

CITY OF  
**EUREKA**  
CALIFORNIA

# **EUREKA'S HOMELESS ACTION PLAN**

*Collaborative Local Strategies to Address Homelessness*



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*"It is in your hands to  
create a better world  
for all who live in it"*

NELSON MANDELA

# EXECUTIVE SUMMARY

Homelessness is a complex, deeply-rooted issue that can be difficult to understand and requires multi-faceted solutions. Many socioeconomic factors affect homelessness: lack of affordable housing, poverty, unemployment, untreated health conditions, trauma, family breakdown, incarceration, public health crises, mental illness and substance abuse, all of which take different skill sets, services, and resources to address. While one of these root causes can be enough to push individuals and families into homelessness, there are co-occurring causes, such as mental illness and substance abuse, which makes administering assistance even more complex. Homelessness will complicate individuals' and families' current conditions, making it even more difficult to access vital services and resources and ultimately regain the ability of self sufficiency. The City of Eureka takes its responsibility to provide support for all community members very seriously and strives to ensure that all citizens have access to basic human needs.

Significant progress has been made toward meeting the needs of community members experiencing homelessness in Eureka. Programs dedicated to serving this population have been developed, efforts have been made to expand affordable housing, partnerships at all levels have been established to improve coordination of resources and systems for outreach have been prioritized. There is still important work to be done. The City of Eureka's Homeless Action Plan outlines priorities in addressing issues related to homelessness and was created to provide a road map for use in working to address the issue of homelessness in Eureka. This plan details common unifying principals that define our purpose, connect our city and create positive impacts on the quality of life for all Eureka residents. This plan ultimately envisions a city in which no one experiences homelessness.

The City of Eureka's Homeless Action Plan begins with an overview of Eureka's ongoing approach to homelessness followed by information on local land use and the state of housing. Statistics on homelessness in Humboldt County and the City of Eureka supported by data from the 2019 Point In Time Count and the Eureka Police Department's 2020 Annual Homeless Survey illuminate the issue. Existing programs and partnerships dedicated to addressing homelessness and Humboldt County Continuum of Care are reviewed, followed by an overview of the steps the City has taken to address homelessness prior to the development of this plan. Finally, the specifics of the plan are detailed where strategic goals are supported by specific action items. Seven primary goals are established, accompanied by twenty one specific action items. These goals are targeted toward the overarching objective of addressing homelessness by strengthening our local systems.

The goals of the City of Eureka's Action Plan are:

1. Increase availability of affordable housing for community members experiencing homelessness
2. Increase engagement with individuals experiencing homelessness
3. Increase community education, engagement and resource awareness
4. Expand UPLIFT Eureka's Rapid Rehousing program
5. Expand the City of Eureka homeless prevention program
6. Expand partnerships and collaborations with organizations providing services to individuals experiencing homelessness
7. Address environmental impacts and public health and safety issues related to homelessness
8. Utilize relevant and available data to identify trends in homeless services provided by the City of Eureka.

# THE CITY OF EUREKA'S APPROACH TO HOMELESSNESS

On March 1st, 2016 the Eureka City Council signed a joint resolution with the County of Humboldt "To Collaborate on Reducing Homelessness" by adopting the model of Housing First as the policy for reducing homelessness in Humboldt County. The Housing First approach continues to govern the City of Eureka's policy in addressing homelessness to this day. As defined by the U.S. Department of Housing and Urban Development (HUD), Housing First is an evidence-based model to quickly and successfully house individuals and families experiencing homelessness without preconditions or barriers to entry such as sobriety, income and credit pre-requisites, rental history minimums, or absence of criminal history. The approach treats every person as "housing ready" and uses supportive services to maintain stability and prevent returns to homelessness. This model is based on the knowledge that housing stability forms a base at which individuals can build upon their other goals such as increased income and long-term sobriety, thereby affording the individual a better chance at long-term success.

In 2021, the City of Eureka outlined their strategic goals and initiatives. Among the five goals identified was to maximize all levels of housing stock within City limits and expand upon the successful social services programming provided by Eureka Police Department's Community Safety and Engagement Team and UPLIFT Eureka, with a subsequent initiative to adopt a Homeless Action Plan.

Homelessness is not an identity, it is a condition. Using language that avoids conscious or subconscious marginalization or dehumanization when discussing people is of critical importance. People-first language recognizes that first and foremost, we are talking about a human being who is experiencing homelessness and whose entire existence is not defined by this one aspect of their life.

Addressing homelessness benefits the entire community. Stable housing is foundational for overall health and a higher quality of life and simultaneously lessens the burden on the health care system and law enforcement. Not having a home sharply increases the likelihood that physical and mental health conditions will worsen, that there will be more interactions with police and emergency services and higher exposure to physically dangerous and traumatic situations. Permanent housing will also ensure public lands will be maintained for the whole community's use. Further, children are more likely to be successful in school and to graduate to higher education.

Community-driven-solutions will provide opportunities for people to get involved and be part of the solution, helping to shift negative perspectives and reduce frustration and overall community fatigue regarding homelessness. Existing examples include The UPLIFT Eureka Co-Pilot program which pairs volunteers with community members experiencing homelessness, serving as a liaison to resources in the community to help them achieve their goals as well as the hugely successful 2019 UPLIFT Eureka Benefit Concert which raised funds for UPLIFT Eureka, a program designed to support members of the community experiencing homelessness.

The City of Eureka envisions an inclusive community where everyone's fundamental needs are met, where all walks of life are celebrated and respected, and where everyone can grow and thrive.

