



City of Gardena  
**DRAFT** Homelessness Strategic Plan



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# CITY OF GARDENA

## HOMELESSNESS RESPONSE PLAN

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### VISION AND OVERVIEW OF PLAN

#### A. Vision

The City of Gardena aims to leverage local resources, build on current efforts, and align with the Los Angeles County Homeless Initiatives to maximize impact in preventing and responding to homelessness.

#### B. Overview

The Homelessness Response Plan provides a roadmap for the City of Gardena and its partners to achieve reductions in homelessness and improved quality of life so that all people in the community live in safe, decent, and affordable housing. The Plan outlines impactful and feasible goals for reducing homelessness and improving responses to homelessness, reflecting regional coordination opportunities and stakeholder expertise.

The Plan is informed by the results of a document review and significant stakeholder input. Four goals are identified to guide the City in achieving reductions in homelessness and improved experiences for unhoused people, stakeholders, and community members. The Plan aligns with proven strategies in homelessness response detailed in the Los Angeles County Plan, *Approved Strategies to Combat Homelessness*.<sup>1</sup> Goals, actions, metrics, timelines, and responsible parties for this Plan are cross-referenced with County strategies.

Plan Presented to City Council for Adoption	Period of Time Covered by Plan
February 2023	February 2023 - December 31, 2025

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<sup>1</sup> Los Angeles County Homeless Initiative's *Approved Strategies to Combat Homelessness* may be found at: <https://homeless.lacounty.gov/wp-content/uploads/2018/07/Hi-Report-Approved2.pdf>



## **PURPOSE OF PLAN**

The City of Gardena developed this **Homelessness Response Plan** to guide its efforts to address the needs of people who are at-risk of homelessness and experiencing homelessness within the city. The Plan builds on current efforts and aligns with **Los Angeles County Homeless Initiatives** to maximize impact. It centers on the following goals related to reducing homelessness:

- Reducing inflow into homelessness through targeted prevention and diversion efforts,
- Boosting existing homelessness response efforts through increased coordination and participation in the regional homelessness system,
- Strategically funding local initiatives to reduce homelessness, and
- Promoting housing development and affordability.

## **PLANNING PROCESS**

In early 2022, the South Bay Cities Council on Governments (SBCCOG) formalized funding to support regional cities in the development of homelessness response plans. The City of Gardena elected to participate in this effort to develop a City-specific plan. In March 2022, the City began working with Focus Strategies, the contracted consulting firm for the project, to strategize and engage in planning efforts.

### **A. Information Gathering and Review**

The Plan was developed over a six-month period from April 2022 - November 2022. To inform the goals and actions within the Plan, the City and Focus Strategies engaged with City staff and Task Force members, reviewed data on homelessness within Gardena and the surrounding region, and examined related City policies and planning documents (e.g., Consolidated Plan, Housing Element, etc.). The data and documents provided critical information on the scope of homelessness in Gardena; City, community, and regional resources to prevent and respond to homelessness; and City protocols related to interacting with people experiencing homelessness. Findings from the Information Gathering and Review phase were compiled in the **Landscape Analysis of Homelessness in Gardena** completed on August 30, 2022.



## **B. Community Engagement, Goal Setting, and Strategy Development**

Throughout the months of July and August 2022, input sessions were held with 50 stakeholders, including elected officials, City staff, homelessness response service provider agencies, regional partners, and people experiencing homelessness. In addition, the City held a Community Input Session and hosted a public survey on its website to provide an opportunity for residents to share views on the most pressing concerns related to homelessness in Gardena. The survey and planning and input sessions explored topics including:

- What are the most urgent issues related to homelessness in Gardena?
- Are there trends you have noticed in the scope or needs of people experiencing homelessness within the city?
- What current resources are available within the city to prevent or respond to homelessness? What are the biggest gaps?
- What is working well, and what opportunities exist for strengthening regional coordination or strategic planning efforts?
- What short-term opportunities for policy, program, or system changes could yield a significant impact in improving outcomes for people experiencing or at-risk of homelessness, if implemented?

Findings from community and stakeholder engagement efforts were presented to City Council during a City Council Study Session on September 29, 2022.

## **CURRENT STATE OF HOMELESSNESS AND HOMELESSNESS RESPONSE**

### **A. Homelessness in Gardena**

The City of Gardena is in the South Bay Region of Los Angeles County, with a population of approximately 61,027. Of the residents in Gardena, 26% identify as Asian alone; 24% as white alone; 21% identify as Black or African American alone; 29% of the city identifies as another race, or multi-racial. 40% of Gardena residents report their ethnicity as Hispanic or Latino.<sup>2</sup> Approximately half (50.9%) of households are renters in Gardena while 49.1% are homeowners.<sup>3</sup> The median household income in Gardena is lower than for Los Angeles

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<sup>2</sup> U.S. Census Bureau, American Community Survey; 2020.

