

**AGREEMENT FOR PROFESSIONAL SERVICES BETWEEN
THE CITY OF SALINAS AND INSTITUTE FOR URBAN INITIATIVES**

This Agreement for Professional Services (the "Agreement") is made and entered into this 9th day of December, 2016, by and between the **City of Salinas**, a California charter city and municipal corporation (hereinafter "City"), and **Institute for Urban Initiatives**, a non-profit non-partisan organization, (hereinafter "Consultant" or "Urban Initiatives").

RECITALS

WHEREAS, Consultant represents that it is specially trained, experienced, and competent to perform the special services which will be required by this Agreement; and

WHEREAS, Consultant is willing to render such professional services, as hereinafter defined, on the following terms and conditions.

NOW, THEREFORE, City and Consultant agree as follows:

TERMS

1. **Scope of Service.** The project contemplated and the scope of Consultant's services are described in **Exhibit A**, and **Exhibit C** attached hereto and incorporated herein by reference. Consultant shall not proceed to perform any such service until City and Consultant have established a project cost, a completion schedule, and a time period for performance, and the City has given its written authorization to perform. Written approval for performance and compensation may be granted by the Director of Community and Development.
2. **Term; Completion Schedule.** This Agreement shall commence on December 9, 2016 and shall terminate on January 31, 2019, unless extended in writing by either party upon thirty (30) days written notice. This Agreement may be extended only upon mutual written consent of the parties, and may be terminated only pursuant to the terms of Section 17 of this Agreement. Consultant shall fully comply with all time-lines for performance of its consulting services set forth in **Exhibit A** and **Exhibit C**.
3. **Compensation.** City hereby agrees to pay Consultant for services rendered the City pursuant to this Agreement in a total amount not to exceed Fifteen Thousand Dollars (\$15,000.00) on a time and materials basis according to the maximum hourly rates of compensation set forth in **Exhibit A**; and One Thousand Eight Hundred Dollars (\$1,800.00) at an hourly rate of \$90/hour for First Phase, additional Phases will be negotiated at a \$90/hour based on the time required to complete work as set forth in **Exhibit C**.
4. **Billing.** Consultant shall submit to City an itemized invoice, prepared in a form satisfactory to City, describing its services and costs for the period covered by the invoice. Except as specifically authorized by City, Consultant shall not bill City for duplicate services performed by more than one person. Consultant's bills shall include the following information to which such services cost or pertain:
 - a. A brief description of services performed;
 - b. The date the services were performed;
 - c. The number of hours spent and by whom;

- d. A brief description of any costs incurred; and
- e. The Consultant's signature.

Any such invoices shall be in full accord with any and all applicable provisions of this Agreement.

City shall make payment on each such invoice within thirty (30) days of receipt; provided, however, that if Consultant submits an invoice which is incorrect, incomplete, or not in accord with the provisions of this Agreement, City shall not be obligated to process any payment to Consultant until thirty (30) days after a correct and complying invoice has been submitted by Consultant. The City shall process undisputed portion immediately.

5. Additional Copies. If City requires additional copies of reports, or any other material which Consultant is required to furnish as part of the services under this Agreement, Consultant shall provide such additional copies as are requested, and City shall compensate Consultant for the actual costs related to the production of such copies by Consultant.

6. Responsibility of Consultant.

a. By executing this Agreement, Consultant agrees that the services to be provided and work to be performed under this Agreement shall be performed in a fully competent manner. By executing this Agreement, Consultant further agrees and represents to City that the Consultant possesses, or shall arrange to secure from others, all of the necessary professional capabilities, experience, resources, and facilities necessary to provide the City the services contemplated under this Agreement and that City relies upon the professional skills of Consultant to do and perform Consultant's work. Consultant further agrees and represents that Consultant shall follow the current, generally accepted practices in this area to make findings, render opinions, prepare factual presentations, and provide professional advice and recommendations regarding the projects for which the services are rendered under this Agreement.

b. Consultant shall assign a single Project Director to have overall responsibility for the execution of this Agreement for Consultant. Joe Colletti, PhD, Executive Director, is hereby designated as the Project Director for Consultant. Any changes in the Project Director designee shall be subject to the prior written acceptance and approval of the City Manager.

7. Responsibility of City. To the extent appropriate to the projects to be completed by Consultant pursuant to this Agreement, City shall:

a. Assist Consultant by placing at his disposal all available information pertinent to the projects, including but not limited to, previous reports and any other data relative to the projects. Nothing contained herein shall obligate City to incur any expense in connection with completion of studies or acquisition of information not otherwise in the possession of City.

b. Examine all studies, reports, sketches, drawings, specifications, proposals, and other documents presented by Consultant, and render verbally or in writing as may be appropriate, decisions pertaining thereto within a reasonable time so as not to delay the services of Consultant.

c. Planning Manager of the Housing Division of the Department of Community Development, shall act as City's representative with respect to the work to be performed under this Agreement. Such person shall have the complete authority to transmit instructions, receive information, interpret and

define City's policies and decisions with respect to materials, equipment, elements, and systems pertinent to Consultant's services. City may unilaterally change its representative upon notice to the Consultant.

d. Give prompt written notice to Consultant whenever City observes or otherwise becomes aware of any defect in a project.

8. Acceptance of Work Not a Release. Acceptance by the City of the work to be performed under this Agreement does not operate as a release of Consultant from professional responsibility for the work performed.

9. Indemnification and Hold Harmless. Consultant shall indemnify, defend, and hold City and its officers, employees, and agents harmless from and against any and all liability, claims, suits, actions, damages, and causes of action arising out of any personal injury, bodily injury, loss of life, or damage to any property, or violation of any relevant federal, state or municipal law or ordinance, or other cause in connection with the negligent, recklessness or intentional acts or omission of Consultant, its employees, subcontractors or agents, or on account of the performance or character of the work, except for any such claim arising from the negligence or willful misconduct of the City, its officers, employees or agents. Acceptance of insurance certificates and endorsements required under this Agreement does not relieve Consultant from liability under this indemnification and hold harmless clause. This indemnification and hold harmless clause shall apply whether or not such insurance policies shall have been determined to be applicable to any of such damages or claims for damages.

Consultant shall reimburse the City for all costs and expenses including, but not limited to court costs, incurred by the City in enforcing the provisions of this section.

