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## PART I: EXECUTIVE SUMMARY

For the last four years, Burbank has worked to reduce the number of people experiencing homelessness (PEH) living within the City. Together with our partners, we have changed the lives of many of our unhoused neighbors. According to the 2022 Greater Los Angeles Homeless Count, there are 264 people experiencing homelessness who reside in Burbank, a 9.28% decrease from the 2020 total of 291. At the same time, Los Angeles County's Homeless Count numbers increased overall from approximately 66,000 (2020) to 69,000 (2022), a 4.1% increase. A main cause of the 9.28% decrease is holistic and person-centered assistance to 140 PEH through several programs including interim housing, housing vouchers, rapid rehousing, behavioral and mental health assistance, family reunification, and many others.

In Burbank, we continue to learn, embrace, and implement best practices to address homelessness. For instance, in the past three years we dedicated time and resources through proactive outreach, diversion & prevention, case management, and stabilization. Some examples of our successful programs are as follows:

- Implemented an award-winning outreach program<sup>1</sup>
- Expanded and created a diverse homeless working group of health providers and homeless practitioners serving our Burbank PEH
- Developed administrative procedures for legal clean-ups paired with supportive services and access to storage of personal belongings with the goal of connecting PEH to housing
- Created the SAFE Storage and Navigation Center
- Enhanced our response to mental and behavioral health outpatient care and referrals through a Burbank Mental Health Evaluation Team (MHET)
- Hired a social worker in our public libraries and park facilities to divert adults and families from experiencing homelessness
- Leveraged County, State, and Los Angeles City homeless resources to place individuals into shelters, Project Room Key and Home Key, and
- Received 67 Emergency Housing Vouchers for PEH

Overall, the City has made strides in creating cohesive action-oriented programs with limited funding and staffing. Nonetheless, there remains much more work to be done. To keep Burbank focused on finding solutions to the root causes of homelessness and helping our unhoused neighbors, the City has developed a five-year (Fiscal Years 2022/23 through 2027/28) Homeless Plan that continues and expands the City's Council adopted three-year (2018-2021) Homeless Plan.

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<sup>1</sup> The Burbank Street Outreach Program was selected for a 2021 Program Excellence Award from the International City/County Management Association (ICMA) for innovation, excellence, and success in the community's wellness and enhancement in the quality of life for the homeless.

Under the new five-year Plan, the City will continue to collaborate with partners that support our efforts along with advancing new strategic actions and goals for the City to achieve during the planning period. The five-year Plan will formalize and grow our efforts and will require additional funding as well as new staffing.

The City Council approved the following seven guiding principles, which were used to develop the new five-year Plan:

1. Burbank takes a holistic, humane approach in supporting people experiencing homelessness.
2. Burbank's response to homelessness requires being compassionate & smart.
3. Burbank supports a variety of pathways to housing for people experiencing homelessness.
4. Recognizing that homelessness has no jurisdictional boundaries.
5. The City of Burbank is committed to addressing the needs of our students' experiencing homelessness.
6. The City of Burbank is committed to providing annual updates and making information accessible to the public.
7. The City of Burbank is committed to reducing the number of Burbank's unsheltered homeless population identified in the 2022 Los Angeles County Homeless County by 50% before the end of Fiscal Year 2027/28.

Based on these seven principles, number seven provides the Primary Objective for the five-year Homeless Plan. The Primary Objective provides Burbank a performance measure or metric to evaluate the overall success of the five-year Plan and will be tracked throughout. Goals and their performance measure are described further in Section IV, Strategic Playbook.

As directed by City Council, staff began the process of updating the Plan by hosting community input sessions in September and October 2021. The City engaged a diverse set of stakeholders, including staff, regional partners, homeless service providers, healthcare providers, government entities, community partners and residents. The primary purpose of the meetings was to assess the City's strengths and needs in addressing homelessness. Additionally, staff talked to stakeholders and community leaders one-on-one. The thoughts, ideas and responses from the community participation are included within the five-year Plan. The five-year Plan proposes to bridge gaps in services for PEH and builds on existing collaboration among key service providers to meet the City's primary, long-term objective to reduce homelessness and make a person's homeless experience **rare, brief, and one-time**. This concept is called "Functional Zero."

To ensure local and regional collaboration and support is provided to Burbank, the actions and goals outlined in the five-year Plan are strategically aligned with regional frameworks and evidenced-based practices. Listed within the five-year Plan are six action areas each including planned goals, responsible partner(s), funding, and annual deliverables. This area within the five-year Plan is the *City's Strategic Playbook* providing a step-by-step scheme to deliver desired

outcomes. Each year, staff will provide updates to City Council sharing the status of each planned action and deliverables along with making any pivotal adjustments along the way. Notably, the *Strategic Playbook* is aspirational due to its reliance on unbudgeted additional funding and staffing. To reach all our goals during the five-year period, there will need to be a commitment of additional time and resources, which is described later in the report.

The action areas of the *Strategic Playbook* include:

1. Capacity Building
2. Advocacy
3. Access, Outreach, & Engagement
4. Shelter & Housing Accessibility
5. Health & Stabilization
6. Homelessness Prevention

The Burbank *Strategic Playbook* is a path forward designed to address the everyday experiences of homelessness. We believe that every PEH should have basic needs and dignity afforded to them and a safe and warm living environment. The five-year Plan will not resolve the systemic challenges of homelessness, but it will create a Burbank-centric homeless eco-system of partners and outside funding to deliver assistance to Burbank's unhoused residents.

## PART II: AN OVERVIEW

### *Homelessness in the Region*

Homelessness is not a single-jurisdictional concern. It is prevalent across all 50 states, but most visible here in California. It will take communities working together to come up with solutions to this overwhelming and complicated problem. People experience homelessness for many different reasons; therefore, it will take a person-centered approach to ultimately move an individual into housing. Many governmental bodies and cities in our region have their own homeless plans and strategies, but we all share a common goal of ending homelessness.

### *Los Angeles (LA) County*

According to the 2022 Greater Los Angeles Homeless Count, there was a 4.1% increase (69,144) from the 2020<sup>2</sup> total of 66,436 individuals experiencing homelessness. Of those, 70% (48,548) were unsheltered, meaning sleeping in cars, outdoors, or other places not suitable for human habitation. There was also a 10.2% increase in chronic homelessness compared to 2020 (26,985).

The 2022 Homeless Count also revealed that there are more than 20,000 people residing in shelters on any given day within Los Angeles County, an increase of 12% over the 2020 Homeless Count. These results may be attributed to the addition of new non-congregate shelters like Project Roomkey, Bridge Housing, and Tiny Home Projects, which ramped up during the COVID-19 pandemic. The County's Project RoomKey Program created temporary housing, mostly by renting out unused hotel rooms for the more than 10,000 people served. More recently, RoomKey has been converted to HomeKey.<sup>3</sup>



Despite these efforts, the 2022 Homeless Count showed an increase of 17% in tents, vehicles, and makeshift shelters in Los Angeles County.

Without our own shelter in Burbank, we remain reliant upon the County's services to help our unhoused neighbors with temporary housing, mental health & chronic health services,

<sup>2</sup> The 2021 Homeless Count was not conducted due to the pandemic.

<sup>3</sup> HomeKey is funded by \$600M from the State of California with Los Angeles County receiving \$108M. The County is contributing funds from local, state, and federal sources to complete each acquisition and operate the facilities as interim housing or converted to permanent supportive housing. There are currently 10 sites; however, none of these are within Burbank as no local underutilized hotels are willing to participate.

substance use counseling/treatment, and Permanent Supportive Housing (a combination of affordable housing assistance with voluntary case management). The body charged with developing policies for most of the services mentioned above is the Coordinated Entry System Policy Council for the Greater Los Angeles County. The Los Angeles Homeless Services Authority (LAHSA) is the governing body who oversees the network of service coordination for roughly 88 cities in Los Angeles County, excluding Glendale, Pasadena, and Long Beach. The Coordinated Entry System is also the pathway to match people experiencing homelessness to Permanent Supportive Housing, congregate living facilities, Project RoomKey, and Emergency Housing Vouchers.

### ***Los Angeles Homeless Services Authority (LAHSA)***

LAHSA is the lead agency in the Los Angeles Continuum of Care responsible for managing more than \$580 million annually in federal, state, county, and city funds for programs that provide shelter, housing, and services to people experiencing homelessness. LAHSA's role expanded with the passage of Measure H, and LAHSA was charged with overseeing nearly \$250 million additional money annually in local funds for homeless service programs. In FY 2022-23, Measure H funded 87% of the County's homeless plan spending allocation.<sup>4</sup>

In March 2017, voters resoundingly approved Measure H, the landmark ¼ percent increase to the County's sales tax to provide an ongoing revenue stream for an estimated \$355 million per year, for ten years, to fund services, rental subsidies, and housing. Funds for infrastructure items such as building shelters was not included in Measure H. The City of Burbank contributes approximately \$9M to \$11M each year to the overall funding of Measure H programs without a direct allocation back to the City. Burbank has applied for grants and to date has received \$1,543,745 for planning including improvements at the SAFE Storage and Navigation Center.

LAHSA receives funding from multiple sources & develops programs to address homelessness in Los Angeles County, as well as contracts with sponsoring agencies to provide programs to the community. Recently, the Board of Supervisors established the Blue-Ribbon Commission on Homelessness to conduct a study of LAHSA's governance structure and analyze the existing homeless service system as a whole. The Commission made seven recommended changes that are underway.<sup>5</sup>

### ***Service Planning Areas***

In addition to overall County services provided by LAHSA, the Los Angeles Continuum of Care is broken up into eight Service Planning Areas (SPAs), with Burbank falling into SPA 2. A SPA is a specific geographic region within Los Angeles County. Due to the large size of LA County (4,300 square miles) it has been divided into eight (8) geographic areas. These distinct geographic

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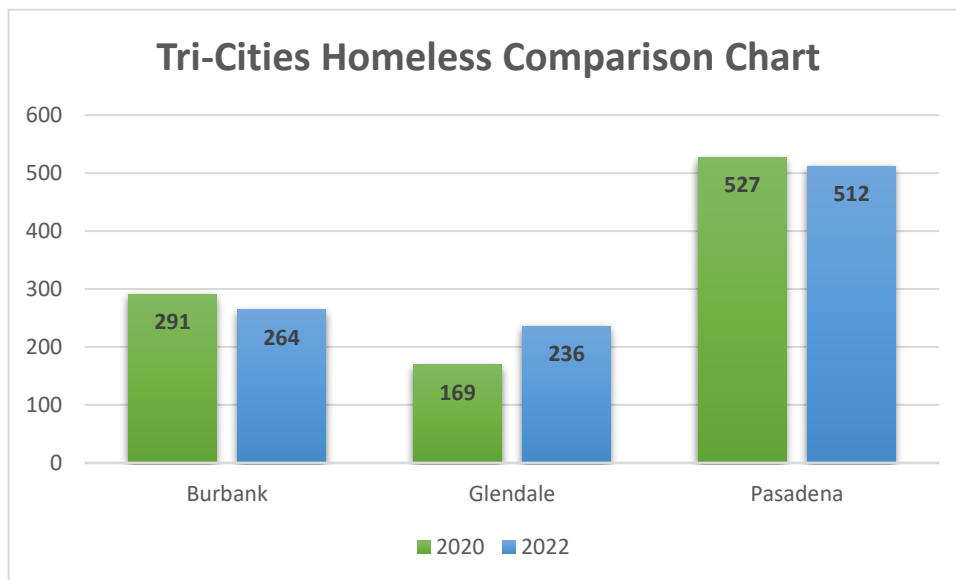
<sup>4</sup> <https://homeless.lacounty.gov/news/la-county-prepares-to-intensify-and-refocus-its-fight-against-homelessness-as-board-of-supervisors-approves-532-6m-spending-plan-for-fy-2022-23/>

<sup>5</sup> <https://brch.lacounty.gov/report-and-recommendations>

areas allow the Continuum of Care to develop and provide more relevant services, support, and coordination through 900+ LAHSA sponsored agencies and programs. According to the 2022 Point-in-Time Count for Service Planning Areas, SPA 2 had 9,829 individuals experiencing homelessness, a 6% increase from 2020.