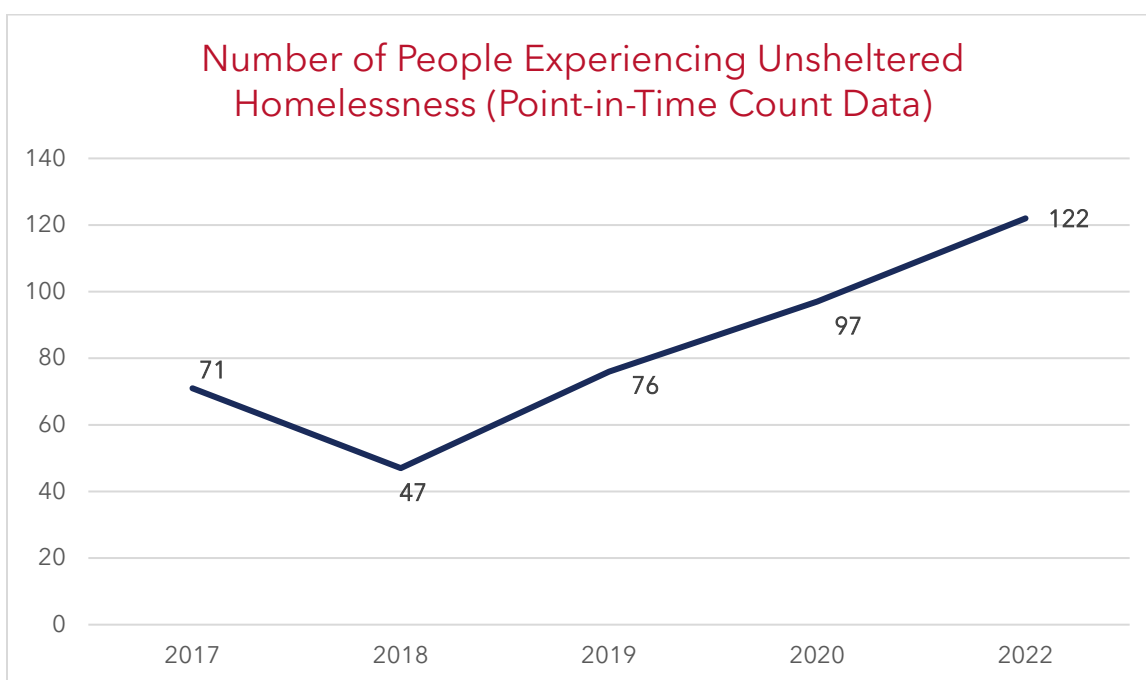
<sup>3</sup> U.S. Census Bureau, American Community Survey; 2020.



County as a whole. Approximately 21.2% of households in the City had an annual income under \$25,000 during this reporting period compared to 19.9% of households countywide. An estimated 45.9% of households in Gardena had incomes under \$50,000 annually, while 40.1% of County households fell into this income category.<sup>4</sup>

In January 2022, the Los Angeles Continuum of Care Point-in-Time Count determined there were 122 persons experiencing unsheltered homelessness within Gardena which accounts for less than 2% of the overall homelessness population in LA County. This reflects an increase from 2020 when 97 people were identified and continues a trend increase from earlier years. The methodology<sup>5</sup> for the Point-in Time Count is standard throughout LA County.

**Figure 1. Number of People Experiencing Unsheltered Homelessness Reported in Point-in-Time Counts**



Of the people experiencing homelessness within Gardena who were reported through the Point-in-Time Count enumeration process, 100% were unsheltered and none were staying in an emergency shelter program. No emergency shelters or transitional housing programs currently exist within the City. Figure 2 shows the living situations of people experiencing

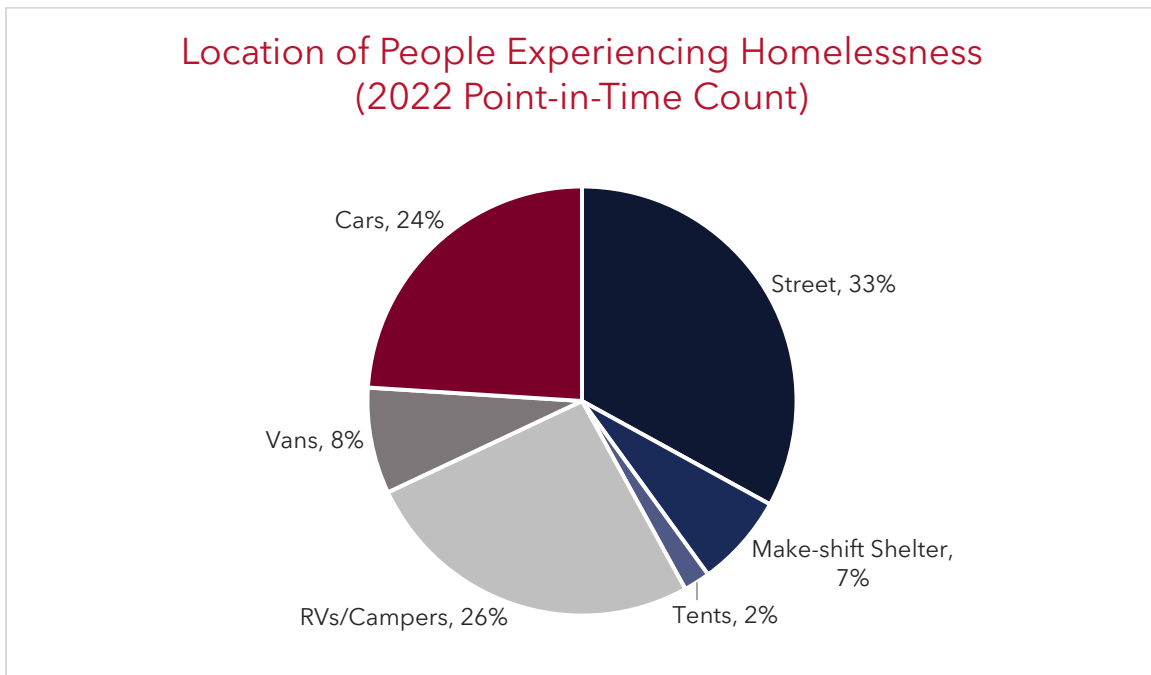
<sup>4</sup> U.S. Census Bureau, American Community Survey; 2014-2018 (5 Year Estimates).