10. Insurance.

a. Consultant shall, throughout the duration of this Agreement, maintain comprehensive general liability and property insurance covering all operations of the Consultant, its agents and employees, performed in connection with this Agreement including but not limited to premises and automobile.

b. Consultant shall maintain the following limits:

General Liability - Contractor shall at all times during the term of this Agreement maintain in effect a policy or policies having an A.M Best rating of A-Class VIII or better for bodily injury liability, personal injury, advertising injury and property damage, including product liability insurance with limits on the Declarations Page but not less than One Million and 00/100 Dollars (\$1,000,000.00) per occurrence and Two Million and 00/100 Dollars (\$2,000,000) in the general aggregate and products/completed operations aggregate insuring against any and all liability of the insured with respect to premises and products/completed operations. Liability coverage shall also include coverage for underground work and/or construction performed (if applicable). The coverage afforded to the additional insureds under the Contractor's policy shall be primary insurance and non-contributory. If coverage is on a claims-made basis, the Contractor shall maintain "tail coverage" no less than ten (10) years after the expiration date of the policy or policies. Any policy or policies carrying a deductible of more than \$25,000.00 may be subject to review by the City of the Contractor's financials.

Umbrella or Excess - Contractor shall provide limits on the Declarations Page but not less than Two Million and 00/100 Dollars (\$2,000,000) per occurrence and Two Million and 00/100 (\$2,000,000) in the aggregate on a follow - form basis having an A.M Best rating of A-Class VIII or better.

Auto Liability - Contractor shall provide limits on the Declarations Page but not less than One Million and 00/100 (\$1,000,000.00) combined single limit for bodily injury and property damage having an A.M Best rating of A - Class VIII or better. Automobile Liability Symbol 1 (any auto), if the Company owns automobiles. An entity without autos shall have "Non -owned and Hired" coverage (Auto Symbols 8 & 9). The City and its elected and appointed officers, boards, commissions, agents and employees shall be named as Additional Insureds.

Workers' Compensation – Contractor shall provide Workers' Compensation Insurance sufficient to meet its statutory obligation and to provide benefits for employees with claims of bodily injury or occupational disease (including resulting death) as required by the State of California and Employer's Liability Insurance for One Million and 00/100 Dollars (\$1,000,000). Waiver of Subrogation for Workers' Compensation in favor of the City of Salinas is required.

Professional Liability - Contractor shall provide limits on the Declarations Page but not less than One Million and 00/100 Dollars (\$1,000,000) per occurrence and One Million and 00/100 Dollars (\$1,000,000) in the aggregate having an A.M Best rating of A-Class VIII or better.

c. All insurance companies with the exception of "Worker's Compensation" and "professional errors and omissions" affording coverage to the Consultant shall be required to add the City of Salinas, its officers, and, agents as additional "insured" by endorsement under the insurance policy and shall stipulate that this insurance policy will operate as primary insured for the work performed under this Agreement and that no other insurance affected by the City or other named insured will be called upon to contribute to a loss covered thereunder. The policy shall contain no special limitations on the scope of protection afforded to City, its officers, employees or agents.

d. All insurance companies affording coverage to Consultant shall be insurance organizations authorized by the Insurance Commissioner to transact the business of insurance in the State of California.

e. All insurance companies affording coverage shall provide thirty (30) days written notice by certified mail to the City of Salinas should the policy be canceled or reduced in coverage before the expiration date. For the purpose of this notice requirement, any material change prior to expiration shall be considered cancellation.

f. Consultant shall provide evidence of compliance with the insurance requirements listed above by providing a certificate of insurance, in a form satisfactory to the City's Risk and Benefits Analyst, concurrently with the submittal of this Agreement. A statement on the insurance certificate which states that the insurance company "will endeavor" to notify the certificate holder, "but failure to mail such notice shall impose no obligation or liability of any kind upon the Consultant, its agents or representatives" does not satisfy the requirements of this subsection. The Consultant shall ensure that the authorized representative of the insurance company strikes the above quoted language from the certificate.

g. Consultant shall provide a substitute certificate of insurance no later than ten (10) days prior to the policy expiration date. Failure by the Consultant to provide such a substitution and extend the policy expiration date shall be considered default by Consultant. In the event Consultant is unable to provide a substitute certificate of insurance within the time prescribed in this subsection, Consultant shall provide written confirmation of renewal, in a form satisfactory to the City, to act as proof of insurance only until such time as a certificate of insurance has been received by the City.

h. Maintenance of insurance by the Consultant as specified in this Agreement shall in no way be interpreted as relieving the Consultant of any responsibility whatever and the Consultant may carry, at its own expense, such additional insurance as it deems necessary.

11. Access to Records. Consultant shall maintain all preparatory books, records, documents, accounting ledgers, and similar materials including but not limited to calculation and survey notes relating to work performed for the City under this Agreement on file for at least three (3) years following the date of final payment to Consultant by City. Any duly authorized representative(s) of City shall have access to such records for the purpose of inspection, audit, and copying at reasonable times during Consultant's usual and customary business hours. Consultant shall provide proper facilities to City's representative(s) for such access and inspection.

12. Assignment. It is recognized by the parties hereto that a substantial inducement to City for entering into this Agreement was, and is, the professional reputation and competence of Consultant. This Agreement is personal to Consultant and shall not be assigned by it without express written approval of the City.

13. Changes to Scope of Work. City may at any time, and upon a minimum of ten (10) days written notice, seek to modify the scope of services to be provided for any project to be completed under this Agreement. Consultant shall, upon receipt of said notice, determine the impact on both time and compensation of such change in scope and notify City in writing. Rate of compensation shall be based upon the Consultant's schedule of hourly rates shown in **Exhibit A** of this Agreement. Upon agreement between City and Consultant as to the extent of said impacts to time and compensation, an amendment to this Agreement shall be prepared describing such changes. Execution of the amendment by City and Consultant shall constitute the Consultant's notice to proceed with the changed scope.

14. Notice to Proceed; Progress; Completion. Upon execution of this Agreement by both parties, City shall give Consultant written notice to proceed with this work. Such notice may authorize Consultant to render all of the services contemplated herein, or such portions or phases as may be mutually agreed upon. In the latter event, City shall, in its sole discretion, issue subsequent notices from time to time regarding further portions or phases of the work. Upon receipt of such notices, Consultant shall diligently proceed with the work authorized and complete it within the agreed time period specified in said notice.

15. Ownership of Documents. Title to all final documents, including drawings, specifications, data, reports, summaries, correspondence, photographs, computer software (if purchased on the City's behalf), video and audio tapes, software output, and any other materials with respect to work performed under this Agreement shall vest with City at such time as City has compensated Consultant, as provided herein, for the services rendered by Consultant in connection with which they were prepared. City agrees to hold harmless and indemnify the Consultant against all damages, claims,

lawsuits, and losses of any kind including defense costs arising out of any use of said documents, drawings, and/or specifications on any other project without written authorization of the Consultant.

