GLENDALE
HOMELESS ACTION PLAN
2024

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Strategic Plan

Executive Summary

The City of Glendale's approach to addressing homelessness is robust and collaborative, involving a diverse range of stakeholders from city departments to community volunteers. Through a comprehensive array of services, including prevention, outreach, shelter, housing solutions, and supportive services, the city is dedicated to providing safe and affordable housing to all residents.

In 2022, the City of Glendale embarked on developing the Glendale Homeless Action Plan (GHAP) through its Continuum of Care (CoC), which collaborates with citywide and regional entities to address homelessness with an equity lens and "housing first" approach. Through extensive community engagement sessions, the CoC gathered insights to create the GHAP, a detailed roadmap, highlighting priorities, strategies, budget recommendations, and next steps, all aimed at enhancing Glendale's homeless response system. Leveraging existing partnerships and resources, the GHAP emphasizes equity, addresses challenges, and fosters collective action toward sustainable solutions.

The execution of GHAP will align with several local, county, state, and federal foundational principles and practices, such as prioritizing Housing First, advancing racial equity, maximizing resources to increase the number of people served within the homeless crisis response, incorporating lived expertise, embracing shared responsibility, and fostering accountability.

Prioritizing Housing First	Advancing Racial Equity	Inclusion of Lived Expertise	Shared Responsibility & Accountability	Maximizing Resources Homeless Crisis Response

Acknowledgments

The Glendale Homeless Action Plan (GHAP) is a collaborative effort involving the City of Glendale's Continuum of Care (CoC) Board of Directors, Community Services & Parks Department, agencies and organizations and various community stakeholders including those with lived expertise. Together these entities continuously work together to plan, develop, and implement the City's Continuum of Care. This partnership aims to enhance homeless service programming and facilitate housing solutions for our community's homeless population.

Special thanks to the Glendale Continuum of Care Board of Directors for their ongoing leadership and guidance with homeless programs: Chair Lieutenant Alex Krikorian, Vice Chair Deputy Fire Chief Jeffrey Brooks, Board Member Melissa Younesian, Verdugo Jobs Center and Board Member Hagop Eulmessekian, Glendale Unified School District.

We extend our gratitude to the City of Glendale Housing Authority and City Council for their unwavering support of the Glendale Continuum of Care: Mayor Elen Asatryan, Council Member Ardy Kassakhian, Council Member Ara Najarian, Council Member Dan Brotman, and Council Member Vartan Gharpetian. Housing Authority Members Laura Parazian and Robert Adjinian.

Background

The City of Glendale is located in the San Fernando Valley and Verdugo Mountains regions of Los Angeles County, California and is 30.6 square miles with a total population of approximately 196,543 residents. The Glendale CoC is part of Service Planning Area (SPA)2 "San Fernando Valley" of eight (8) SPAs that comprise Los Angeles County.

The City of Glendale Homeless Response system is made up of the following:

1. Continuum of Care (CoC), which is one of 13 CoCs in Southern California officially recognized by the U.S. Department of Housing and Urban Development (HUD);
2. Coordinated Entry System (CES) for individuals, operated by lead agency Ascencia, facilitates linkages to housing and services through an array of community-based providers that serve homeless individuals through the Glendale CoC; and
3. Coordinated Entry System (CES) for families, operated by Service Planning Area (SPA) 2 lead agency LA Family Housing, facilitates linkages to housing and services through an array of community-based providers including Home Again Los Angeles to serve homeless families through the Glendale CoC.
4. Youth Coordinated Entry System (CES), operated by Serving Planning Area (SPA)2 lead, Village Family Services located in Los Angeles.
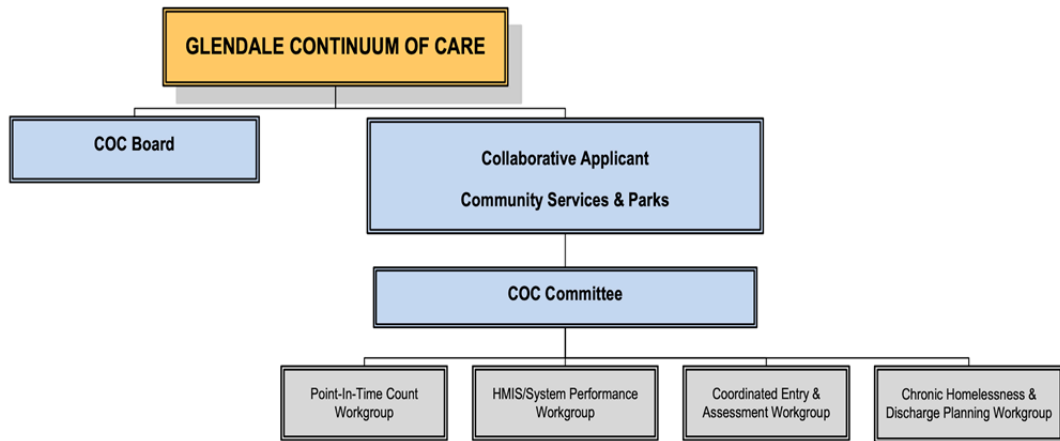
The CoC collaborates with diverse groups, including healthcare providers, hospitals, domestic violence and veterans service providers, faith-based organizations, funders, advocates, public housing agencies, the school district, law enforcement, and other key members to prevent and end homelessness. The Glendale CoC has a Board of Directors, CoC Committee, and CES Sub-Committees for strategic planning and funding implementation. The CoC participates in cross-collaborative meetings with other CoCs and cities, such as the San Fernando Valley Council of Governments, Southern California Continuum of Care Alliance, and the LA HMIS Collaborative, enabling data sharing across Continuums. Additionally, the CoC collaborates with the Los Angeles Homeless Services Authority (LAHSA) on a Regional CES Council to develop Regional CES Policies and Procedures. This regional collaboration enhances the local CoC, aiding in the development of prioritization and matching criteria compliant with Regional CES Systems. The Glendale CoC aims to continue evolving a sophisticated system of programs to reduce and prevent homelessness.