<sup>5</sup> Los Angeles Homeless Services Authority Greater Los Angeles Homeless Count Data can be found at <https://www.lahsa.org/news?article=893-2022-greater-los-angeles-homeless-count-data>



homelessness within the City at the time of the 2022 Point-in-Time Count. As can be seen in the graph, most people who are experiencing homelessness within the City are living in a vehicle (58%) while others are staying on the streets, in tents, or make-shift shelters.

**Figure 2. Location of People Experiencing Homelessness During the Point-in-Time Count**



## B. Homelessness Response & Policy

Analyses of stakeholder input and document review are summarized below and reflect the current state of homelessness response in Gardena.

### 1. Increases in Homelessness

As with much of the surrounding region and county, homelessness in Gardena has been steadily increasing over the past decade. In Gardena, contributors to the rise in homelessness likely include the lack of affordable housing, inadequate interim and permanent affordable housing resources in the region, and gaps in services that support unhoused people with those service needs to access housing. Many stakeholders expressed concern for the unknown number of individuals and families at-risk of homelessness. Stakeholders also identified concerns about people living unsheltered in unincorporated areas of Los Angeles County that neighbor the City of Gardena.

### 2. Public Health and Safety Concerns



Concerns for the public health impacts of people experiencing unsheltered homelessness were raised in the information gathering process. Some stakeholders shared safety concerns related to the prevalence or perception of illegal activities, including substance use, in areas frequented by unsheltered people. The City of Gardena Police Department has a designated homeless liaison officer who responds to community concerns related to homeless encampments or unsheltered homelessness. The Gardena Police Department also partners with the County Department of Mental Health to conduct regular outreach with people experiencing homelessness who have behavioral health service needs with the goal of engaging people and connecting them with available services. In addition, outreach services through the Los Angeles Homeless Services Authority (LAHSA) are conducted once per week and upon request in Gardena. People Assisting the Homeless (PATH) also conduct outreach once a week and joint outreach is conducted by LAHSA, PATH and Mental Health America of Los Angeles (MHALA) every other week in Gardena.

### 3. Lack of Affordable Housing

In addition to a lack of units dedicated to people currently experiencing homelessness, stakeholder input and the review of documents and data available indicate that a dearth of affordable housing exists in Gardena. Fifty-eight percent of respondents to the City's online survey identified affordable housing as a gap within the city as it relates to community concerns about homelessness. Concerns related to rising housing costs and the lack of new or available affordable housing units are echoed in the City's HUD Consolidated Plan and Annual Action Plan and the City's Housing Element. The City of Gardena has adopted goals within the Housing Element that are intended to advance affordable housing efforts. These include:

- Providing a variety of housing options to meet the needs of all residents including seniors, low-income households, and people experiencing homelessness,
- Working with the Los Angeles County Development Agency (LACDA) to promote acceptance of Housing Choice Vouchers (HCVs) through outreach and education to renters, rental property owners and managers, and
- The City's Emergency Services Program will assist 350 persons annually who are at-risk of becoming homeless.

### 4. Strengths





The City of Gardena has taken action to reduce homelessness in several ways, notably by recently hiring Homeless Coordinator for the City within the Human Services Division Emergency Services program. The Emergency Services program operates a food pantry five days per week and provides people experiencing homelessness with food, hygiene supplies, case management, and referrals to community programs.

Data demonstrates regional linkages to the Los Angeles Coordinated Entry System are working to connect many Gardena residents experiencing homelessness to housing. In the last yearly reporting period from July 1, 2021 - June 30, 2022, 287 persons were assessed by providers and referred to the regional system. Fifty-six percent of persons referred to the system were linked to emergency or interim shelter while 34 percent were connected to Rapid Rehousing programs and 17 percent were placed into permanent housing. These numbers indicate there are strategies in place that are working for many and that can be built on to further strengthen the City of Gardena's response to homelessness.

5. Other services are provided to Gardena residents including a rent mediation program which is available to safeguard tenants from unreasonable rent increases. The rent mediation program requires property managers to provide advanced notice of rental increases and offers tenants the right to request mediation to dispute the increase. Additionally, the South Bay Workforce Investment Board is contracted with the City to provide workforce training, transitional subsidized employment, and paid work experience. These programs are available to all City of Gardena residents and not targeted to those experiencing homelessness. Programs with broader target populations are unlikely to play a significant role in preventing or resolving homelessness, but is part of the landscape of services in the community. Needs and Gaps in Resources

Currently, no emergency shelters or transitional housing programs operate within the City. The closest emergency shelters are in Los Angeles and Wilmington, and there is a LA Safe Parking program located nearby in Hawthorne. Hotel and motel vouchers are available but are limited due to funding constraints and specific eligibility criteria.

The following gaps in homelessness response were identified within the City:

- Rental assistance including re-housing and homelessness prevention;
- Affordable rental housing available and dedicated to people experiencing homelessness;



- Emergency housing options; and,
- Hygiene services such as mobile bathrooms and showers.

### **C. Summary of Findings**

Based on information gathered through the data collection and stakeholder engagement process, there are four key findings related to homelessness within Gardena:

1. Homelessness has increased over recent years and is a common concern in the community.
2. There are public health and safety concerns associated with people experiencing homelessness, particularly unsheltered homelessness.
3. Homelessness response services and housing linkages are working for some unhoused people; in-depth analysis is needed on strategies to scale current successes and expand housing opportunities for unhoused people in Gardena.
4. There is an insufficient supply of affordable housing for current and future needs of residents in the city.

### **D. Plan Development**

Based on the findings from the information gathering and stakeholder engagement process, the City of Gardena, with support from Focus Strategies, identified key goals for the City's Homelessness Response Plan with a focus on homelessness prevention and enrichment of existing services. To achieve successful implementation of each goal, supporting actions, major tasks, metrics, and project leads were established for each goal area.