16. Subcontractors. Consultant shall be entitled, to the extent determined appropriate by Consultant, to subcontract any portion of the work to be performed under this Agreement. Consultant shall be responsible to the City for the actions of persons and firms performing subcontract work. The subcontracting of work by Consultant shall not relieve Consultant, in any manner, of the obligations and requirements imposed upon Consultants by this Agreement.

17. Termination.

a. City shall have the authority to terminate this Agreement, upon written notice to Consultant, as follows:

- (1) If in the City's opinion the conduct of the Consultant is such that the interest of the City may be impaired or prejudiced, or
- (2) For any reason whatsoever.

b. Upon termination, Consultant shall be entitled to payment of such amount as fairly compensates Consultant for all work satisfactorily performed up to the date of based upon the hourly rates of compensation shown in **Exhibit A** and **Exhibit C**, except that:

- (1) In the event of termination by the City for Consultant's default, City shall deduct from the amount due Consultant the total amount of additional expenses incurred by City as a result of such default. Such deduction from amounts due Consultant are made to compensate City for its actual additional costs incurred in securing satisfactory performance of the terms of this Agreement, including but not limited to, costs of engaging another consultant(s) for such purposes. In the event that such additional expenses shall exceed amounts otherwise due and payable to Consultant hereunder, Consultant shall pay City the full amount of such expense.

c. In the event that this Agreement is terminated by City for any reason, Consultant shall:

- (1) Upon receipt of written notice of such termination promptly cease all services on this project, unless otherwise directed by City; and
- (2) Deliver to City all documents, data, reports, summaries, correspondence, photographs, computer software output, video and audio tapes, and any other materials provided to Consultant or prepared by or for Consultant or the City in connection with this Agreement. Such material is to be delivered to City in completed form; however, notwithstanding the provisions of Section 15 herein, City may condition payment for services rendered to the date of termination upon Consultant's delivery to the City of such material.

d. In the event that this Agreement is terminated by City for any reason, City is hereby expressly permitted to assume the projects and complete them by any means, including but not limited to, an agreement with another party.

e. The rights and remedy of the City and Consultant provided under this Section are not exclusive and are in addition to any other rights and remedies provided by law or appearing in any other section of this Agreement.

18. Audit and Examination of Accounts.

a. Consultant shall keep and will cause any assignee or subcontractor under this Agreement to keep accurate books of record in account, in accordance with sound accounting principles, which records pertain to services to be performed under this Agreement.

b. Any audit conducted of books and records and accounts shall be in accordance with generally accepted professional standards and guidelines for auditing.

c. Consultant hereby agrees to disclose and make available any and all information, reports or books of records or accounts pertaining to this Agreement to City and any City of the County of Monterey or state or federal government which provides support funding for this project.

d. Consultant hereby agrees to include the requirements of subsection (B), above, in any and all contracts with assignees or consultants under this Agreement.

e. All records provided for in this section are to be maintained and made available throughout the performance of this Agreement and for a period of not less than three (3) years after full completion of services hereunder, except that any and all such records which pertain to actual disputes, litigation, appeals or claims shall be maintained and made available for a period of not less than three (3) years after final resolution of such disputes, litigation, appeals or claims.

19. Compliance with Laws, Rules, and Regulations. Services performed by Consultant pursuant to this Agreement shall be performed in accordance and full compliance with all applicable federal, state, and City laws and any rules or regulations promulgated thereunder.

20. Exhibits Incorporated. All exhibits referred to in this Agreement and attached to it are hereby incorporated in it by this reference. In the event there is a conflict between any of the terms of this Agreement and any of the terms of any exhibit to the Agreement, the terms of the Agreement shall control the respective duties and liabilities of the parties.

21. Independent Contractor. It is expressly understood and agreed by both parties that Consultant, while engaged in carrying out and complying with any of the terms and conditions of this Agreement, is an independent contractor and not an employee of the City. Consultant expressly warrants not to represent, at any time or in any manner, that Consultant is an employee or servant of the City.

22. Integration and Agreement. This Agreement represents the entire understanding of City and Consultant as to those matters contained herein. No prior oral or written understanding shall be of any force or effect with respect to those matters contained herein. This Agreement may not be modified or altered except by amendment in writing signed by both parties.

23. Jurisdiction. This Agreement shall be administered and interpreted under the laws of the State of California. Jurisdiction of litigation arising from this Agreement shall be in the State of California, in the County of Monterey.

24. Severability. If any part of this Agreement is found to be in conflict with applicable laws, such part shall be inoperative, null and void insofar as it is in conflict with said laws, but the remainder of the Agreement shall continue to be in full force and effect.

25. Notices.

a. Written notices to the City hereunder shall, until further notice by City, be addressed to:

Director of Department of Community Development
City of Salinas
65 West Alisal Street, 2nd floor
Salinas, California 93901

With a Copy to:

City Attorney
City of Salinas
200 Lincoln Avenue
Salinas, California 93901

b. Written notices to the Consultant shall, until further notice by the Consultant, be addressed to:

Institute for Urban Initiatives
135 N. Oakland Avenue
Pasadena, CA 91182

c. The execution of any such notices by the City Manager of the City shall be effective as to Consultant as if it were by resolution or order of the City Council, and Consultant shall not question the authority of the City Manager to execute any such notice.

d. All such notices shall either be delivered personally to the other party's designee named above, or shall be deposited in the United States Mail, properly addressed as aforesaid, postage fully prepaid, and shall be effective the day following such deposit in the mail.

26. Nondiscrimination. During the performance of this Agreement, Consultant shall not discriminate against any employee or applicant for employment because of race, color, religion, ancestry, creed, sex, national origin, familial status, sexual orientation, age (over 40 years) or disability. Consultant shall take affirmative action to ensure that applicants are employed, and that employees are treated during employment without regard to their race, color, religion, ancestry, creed, sex, national origin, familial status, sexual orientation, age (over 40 years) or disability.

27. Conflict of Interest. Consultant warrants and declares that it presently has no interest, and shall not acquire any interest, direct or indirect, financial or otherwise, in any manner or degree which will render the services required under the provisions of this Agreement a violation of any applicable local, state or federal law. Consultant further declares that, in the performance of this Agreement, no subcontractor or person having such an interest shall be employed. In the event that any conflict of interest should nevertheless hereinafter arise, Consultant shall promptly notify City of the existence of

such conflict of interest so that City may determine whether to terminate this Agreement. Consultant further warrants its compliance with the Political Reform Act (Government Code section 81000 et seq.) and Salinas City Code Chapter 2A that apply to Consultant as the result of Consultant's performance of the work or services pursuant to the terms of this Agreement.