### ***Tri-Cities Homeless Comparison***

City staff compared the 2020 and 2022 homeless count numbers among the tri-cities, Burbank, Glendale, and Pasadena. Pasadena's Homeless Count decreased by 2.8%, while Glendale's Homeless Count increased by 39.6%. It's important to note that Glendale and Pasadena are each their own Continuum of Care respectively, which means they do not fall under LAHSA's purview. In Fiscal Year 2021-22, the combined Continuum of Care funds awarded to Glendale and Pasadena totaled approximately \$7,175,367.



**City of Burbank**

2022 Homeless Count

Within the City of Burbank, there are 264 people who were unhoused as reported in the 2022 Homeless Count for the City. Between 2020 and 2022, Burbank’s homeless population decreased by 9.28%, while Los Angeles County numbers increased by 4.1%.



From 2017-2020, the City has seen a steady rise in homelessness according to the data collected from Homeless Count reports. In 2022, we reversed the upward trend.

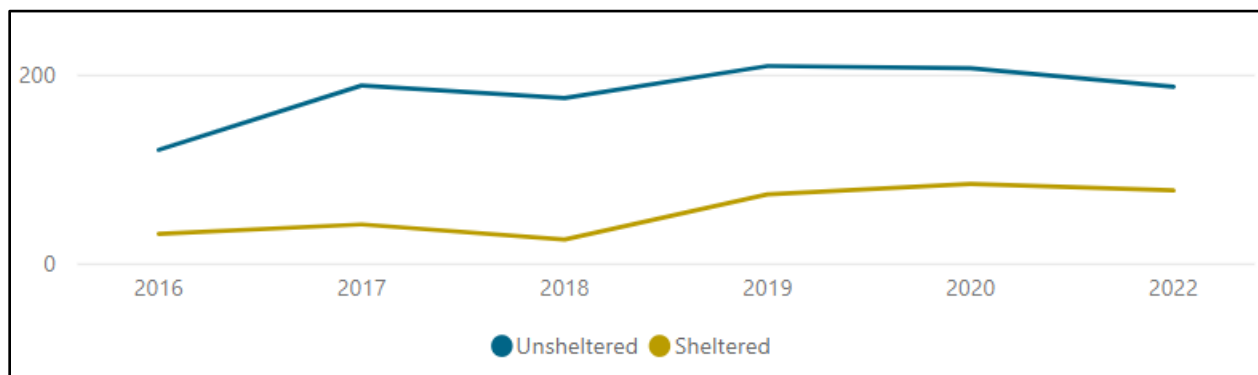
Figure 1. Burbank Homeless Count (2016-2022)

	2016	2017	2018	2019	2020	2021*	2022
<b>Sheltered</b>	31	41	25	73	84		77
<b>Unsheltered</b>	120	189	175	209	207		187
<b>Total Count</b>	151	229	200	282	291		264

\* The 2021 Greater Los Angeles Homeless Count was not conducted due to the pandemic.

During the 2022 Homeless Count, 77 (29%) of individuals were identified as sheltered, 66 were in transitional housing, and 11 were in an emergency shelter. The remaining 187 (71%) were designated as unsheltered; with 29% living “on the street,” 60% living within a vehicle, and 12% living in a tent and/or make-shift shelter.

Figure 2. Burbank Homeless Count Sheltered vs. Unsheltered Trends (2016-2022)



Unsheltered individuals in Burbank are a priority, including the high number of vehicle dwellers which comprise 42% of our total PEH according to the 2022 Homeless Count. Figure 4 shows approximately 111 people living in vehicles. Staff believes this number may be over reported. The Burbank Police Department and our own homeless outreach teams currently believe that Burbank has around 50 vehicles on any given night with people sleeping in them. And around 15/20 RVs for a total of 65 to 70 vehicle dwellers. This is based on observation and our homeless data collection.

Figure 3: 2022 Homeless Count - Burbank Sheltered Persons (77 people)

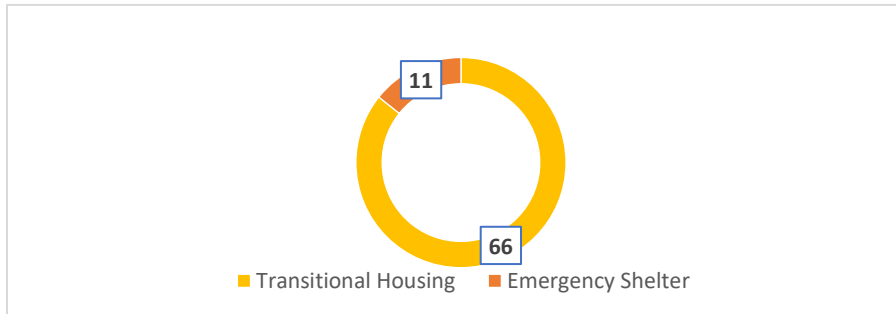
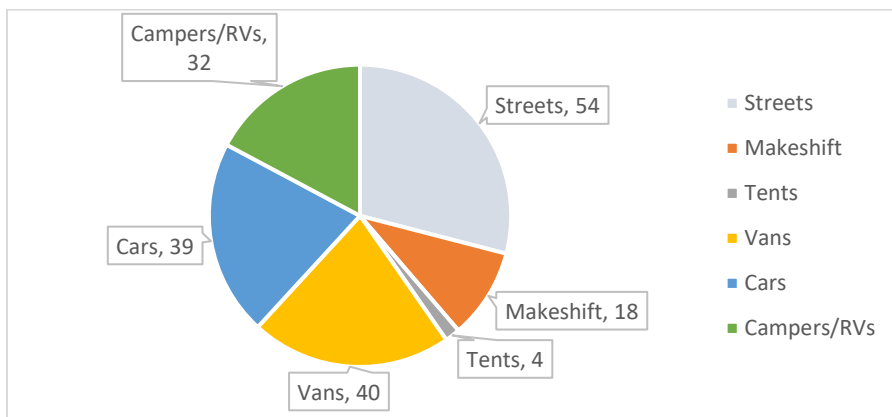


Figure 4: 2022 Homeless Count - Burbank Unsheltered Persons (187 people)



Burbank’s homeless population is primarily individual males between the ages of 18-44 years of age according to the 2022 Homeless Count. Older adults aged 65 and above totaled 16. The number of families experiencing homelessness counted in the 2022 was 11. It’s challenging to really understand how many older adults and families are impacted by homelessness because their experiences are not as visible as those represented in the 2022 Homeless Count. We believe that many older adults and families who are unhoused or at-risk of homelessness are not counted and are not connected to programs. Therefore, many do not know where to turn to access help. Within the *Strategic Playbook*, the City will describe actions to increase public awareness and build on a network of service providers targeting older adults and families. The City will also continue to monitor these numbers during the five-year Plan period, and adjust programming to continue to work together with our partners to serve aging adults and families experiencing homelessness.

Figure 5: 2022 Homeless Count - Burbank by Age

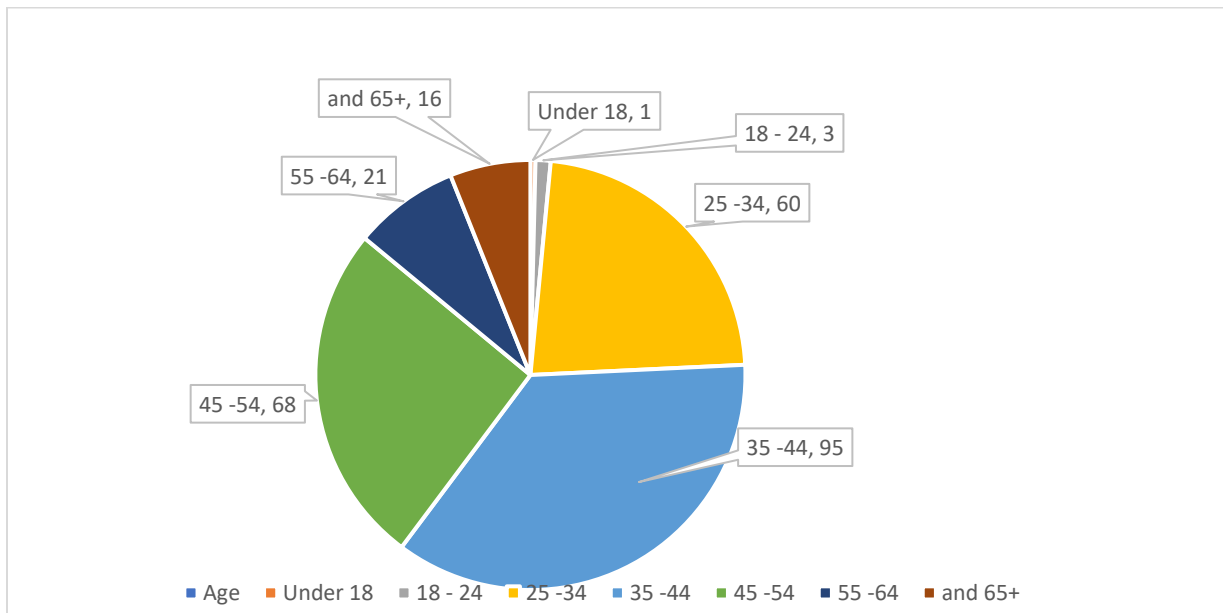
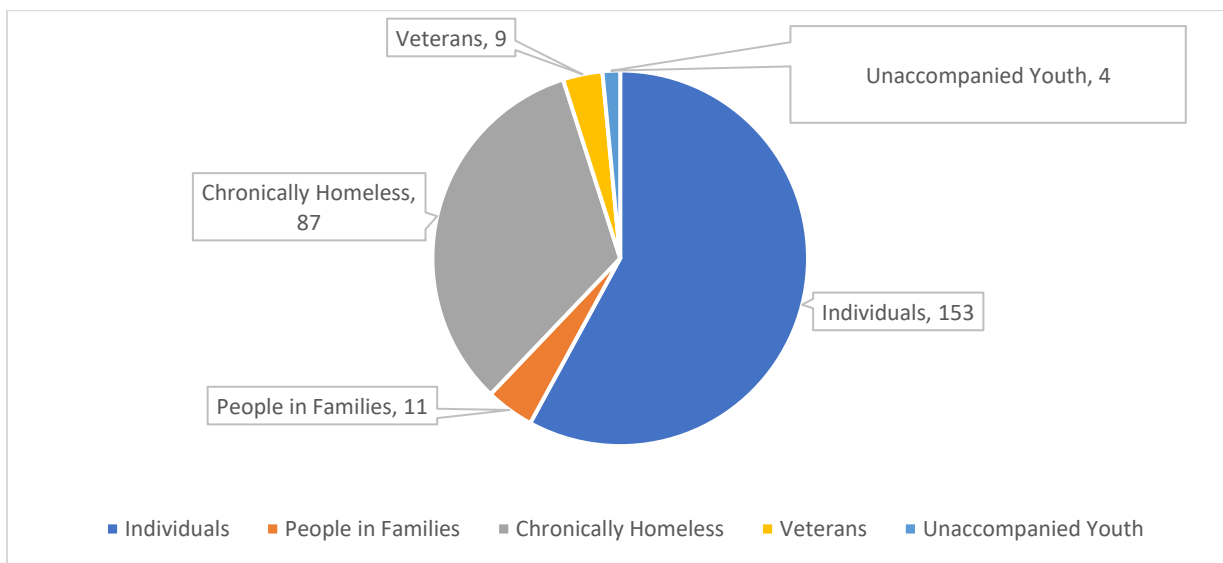