### **HOMELESSNESS RESPONSE PLAN GOALS**

The City of Gardena identified the following goals to respond to community concerns related to homelessness and align with broader regional system strategies, approaches, and efforts:

- A. Strategically expand City participation in local and regional homelessness system planning bodies that support homelessness prevention and response strategies for households in Gardena.
- B. Increase coordination between City, local non-profits, and regional homeless service and housing providers to leverage resources and foster a more robust homelessness response in Gardena.



- C. Increase education about homelessness in Gardena to expand awareness about best practices and available resources.
- D. Adopt and strengthen policies to promote affordable housing preservation and development within the City.

**A-1. Goal**

**Strategically expand City Participation in local and regional homelessness system planning bodies that support homelessness prevention and response strategies for households in Gardena.**

This goal ties to the following Los Angeles County Homeless Initiative Strategies:

- **A1/A5: Prevent Homelessness for Families and Individuals**
- **D5: Support for Homeless Case Managers**
- **E7: Strengthen the Coordinated Entry System**
- **E14: Enhance Services for Transition Age Youth**

**A-2. Supporting Actions**

The table below outlines major tasks that will be required to achieve Goal A. The table reflects anticipated timeframes for completion of each task. In some cases, the timeline may be adjusted when implementation is underway to respond to emerging or extenuating circumstances.

<b>Action 1:</b> Continue to convene Gardena Homeless Taskforce on a regular basis to strategize responses to issues and concerns related to homelessness and monitor progress towards City Homeless Plan goals.		
Major Tasks	Timeline	Key Stakeholders Involved
Develop and share calendar of upcoming meetings with Taskforce members.	January 2023	<ul style="list-style-type: none"> <li>• City Departments</li> </ul>
Develop and present regular updates to City Council regarding Taskforce efforts and outcomes.	Quarterly	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> </ul>
Develop and present regular updates to general public regarding Taskforce efforts and outcomes.	Bi-annually	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> <li>• Taskforce Members</li> </ul>



Develop system for monitoring goals and continuously improving outcomes.	March 2023; Review Annually	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> <li>• Taskforce Members</li> </ul>
<b>Action 2:</b> Participate in Greater Los Angeles Point-in-Time Count.		
<b>Major Tasks</b>	<b>Timeline</b>	<b>Key Stakeholders Involved</b>
Participate in countywide planning efforts.	Ongoing	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> <li>• Gardena Police Department</li> </ul>
Coordinate internal City department efforts to participate in PIT Count.	October - January, each year	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> <li>• Gardena Police Department</li> </ul>
Utilize City and LAHSA communications platforms to recruit volunteers for PIT Count.	December - January, each year	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> <li>• Homeless Task Force</li> <li>• Gardena Police Department</li> </ul>
Develop communications strategy for communicating results of PIT count to City Council and general public.	February, each year	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> <li>• Emergency Services Dept</li> </ul>
<b>Action 3:</b> Continue to participate in SBCCOG homelessness response efforts.		
<b>Major Tasks</b>	<b>Timeline</b>	<b>Key Stakeholders Involved</b>
Attend and participate in SBCCOG meetings related to housing and homelessness; maintain ongoing communications.	Ongoing	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> </ul>
Explore funding and partnership opportunities for new services or resources that are made available through the SBCCOG.	December 2023; Reviewed Quarterly	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> <li>• Community Development Department</li> <li>• Regional partners</li> </ul>
<b>Action 4:</b> Participate in regional homelessness prevention and response efforts led by SPA Lead Agencies.		
<b>Major Tasks</b>	<b>Timeline</b>	<b>Key Stakeholders Involved</b>



Coordinate with SPA 8 Lead Agencies to identify appropriate regional meetings to attend.	January 2023	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> </ul>
Attend and participate in identified meetings.	Ongoing	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> </ul>
<b>Action 5:</b> Encourage participation in regional problem-solving trainings for key city dept staff who frequently engage with persons experiencing, or at-risk of, homelessness.		
<b>Major Tasks</b>	<b>Timeline</b>	<b>Key Stakeholders Involved</b>
Maintain communications with regional and countywide providers to identify potential training opportunities.	Ongoing	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> </ul>
Identify and recruit key staff to participate in trainings.	March 2023; Reviewed Bi-annually	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> </ul>
Incorporate regional training into onboarding and ongoing learning for key staff.	June 2023; Reviewed annually	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> </ul>
Develop survey to identify key learnings by key staff participating in trainings.	June 2023	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> </ul>
<b>Action 6:</b> Utilize the regional Homeless Management Information System (HMIS) and Coordinated Entry System to: <ul style="list-style-type: none"> <li>Support improvement of local data on people experiencing homelessness, and</li> <li>Streamline referrals to resources within the regional system.</li> </ul>		
<b>Major Tasks</b>	<b>Timeline</b>	<b>Key Stakeholders Involved</b>
Develop and deliver reports on efforts and outcomes to taskforce, city council and general public related to homelessness response	March 2023; Quarterly; Bi-annually; as needed	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> <li>Homelessness Taskforce</li> </ul>
Create process for tracking and referral utilizing the HMIS system.	June 2023	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> </ul>



### **A-3. Necessary Policy or Administrative Changes to Achieve Goal**

This goal may require policy or administrative changes should new partnership or funding opportunities be pursued through the local and regional coordination efforts.

### **A-4. Goal Measurement**

**Metric-1:** Taskforce meetings are held regularly with consistent and significant attendance; agenda items include current issues and concerns; monitoring of Plan goals occurs; reporting to City Council and general public occurs regularly.

