

CULVER CITY'S 2018 PLAN TO PREVENT AND COMBAT HOMELESS CHECKLIST

GOALS AND ACTIONS	MEASURES TAKEN	TARGETED START AND END DATE	COMPLETED	BUDGET
GOAL 1: Increase Bridge Housing Options and the Number of People Served.				
ACTION 1: Develop an emergency shelter. <ul style="list-style-type: none"> Invest 1 million to acquire and rehabilitate a local underutilized motel property to be used as a new emergency shelter with centralized access to services and case management. Include office space for case managers and FSC personnel. Identify an experienced service provider to manage shelter operations, including onsite services provision. 	<p>Prior to the COVID-19 Pandemic, Culver City has actively been researching the siting of an emergency shelter on available government owned land. The City Council authorized staff to prepare a citywide Season Homeless Shelter Survey of publicly owned sites for a 75-80 bed seasonal shelter. A Request for Proposals (RFP) was issued, and Lesar Associates (Lesar) was selected to complete the Project that was designed to be carried out in two phases:</p>	1/7/19 – present	Pending	Matrix Item #16
	<p>Phase 1 involved a citywide survey with data collection, site assessment and mapping. After surveying all city and other publicly owned property, 18 sites were identified which</p>	4/2020-Present	In Process	<p>FY 19-20</p> <p>\$90,000 – Temporary Shelter Feasibility Study</p>

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<ul style="list-style-type: none"> Pursue County Homeless Initiative funding for shelter beds and for acquisition / rehabilitation of the shelter site, as well as state and county funding for supportive housing and affordable multifamily housing. 	<p>were further vetted and 6 were ultimately proposed for City Council consideration at the regular Council meeting on 12/9/2019. The study is completed. Community outreach and development next steps are pending.</p> <p>Phase 2 of the study includes further examining of the selected sites for potential seasonal shelter locations with related bathroom facilities, food service and medical/social services, staging area and related public engagement. Creating a draft operations maintenance plan, cost estimate, and final feasibility study report. Phase 2 findings will be presented at two public hearings.</p> <p>The Housing Division has contracted with John Kaliski Architects (JKA) to conduct a Motel Reuse Feasibility Study. The study commenced on 4/2020. As of 10/ 2020, JKA have found 6 motels to repurpose into a shelter, PSH, or affordable housing – 2 of the</p>			<p>Matrix Item #17 (Funded through Cities' Implementation Grant)</p> <p>FY 19-20 and FY 20-21</p>
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	<p>6 motels are willing to sell. The study findings were presented to the Council Housing and Homeless Subcommittee on 10/28/2020 and presented to the full Council 3/22/2021.</p> <p>Council gave direction to staff to move forward with phase 2 of the study.</p>			\$49,868 – Motel Reuse Feasibility Study
ACTION 2: Identify viable sites and implement a safe-parking program in the city that includes mobile bathrooms/showers and services as a CES and services access point.	<p>As a result of the COVID-19 Pandemic and to keep Culver City's homeless community staff, Assistant to the City Manager on Homelessness (Helen Chin) and Housing staff have looked into creating a Safe Parking Program. The Assistant to the City Manager on Homelessness and Housing staff identified a City parking lot that would be well-suited for Safe Parking. The parking lot is located at Culver City Park.</p> <p>Long- and Short-Term Safe Parking Programs were presented to Council on 05/11/2020. The Safe Parking program will be implemented first quarter 2021.</p>	3/2020 -Present	On-going	<p>Matrix Item # 37</p> <p>FY 20-21</p> <p>\$220,000</p>