Figure 6: 2022 Homeless Count – Burbank Type



***Mental Illness and Substance Use Disorder***

LAHSA’s 2022 Homeless Count estimates that 39.5% of people experiencing homelessness have a serious mental illness or substance use disorder. The estimated numbers are based on self-reported health and disability indicators which are not mutually exclusive; a single person may report more than one condition and thus be represented among more than one health & disability subpopulation.

Staff believes these estimates to be vastly underreported. Experiencing homelessness is a traumatic experience for anyone; and a person is more likely to have underlying health conditions and disabilities caused by their homeless experience. For example, in 2019, the LA Times examined more than 4,000 questionnaires taken as part of the 2020 Point-in-Time count conducted by UCLA and found that about 67% of individuals living outside on the streets reported being, or were observed to be, affected by mental illness, substance abuse. This is much higher than the 39.5% that LAHSA reports from the 2022 Homeless Count. The UCLA study also found that, among those who had been homeless for more than three years, 92% had a physical health condition — anything from cancer to an abscess.<sup>6</sup>



The data from the Homeless Count and input from our community meetings helped inform many of the actions within the *Strategic Playbook* around mental illness and substance use disorder.

The City will continue to work on improving the health, behavioral health, and social services to improve beneficiary health and well-being. Through collaborative leadership and coordination among public and private entities, a Care Coordination Work Group has emerged.

### **Care Coordination Work Group**

The Burbank Care Coordination Work Group is committed to bringing together our stakeholders with the common goal of improving access, communication and linkage to services for vulnerable individuals and families to improve their quality of life and health outcomes. A planning committee was formed with three key partners, Providence St. Joseph Medical Center, Home Again Los Angeles, and the Burbank YMCA. The Work Group is responsible for building relationships, education and outreach, and building the capacity of our network of service organizations to strengthen the delivery of human services to the most vulnerable in our community.



<sup>6</sup> <https://www.latimes.com/california/story/2019-10-07/homeless-population-mental-illness-disability>

## PART III: DEVELOPMENT OF THE PLAN

In developing the five-year Homeless Plan, the City of Burbank hired LeSar Development Consultants (LeSar) to assist in research, planning, and development of strategies. Moreover, staff incorporated seven City Council approved guiding principles meant to lead the planning process for updating the Plan. The guiding principles are embedded in the five-year Plan.

### ***City Council Guiding Principles***

1. Burbank takes a holistic, humane approach in supporting people experiencing homelessness.
2. Burbank's response to homelessness requires being compassionate & smart.
3. Burbank supports a variety of pathways to housing for people experiencing homelessness.
4. Recognizing that homelessness has no jurisdictional boundaries.
5. The City of Burbank is committed to addressing the needs of our students' experiencing homelessness.
6. The City of Burbank is committed to providing annual updates and making information accessible to the public.
7. The City of Burbank is committed to reducing the number of Burbank's unsheltered homeless population identified in the 2022 Los Angeles County Homeless County by 50% before the end of Fiscal Year 2027/28.

In accordance with the policy statements described above, the City and LeSar included a wide-reaching community engagement process to solicit input. LeSar held outreach meetings with various groups through Zoom including city staff, regional entities, homeless service providers that work directly with the homeless, healthcare providers, government entities, community members, and residents. Their input was essential in understanding concerns, challenges, and potential solutions.

### ***Action Areas, Goals, and Metrics***

As previously stated, there is still more work ahead of us. City Departments, community partners, and service providers have worked tirelessly every day to support our unhoused population and address homelessness. As we turn the page on the 2018-2021 Homeless Plan, the proposed five-year Plan will bring new ideas and new partners to support our work. These ideas are built on Guiding Principle 7 that "The City of Burbank is committed to reducing the number of Burbank's unsheltered homeless population identified in the 2022 Homeless Count by 50% before the end of Fiscal Year 2027/28."

In sustainable and effective ways, staff proposes six action areas that will be our *Strategic Playbook*. Each action area incorporates local solutions by partnering with City Departments and service providers because homelessness demands both a comprehensive response and flexibility for solutions tailored to the needs of the person and our community. Finally, after

thoughtfully developing these actions and recommended goals and metrics, the City will meet people where they are by utilizing harm-reduction strategies while striking a balance between the needs of PEH and the community. Realistic, incremental change, rather than immediate radical change, is the hallmark of harm reduction and an approach that leads to long-lasting individual change.

The Action Areas of the *Strategic Playbook* include:

1. Capacity Building
2. Advocacy
3. Access, Outreach, & Engagement
4. Shelter & Housing Accessibility
5. Health & Stabilization
6. Homelessness Prevention

## PART IV: Strategic Playbook

The Strategic Playbook uses the City Council’s Principle #7 as the primary objective and 5-year metric to measure our community’s and staff’s success in reducing homelessness within Burbank. Principal #7 reads: “The City of Burbank is committed to reducing the number of Burbank’s unsheltered homeless population identified in the 2022 Los Angeles County Homeless County by 50 percent by Fiscal Year 2027/28.

### Action Area 1: Capacity Building



Capacity building is an important aspect to help improve our homeless response capabilities and allow all of us to do more with less. To successfully achieve the goals stated in the five-year Plan, the City will look to increase our capacity to coordinate with regional and cross-sector partners, integrate data more effectively, and support provider capacity. These efforts are an integral part of our overall efforts to end homelessness and will require shifts in orientation, investments in funding and time, and a commitment to strengthening existing partnerships. Increasing the City’s capacity to respond to the homelessness crisis will ultimately lessen the impact to public resources and strengthen the response.

#### Goal 1.1: Increase and Strengthen Partner Collaborations

Metric 1:	Increase the number of Burbank partners
Primary Reason	<p>Currently, staff has been increasing our partnerships; both the number of partners and the strength of our relationships. We will continue this work. Current partners include:</p> <ul style="list-style-type: none"> <li>• Homeless Service Providers and Social Service Providers</li> <li>• Los Angeles Homeless Services Authority (LAHSA)</li> <li>• Los Angeles County (Homeless Initiatives, Board of Supervisors, Health Services, Mental Health, Public Health, Public Social Services, Workforce Development, Aging &amp; Community Services)</li> <li>• The City of Los Angeles</li> </ul>

- San Fernando Valley Council of Governments (Cities of San Fernando, Santa Clarita, and Glendale)
- California Department of Transportation (CalTrans)
- LA Metro
- Offices of Elected Officials
- Cross-sector partner (healthcare, behavioral health, mental health, substance use disorder, criminal justice, child welfare, juvenile justice, education, housing, immigration, employment, land use, transportation, and code enforcement)
- Burbank Unified School District

**Goal 1.2: Increase and Strengthen Partner Collaborations**

Metric 1	Establish a Homeless Advisory Committee
Primary Reason	While that City has a strong internal homeless working group made up of City Departments and augmented by some of our partners (currently StreetPlus, Home Again Los Angeles, Burbank Unified School District, and Providence Saint Joseph Medical Center) the City does not have an active Homeless Advisory Committee. A community advisory board comprised of representatives of the public, people with current or past experience of homeless living, and partnering institutions who meet together to relay information between the groups. The role of an advisory board is not to make decisions but rather to provide current knowledge, critical thinking, and analysis to aid the decision-makers who represent the community.

**Goal 1.3: Data collection**

Metric 1	Expand our Homeless Management Information System (HMIS) data input by expanding users.
Primary Reason	Data is key for ensuring that entities are working together and helps to guide future actions. The City has been improving our data collection with the use of internal documentation and increased use of the HMIS and Coordinated Entry Systems.

### Steps to Implement Goals

			<b>Targeted Achievement (Note: This will be updated on an annual basis)</b>	<b>Target Achievement Projected Date</b>	<b>Responsible Party</b>	<b>Funding Amount Needed</b>	<b>Funding Source</b>
<b>Action 1: Capacity Building</b>							
<b>1.1</b>	<b>Goal 1</b>	<b>Increase and Strengthen Partner Collaborations</b>					
	Metric 1	Number of Burbank partners	10 partners	2022/23	CDD/Homeless Service Partners	N/A	N/A
	Metric 2	Establish a Homeless Advisory Committee	Creation of committee	2022/23	CDD/Lived Experience Advocates	N/A	N/A
<b>1.2</b>	<b>Goal 2</b>	<b>Data collection</b>					
	Metric 1	Expand our HMIS data input by expanding users	5 new users	2026/27	CDD and Outreach Partners	N/A	N/A

## Action 2: Advocacy



The City often advocates for increased funding and changes in laws to get people with mental health and substance use disorders the clinical support and care they need. This effort will continue. The City understands the important role it plays as a regional leader in supporting the access, service, and housing needs of people experiencing homelessness in the City and the region.

### *Goal 2.1: Advocate for funding and increased services on a regional, state, and federal level along with making changes in the Laws and Public Policy*

Metric 1	Meet with State and Federal lobbyist and send letters as necessary.
Primary Reason	Each year, the City Council incorporates specific concerns into its Legislative Platform. The City will continue to advocate for sensible legislation that provides a balanced approach, requests more funding for services, and supports programs that incorporate best practices. Additionally, letters of support or opposition are written as necessary.