28. Headings. The section headings appearing herein shall not be deemed to govern, limit, modify, or in any manner affect the scope, meaning or intent of the provisions of this Agreement.

29. Attorney's Fees. In case suit shall be brought to interpret or to enforce this Agreement, or because of the breach of any other covenant or provision herein contained, the prevailing party in such action shall be entitled to recover their reasonable attorneys' fees in addition to such costs as may be allowed by the Court. City's attorneys' fees, if awarded, shall be calculated at the market rate.

30. Non-Exclusive Agreement. This Agreement is non-exclusive and both City and Consultant expressly reserves the right to contract with other entities for the same or similar services.

31. Rights and Obligations Under Agreement. By entering into this Agreement, the parties do not intend to create any obligations express or implied other than those set out herein; further, this Agreement shall not create any rights in any party not a signatory hereto.

32. Licenses. If a license of any kind, which term is intended to include evidence of registration, is required of Consultant, its representatives, agents or subcontractors by federal, state or local law, Consultant warrants that such license has been obtained, is valid and in good standing, and that any applicable bond posted in accordance with applicable laws and regulations.

33. Counterparts. This Agreement may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute a single agreement.

34. Legal Representation. Each party affirms that it has been represented by legal counsel of its own choosing regarding the preparation and the negotiation of this Agreement and the matters and claims set forth herein, and that each of them has read this Agreement and is fully aware of its contents and its legal effect. Neither party is relying on any statement of the other party outside the terms set forth in this Agreement as an inducement to enter into this Agreement.

35. Joint Representation. The language of all parts of this Agreement shall in all cases be construed as a whole, according to its fair meaning, and not strictly for or against any party. No presumptions or rules of interpretation based upon the identity of the party preparing or drafting the Agreement, or any part thereof, shall be applicable or invoked.

36. Warranty of Authority. Each party represents and warrants that it has the right, power, and authority to enter into this Agreement. Each party further represents and warrants that it has given any and all notices, and obtained any and all consents, powers, and authorities, necessary to permit it, and the persons entering into this Agreement for it, to enter into this Agreement.

37. No Waiver of Rights. Waiver of a breach or default under this Agreement shall not constitute a continuing waiver or a waiver of a subsequent breach of the same or any other provision of this Agreement. The failure to provide notice of any breach of this Agreement or failure to comply with any of the terms of this Agreement shall not constitute a waiver thereof. Failure on the part of either party

to enforce any provision of this Agreement shall not be construed as a waiver of the right to compel enforcement of such provision or any other provision. A waiver by the City of any one or more of the conditions of performance under this Agreement shall not be construed as waiver(s) of any other condition of performance under this Agreement.

IN WITNESS WHEREOF, the parties hereto have made and executed this Agreement on the date first written above.

CITY OF SALINAS

Megan Hunter, Community Development Director

Date

APPROVED AS TO FORM:

Christopher A. Callihan, City Attorney

Date

Consultant: Institute for Urban Initiatives, Inc.

By: Joe Colletti, PhD
Its: Executive Director

Date

By:
Its:

Date

Exhibit A: Scope of Work and Fee Schedule

Exhibit B: Urban Initiatives Budget

Exhibit C: Proposal to Update the Lead Me Home, the 10 Year Plan to End Homelessness in Monterey and San Benito Counties

Exhibit A



INSTITUTE FOR URBAN INITIATIVES

135 N. Oakland Avenue, Pasadena, CA 91182
Tel. (626) 794-3400 • Fax (626) 744-9009
solutions@urban-initiatives.org • www.urban-initiatives.org

November 17, 2016

Anastacia Wyatt
Planning Manager
Community Development Department
65 West Alisal Street, 2nd Floor
Salinas, California 93901

Dear Ms. Wyatt:

The Institute for Urban Initiatives (Urban Initiatives) is pleased to submit a proposal to help prepare a revitalization plan for the Chinatown Neighborhood that “includes addressing pervasive homeless issues through the creation of a system of services that support individuals without housing to regain appropriate shelter with on-going support services as needed,” as noted in the recent Request for Proposals to prepare a revitalization plan for the Chinatown Neighborhood.

Urban Initiatives is a qualified consultant regarding persistent issues concerning homelessness. Our organization has worked fervently with many cities and counties in California to end homelessness and has helped develop and implement many local jurisdictional plans and programs that have resulted in thousands of homeless people exiting their state of homelessness. Urban Initiatives has also strategized and labored with several jurisdictions in bringing social and economic reinvestment to neighborhoods that have experienced decades of disinvestment and has also worked ardently with non-government and government agencies to end various types of discrimination involving class, disabilities, ethnicity, gender, housing, income, and land use by changing such practices in local jurisdictional ordinances and statutes within their municipal codes.

Urban Initiatives will provide a homeless conditions analysis based on data gathering with stakeholders which will include small group and one-on-one interviews with representatives from non-profit organizations, faith community groups, local government, and businesses. Review of the data will include determining which data are relevant and used to prepare the analysis. Data gathering will also include homeless count and survey data submitted to the U.S. Department of Housing and Urban Development which will include the most recent Point-in-Time Homelessness Chart, Housing Inventory Chart, and annual Continuum of Care Program grant submission.

“Community-based solutions that work!”

Urban Initiatives will engage stakeholders through group meetings, small group focus groups, and one-on-one interviews with a wide-range of public and private support service providers which will include those providing health care, mental health care, substance use treatment, and trauma-informed care. Our organization will also work with stakeholders to develop a strategy for a system of supportive services that will help homeless persons obtain and maintain permanent affordable housing. The strategy will also focus on the building that is being rehabbed into a Homeless Center and also identify opportunities for supportive services to be housed at other sites outside of Chinatown.

It is important to note that Urban Initiatives will encourage stakeholders to develop a strategy that is based upon several evidence-based and best practices that have helped jurisdictions achieve unprecedented decreases in the total number of persons who are homeless within their communities. Such decreases have included a local jurisdiction's chronic homeless population.

In order to end chronic homelessness, a local jurisdiction often has to redesign and realign existing residential and non-residential services with the best practices. Once local stakeholders are well informed about such practices, they are in the position to best tailor these practices within their communities. While the best practices are becoming increasingly universal, applying them to a local community is best done by the local stakeholders.

