

Administrative Report

J.1., File # 25-

Meeting Date: 02/27/2025

To: TBD

From: AUSTIN C. CARMICHAEL

TITLE

REDONDO BEACH ENHANCED RESPONSE TO HOMELESSNESS STATE OF THE UNION

EXECUTIVE SUMMARY

The City of Redondo Beach has engaged in a collaboration and engagement response with the Beach Cities of Manhattan Beach and Hermosa Beach with a topline goal of **enhancing** the **effectiveness** of the LA County Service Systems for those experiencing and/or at-risk of homelessness. An intended consequence of this goal is achieving a Homeless Population of Functional Zero – meaning the number of individuals placed in **interim** or **permanent** housing is greater than the number of individuals who become homeless over a six-month period. Additionally, the homeless population, as a whole, has a median duration on the streets of less than 90 days.

The Redondo Beach Enhanced Response to Homelessness for 2024 Snapshot per Kingdom Causes dba City Net:

- **January – June**
 - Client Interactions: 228
 - Clients Enrolled: 64 (**exceeds** SLA of 50)
 - Positive Exits: 4
 - To Pallet Shelter: 2
 - To Temp Housing: 0
 - To Permanent Housing: 1 (**below** SLA of 10)
 - Clients Living in Car: 13 (**below** SLA of 50% of Clients Enrolled)
 - Clients Reconnected to Services: 37
 - Clients 'Document Ready': 8
 - Services Provided: 119
- **July – December**
 - Client Interactions: 253
 - Clients Enrolled: 80 (**exceeds** SLA of 50)
 - Positive Exits: 11
 - To Pallet Shelter: 5
 - To Temp Housing: 2
 - To Permanent Housing: 4 (**below** SLA of 10)
 - Clients Living in Car: 18 (**below** SLA of 50% of Clients Enrolled)
 - Clients Reconnected to Services: 41
 - Clients 'Document Ready': 12
 - Services Provided: 130

BACKGROUND

On August 17, 2015, in response to the growing crisis of homelessness, the Los Angeles County Board of Supervisors launched a Homeless Initiative (HI), comprised of 51 strategies to prevent

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and combat the pervasive homelessness in the LA County Communities. On March 17, 2017, through Measure H, the voters approved 21 of the 51 ordinances identified in the HI strategies.

Collaboration and Engagement among the 88 cities that make up Los Angeles County began in earnest in 2017 when the Board of Supervisors approved funding to cities to develop their own homelessness plans. In September of 2018, the Board of Supervisors approved \$9M in Measure H funding to be issued via a Request for Proposal (RFP) for LA County Cities to implement their homelessness plans, either as individual cities or multijurisdictional partners.

Common Plan Elements for the Beach Cities of Manhattan Beach, Hermosa Beach, and Redondo Beach were analyzed and the following task list was created for the Homelessness Implementation Grant:

- Creation of detailed internal city protocols in response to homelessness
- Creation of consistent system-level response between the three cities to serve people experiencing homelessness in the Beach Cities travel along the PCH corridor to adjacent cities
- Engagement training for first responders (Beach Cities Police Departments) and City Staff who come in frequent contact with those experiencing homelessness
- Awareness training of what homelessness looks like in the Beach Cities for the rest of City Staff along with a consistent set of service referral protocols
- Strengthen ties with the Coordinated Entry System (CES) and other sub-regional resources to take full advantage of all the services offered through the CES
- Expanding community stakeholders, including but not limited to, the faith community, business sector, and public schools
- Provide information to the general public about homelessness through various city-specific communication vehicles, and
- Hold annual Homelessness Roundtables

Through the City Homelessness Plan Implementation Grant, the South Bay Beach Cities Homelessness Program will consist of a Homeless Coordinator/City Liaison who will be subcontracted to leverage the cities' fiscal and administrative resources to systemize, coordinate and help oversee multi-sectoral homeless efforts to enhance and expand regional access to services. Working in strong coordination with the Beach City Leadership, the Homeless Coordinator/City Liaison will help develop and implement internal city-level homelessness response protocols and Beach City Regional response; tailor training material and lead training sessions with staff; and plan and hold the Annual Homelessness Stakeholder Roundtables.