### *Goal 2.2: Monitor Los Angeles Homeless Services Authority and LA County Board of Supervisors Meetings; and continue to request direct funding from Measure H*

Metric 1	Monitor LAHSA Meetings and LA County Board of Supervisors Meetings
Primary Reason	At the regional level, City staff monitor the LAHSA and LA County Board of Supervisors meetings to advocate for a direct allocation of Measure H funding and to successfully compete for grant opportunities. In March 2017, voters resoundingly approved Measure H, the landmark ¼ percent increase to the County’s sales tax to provide an ongoing revenue stream for an estimated \$355

million per year, for ten years, to fund services, rental subsidies, and housing. The City contributes between \$9M to \$11M each year toward Measure H, but has not received corresponding benefit in return

### Steps to Implement Goals

		<i>Targeted Achievement (Note: This will be updated on an annual basis)</i>	<i>Target Achievement Projected Date</i>	<i>Responsible Party</i>	<i>Funding Amount Needed</i>	<i>Funding Source</i>
<b>Action 2: Advocacy</b>						
<b>2.1</b>	<b>Goal 1</b>	<b>Advocate for funding and increased services on a regional, state and federal level along with making changes in the Laws and Public Policy</b>				
	Metric 1	Meet with State and Federal lobbyist and send letters if necessary	Meet at least twice a year	Ongoing	CDD and Outreach Partners	N/A
<b>2.2</b>	<b>Goal 2</b>	<b>Monitor LA County Board of Supervisor Meetings and continue to request direct funding from Measure H</b>				
	Metric 1	Monitor County Board of Supervisors/Homeless Committee Meetings	Build and maintain relationships	Ongoing	CDD and Outreach Partners	N/A

### Action 3: Access, Outreach & Engagement



Various challenges exist for people experiencing unsheltered homelessness, including meeting physiological, shelter, safety, and psychological needs. The City will further enhance street outreach and access services, creating a unified approach centered around engagement, connection to services, and harm reduction strategies.

To reduce entries into chronic homelessness and increase the number of people in housing placements, the City will continue to implement proactive, coordinated, and human-centered responses in our outreach that includes access to services. The City will expand on the successes of our storage facility and navigation site, consider the implementation of innovative homeless solutions, and effectively engage and educate the community on the health, safety, and service needs of people experiencing unsheltered homelessness.

#### Goal 3.1: Maintain and Expand outreach and engagement

Metric 1	Continue to fund outreach services throughout the City using various funding sources.
Primary Reason	<p>Burbank’s homeless outreach model encompasses consistent outreach to people experiencing homelessness. This strategy attempts to develop a rapport by offering services as many times as necessary. Our goal is always to help as per Guiding Principle One: “Burbank takes a holistic, humane approach in supporting people experiencing homelessness.” We currently have three contracts with outreach providers. One of these is paid for by the Downtown Business Improvement District as part of their Ambassador Program. They patrol the Downtown areas, helping visitors, ensuring cleanliness of tables and seating areas and providing general assistance to the businesses. The second contract is through our Transportation Department, funded by Proposition A - Local Return. This person patrols our Metrolink Station and may act as a back up to Downtown if necessary.</p> <p>Additionally, Burbank has two Homeless Services Liaison’s that provide outreach, intakes, and support to housing and services to people experiencing homelessness city-wide. Finally, in FY 2022-23, the City added a Wrap-Around Case Manager whose primary purpose is to deliver services and case management to the unhoused that are service resistant, chronically homeless, and/or with underlying health and behavioral</p>

diagnosed or undiagnosed conditions. The Wrap Around Case Manager is funded only through the current fiscal year and will need to find additional funding to maintain this service.

The City also has Mental Health Evaluation Team (MHET) who are more fully discussed under Action 5. It is important to note that if illegal activity occurs, the City will use legal enforcement. Additionally, the City may clean up a particular area or encampment after proper written notices are provided and connection to housing and other resources are provided. This is usually 10 days unless the area has previously been cleaned up or critical infrastructure is at risk.

To supplement outreach in our parks, the Burbank Animal Shelter from the Burbank Police Department transitioned to the Parks and Recreation Department where Animal Control Officers will have a broader presence in our parks and will engage with the homeless.

Metric 2	Creation of the Dynamic Community Program
Primary Reason	To support our outreach efforts, we need to expand our community awareness efforts. This would be done through the establishment of a Dynamic Community Program made up of advocates, subject matter experts, and community volunteers. Their assignment would be to work with persons experiencing homelessness, build rapport and support outreach efforts.

***Goal 3.2: Expand services offered at the SAFE Homeless Storage and Navigation Center***

Metric 1	Implement a Mobile Shower Program
Primary Reason	In 2021, the City opened the SAFE Homeless Storage and Navigation Center located at the corner of S. Front Street and E. Verdugo Avenue. The SAFE is operated by the Salvation Army who offers people experiencing homelessness a container for storage of personal items and accommodates a small service center where people can sign up for homeless services including housing. Salvation Army regularly holds service events that bring in social service partners to provide things like snack packages, clothing, backpacks, and hygienic supplies. Additionally, they will sometimes include other services such as health screenings, housing referrals, and enrollment for free cell phones. Staff would like to supplement these services by adding a mobile shower

unit. Funding has been identified and staff is working with the current service provider to purchase and operate the mobile showers.

***Goal 3.3: Increase homeless reporting capabilities***

Metric 1	Number of people reporting service requests through the 311 Application
Primary Reason	The Information Technology Department created the 311 Application, Our Burbank. This Application makes it easy to report things such as graffiti and sidewalk defects. In Phase II, reporting persons who may be homeless and in need of help will be added. Staff will monitor service requests and deliver services to people in need.

## Steps to Implement Goals

			<u>Targeted Achievement</u> (Note: This will be updated on an annual basis)	<u>Target Achievement Projected Date</u>	<u>Responsible Party</u>	<u>Funding Amount Needed</u>	<u>Funding Source</u>
<b>Action 3: Access, Outreach &amp; Engagement</b>							
<b>3.1</b>	<b>Goal 1</b>	<b>Maintain and Expand outreach and engagement</b>					
	<i>Metric 1</i>	Continue to fund outreach services throughout the City using various funding sources	Consistent contact with persons experiencing homelessness	2022/2023	CDD, Police, Park and Recreation	Funded through FY 2022/23	Funded - Downtown Business Improvement District, Department Funding Unfunded - Housing Services Liaison after FY 2022/23
	<i>Metric 2</i>	Creation of the Dynamic Community Program	5 community members	2022/2023	CDD	N/A	N/A
<b>3.2</b>	<b>Goal 2</b>	<b>Expand services offered at the SAFE Homeless Storage Site</b>					

	<i>Metric 1</i>	Implement a mobile shower program	Purchase a shower trailer	2022/2023	CDD	Funded	Funded - One Time 1) Measure H Grant \$40,000 2) General Fund \$40,000 Funded - On Going Permanent Local Housing Allocation (PLHA)
<b>3.3</b>	<b>Goal 3</b>	<b><i>Increase homeless reporting capabilities</i></b>					
	<i>Metric 1</i>	Number of people reporting service requests through the 311 Application	50 service requests	2022/2023	CDD & Information Technology	Funded	Funded - Information Technology Department Budget



### Action 4: Shelter & Housing Accessibility

Shelter and housing are critical to ending homelessness. Accessibility to housing is a challenge across the region and more so with high prices for rent and home ownership in greater Los Angeles County. Not only does this make it more difficult for individuals to move out of homelessness, but it also increases the number of people who are precariously housed or on the verge of housing instability.

To add to this, Burbank does not have adult shelters or interim housing options within city limits. This requires people in need of these services to relocate to options outside of Burbank. The City will explore all possible options to increase interim housing by implementing a shelter first approach as we develop permanent supportive housing solutions. By strengthening shelter and housing options, the City can make significant strides in reducing inflows into homelessness and increasing successful outcomes. Stakeholders have highlighted the critical importance for cities to develop these resources in their community.

#### *Goal 4.1: Create interim housing for Burbank homeless*

Metric 1	Number of interim housing beds in Burbank
Primary Reason	On July 12, 2022, the Burbank City Council approved moving forward with the pre-planning process to build a 27- bed interim, non-congregate emergency housing site for up to 48 individuals. Two potential sites were identified: Site 1 - Northeast corner of North Lincoln Street and North Victory Place, commonly referred to by staff as Lincoln Yard that could be built out with tiny homes; Site 2 - 323-333 N. Front Street, which includes offices and the Hollywood Piano store. This site could be adapted and re-used for interim housing.
Metric 2	Number of people assisted through the Rapid Rehousing Program
Primary Reason	To support the unhoused, Burbank funds the Rapid Rehousing Program providing short-term rental assistance, giving people the opportunity to quickly stabilize and then become self-sufficient as they look to longer-term solutions. This funding can also cover a participant’s security deposit.

### *Goal 4.2: Support additional long-term affordable housing options*

Metric 1	Apply for funding for new Federal vouchers as they become available
Primary Reason	<p>Burbank has a robust Section 8 program that has been allocated funding for 1,027 Section 8 vouchers. In FY 2022/23, the City received an additional 13 Section 8 vouchers increasing the total from 1014. To supplement this, the City has 15 Veterans Affairs Supportive Housing vouchers and 20 Permanent Supportive Housing Vouchers.</p> <p>With funding from federal and state partners, during the pandemic many unsheltered homeless transitioned into permanent housing with the support of Emergency Housing Vouchers. The Burbank Housing Authority received 67 Emergency Housing Vouchers and it is estimated that these will all be issued before the end of the year although some people may still be looking for a unit in which to live. In total, the budget for these voucher programs equals approximately \$10M each year.</p>
Metric 2	Number of affordable units approved by the City
Primary Reason	<p>California’s Housing Element law requires that each city and county develop local housing programs to meet its “fair share” of existing and future housing needs for all income groups, as determined by the jurisdiction’s Council of Governments. For the 2021-2029 Housing Element planning period, Burbank’s forecasted housing need, also known as our Regional Housing Needs Assessment (RHNA), is at 8,772 net units distributed among four income categories. Burbank will need to meet these numbers by October 2029. Burbank will continue to provide sites for a mix of multi-family and mixed-use housing, as well as accessory dwelling units, to accommodate its RHNA numbers and the growing demand for housing. Burbank has 1,954 housing units underway. This does not include 698 Accessory Dwelling Units (ADU) permits have been issued between 2017 and March 1, 2022 (ADU), some of which are also considered affordable.</p>

### *Goal 4.3: Create a Safe Parking Program for homeless vehicle dwellers*

Metric 1	Number of spaces allocated toward a Safe Parking Program
Primary Reason	The last Point-in-Time data reflects that many more people are living within their vehicles and because of this, Safe Parking lots have become more prevalent. These are parking lots that allow overnight parking starting in the evening and ending in the morning. Based on City Council's direction, staff will investigate adding a Safe Parking lot within the City.

