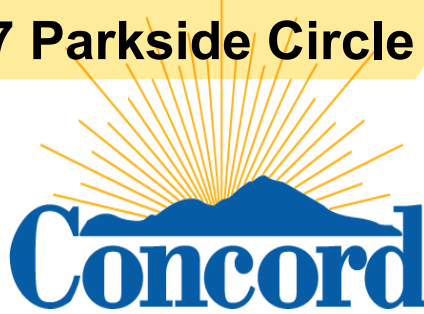


**The meeting room has changed
to the Garden Room at
Concord Senior Center
2727 Parkside Circle**

MEMBERS

Laura Nakamura – Chair
Edi Birsan – Vice Chair
Lance Goree
Linda Jacob
Dana Johnson
David Litty
Brandi Martinez
Kelley McKinley
Cora Mitchell
Leonard Ramirez
Eric Rehn

Concord Civic Center
1950 Parkside Drive
Concord, CA 94519
www.cityofconcord.org



**Homeless Strategic Plan
Working Group**

**Monday
July 24, 2023**

6:00 p.m.

**Concord Senior Center
2727 Parkside Circle
Concord, CA 94519**

~~Wisteria Room~~
Garden Room

This meeting will be held in-person

How to Submit Public Comments:

Written: All comments received **before 3:00 pm the day of the meeting** will be posted on the City's website as "Correspondence" under the relevant agenda item and provided to the Committee members at the meeting. Please email your comments to leng.power@cityofconcord.org.

Meeting of the Homeless Strategic Plan Working Group

AGENDIZED ITEMS – The public is entitled to address the Working Group on items appearing on the agenda during the Working Group's consideration of that item. Each public comment will be limited to approximately three minutes.

- 1. Opening Roll Call-** Introduction of Working Group members.
- 2. Review Vision Statement and Goals:**
 - a. Draft of Vision Statement-** Working Group to review vision statement drafts to refine and finalize.

b. Goal Development- Working Group will review example goals and develop goals that align with vision statement.

3. Public Comment Period

This Public Comment Period is for items within the Working Group's subject matter jurisdiction that are not on this agenda. Each speaker will be limited to approximately three minutes. State law prohibits the Working Group from acting at this meeting on any matter raised during the Public Comment Period.

4. Adjournment

NOTICE TO THE PUBLIC

There is a 90-day limit for the filing of a challenge in the Superior Court to certain City administrative decisions and orders which require a hearing by law, the receipt of evidence, and the exercise of discretion. The 90-day limit begins on the date the decision is final (Code of Civil Procedure §1094.6). Further, if you challenge an action taken by the City Council in court, you may be limited by California law to raising only those issues you or someone else raised in the hearing or in a written correspondence delivered to the City Council prior to or at the hearing.

In accordance with the Americans with Disabilities Act and California Law, it is the policy of the City of Concord to offer its public programs, services and meetings in a manner that is readily accessible to everyone, including those with disabilities. If you are disabled and require a copy of a public hearing notice, or an agenda and/or agenda packet in an appropriate alternative format; or if you require other accommodation, please contact the ADA Coordinator Tianjun Cao at (925) 671-3243 or Tianjun.cao@cityofconcord.org, at least 24 hours in advance of the meeting. Advance notification within this guideline will enable the City to make reasonable arrangements to ensure accessibility.



Memo

Date: July 24, 2023

To: Homeless Strategic Plan Working Group

Prepared by: Leng Power, Community Services Manager
Leng.power@cityofconcord.org
(925) 603-5838

Subject: **Homeless Strategic Plan Working Group Meeting No. 6: review and finalize draft vision statement and goals for the Homeless Strategic Plan.**

The monthly meeting of the Homeless Strategic Plan Working Group is scheduled for Monday, July 24, 2023, 6 p.m., at the Concord Senior Center, Wisteria Room located at 2727 Parkside Circle.

The following items will be covered:

- Review draft vision statement. The Thurmond Team will review notes and comments from the Working Group discussion on development of the vision statement. Draft vision statement that will be presented for Council endorsement at the August 22nd Council Meeting.
- Review goal development. The Thurmond Team will review proposed strategies for Working Group consideration and facilitate discussion to identify and finalize goals for Homeless Strategic Plan. Draft Goals that will be presented to Council endorsement at the August 22nd Council Meeting.
- Take Public Comment on all that is presented to and discussed by the Working Group.

