, then direct that individual to receive help from the support services. Post street signs at freeway off-ramps to educate the public to only give to support services and to direct individuals to go to those services.
- Measurement: Increased admissions into support service organizations, which then can connect the individual into the CES.
- Ownership: City Manager's Office, Monrovia Homeless Outreach Team, and Public Services Department Staff
- Leveraged City resources: City staff time, cost of signs.
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: 5 months - 1 year, and annually thereafter as needed.

#### Action 5b

- Expand the City's directed giving methods by considering the use of directed giving parking meters in strategic locations around Monrovia. Meters purchased through the Flintridge Center or other vendors. Meters accept cash, coin or credit cards.
- Measurement: Increased admissions into support service organizations, which then can connect the individual into the CES.
- Ownership: City Manager's Office and Public Services Department Staff
- Leveraged City resources: City staff time, and possibly the cost of meters unless donated or privately purchased through sponsorship.
- Associated Policy Changes: No policy changes are required for this action at this time.
- Timeline: 1 year - 5 years.

## Goal 6:

### Develop a Housing Displacement Response Plan

Homeless Initiative Strategy: A1, A, B8, D7, E8

#### Action 6a:

- Finalize plans as it relates to the Housing Displacement Response Plan. Key concepts within the program include applicant review process, applicant need assessment, transition plan development, and sustainability
- Measurement: Completed process development and trained staff on review
- Ownership: City Manager's Office and Public Services Department Staff
- Leveraged City resources: City Staff time and \$25,000 to support pilot program
- Associated Policy Changes: No policy changes are required for this action.
- Timeline: 1 year

#### Action 6b

- Implement the Housing Displacement Response Plan
- Measurement: Number of families assisted by the program who avoided homelessness
- Ownership: City Manager's Office and Public Services Department Staff
- Leveraged City resources: City Staff time and \$25,000 to support pilot program
- Associated Policy Changes: No policy changes are required for this action at this time.
- Timeline: 1year



**Appendix A: City Planning Activities Related to Los Angeles County Homeless Initiative Strategies**

- A1. Homeless prevention for families - currently participating.
  - A5. Homeless prevention for individuals - currently participating.
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- B3. Partner with cities to expand rapid rehousing -
  - B4. Facilitate utilization of federal housing subsidies -
  - B6. Family reunification housing subsidies -
  - B7. Interim/Bridge housing for those exiting institutions -
  - B8. Housing choice vouchers for permanent supportive housing –
- 

- C1. Enhance the CalWORKs subsidized employment program for homeless families -
  - C2. Increase employment for homeless adults by supporting social enterprise -
  - C4-6. Countywide supplemental security, Social Security disability income, and veteran benefits advocacy - currently participating.
  - C7. Subsidize employment for homeless adults -
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- D2. Jail in-reach -
  - D5. Support for homeless case managers - currently participating.
  - D6. Criminal record clearing project -
  - D7. Provide services for permanent supportive housing -
- 

- E4. First responders training - currently participating.
  - E5. Decriminalization policy -
  - E6. Expand countywide outreach system - currently participating.
  - E7. Strengthen the Coordinated Entry System (CES) - plan to participate.
  - E8. Enhance the emergency shelter system -
  - E10. Regional coordination of Los Angeles County Housing agencies - currently participating.
  - E14. Enhance services for transition age youth - currently participating.
- 

- F1. Promote regional SB2 compliance and implementation - currently compliant with state regulations.
- F2. Linkage fee Nexus study -
- F4. Development of second dwelling units program – in compliance.
- F5. Incentive zoning/value capture strategies – Monrovia utilizes density bonus (SB-1818).
- F6. Using public land for homeless housing -
- F7. Preserve and promote the development of affordable housing for homeless families and individuals – Monrovia promotes development through high density zoning.
- F7. Housing innovation fund (one-time) -