Vision Mission & Values

Vision

We envision an informed and engaged community that unites to prevent and end homelessness throughout the City of Glendale.

Mission

Glendale CoC works to prevent and end homelessness throughout the City of Glendale through targeted, responsive, comprehensive, coordinated, and accessible prevention and diversion, outreach, and supportive services coupled with available and affordable housing options.

Values

We advance social justice through our commitments to diversity, equity, and inclusion and community engagement, education, and empowerment. Our work prioritizes expediency and urgency, dignity, and respect for those we serve, and transparency and integrity in our decision making. We embrace compassion and empathy by centering evidence-based practices, harm reduction, and trauma informed care to ensure homelessness is rare, brief and non-reoccurring.

Dedicated Homeless Funding in the City of Glendale

The Glendale CoC receives funding from local, county, state, and federal sources to operate various programs in Glendale. These programs include: Homeless Prevention, Emergency Shelters, Transitional Housing, Permanent Supportive Housing, Rapid Re-housing, Outreach and Case Management, year-round Hotel Program and Landlord Incentives.

The allocations from these funding sources may be one-time, multi-year, or single-year and are administered by the City of Glendale in partnership with various service providers throughout the city.

Measure S/Annual Local
- Landlord Incentives
- Hotel Program
- CES Outreach Coordinator
- Family Reunification
- Tenant Move-in Assistance

Continuum of Care Program/Annual Federal
- Glendale Coordinated Entry System for Individuals
- Rental Assistance Program
- Permanent Supportive Housing Programs
- CoC Planning
- HMIS

Emergency Solutions Grant/Annual Federal
- Shelter Services/Essential Services
- Rapid Re-housing
- Homeless Prevention

Measure H/Ending 2027 County
- Homeless Prevention Services
- Rapid Re-housing
- Outreach Services

HHAP/ Round 4 out of 6 State
- Rental Assistance & Rapid Re-housing
- Youth Hotel Vouchers
- Prevention and Shelter Diversion
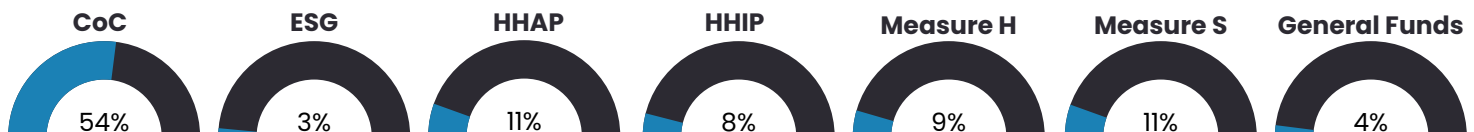- Outreach Coordination
- Operating Subsidies

HHIP/One-time State
- Intensive Case Management services contracted through Managed Care Plans (MCPs)

General Funds/Annual
- 29% Homeless Services Staffing

Total Revenue $ 5,394,704

| CoC	ESG	HHAP	HHIP	Measure H	Measure S	General Funds
54%	3%	11%	8%	9%	11%	4%

Point-in-Time Count & Homeless Management Information System Data

The City completed its 2024 Homeless Point-In-Time (PIT) count on January 24, 2024. A total of 179 persons were counted according to the City's 2024 Homeless Count and Survey Report and the Homeless Information Management System (HMIS). The previous full homeless count and subpopulation survey conducted in January of 2023 counted 195 homeless persons. A comparison of the last two counts reveals an 8% decrease (nine less persons) counted in 2024. A total of 80 (44%) unduplicated unsheltered persons and 99 (55%) sheltered persons were counted.

Table 2: 2020-2024 Homeless Point-in-Time Count Results
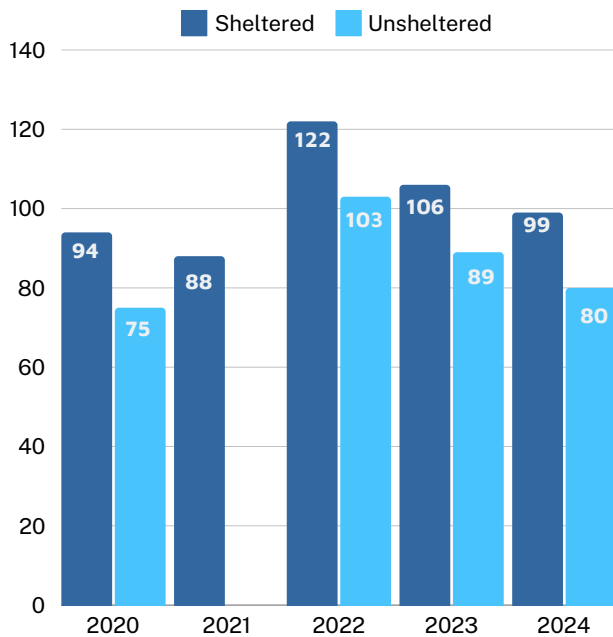
2024 Sheltered Count

The sheltered count revealed 99 sheltered persons, of whom 23% were single adult households, while 76% were sheltered persons comprised of adults and children. Sixty-two percent (62%) of the sheltered bed inventory was dedicated to domestic violence victims on the night of the count. Sixteen out of the 99 (16%) persons identified as "chronically homeless," which means they have been continuously homeless at least one year, or homeless four or more times in the last three years, in which the cumulative time homeless is at least one year, and included a disabling condition.