Additionally, two Homeless Case Managers will be sub-contracted to assist homeless individuals and families by completing the CES Assessment; maintain case notes in Los Angeles Homeless Services Authority's (LAHSA) Homeless Management Information System (HMIS); get participants 'document ready'; and make successful referrals to interim housing, treatment centers, and permanent housing. Over the 18-month contract, at least 200 Beach Cities' homeless residents will receive case management and will be documented per LAHSA's standards. Out of that number, at least 24 will be referred to Interim Housing, 32 clients will be referred to CES and other permanent housing components (e.g. Rapid Re-Housing, Permanent Supportive Housing), and

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at least 50 will be referred to treatment programs. These targets are consistent with LAHSA's performance outcomes.

Each city will be responsible for:

- Providing a homelessness point of contact to coordinate activities internally (e.g. Governing Boards, Executive Management, City Departments) and externally (e.g. with CES, general public, etc.)
- Working with the subcontracted Homeless Coordinator/Liaison to develop internal city protocols, individualized city-level training, and other city-coordination activities
- Providing connections and establishing collaboration with the city's key community stakeholders
- Actively participate in monthly management meetings as part of the contract oversight
- Working in collaboration with the subcontracted Homeless Coordinator/Liaison on cities' annual Homelessness Stakeholder Roundtable meeting(s)
- Serving as an Opt In City for the annual homeless counts

Lastly, the City of Manhattan Beach, as the lead city contractor with the County, is responsible for the contract and financial administrative functions of this contract.

The Beach Cities envision the following ultimate changes:

- Establish a unified approach to providing homelessness services for its sub-region
- Ensure the City Staff understanding of homelessness and how to make effective referrals
- Decrease the time it takes to move people off the streets
- Reduce frequency of public safety responses for chronic homeless service cases
- Strengthen the community's engagement and quality of input on Citywide initiatives through enhanced public education efforts on the subjects of local and regional homelessness issues, resources, and strategies
- Over time, see a reduction in both the visible and hidden homeless population

The Contracted Homelessness Coordinator/City Liaison and Case Managers for the South Bay Beach Cities Homelessness Program will help develop the homelessness leadership and infrastructure within each city, along with its response to those experiencing homelessness. The contracted Homelessness Coordinator/City Liaison will oversee the two case managers. As mentioned above, they will outreach to, CES assess, and get participants 'document ready'. They will complete the necessary formal documentation to refer participants into treatment programs, interim housing, and permanent housing program components that are appropriate for their unique situation. Once accepted, that agency providing the services is then responsible for a set of activities; including in this for permanent housing programs is increasing a participant's income, assisting with finding an apartment and helping with landlord engagement, all move-in costs and other client aid including rental subsidies, and finally, providing 'wrap-around' retention services using critical time intervention techniques.

PROGRAM COMPONENTS

ALTERNATIVE CRISIS RESPONSE

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An Alternative Crisis Response (ACR) is a strategy designed to approach non-violent, mental and behavioral health service calls by offering trauma-informed care, crisis de-escalation, in person intervention and transport to immediate behavioral health services. Physical health, behavioral health, and substance use professionals can provide intensive whole-person healthcare services in episodes of crisis, with goals of reducing the amount of hospital and emergency room visits as well as fire and police department involvement. When implemented effectively, this strategy addresses, in part, 911 calls for nonviolent mental health matters, with crisis de-escalation, in-person intervention and transport to behavioral health services. Redondo Beach began its Alternative Crisis Response (ACR) project journey in July of 2023.

On April 9th of 2024, the Redondo Beach City Council and Mayor accepted a \$1.3 million grant from Health Net, \$570,003 of which to be used for an "Alternative Crisis Response" pilot program for one year.

OUTREACH, CASE MANAGEMENT, & HOUSING NAVIGATION

The South Bay Cities Council of Governments has partnered with [PATH](#) to reach out to people living on the streets, link them to services and help them move off the streets and into permanent homes.