Redesigning and realigning existing residential and non-residential services with the best practices to effectively engage chronically homeless persons involves four primary activities: 1) street outreach; 2) housing search; 3) intake and assessment; and 4) housing navigation.

1. Street Outreach: Implementing a Non-Traditional Approach

Street outreach workers engaging chronically homeless persons with affordable housing opportunities up front is an approach that stands in contrast to traditional street outreach approach to date. The latter focuses on engaging chronically homeless persons with various types of emergency assistance for the purpose of developing a relationship that will help the street outreach worker persuade the chronically homeless person to stay in a shelter. Street outreach workers would focus on shelter because they would point to the lack of affordable housing and hope that appropriate housing would be identified during the chronically homeless person's stay in a shelter.

2. Housing Search: Engaging a Wide-Range of Community Representatives with Housing Locators

Engaging a wide-range of community representatives in housing search activities with housing locators will result in an increase of affordable housing opportunities, which will allow a street outreach worker to concentrate on developing a relationship that will help the worker motivate

a chronically homeless person to pursue an appropriate affordable housing opportunity and work with a housing navigator (see below) to obtain and maintain the housing.

The wide-range of community representatives can function as an Advisory Council to the local continuum of care and help street outreach workers and housing navigators with two primary tasks:

- Recruit potential providers of affordable housing such as: affordable housing developers; affordable housing operators; permanent supportive housing providers; property owners; property managers; congregational members, and providers of subsidized housing such as the Housing Choice Voucher Program (Section 8);
- Encourage and incentivize potential providers of affordable housing to rent their units to persons who are experiencing chronic homelessness through 1) financial incentives such as enhanced security deposits and risk mitigation funds aimed to reduce landlord exposure to financial risks caused by excessive damage costs; and 2) non-financial incentives such as case management and supportive services to help minimize the risk of financial losses.

Housing locators serve as the point of contact for Advisory Council members and also recruit potential providers of affordable housing and encourage and incentivize potential providers of affordable housing to rent their units to persons who are experiencing chronic homelessness.

3. Intake and Assessment: Coordinating a Centralized Intake and Assessment System

Chronically homeless persons are entered into a Coordinated Entry System (CES), which has protocols in place to ensure that homeless persons have immediate access to assistance. The CES is embedded in the local homeless management information system (HMIS). Also, embedded is the Vulnerability Index Service Prioritization Decision Assistance Tool (VI-SPDAT), which is the assessment tool that determines and prioritizes those persons with the most urgent and severe needs. Persons with less severe needs are also assessed and matched with the right level of residential and supportive service needs.

To date, however, many chronically homeless persons are not permanently housed in appropriate housing because of the lack of such housing.

4. Housing Navigation: Providing a Warm Handoff from the Street Outreach Worker to a Housing Navigator

Housing Navigators, instead of Street Outreach Workers, match chronically homeless individuals and families with appropriate housing opportunities and assist them with the necessary resources to obtain and maintain their housing. Such assistance often includes

assessment of housing barriers, needs, and preferences; development of an action plan to obtain housing; outreach to and negotiation with property owners; assistance with submitting rental applications and understanding leases; help with obtaining utilities and making moving arrangements; tenant counseling; and ensuring that clients can continue to pay their rent and gain access to community-based supportive services when needed.

Housing Navigators, instead of Street Outreach Workers, performing these tasks will allow street outreach workers to engage a number of chronically homeless persons each week. Often Street Outreach Workers need to implement a constant contact method to develop a relationship that will help the worker persuade a chronically homeless person to pursue an appropriate affordable housing opportunity.

Redesign, Realign, and Results

This redesigned and realigned model contributes to more chronically homeless persons being permanently housed. The four activities described above help create the conditions needed to successfully carry out evidence-based and best practices that include permanent supportive housing and housing first.

Permanent Supportive Housing

Permanent supportive housing is for persons who have a disabling condition and are in need of subsidized housing for which they pay no more than 30% of their adjusted monthly income. Services are provided on-site and off-site. The type of services depends on the needs and the will of the residents. Services may be short-term, sporadic, or ongoing indefinitely. Supportive services may include education, emergency assistance, employment, health care, mental health care, substance use counseling and treatment, and trauma care.

Housing First

A Housing First approach ensures that chronically homeless persons, who already have the most barriers to obtaining housing, are not faced with more barriers and screened out of permanent supportive housing. Such barriers include those noted by the U.S. Department of Housing and Urban Development (HUD):

- “Too little or (no) income;
- Active or history of substance use;
- Criminal record with exceptions for state-mandated restrictions, and
- history of having been or currently a victim of domestic violence (e.g., lack of a protective order, period of separation from abuser, or law enforcement involvement).”

A Housing First approach not only ensures that chronically homeless persons are not faced with more barriers to obtain permanent supportive housing, but are not faced with more barriers to maintain the housing. Such barriers also include those noted by the U.S. Department of Housing and Urban Development (HUD):

- “Failure to participate in supportive services;
- Failure to make progress on a service plan;
- Loss of income or failure to improve income; and
- Fleeing domestic violence.”

Thus, persons who were once chronically homeless are able to live in private and secure housing with the same rights and responsibilities as other members of the community. Combining permanent supportive housing and a Housing First approach not only resolves their homelessness but reduces their use of publically and privately funded crisis services that include shelters, ambulances, hospitals, psychiatric centers, jails, and prisons.

Please note that Appendix A provides a brief description of five relevant projects, including a project reference and the dates the work was accomplished. Also, Appendix B provides a brief description of each key staff person assigned to work on the project which includes Sofia Herrera, PhD and myself.

Cost for the project will be based upon \$100 per hour which includes non-personal costs such as transportation and insurance.

If you have any questions or comments, please e-mail me at joecolletti@urban-initiatives.org or call me at 213.446.6700.

Sincerely,



Joe Colletti, PhD
Executive Director

Appendix A:

A brief description of 5 relevant projects, including a project reference and the dates the work was accomplished.

Project 1:

Merced County 10 Year Plan to End Homelessness for the Merced County Association of Governments.