2024 Unsheltered Count

A total of 80 unsheltered persons were counted during the night of count. The survey revealed the following: Ninety-eight percent (98%), or 78 of the 80 persons counted, were without children, and 2% were households with children. No unaccompanied youth under the age of 18 were counted during the count. Twenty-eight percent (28%), or 38 of the 80, reported chronically homeless status. Five percent (5%), or 4 of the 80, were veteran households.
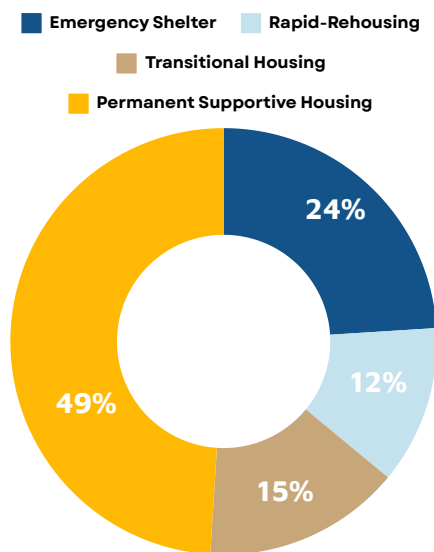
55% Sheltered

44% Unsheltered

Homeless Point-in-Time Count reports:
www.Glendaleca.gov/homeless services

Does not include Emergency Housing Vouchers, Section 8 or non-dedicated low income housing units

- Emergency Shelter
- Rapid-Rehousing
- Transitional Housing
- Permanent Supportive Housing

24%
12%
49%
15%

Total 315 beds located within the City

77 Beds	Emergency Shelter
38 Beds	Rapid Re-Housing
156 Beds	Permanent Housing
44 Beds	Transitional Housing

225 Emergency Housing Vouchers leased-up from 2021-2023

Housing Stock and Affordability

The Glendale Housing Authority has supported the development of over 1,200 affordable housing projects to serve seniors, families, and special needs populations, as well as home ownership opportunities for first time home buyers. Despite its many strengths, Glendale's Homeless Response System faces significant challenges. One of the primary obstacles is the lack of affordable housing in the city for people at or below 30% of the area median income (AMI), which hinders homeless individuals' ability to access stable housing. Additionally, there is a shortage of mental health and substance abuse treatment resources, which limits the system's effectiveness in addressing these issues. The scarcity of Glendale CoC designated shelter beds further complicates efforts to place recently homeless individuals and families in temporary housing.

Current Efforts to Increase Housing Stock & Affordability

- The Glendale CoC collaborates closely with the Glendale Housing Authority (GHA) to prioritize homeless individuals, especially victims of violence or trafficking, for permanent housing through a structured referral process via the Coordinated Entry System.

- The City of Glendale supports these efforts with an Inclusionary Zoning Ordinance mandating affordable housing in new developments, aligned with their Housing Element Plan to foster housing diversity and support special needs groups.

- The passage of SB 1177 authorized the creation of Burbank, Glendale, Pasadena Regional Housing Trust (BGPRHT), which was granted the authority to fund planning and construction of affordable housing projects in the region, further bolstering Glendale's commitment to affordable housing solutions.

- Recently, Glendale broke ground on a major project in partnership with Linc Housing and National CORE, constructing 340 affordable apartments for families and seniors, including those at risk of homelessness, funded by sources like Local Measure S and HOME-ARP funds, marking a significant step in addressing housing challenges in California.

Glendale CoC System Flow

- The Glendale CoC provided services to 1337 unduplicated unsheltered persons and 947 unduplicated sheltered persons experiencing homelessness between October 1, 2022 and September 30, 2023.

- of the 2284 unduplicated persons, a total of 947 unduplicated households were enrolled in housing based programs such as; homeless prevention, emergency shelters, interim housing, rapid re-housing. This total includes Street Outreach .
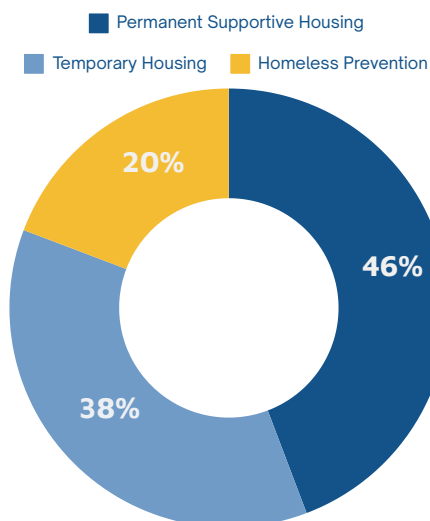
335 Enrolled Emergency Shelter	250 Days Average Length of Stay in Emergency Interim Housing Programs	37% People Experiencing Homelessness for the First Time

