

# City of Victorville

## Framework for Homelessness Solutions Strategic Action Plan

| Categories   | Proposed Actions, Goals & Objectives   |
|--|--|
| <p>1. Homelessness Solutions Taskforce<br/>(Created)</p> | <ul style="list-style-type: none"> <li>• Establish a committee made up of citizens representing various stakeholder groups</li> <li>• Committee intended to:               <ul style="list-style-type: none"> <li>○ Plan, advocate, support and collaborate with those affected by homelessness as well as members in the community who serve the homeless</li> <li>○ Help to identify strategies, leverage funding and measure effectiveness of new and existing policies and programs designed to reduce and prevent homelessness</li> </ul> </li> </ul>   |
| <p>2. Homelessness Solutions Coordinator<br/>(Hired)</p> | <ul style="list-style-type: none"> <li>• Optimize collaboration between community partners and help to centralize services</li> <li>• Provide guidance on homeless related issues and act as the City’s single point of contact for the community and service providers</li> <li>• Identify, research, write and administer grants that support homeless outreach and services</li> <li>• Develop, coordinate and evaluate city contracted programs to address homelessness</li> </ul>   |
| <p>3. Enhance Shelter Operations</p>                     | <ul style="list-style-type: none"> <li>• Apply for grants directed to build low barrier shelters or increase shelter capacity</li> <li>• Identify best plan of entry and referral method (i.e. Accommodate walk-in’s/ referrals generated from 211 and direct access from local hospitals, homeless outreach teams, shelter staff)</li> <li>• Explore Navigation Center operating as a Day Center that provides onsite supportive services, case management &amp; housing navigation</li> <li>• Examine the possibility of combining the warming &amp; cooling shelter with 24 hr. emergency shelter operation. Target ability to serve 100-150 homeless single men, women, couples &amp; families (and pets)</li> <li>• Consider a Recuperative Care Center as a separate wing for hospitals to discharge homeless patients in need of medical respite (reduces readmission by 50%; basic needs met, homeless person able to receive help with housing stability and other support services)</li> <li>• Explore financial partnerships with foundations/investors for long-term sustainability of center</li> </ul> |

# City of Victorville

## Framework for Homelessness Solutions Strategic Action Plan

| Categories                 | Proposed Actions, Goals & Objectives   |
|----------------------------|--|
| 4. Housing First Model     | <ul style="list-style-type: none"> <li>• Identify an inventory of housing currently available</li> <li>• Understand the placement priority for local residents</li> <li>• Explore opportunities to increase affordable housing supply with support service components (i.e. alternative/transitional/permanent housing)</li> <li>• Explore municipal code changes that would eliminate impediments and accelerate housing production and utilize planning grants to help accelerate and streamline the approval process</li> <li>• Explore partnerships with affordable housing developers to expand inventory of affordable housing and permanent supportive housing units especially through the use of time saving and innovative methods</li> <li>• Explore partnerships with agencies that provide housing subsidies and “master lease” programs to low income and special groups (i.e. chronically homeless, disabled adults, veterans, seniors, youth and full time students)</li> <li>• Seek opportunities for gap funding with non-profit agencies</li> </ul> |
| 5. Homelessness Prevention | <ul style="list-style-type: none"> <li>• Get an understanding of current resources available</li> <li>• Explore the “room and board” model</li> <li>• Start with targeting senior citizens</li> <li>• Explore partnerships with service providers who touch those on the verge of homelessness (i.e. CAPS, 211, Catholic Charities)</li> <li>• Tie prevention assistance education to life skills</li> </ul>   |
| 6. Outreach/Visibility     | <ul style="list-style-type: none"> <li>• Communicate through a public awareness campaign of the Homelessness Solutions Task Force activity and progress and maintain communication regularly</li> <li>• Sheriff’s HOPE (Homeless Outreach and Proactive Enforcement) Team to continue linking the homeless population with resources and service providers throughout the county</li> <li>• Support efforts of County homeless outreach programs and collaborate where possible</li> <li>• Continued coordination between the Victorville Police Department, Code Enforcement, HOPE Team and MET (Multiple Enforcement Team)</li> </ul>  |

# City of Victorville

## Framework for Homelessness Solutions Strategic Action Plan

| Categories                      | Proposed Actions, Goals & Objectives  |
|---------------------------------|---|
|                                 | <ul style="list-style-type: none"> <li>• Continue to use proactive approach to address “hot spots” and chronic issues related to the homeless population (i.e. commercial disease treatment vaccinations)</li> <li>• Explore ways homeless outreach teams can engage and remain in communication with homeless population who frequently relocate and consider communication devices as possible incentives for program participants (i.e. phones, phone cards, pagers),</li> <li>• Explore funding opportunities (i.e. CESH, HHAP &amp; others) that can be used for homeless outreach services and operations and support efforts and collaborate wherever needed</li> <li>• Outreach to the public and businesses with best practices for dealing with homeless population</li> <li>• Ask property owners to complete 602 forms and renew regularly</li> <li>• Promote “Positive Change Not Spare Change” campaign</li> <li>• Promote collaboration and eliminate duplication of services</li> </ul> |
| 7. Trespassing/Private Property | <ul style="list-style-type: none"> <li>• Encourage use of Penal Code 602 to:               <ul style="list-style-type: none"> <li>○ Allow Code Enforcement and Police to access private property to address concerns at a much faster pace (trespassers given 3 days to vacate)</li> <li>○ Allow immediate enforcement in commercial areas as long as “No Trespassing” sign is posted</li> <li>○ Authorize Code Enforcement to help clear panhandling &amp; loitering from commercial areas</li> </ul> </li> <li>• Revise City ordinances to develop/increase penalties for property owners who do not secure vacant properties and ensure cost recovery mechanisms in Municipal Code</li> <li>• Encourage property owners to effectively utilize private security</li> <li>• Explore the revision of municipal codes to address public sleeping and anti-camping when sufficient long-term accommodations exist</li> </ul>   |

**City of Victorville**  
**Framework for Homelessness Solutions Strategic Action Plan**

| <b>Categories</b>              | <b>Proposed Actions, Goals &amp; Objectives</b>  |
|--------------------------------|--|
| 8. Vandalism, Theft and Misuse | <ul style="list-style-type: none"> <li>• Consider modifications to City operating and maintenance plans and code of conduct policies to help reduce impact of increased instances of misuse of public infrastructure, equipment and facilities</li> <li>• Work with commercial property owners and apartment complex managers on protocols to minimize disruption of regular garbage and recycling pick up</li> <li>• Consider related municipal code updates to address issues related to unlawful acts in public areas</li> </ul>  |
| 9. Homeless Encampments        | <ul style="list-style-type: none"> <li>• Explore temporary hygiene stations to provide humane services and reduce the risk of communicable diseases (i.e. mobile showers, toilet stalls &amp; hand washing stations)</li> <li>• Explore opportunities to partner with non-profits that would allow a centrally located space/warehouse to be used as an additional storage facility to provide personal storage bins considering health issues</li> <li>• Consider outreach teams assisting to post vacate notices in private space encampments and directing the homeless to available services</li> <li>• Explore safe parking lots and charging stations</li> </ul> |
| 10. Strategic Partnerships     | <ul style="list-style-type: none"> <li>• Establish regional focus through collaboration with neighboring government agencies</li> <li>• Identify and develop strategic partnerships with new service providers</li> <li>• Establish agreements with partner agencies to outline the purpose and scope of partnership, rules of engagement and desired outcomes to help ensure a smooth working relationship</li> <li>• Establish a volunteer engagement process and program</li> </ul>   |