The Merced County 10-Year Plan to End Homelessness was adopted by the Merced County Association of Governments (MCAG) in May, 2011. The plan was the result of Urban Initiatives working with a Lead Working Group which is made up of a wide-range of representatives from public and private agencies who contributed to the finalization of the report. The plan consists of more than 20 recommendations with action steps to carry out each recommendation. Urban Initiatives has work with the Lead Working Group to carry out the recommendations. As a result, the number of homeless persons has decreased significantly from nearly 900 unsheltered and sheltered persons to approximately 500. The plan focused on ending homelessness among veterans. There were approximately 100 homeless veterans about a year and a half ago and the most recent homeless count noted 25 homeless veterans. It is anticipated that “functional zero” will be achieved in the next few months and homelessness among veterans will be ended in Merced County. An “End Chronic Homelessness Initiative” will be launched within a couple of months that will first target 100 chronically homeless individuals who are the most visible and hardest to house and simply languishing on the streets. The plan will be to continue to implement the “best practices” in order to help these persons obtain and maintain permanent housing.

Reference: Steve Carrigan, City Manager, City of Merced, 678 W. 18th Street, Merced, CA, 95340 2019.385.6834, CarriganS@cityofmerced.org.

Project 2:

10-Year Strategy to End Homelessness in San Bernardino County for the San Bernardino County Interagency Council on Homelessness

The 10-Year Strategy to End Homelessness in San Bernardino County was adopted by the San Bernardino County Interagency Council on Homelessness (ICH) in 2009 and updated in 2012. The plan was the result of Urban Initiatives working with the ICH and a Lead Working Group which is made up of a wide-range of representatives from public and private agencies who contributed to the finalization of the report. The plan consists of more than 20 recommendations with action steps to carry out each recommendation. Urban Initiatives has work with the ICH to carry out the recommendations. As a result, the number of homeless persons has decreased significantly from 2,825 unsheltered and sheltered persons in 2012 to 1,887 in 2016. The plan focused on ending homelessness among veterans. There were

approximately 250 homeless veterans in 2015 and the most recent homeless count noted 92 homeless veterans. It is anticipated that “functional zero” will be achieved during the spring of 2017 and homelessness among veterans will be ended in the County. An “End Chronic Homelessness Initiative” will be launched in the spring and will first target 100 chronically homeless individuals who are the most visible and hardest to house and simply languishing on the streets. The plan will be to continue to implement the “best practices” in order to help these persons obtain and maintain permanent housing.

Reference: Tom Hernandez, Program Manager, San Bernardino County, Office of Homeless Services, 303 E. Vanderbilt Way, San Bernardino, CA, 92408, 909.386.8208, Tom.Hernandez@dbh.sbcounty.gov.

Project 3:

County of Ventura 10-Year Plan to End Homelessness for the Ventura County 10-Year Plan Steering Committee

County of Ventura 10-Year Plan to End Homelessness was adopted by the Ventura County Board of Supervisors in 2013. The plan was the result of Urban Initiatives working with the County Executive Office and the Steering Committee which is made up of a wide-range of representatives from public and private agencies who contributed to the finalization of the report. The plan consists of more than 20 recommendations with action steps to carry out each recommendation. Urban Initiatives has work with the Steering Committee to carry out the recommendations. As a result, the number of homeless persons has decreased significantly from 1,674 unsheltered and sheltered persons in 2013 to 1,271 in 2016.

Reference: Christy Madden, Sr. Deputy Executive Officer, Ventura County, County Executive Office, 800 South Victoria Avenue, L#1940, Ventura, CA, 93009, 805.654.2679, Christy.Madden@ventura.org.

Project 4:

City of Pasadena 10-Year Plan to End Homelessness for the City of Pasadena

The City of Pasadena 10-Year Plan to End Homelessness was updated in 2011. The plan was the result of Urban Initiatives working with the Pasadena Partnership to End Homelessness which is made up of a wide-range of representatives from public and private agencies who contributed to the finalization of the report. The plan consists of more than 15 recommendations with action steps to carry out each recommendation. Urban Initiatives has work with the Partnership to carry out the recommendations. As a result, the number of homeless persons has decreased significantly from 1,216 unsheltered and sheltered persons in 2011 to 530 in 2016. The plan has focused on ending homelessness among veterans. There were nearly 100 homeless veterans in counted in 2011 and the most recent homeless count noted 31 homeless veterans. It is

anticipated that “functional zero” will be achieved during the spring of 2017 and homelessness among veterans will be ended in the City. The plan will be to continue to implement the “best practices” in order to help veterans obtain and maintain permanent housing.

Reference: Anne Lansing, Project Planner, City of Pasadena Housing Department, 648 N. Fair Oaks Avenue, Pasadena, CA, 91103, 626.744.6701, alansing@cityofpasadena.net.

Project 5:

No More Homeless Women for the Pasadena Partnership to End Homelessness

The No More Homeless Women Initiative was initiated in 2016 and is initially focusing on Pasadena in collaboration with the Pasadena Partnership to End Homelessness. Single women make up approximately 25% of homeless persons in the United States as well as in the City of Pasadena, yet they have not yet been considered a focus of attention as a specific subpopulation like veterans or chronically homeless persons. There is increasing awareness of the causes contributing to homelessness among women including domestic violence, physical and sexual assault, sex trafficking, substance use, discrimination due to gender and/or sexual identity, mental illness, chronic health conditions, and debilitating physical and /or developmental disability. Less attention, however, has focused on solutions to prevent and end homelessness among women. Although progress has been made in the field of homelessness during the past couple of decades by way of evidence-based and best practices, the needs of unaccompanied women experiencing homelessness remain relatively unexplored and largely unmet. What steps researchers, policy-makers, community groups, and service providers should take next is the focus of this initiative, which will require combined planning and resources to prevent and end homelessness among women and the disturbing issues and problems that contribute to their homelessness.

Reference: Anne Lansing, Project Planner, City of Pasadena Housing Department, 648 N. Fair Oaks Avenue, Pasadena, CA, 91103, 626.744.6701, alansing@cityofpasadena.net.

Appendix B:

A brief description of each key staff person assigned to work on the project.

Your Firm's Principal-in-Charge for the Project:

Joe Colletti, PhD, Executive Director, will serve as the Project Supervisor of the project.

Joe Colletti, PhD, is an Affiliate Associate Professor of Urban Studies at [Fuller Theological Seminary](#) in Pasadena, CA and the co-founder of the seminary's [Office for Urban Initiatives](#). Much of his teaching and community and economic development experience focuses on the issues of affordable housing, economic development, fair housing, health and mental health care, homelessness, human trafficking, and substance abuse. Much of his community development activities focuses on homelessness. He has served as a consultant for several jurisdictions throughout California concerning the annual HUD Continuum of Care Program application, annual homeless counts and surveys, consolidated plans, and Analysis of Impediments to Fair Housing Choice. He is also the Convener of the Southern California Alliance of Continuum of Care Leaders which is made up of the region's 13 homeless continuums of care.