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<p>ACTION 3: Explore the use of an existing building or temporary tensile structures on public land for additional shelter beds to be deployed seasonally and during inclement weather.</p> <ul style="list-style-type: none"> • Work with west side cities to establish a rotating schedule for hosting the seasonal shelter. • Explore partnerships with the County of LA, neighboring cities, the faith-based community and other stakeholders to fund shelter beds. 	<p>Lesar Development Consultants will be conducting a feasibility study starting 1/7/19 to address this need.</p> <p>Culver City maintains a seat with the Westside COG Homeless Working Group. This group meets twice monthly to discuss housing and homeless issues impacting Westside cities. The meetings are hosted by Culver City. The Homeless Working Group has developed a draft Strategic Action Plan on how to address housing and homelessness on the Westside which includes sharing a seasonal or year-round shelter.</p>	<p>1/7/19 – 6/10/19</p> <p>On-going</p>	<p>Pending</p> <p>On-going</p>	<p>See Goal 1, Action 1.</p> <p>N/A</p>
<p style="text-align: center;"><i>GOAL 2: Expand Homeless Prevention Programming.</i></p>				
<p>ACTION 1: Expand City's homelessness prevention grant program.</p> <ul style="list-style-type: none"> • Increase grant amounts for rental arrears to \$1,000 per applicant and \$500 for utility payments. 	<p>Culver City implemented an internal homeless prevention program which provides Culver City Section 8 applicants and landlords with:</p> <ol style="list-style-type: none"> 1. Neighborhood Preservation Grant - \$5,000 grant to renovate rental unit in exchange for two years 	<p>7/1/2020</p>	<p>Ongoing</p>	<p>Matrix Item #28</p> <p>FY 20-21</p> <p>\$35,000</p> <p>Matrix Item #12 and #13</p> <p>FY 20-21</p>

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<ul style="list-style-type: none"> • Provide grant applicants with up to \$1,500 for security deposits for rental housing. 	<ul style="list-style-type: none"> of participation in the Culver City Section 8 program. 2. Security Deposit – (up to double the rent) and Utility assistance 3. Housing Locator / Liaison – assistance with landlord and tenant mediation 			<p>\$130,000 – Housing Locator Position (Paid by WSCCOG Innovation Grant and Cities’ Implementation Grant)</p> <p>Matrix Item #35</p> <p>FY 20-21</p> <p>\$967,160– Round 1 COVID-19 Emergency Rental Assistance Program</p>
	<p>On 05/26/2020 the Council adopted resolutions to create the COVID-19 Emergency Rental Assistance Program (COVID-19 ERAP) to prevent evictions among low-income Culver City renters impacted by COVID-19. Council approved appropriation of \$1.5 million to help assist up to 143 household with through 3-month catch up grants or 12-month rental assistance.</p> <p>On 3/22/2021, Council approved a second round for unspent funds.</p>	<p>05/26/2020 - Present</p> <p>3/22/2021</p>	<p>12/01/2020</p> <p>Pending</p>	<p>Matrix Item #36</p> <p>FY 21-22</p> <p>\$667,515- Round 2 COVID-19 Emergency Rental Assistance Program</p>

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ACTION 2: Create homelessness toolkit (e.g., overview of resources for legal services, tenant-landlord issues, etc.)	Lesar assisted Homeless Committee in creating content and developing graphics for toolkit. The Culver City Homeless Toolkit is circulated to community groups to bring awareness about homelessness.	Oct – Dec 2018	Yes	Item not on Matrix FY 18-19 \$50,000
ACTION 3: Explore rental protection and anti-displacement strategies (e.g., rent regulations, tenant protections, etc.) <ul style="list-style-type: none">• Increase awareness about availability of mediation.	The Council adopted an Interim Rent Control Ordinance on 08/12/2019 which capped rental increases at 3% and included tenant protection. Housing staff responded to over 6,000 emails and phone calls related to unlawful rent increases and tenant protections. On 09/29/2020 the City Council adopted a Permanent Rental Control Ordinance and Tenant Protection including an anti-discrimination provision and expansion of tenant protection for low-income households.	09/29/2020-Present	On-going	Matrix Item # 34 FY 20-21 \$450,000 – Rent Control Ordinance / Landlord Protection
	To prevent homelessness of residential tenant during the COVID-19 public health crisis Council enacted a Public Order of an Eviction Moratorium on 03/16/2020. The City currently followed the State Eviction	03/16/2020-Present	On-going	N/A