System Performance Measures
10/1/2022 thru 9/30/2023

64%

947
PERSONS

1,247
LEAVERS

Program Enrollment

- Permanent Supportive Housing
- Temporary Housing
- Homeless Prevention

46%
38%
20%

Exits to Permanent Destinations Trend
2023

36%

453 HH Exited
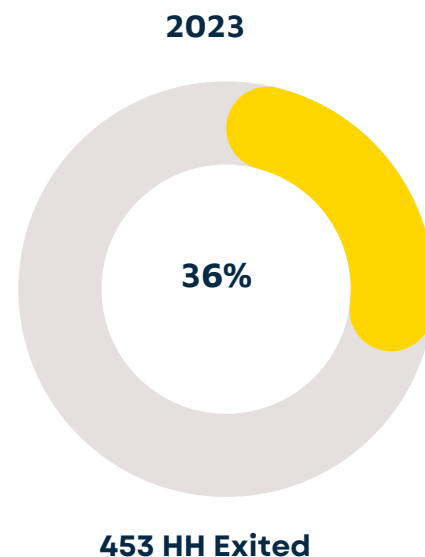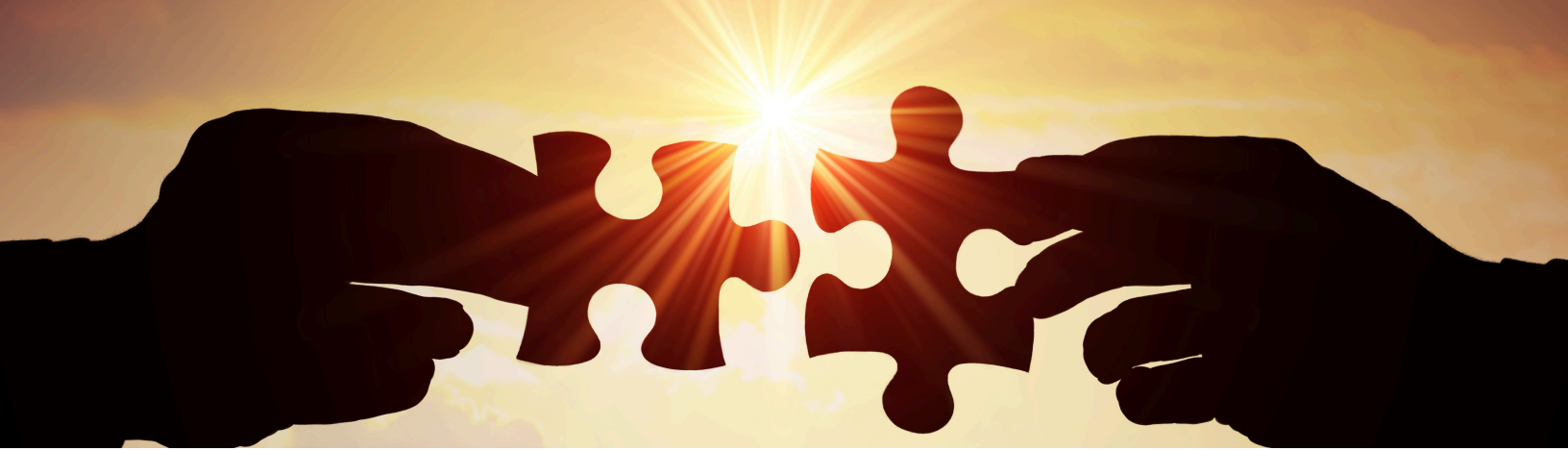
REGIONAL IMPACT

The Glendale CoC is part of Service Planning Area (SPA) 2 " San Fernando Valley" of eight (8) SPAs that comprise Los Angeles County. In this configuration, Glendale CoC shares territorial boarders with SPA 3 to the east (City of Pasadena) and SPA 4 to the south (Los Angeles) and west (West Hollywood). Glendale is part of the territory with the nation's largest numbers of persons experiencing homelessness. In addition, the population of Glendale represents 2% of the population of Los Angeles County.

The City of Glendale has expanded its Homeless Services direct assistance budget and expediated housing placement through the CES system. However, across the region, there continues to be a drastic increase in the unhoused population. This is due in part of the influx of unsheltered community members from neighboring regions.

Regional partnerships are essential for creating a more integrated and effective approach to addressing homelessness, ensuring that ALL communities can support individuals experiencing homelessness with the resources and services they need to regain housing and stability.

By developing a Homeless Action Plan and setting goals in place, the city will contribute to positive change not only within city limits, but the region as well. The goal is to ensure a more cohesive and comprehensive approach to addressing homelessness, avoiding duplication of efforts and filling gaps in service coverage.

75,518 persons experiencing homelessness (2024) in LA County and 45,252 in LA City of which 67% unsheltered.

Racial Equity

The Glendale Coordinated Entry System (CES) affords all eligible person's access to CES regardless of race, color, national origin, religion, sex, age, familial status, disability, actual or perceived sexual orientation, gender identity, marital status, immigration status, or limited English proficiency. The Glendale CES does not use data collected from the assessment process to discriminate against anyone and does not prioritize individuals or households for housing and services on the exclusive basis of characteristics or protected classes outlined in the CES Nondiscrimination Policy.

Additionally, Glendale's CES processes ensure that all people experiencing homelessness, including those in different populations and subpopulations such as individuals experiencing chronic homelessness, veterans, families with children, youth, those involved with criminal justice system, and individuals fleeing or attempting to flee domestic violence, sexual assault, dating violence, stalking, or other dangerous or life-threatening conditions, including human trafficking, will have fair and open access to the CES process.

Given the relatively limited geographic scope of the Glendale CoC, all homeless service providers in the City of Glendale participate in the Glendale CoC and take part in the Coordinated Entry System. However, it is necessary for the Glendale CoC to institutionally establish a process through which organizations that serve ethnic groups are systematically consulted and can provide input. The following are some of the steps that the City of Glendale, as a administrative entity in the Glendale CoC, is taking. Below are examples of recent work conducted by the Glendale CoC to advance racial equity.