Our shared Values:

- **Community:** A sense of togetherness founded on respect, mutual support and kindness with awareness of privilege, power, and position
- **Equity:** Recognition and celebration of individuality with inclusion and impartiality as the standard
- **Growth:** Forward momentum that maximizes opportunity for people to reach their potential
- **Integrity:** Quality character and courageous action with a unified commitment to principles, honesty and transparency
- **Service:** A steadfast commitment to improving conditions for others



# PURPOSE

In urbanized areas across the country, homelessness is a pervasive issue. As of January 2020, California had an estimated 161,548 people experiencing homelessness on any given day, as reported by Continuums of Care to the U.S. Department of Housing and Urban Development (HUD)([Homeless in California Statistics 2019. Homeless Estimation by State | US Interagency Council on Homelessness](#) (usich.gov)), while the national estimate was 580,466([https://www.hud.gov/press/press\\_releases\\_media\\_advisories/hud\\_no\\_21\\_041](https://www.hud.gov/press/press_releases_media_advisories/hud_no_21_041)). The City of Eureka has a significantly high rate of homelessness in comparison to other cities in the nation. According to the 2019 Point In Time Count, on any given night in Eureka, an estimated 653 people experience homelessness, a per capita rate of 2.4%, in comparison to a national per capita rate of approximately 0.17%.

Homelessness directly impacts the quality of life within the City of Eureka, compromising public health and safety and causing environmental degradation. Homeless services in the City of Eureka are often provided in congregate settings, making the spread of communicable disease more likely. Lack of access to hygiene and sanitation facilities further exacerbates this vulnerability. Without access to proper waste disposal, homeless encampments near neighborhoods and publicly used lands pose serious health and safety hazards to the community and threaten severe environmental damage to the sensitive ecosystems of Humboldt Bay. In 2020, 56,245 lbs of trash and debris was removed from natural wetland areas of Eureka due to these encampments.

Homelessness causes significant fiscal impacts to the public sector and affects local businesses. In 2020, first responders in the City of Eureka answered 6,035 calls for service related to homelessness, costing the City over \$200,000. Local businesses report a range of problems associated with homelessness including individuals sleeping on the premises as well as the presence of needles and other hazardous/human waste, deterring customers from entering businesses.

Community members experiencing homelessness often create a disproportionate burden on The City of Eureka's health care systems because of a severe lack of access to ongoing lower cost preventative health care. The Eureka Police Department's 2019 survey of 211 individuals experiencing homelessness in Eureka found that 69% had visited the emergency room in the past 12 months while 48% had multiple ER visits in this time frame, imposing a significant strain on health care services.

In November of 2021, The Betty Kwan Chinn Homeless Foundation provided shelter for 28 children who were experiencing homelessness. Children experiencing homelessness are more likely to experience trauma and have high rates of exposure to adverse childhood experiences (ACEs) which compromises neurological development and increases their risk for immediate and long term adverse health outcomes including developmental challenges and poor health ([Microsoft Word - ACEs Fact Sheet Final Update.docx \(nhchc.org\)](#)). Homelessness shapes the City's future generations and protecting our most precious resource must be prioritized.

Most importantly, homelessness is a human tragedy. Our own community members live in tents and under bridges, vulnerable to inclement weather and violence, without showers or hot food, stripped of dignity and our collective respect. The City of Eureka is dedicated to addressing this distressing issue. City leadership is committed to assisting Eureka residents to obtain and maintain safe, decent and affordable housing within their community. The City's Homeless Action Plan reflects this overarching goal. It has been developed to respond to the need to address and ultimately resolve the issue of homelessness, outlining foundational goals and action strategies, given opportunities and available resources. Providing a road map for the next five years, this plan supports regional efforts through person-centered, community-driven solutions implemented within the private sector, public sector and among individual community members.

# BACKGROUND

## EUREKA, CALIFORNIA



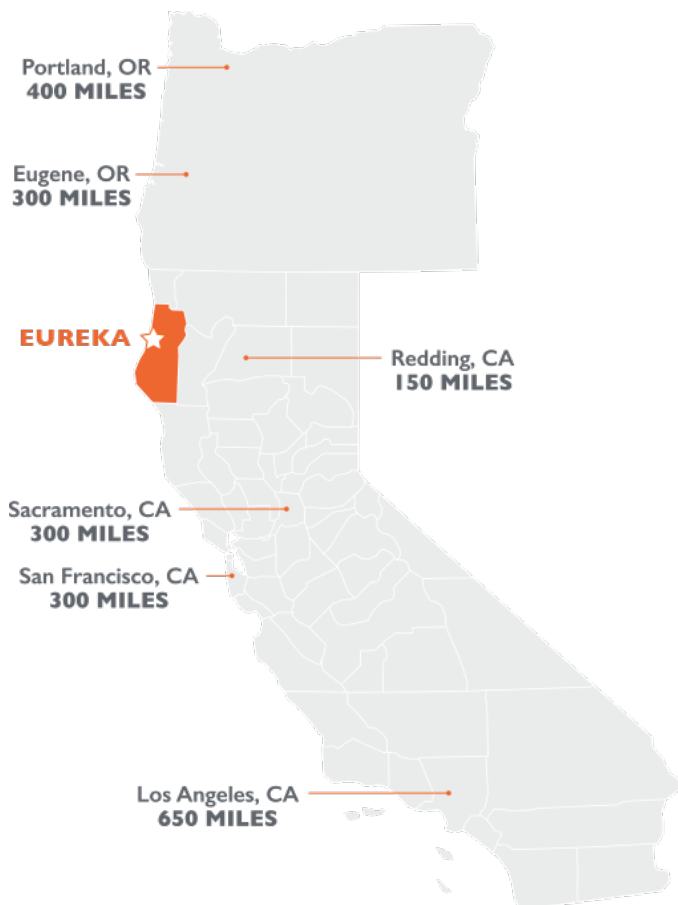
Eureka is a distinct and independent City shaped by its scenic Northern California coastal setting and nearby redwood forests, rich timber and maritime heritage, unique deep-water shipping port, extensive waterfront and historic core area, architecturally-rich residential neighborhoods, and desirable small-town sense of community. Situated 270 miles north of San Francisco on Humboldt Bay, Eureka is the largest coastal City between San Francisco and Portland and serves as the hub of government, health care, commerce and the arts for the surrounding region.