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	<p>Moratorium. Housing staff has responded to over 5,000 emails and calls related to unlawful evictions and repayment agreements.</p> <p>On 06/10/2019 Council approved the updated bylaws for the Landlord Tenant Mediation Board which included the requirement that landlords inform tenants of their rights to a mediation during a rent increase. This is an update of Chapter 15.09 of the CCMC.</p>	06/10/2019	In- Process	N/A
<p style="text-align: center;"><i>GOAL 3: Increase Access to Affordable and Supportive Housing Across the City.</i></p>				
<p>ACTION 1: Expand the City's rapid rehousing program that leverages up to \$1,000 of the City funds per household, per month with County resources and wraparound services.</p> <ul style="list-style-type: none"> Explore consolidating the City's existing rapid rehousing allocations to a single pool of funds and continue 	<p>The City is finalizing a Rapid Rehousing (RRH) contract with St. Joseph Center (SJC). Will be executing contract with SJC December 2020.</p> <p>The RRH program will assist Culver City homeless families and individuals by paying up to \$1,000 per month in rental subsidies, while St. Joseph pays for the remaining portion of</p>	December 2020 - Present	On-going	<p>Matrix Item #29</p> <p>FY 20-21</p> <p>\$30,000 – Rapid Rehousing Program</p>

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subcontracting to service providers for wraparound services.	rent. Rental subsidies will range from \$3,000 - \$6,000 per participant. The goal is to assist 5 RRH participants for up to 6 months each. SJC has identified. SJC is conducting intake on 6 program participants.			
ACTION 2: Dedicate 50% of Section 8 turnover vouchers to homeless clients referred by local service providers.	There are currently 5 unhoused persons issued Culver City Section 8 turnover vouchers. Three of those household have secured permanent housing.	Ongoing	Ongoing	N/A
ACTION 3: Identify successful shared housing models and implement a shared housing pilot program in the city. <ul style="list-style-type: none"> Integrate best practices from successful shared housing models, including those related to master leasing and roommate matching. 	Ongoing	Ongoing	Ongoing	N/A
ACTION 4: Increase the number of landlords participating in subsidized housing programs. <ul style="list-style-type: none"> Host property owner/landlord education fairs to encourage acceptance 	During a joint meeting of the LTMB and COH, a roundtable discussion was held with local property owners to discuss landlord incentives and owner concerns about renting to low income and unhoused	03/20/2019	Yes	Matrix Item #40

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<p>of rental assistance vouchers and other housing subsidies, as well as participate in shared housing programs.</p> <ul style="list-style-type: none"> • Increase dollar amounts for participation incentives such as minor rehabilitation grants, signing bonuses, additional security deposits, and vacancy loss and damage payments. • Explore additional incentive opportunities, such as waiving business license fees for landlords who rent to HCV tenants within the city. 	<p>households on 03/20/2019, 2029.</p> <p>The larger Landlord Fair is pending due to the COVID-19 public health crisis. Funds reprogrammed to develop public outreach and messaging to attract and retain property owners to participate in Housing programs.</p> <p>Culver City Housing Division contracted with the Los Angeles County Development Authority to administer the Homeless Incentives Program (HIP). This program aim is to increase landlords Section 8 participation by providing incentives to landlords who rent to a homeless family or individual. Incentives include:</p> <ol style="list-style-type: none"> 1. Holding Fee - one month's free rent 2. Security Deposit – (up to double the rent) and Utility assistance 3. Damage mitigation up to \$2,000 <p>A total of (4) households have been assisted with HIP funding</p>	<p>Pending</p> <p>12/1/2019</p> <p>7/1/2019</p>	<p>Pending</p> <p>On-going</p> <p>Ongoing</p>	<p>N/A</p> <p>Matrix Item #15</p> <p>FY 20-21</p> <p>Grant of \$22,880 – Homeless Incentive Program (Los Angeles County Development Authority)</p> <p>See Goal 2, Action 1.</p>
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	Culver City Housing Division also administers an internal Landlord Incentive Program to attract and retain property owners.			
ACTION 5: Conduct housing affordability study among residents to estimate the number of affordable units that need to be developed in the city.	The City is in the process of updating its Housing Element as well as the General Plan . Through the Housing Element Update, information will be gathered on the City's affordable housing stock.	Various	In-Process	N/A
ACTION 6: Facilitate development of affordable and supportive housing through land use regulations and incentives for property owners, developers and employers. Efforts include: <ul style="list-style-type: none"> • Establishing the Mixed-Use Affordable Housing Incentive Program • Amending the Mixed-Use Density Ordinance to reduce minimum dwelling unit size and allow for reductions in parking requirements for affordable units. • Exploring inclusionary housing programs that 	The City retained Kaiser Marston and Associates (KMA) to conduct an Inclusionary Housing Feasibility Study. This study concluded on 04/21/2019. City staff presented the findings and a draft Mix-Use Inclusionary Affordable Housing Program to the Planning Commission on 10/14/2020. The item will be presented to Council early 2021. This program will allow for increased density of housing in mixed-use developments in Transit Orientated Developments (TOD) and commercial zones. The increased density will require the inclusion of 20% affordable	10/14/2020-Present	In-Process	Matrix Item #20 (Funding from Cities' Implementation Grant) FY 19-20 and FY 20-21 \$41,000– Inclusionary Housing Feasibility Study

