ATTACHMENT B

GOALS, ACTION ITEMS AND RECOMMENDATIONS

Potential Homeless Task Force Action Items

Short, Medium and Long Term Goals, Priorities and Recommendations

The Costa Mesa Homeless Task Force as well as City staff has identified short, medium and long term strategies to meet community needs. Successful implementation will depend on a variety of factors including resources available, City Council priorities and community input. Once City Council has prioritized programs and recommendations, Staff will begin putting together an implementation plan which will include a financing strategy as well as resources needed.

Many of the goals and recommendations listed below will take a considerable amount of time and resources to implement, should the City Council determine that these action items viable. For purposes of discussion:

- Short Term is defined as Completed-6 months
- Medium Term is defined as 12 months
- Long Term is defined as 12-24 months

A cost matrix is attached at the end of this section summarizing these goals.

GOAL 1: Define who is a Costa Mesa Homeless Individual

Action Item: **Define Costa Mesa Homeless Resident**
Time Frame: **Short Term (Completed)**

As communities throughout the nation tackle the issues of chronic homelessness, the question of public resource allocation inevitably becomes one of the first steps to developing a realistic and effective strategy to address the issue. The current economic recession has added significant pressure on local governments to identify resources to meet the basic municipal needs of residents and businesses. This primary responsibility of local government must be balanced against the needs of local and regional homeless; therefore, an effective homeless strategy must first recognize it cannot solve all issues related to homelessness and that there are insufficient resources to address the needs of those at risk of becoming homeless and those already homeless.

In recognition of the limited availability of public resources, program priorities/preferences can be established with the goal of targeting resources to those most in need, but that also have a direct connection to the community. To this end, a definition of a Costa Mesa homeless individual is considered necessary. Based on direct input of members of the Homeless Task Force and the public, the following definition has been devised:

> A Costa Mesa homeless resident is an individual who, for the 18 months immediately prior to the implementation date, has had strong ties to the community.
>
> These ties include:
> - Current residency of an **immediate family member** (for example, mother, father, sibling, grandparent, son or daughter)
> - Proof that the **individual and/or their dependent(s) attend or attended** a Costa Mesa K-12 school
> - Knowledge - either first hand or recorded - by the **Costa Mesa Police Department** and/or the **Costa Mesa Code Enforcement Department** that the individual has been living on Costa Mesa's streets prior to the implementation date
> - Other demonstrable ties to the community, e.g., through qualified service providers such as church ministries, homeless shelters, nonprofit organizations, mental health or veterans services
>
> - Examples of acceptable documentation to confirm residency includes:
> - Copy of a **previous lease**
> - Confirmation of **previous utility service**
> - Written **confirmation of residency** from a previous landlord, or proof of residency in transitional housing.[1]
> - Confirmation of **School records** confirming previous residency

[1] Please refer to Page 12 for a definition of "Transitional Housing"

- Special Circumstances – exceptions to the definition include the following:
  - Homeless individuals that are "Medically Compromised"[2]
  - Elderly homeless (age 60 plus)

- Exclusions – the following individuals may be excluded from the definition:
  - Residents living in a motel or recovery home
  - Intentionally homeless - A person who has the means to occupy reasonable accommodations and refuses to do so, or a person who deliberately does or fails to do anything, which would allow them to occupy or continue to occupy such reasonable accommodations, shall be considered intentionally homeless

HTF Recommendation: Adopt definition as presented including reducing exception age from 65 to 60; revisit definition after one year.
Cost: Not applicable

GOAL 2: To Protect the Health and Safety of Costa Mesa Residents through Enforcement of "Civility" Laws & Provision of Alternate Storage Facilities

Action Item: **Institute/Enforce Ordinances and Provide Storage for Costa Mesa Homeless Residents**
Time Frame: **Short to Long Term**
Resources: **Existing staff, church community**

Reducing homelessness in the City of Costa Mesa will require coordinated effort and action in creating the processes and policies that will lead to its reduction and increases in the City's quality of life. These avenues include the establishment of ordinances that create the means by which the city can enforce desired outcomes, the personnel and standard operating procedure of law enforcement to manage infractions and the political buy-in from parties involved in the process to reach an acceptable outcome for the community. It is recommended that any action be taken with a mentality of having a "carrot-and-stick" approach, whereby any ordinance enacted or adopted have an appropriate alternate provision in the existing strategy that alleviates opposition by providing a certain measure of relief to those impacted.