## LAND USE & STATE OF HOUSING



**Eureka Housing Element:** "The City is largely built-out and there are relatively few sites that provide realistic opportunities for new development. Because of this challenge of limited development potential within city limits, the City has expended extraordinary effort to analyze the potential for annexation of undeveloped lands surrounding the City. The analysis was conducted by a consulting economist and land use specialist in 2017 as a component of the 2040 General Plan Update. The analysis definitively determined that annexation of surrounding lands for the purpose of stimulating new development was not a viable strategy due to insurmountable geographic, ecological, and regulatory constraints. The geographic/ecological constraints include the waters of Humboldt Bay, coastal wetlands, and steep forested hillsides. Each of these constraints provide substantial physical and logistical challenges, but the most insurmountable obstacle is that each of the geographic/ecological constraints come with regulatory barriers (such as the Coastal Act) that make development challenging. This puts Eureka in a unique position in the County of Humboldt. Most of the other nearby communities that are preparing housing elements have room to grow around their peripheries and many have room to grow internally." (2).

***"Annexation of surrounding lands for the purpose of stimulating new development was not a viable strategy due to insurmountable geographic, ecological, and regulatory constraints."***



# BACKGROUND

## OVERVIEW OF HOMELESSNESS IN EUREKA

To successfully address the issue of homelessness requires a full understanding of the scope of the problem. The bi-annual **Point in Time Count** is an effort to count the total population of people experiencing homelessness countywide. The most recent count was conducted in 2019 and revealed that the majority of homeless individuals in Humboldt county are located within the Eureka city limits.

In 2020, the **Eureka Police Department (EPD)** conducted a survey of homeless individuals in Eureka. This survey sought to understand the needs and demographics of people living on the streets of Eureka.

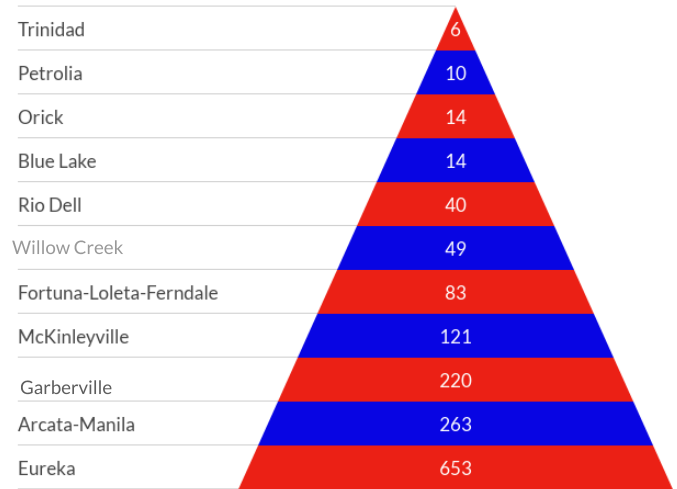
**EPD's** survey revealed that poverty is a main driver of homelessness in Eureka. **53%** of respondents cite lack of income as their biggest barrier to finding housing. Only **3%** of respondents reported having regular employment. **49%** of respondents reported that physical or mental disabilities prevented them from obtaining employment.

Lack of access to basic needs as a result of homelessness is another significant barrier to employment. **60%** of those surveyed attributed their lack of employment to: being homeless (**22%**), lack of access to clean clothing or hygiene (**20%**) or lack of transportation (**18%**).

The number of people experiencing homelessness in Eureka is high, and the needs of these individuals are complicated. Taken together **PIT** and **EPD's** survey reveal the depth and complexity of the issue.

## POINT IN TIME COUNT

### Humboldt County 2019



**1,473 total**

*The Point In Time Count (PIT Count) is a count of sheltered and unsheltered people experiencing homelessness on a single night in January. Reliability and consistency varies by year based on a variety of factors including but not limited to available volunteers, weather, and methodology. HUD does not independently verify data. The PIT was not conducted in 2021 and the next count is scheduled for 2022.*

## EUREKA POLICE DEPARTMENT SURVEY 2020

**211**

Homeless  
Individuals

**53%**

Self Reported a  
Mental Health  
Disorder

**65%**

Self Reported  
Drug/Alcohol  
Issues

*In 2020, Eureka Police Department CSET Officers and Uplift Eureka's Homeless Outreach Workers conducted 1 on 1 outreach with local community members experiencing homelessness. Data was gathered from 211 individuals experiencing homelessness in Eureka city limits through a detailed survey. See full results in the appendix.*



# BACKGROUND

## EXISTING CITY PROGRAMS

### COMMUNITY SAFETY ENHANCEMENT TEAM (CSET)

Established in July of 2018, CSET's mission is to...

***“proactively address quality of life, crime and disorder problems in Old Town, along the waterfront, and in city parks while developing strategies to ultimately improve upon or eliminate these issues”***



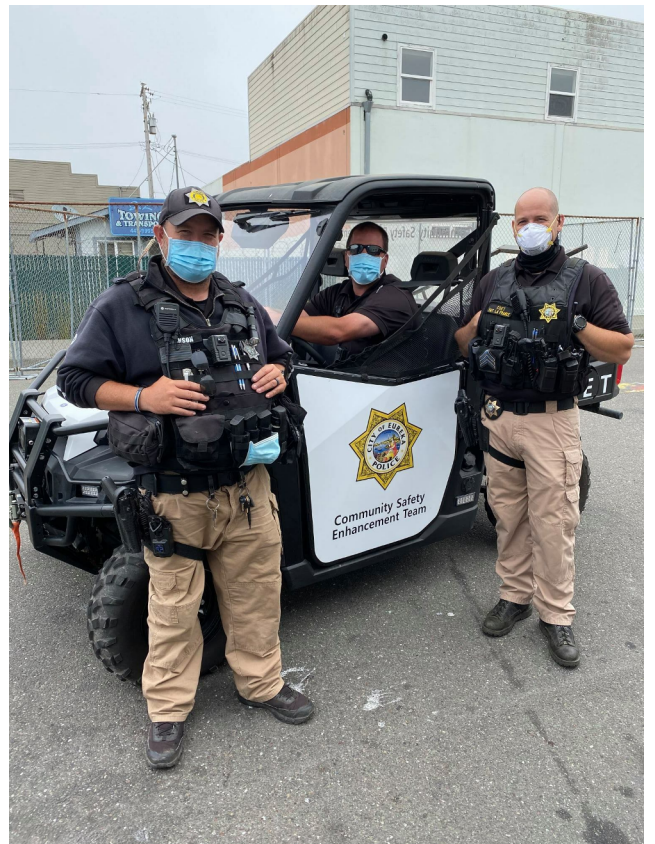
Over the past three-plus years, CSET has connected over 190 individuals to substance abuse treatment facilities and placed over 280 individuals on mental health holds.