- Data Sources: City department internal memos/updates
- Internal Progress Management Lead: Homeless Taskforce Chair/Co-chair

**Metric-2:** City Department participation in annual Greater Los Angeles Point-in-Time Counts.

- Data Sources: City Department internal memos/updates
- Internal Progress Management Lead: City Homelessness Coordinator/City Lead

**Metric 3:** City department regularly participates in regional homelessness response meetings, such as those convened by the South Bay Cities Council of Governments and SPA 8 Lead Agencies.

- Data Sources: City department internal memos/updates
- Internal Progress Management Lead: City Homelessness Coordinator

**Metric 4:** Development and delivery of reports on referrals to regional Coordinated Entry System through the Homeless Management Information System (HMIS).

- Data Sources: HMIS generated reports; quarterly CES reports from LAHSA
- Internal Progress Management Lead: City Homelessness Coordinator

### **A-5. City Resources Leveraged to Achieve Goal**

Staff time will be needed for activities including but not limited to:

- participation in meetings and activities of the Gardena Homeless Taskforce;
- planning for and participation in the Greater Los Angeles Point-in-Time Count;
- participation in SBCCOG Homeless Taskforce meetings and SPA coordination meetings;



- reviewing and responding to concerns related to homelessness and assisting with referrals;
- developing training surveys and methods to track services delivered;
- and preparation and delivery of reports on activities to City Council.

Accomplishing the actions for this goal may require utilization of City of Gardena communication platforms, including the City’s website.

**B-1. Goal**

**Increase coordination between City, non-profit organizations, community partners, and regional homeless service and housing providers to leverage resources and foster a more robust homelessness response in Gardena.**

This goal ties to the following Los Angeles County Homeless Initiative Strategies:

- **A1/A5: Prevent Homelessness for Families and Individuals**
- **E7: Strengthen the Coordinated Entry System**

**B-2. Supporting Actions**

The table below outlines major tasks that will be required to achieve Goal B. The table reflects anticipated timeframes for completion of each task and/or timeline may be adjusted when implementation is underway to respond to emerging or extenuating circumstances.

<b>Action 1:</b> Operate the City’s homelessness prevention program through the Emergency Services Division of the Recreation and Human Services Department to serve individuals and families at-risk of homelessness.		
Major Tasks	Timeline	Key Stakeholders Involved
Provide prevention and diversion services to individuals and family households at risk of homelessness.	Ongoing	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> <li>• Los Angeles Homeless Services Authority</li> <li>• PATH</li> <li>• Harbor Interfaith</li> <li>• South Bay City Council of Government</li> </ul>



Develop report for tracking implementation and effectiveness of prevention and diversion services.	June 2023	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> </ul>
In coordination with SBCCOG and LAHSA, evaluate outcomes of prevention and diversion efforts.	Dec. 2023; Reviewed Quarterly	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> <li>Homelessness Taskforce</li> </ul>
<b>Action 2:</b> Identify opportunities to leverage or designate city resources for prevention and diversion program expansion and/or sustainability beyond current program period.		
<b>Major Tasks</b>	<b>Timeline</b>	<b>Key Stakeholders Involved</b>
Research potential funding and apply where applicable.	June 2023; review quarterly or as needed as new funding emerges	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> <li>Community Development Department</li> </ul>
Present outcomes and updates to City Council for consideration.	Quarterly	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> <li>Community Development Department</li> </ul>
<b>Action 3:</b> Leverage partnerships and opportunities to expand access to basic needs services within Gardena (showers, laundry, mailing address, transportation resources, etc).		
<b>Major Tasks</b>	<b>Timeline</b>	<b>Key Stakeholders Involved</b>
Develop a plan with regional and city partners to evaluate opportunities that could be developed for Gardena residents.	June 2023; Review quarterly or as needed as new funding emerges	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> <li>Community Development Department</li> </ul>
Review and identify new opportunities for services with Homeless Taskforce.	Bi-monthly	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> <li>Homelessness Taskforce</li> </ul>
<b>Action 4:</b> Formalize partnerships and leverage opportunities to expand outreach and engagement services focused on people living unsheltered in Gardena including Gardena/Hawthorne Mental Evaluation Team (GHMET).		
<b>Major Tasks</b>	<b>Timeline</b>	<b>Key Stakeholders Involved</b>
Host a partner meeting between the City of Gardena, City of Hawthorne and the L.A. County Department of Mental Health to explore opportunities to	March 2023	<ul style="list-style-type: none"> <li>L.A. County Department Mental Health</li> <li>Gardena PD</li> <li>Neighboring Cities</li> </ul>





expand outreach and engagement services in Gardena.		<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> </ul>
Explore opportunities to expand formal partnerships between service providers and Gardena/Hawthorne Mental Evaluation Team (GHMET).	June 2023	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> <li>• Gardena PD-GMHET</li> </ul>
<b>Action 5:</b> Leverage regional programs to support access to temporary placements (emergency/transitional housing). Explore partnerships and opportunities to improve access to emergency housing.		
<b>Major Tasks</b>	<b>Timeline</b>	<b>Key Stakeholders Involved</b>
Increase utilization of the Los Angeles Coordinated Entry System.	December 2023; Reviewed Quarterly	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> <li>• Homeless Coordinator</li> </ul>
Increase utilization of the L.A. Safe Parking program in neighboring Cities.	December 2023; Reviewed Quarterly	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> <li>• Homeless Coordinator</li> <li>• Neighboring Cities</li> </ul>
<b>Action 6:</b> Explore and, as appropriate, pursue opportunities to apply for and/or direct funds to existing strategies and programs addressing homelessness in Gardena.		
<b>Major Tasks</b>	<b>Timeline</b>	<b>Key Stakeholders Involved</b>
Present outcomes and updates to City Council for consideration.	As Needed	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> </ul>
Review funding opportunities on an ongoing basis.	Quarterly	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> </ul>

**B-3. Policy or Administrative Changes to Achieve Goal**

This goal may require policy or administrative changes should new partnership or funding opportunities be pursued.