2a. Parking (New)

The issue of parking stems from the discovery of vehicles known to park for long periods of time, allowing the owner/occupant to use the space for lodging purposes as well as prevent the usage of space for those citizens using the park for recreation. A few of the options discussed for meeting this problem are:

- Red-curbing
- Meters
- Permit Parking
- Gated Parking
- Limited Nighttime Parking

HTF Recommendation: No overnight parking in parks except by permit.
Cost: $200/hr x 20 hrs = $4000 approx

2b. Camping (Existing)

Anti-camping/lodging ordinances on their face are not necessarily unlawful, but in order to avoid violating the civil rights of the homeless, their ability to sleep at some location must be unabridged. This means that an approach of providing the ability to sleep somewhere within the city could create feasibility for the enforcement of an anti-camping/lodging ordinance problem.

HTF Recommendation: Enforce anti-camping and lodging ordinances as part of a legal strategy connected to actions that link homeless to housing; ensure park is closed at night.

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[2] "Medically compromised" is defined as those persons no longer able to perform "Activities of Daily Living" (ADL). Most often the persons are diagnosed with co-morbidities that can include but are not limited to diabetes, coronary artery disease, hypertension, high blood pressure, cancer, liver disease, and mental illness. Added to this definition can be those persons who by virtue of their treatment or disease are susceptible to infections or serious complications.

"Activities of daily living" as used in elder law refer to the activities usually performed for oneself in the course of a normal day. Examples include bathing, dressing, grooming, eating, toileting and the like. People may need assistance with ADLs regardless of their living arrangements. Such assistance may usually be performed by a family member, a home health aide or attendant, or a nurse's aide in a nursing facility. Inability to perform a certain number of ADLs is a criterion used by many insurance companies to determine eligibility for benefits.

Cost: No additional cost

2c. Storage Ordinance and Alternative Storage Site

Implementation of an anti-storage ordinance has been explained as a problem of language. Legal counsel has shown that the term "storage" is unlikely to be defined effectively. It has been recommended that any language pertaining to the confiscation of personal property belonging to the homeless include language based on the phrase "unattended" which has a much more defensible connotation in regards to grounds upon which enforcement action may be taken. The finding so far is that confiscated goods must be held for 90 days.

In addition to enacting an effective storage ordinance, the City should consider providing an alternative storage site for the homeless population so that the costly citation and confiscation process can be viewed as a last resort. Church leaders are currently discussing different alternatives regarding provision of a storage site for Costa Mesa homeless. If this option fails, the City may want to consider alternate storage space.

HTF Recommendation: Update and enforce existing personal property storage ordinances and if possible, partner with faith-based/non profit organizations to provide accessible & secure locations for homeless to store & retrieve personal property. Provide grace period (e.g., one month) before implementing.
Cost: $200hr x 20 hrs/ordinance = $4000

2d.Food Sharing

The practice of feeding the homeless is an activity that has proven to be the subject of many lawsuits and creates the environment for further difficulty in tackling the root of the issue. Although it provides a meal, the activity of regular feeding homeless populations provides incentive for them to congregate in the area where these events take place. Legal counsel is reviewing food sharing ordinances in place in different cities which will eventually be presented to the Task Force.

HTF Recommendation: Research ordinances limiting food sharing programs in City parks and other public locations with permits issued only for advocates who have been through outreach training.
Cost: $200hr x 20 hrs/ordinance = $4000

2e.Prohibition on Smoking

Currently, the City's Municipal Code prohibits smoking in City-owned public facilities such as a building, structure or room within a building. This code section does not provide for a smoking ban for outdoor facilities. California Health and Safety Code Section 104495(6b) prohibits smoking within 25 feet of a playground or tot lot sandbox area.