During the COVID-19 pandemic, CSET, along with UPLIFT Eureka Homeless Outreach Workers, were instrumental in providing education and prevention measures to Eureka's homeless community. Furthermore, during the pandemic, CSET coordinated response efforts with key community partners such as Saint Vincent de Paul Free Dining Facility, Betty Chinn, the Eureka Rescue Mission, and Salvation Army.

CSET has daily interactions with the Eureka homeless community. This is not only through accountability actions, but also through proactive outreach, and most often through daily human connection. Over the past three-plus years, CSET has achieved great success while helping individuals find a path to sobriety, employment, healthcare, and being reunited with their family.

CSET is currently funded for the following positions: (1) Sergeant, (1) Old Town Officer, (1) Mobile Intervention Services Team (MIST) Officer, and (2) Waterfront/Parks Rangers. The team also has (1) volunteer Licensed Clinical Social Worker. Working in daily collaboration with UPLIFT Eureka Homeless Outreach Workers, county mental health, St. Joseph Hospital, and various non-profit organizations such as Saint Vincent de Paul Free Dining Facility, Betty Chinn, and the Eureka Rescue Mission, CSET strives to balance accountability with compassion while trying to address underlying causes of negative behavior.

CSET takes non-traditional approaches to policing to address issues of homelessness, mental illness, and addiction. Officers within CSET are trained in and instruct courses in crisis intervention, crisis negotiations, de-escalation, and trauma-informed care. Currently, CSET responds to nearly half of EPD's mental health related calls-for-service, many of which involve members of Eureka's homeless community. On a daily basis, CSET Officers work with community partners and are well-versed in connecting individuals to resources. More often than not, community partners proactively contact CSET for assistance with obtaining/connecting to resources and to assist with de-escalation of individuals in crisis.



# BACKGROUND

## EXISTING CITY PROGRAMS

### UPLIFT EUREKA

Created by Eureka Community Services Department in November 2018, UPLIFT Eureka...

***"believes in every individual's capacity for positive change and is invested in supporting those in need to become a successful pilot of their own lives and overcome barriers to employment and housing."***



UPLIFT Eureka is a comprehensive program designed to directly guide individuals to existing resources, and ensure they are in a position to take advantage of those resources, by providing support and programming to help them empower themselves to a better quality of life.

UPLIFT Eureka is comprised of the following components:

**Co-Pilots:** Participants are paired and meet weekly with a volunteer Co-Pilot who serves as a liaison between Participants and resources in the community. Co-Pilots help establish relationships with community partners and advocate for the Participants while providing guidance and help with achieving goals.

**Resource Management:** The UPLIFT program has developed a comprehensive & continually evolving Resource Guide. This guide is categorized in a way to help both the Participant and the Co-Pilot navigate resources in the community. This resource guide is available in hard copy and app form.

**Job Skills Training Program:** Through a variety of City projects, Participants gain experience performing duties including trail maintenance, landscaping, vegetation removal, painting, trash pick-ups and graffiti removal. Participants often receive overwhelming gratitude, support, and encouragement from community members that see them in action. In addition to experiencing the reward of contributing positively to the community, this gives Participants valuable job skills training experience that can help boost their resume and help enable them to obtain future employment. This stipend program is available for Participants for a limited term with a goal of preparing them for the transition into the workforce.

**Pathway to Payday:** A four-day employment workshop that takes place in partnership with the Betty Kwan Chinn Day Center. This workshop focuses on enhancement of application, resume and interview skills, and offers participants the opportunity to interview with real employers for real jobs, receiving tangible feedback they can apply to future interviews.

**Housing Assistance:** UPLIFT Eureka, in partnership with the County of Humboldt, has secured grant funding to provide housing assistance and supportive services for community members experiencing homelessness. A Housing Coordinator works with local landlords and property management companies to assist with accessing permanent housing for Participants who meet certain grant criteria. Once a Participant is housed, a Supportive Services Specialist provides follow-up housing stabilization services.

**Community Outreach, Mental Health & Addiction Referrals:** Through community partnerships, UPLIFT Eureka connects community members with Mental Health and Addiction services. Our Homeless Outreach Workers meet with community members where they are able to schedule appointments, provide transportation, and a warm hand off to service providers. UPLIFT Eureka, Humboldt County Department of Health and Human Services and Waterfront Recovery Services work as a team to treat those suffering with addiction & mental health issues with respect and compassion.

### Success Story

Upon becoming a participant of Uplift Eureka, Shawna faced a variety of barriers: housing insecurity, no income, long gaps in employment and a criminal record. She demonstrated an excellent work ethic and motivation as a participant of the Job Skills Training Program and soon earned a job with the City of Eureka as a Job Skills Training Program Crew Leader. While working for the City of Eureka, Shawna pursued her dream of becoming an armed guard, realizing this dream within two short years when she was hired as a security guard for a private company. Shawna quickly advanced to the Cash Supervisor and then Logistics Manager. Per her own words: *"The Uplift Program is a program that I believe in and a program that believed in me."*



# BACKGROUND

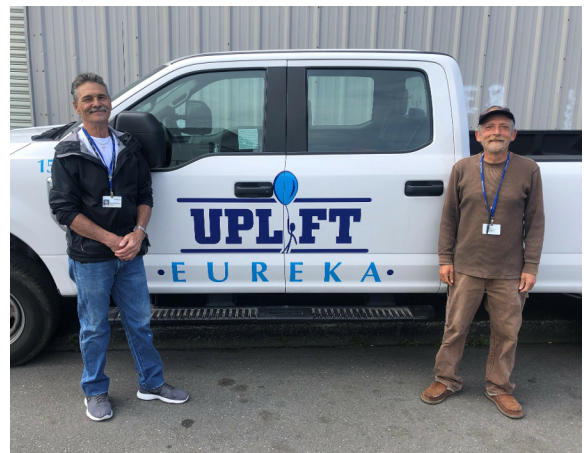
## NEW CITY PROGRAMS

### CRISIS ALTERNATIVE RESPONSE OF EUREKA (CARE)

Crisis Alternative Response of Eureka (CARE) was developed in 2022 with the intent of providing the community with high quality, community-based crisis response services including rapid support, therapeutic problem solving, and assistance with navigating services. CARE responds to crises independently and in collaboration with the Eureka Police Department, specifically CSET. CARE consists of a team of Mental Health Case Managers and Clinicians with a goal of providing consistent services seven days a week.