**B-4. Goal Measurement**

**Metric-1:** Delivery of prevention and/or diversion assistance for a minimum of 25 households per quarter. Measure effectiveness and establish baseline for improvement.

- Data Sources: Emergency Services data tracking, HMIS
- Internal Progress Management Lead: Emergency Services Division

**Metric-2:** Identify local resources that could be pursued to support expansion and sustainability of prevention and diversion programs.



- Data Sources: Internal City Department memo/update
- Internal Progress Management Lead: Emergency Services and Community Development

**Metric 3:** Increase access to services for unhoused people in Gardena.

- Data Sources: Internal tracking of resource availability; posting on City website
- Internal Progress Management Lead: Homeless Coordinator

**Metric 4:** Increase outreach activities to unsheltered populations with complex behavioral health service needs in the City of Gardena.

- Data Sources: LAHSA CES quarterly reports; GHMET reports; HMIS
- Internal Progress Management Lead: Homeless Coordinator/Gardena Police Department.

**Metric 5:** Increased placements in emergency and permanent housing for City of Gardena unsheltered residents.

- Data Sources: LAHSA CES quarterly reports; Annual Point in Time Count data; HMIS
- Internal Progress Management Lead: Emergency Services Department

**Metric 6:** Analyze potential funding opportunities with eligible uses of funds that include homelessness and housing programs and make appropriate recommendations.

- Data Sources: Internal City Department memo/update
- Internal Progress Management Lead: Emergency Services Department

### **B-5. City Resources Leveraged to Achieve Goal**

Should the City decide to leverage and/or dedicate staffing towards prevention and/or diversion efforts for residents of Gardena, there will be associated financial costs. These costs will be researched and reviewed as part of the implementation process for this goal. In addition, staff time will be needed for activities including but not limited to:

- participation in planning, operation, and evaluation of prevention and problem solving activities;
- coordination with SBCCOG and regional providers regarding resource connections;



- participation in applicable trainings and/or review of relevant resources on best practices; and
- research and staff analysis of potential funding sources to support service expansion.

**C-1. Goal**

**Increase education about homelessness within Gardena to expand awareness of best practices and available resources.**

This goal ties to the following Los Angeles County Homeless Initiative Strategies:

- **A1/A5: Prevent Homelessness for Families and Individuals**
- **B3: Expand Rapid Rehousing**
- **B4: Facilitate Utilization of Federal Housing Subsidies**
- **E6: Expand Countywide Outreach System**

**C-2. Supporting Actions**

The table below outlines major tasks that will be required to achieve Goal C. The table reflects anticipated timeframes for completion of each task and/or timeline may be adjusted when implementation is underway to respond to emerging or extenuating circumstances.

<b>Action 1:</b> Develop and implement a training strategy for city departments regarding availability of and ways to access homelessness response resources. The training may be developed internally or in partnership with local or regional entities with expertise in available resources.		
Major Tasks	Timeline	Key Stakeholders Involved
Determine list of key departments and personnel for participation in training(s).	March 2023	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> <li>• Community Development</li> <li>• Gardena PD</li> <li>• Gardena Transportation (GTRANS)</li> </ul>
Determine if project deliverables will be designed internally or via a contracted provider.	March 2023	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> </ul>



Draft or review training materials; Finalize and present developed materials.	June 2023	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> </ul>
Maintain and/or coordinate with regional provider to receive regularly updated resource lists.	Ongoing	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> </ul>
<b>Action 2:</b> Develop partnership with schools and organizations that serve families with children and provide regular updates on available resources including homelessness prevention resources.		
<b>Major Tasks</b>	<b>Timeline</b>	<b>Key Stakeholders Involved</b>
Identify and outreach to potential partners such as: LA Unified school district, City departments, County departments, etc.	June 2023	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> <li>McKinney Vento Liaison with LA Unified School District</li> <li>Gardena Community of Schools</li> <li>City Recreation and Human Services Department</li> </ul>
Develop an ongoing communications strategy for continued engagement.	March 2023	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> </ul>
Develop schedule for updates to relay resources on City website and other communication platforms.	March 2023	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> </ul>
<b>Action 3:</b> Develop and implement a communications strategy to increase awareness within Gardena about homelessness and available prevention and response resources, including an approach that is tailored toward local schools, healthcare facilities and the business community.		
<b>Major Tasks</b>	<b>Timeline</b>	<b>Key Stakeholders Involved</b>
Decide upon key elements of communications strategy (e.g., website, town halls, monthly meetings, listserv etc.).	March 2023	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> <li>Homeless Task Force</li> </ul>
Determine if project deliverables will be designed internally or via a contracted provider.	March 2023	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> </ul>
Research and/or review effective communications strategy samples.	March 2023	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> </ul>



Draft and/or review initial draft materials; finalize and publish/present developed materials.	June 2023	<ul style="list-style-type: none"> <li>Homeless Task Force</li> </ul>
Review and update materials at regular intervals.	Ongoing	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> </ul>

### C-3. Necessary Policy or Administrative Changes to Achieve Goal

This goal may require policy or administrative changes to support new partnerships or institutionalize new training protocols.

### C-4. Goal Measurement

**Metric 1:** Track number of staff trained, and trainings held.

- Data Sources: Internal City Department memo/update; staff training agendas and rosters
- Internal Progress Management Lead: Emergency Services Department

**Metric 2:** Track number of engagements with schools and organizations that serve seniors, veterans, and families/youth to provide resource information.