REAL

California Racial Equity Action Lab (REAL):
Glendale participated in REAL, a three-year initiative aimed at eliminating racial disparities in community homelessness systems across California. The initiative provided intensive support and technical assistance to Glendale's Homeless Services Section. Goals included developing measurable racial equity objectives aligned with California's Homeless Housing, Assistance, and Prevention Program (HHAP). REAL also focused on adopting best practices to reduce racial disparities in homelessness systems, with a commitment to centering those most impacted.

Data Analysis

Comprehensive assessment of racial disparities in homelessness. This assessment integrated national census data (American Community Survey [ACS]) and compared it with the most recent point-in-time count and client information in the Homeless Management Information System (HMIS). Moving forward, Glendale CoC plans to conduct annual racial equity analysis to monitor progress in reducing disparities within their system.

Marketing

The Glendale CoC ensures affirmative marketing of housing and supportive services to eligible individuals without discrimination based on race, color, national origin, religion, sex, age, familial status, disability, sexual orientation, gender identity, marital status, immigration status, or limited English proficiency. All promotional materials must clearly state how services are accessible to all eligible persons and the efforts made to include those least likely to apply without specialized outreach. Participating agencies are required to retain evidence of fair marketing practices and provide copies of materials upon request by stakeholders.

SCOPE OF WORK

on May 1, 2022, the City of Glendale initiated the homeless strategic planning process to produce a Glendale Homeless Action Plan (GHAP). The GHAP will do the following:

1 — Builds off the city's existing homeless response system and funding sources;

2 — Addresses Glendale's immediate and long-term needs; and

3 — Solicits community feedback to shape strategic priorities that sustain and leverage Glendale's investments, partnerships, and programs."

The following workshops were completed to ensure substantial stakeholder engagement before setting on final GHAP priorities. The workshops dates, times, and key subjects discussed were as follows (Please see **Appendix A** for full workshop agendas).

- **October 19, 2022**
- **November 14, 2022**
- **December 6, 2022**
- **February 2, 2023**
- **March 23, 2023**

OUTCOMES

The following overview includes major decisions and outcomes of the strategic planning process.

SCOT Analysis (Appendix A)

Strengths, Challenges, Opportunities, and Threats (SCOT) analysis is a method employed by agencies to assess whether proposed projects are achievable or whether threats and challenges will be encountered.

The purpose of any SCOT analysis is to provide a clear snapshot of actionable steps needed to be completed or resolved to reach desired goals, objectives, and/or strategies. Ultimately the SCOT process is an effective tool to help develop all organizational strategies no matter the complexity.

Glendale's SCOT Analysis informed the development of five GHAP priority areas, which are addressed in the section below. Overall,

• The city's key strengths are city and community collaboration, professional staff, service providers (CoC), and its referral process, which provides easy linkage to resources.

• The opportunities are promising such as securing more chances for staff training, continuing to build partnerships, government or non-profit assistance, SPA 2 provider network, reaching out to faith community, public education regarding homeless resources, and funds for clients to stay at transitional housing and other facilities.

Priority Areas and Strategies

Throughout a series of online and in-person community engagement and feedback sessions, stakeholders were asked for their input on the following:

From these discussions, **five** priority areas and corresponding strategies have been identified for city officials, departments, service providers, strategic partners, and constituents to collectively advance and enhance their collective responsiveness to its homeless population:

- Which priority(ies) / strategy(ies) does you or your organization advance and how?

- Which priority/strategy would you or your organization like to advance, but does not currently do so and how?

Each priority area and its associated strategies are intended to:

✓ Increase transparency
✓ Increase participation among constituents, departments, providers, and funders
✓ Leverage existing investments in homeless services and partnerships
✓ Plan and invest in long-term service delivery infrastructure
✓ Enhance and align public resources

- Interim Housing, Permanent Supportive, and Affordable Housing
- County & Citywide, Inter-Departmental and Community Coordination & Engagement
- Intensive Case Management and Expanded Outreach
- Homeless Prevention & Diversion
- Streamlining Coordinated Entry System and clarifying roles/responsibilities

Glendale CoC has identified three goals that the City would like to reach within the three years

1	2	3
Decrease unsheltered homelessness by 30%	Increase shelter bed capacity by 80%	Increase Rapid Re-housing bed capacity by 60%

Functional Zero

City of Glendale aims to achieve functional zero homelessness. This means ensuring that at any give time, the number of individuals experiencing homelessness does not surpass the community's demonstrated capacity to house them within a short period of time. Functional zero represents a state where homelessness is rare and brief.

Priority Areas And Strategies (Cont'd)

The final priorities and strategies emerged from a stakeholder engagement process through five Glendale Continuum of Care homeless action plan workshops. Each priority area includes strategies, some of which will be easy to complete, while others will require having strong systems in place to implement. Ultimately, the purpose of the document is to support city representatives and its stakeholders to measure outcomes, capture lessons learned and ultimately meet all deliverables/goals. Layering additional priority areas may be plausible as strategies and goals are achieved; however, it is fundamental to remain committed to resolving all identified priorities and goals to ensure all milestones are reached.