### *Goal 4.4: Housing Stabilization and Aftercare for Voucher Holders*

Metric 1	Number of persons experiencing homelessness who are in the Emergency Housing Voucher Program receiving case management
Primary Reason	With the receipt of Federal Funded Emergency Housing Vouchers issued during COVID-19 pandemic, there's a need to assist those voucher recipients with housing stabilization and after care. Administrative funds allow voucher recipients to receive time-limited case management. This program is extremely important as it serves a highly vulnerable population. Staff will continue to implement this program.

**Steps to Implement Goals**

			Targeted Achievement (Note: This will be updated on an annual basis)	Target Achievement Projected Date	Responsible Party	Funding Amount Needed	Funding Source
<b>Action 4: Shelter &amp; Housing Accessibility</b>							
4.1	<b>Goal 1</b>	<b>Create interim housing for Burbank homeless</b>					
	<i>Metric 1</i>	Create interim housing beds in Burbank	27-50 beds available for occupancy	2023/2024	CDD, Los Angeles County, future service operator	Funded - One Time \$3M Capital funding* *(Estimated build out – maybe more based on engineering, design, and construction quotes. Unfunded On Going services are shown in Action 5.3)	Funded- One Time 1) HOME ARP (\$1.8M); 2) CDBG (\$500,000) 3) Measure H (\$223,382) 4) PLHA (TBD) 5) Front Street Revenue (\$100,000) 6) St. Joe's grant funds (\$250,000) 7) County Interim Housing Funds (\$500,000) Unfunded On Going \$2M

	<i>Metric 2</i>	Number of people assisted through the Rapid Rehousing Program	Assist 40 household	2023/2024	CDD and City Partners	On Going \$250,000	Funded - through 2023 PLHA
4.2	<b>Goal 2</b>	<b><i>Create additional long-term affordable housing options</i></b>					
	<i>Metric 1</i>	Apply for funding for new Federal vouchers as they become available	TBD as funding becomes available	TBD	CDD, Los Angeles County and other partners	N/A	Unfunded - Housing of Urban Development (HUD)
	<i>Metric 2</i>	Number of units affordable units approved by the City	Facilitate the development of 8,772 net units	2022 - 2029	City and Developers	N/A	Unfunded - Developers
4.3	<b>Goal 3</b>	<b><i>Create a Safe Parking Program for homeless vehicle dwellers</i></b>					
	<i>Metric 1</i>	Number of spaces allocated toward Safe Parking	25 spaces	2023/2024	CDD and additional City Departments	Funded One-Time \$300,000. Unfunded On Going \$300,000	Funded - One Time 1) CDBG Funds (carryover from the SAFE Infrastructure Improvements) 2) General Fund (Front Street - 2021-22)

							Carryover) Unfunded - On Going Services 1) County Interim Housing Funds (TBD)
4.4	<b>Goal 4</b>	<b><i>Housing Stabilization and Aftercare for Voucher Holders</i></b>					
	<i>Metric 1</i>	Number of persons experiencing homelessness who are in the Emergency Housing Voucher Program receiving case management	20 people	2022/23	CDD	Funded \$80,000	Funded - Emergency Housing Voucher Administrative Funding

## Action 5: Health & Stabilization



Mental health illness and substance abuse are prevalent throughout the homeless community. One key point mentioned in stakeholder feedback was the lack of supportive services to address the mental health, substance use disorder, and income needs for people experiencing homelessness. Point-in-Time Count data suggest significant increases in mental health and substance use disorder among individuals experiencing homelessness during the past three years, with services and support unable to meet the need. There are two areas of focus that must be tackled to improve access to mental health and substance abuse treatment. The first is addressed in Action 2, Advocacy. Funding and changes in law need to occur. Secondly, the City will look to expand services and cross-sector partnerships and/or staff that provides a continuum of services to the community, reaching individuals, youth, and families. Services provided could include substance use disorder and mental health treatment, HIV/AIDS and primary medical care, early intervention, and prevention education.

### *Goal 5.1: Increase the availability of MHET to include a second Licensed Clinical Social Worker*

Metric 1	Hiring another MHET team member
Primary Reason	Burbank has a Mental Health Evaluation Team (MHET) that includes a Licensed Clinical Social Worker embedded within the group to respond to mental health crisis; however, the team is not available 24/7. We need to add another Clinical Social Worker to be able to offer on-going 24/7 services.

### *Goal 5.2: Provide Tele-Medicine and in-person physical health assessments for the homeless*

Metric 1	Number of appointments/assessments conducted with the homeless
Primary Reason	For those people living on the street, physical ailments are prevalent. The ability to do tele-medicine and in-person assessments will help provide needed medical pre-screenings, medication subscriptions, and health insurance enrollment to those persons living without housing. This program would hire a health provider to conduct tele-medicine services.

### *Goal 5.3: Offer on-site mental health, substance abuse and physical health services*

Metric 1	Partner with mental health, substance abuse and physical health providers to deliver on-site services (i.e., shelter facility)
Primary Reason	Providing physical health services to the homeless is important. As shared above, a UCLA study found that among those who had been homeless for more than three years, 92% had a physical health condition — anything from cancer to an abscess. Many cities are embedding physical-health professionals in with their MHET Teams and/or hiring a company to provide on-line and in-person health assessments to people experiencing homelessness. This would be done after a shelter is completed.

### *Goal 5.4: Develop Programs that address Substance-Use Disorder*

Metric 1	Creation of treatment and education programs for Substance-Use Disorder
Primary Reason	According to the LAHSA 2022 Point-In-Time count, 39.5% of people experiencing homelessness have a serious mental illness or substance use disorder. Again in 2019, the Los Angeles Times examined this number in depth and found that about 67% of individuals living outside on the streets reported being, or were observed to be, affected by mental illness, substance abuse. Even the smallest percentage is too high, and interventions must be built to support this population.

### *Goal 5.5: Establish new mental health service partnerships*

Metric 1	Mental health services to homeless person with a housing voucher
Primary Reason	<p>A person with a housing voucher that has been chronically homeless may have a higher risk of continued or repeated homelessness. However, through case management, a person that is identified as requiring a mental or behavioral assessment, care coordination, evaluation, and advocacy can achieve permanent housing stability. However, the City of Burbank relies on these services through the Los Angeles County Department of Health or Mental Health Department. Unfortunately, prioritization of these services will depend on the level of need for a short period of time. The City should consider subcontracting for these services through mental health service providers.</p>

### Steps to Implement Goals

			Targeted Achievement (Note: This will be updated on an annual basis)	Target Achievement Projected Date	Responsible Party	Funding Amount Needed	Funding Source	
<b>Action 5: Health &amp; Stabilization</b>								
5.1	<b>Goal 1</b>	<b>Increase the availability of MHET to include a second Licensed Clinical Social Worker</b>						
	<i>Metric 1</i>	Hiring of another MHET team member	Contract with Los Angeles County Department of Mental Health for another Mental Health Clinician MHET team member	2023/24	CDD/PD	Unfunded On Going \$100,000	Unfunded - General Fund	
5.2	<b>Goal 2</b>	<b>Provide Tele-Medicine and in-person assessments for the homeless</b>						
	<i>Metric 1</i>	Number of appointments/assessments conducted with the homeless	Serve 25 Serve unduplicated adults with health screenings/referrals	2023/2024	CDD	Funded FY 2022/23 Only. Unfunded On Going \$50,000	Funded - FY 2022/23 from Front Street Revenue Unfunded afterward	
5.3	<b>Goal 3</b>	<b>Offer onsite mental health, substance abuse and physical health services</b>						

	<i>Metric 1</i>	Partner with a number of mental health, substance abuse and physical health providers to deliver on-site services (i.e., shelter facility)	To be established after a Burbank Shelter is built	CDD, County Public Health Services and LAHSA	City's General Fund/Grants/Los Angeles County	Unfunded On Going \$2M annually for wrap around services	Unfunded	
5.4	<b>Goal 4</b>	<b><i>Develop Programs that address Substance-Use Disorder</i></b>						
	<i>Metric 1</i>	Creation of prevention and education programs for Substance-Use Disorder	TBD	2022/23	CDD/CAO	Funded Approx. \$100,000 for 18 years	Funded - Opioid Settlement funds	
5.5	<b>Goal 5</b>	<b><i>Establish new mental health service partnerships</i></b>						
	<i>Metric 1</i>	Mental health services to homeless persons with a housing voucher	20 people	2022/23	CDD	Funded On-going \$40,000	Funding Permanent Supportive Housing	

### Action 6: Homeless Prevention



One of the best ways to reduce homelessness is to prevent it. Affordable housing is key and in Burbank, the best way to provide it is to simply build new units. As we know too well, the creation of affordable housing is expensive, and the City does not have the resources necessary to meet the housing demand. However, there are many tools at our disposal through housing legislation aimed at increasing production, promoting affordability and greater access. However, to address the new inflows into homelessness, the City is committed to focusing on homeless prevention whenever possible and on providing housing focused services. This will move us toward ensuring that when homelessness does occur, the experience is rare, brief, and non-recurring.

Preventative approaches to homelessness result in better outcomes for individuals and families and lower costs associated with healthcare, correctional services, and emergency services. Shifting investment away from reactive, emergency solutions toward a strengthened focus on preventative strategies will be critical to reducing the flow of people becoming homeless. This includes homeless prevention programs, housing problem solving approaches, early identification tools, and cross-sector partnerships. Stakeholders highlighted increasing homelessness preventions strategies as the most critical need for the City of Burbank to address.

#### *Goal 6.1: Provide personal navigational assistance*

Metric 1	Continued funding of Social Worker position
Primary Reason	For people needing assistance in getting connected to social services involving food, transportation, legal aid, physical and mental healthcare, housing, government benefits, etc., the City has created a new social services position shared between the Library Services and Parks & Recreation Departments. This social worker helps navigate and provides referrals to various social service programs and agencies in LA County.

***Goal 6.2: Partner with mainstream partners to create a stronger referral system***

Metric 1	Establish a lead agency or agencies to support higher risk populations
Primary Reason	While general prevention programming and housing problem solving are effective and significant, certain populations within the City are at higher risk than others. In an effort to stem the inflows of children, youth, and families into the homelessness system, the City of Burbank will focus on strategies that target these populations within the schools working directly with BUSD and private schools along with other youth and family entry points. Other key subpopulations, including older adults, persons with disabilities, justice-involved, and utilizers of emergency services, will require targeted collaboration and creating lead partner(s).

***Goal 6.3: Continue to place a priority on using Community Development Block Grant funding to support non-profits that provide homeless services***

Metric 1	Prioritize CDBG grant funding to homeless services and fund specific homeless prevention programs
Primary Reason	Each year, City Council allocates its Community Development Block Grant (CDBG) toward non-profit providers who assist with homeless efforts. Staff along with the Community Development Goals Committee, who make funding recommendations, have placed an emphasis on assisting programs that focus on helping those who are experiencing homelessness. Some of these programs include vision, hearing and dental assessments/treatments, and emergency assistance, short-term rent assistance, and general social services.