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<p>require a percentage of new housing be designated for low-moderate-income households, in-lieu fees, etc.</p> <ul style="list-style-type: none"> • Implementing administrative approval of affordable housing units for develops of 20 residential units or less, in which 25% of the units qualify as affordable. • Waiving permit fees for affordable units. • Developing an accessory dwelling unit pilot program. • Explore establishment of Linkage Fee to fund affordable Housing. 	<p>housing units. On 1/25/21, Council adopted the Inclusionary Mixed-Use Ordinance, which will be effective in 30 days from Council adoption. It will require 15% affordable units in mixed-use developments in the TOD and Commercial Corridors.</p> <p>The Housing Division is developing the Affordable and Homeless Accessory Dwelling Unit (ADU) Program, which will provide financial assistance for the creation of workforce, homeless and affordable ADU units. The ADU program was launched in December 2020</p>	04/29/2019	In-Process	<p>Matrix Item #18</p> <p>FY 20-21</p> <p>\$250,000 (Workforce and Low-moderate Income ADU Program)</p> <p>\$211,300 – Homeless ADU Program (Funding through Cities' Implementation Grant)</p>
<p>ACTION 7: Conduct feasibility studies for creating a variety of alternative housing types (e.g., manufactured housing, motel reuse. Shipping containers, junior ADU program) to increase the</p>	<p>The Housing Division has contracted with John Kaliski Architects (JKA) to conduct a Motel Reuse Feasibility Study. The study commenced on 4/2020. As of 10/ 2020, JKA have found 6 motels to</p>	4/2020 - Present	In-Process	<p>Matrix Item #17</p> <p>FY 19-20</p> <p>\$49,868 – Motel Reuse Feasibility Study (Funded by</p>

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number of new affordable units in the city.	<p>repurpose into a shelter, PSH, or affordable housing – 2 of the 6 motels are willing to sell.</p> <p>On 3/22/2021, Council gave direction to staff to reach out to the motel owner that is interested in selling.</p>			Cities' Implementation Grant)
<p>ACTION 8: Increase financing and create financial incentives for affordable housing preservation and development. Efforts Include:</p> <ul style="list-style-type: none"> Establishing one or more Enhanced Infrastructure Financing District(s) (EIFD) to finance construction or rehabilitation of affordable housing units. Conducting an Employer Affordable Housing Tax Credit study to explore creation of a tax credit incentive for large employers to finance affordable housing within the city. Creating the Culver City Low/Mod Housing 	<p>The Housing Division is developing the Affordable and Homeless Accessory Dwelling Unit (ADU) Program, which will provide financial assistance for the creation of workforce, homeless and affordable ADU units.</p> <p>The Housing Locator is currently working on redeveloping the ADU Homeless Program to include a nonprofit consultant component to assist homeowners with the ADU development process. In addition, the Housing Locator is also looking into the development of preapproved site plans for the ADU Program in hopes to accelerate the ADU approval process. The Housing Locator is working on revising language on the ADU Brochure</p>	Ongoing	Ongoing	<p>Matrix Item #18</p> <p>FY 20-21</p> <p>\$211,300 – Homeless Affordable ADU Program (Paid by Cities' Implementation Grant)</p>