BUDGET (Appendix C)
The 2024-27 Glendale Homeless Action Plan (GHAP) requires a comprehensive financial framework to meet its identified priority areas. For 2024-25, the budget is $5.394 million, with approximately 90% of funds having already been secured.

| **1** | Priority Area: Interim, Permanent Supportive & Affordable Housing |

Interim, Permanent Supportive & Affordable Housing Solutions
- Increase funding for Hotel/Motel Vouchers for winter months, expand Rapid Re-housing Program/shallow subsidy.
- Develop new partnerships for Bridge/Interim/Transitional Housing Programs.
- Improve partnership opportunities with Glendale Housing Authority (GHA) for new affordable housing programs.
- Advocate for GHA to allocate turnover vouchers to the unhoused population.
- Policy/Advocacy Agenda and Recommendations to increase capacity for pooling and aligning housing and services funding from existing, mainstream, and new funding (e.g. Measure H.)

Basic Needs Assistance
- Make more explicit the diversity of basic needs assistance expenditures (e.g. application fees, furniture, landlord incentive, transportation, translation services, mobility limitations, food/clothing pantry
- Increase flexible funding to support basic need assistance for the unhoused and those at-risk.
- Advocate for annual Measure S budget which needs to be increased to support ongoing needs of the unhoused population, administrative functions, manage grant funds, reporting, contract execution, monitoring, and technical assistance.

Operational Efficiencies
- Interdepartmental working group to produce a homeless housing plan
- Foster collaboration among various groups and providers (city, non-profits, healthcare provide to streamline service delivery and avoid duplication of efforts.
- Enhance data analysis to understand homelessness trends, track outcomes and interventions, and allocate resources effectively.
- Establish clear performance metrics and benchmarks for existing homeless service providers.
- Staff training and development- Invest in training and professional development for staff for retention.
- Improve assessment tool to ensure that it contemplates the specific needs of youth experiencing homelessness.
- Raise awareness within the community about homelessness issues and the services offered by the Glendale Continuum of Care to foster community support.

Priority Areas And Strategies (Cont'd)

2 | Priority Area: Countywide, Citywide, Inter-departmental & Community Coordination

- Increase participation on the CoC committee from various representatives within the City of Glendale and Countywide (e.g. housing, social services, health), county agencies, and community organizations.
- Establish new partnerships with non-profit organizations, healthcare providers, and private sector entities to enhance service delivery.
- Enhanced Care Management (offered through DHS, Managed Care Plans)
- DHS/Housing for Health
- Department of Mental Health
- Explore subcontracts with the same vendors (e.g. Lease Up, Didi Hirsch) that the County uses.
- CoC board quarterly performance updates as well as quarterly presentations to council

3 | Priority Area: Intensive Case Management & Expanded Outreach

- Targeted, responsive, comprehensive, and accessible support services.
- Cross training and professional development for staff across various departments and agencies involved in homeless services.
- Provide training to ensure case managers are culturally competent and able to provide services in languages spoken by diverse populations experiencing homelessness.
- Utilizing evidence-based frameworks such as Housing First or Harm Reduction models that prioritize immediate access to stable housing and client-centered services.
- Explore strategies to expedite document readiness such as utilize CoC agencies to offer their address for use with DMV voucher applications.
- Expand Housing navigation and coordination with the use of State funds
- Landlord engagement and mediation (e.g. Tax incentives, Tenant/Landlord Academy, promote and incentivize units to be rented when they are vacant, promote prevention/diversion services to landlords.
- Substance abuse screening and beds for detox. Research existing outpatient clinics in Glendale that do this work. (Measure H or local investment).
- Explore new funding and partnership opportunities to expand case management and supportive services., (i.e. Street Medicine, Care Court, continue funding evening and weekend outreach.

4 | Priority Area: Homeless Prevention & Diversion

- Financial literacy, employment and career services in partnership with the Verdugo Jobs Center.
- Landlord engagement and mediation (e.g. Tax incentives, Tenant/Landlord Academy, promote and incentivize units to be rented when they are vacant, promote prevention/diversion services to landlords.
- Tenant protection policies (e.g. rent stabilization for renters that are on fixed incomes)
- Expand Family Reunification Program.
- Youth Employment programs in partnership with Glendale Youth Alliance.
- Expand homeless prevention programs to include, financial assistance or mediation services to help individuals and families quickly transitional from homelessness into housing or prevent homelessness for those who are at at-risk.
- Increase existing number of beds for Rapid Re-housing program to provide short-term rental assistance.

Priority Areas And Strategies (Cont'd)

| 5 | Priority Area: Streamlining CES and clarifying roles/responsbilities |

- Strengthen coordinated entry systems to eliminate racial bias.
- Create a youth-specific coordinated entry system or youth-specific coordinated entry access points.
- Improve assessment tool to ensure that it contemplates the specific needs of youth experiencing homelessness.
- Improving identifying people at-risk of homelessness.
- Improving identification of people at-risk of homelessness.

Next steps

The Glendale Homeless Action Plan outlines a collaborative strategy to address homelessness, requiring robust leadership, teamwork, and discipline from the City of Glendale, Glendale Continuum of Care (CoC), partnering agencies, individuals with lived experience, and community stakeholders.

The ensure accountability and assess long-term impact, progress under this plan will be monitored and reported. The Glendale CoC will employ both quantitative and qualitative data to evaluate outcomes. This evaluation will leverage the Homeless Management Information System (HMIS), uniformly adopted across all CoC projects, participants, and service providers along with a comparable database for victim service providers.

Reports generated by the CoC will encompass critical metrics such as the quarterly and annual progress reports, Housing Inventory Count (HIC), Point-in-Time count (PIT), Longitudinal Systems Analysis (LSA), Stella, and System Performance Measures. These reports comprehensively track the CoC's progress in managing the homeless Response System within Glendale.