***Goal 6.4: Provide housing and financial stability through educational opportunities***

Metric 1	Continue to hold Landlord Tenant Commission Meetings
Primary Reason	The Landlord Tenant Commission (LTC) is an important group of volunteers who meet each month to help resolve conflicts between tenants and landlords. They provide resource material and referrals to agencies that can provide further assistance. At the start of the COVID 19 pandemic, the LTC's caseload dramatically increased by more than 50%. With this increase, the LTC handled more cases during and in between meetings to meet demand.
Metric 2	Create financial education and literacy programs such as Lifting People Up
Primary Reason	As average rental rates continue to rise, the City will renew its emphasis on employment and income support for individuals and families to help them achieve long-term stability. Financial literacy is one way to reduce poverty. The City has partnered with Home Again LA to create a program that offers both general education, mentoring, and financial coaching. Initially, the program was offered to those living in Burbank Housing Corporation tenants and was expanded Citywide in FY2022/23.

## Steps to Implement Goals

			<b>Targeted Achievement (Note: This will be updated on an annual basis)</b>	<b>Target Achievement Projected Date</b>	<b>Responsible Party</b>	<b>Funding Amount Needed</b>	<b>Funding Source</b>
<b>Action 6: Homeless Prevention</b>							
6.1	<b>Goal 1</b>	<b>Provide personal navigational assistance</b>					
	<i>Metric 1</i>	Continued funding of Social Worker position	1 FTE Funded	Existing	Library/Park and Recreation	N/A	Funded - General Fund Library and Park and Recreation budget.
6.2	<b>Goal 2</b>	<b>Partner with mainstream partners to create a stronger referral system</b>					
	<i>Metric 1</i>	Establish a lead agency or agencies to support high risk populations	Identify organizations	2022/23	CDD and Partners	N/A	N/A
6.3	<b>Goal 3</b>	<b>Continue to place a priority on using Community Development Block Grant funding to support non-profits that provide homeless services</b>					
	<i>Metric 1</i>	Prioritize CDBG grant funding to homeless services and fund specific homeless prevention programs	Approve grants to CDBG Service Agencies with an emphasis to addressing homelessness	2022/23	CDD/Goals Committee/Non-profits/City Council	N/A	Funded Community Development Block Grant (CDBG)

6.4	<b>Goal 4</b>	<b><i>Provide housing and financial stability through educational opportunities</i></b>					
	<i>Metric 1</i>	Continue to hold Landlord Tenant Commission Meetings	12 meetings	2022/23	CDD	N/A	N/A
	<i>Metric 2</i>	Create financial education and literacy programs such as Lifting People Up	80 unduplicated residents of Burbank annually	2022/23	CDD/City Partner	Funded On Going \$50,000	Funded - Low- and Moderate-Income Housing Funds

## PART V: FUTURE FINANCIAL NEEDS AND STAFFING

Recognizing the significance and magnitude of this work, the City of Burbank should consider further building out the Housing Development Team to encompass more positions and programs that can contribute to the overall progress and success of the Homelessness Plan. Currently the Housing Development Team has 1.5 full-time employees. The team consists of a Housing Development Manager who splits half their time between homelessness and Community Development Block Grant (CDBG) funding and one Administrative Analyst II that oversees the efforts of our outreach team. Last year, the City Council approved an additional \$80,000 on-going amount to fund a second Homeless Services Liaison. This consultant works with the chronically homeless who require more direct assistance and can often be hard to help. Further, many of the current programs rely and/or will rely on grants and Measure H funding, which will need to be renewed in 2027.

Current funding sources are listed in Part 4: *Strategic Playbook* under each Action Area and in Appendix – Five Year Metrics. Many sources of funding have limitations on their uses and have been budgeted for existing programs listed in each Action Area for this reason. Any new programs included within this plan will need to have new funding unless otherwise indicated. The total needed funding to implement all programs listed within the Strategic Playbook is approximately \$3.65M.

### **Staffing**

A staffing plan is proposed below and would be more fully discussed as part of the annual budget cycle, when the City Council reviews all department needs. Staffing costs is estimated at \$1.3M to fully build out staffing needs. This includes funding for existing CDD staff (1.5 Full-time employees.)

Existing staff consists of:

1. One AAll who conducts and oversees outreach, implements clean ups. Works with service partners, conducts research, maintains statistics and helps connect people to services.
2. .5 Housing Manager who oversees the homeless program and budget, implements the current Burbank Homelessness Plan, identifies and applies for grants, writes plans and City Council presentations along with staff reports, monitors existing programs, works to develop new programs and oversees the Internal Homeless Committee.

Proposed positions and duties:

1. **Assistant Director**
  - a. Search and apply for additional funding/grant opportunities
  - b. Act as a single point of contact for service providers, community members, and those at risk of and/or already experiencing homelessness
  - c. Oversee the implementation of portions of the Homelessness Plan

- d. Leverage local and regional resources to ensure gaps are filled when possible
  - e. Participate in and/or coordinate regional coordination/collaborate groups, internal/external trainings, community education/engagement opportunities, etc.
2. **Analyst II (Internal Compliance)**
    - a. Oversee quality assurance with local and regional homeless reporting requirements, management of subrecipients, and providing case management for housing voucher participants, and specialist in Coordinated Entry Systems and federal requirements; oversee grant applications.
  3. **Community Services Upgrade (AAll to Housing Development Manager)**
    - a. Increase duties to include more responsibility for program creation and implementation
  4. **Analyst I**
    - a. Oversee the abatements, tracking of abatement information/clean-ups, serve as a back-up for AAll;
    - b. Provides data analysis and updates Homeless Management Information Systems and Federal Systems
    - c. Conducts research
    - d. Writes grants
  5. **Senior Clerk**
    - a. Oversees all administrative duties, procurement, scheduling, and budgeting.
  6. **Grants Coordinator (CDBG)**
    - a. Relieves existing Housing Development Manager of Community Development Block Grant Obligations, which is a full-time effort.
  7. **MHET Team Coordinator**
    - a. Allows Burbank Police Department to expand MHET services to seven days a week.
  8. **Police Officer**
    - a. Creates another outreach member focused on homelessness.

## **PART VI: Summary**

Solving homelessness is challenging, expensive and on-going. The City has made terrific strides as evidenced by the reduced numbers of persons experiencing homelessness. To continue our efforts, the implementation of this Playbook and Plan will be imperative as Burbank could easily be susceptible to increased numbers based on the growing populations within and around our community. Outreach, drug rehabilitation, mental health facilities and housing will be necessary along with revised legislation and grant opportunities. While implementing the Plan, Staff will monitor our action items, goals and metrics and report back to City Council annually so that we can continuously evaluate our progress, celebrate our successes, and ensure we are helping to reduce homelessness within Burbank.

## APPENDICES

### Exhibit 1: Homelessness Plan Five-Year Metrics and Primary Objectives under Guiding Principle Seven

To view the document, [click here](#).

## Appendix 2: Community Feedback

### Burbank Community Meetings (November 4 and 10, 2021)

#### Questions and Answers

##### *Engagement*

#### **Q: What's being done to help those who are unsheltered? How can the community help?**

A: There are many efforts toward helping individuals experiencing unsheltered homelessness in Burbank. The City has specific street outreach services that usually do the first interface with homeless persons within our community. Outreach services are provided by StreetPlus, and they can be reached at 818-397-3798. Additionally, we have community partners that assist with housing and homeless services in a variety of ways.

The City is at the end of a three-year Homelessness Plan and is in the process of creating and implementing a new five-year plan that focuses on the root causes of homelessness and how Burbank can address those causes. [To learn more about our efforts and how the community can help, please visit us here.](#)

#### **Q: At this time, in Burbank, do we have to turn anyone away who is actively looking for shelter? If so, what happens in that situation?**

A: When a person in need seeks shelter, Burbank navigates the Los Angeles County's Coordinated Entry System to gain access to available interim housing units/beds serving our area. The lack of available units/beds will sometimes prolong a person's unhoused status until a unit/bed is available. However, since 2019, the City has successfully housed or re-united 131 individuals and families.

The City is often confronted with individuals who have likely been experiencing homelessness for a long time. These individuals may be service resistant, meaning that they might have developed a distrust of service providers/entities for a number of reasons and, therefore, do not want to interact with them in a significant way. With those persons, it requires building rapport, meeting the individual where they are at; guiding the individual along through the stages of change with hope that they will accept services/shelter rather than having them turn away.

#### **Q: How does Burbank work with other cities/LA county to deal with homelessness since many individuals who are homeless are nomadic?**

A: The City recognizes that homelessness cannot be solved by one entity.

Through strategic partnerships, collaborations, and extensive communication with Los Angeles County, cities in the region, and stakeholders, the City has made significant strides in delivering services and housing to the homeless while protecting neighborhoods from public health and safety concerns.

The City also uses the Coordinated Entry System (CES) and Homeless Management Information System (HMIS) databases that collect client-level data. HMIS tracks services provided, contacts with clients, the number of times someone touches homeless services, etc., and this information allows for better cross-collaboration between organizations and even other jurisdictions.

**Q: As someone who occasionally interacts with homeless individuals, I would like to have a handout or information I can give to someone to access homeless services.**

A: There are many resources/information available to the general community on [the City's homelessness website](#) under the "Homeless Resources" tab. In addition, if you come across someone experiencing homelessness or in need of assistance, you should call the StreetPlus Hotline number: 818-397-3798.

In the first quarter of next year, the City will debut a 311 app for smart phones. As part of the release, one of the first created segments will be a "Report a person in need of help" option within the app.

There is also a [video that goes into detail about connecting with people experiencing homelessness](#) within the community; the City encourages all to watch and to share with colleagues, friends, and family.

**Q: Is there a way to get metrics on the various interventions undertaken in the last 3 years?**

A: In 2018, the City of Burbank (City) began implementing its three-year (2018-2021) Homelessness Plan that was adopted by City Council in December of 2017. The Plan covers three calendar years, 2018 to 2021, and includes seven strategies in addressing homelessness.

1. Developing Storage Facilities and Transportation
2. Enhancing the Quality of Life, Mental Health and Healthcare Awareness
3. Building Temporary Housing
4. Creating Affordable Housing
5. Continuing Outreach, Coordinated Care System and Community Awareness
6. Increased Homeless Prevention and Rapid Re-housing
7. Enforcing Public Health & Safety and Ordinances

Many of the goals achieved in the last three years were a result of Council's ongoing support and staff's dedication to addressing homelessness. Below are just a few of our achievements.

- Completing the "Burbank Safe" Storage and Help Center, which opened in September 2021.

- Expanding our award-winning Street Outreach Program by hiring an analyst to coordinate our homeless efforts and adding a Homeless Services Liaison specialist to the outreach team.
- Placing and/or re-uniting more than 131 homeless persons with their family, in interim housing, shelters, and Project Room/Home Key.
- Adopting a City Nuisance Ordinance that established a legal and defensible process to address homeless encampments in a safe and humane manner.
- [Releasing a public information video on homelessness.](#)
- Receiving multiple grant awards for homeless services.