Sofia Herrera, PhD, Associate Director, will serve as the Project Manager of the project.

Sofia Herrera, PhD is a licensed clinical psychologist who is involved in several activities in the field of community psychology including homelessness. She is a research faculty member at the Graduate School of Psychology at [Fuller Theological Seminary](#) and is also the Director of the seminary's Office for Urban Initiatives. She has conducted mental health screenings with adult women, psychological assessment with children (6 months to 24 years of age), provided crisis intervention, short-term individual therapy, and case management for patients with chronic illness. She has also conducted group therapy and psychological assessments with children, adolescents, and adults. Much of her current activities focus on homelessness and an initiative that she conceived which is known as *No More Homeless Women*. This initiative has not only taken root locally but nationally as well. She currently chairs the One in Four Homeless Are Women Committee which is made up of a wide-range of stakeholders in Los Angeles County including the Downtown Women's Center, University of California, Episcopal Diocese of Los Angeles, and other private and public partners. She has recently established a Homelessness Solutions Lab that helps students learn and implement evidence-based and best practices to end homelessness among the chronically homeless individuals and families, mentally ill, substance abusers, veterans, and youth.

Task A: Project Initiation

Urban Initiatives will provide a homeless conditions analysis based on data gathering during a kick-off meeting that will include representatives from non-profit organizations, faith community groups, local government, and businesses. Review of the data will include determining which data are relevant and used to prepare the analysis. Data gathering will also include homeless count and survey data submitted to the U.S. Department of Housing and Urban Development which will include the most recent Point-in-Time Homelessness Chart, Housing Inventory Chart, and annual Continuum of Care Program grant submission.

Deliverable: Kick-off meeting and draft homeless conditions analysis.

Total cost: \$1,750

Task B. Stakeholder Meetings

Urban Initiatives will engage stakeholders through group meetings, small group focus groups, and one-on-one interviews with a wide-range of public and private support service providers which will include those providing health care, mental health care, substance use treatment, and trauma-informed care. Urban Initiatives will also engage a wide-range of homeless and formerly homeless individuals and families that will include veterans, youth, and chronically homeless persons who have been languishing on the streets and have become the most visible and hardest-to-house. Urban Initiatives will revise the homeless conditions analysis based on data gathered with stakeholders.

Deliverable: Series of stakeholder meetings, small group focus groups, and one-on-one interviews and revised homeless conditions analysis based on gathered information.

Total cost: \$6,125

Task C. Chinatown Revitalization Plan Preparation

Urban Initiatives will provide a draft strategy for a system of residential and non-residential supportive services to be integrated into the Chinatown Revitalization Plan. Such services will help homeless persons obtain and maintain permanent affordable housing. The draft strategy will focus on appropriate sites inside and outside of Chinatown.

After the draft plan is reviewed, and suggested changes are incorporated, Urban Initiatives will provide a final strategy to be integrated into the Chinatown Revitalization Plan.

Deliverable: Draft strategy for review and revisions and a final strategy to be integrated into the Chinatown Revitalization Plan.

Total cost: \$1,875

Exhibit B

Urban Initiatives Budget		
A. Project Initiation	Principal	Staff I
1. Kick-off Meeting	5	5
2. Data Gathering and Review	5	5
Total Tours	10	10
Cost:	\$ 1,000.00	\$ 750.00
Total Cost:	\$ 1,750.00	
B. Stakeholder Meetings		
2. Stakeholder Committee Engagement Prep & Meetings	35	35
Total Tours	35	35
Cost:	\$ 3,500.00	\$ 2,625.00
Total Cost:	\$ 6,125.00	
C. Chinatown Revitalization Plan Preparation		
1. Draft Chinatown Revitalization Plan - Homeless Component	10	5
4. Final Chinatown Revitalization Plan - Homeless Component	5	0
Total Tours	15	5
Cost:	\$ 1,500.00	\$ 375.00
Total Cost:	\$ 1,875.00	
Grand Total Hours	60	50
Cost:	\$ 6,000.00	\$ 3,750.00
Grand Total Cost:	\$ 9,750.00	
Labor Hourly Rate		
Principal: Joe Colletti	\$ 100.00	
Staff I: Sofia Herrera	\$ 75.00	

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Exhibit C

Proposal to Update the Lead Me Home, the 10 Year Plan to End Homelessness in Monterey and San Benito Counties (prepared by the Institute for Urban Initiatives)

The update to Lead Me Home, the 10 Year Plan to End Homelessness in Monterey and San Benito Counties (Plan) will build upon the vision of

“stabilizing existing tenancies to prevent homelessness, re-housing people before they enter shelter, and linking people to appropriate community supports so that they may find and keep stable housing, as well as improve their economic position.”

The update will also build upon the vision of seeking

“to use housing opportunity as a vehicle to link families & individuals with employment or income programs.”

The update will also include a close look at each of the four priorities that frame the current plan and their related strategies and action steps to determine

- What is working well;
- What is fairly working;
- what is not working; and
- what needs to be implemented.

The update to the Plan will consist of three overarching goals in order to end and prevent local homelessness that will incorporate the goals in the current plan. The goals will be to

- end homelessness among all single individuals and families who are living on the streets and in shelter and transitional housing programs;
- prevent homelessness among single individuals and families who are at risk of becoming homeless; and
- help ensure funding for a coordinated system to end and prevent homelessness among individuals and families.

In order to achieve these goals, Urban Initiatives is proposing four primary strategies that will incorporate the strategies in the current plan:

1. Implement a coordinated system to end homelessness among unsheltered and sheltered individuals and families;

2. Implement a coordinated system to prevent homelessness among individuals and families who are at risk of becoming homeless;
3. Provide recommendations to implement the coordinated systems to end and prevent homelessness among individuals and families; and
4. Identify a wide-range of public and private funding opportunities to help carry out the recommendations.

1. Implementing a coordinated system to end homelessness among unsheltered and sheltered individuals and families

Implementing a coordinated system to end homelessness among unsheltered and sheltered individuals and families will involve

- Designing;
- Distilling; and
- Directing

a system based upon the evidence-based and best practices that have helped many jurisdictions reduce homelessness within their cities and communities.