The Youth Sports Council proposed a smoking ban ordinance for City-owned athletic facilities. The Parks and Recreation Commission recommended expanding the proposed smoking ban:

- Within all City-owned buildings, facilities and motor vehicles
- Within the fenced areas, including parking lots if not within the fenced areas, of City owned sports fields
- Within the fenced areas of the City owned Community Gardens
- Within fifty (50) feet of any City park. Parking lots are included in the park boundaries

HTF Recommendation: Support the Parks and Recreation Commission's Smoking Ban Ordinance in parks, sports fields, parking lots, etc.
Cost: Completed

2f. Ban on Sex Offenders in Parks

The City Attorney is researching the feasibility of an ordinance that would exclude registered sex offenders from city parks and youth sports fields owned or operated by the city. The restriction potentially implicates some constitutional rights, such as the liberty interest of the Fourteenth Amendment of the US Constitution and interference with certain aspects of free speech rights. The City Attorney is preparing a legal analysis for the City Council so they can evaluate whether they want to adopt such a restriction.

HTF Recommendation: Recommend to City Council that it adopt an ordinance banning registered sex offenders from City owned parks & recreation facilities. [IN PROCESS]
Cost: $200hr x 20 hrs/ordinance = $4000

2g. Bike Rack Ordinance

This ordinance was suggested by CMPD after the Homeless Task Force met. The City Attorney is researching the feasibility of this New Jersey ordinance which allows bike parking only in designated bike racks. This proposed ordinance is being evaluated by the City Attorney's office for both private and public property. Additional bike racks must be provided on public property.

Staff Recommendation: Adopt Ordinance
Cost: $200hr x 20 hrs/ordinance = $4000
Cost of bike racks currently being evaluated and may be obtained with grant funding.

2h. Sleeping in Doorways Ordinance

This ordinance was suggested after visiting the City of Santa Monica. The City attorney will be researching the feasibility of this ordinance with regards to public and private property.

Staff Recommendation: Adopt Ordinance
Cost: $200hr x 20 hrs/ordinance = $4000

Goal 3: Institute proactive problem resolution with regard to High Crime/Vice Motels which Cater to Transient Population; Enforcement of local codes and ordinances at problem Halfway/Sober Living Homes

Action Item: **Address problem motels & recovery homes throughout the City**
Time Frame: **Short to Long Term**
Resources: **Existing staff, nonprofits & church community**

One of the root causes of crime and influx of homeless individuals is the proliferation of halfway houses and deteriorated motels in the City. These establishments attract not only homeless substance abusers but are also utilized/owned by people outside of the City and State as well as law enforcement in other jurisdictions.

Actions in this area should focus on better regulation of these establishments and removal/enforcement of nuisance properties.

3a: Review Halfway/Sober Living Homes Planning Parameters

Staff plans to work with the City Attorney's office to better understand how these organizations are regulated. This will allow the City to evaluate how individual operations fit into the existing code and other regulations.

HTF Recommendation: Recommend that staff explore changes to current building codes that could reduce or mitigate impact of half way/sober living homes on residential or business neighborhoods.
Cost: No additional cost; will be reviewed by Neighborhood Improvement Task Force

3b: Partner with Parole and Probation

Conversations with Probation and Parole agents have suggested that the City combine forces with County agents to ensure that the individuals living in halfway/sober living homes are not residing in conditions which would be in violation of their parole. Any future solutions will look at opportunities to combine City code enforcement staff with county law enforcement.

HTF Recommendations: Recommend that City staff pursue a partnership with probation and parole personnel to proactively inspect recovery/halfway homes to ensure code compliance.
Cost: No additional cost

3c: Coordinate Halfway/Sober Living Homes Church Outreach Ministry

City staff has also asked the Church Consortium to develop a program to reach out to individuals living in halfway houses in Costa Mesa to help support their transition into permanent housing as opposed to living on the streets. The Church Consortium is currently working on this ministry.