**Q: In what ways are people with lived experience included in this planning process?**

A: In November 2021, the City began the planning process for a new five-year plan. Those that were invited to participate in the community and stakeholder meetings included people with lived experience. Our next step in the planning process is to work closely together with people having lived experience by developing a peer advocate program that will support our outreach efforts and help develop innovative solutions to addressing homelessness.

**Q: What specific things is Burbank doing for preventative measures? What are the ideas, or are we starting anything new?**

A: The City works with many community partners that provide emergency assistance, counseling, and diversion: Family Promise of the Verdugos, Burbank Temporary Aid Center, etc. We've also implemented a new social worker with the Library (all three branches) and Parks & Rec (both senior centers) to build relationships with those who rely on public spaces for shelter and support. [For more information, visit the Burbank Homelessness resource page.](#)

**Q: In addition to building some sort of housing, a community education component could be useful. Similarly, if someone in the family/friends is potentially losing their home or is not sure where they can go to help, we should be able to have solutions. It should be a partnership between not just organizations but also with the community members.**

A: The City is continuing to educate the community through engagement and outreach using social platforms, our website, community outreach and media.

There is also a [video that goes into detail about connecting with people experiencing homelessness](#) within the community; the City encourages all to watch and to share with colleagues, friends, and family.

In the first quarter of next year, the City is also hoping to debut a 3-1-1 app for smart phones. As part of the release, one of the first created segments will be a "Report a person in need of help" option within the app.

For a person who is potentially losing their home or at risk of eviction, there are many [resources that can be found on the City's Housing website](#).

### *Housing*

**Q: Can we have a tiny house village in an unused area and not degrade good neighborhoods?**

A: Developing transitional housing is in our current 2018-2021 Homelessness Plan. City staff has been actively looking for sites that could provide interim housing including industrial buildings, hotels that could be converted into housing, and vacant land that could accommodate tiny homes. Other communities are building temporary housing solutions; Burbank must also do its part to help Burbank's homeless by creating interim housing for our unhoused neighbors. Tiny Home Villages and the success of its residents are dependent upon services to prepare the homeless for living "off the streets." Typically, interim housing lasts 90 days but can be extended if the homeless person is continuing to work toward a permanent housing solution.

**Q: Other than visits to existing Tiny Home villages...what is Burbank's intent for future homeless housing?**

A: The City of Burbank is currently updating its Homelessness Plan. The updated Plan will extend actions and strategies implemented from the 2018-2021 Burbank Homelessness Plan and will be the framework for the next five (5) years. As City staff develops and updates the City's Homelessness Plan, City Council has created and approved seven policy statements that will serve as the guiding principles and will be embodied in the Plan. City Council will consider approving the updated Plan in early 2022. Policy Statement #3 states, "Burbank supports a variety of pathways to housing for people experiencing homelessness, including shelters, transitional housing, and motel vouchers, along with navigation centers and permanent supportive housing." The City is also looking at a tiny homes project proposal coming to City Council by early next year.

**Q: Do we have any project room key hotels in Burbank?**

A: While the City itself does not have Project Room Key hotels; we are still able to place many individuals experiencing homelessness into short term housing. Since April of 2019, we have worked together to provide 131 people from Burbank into short-term housing, including Project Room Key and Home Key, Bridge Home facilities, reunification, etc.

The City is open to innovative and creative ideas, and Project Homekey is included in those.

**Q: Are there any plans to look for another motel/hotel conversion opportunity for transitional housing? If so, do you happen to know what percentage of people requesting shelter are turned away?**

A: Burbank supports a variety of pathways to housing for people experiencing homelessness including shelters, transitional housing, and motel vouchers, along with navigation centers and permanent supportive housing. The City is open to all options that make sense for the community, including Project Home/Room key.

The City is often confronted with individuals who have likely been experiencing homelessness for a long time. These individuals may be service resistant, meaning that they might have developed a distrust of service providers/entities for a number of reasons, and therefore, do not want to interact with them in a significant way. With those persons, the City works to build rapport, meeting the individual where they are at; it's guiding the individual along through the stages of change with hope that they will accept services/shelter rather than having to turn them away.

**Q: Can the new deed restricted units in our upcoming large developments be utilized for those who are facing homelessness?**

A: Any new Permanent Supportive Housing or interim housing constructed by a for profit/nonprofit developers would require a deed restriction as homeless housing. However, there is a housing to jobs imbalance throughout the region, which requires more development of housing in general. The City supports new legislation and programs that assist in providing housing at all income levels, including extremely low and very-low income households within mixed-income residential developments in the city, along with the supportive services necessary for households to sustain their housing. Sometimes housing vouchers provided to the homeless can be used in tandem with these units.

**Q: Is it possible to partner with local hotels to use a small percentage of their rooms as temporary or transitional housing?**

A: Nonprofit social service agencies, in partnership with local hotels and churches, can provide homeless families with a hotel voucher or temporary shelter while permanent or interim housing is secured. In addition, since 2019, homeless outreach teams have worked together to help 131 people from Burbank into short-term housing, including Project Room Key and Home Key, Bridge Home facilities, reunification, etc. The City is open to all options that make sense for the community, including motel/hotel conversion. The City has explored purchasing motels or industrial sites in the past—it is open to innovative and creative ideas.

**Q: Once someone is placed in housing, what follow-ups are done to ensure their ability to re-start?**

A: Once individuals have been placed in temporary housing, the City moves to the next stage-- getting them into permanent housing through the use of emergency housing vouchers, permanent supportive housing, or Veteran Affairs Supportive Housing, just to name a few. Temporary housing can be an access point for the delivery of care and coordination of services. Most importantly, it transitions people experiencing

homelessness from the streets or places not meant for human habitation into long-term housing.

**Q: Is there a representative from LAHSA, and if so, what is the current status of the Shallow Subsidy Prevention for 62+ first presented by the Salvation Army funded by Measure H?**

A: There were no representatives from LAHSA in attendance. However, the current status of the [Shallow Subsidy Prevention for 62+ is provided in the link](#).

**Q: Why has the City of Burbank not created a homeless shelter or centralized area where people can go? We've had several homeless people that have simply disappeared—where did they go? Why do we not have at least a temporary shelter?**

A: The City opened the “Burbank Safe” Storage and Help Center located at 401 S. Front Street in September 2021. The SAFE is an accessible navigation center for the homeless providing case management, linkages to services, and a place to store personal belongings. In addition, Burbank navigates the Los Angeles County’s Coordinated Entry System to gain access to available interim housing units/beds serving our area. The lack of available units/beds is a consistent issue not only for Burbank but throughout the region. However, since 2019, the City has successfully housed or re-united 131 individuals and families. The City is also looking at a tiny homes project proposal coming to City Council by early next year.

### *Delivery Systems*

**Q: It's discouraging to know that of the \$20M collected for Measure H in Burbank, we've received back only \$800K. How can I/our community lobby for a larger percentage?**

A: Approved by almost 70 percent of Los Angeles County voters on March 7, 2017, **Measure H** is a ¼-cent sales tax to raise a projected \$3.5 billion over 10 years for preventing and combatting homelessness. Burbank contributes an estimated \$9 million annually to Measure H.

The Measure H Funding recommendations are developed and overseen by the **Los Angeles County Homeless Initiative**. The City of Burbank encourages all Burbank residents to advocate for a direct formulaic return and new funding that supports Burbank’s homeless strategies. Residents are invited to participate in the inclusive funding recommendation process. For more questions, please contact: [homelessinitiative@lacounty.gov](mailto:homelessinitiative@lacounty.gov).

**Q: Is there a homelessness coordinator on staff in Burbank?**

A: Yes. The City of Burbank has two positions working directly on homelessness, an analyst (outreach coordinator) and a program manager.

**Q: How are we partnering with faith communities?**

A: The City of Burbank utilizes an all-inclusive approach in implementing the City's homeless efforts, which involves health and social service faith communities. Many of the City's strongest supporters and formation of local nonprofits were created by faith-based communities.

**Q: What are new sources of funding for our programs that we can pursue? Will the Build Back Better legislation on the Federal level provide additional funds to support and expand the programs we have in place?**

A: As part of the homelessness planning process, the City will explore funding available to the City of Burbank that can support strategies to end and prevent homelessness. This will include existing and new funding from regional, state, and federal funding sources. There are additional funds in the State budget this year and staff is reviewing the options to see if any align with Burbank's needs.

**Q: Is there any plan to put something like functional zero as the goal?**

A: Functional zero is that point when a community's homeless services is able to prevent homelessness whenever possible and ensure that when homelessness does occur, it is rare, brief, and one-time. All communities in LA County strive to achieve this goal. However, reaching functional zero requires reducing the number of people entering homelessness, creating permanent housing, and making an investment in rental subsidies and supportive services. The City's updated homelessness plan will include several strategies that support key investments and solutions in these areas.

**Q: How is the SAFE Storage site going?**

A: On September 2021, the SAFE and Help Center opened its doors to the public. [For more information about the program, please click here.](#) We have been promoting its use and are gradually seeing our participation numbers increase.

*Demographics*

**Q: What percentage of the increase in homeless is comprised of seniors/over 55?**

A: According to the 2020 Point in Time count, the City of Burbank had 9 out of 290 people over the age of 55 experiencing homelessness, or 3% of the total. Throughout Service Planning Area 2 (San Fernando Valley), there were 1,651 older adults entering homelessness in 2021 according to the Coordinated Entry System assessments. This is a

1% decrease from 2020, which had a total of 1,658 older adults. [Learn more about this here.](#)

**Q: How does the City of Burbank define and identify individuals who are at risk of becoming homeless?**

A: The City of Burbank follows the definitions of homeless according to those set by the Department of Housing and Urban Development (HUD). HUD defines homelessness based on criteria and divides it into four categories:

1. **Literally homeless:** individual or family who lacks a fixed, regular, and adequate nighttime residence; unsheltered, living in places not fit for human habitation
2. **Imminent risk of homelessness:** individual or family who will imminently lose their primary nighttime residence within 14 days with no subsequent residences identified and no additional resources to secure permanent housing
3. **Homeless under other federal statutes:** Unaccompanied youth under the age of 25, or families with children and youth, who do not otherwise qualify as homeless but qualify under other federal statutes, have not had a lease/occupancy agreement, have experienced persistent instability (two or more moves within the last 60 days), and can be expected to continue in these patterns if assistance is not given
4. **Fleeing/attempting to flee domestic violence:** any individual or family who is fleeing or is attempting to flee domestic violence, has no other residences, and lacks the resources/supports necessary to secure permanent housing

**Q: For the Burbank homeless counts, is there any data on what percentage of folks without shelter lived in Burbank, or lived in other communities before losing their place to live?**

A: During the annual Point-In-Time Homeless Count, the data collected does not track a person's community of origin or suggest where they were living prior to being unsheltered.