In addition to providing crisis response services in the community, CARE also provides short term case management services to prevent individuals from experiencing further need for crisis services through service and resource navigation. CARE collaborates heavily with community partners, including Humboldt County Behavioral Health, the Eureka Rescue Mission, St. Vincent de Paul Free Meal, The Betty Kwan Chinn Homeless Foundation, and Providence St. Joseph's Hospital. CARE also collaborates with Uplift Eureka and their outreach team in assisting community members experiencing homelessness to access the Coordinated Entry System.

Homelessness and the multiple factors which perpetuate it are deeply layered issues which require a community solution. CARE works to assist individuals experiencing homelessness by offering community outreach. Crisis prevention efforts go further upstream to support community members experiencing homelessness to access services before they reach the point of requiring crisis care. This includes providing targeted outreach in collaboration with other agencies to assist individuals experiencing homelessness to access more supportive services throughout Humboldt County.



### COMMUNITY HEALTH TOWN HALL MEETINGS

Homelessness, mental health, substance use, and all the services which attend to these issues make up an incredibly complex system. The factors that perpetuate these issues and the barriers that inhibit accessing treatment or services are even more complex. The City of Eureka sees these issues as a community problem which requires community solutions, and has established a forum to facilitate a respectful and safe dialogue through a series of Community Health Town Hall Meetings. These themed events include a panel of professionals from various community partners and consist of short presentations from each agency and a dedicated time for the public to ask questions. This City-wide collaborative effort includes City Administration, the City of Eureka Community Services Department, and the Eureka Police Department, all coming together with community members and partners to develop solutions.

***“Tell me and I forget, teach me and I may remember, involve me and I learn.”***

***~Benjamin Franklin***



# BACKGROUND

## EXISTING CITY PARTNERSHIPS

### HUMBOLDT COUNTY DEPARTMENT OF HEALTH AND HUMAN SERVICES (DHHS)

Humboldt County DHHS provides grant funding to the City of Eureka's Uplift Eureka Housing Assistance Program. Participants are referred from Humboldt County DHHS to Uplift Eureka's employment programs, including the Pathway to Payday and Job Skills Training Programs

### SAINT VINCENT DE PAUL SOCIETY

St. Vincent de Paul provides "free meal" dining service every weekday and the last 2 weekends of the month. The City of Eureka's CSET officers and Uplift Eureka homeless outreach workers provide outreach, connection to services and service navigation at Free Meal 5 days per week. During the Covid-19 pandemic Uplift Eureka staff distributed sanitation supplies and masks to attendees at Free Meal.

### WATERFRONT RECOVERY SERVICES

Waterfront Recovery Services is a drug rehabilitation facility that operates out of a city of Eureka owned building. It provides treatment to people with drug addiction and other substance abuse problems. Waterfront works closely with Uplift Eureka and EPD's CSET program to provide access to drug and alcohol treatment to individuals experiencing homelessness in Eureka. Uplift Eureka's housing assistance program is available to provide housing assistance to graduates.

### FOOD FOR PEOPLE

City of Eureka's Uplift Eureka staff and Eureka Police Department's Community Safety Enhancement Team (CSET) officers support Food for People's ongoing food distribution events in order to ensure that all members of the community have access to healthy food.

### BETTY KWAN CHINN HOMELESS FOUNDATION

The City of Eureka provides ongoing financial support to the Betty Kwan Chinn Homeless Foundation to provide food, shelter and case management services to homeless families and individuals. Uplift Eureka and Eureka Police Department's CSET program partner with the Betty Kwan Chinn Foundation to provide residents of Eureka who are experiencing homelessness with access to employment and housing opportunities.

### EUREKA RESCUE MISSION

Eureka Rescue Mission (ERM) provides emergency shelter for men, women and children. The City of Eureka's UPLIFT Eureka Rapid Rehousing Program and Job Skills Training Program receive referrals from ERM and work closely with the Mission to connect the most vulnerable of the homeless population with shelter, housing and employment opportunities.

### SALVATION ARMY

The Salvation Army provides food bags, clothing and a computer lab for community members in need, in addition to operating a Rapid Rehousing Program. The City of Eureka's Uplift Eureka program makes referrals to the Salvation Army while Uplift's Homeless Outreach Workers conduct outreach multiple times per week at their facility.

### AFFORDABLE HOMELESS HOUSING ALTERNATIVES (AHHA)

The City of Eureka provides AHHA with a location to operate their mobile shower facility on city property. AHHA provides community members experiencing homelessness with a crucial service as hygiene is a basic human need that is often not accessible to individuals experiencing homelessness.

# PLAN DEVELOPMENT

Eureka's Goals and Supporting Action Items reflect the collaborative process involving stakeholder meetings, expert interviews and City policy document analysis. Because of the regional nature of homelessness and the funding associated with addressing it, Eureka is committed to participating in and supporting regional efforts. Although this Plan is Eureka-focused, joint action strategies have been identified. Before Eureka's Homelessness Action Plan was developed, the City worked to address homelessness in the following ways:

## 2014

The City hosted three Homelessness Focus Groups (Community Leaders, Homeless Services Providers, and Consumers) to obtain local input and perspectives on homelessness issues, impacts, and solutions. The outcome of the Focus Groups' efforts included a policy paper and implementation plan with a suggested strategy to end homelessness in Eureka, which was adopted by the City Council. See Appendix D.