HTF Recommendation: Recommend support for Church Consortium halfway house/sober living homes outreach program.
Cost: No additional cost

3d: Reactivate the Motel Task Force

The Motel Task Force was created in 1997 to focus on the collective efforts of several departments to resolve problems at motels and was successful in fostering clean up of the worst properties and achieved significant improvement in property appearances and reduction in criminal activity. The Motel Task Force was renamed the Code Enforcement Task Force in 2002. It was restructured with a CMPD special enforcement detail, County of Orange Department of Health, Code Enforcement and other departments as needed. It was extremely successful in citing and inspecting problem motels and resulted in a drop in calls for service during its operation.

HCD and CMPD believe that a proactive effort is needed to address criminal and code enforcement issues associated with many of Costa Mesa's motels and that these motels directly contribute to the vagrancy issues plaguing the City. HCD, Development Services and CMPD are currently reviewing the structure for a future multi-departmental task force to address ongoing motel issues in the city.

HTF Recommendation: Reactivate: These areas will be incorporated into the inter-departmental "Neighborhood Improvement Task Force." group.
Cost: No additional cost at this time. Existing staff.

Goal 4: Centralize Homeless Services Coordination

Actions Item: **Continue to Centralize Homeless Services Coordination in City**
Time Frame: **Ongoing - Short Term**
Resources: **Existing Staff (HCD/CEO "team" approach with other City departments, outside jurisdictions, nonprofit agencies and church/volunteer community)**

Because homeless services affect so many governmental jurisdictions and outside entities, it is suggested that one department in the City be responsible for overall coordination of homeless services and complaints. This department will lead both an in-house and outside task force and be responsible for implementing a long term homeless strategy and taking all calls and complaints regarding the homeless, with a particular emphasis on coordinating homeless issues and responses with CMPD and the City Attorney's office. Tasks will include assessing a problem situation and working with City and County staff and outside entities to resolve these issues, community outreach, following up with residents/businesses originating complaints, evaluating new techniques for addressing problems due to vagrancy and implementing Homeless Task Force short term and long term strategies.

4a: Centralize Homeless Services Coordination within City

Homeless services and coordination are currently being managed by the CEO's Office & HCD in conjunction with CMPD, Recreation and other relevant City departments as needed. It is suggested that centralized coordination continue due to the plethora of both in-house and outside providers, interest groups, governmental jurisdictions and citizens partnering in this program.

HTF Recommendation: Continue centralized homeless services coordination through HCD. [Ongoing]
Cost: No additional cost at this time. Existing staff.

4b: Create working group to Monitor HTF Implementation Plan

The HTF has developed a very sophisticated and intricate implementation plan which will involve coordinating services as well as researching funding sources, developing programs, etc. It is suggested that a smaller HTF continue to operate to monitor this program and report back to the City Council.

HTF Recommendation: Continue a smaller HTF to monitor implementation of HTF priorities & action plan. Staff suggests informal working group.
Cost: No additional cost at this time. Existing staff.

Goal 5: Integrate law enforcement, mental health and legal strategy as a collaborative approach to homelessness

Actions Item: **Collaborative team approach to Costa Mesa homeless issues involving law enforcement, mental health/outreach resources and continual presence in court (legal strategy)**
Time Frame: **Short to Medium Term**
Resources: **CMPD, outreach professionals, City Attorney's office**

Beyond the inclusion of ordinances in the effort to meet this problem, the enforcement of code and policy requires that a new approach must be created in order to leverage the available resources in the most suitable way. This effort will include a more "homeless-specific enforcement" policy/legal strategy for a more "homeless-specific" solution. The best practices have shown that because the motivations of homeless individuals differ from the motivation of average citizens, enforcement response needs to be tailored to the situation at hand. The City needs to consider adopting a collaborative

approach to law enforcement which involves arresting chronic offenders and criminals while working alongside the City Attorney, Police Department and mental health outreach workers to help move the homeless off the streets.