**Q: What percentage of homelessness is impacting children in the city?**

A: According to the [2020 Point in Time Count](#), there are approximately 2,300 homeless family members in SPA 2. A family includes households with at least one child under 18 and one adult over 18.

**Q: Is anyone tracking where the homeless community in Burbank originated (per person)?**

A: There is a Coordinated Entry System (CES) that uses the Homeless Management Information System (HMIS), a local technology system that collects client-level data and tracks services provided, contacts with clients, etc. This system is used throughout Burbank, making it easier for cross-care collaboration between organizations, even in different locations, interacting with the same participant. Currently, the City does not have consistent reporting from LAHSA to track where people experiencing homelessness

in the City of Burbank originated from. As data sharing and tracking becomes more robust, it could expand opportunities to better understand trends and utilize data for decision making.

**Q: It was mentioned that BIPOC (Black, Indigenous, People of Color) were more likely to experience homelessness—whatever the case is in Burbank, do we have the data on folks that are more likely to be impacted? And are we going to have services that target these populations?**

A: Based on the numbers from 2019, individuals who identify as Black/African American experience homelessness at a rate almost 10x higher than their population in Burbank. This is something the City takes very seriously, and it is looking at all the intersecting factors to determine how to best serve the populations most marginalized in our community. It will require more than just housing to rectify this disparity, including strategies that address systemic poverty and racism.

**Q: Is anyone tracking the people who have been listed as homeless in the city of Burbank? Are they being followed so that we're able to provide the services they need and/or to see if the City's plans are being effective?**

A: There is a Coordinated Entry System that uses the Homeless Management Information System (HMIS), a local technology system that collects client-level data and tracks services provided, contacts with clients, etc. This system is used throughout Burbank, making it easier for cross-care collaboration between organizations, even in different locations, interacting with the same participant. The City is also developing more of the interdisciplinary teams, working with the high-utilizers of public services; our goal is to bring on a wrap-around case manager to work with them to track the needs and link them to housing as well as programs that will improve their health.

As far as effectiveness of the current services are concerned, the City is constantly collecting and analyzing data through each service provider to see what other gaps exist and how those can be filled.

### **Community Feedback and Poll Results**

The mentally ill—there's nowhere for them to go or for the police to take them. So that's a serious problem; there's no mental hospitals anymore, and even the ones that are there don't take people, or they don't keep people.

Thinking of the tiny villages that have been built in North Hollywood—they build them in areas where it's a completely unused property, where it's not interfering with any other neighborhoods, and it's bringing value to that property. So I suggest we have one in that kind of an area.

Domestic Violence—there are statistics that say many women who become homeless do so because of domestic violence—those needs need to be addressed. Also, there is a database that is run by services to place people in the first available housing, and the problem is that it's based on the length of time someone has been homeless, which means that someone who just became homeless (say because of DV) would be at a disadvantage because others who have been homeless longer would be prioritized.

Veterans are uniquely at risk of homelessness, mental health, addictions, etc. so it would be good if they were specifically included in the homeless plan.

It's important to use people first language throughout the city services. Removing "transient" and other "othering" language is especially important.

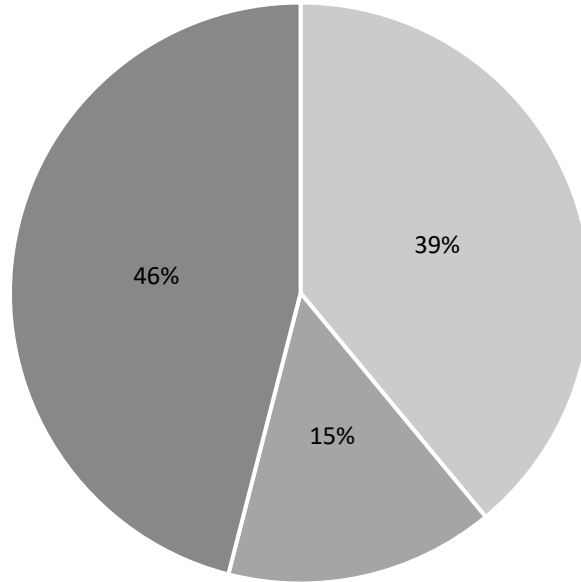
### **The Burbank Homelessness Plan- Community Meeting**

**November 4 & 10, 2021**

Poll Questions

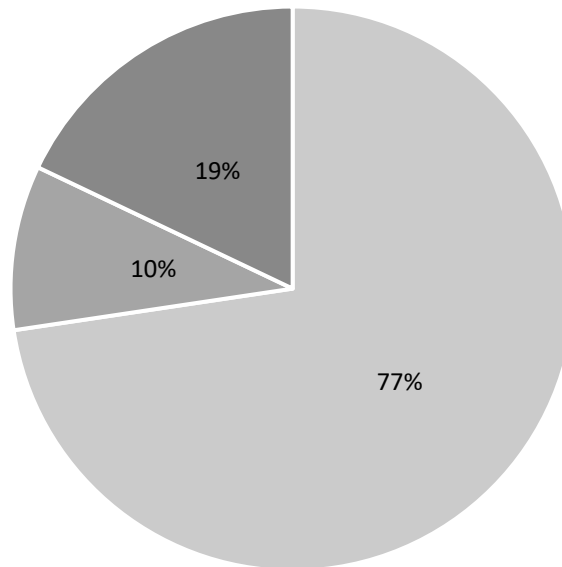
Of these areas, in your opinion, which is the most important in addressing homelessness?

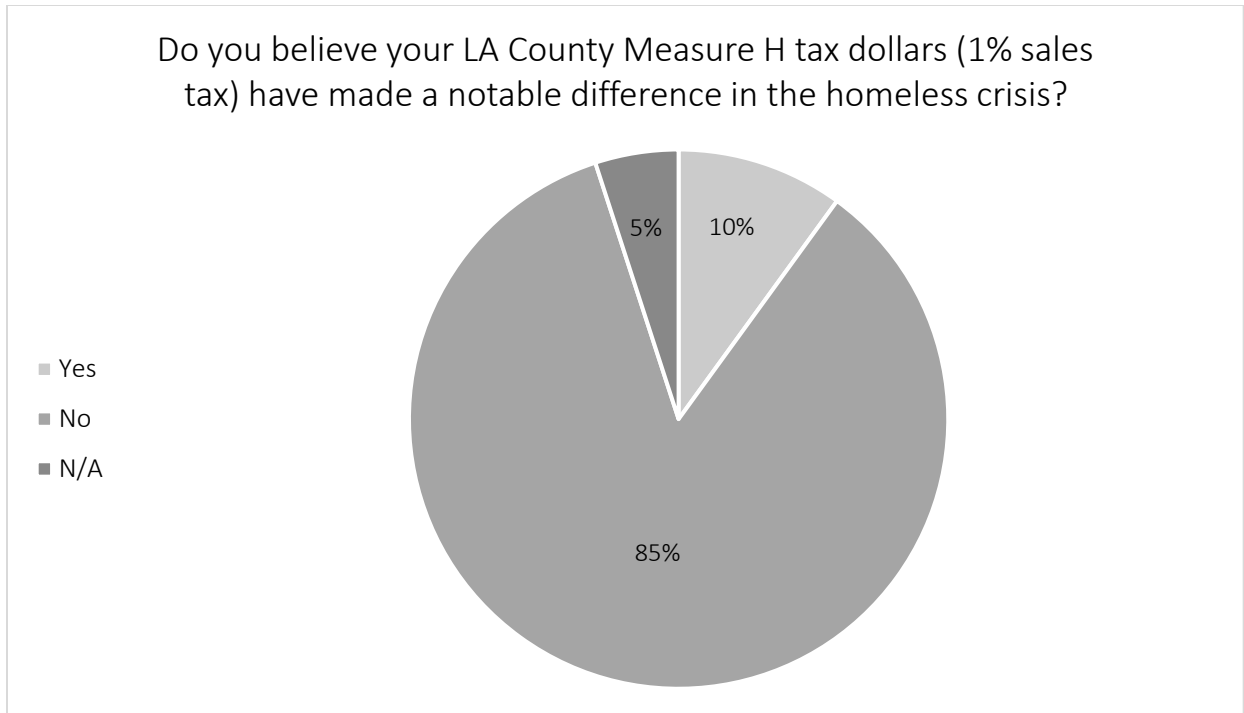
- Diagnosing & treating mental health
- Treating substance use disorders
- Increase low barrier housing opportunities



How likely are you to support interim housing for people unhoused in Burbank?

- Support
- Do not support
- Undecided





### Appendix 3: Stakeholder Identified Strengths & Challenges

To have an in-depth understanding of the City of Burbank, and to ensure that the Homelessness Plan aligns with community feedback, our consultant assessed the strengths and challenges of the City's current homelessness response. The findings reflected below informed the new, five-year Homelessness Plan.

#### Strengths

- Creation of the City's homeless storage facility, where people experiencing homelessness can store items, along with onsite case management
- Creation of position stationed at libraries/senior centers to offer support/wraparound services
- Outreach teams providing ongoing wellness checks
- Frequent homeless engagements by the Burbank Police Mental Health Evaluation Team
- Addition of mobile wrap-around case management
- Maintaining existing transitional housing with Burbank Housing Corporation, facilitating Bridge Housing partnerships, and supporting the development of tiny homes
- Continued prioritization of homelessness issues for the City and regionally
  - City's focus on inclusionary housing and density bonuses, accessory dwelling units, and private/public partnerships
- Continuation of Streetplus program for outreach and engagement, with the expansion of outreach services

- Focus on reducing the length of time people experience homelessness through Emergency Rental Assistance (ERA), Rapid Rehousing (RRH), and Emergency Housing Vouchers (EHV)
- Adoption of a “City Nuisance Ordinance,” keeping streets/spaces clean and safe, while continuing to deploy homeless intervention services
  - Recognition that criminalization of those experiencing homelessness is not a solution
  - Street Outreach expansion with the hiring of an analyst to coordinate homeless efforts

## Challenges

- The number of people becoming homeless regionally outpaces the number of people placed into housing
- Lack of affordable and permanent supportive housing
- More than 70% of those experiencing homelessness are unhoused regionally
- Overrepresentation of Black, Indigenous, and People of Color (BIPOC)
- Economic challenges/insufficient social support services
- Insufficient mental health and substance use disorder resources
- Lack of funding for homelessness prevention

When asked, the City staff highlighted the following as the most immediate challenges:

1. A lack of substance use treatment and mental health services
2. A gap in housing (shelter, transitional, and permanent)

When asked, Homeless Service Providers and Nonprofits highlighted the following as the most immediate challenges:

1. A need to expand homelessness prevention services
2. A need to increase the availability of affordable housing, permanent supportive housing, and other housing supports

When creating this Homelessness Plan, we have taken into consideration all feedback and have made recommendations based both on what the community feels needs to be prioritized as well as best practices in addressing and ending homelessness.