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Fund to leverage affordable housing construction and provide rental subsidies for newly constructed affordable housing units.	to increase homeowner willingness to rent to a homeless household. On 03/18/2020 Council approved a contract with Economic and Planning System (EPS), Inc to prepare a nexus study for a linkage fee related to commercial development and its impact on the City housing stock. A linkage fee is one method to address the funding shortfall for affordable housing through the creation of an Affordable Housing Linkage Fee (Fee) applied to commercial development. The findings of the nexus study was presented to Council on March 2021.	03/18/2020-Present	In-Process	Matrix Item #21 \$41,000 – Linkage Fee Nexus Study
<i>GOAL 4: Enhance Data Tracking and Homeless Outreach Activities Among City Staff and Service Providers.</i>				
ACTION 1: Collect and analyze local homelessness-related data to better target resources. <ul style="list-style-type: none"> Analyze existing data on Culver City's homeless population 	As part of the City expanded contract with SJC, data and SPDATS are collected on all enrolled and engagement unhoused persons. SJC also provides weekly, monthly and	Ongoing	Ongoing	Matrix Item #32 FY-19-20 / 20-21 \$798,615 – St. Joseph Center

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<p>and collect additional data to identify characterizes and needs that inform decision-making.</p> <ul style="list-style-type: none"> • Complete a City cost analysis of homelessness-related direct and indirect resources to identify and diminish resource strains. • Update Police Department discharge tracking protocols to include inputs to the Homeless Management Information System (HMIS) for homeless individuals. • Update Fire Department incident reporting protocols to link to HMIS as appropriate. 	<p>quarterly reports, which include demographic data as well as other pertinent client related data.</p> <p>On 3/22/2021, Council approved of an Amendment to the existing SJC Outreach Contract. The Amendment with start 4/1/21 and conclude 4/1/22.</p> <p>Housing and City Manager staff conducted an exploratory meeting with Akido Labs to development an internal data tracking system for CCPD, CCFD and other City staff. Akido Labs submitted a proposal for an internal HMIS system on 02/26/2020. On 3/23/2021, Akido Labs presented to the Council Housing and Homeless Subcommittee. Akido</p>	02/26/2020	In-Process	<p>Expanded Outreach Contract</p> <p>\$699,659 – St. Joseph Center</p> <p>TBD</p>
ACTION 2: Implement the County of LA Sheriff's Department's first responder training protocol for all police, fire, paramedic and other city staff engaged directly with local homeless population.	<p>The City secured a \$50,000 grant through Cedar Sinai to have St. Joseph Center provide City staff with First Responder Homeless Training. SJC is finalizing curriculum.</p>	Ongoing	Ongoing	<p>Item not on Matrix</p> <p>FY 19-20 and FY 20-21</p>

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				Grant of \$50,000 through Cedar Sinai – First Responder Training
ACTION 3: Train city staff directly involved with homeless (including Public Works, Sanitation, Building and Safety, Code Enforcement, Transportation, and Parks, Recreation, and Community Services) to: <ul style="list-style-type: none"> • Coordinate outreach efforts with lead agencies to the coordinated entry system. • Connect homeless residents to outreach teams via the LAHSA Web Portal. • Provide referrals to local service providers for emergency motel vouchers and supplies. • Encourage participation of the Culver City branch of the LA County Library in outreach and referral coordination, 	Note above	Ongoing	Ongoing	N/A

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consistent with city staff training.				
ACTION 4: Evaluate and rewrite city policies and ordinances as necessary to be consistent with homelessness plan implementation and national best practices.	Mixed Use Inclusionary Housing Ordinance, Housing Element Update, General Plan Update	Various	In-Process	Matrix Item #31 FY 19-20 and FY 20-21 \$50,000 – Funding through Cities' Implementation Grant
ACTION 5: Explore opportunities to fund additional case management and services.	<p>Culver City Housing applied for the Cities' Implementation grant to fund a housing navigator. Culver City was awarded this grant funding in 12/2019. In 10/2020, Culver City hired a Housing Locator to work with homeless families and Safe Park homeless individuals to locate and secure permanent housing.</p> <p>The Assistant to the City Manager on Homelessness, Housing Programs Administrator and Homeless Coordinator will continue to look into other ways to fund additional case management / social services.</p>	Hire Date: 11/19/2020	In-Process	Matrix Item #32 FY 20-21 \$65,000 – Funding through Cities' Implementation Grant