City of Glendale extends its gratitude to the community stakeholders, individuals with lived expertise, agencies, and organizations who actively engaged in the GHAP planning process, contributing valuable insights to shape this Action Plan.

Special Thanks to the 80 unhoused individuals and families who volunteered to complete survey questions during the 2023 Point-In-Time Count to aide in the planning and development process of the Action Plan.

- City of Glendale, Community Services & Parks Dept.
- Glendale Continuum of Care Board Members
- Parks, Recreation & Community Services Commission
- The Glendale Housing Authority
- Glendale Police Department
- Glendale Fire Department
- Glendale Adventist
- LA Family Housing SPA 2 Regional Coordinators
- Home Again Los Angeles
- Ascencia
- Door of Hope
- Armenian Relief Society
- Catholic Charities
- YWCA of Glendale and Pasadena
- Salvation Army
- Glendale Memorial-Dignity Health
- Glendale Tenants Union
- Department of Mental Health (DMH)
- Representatives from L.A. Care
- Representatives from Health Net
- Verdugo Workforce Development Board
- Glendale Community College
- Glendale Youth Alliance
- First Methodist Church

APPENDIX A
SCOT Analysis

STRENGTHS

- City/Glendale Police Department/Community Collaboration
- Professional Staff
- Service Providers (CoC)
- Referral Process - Easy Linkage to Resources

CHALLENGES

- Lack of community education re: city programs
- Staff limitations (city as well as provider)
- Not enough training to address all the major issues (e.g. mental health, domestic violence and substance use disorder)
- Limited solutions for chronically unhoused due to high rents, limited housing inventory, lack of affordable housing and unwillingness of landlords to rent to PEH (e.g. Influx of new refugees and immigrants which makes an already low housing inventory even worse)
- Lack of funding but also optimizing existing funding
- Need better coordination and collaboration of resources
- Limited mental health resources

SCOT

OPPORTUNITIES

- Secure more opportunities for staff training
- Partnerships
- Economic Partnerships (e.g. Homeboy)
- Family Promise, Ascencia, Sunday Lunch Program
- Providers/organizations that provide mental health intervention and initiatives that can lead to affordable housing opportunities for homeless population.
- Local hospitals
- Government or nonprofit assistance (GYA)
- SPA 2 provider networks.
- Outreach to faith community
- Public education re: homeless resources (e.g. Ascencia, HALA, and YWCA)
- Funds for clients to extend stay @ transitional housing and other facilities

THREATS

- NIMBYism
- Funding limitations
- Eviction protections and phasing out of programs like Project Roomkey, which will likely lead to a steep increase in the number of evictions and homelessness, while also spiking the number of people experiencing unsheltered homelessness.
- Inflation and increasing housing costs will impact families and individuals (e.g. Companies that will begin laying off due to increased costs of doing business (inflation) may also increase homelessness)

CITY OF GLENDALE CONTINUUM OF CARE
HOMELESS ACTION PLAN WORKSHOPS

MEETING AGENDA
Wednesday, October 19, 2022
6:00 pm – 8:00 pm

I. **Welcome, Facilitator Introduction, Ground Rules, Review Agenda, Workshop Goals** (20 minutes - 6:00pm)

II. **Introductions, Expectations and Icebreaker** (20 minutes - 6:20pm)
   a. Name and title
   b. What do you expect from today's workshop?
   c. Icebreaker:
      i. What is the single greatest asset you bring to addressing homelessness in Glendale?

III. **Vision** (35 minutes - 6:55pm)
   a. Present survey feedback re: vision
      i. In ten years, the lives of individuals experiencing homelessness will be improved in the following ways throughout the greater Glendale area?
   b. Collaboratively draft the vision statement

IV. **Mission** (30 minutes - 7:25pm)
   a. Present survey feedback re: mission
      i. How does GHAP make progress toward its vision?
   b. Collaboratively draft the mission statement

V. **Values** (30 minutes - 7:55pm)
   a. Present survey feedback re: values
      i. GHAP's work should promote/uphold the following values (i.e. integrity, transparency, collaboration, etc.)
   b. Collaboratively draft the values statement

VI. **Next Steps** (5 minutes - 8:00pm)
   a. Upcoming workshop schedule:
      i. 10/25 In-Person Meeting (9am-11am)
      ii. 11/14 Virtual Meeting (9am-11am)
      iii. 12/06 Virtual Meeting (6pm - 8pm)
      iv. 01/10 In-Person Meeting (6pm-8pm)

CITY OF GLENDALE CONTINUUM OF CARE
HOMELESS ACTION PLAN WORKSHOPS

MEETING AGENDA
Monday, November 14, 2022
9:00 am – 11:00 am

I. **Welcome, Facilitator Introduction, Ground Rules, Review Agenda, Workshop Goals** (20 minutes - 9:00am)

II. **Introductions, Expectations and Icebreaker** (20 minutes - 9:10am)
    a. Name and title
    b. What do you expect from today's workshop?
    c. Icebreaker:
        i. What is the single greatest asset you bring to addressing homelessness in Glendale?

III. **Overview of Glendale Homeless Services and Strategic Planning** (15 minutes - 9:30am)

IV. **Overview Vision/Mission/Values** (5 minutes - 9:45am)

V. **Assumptions/Rationales** (20 minutes - 9:50am)
    a. Present survey feedback re: assumptions/rationales
        i. Which demographics/statistics most broadly define GHAP's homeless populations (i.e. age, immigration status, culture, language, socio-economics, diversity, education level etc.)
    b. Collaboratively draft assumptions/rationales

VI. **Strengths** (15 minutes - 10:00am)
    a. Present survey feedback re: strengths
        i. What are Glendale CoC's greatest strengths?