City Net is a non-profit organization that has assisted several cities in the counties of Los Angeles, Orange, Riverside and Santa Barbara. City Net's organization and mission are effective in helping individuals who have been chronically homeless for a number of years. City Net provides 2 Case Managers that provide outreach, case management, and housing navigation services 40 hours a week and at least one weekend day. City Net also participates in Homeless Court, appearing in court once a month.

MENTAL HEALTH TREATMENT

A significant percentage of the Homeless individuals who end up in criminal court have underlying chronic mental health conditions. Mental health treatment is vital and often necessary to get a homeless individual "Housing Ready." The available treatment facilities are frequently overwhelmed with patients or they are otherwise difficult for homeless defendants to access. The City feels strongly that increasing access to Mental Health Services would be an important part of the program. Clear Recovery Center, a South Bay based mental health treatment and substance abuse treatment provider that provides a full continuum of care, started out as a partner in this unmet need. Their treatment is individualized, evidence-based and age-specific in order to give their clients the best possible chance at long term recovery. They pride themselves on their expert clinical team who is highly skilled in the latest in evidence-based treatments and therapies. Clear Recovery Center has offered to donate \$5,000 per month of professional clinical services for a mental health treatment program to assist the homeless. Additionally, the City would have the option to use the South Bay Cities Council of Governments' (SBCCOG) grant funds to purchase additional hours of counseling depending upon the demand for these services. The clinical services would initially be rendered in a space provided by the City, with the opportunity for program expansion contingent upon clinical

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efficacy. The Police Department is willing to have the counseling take place in a conference room in the annex building at 200 N. PCH.

While successful, the City now feels a dedicated Mental Health Clinician is needed. On May 10, 2022, in response to a Strategic Plan item, the City Attorney's Office presented a discussion item to the City Council on possible options to improve the City's Enhanced Response to Homelessness Program. Three recommendations were provided. The unanimous priority, by far, was that the City employ a Mental Health Clinician who could assist those that need mental health treatment and medication. This Clinician, as an employee of the City, would be more available and responsive to the City needs and resident complaints. Thereafter, a Budget Decision Package was prepared that would allow the hiring of a Mental Health Clinician. The City Council, as a part of the 22- 23 Budget, voted to fund \$50,000 towards the position and work collectively with Manhattan Beach and Hermosa Beach to develop the program. Additionally, the Council directed that the position be put in the Police Department rather than the City Attorney's Office. Moreover, the Police Department could not hire anyone with only roughly 1/3 of the cost allocated. Although the City Managers of Manhattan and Hermosa agree with the idea on a conceptual basis no real progress has been made in implementing this top goal. To date, a mental health clinician has not been hired.

HOMELESS COURT

Homeless defendant cases represent a significant portion of the total criminal cases the City Prosecutor Division of the City Attorney's Office handles. The prosecution of individuals experiencing homelessness was modified to effectively and demonstratively curtail the cycle of drug, alcohol, quality of life, and theft offenses being committed. In August of 2019, the Redondo Beach Homeless Court Program ("RBHCP") went live with a simple but impactful mission - make services, rather than custody, the primary adjudication for misdemeanor prosecutions that typically send our homeless population to jail. The RBHCP is a type of pre-trial diversion program and in California, there are three main types of pre-trial diversion programs that are at the core of the RBHCP:

- Drug Diversion – Penal Code 1000 PC
- Mental Health Diversion – Penal Code 100.36 PC
- Military Diversion – Penal Code 1001.81 PC

The RBHCP convenes one morning each month to hear cases approved by Redondo Beach Prosecutors. Typical participants are nonviolent offenders who have been arrested, for what Redondo Beach Prosecutors consider "quality-of-life crimes" (i.e. public drunkenness, drug violations) that fit into one or more of the above pre-trial diversion program types. Participants can also be referrals from homeless service agencies, community members, members of the Redondo Beach First Responder Community, among others. All eligible participants can only enter the program voluntarily. Upon selection and agreement by the participant, the right to a speedy trial is waived and any treatment ordered by the judge adjudicating the case requires the participant return to the court regularly to report on their compliance.