## 2015

In collaboration with Humboldt County Department of Health and Human Services, the City implemented the "Mobile Intervention Services Team" (MIST) to focus on more effectively reducing homelessness and to conduct outreach to unsheltered homeless people in Eureka. See Appendix D

## 2016

Palco Marsh: The City undertook the challenging task of removing hundreds of homeless individuals that were illegally camping in a coastal habitat restoration area. Substantial efforts were made to provide services and housing assistance, including the creation of short-term shipping container housing and temporary sleeping areas .

A consultant, Focus Strategies, was hired to begin the development of the City's Homeless Policy and Focus Strategies.

## 2017

The City partnered with Humboldt County to co-adopt a "Housing First" strategy. This was the City's first homelessness strategic plan. The City also partnered with Waterfront Recovery Services to focus on providing drug treatment services for people experiencing homelessness.

## 2018

The Eureka Police Department (EPD) established the Community Safety Enhancement Team (CSET) to proactively address quality of life, crime and disorder problems and developed strategies to ultimately improve upon or eliminate these issues. CSET focuses on areas where the homeless tend to congregate, including in Old Town, along the waterfront, and in city parks, with a goal of balancing accountability with compassion and outreach, while working to address the underlying causes of an individual's negative behavior. CSET also includes a MIST officer and a Mental Health Volunteer providing valuable mental health services to EPD outreach.

Eureka Community Services Department established UPLIFT Eureka to prevent and address homelessness. UPLIFT Eureka is not designed to take the place of existing services, or even supplement them; it's a comprehensive program designed to directly guide individuals to existing resources, and ensure they are in a position to take advantage of those resources, by providing support and programming to help them empower themselves to a better quality of life. See appendix D.

## 2019

The City updated its zoning code, which included simplifying the development regulations for low-barrier-to-entry housing types such as single room occupancy (SRO), added incentives to construct affordable-by-design housing (<500 square feet), and other provisions designed to encourage the creation of housing. See appendix D.

# PLAN DEVELOPMENT

## 2020

The City responded to the COVID-19 pandemic:

- ▶ The City's Economic Development Dept. created the COVID-19 Assistance Fund. This grant program was designed to assist homeless shelter service providers and individuals needing assistance in paying rent or mortgage payments due to a reduction in income resulting from the COVID-19 crisis.
- ▶ UPLIFT Eureka staff provided increased support at St. Vincent de Paul Free Meal, increasing their presence to 7 days/wk, providing assistance with meal preparation, and management of newly established COVID safety protocols, in addition to distributing hand sanitizer and humanity packs.
- ▶ UPLIFT Eureka launched a community-wide mask donation program, obtaining more than 3,500 masks to ensure community members could continue to access services at St. Vincent de Paul Free Meal due to their mask requirement policy.
- ▶ UPLIFT Eureka provided cots to St. Vincent de Paul Society in an effort to increase the availability of winter shelter in response to many winter shelters being closed due to the pandemic.

The Eureka City Council voted to adopt a camping ordinance to ensure full compliance with *Martin v. Boise* that restricts public camping in the city. In an effort to support unsheltered community members, UPLIFT Eureka developed a shelter app to assist with locating available shelters.

The City began the development stages of a transitional housing project with the Betty Kwann Chinn Homeless Foundation to place 11 trailers, donated to the non-profit by PG&E, on City-owned property.

The UPLIFT Eureka program continued to expand, developing a diversion program in partnership with the Eureka Police Department, increasing outreach capacity with the addition of multiple Homeless Outreach Workers and increasing rapid rehousing capacity with the acquisition of additional grant funds.

The City was awarded grant funding through the HOME Program and contributed to the construction of The Lodge, DANCO's affordable housing project at 8th and E Streets.

## 2021

The City made efforts to expand affordable housing by identifying potential locations for accessory dwelling units and suitable city-owned property for developing affordable permanent housing while also working with outside organizations to identify funding, locations and property management entities for additional affordable housing.

The City assisted with the development of Bay View Heights, a 50-unit permanent supportive housing project for formerly homeless and formerly homeless veterans.

The Eureka Police Department added a non-sworn Waterfront Ranger position, further helping them carry out EPD's mission to enhance community-oriented police service.

Uplift Eureka was awarded an Emergency Solutions-Corona Virus (ESG-CV) to expand the Uplift Eureka Rapid Rehousing Program & continue to provide housing assistance for community members experiencing homelessness and an Encampment Resolution Funding grant to construct a facility that will provide interim housing for up to 40 individuals living in encampments on the Waterfront Trail.

Uplift Eureka initiated and led a 100-Day Challenge with the goal of housing 25 families with children experiencing homelessness. Ten agencies that provide homeless services in Humboldt County collaborated on this challenge, fostering valuable and lasting collaborative partnerships.

UPLIFT Eureka was awarded Community Development Block Grant (CDBG) funding making possible the development of the UPLIFT Resource Center, a facility offering community members in need specialized programming, essential services and connection to existing resources.

UPLIFT Eureka launched phase 2 of the Job Skills Training Program as partnerships with local employers offered participants internship opportunities within a diverse selection of industries.

## 2022

The City created Crisis Alternative Response of Eureka (CARE). Led by a mental health clinician, CARE, in partnership with EPD and Uplift Eureka, responds to mental health crises in the community.

The City expanded its participation with Humboldt Housing Coalition's Continuum of Care (CoC). The City is now represented on the executive board of the CoC and participates in weekly Coordinated Entry System Prioritization Committee meetings.

The Eureka Police Department began offering de-escalation training to local businesses who encounter community members experiencing homelessness.

# GOAL 1

## INCREASE AVAILABILITY OF AFFORDABLE HOUSING FOR COMMUNITY MEMBERS EXPERIENCING HOMELESSNESS

According to Housing First principles, the proven solution to addressing homelessness is housing. Increasing the number of affordable rental units accessible to people experiencing homelessness is crucial to the effort to address the issue of homelessness in Eureka.