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ACTION 6: Coordinate with the County of Los Angeles Criminal Record Clearing Project (CRCP) to host criminal record-clearing events in the city to assist homeless individuals with removing barriers to housing and employment.	TBD	TBD	TBD	N/A
<i>GOAL 5: Expand Community Education Efforts Around Homelessness and Raise Awareness About Available Resources and Best Practices.</i>				
ACTION 1: Continue hosting regular community meetings to educate the community about homeless and plan implementation progress, as well as gather feedback about challenges and concerns.	CCHA staff has coordinated a Roundtable discussion regarding landlord incentives, landlord's thoughts on section 8 etc.	3/20/19	Ongoing	N/A
	Culver City Homeless Coordinator and Culver City Committee on Homelessness to coordinate a visit to nearby district schools, WLAC, and other business to discuss the Culver City Homeless Kit and educate the community on ways help address homelessness.	Ongoing	Pending	N/A
	Hosts monthly meetings to educate the community about	Ongoing	Ongoing	N/A

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	homelessness and gather feedback about the concerns and challenges.			
ACTION 2: Increase coordination with local school district and colleges that may have students experiencing or at risk of homelessness. <ul style="list-style-type: none"> • Invite participation of school district and student liaisons to regular Homeless Committee meetings to provide input and better coordination. • Attend school district and college meetings as requested. 	<p>Culver City Homeless Coordinator attends Culver City Unified School Districts Needs Committee to provide updates about the new and ongoing programs for low-income and homeless families.</p> <p>Culver City Homeless Coordinator has connected with West Los Angeles College Dean of Student Services as well as Culver City Unified School District Director of Student and Family Support Services to attend regular COH meetings and provide feedback to improve coordination and services.</p>	On-going	On-going	N/A
ACTION 3: Hire a homeless coordinator <ul style="list-style-type: none"> • The coordinator will act as a single point of contact for service providers and community members, including those experiencing or at risk of homelessness. 	Homeless coordinator was recruited through St. Joseph Center and hired in October 2018 to assist with implementing the Culver City Homeless Plan and coordinating homeless services.	10/1/2018	Yes	N/A

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<ul style="list-style-type: none"> The coordinator will also oversee portions of the homeless plan implementation. Provide case management and referrals to those experiencing or at risk of homelessness. 				
<i>GOAL 6: Create Local Programs to Increase Workforce Training and Job Opportunities.</i>				
ACTION 1: Develop and implement an Economic Empowerment Ordinance to encourage local hiring of homeless and formerly homeless individuals in city-supported contracts (e.g., awarding bonus points as part of the bid review process, offering employer compensations). <ul style="list-style-type: none"> Encourage service providers contracted for homelessness outreach to hire homeless and formerly homeless individuals to assist with outreach and engagement activities. 	TBD	TBD	TBD	TBD
ACTION 2: Engage local businesses and business groups in community	TBD	TBD	TBD	N/A

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roundtable discussions about hiring homeless and formerly homeless individuals, providing job training or becoming an employment site for the CalWORKS program.				
<i>GOAL 7: Enhance Local and Regional Coordination.</i>				
ACTION 1: Strengthen existing and form new partnerships to leverage resources and improve local and regional coordination. Activities include: <ul style="list-style-type: none"> • Developing collaborative efforts with surrounding communities and organizations. • Engaging in joint advocacy for homelessness-related policies and funding at local, regional and statewide levels, • Encouraging participation of service providers, first responders, business and faith-based groups and residents in 	Homeless Coordinator has established relations with CCPD, CCFD, CCUSD, WLAC, St. Joseph Center, LAHSA, as well as other SPA 5 social service agencies to increase the local and regional coordination of services to address homelessness	Ongoing	Ongoing	N/A
	Assistant to the City Manager on Homelessness, Housing Programs Supervisor, and Homeless Coordinator attend Homeless Initiative meetings, LAHSA Continuum of Care meetings, and Westside COG Homeless Working Group meetings as needed to form partnerships and engage in joint advocacy for homeless	On-going	On-going	N/A

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<p>community roundtable discussions.</p> <ul style="list-style-type: none">• Participating in the LA County Housing Authorities Homeless Issues Roundtable.• Partnering with VA on activities related to serving the needs of homeless veterans those at risk of homelessness.	<p>related policies etc. The City is an active participation.</p>			
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