The following items fall under this category:

5a: Create Homeless Enforcement Team

It is suggested that the City explore the implementation of a "Homeless Outreach Officer" who has overall responsibility for homeless enforcement throughout the City. Even though Lions Park is currently the hub of activity, this officer would work closely with both the police department, the City CEO's office and mental health providers to adopt a collaborative approach to law enforcement. As with other cities which have had levels of success with this issue, this officer would be trained in "homeless specific" solutions to law enforcement and be trained in defusing potentially volatile situations and assist patrol officers in assessing a person's need for mental health services as an alternative to incarceration. Hopefully they would be the first responders to any homeless or mental health related call for service which would free up patrol officers and avoid unnecessary incarcerations. This allows the team to build rapport to work towards long term solutions with the transient population. However, it is important to note that public safety is CMPD's first responsibility and arrest is not ruled out when warranted.

HTF Recommendation: City should explore the deployment of a "Homeless Outreach Officer". (CMPD staff is actually in process of re-organizing which includes concentrated enforcement focus in this area)
Cost: No additional cost at this time. Existing staff.

5b: Hire Park Rangers

Two park rangers will be posted on-site at Lions Park. Staff feels that the future Lions Park ranger position must fall under a more specific homeless enforcement strategy under the supervision of a Homeless Enforcement Team as described below.

HTF Recommendation: Hire four park rangers posted on-site at various Costa Mesa parks including Lions Park, Wilson and Canyon. (To date, two park rangers have been stationed at Lions Park and two are deployed to patrol the remaining parks.) Completed.
Cost: $322,000 for 4 full-time park rangers

5c: Coordinate Mental Health/Street Outreach

Local service providers visit libraries and parks on a weekly basis. CMPD calls them for assistance when needed. However, removing people off the street oftentimes takes multiple encounters in order to build trust and enlist cooperation of business owners and residents which detract from time a police officer can spend focusing on more urgent crime fighting activities. As part of the homeless policing team, the City may want to look at formalizing this relationship by funding part-time street outreach team to assist the Homeless Policing Team.

The CMPD can call on these professionals to assist them in the field. However, it is suggested that a more formal approach be adopted with possible additional mental health resources so that the Police department is freed up to do law enforcement. This street outreach team could assist Police in moving homeless individuals off the street and thus lessen the constant patrol checks during a police officer's shift.

HTF Recommendation: Recommend staff explore contract opportunities with qualified providers to coordinate mental health and street outreach services for Costa Mesa Homeless Residents.
Cost: Approximately $35,000; grant funded position. Staff also talking to County about county staff contract.

5d: Formalize Legal Assistance to Prosecute Chronic Homeless Violators

The City needs to develop a multi-faceted legal strategy which will involve having a stronger presence in court when these transients appear before a judge. The City Attorney's office needs to prosecute municipal code violations for repeat offenders and be in communication with the DA's office regarding specific cases of interest prosecuted for state code violations. This approach could result in the ability to remove people from the public areas who commit repeated offenses and who refuse assistance through aggressive prosecution. Additionally, it provides the City with the opportunity to work closely with the DA to track Homeless Court referrals.

HTF Recommendation: The HTF recommends continued support for this current legal strategy.
Cost: No additional cost at this time

5e: Provide Emergency Motel Vouchers for CMPD

The CMPD should have a supply of vouchers for emergency situations in which people, in particular families with children, are found sleeping in the street. These vouchers could be used for hotels or transportation.

HTF Recommendation: Staff should identify resources to provide CMPD with motel vouchers for emergency situations & help develop criteria for the use of vouchers.

Staff Recommendation: Staff recommends that funds be used for transportation assistance as well.
Cost: Approximately $7000 in emergency vouchers to be used with discretion by CMPD.

Goal 6: Research Permanent Supportive Housing and Possible Access Center for Costa Mesa Homeless Residents

Action Item:	**Continue to research potential strategies for financing permanent supportive housing accessed only by Costa Mesa homeless residents**
Time Frame:	**Short to Long Term**
Resources:	**Existing staff & other private & public funding sources**

One of the common themes which have surfaced during five months of meetings is the lack of supportive housing for the homeless population and daytime facilities where they may congregate.

Some members of the Homeless Task Force have suggested exploring the concept of an access center and purchase of existing motel for use as transitional/supportive housing. These facilities would only be accessed by Costa Mesa homeless residents based on a definition conceived by the Homeless Task Force. The City will be challenged in locating a site for this facility, taking into account concern over mitigating impacts to surrounding neighborhoods.