- Data Sources: Internal City Department memo/update
- Internal Progress Management Lead: Emergency Services and Community Development

**Metric 3:** Completion and publication of communication materials. Track community engagement activities and participation.

- Data Sources: City department internal memos/updates
- Internal Progress Management Lead: Emergency Services and Community Development

### C-5. City Resources Leveraged to Achieve Goal

Staffing time will be needed for related activities including but not limited to; developing partnerships with other regional partners, engaging key homeless services providers, and collaborating with the Continuum of Care (LAHSA). Additionally, City resources may be required to cover materials and printing costs associated with outreach and communication strategies.



## D-1. Goal

**Adopt and strengthen policies to further promote affordable housing preservation and development within the city.**

This goal ties to the following Los Angeles County Homeless Initiative Strategies:

- **F4: Development of Second Dwelling Units Program**
- **F5: Incentive Zoning/Value Capture Strategies**
- **F7: Preserve and Promote the Development of Affordable Housing for Homeless Families and Individuals**

## D-2. Supporting Actions

The table below outlines major tasks that will be required to achieve Goal D. The table reflects anticipated timeframes for completion of each task and/or timeline may be adjusted when implementation is underway to respond to emerging or extenuating circumstances.

<b>Action 1:</b> Explore opportunities within Housing Element to monitor and preserve existing affordable housing and to expand housing stock prioritizing households in low and very low-income thresholds.		
<b>Major Tasks</b>	<b>Timeline</b>	<b>Key Stakeholders Involved</b>
Staff to develop Housing Element schedule, review existing conditions, issues, opportunities, and challenges including assessment of appropriateness for homelessness housing and Accessory Dwelling units targeted to extremely low income households.	December 2023	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> <li>• Office of City Manager</li> </ul>
Conduct housing assessment and needs analysis, survey vacant developable land, and housing production constraints analysis.	December 2024	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> </ul>
City staff to explore potential policies and programs that will develop various housing types for low and very low-income households.	December 2024	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> </ul>



Draft Housing Element and facilitate community engagement process.	June 2025	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> </ul>
Finalize and adopt Housing Element Update.	September 2025	<ul style="list-style-type: none"> <li>Community Development Department</li> <li>Recreation and Human Services Department</li> </ul>

**Action 2:** Develop an engagement and outreach strategy to strengthen partnerships with Gardena landlords and property owners to educate and encourage renting to individuals or families with housing subsidies or other third-party rental assistance.

Major Tasks	Timeline	Key Stakeholders Involved
Identify regional partners like Los Angeles Development Authority to leverage existing landlord and property owner engagement opportunities.	March 2023	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> <li>LAHSA</li> <li>South Bay City Council of Government</li> <li>Community development department</li> <li>Office of City Manager</li> <li>Homeless Task Force</li> </ul>
Meet with regional partners to determine opportunities to provide outreach and engagement in Gardena.	June 2023	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> </ul>
Develop plan to engage landlords in City.	June 2023	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> <li>Community Development Department</li> <li>Office of City Manager</li> <li>Rent Mediation Board</li> </ul>
Refining materials and/or creation of outreach materials.	September 2023	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> </ul>

**Action 3:** Develop and post a listing of affordable rentals in Gardena for public access.

Major Tasks	Timeline	Key Stakeholders Involved
Explore regional opportunities for partnerships.	March 2023	<ul style="list-style-type: none"> <li>Recreation and Human Services Department</li> </ul>



Identify mechanism for engaging Gardena landlords and property owners to participate in a listing of affordable rentals in the City.	June 2023	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> </ul>
Determine who is responsible for maintenance of an up-to-date listing of affordable housing rentals in Gardena and how it will be updated.	June 2023	<ul style="list-style-type: none"> <li>• Recreation and Human Services Department</li> <li>• Community Development Department</li> <li>• Office of City Manager</li> <li>• Rent Mediation Board</li> </ul>
<b>Action 4:</b> Explore opportunities to utilize HUD HOME-ARP and PLHA funding for affordable housing with dedicated units to households who are at-risk of experiencing homelessness.		
<b>Major Tasks</b>	<b>Timeline</b>	<b>Key Stakeholders Involved</b>
Evaluating opportunities to utilize HUD HOME-ARP and PLHA funding with housing development projects in the City of Gardena to create affordable units for unsheltered populations.	December 2023	<ul style="list-style-type: none"> <li>• Community development department</li> <li>• Recreation and Human Services Department</li> </ul>

**D-3. Policy or Administrative Changes to Achieve Goal**

This goal may require City of Gardena policy or administrative changes related to land use or zoning requirements affecting affordable housing development or preservation.

**D-4. Goal Measurement**

**Metric 1:** Inclusion of specific strategies within Housing Element that address needs of people at-risk or experiencing homelessness.

- Data Sources: City department internal memos/updates; revised Housing Element document
- Internal Progress Management Lead: Homeless Taskforce Chair/Co-chair

**Metric 2:** Increased number of identified Gardena landlords and Property Owners actively engaging in housing subsidy programs or other third-party rental assistance programs.

- Data Sources: City Department internal memos/updates
- Internal Progress Management Lead: City Homelessness Coordinator/City Lead





**Metric 3:** Completion of a listing of affordable rentals in Gardena. Creation of an effective system to regularly update the listing for optimal public access and utilization.