Designing the System: Step 1

Designing a coordinated system to end homelessness among unsheltered and sheltered individuals and families will be accomplished by outlining and defining the evidence-based and best practices that help homeless households obtain and maintain permanent housing as a first step. These practices include the following:

For obtaining permanent housing:

1. Housing Search Capacity Building
2. Street Outreach and Engagement
3. Coordinated Entry System
4. Housing Navigation
5. Housing First and Low Barrier Approach
6. Emergency Shelter
7. Bridge Housing
8. Transitional Housing
9. Recovery Housing
10. Permanent Supportive Housing
11. Rapid Rehousing Assistance
12. Permanent Affordable Housing

For maintaining permanent housing:

- 13. Home-based Case Management
- 14. Supportive Services
- 15. Housing First and Low Barrier Approach
- 16. Permanent Subsidized Housing

Distilling the System: Step 2

The second step will involve distilling the evidence-based and best practices. This step will involve applying those evidence-based and best practices that work best for a given subpopulation. The primary focus will be on the following five subpopulations, which is consistent with the five subpopulations that the U.S. Department of Housing and Urban Development (HUD) is encouraging:

- Chronically homeless households (single individuals and families);
- Veterans (single individuals and families who are not chronically homeless);
- Families with children under age 18 (who are not chronically homeless);
- Youth ages 18 – 24 (who are not chronically homeless); and
- Youth unaccompanied under age 18.

Directing the System: Step 3

The third step will consist of directing the evidence-based and best practices. This step will involve directing the evidence-based and best practices that work best for the subpopulations towards those cities and unincorporated areas with the highest concentration of the subpopulations noted above.

Data from the recent 2017 homeless count and survey will be used to help determine those cities and unincorporated areas with the highest concentration of the subpopulations.

2. Implementing a coordinated system to prevent homelessness among individuals and families who are at risk of becoming homeless

Implementing a coordinated system to prevent homelessness among individuals and families who are at risk of becoming homeless will incorporate the current goal of preventing homelessness for those “in precarious economic situations through timely interventions that reinforce residential stability.”

Implementing a coordinated system to prevent homelessness will also help ensure that those individuals and families most likely to become homeless not become homeless will be a priority. The approach will focus on providing limited cash assistance and a wide-range of free or low cost supportive services and supplies to those households most likely to become homeless. The

approach will also focus on providing a wide-range of free and low cost supportive services and supplies to those households less likely to become homeless but in need of such services and supplies.

In order to help ensure that those individuals and families most likely to become homeless not become homeless, an approach using rapid rehousing assistance to divert households from living on the streets or in emergency shelters should be implemented and include the following steps:

- Conducting an assessment

Once it is certain that the household is going to lose their housing, an assessment should determine how much longer the household could stay in their current housing before having to leave and if the household could stay with family or friends once the household leaves their current housing. During the time that the household can stay in their current housing and/or with family or friends, housing search activities will begin.

- Providing bridge housing rather than emergency shelter if needed

If permanent housing is not obtained during the time that the household can stay in their current housing and/or stay with family or friends, bridge housing rather than emergency shelter should be provided.

- Providing assistance with obtaining permanent affordable housing.

Rapid rehousing staff will provide assistance with obtaining permanent affordable housing. Assistance will include housing location services, financial assistance for rent, utilities, and move-in costs, and accompanying case management and supportive services.

Also, in order to help ensure that those individuals and families most likely to become homeless not become homeless, the focus in the current plan on discharge planning will be emphasized which notes

“Inadequate discharge planning is a major contributing factor to homelessness. Too often, public and private institutions, including prisons and jails, hospitals, mental health facilities, substance abuse treatment programs and the foster care system contribute to homelessness by discharging people to the street or shelters. Ending such practices is a vital aspect of preventing and ending homelessness. Putting in place effective discharge planning helps to ensure that individuals are linked with the housing and services they need to achieve ongoing housing stability, wellness and maximum self-sufficiency.”

3. Provide recommendations to implement the coordinated systems to end and prevent homelessness among individuals and families

Recommendations will be provided to implement the coordinated systems to end and prevent homelessness among individuals and families.

As previously noted, evidence-based and best practices will be weaved together that work best for the following subpopulations

- Chronically homeless households (single individuals and families);
- Veterans (single individuals and families who are not chronically homeless);
- Families with children under age 18 (who are not chronically homeless);
- Youth ages 18 – 24 (who are not chronically homeless); and
- Youth unaccompanied under age 18.

Other subpopulations may be identified such as unaccompanied women since *homeless women is a field of interest fund of the Community Foundation for Monterey County*.

The recommendations will help implement the combined evidence-based and best practices that work best for each of the subpopulations.

4. Identifying a wide-range of public and private funding opportunities to help carry out the recommendations for the coordinated systems to end and prevent homelessness among individuals and families.

A wide-range of potential public and private funding opportunities will be identified along with suitable in-kind services to help carry out

- Recommendations for obtaining permanent housing;
- Recommendations for maintaining permanent housing; and
- Recommendations for homeless prevention.

Costs:

Costs for the first phase of completing the updated plan will include 20 hours of work @ \$90/hour (\$1,800) for the following steps:

First Phase

Designing the System: Step 1

Designing a coordinated system to end homelessness among unsheltered and sheltered individuals and families will be accomplished by outlining and defining the evidence-based and best practices that help homeless households obtain and maintain permanent housing as a first step. These practices include the following:

For obtaining permanent housing:

1. Housing Search Capacity Building
2. Street Outreach and Engagement
3. Coordinated Entry System
4. Housing Navigation
5. Housing First and Low Barrier Approach
6. Emergency Shelter
7. Bridge Housing
8. Transitional Housing
9. Recovery Housing
10. Permanent Supportive Housing
11. Rapid Rehousing Assistance
12. Permanent Affordable Housing

For maintaining permanent housing:

13. Home-based Case Management
14. Supportive Services
15. Housing First and Low Barrier Approach
16. Permanent Subsidized Housing

Distilling the System: Step 2

The second step will involve distilling the evidence-based and best practices. This step will involve applying those evidence-based and best practices that work best for a given subpopulation. The primary focus will be on the following five subpopulations, which is consistent with the five subpopulations that the U.S. Department of Housing and Urban Development (HUD) is encouraging:

- Chronically homeless households (single individuals and families);
- Veterans (single individuals and families who are not chronically homeless);
- Families with children under age 18 (who are not chronically homeless);
- Youth ages 18 – 24 (who are not chronically homeless); and
- Youth unaccompanied under age 18.

Drafts of the two initial recommendations will also be included that will focus on:

1. County and city partnerships;
2. Funders Collaborative of private foundations.

Other Phases

Costs for the other phases of the update of the 10-year plan noted above have not yet been determined.