HTF Recommendation: Have staff explore the possibility of financing strategies for the development of supportive housing/access center utilizing existing HOME and other funding sources such as HUD continuum of care grant financing, and outside faith-based and nonprofit partners (in conjunction with adopted definition of a "Costa Mesa Homeless Resident").
Cost: Between $400,000-$2,000,000 in public funds.

Goal 7: Review Interim Housing Options

Action Item:	**Explore opportunities for short term housing**
Time Frame:	**Short to Medium Term**
Resources:	**Public/Private funds, church resources**

Orange County's armories are only opened and operated as emergency homeless shelters in the winter months (November-March). The only other emergency shelter close to Costa Mesa is the Salvation Army shelter located in Santa Ana. Options may be needed for interim housing until such time as permanent housing is constructed. One such option is motel vouchers for Costa Mesa Homeless residents until such time as permanent housing is constructed.

7a: Explore Short Term Motel Voucher Program for Costa Mesa Homeless Residents

7b: Explore utilizing Shelter Plus Care Vouchers to target Costa Mesa Homeless Residents

7c: Work with County to explore ways to keep the Cold Weather Shelter Program (located at the Fullerton and Santa Ana Armories) open longer

HTF Recommendation: Explore implementation of a motel voucher program for Costa Mesa homeless. Work with County to explore ways to keep armories open longer.

Staff Recommendation: It is not recommended to explore the motel voucher program at this time. Staff currently talking to the County about costs of keeping armory open longer.
Cost: Unknown at this time

Goal 8: Develop a Metrics System to Monitor Reductions in Homelessness

Action Item:	**Develop Analytical Tool to Measure Homeless Reduction**
Time Frame:	**Medium Term-Long Term**
Resources:	**Existing Staff/Consultants**

In order to successfully measure any reduction in homelessness due to the above-mentioned recommendations, the City needs to develop an appropriate metrics system to measure success. Although many nonprofits use the HUD-generated online Homeless Management Information System to record the activities and services which serve homeless clients, there is oftentimes no tracking of these clients on a long-term basis and therefore no way to really measure whether or not there is a true reduction in homelessness. Additionally, many service providers in the community (such as churches and other faith-based organizations) do not use HMIS to track those that they serve. The City hopes to develop a tracking system to measure the success of its homeless reduction programs so it can be assured that the appropriate actions are being taken to reduce homelessness.

HTF Recommendation: Develop Analytical tool to measure homeless reduction resulting from implementation of the City's homeless strategy.
Cost: None at this time; staff will research tracking systems and other methods of measuring homeless reduction should City Council approve HTF recommendations.

Goal 9: Promote Lions Park as a Local Venue for Special Events and Change in Facilities to more Creative Usage

Action Item:	**Look at alternative programming and recreational facilities to create opportunities to transform Lions Park into an inviting neighborhood recreational facility**
Time Frame:	**Short to Long Term**
Resources:	**Existing Staff**

Lions Park is located in the center of downtown Costa Mesa. Besides being located near a major transportation node and neighborhood shopping center, it is part of a large community center complex bounded on two sides by residential neighborhoods. The community centers are utilized by both adults and children taking advantage of the wide array of classes and services offered. Additionally, it contains both passive and active recreational facilities and has the potential of being transformed into a more vital recreational center. Part of this revitalization will be the removal of underused facilities including the shelter and surrounding hardscape to be replaced by a more active and engaging use.

With the new emphasis on special event promotion, it is suggested that the City explore utilization of this park for more dynamic event programming. There is already a built-in audience comprised of residents utilizing services at the community centers and County library. This combined with more proactive law enforcement and effective programming could help draw even more people to this park and transform it to an exciting recreational venue.

9a: Remove Shelter and Integrate of Recreational Facilities

9b: Promote Special Event Programming in Lions Park

HTF Recommendation: Remove picnic shelter and integrate new recreational equipment/facilities; identify special event programming opportunities for Lions Park.
Costs: $1.5 million