<b>Action Item 1a</b>	Partner with private developers to create permanent affordable housing on suitable City-owned properties.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	City of Eureka and local developers.
Impact	Increased availability of affordable housing.
<b>Action Item 1b</b>	Convert appropriate motel(s) within Eureka city limits into transitional or permanent supportive housing.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	City of Eureka and local service providers.
Impact	Increased availability of bridge and/or supportive housing.
<b>Action Item 1c</b>	Continue to explore ways to reduce barriers for local property owners to build accessory dwelling units.
Timeline	Ongoing
Funding	City of Eureka General Fund.
Responsible Entities	City of Eureka
Impact	Increased availability of affordable housing.

## GOAL 1 CONT.

<b>Action Item 1d</b>	Construct a facility that will provide interim housing for up to 40 individuals living in encampments on the Waterfront Trail.
Timeline	June 2024
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	City of Eureka and The Betty Kwan Chinn Foundation.
Impact	Housing for unsheltered and chronically homeless individuals.



## GOAL 2

### INCREASE ENGAGEMENT WITH INDIVIDUALS EXPERIENCING HOMELESSNESS

Engaging community members experiencing homelessness through meaningful interactions increases knowledge of available resources and builds trust between those experiencing homelessness and the City. Engagement connects people to resources and empowers them to move out of homelessness. This goal aims to increase the frequency and quality of engagement with community members experiencing homelessness and address gaps in services.

<b>Action Item 2a</b>	Complete the annual Homeless Survey.
Timeline	Annually
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	Eureka Police Department's Community Safety Engagement Team and UPLIFT Eureka.
Impact	Increased knowledge of service needs, services being utilized and underutilized, and gaps in services within the homeless community.

<b>Action Item 2b</b>	Using the data collected from the annual Homeless Survey, identify under-served and marginalized groups within the population of community members experiencing homelessness and increase outreach efforts to these groups.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	UPLIFT Eureka and Eureka Police Department.
Impact	Increased access to supports for under-served and marginalized groups within the community of individuals experiencing homelessness.

<b>Action Item 2c</b>	Open Uplift Eureka Resource Center.
Timeline	Open and operating by September 2022
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	UPLIFT Eureka and City of Eureka Economic Development Department
Impact	Increased engagement, both qualitatively and quantitatively, with community members experiencing homelessness.



## GOAL 2 CONT.

<b>Action Item 2d</b>	Operate Crisis Alternative Response of Eureka (CARE), which is comprised of licensed mental health clinicians and clinical case managers working in partnership with EPD and Uplift Eureka's Outreach Workers to respond to crises involving community members experiencing homelessness and provide mental health services and resource navigation.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	Crisis Alternative Response of Eureka (CARE), Eureka Police Department and Uplift Eureka
Impact	Providing high need community members experiencing homelessness with critical mental health resources.

<b>Action Item 2d</b>	Develop and operate a paramedical response team to respond to medical needs of community members experiencing homelessness including direct care and resource navigation.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	Crisis Alternative Response of Eureka (CARE), Eureka Police Department and Uplift Eureka
Impact	Providing high need community members experiencing homelessness with critical medical resources.

## GOAL 3

### INCREASE COMMUNITY EDUCATION, ENGAGEMENT AND RESOURCE AWARENESS

The issue of homelessness touches the lives of every community member in Eureka. Proactively engaging the community-at-large inspires solution-focused action, increases education on the crisis of homelessness and expands knowledge of community resources.

<b>Action Item 3a</b>	Present to Eureka City Council and other interested and involved community organizations to provide education about homelessness in the community.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	City of Eureka
Impact	Increased engagement with Eureka's business owners and improved relationships between the business community and community members experiencing homelessness.
<b>Action Item 3b</b>	
<b>Action Item 3b</b>	Implement a public relations campaign by working with local media partners to share the stories of community members experiencing homeless in Eureka and increase knowledge of community resources.
Timeline	Spring 2023
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	Local media outlets and UPLIFT Eureka.
Impact	Expand understanding and awareness of the issue of homelessness and available resources in the larger community.
<b>Action Item 3c</b>	
<b>Action Item 3c</b>	Implement innovative programs, including but not limited to ongoing town hall meetings and de-escalation trainings, to provide opportunities for community members and businesses to support the City of Eureka's efforts to address homelessness.
Timeline	Ongoing
Funding	City of Eureka General Fund.
Responsible Entities	Local businesses and community members.
Impact	Increased community engagement and support for Eureka's efforts to address homelessness.

## GOAL 4

### EXPAND UPLIFT EUREKA'S RAPID REHOUSING PROGRAM

The objective of Rapid Rehousing is to provide a time-limited intervention, including financial assistance and supportive services, to ensure participants are able to successfully maintain housing.

Uplift Eureka's Rapid Rehousing program offers housing navigation including housing search, assistance in completing/submitting applications and understanding lease agreement terms, financial assistance and supportive services to individuals experiencing homelessness.

<b>Action Item 4a</b>	Continue to pursue and obtain grant funding for Uplift Eureka's Housing Assistance Program.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	UPLIFT Eureka
Impact	Uplift Eureka's housing assistance program has housed over 80 community members since 2019. Continuing this program will have a significant positive impact on the issue of homelessness.
<b>Action Item 4b</b>	Increase the numbers of chronically homeless families and individuals served by Uplift Eureka's Rapid Rehousing program through outreach and promotion to community members experiencing homelessness.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	Local landlords and property managers, UPLIFT Eureka
Impact	Reduction in the population of individuals experiencing homelessness.
<b>Action Item 4c</b>	Actively recruit and retain landlords to provide affordable housing opportunities for community members experiencing homelessness through the UPLIFT Eureka's Rapid Rehousing Program.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	UPLIFT Eureka's Housing Assistance Program and local private landlords.
Impact	Increased accessibility of affordable housing for individuals experiencing homelessness.