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In addition to treatment, participants are availed of the opportunity for one of the Housing Programs (Pallet Shelter, Bridge Housing, Single Room Occupancy (SRO) Housing, and Permanent Housing offered as part of the larger Enhanced Response to Homelessness Program deployed by the City of Redondo Beach. Participants remain under the Court's supervision until housing is secured.

Key metrics for RBHCP:

- Total Number of Participants YOY
- Total Number of Participants who Accepted Services YOY
- Total Number of Active Participants MOM
- Total Number of Participants Graduated and Moved to Housing by Housing Type (Pallet Shelter, Permanent Housing, Bridge Housing, SRO)
- Total Number of Participants who Exited the Program by Reason Type (Voluntary, Failure to Participate, Death)
- Total Number of Potential Participants who did not Qualify for the Program by Reason Type (Incompetent to stand trial, etc.) inclusive of what their disposition was (referred to Mental Health Court, Criminal Court, Treatment Facility)
- Average Attendance Rate
- Average Diversion Completion Rates
- Average Time from Entering Diversion Program to being Housed YOY

Note: "Though unique in its setting, Redondo Beach's homeless court draws its basic form from a model that originated in San Diego three decades ago. In 1989, then-Deputy Public Defender Steve Binder set up a court process to help homeless veterans clear bench warrants. It grew into the San Diego Homeless Court Program, a model that's been adopted in about 70 homeless courts around the country from Salt Lake City to Detroit." – Doug Smith, Senior Writer, LA Times

PALLET NON CONGREGATE SHELTER & MOTEL BEDS

Pallet Shelter

On October 6, 2020, the City Council approved a CARES Act CDBG -CV allocation not to exceed \$300,000 towards the proposed establishment of a 13-month temporary emergency housing shelter. On November 10, 2020, the City Council approved the construction and operation of a temporary emergency housing shelter on Kingsdale Avenue for 6-months, December 30, 2020-June 30, 2021. The operational cost for the shelter is projected to be \$325,000 or approximately \$54,000 per month. The monthly operating costs for the shelter operation will be shared between the City and Los Angeles County. The City's contribution will be made from the CARES Act CDBG -CV funds and will be paid on a monthly basis to Los Angeles County in the amount of \$23,077. The terms of the shared funding obligations and shelter operational responsibilities are codified by the Letter of Agreement (LOA) with Los Angeles County.

Los Angeles County executed a professional services contract with Harbor Interfaith Services to provide for **all operational and human services** aspects of the temporary emergency housing shelter. Any unspent CARES Act CDBG-CV funds previously allocated by the Council to the

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shelter project would be available for other uses under the CDBG CARES Act program guidelines provided by the Office of Housing and Urban Development (HUD).

During the Fiscal Year 2023-2024 Budget Adoption Process, the City Council approved the expansion of the Pallet Shelter estimated to cost \$1,568,750 on the condition of identifying grant funding. On December 19, 2023, City Council approved the purchase of twenty-five (25) additional pallet shelter units because the City received a letter of support from Los Angeles County Supervisor Holly J. Mitchell for \$800,000 of District Two Homelessness funding as well as a letter of support from Health Net awarding the City \$729,997 towards the remaining \$768,750 (\$38,753 remains) for the expansion of the Redondo Beach Pallet Shelter. This was necessary for the City to be able to purchase the pallet shelter units before they doubled in price. The Health Net award will reimburse the City for this expenditure. The additional twenty-five (25) units have been delivered by Pallet and are being stored on the empty lot North of the current Pallet Shelter where they will be placed after the completion of capital improvements.

TRANSITIONAL BEDS & SINGLE ROOM OCCUPANCY (SRO)

Single Room Occupancy ("SRO") Housing

Since January, 2021, the City of Redondo Beach ("The City"), largely through Measure H funding, has leased five SRO's within Service Planning Area (SPA) 8 from Swami International, a regional property management company. The City used these SRO's as bridge housing for people from the City of Redondo Beach who are experiencing homelessness as a place to stay while seeking permanent housing. Currently, the SRO's that Redondo leased have a 52% exit rate to permanent housing. For comparison, the exit rate from interim shelter to permanent housing in all of SPA 8 and the county is 17%.