Attachments

- [Attachment 1](#): Draft Vision Statement for Concord
- [Attachment 2](#): Draft Vision and Goals Worksheet
- [Attachment 3](#): Draft Proposed Goals and Strategies for Concord

Vision Statement



Below is the vision statement from the previous working group meeting, Thurmond Consulting’s suggested vision statement, and various examples of other homeless related vision statements. This information is intended to assist in facilitating our discussion at our July 24th Working Group meeting. Please assume that this content is for guidance purposes only.

Concord Draft Vision

Thurmond Consulting Suggested Vision

Our Vision for Concord, California is a community where every individual has a safe, affirming, and stable place to thrive, fostering dignity, compassion, and opportunity for all through community involvement. Offering and guide/ensure access to equitable services. .

The City of Concord envisions a community where every person has access to services and assistance that lead to a safe, affirming and stable place to live. This vision endeavors to eliminate homelessness through community involvement, collaboration with partner agencies, and enhanced services that are carried out in a dignified, compassionate and equitable manner.

Other Vision Examples

Los Angeles Mission

Los Angeles Mission strives to be a world leader among Missions that provide for the poor, restore the addicted and eliminate homelessness. We see each individual as a spiritual person of worth and dignity and worthy of assistance in their journey.

Sacramento Steps Forward

Our Vision: An equitable community where everyone has a safe place to call home.

Our Mission: To end homelessness through leadership, convening partners, data-driven best practices, and improving system performance.

LAHSA - Los Angeles Homeless Services Authority

To drive the collaborative strategic vision to create solutions for the crisis of homelessness grounded in compassion, equity, and inclusion.

Stanislaus Continuum of Care

In order to guide the planning process, the strategic plan workgroup, which took leadership over the creation of this plan, drafted the following guiding vision: The homeless strategic plan will identify shared goals to foster a community where homelessness is rare, brief, and non-recurring

and where households experiencing homelessness or who are at risk of becoming homelessness have access to supports and services to help them secure a permanent, safe, and affordable place to call home.

Placer/Nevada Continuum of Care

To lead, collaborate, coordinate, develop, and implement strategies and resources to end homelessness in Nevada and Placer Counties

Sonoma County

The system of care in Sonoma County strives to be a leader in preventing homelessness, and in ensuring that people experiencing homelessness are supported in achieving housing stability, mental and physical wellness, and economic welfare through a collaborative, client-driven system of care that quickly and effectively delivers accessible, dignified treatment and services.

San Joaquin Community Response to Homelessness

We envision a future in which homelessness in San Joaquin County will be rare, brief, and non-recurring, supported by a robust homeless crisis response system. People experiencing homelessness will be empowered through a responsive, nimble, housing-focused system that provides effective, supportive, and humane services and housing, efficiently leveraging public and private resources.

City of Santa Rosa Homelessness Solutions Strategic Plan

The vision of the Santa Rosa Homelessness Solutions Plan is that all people in the City of Santa Rosa have a place to call home, where home includes a range of housing types such as shared housing, affordable housing, and permanent supportive housing. The City, along with its regional partners, aim to achieve “functional zero” homelessness where homelessness is rare, brief, and non-recurring. To achieve that goal, resources are available as needed to quickly resolve homelessness when it does occur.



Name: _____

Date: _____

Strategic Plan Goals

Please describe what you believe should be the Strategic Plan **Goals**. All goals should aim to be **Specific, Measurable, Achievable, Relevant,** and **Time-Bound** (SMART) based on the vision that the plan aims to achieve.

Example:

Reduce the number of households entering homelessness by 20% within two years.

1

2

3

4

5

GOALS AND STRATEGIES



Working Group Members,

Below is a list of various goals, related strategies, and a brief analysis from our team . This information is intended to assist in facilitating our discussion at our July 24th Working Group meeting. Please assume that this content is for **guidance purposes only**. You may choose or not choose to embrace these goals, revise, or add to this list at our upcoming meeting. Below is a list of various goals, strategies related to those goals and a brief analysis from our team . This information is intended to assist in facilitating our discussion at our July 24th Working Group meeting. Please assume that this content is for guidance purposes only. You may choose or not choose to embrace any of these goals, revise them or add to this list at our upcoming meeting. Please note that the goals are listed in no particular order of importance. Additionally, as part of our discussion process, we will structure each selected goal to align with S.M.A.R.T formatting (Specific, Measurable, Achievable, Relevant, Time-based).