## GOAL 4, CONT.

<b>Action Item 4d</b>	Ensure Uplift Eureka's Rapid Rehousing program participants maintain permanent housing through the provision of comprehensive supportive services.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	UPLIFT Eureka
Impact	Prevention of an increase in the population of individuals experiencing homelessness.

## GOAL 5

### IMPLEMENT A HOMELESS PREVENTION PROGRAM

As a proven strategy in decreasing homelessness, prevention programs work to help individuals at risk of homelessness with temporary assistance. The City of Eureka intends to develop an integrated, comprehensive system to assist families on the verge of homelessness through targeted interventions, services and resources, this strategy can reduce long-term biological, psychological, social, and economic impacts often caused by the experience of becoming homeless.

<b>Action Item 5a</b>	Secure funding to operate a homeless prevention program.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	City of Eureka
Impact	Funding will make possible the ongoing operation of a homeless prevention program .

<b>Action Item 5b</b>	Operate a homeless prevention program.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	UPLIFT Eureka
Impact	Prevent an increase in the population of individuals experiencing homelessness.



## GOAL 6

### **EXPAND PARTNERSHIPS AND COLLABORATIONS WITH ORGANIZATIONS PROVIDING SERVICES TO INDIVIDUALS EXPERIENCING HOMELESSNESS.**

Partnerships and collaborations across systems are key to addressing homelessness. The Humboldt Housing and Homeless Coalition is a Continuum of Care comprised of several organizations, service providers, developers, government agencies and leaders, faith-based organizations and community members dedicated to ending homelessness. Humboldt County's Homeless Management Information System is a county-wide information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. Together, these tools allow a coordinated approach to providing services to individuals experiencing homelessness in Humboldt county.

<b>Action Item 6a</b>	Increase participation in the Humboldt County Continuum of Care and more in-depth utilization of the Humboldt County Homeless Management Information System including the Coordinated Entry System for tracking services and needs and prioritizing high need individuals.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	UPLIFT Eureka and Humboldt Housing and Homeless Coalition
Impact	Increase in service coordination and communication and the ability to identify service gaps. Increased effectiveness of Uplift Eureka's outreach and rapid rehousing programs.
<b>Action Item 6b</b>	
<b>Action Item 6b</b>	Strengthen existing partnerships and form new partnerships to leverage resources and improve coordination of services for individuals experiencing homelessness in the City of Eureka.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	UPLIFT Eureka and agencies/organizations providing services to people experiencing homelessness.
Impact	Increased coordination will decrease duplication of effort and increase efficiency in providing services.

## GOAL 7

### ADDRESS ENVIRONMENTAL IMPACTS AND PUBLIC HEALTH AND SAFETY ISSUES RELATED TO HOMELESSNESS

According to the Eureka Police Department there are approximately 350 unsheltered individuals living on the streets and in Eureka's green spaces. This situation is causing environmental degradation and public health and safety issues for the unsheltered population and the larger community. The implementation of the strategies outlined in this goal will mitigate these impacts and make Eureka a healthier and safer place to live for all community members.

<b>Action Item 7a</b>	Conduct ongoing, targeted outreach to unsheltered individuals in Eureka city limits in order to connect them with available resources for emergency shelter and ultimately permanent housing.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	Eureka Police Department, Uplift Eureka and Crisis Alternative Response of Eureka (CARE).
Impact	Decrease the number of unsheltered individuals in Eureka city limits.
<b>Action Item 7b</b>	
<b>Action Item 7b</b>	Develop and operate an Alternative Response Team comprised of licensed clinicians and clinical case managers working in partnership with EPD and Uplift Eureka's Outreach Workers to respond to crises involving community members experiencing homelessness.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	City of Eureka
Impact	Connect individuals experiencing homelessness to vital resources to better address health and safety needs and connect them with resources for emergency shelter / permanent housing.
<b>Action Item 7c</b>	
<b>Action Item 7c</b>	Continue to address public health and safety concerns on sites where people experiencing homelessness are encamped, including hazardous waste and trash removal.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	Eureka Police Department, Uplift Eureka, Public Works
Impact	Mitigate public health and safety concerns related to homelessness in the City of Eureka.



## GOAL 7 CONT.

<b>Action Item 7d</b>	Partner with Fish and Wildlife to address environmental degradation related to homelessness in the greater Eureka ecosystem, including brush removal and native species restoration.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	City of Eureka, Fish and Wildlife
Impact	Mitigate environmental degradation related to homelessness in the City of Eureka.
<b>Action Item 2d</b>	Develop and operate a paramedical response team to respond to medical needs of community members experiencing homelessness including direct care and resource navigation.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	Crisis Alternative Response of Eureka (CARE), Eureka Police Department and Uplift Eureka
Impact	Providing high need community members experiencing homelessness with critical medical resources.

## GOAL 8 CONT.

### UTILIZE RELEVANT AND AVAILABLE DATA TO IDENTIFY TRENDS IN HOMELESS SERVICES PROVIDED BY THE CITY OF EUREKA

*Populations being served and potentially underserved will be identified by utilizing data from Humboldt County's Housing Management Information System, Uplift Eureka's program data, CARE's electronic health records system and the annual Point In Time Count in order to clarify priorities in resource allocations.*

<b>Action Item 8c</b>	Implement an electronic health records system operated by Crisis Alternative Response of Eureka (CARE) to track service delivery and demographic data of individuals served.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	Crisis Alternative Response of Eureka (CARE)
Impact	Increased knowledge of under-served groups among individuals and families served through The City of Eureka's homeless services and improved resource allocation decisions related to intervention types.

<b>Action Item 8a</b>	Identify funds, including state, federal and local, currently being used to provide housing and homelessness-related services and what intervention types are funded through these resources.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	Uplift Eureka
Impact	Improved resource allocation decisions related to intervention types.

<b>Action Item 8b</b>	Identify subpopulations among individuals and families served through The City of Eureka's homeless services.
Timeline	Ongoing
Funding	Grant funding and City of Eureka General Fund.
Responsible Entities	UPLIFT Eureka
Impact	Increased knowledge of under-served groups among individuals and families served through The City of Eureka's homeless services.