Additionally, through Measure H funding, provides just-in-time Client Aid funding to city and agency case managers. This pays for expenses to place clients in housing, shelter or an employment situation. Funds can also be used for needs such as transportation expenses for job interviews or family reunification, assistance with first/last months' rent, security deposits and application fees.

On May 3, 2022, the Los Angeles County Board of Supervisors unanimously approved a motion to implement the New Framework to End Homelessness in Los Angeles County which included an increase of co-investment opportunities for cities and Councils of Governments, which they called the Local Jurisdiction fund.

The SBCCOG was awarded \$2,344,214 through June 30, 2027. On May 9, 2023, the SBCCOG convened homeless staff of its sixteen (16) cities and Supervisor Districts to review the Local Jurisdiction funding plan homeless staff of its sixteen (16) cities and Supervisor Districts to review the Local Jurisdiction funding plan and solicit feedback.

On June 22, 2023, the SBCCOG Board of Directors approved the Local Jurisdiction funding plan, which allocated \$350,000 for a Motel and SRO Bed Leasing Program.

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In August, 2023, the City Attorney's Office submitted a proposal to the SBCCOG to obtain funding for a Motel and SRO Bed Leasing Program at an annual cost of up to \$235,150 for rent, insurance and basic furniture. In addition, the City Attorney's Office requested funds for two motel beds for those that need an immediate short stay to be prepared to go to appointments for other housing opportunities. After reviewing the proposal, the SBCCOG Homeless Services Department recommended approval to the SBCCOG Board of Directors.

The SBCCOG granted the City an additional grant of \$245,000 the COG set aside to continue this program. On **June 4, 2024**, City Staff recommended that the Mayor and City Council approve the First Amendment to the MOU (original MOU date **10/08/2023**) to accept the grant and extend the term of the MOU to **June 30, 2025**.

PERMANENT SUPPORTIVE HOUSING

Project Moonstone

In 2024 the city opened Project Moonstone, 20 units of interim housing a former hotel site, in partnership with Century Housing. The site is the city's first state-funded Project Homekey housing site. Project Homekey provides regional and local public entities an opportunity to develop a broad range of housing types as interim or permanent housing.

FUNDING

Total **Funding to Date**: \$9,130,902.07

- **FY19/20**
 - **Total**: \$245,287
 - **(02/2020)** SBCCOG (Measure H Innovation Funds for the Enhanced Response to Homelessness Program): \$245,287
- **FY21/22**
 - **Total**: \$306,299
 - **(01/11/2022)** SBCCOG (Measure H Innovation Funds for bridge housing, services, and the addition of Hermosa Beach to Redondo's Homeless Court): \$306,299
- **FY22/23**
 - **Total**: \$2,092,405.17
 - **(07/21/2022)** SBCCOG (Innovation Grant): \$216,000
 - **(04/18/2023)**; City Council Agenda Item N3., File # 23-5897) Los Angeles Board of Supervisor Janice Hahn (Discretionary Funds for Homeless Court): \$100,000
 - **(04/18/2023)**; City Council Agenda Item N3., File # 23-5897) Los Angeles Chief Executive Office - Homelessness Initiative's Office (Measure H Funds for capital improvements to the Pallet Shelter to reduce operational costs): \$250,000
 - **(04/18/2023)**; City Council Agenda Item N3., File # 23-5897) Permanent Local Housing Allocation Program (PLHA) (Pallet Shelter Operational Costs): \$784,980