Potential Goals:	Possible Strategies:	Brief Consultant Analysis:
<p>1) Increase the production of Affordable Housing</p>	<ul style="list-style-type: none"> ● Support Affordable Housing Development Projects ● Developers Forum ● Create or Develop Affordable Housing Development ● Local Match Funding Pot ● Identify City and County parcels available for development ● Fee waiver/reduction ● Provide grant writing assistance to developers ● Strengthen Inclusionary Zoning affordable housing set-asides for housing development project requirements. 	<p>Affordable Housing projects would require the leveraging of current City with State, Federal and private funding. Average cost of affordable housing per unit: \$600,000. Current city funds would likely support 1-3 projects. Assisting developers with grant writing, pre-development funding for developers and identifying/designating parcels for development could be cost effective approaches for increasing affordable units.</p>
<p>2) Improve access to physical and mental health services for unsheltered persons</p>	<ul style="list-style-type: none"> ● Develop Local Treatment Facility ● Mental Health Outreach Workers ● Street Nursing 	<p>All three components listed above should be conceptualized in conjunction with the County Health Department.</p>
<p>3) Improve access to services that will help</p>	<ul style="list-style-type: none"> ● Create a centralized day service center that could be expanded 	<p>This potential goal had a strong consensus of support across the</p>

<p>unsheltered persons move toward permanent and sustainable housing/decrease visible homeless encampments</p>	<p>to overnight in inclement weather</p> <ul style="list-style-type: none"> ○ Survival services: Meals, laundry, pet services. ○ Referral to available treatment, housing programs ● Legalized camping and parking ● Pay to clean encampments ● Increase RRH funding ● Enhanced enforcement of illegal camping in conjunction with increase outreach when legal alternatives are available 	<p>various interviews/meetings that were conducted. However, the related strategies would need ongoing funding from multiple sources beyond the current available City funding and for long term viability. Additionally, a centralized location for services would require leveraging resources and services from a variety of homeless and related service organizations.</p>
<p>4) Improve coordination and integration of services between the City, the County, adjacent jurisdictions and other service providers.</p>	<ul style="list-style-type: none"> ● Develop Regional Planning Group ● City Homeless Coordinator 	<p>This goal is a lower cost option. Coordination work could be performed by the Community Services Manager and/or Homeless Coordinator position. Please note that the Homeless Coordinator position would be a newly created position as it does not currently exist. Estimated budget for this concept: \$150,000-200,000 annually.</p>
<p>5) Increase Homeless Prevention Services</p>	<ul style="list-style-type: none"> ● Create fund for assistance with: <ul style="list-style-type: none"> ○ Rent ○ Utilities ○ Food 	<p>Prevention Services would be performed by a local non profit and servicing Concord specific residents. We suggest that there be an analysis of the effectiveness of this program concept before approving funding.</p>
<p>6) Increase Emergency Shelter Beds</p>	<ul style="list-style-type: none"> ● In partnership with a local non profit organization and the County, develop a new shelter site 	<p>Current local County shelter appears to be maxed out with its number of beds. A new shelter project would require allocating local funding on an ongoing basis since State and Federal funding is limited for Emergency Shelters. State or Federal sources must be low barriers in nature. Additionally, locations for shelter can be controversial.</p>
<p>7) Develop Enhanced Communication Plan regarding homelessness</p>	<ul style="list-style-type: none"> ● Monthly newsletter highlighting successes and challenges ● Quarterly and/or Annual State of Homelessness Meeting 	<p>As the City is supporting or developing new projects, ongoing communication with the general public can make support for these projects more viable. The cost for this strategy would likely be minimal on an ongoing basis.</p>

8) Increase
Community
Engagement in
Homeless Solutions

- Volunteer Opportunities website
- Ongoing Citizen Homeless Planning Committee

Estimated annual budget of \$200,000