VII. **Challenges** (15 minutes - 10:15am)
    a. Present survey feedback re: challenges
        i. What are Glendale CoC's greatest challenges?

VIII. **Opportunities** (15 minutes - 10:30am)
    a. Present survey feedback re: values
        i. Which local and regional opportunities should Glendale CoC engage (i.e. existing policies, initiatives, partnerships, etc.)?

IX. **Threats** (10 minutes - 10:45am)
    a. Present survey feedback re: threats
        i. Which local and regional threats should Glendale CoC be mindful of (i.e. existing policies, funding limitations, competition, etc.)?

X. **Next Steps** (5 minutes - 10:55am)
    a. Upcoming workshop schedule
        i. 11/14 Virtual Meeting (9am-11am)
        ii. 12/06 Virtual Meeting (6pm - 8pm)
        iii. 01/10 In-Person Meeting (6pm-8pm)

APPENDIX B
Meeting Agenda

CITY OF GLENDALE CONTINUUM OF CARE
HOMELESS ACTION PLAN WORKSHOPS

MEETING AGENDA
Tuesday, December 6th, 2022
6:00 pm – 8:00 pm

I.   **Welcome, Facilitator Introduction, Ground Rules, Review Agenda, Goals** (10 minutes - 6:00pm)
II. **Introductions, Expectations and Icebreaker** (10 minutes - 6:10pm)
III. **Overview**
   a. Glendale Homeless Services and Strategic Planning (10 minutes - 6:20pm)
   b. Vision/Mission/Values (5 minutes - 6:25am)
   c. Assumptions/Rationales (5 minutes - 6:30pm)
   d. Strengths (5 minutes - 6:35am)
   e. Challenges (5 minutes - 6:40am)
   f. Opportunities (5 minutes - 6:45am)
   g. Threats (5 minutes - 6:50)
IV. **Discussion: GHAP Priorities and Strategies** (60 minutes - 6:55pm)
V.   **Revisit Expectations & Next Steps** (5 minutes – 7:55pm)
   a. Upcoming workshop schedule: 01/10 In-Person Meeting (6pm-8pm)

CITY OF GLENDALE CONTINUUM OF CARE
HOMELESS ACTION PLAN WORKSHOPS

MEETING AGENDA
Thursday, February 23rd, 2023
6:00 pm – 8:00 pm

I.   **Welcome, Facilitator Introduction, Ground Rules, Review Agenda, Goals** (10 minutes - 6:00pm)
II. **Introductions, Expectations and Icebreaker** (10 minutes - 6:10pm)
III. **Overview**
   a. Glendale Homeless Services and Strategic Planning (10 minutes - 6:20pm)
   b. Vision/Mission/Values (5 minutes - 6:25am)
   c. Assumptions/Rationales (5 minutes - 6:30pm)
   d. Strengths (5 minutes - 6:35am)
   e. Challenges (5 minutes - 6:40am)
   f. Opportunities (5 minutes - 6:45am)
   g. Threats (5 minutes - 6:50)
IV. **Discussion: GHAP Priorities and Strategies** (60 minutes - 6:55pm)
V.   **Revisit Expectations & Next Steps** (5 minutes – 7:55pm)

CITY OF GLENDALE CONTINUUM OF CARE
HOMELESS ACTION PLAN WORKSHOPS

MEETING AGENDA
Thursday, March 23rd, 2023
5:00 pm – 6:00 pm

I.   **Welcome, Facilitator Introduction, Ground Rules, Review Agenda, Goals** (5 minutes - 5:00pm)
II. **Introductions, Expectations and Icebreaker** (5 minutes - 5:05pm)
III. **Discussion: GHAP Priorities and Strategies** (45 minutes - 5:10pm)
IV. **Revisit Expectations & Next Steps** (5 minutes - 5:55pm)

APPENDIX C
BUDGET

Current Funding Sources for the Glendale Continuum of Care
CA-612

The allocations from these funding sources may be one-time, multi-year, or single-year and are administered by the City of Glendale in partnership with various service providers throughout the city.

DESCRIPTION	BUDGET	SOURCE	ACTIVITIES
CONTINUUM OF CARE	$2,930,721	Federal/Annual	• Glendale Coordinated Entry for unhoused Individuals • Rental Assistance Program • Permanent Supportive Housing Programs • CoC Planning • HMIS
EMERGENCY SOLUTIONS GRANT	$155,123	Federal/Annual	• Shelter Services/Essential Services • Rapid Re-housing • Homeless Prevention
MEASURE S	$588,032	Local/Annual	• Landlord Incentives • Hotel Program • CES Outreach Coordinator • Family Reunification • Tenant Move-in Assistance
MEASURE H	$464,507	County/Annual	• Homeless Prevention Services • Rapid Rehousing • Outreach Services
HOMELESS HOUSING ASSISTANICE PROGRAM (HHAP)	$579,497	State/Round 3-4 out of 6	• Rental Assistance & Rapid Re-housing • Youth Hotel Vouchers • Prevention and Shelter Diversion • Outreach Coordination • Operating Subsidies
HOMELESS HOUSING INCENTIVE PROGRAM (HHIP)	$441,114	State/One-time	Intensive Case Management services contracted through Managed Care Plans (MCPs)
GENERAL FUNDS	$235,710	Local/Annual	Staffing- .39 FTE Homeless Programs Manager Hourly City Employee
TOTAL	$5,394,704	100%	