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- (04/18/2023); City Council Agenda Item N3., File # 23-5897) Los Angeles County Cities and Councils of Governments Interim Housing Services Fund (CCOGIHS) (Pallet Shelter Operational Costs): \$583,971
- (04/18/2023); City Council Agenda Item N3., File # 23-5897) Beach Cities Health District (Homeless Related Services): \$50,000
- (04/18/2023); City Council Agenda Item N3., File # 23-5897) St. Andrews Presbyterian Church (Enhanced Response to Homelessness Program): \$4,000
- (04/18/2023); City Council Agenda Item N3., File # 23-5897) Prior Residents Estate (Enhanced Response to Homelessness Program): \$23,454.17
- (06/06/2023) SBCCOG (Homeless Court Expansion): \$80,000
- **FY23/24:**
 - **Total:** \$4,272,697
 - (09/19/2023) SBCCOG (Lease Motel and Single Room Occupancy (SRO) beds): \$235,150
 - (10/17/2023) Assembly Member Al Muratsuchi (Discretionary Funds for Homeless Court): \$500,000
 - (10/17/2023) Judicial Council (Budget modification to appropriate the Intergovernmental Fund; Support City's Enhanced Response to Homelessness): \$500,000
 - (10/17/2023) California Department of Housing & Community Development (Budget modification to appropriate to the Intergovernmental Fund): \$557,962
 - (11/07/2023) Reallocation of CIP Dollars (Pallet Shelter Expansion): \$768,000
 - (03/19/2024) SBCCOG (Case Management): \$27,832
 - (04/09/2024) Health Net (04-09-24) (Alternative Crisis Response Pilot Program & Pallet Shelter Expansion): \$1,338,753
 - (06/04/2024) SBCCOG (RB Homeless Court Expansion and Interim Bed Project): \$100,000
 - (06/04/2024) SBCCOG (Motel and SRO Leases): \$245,000
- **FY24/25:**
 - **Total:** \$2,214,213.90
 - (08-20-24) LA County CEO (Supervisor Holly Mitchell): \$800,000
 - (09/25/2024) LA County Department of Health (Funding and operation of Redondo Beach emergency homeless shelter): \$1,414,213.90

STAFFING

- Homeless Housing Supervisor (FTE) (**Open:** Requested in FY23/24)
- Homeless Housing Navigator (FTE) (**Filled:** January of 2020; Lila Omura who wanted to finish case work with her previous employer Harbor Interfaith through the end of 2019)
- Mental Health Clinician (FTE) (**Open:** Requested in FY 23/24)

PARTNERS

- **Pallet Shelter Builders:** (as of 12/19/2023): \$300,057.41 allocated to vendor

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- Civil Engineering: \$50,000
- Electrical Engineering: \$50,000
- Plan Design and Architecture: \$75,000
- Grading, Paving and Accessibility and Retainment: \$245,000
- Electrical: \$255,000
- Sewer: \$30,000
- Pallet Shelter Units, Restrooms, and General Use Unit: \$550,000
- Contingency (25%) \$313,750
- Total: \$1,568,750 (25 Units)
- Funding Los Angeles County Grant: \$800,000
- Wastewater Fund: \$30,000
- **Balance (Deficit): (\$738,750)**
- **Harbor Interfaith:**
 - All Pallet Shelter Operations & Services contracted through LA County
 - Shared Case Management Services (**03-19-2024 – 11/22/2024: \$27,832**)
 - Client Reporting Requirements (Quarterly)
 - Case Manager case load (by city)
 - Number of new cases (by city)
 - Number of participants sheltered, referred to safe parking, or other interim situation (by city)
 - Number of participants housed (by city)
 - Caseload and Throughput on an individual basis requirements:
 - HMIS ID (if known) (or other identifier as to not reveal personal information)
 - Birth Date
 - Enroll Date
 - Exit Date
 - Length of Stay in Program
 - Assessment
 - Housing Move-in Date
 - Number of Services
 - Number of Case Notes
- **SWAMI: Motel and SRO Lease Agreements (10/15/2024 – 10/15/2025)**
 - City Attorney to Clarify pricing model and grant allocation
 - \$235,150 (SBCCOG **09/19/23**)
 - \$245,000 (SBCCOG **06/04/24**)
- **Kingdom Causes dba City Net: (10/31/2024 – 06/30/2025) FY 24/25: \$332,214.17** (not to exceed \$472,062.17); **FY 23/24: \$254,226.58** (not to exceed \$226,800) (\$77,987.59 increase)
 - Personnel: \$167,401.95 (previously \$120,794.23)
 - Client Services: \$57,750 (previously \$43,312.50)
 - Operations & Program Expense: \$24,146.62 (previously \$14,294.03)
 - Indirect Costs: \$24,929.86 (previously \$17,840.08)
 - Homeless Census Report: \$57,985.74 (cost not listed in MOU amendment)