- Data Sources: City department internal memos/updates; completed listing
- Internal Progress Management Lead: Homeless Coordinator

**Metric 4:** Identify available funding streams through HUD HOME-ARP and PLHA

- Data Sources: City department internal memo/update
- Internal Progress Management Lead: Emergency Services and Community Development

### **D-5. City Resources Leveraged to Achieve Goal**

Staffing time will be needed for related activities including but not limited to; participation in exploring, developing, and evaluating policies and funding sources to further promote affordable housing preservation and development within the city. Should the City decide to leverage and/or dedicate staffing towards the exploration of funding and/or development of affordable housing preservation efforts, there will be associated financial costs. These costs will be researched and reviewed as part of the implementation process for this goal. Funding may also be required to support landlord outreach and engagement strategies, such as establishing a risk mitigation fund for landlords, depending on the specific components of the engagement strategy developed under Action 2.

### **PLAN IMPLEMENTATION LEAD**

The primary contact for the City of Gardena’s Homelessness Strategic Plan is Stephany Santin, Director of Recreation and Human Services, City of Gardena. Contact information is included below:

City of Gardena  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

### **COUNTY HOMELESS INITIATIVE STRATEGIES**

The following table summarizes the City of Gardena’s current and planned areas of collaboration or alignment with the Los Angeles County Homeless Initiative Strategies.



<b>Plan to Participate</b>	<b>Currently Participating</b>	<b>County Homeless Initiative Strategies</b>
<b>A. Prevent Homelessness</b>		
<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>B. Subsidize Housing</b>		
<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 type="checkbox"/>	<input type="checkbox"/>	B6. Family Reunification Housing Subsidies
<input type="checkbox"/>	<input type="checkbox"/>	B7. Interim/Bridge Housing for those Exiting Institutions
<input type="checkbox"/>	<input type="checkbox"/>	B8. Housing Choice Vouchers for Permanent Supportive Housing
<b>C. Increase Income</b>		
<input type="checkbox"/>	<input type="checkbox"/>	C1. Enhance the CalWORKs Subsidized Employment Program for Homeless Families
<input 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
<b>Plan to Participate</b>	<b>Currently Participating</b>	<b>County Homeless Initiative Strategies</b>
<b>D. Provide Case Management and Services</b>		
<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
<b>E. Create a Coordinated System</b>		
<input type="checkbox"/>	<input type="checkbox"/>	E4. First Responders Training
<input 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
<b>F. Increase Affordable/Homeless Housing</b>		
<input type="checkbox"/>	<input type="checkbox"/>	F1. Promote Regional SB2 Compliance and Implementation
<input 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 type="checkbox"/>	<input type="checkbox"/>	F5. Incentive Zoning/Value Capture Strategies
<input 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)

## APPENDIX

### A. Los Angeles County Homeless Initiative: Approved Strategies

In 2015, the Los Angeles County Board of Supervisors launched the Homeless Initiative to create a coordinated, effective, stakeholder developed, response to the pervasive and increasing homelessness crisis in the region. The resulting set of strategies, organized in 6 key areas, form the basis of the *Approved Strategies to Combat Homelessness*<sup>6</sup>. Details on those strategies referenced in the City's Homelessness Response Plan and aligned with the City's current and future efforts to address homelessness are included in the table below.

Strategy	Brief Description <sup>7</sup>
<b>A. Prevent Homelessness</b>	
A1./A5. Homeless Prevention Program for Families and Individuals	Develop an integrated, comprehensive homeless prevention program for families and individuals that draws on existing models and builds upon existing County homeless prevention funding sources. Prevention includes rental/housing subsidies, case management and employment services, and legal services.
<b>B. Subsidize Housing</b>	
B3. Partner with Cities to Expand Rapid Rehousing	Develop plan/plans to increase Rapid Rehousing funding for homeless families, single adults and youth who would benefit from a short to intermediate housing intervention and supportive services to regain housing stability.
B4. Facilitate Utilization of Federal Housing Subsidies	Develop and implement a plan/plans to increase utilization of Federal Housing Subsidies by providing incentives to landlords to accept subsidized tenants.
<b>D. Provide Case Management and Services</b>	

<sup>6</sup> Los Angeles County Homeless Initiative's *Approved Strategies to Combat Homelessness* may be found at: <https://homeless.lacounty.gov/wp-content/uploads/2018/07/Hi-Report-Approved2.pdf>

<sup>7</sup> Descriptions are excerpted or summarized from *Approved Strategies to Combat Homelessness*.



D5. Support for Homeless Case Managers	Develop and implement a plan/plans to support community-based case managers who are working with households experiencing homelessness.
<b>E. Create a Coordinated System</b>	
E6. Expand Countywide Outreach System	Leverage current outreach efforts and create a countywide network of multidisciplinary, integrated street-based teams to identify, engage and connect, or re-connect, households experiencing homelessness to interim and/or permanent housing and supportive services.
E7. Strengthen the Coordinated Entry System	Strengthen the Coordinated Entry System through efforts that may include strengthening the network of housing locators in each SPA, implementing core curricula for staff participating in CES, contributing funding to CES to support housing connections, etc..
E14. Enhance Services for Transition Age Youth	Support strategies to prevent and respond to homelessness among transition age youth, which may include contributing funding to support services, strengthening collaboration with community-based organizations serving youth, etc..
<b>F. Increase Affordable/Homeless Housing</b>	
F4. Development of Second Dwelling Units Program	Support the development of second units on single-family lots through the review process and technical assistance, which could be specifically tied to subsidized and/or homeless housing.
F5. Incentive Zoning/Value Capture Strategies	Assess and implement various Incentive Zoning/Value Capture strategies (e.g., transportation, infrastructure investments, zoning changes, density bonus) for potential increases in land values and profit opportunities for private landowners, for the benefit of the public good.
F7. Preserve and Promote the Development of Affordable Housing for Homeless Households	Preserve current affordable housing and promote the development of affordable housing for households experiencing homelessness

