

Short Horizon Solutions (0-3 years)

1. Support the Implementation and Success of Coordinated Entry

Coordinated entry, a horizontally and vertically integrated pathway into the collective set of homeless resources, was a key recommendation of the *All-In* Plan. Currently, the system of care is fragmented, with multiple entry points and programs can operate in isolation, not consistently communicating with other like or related services. Consequently, homeless individuals are supported ad hoc, program by program. Coordinated entry, in contrast, follows a “no wrong door” approach such that a potential client can present to any homeless service provider and be assessed and matched with a service strategy to enable the best path to housing, considering the universe of resources in the area. This new logistical and operating platform will profoundly impact the Homeless Action Partnership’s goals of rapid rehousing and efficiency. Significant steps were achieved in this goal and supported by a recent \$75,000 HUD grant, the system appears poised for implementation later in 2017. Its success however, hinges on participation and support from all partners, including the City.

ACTION: Stay attuned to Coordinated Entry implementation progress and provide support to launch and sustain this new system. Require that any homeless program supported by the City, through funding or other resources, integrate with the Coordinated Entry system.

- **Cost:** No anticipated City financial contribution.
- **Savings:** Unquantifiable, but substantial due to unified strategy to promote better outcomes and efficiency.
- **Human and Social Impact:** Very High. The ability of a homeless person—either in a chronic or newly homeless circumstance—to be supported through a coordinated service of care will hasten the path to services, eliminate uncertainty, waiting and worry, and more compassionately, equitably and effectively improve the person’s condition of life and impacts to the community.
- **All-In Plan Alignment:** Strategic Priority 1: Action Strategies 3 and 6.
- **Partners:** Countywide effort. City will require that its homeless services providers be part of Coordinated Entry.

2. Increase Homeless Outreach Services & Mobile Behavioral Health/Mental Health Response

A substantial barrier to ending homelessness in Santa Cruz is the availability of case management workers to individually assist those in homelessness to obtain the needed level of services. Homelessness is a complex situation, usually with many drivers and history that requires continual, trained and skilled assistance for proper assessment and referral to the appropriate level of support. The City currently contracts to provide one Downtown Outreach Worker and a Mental Health Liaison that works with the Police Department. More resources are needed to coordinate services and engage the perceived increased numbers of individuals in our community. Drawing upon the lessons from the Bob Lee Partnership for Accountability, Connection and Treatment (PACT) Program, a model could be deployed that provides different layers of engagement: more intensive case management with continual contact and funded treatment, and less intensive case coordination with referrals to services.

Further, the volume of mental health crises in the City increased substantially over the past several years. The Downtown Outreach Worker reports a 47% rise in behavioral/mental health crisis intervention downtown in the past year. Those with mental illness are underserved and the result is that more homeless individuals who have mental illnesses are not receiving stabilizing supportive services and reaching crisis states in our city. A flexible mobile mental health team could be deployed more regularly to provide crisis response. Less urgent intervention can be referred into the county's system of care where their mental health needs can be appropriately met. Any outreach or crisis response should be integrated with the Coordinated Entry system.

ACTION: Increase outreach services, including an expanded mobile behavioral/mental health team from the County Health Services Agency. Consider additional outreach workers and mental health liaisons. Work with the County on a better coordinated model of outreach and support seven-days-a-week.

- **Cost:** To be determined based upon services obtained. The City's FY 2017 contribution for Downtown Outreach worker is \$36,500 (County contract). The City contributes \$60,000 annually to support the Mental Health Liaison who works alongside law enforcement. Expansion in both of these contracts could add \$70,000-\$100,000 to the FY 2018 Budget.
- **Savings:** Unquantifiable, but substantial savings to the system of care.
- **Human and Social Impact:** Very High. Provides direct resources to match individuals with appropriate level of services, with a specific increase in

mental health intervention and potential to prevent exacerbation of mental illness. Tremendous community benefit to intervene in and decrease episodes of mental health crises.

- **All-In Plan Alignment:** Strategic Priority 1: Action Strategies 6, 8 and 11; Strategic Priority 3: Action Strategy 8; and, Strategic Priority 4: Action Strategy 4.
- **Partners:** County, with City support to target resources.

3. Contract for Homeless Jobs Engagement Program

Several communities across the country found success with homeless jobs programs that outreach to and hire local homeless individuals for community-benefit jobs such as cleaning, weed abatement, beautification projects, and encampment/dumping clean-up. The homeless workers earn vouchers for needed services, regain dignity associated with employment, are offered employment workshops, are connected to services and are well-positioned to engage with homeless individuals to assist in expanding connections to supports and services. Locally, the Downtown Streets Team organization operates successfully in San Jose and could be a strong partner for Santa Cruz. Contracting with such a program in Santa Cruz would be a new approach to homeless engagement, offering homeless individuals the opportunity to earn compensation in the form of vouchers and work for the community in which they live, while growing job skills and work history. It is important that this program integrate with the local Coordinated Entry system.

ACTION: Contract with the Downtown Streets Team to provide homeless outreach and jobs opportunity. Specifically, the team could assist with clean-ups, beautification projects, weeding, maintenance, encampment/dumping clean-up across the City and in parks and open space, and support services in public garages as well as public restrooms, and hygiene and storage facilities.

- **Cost:** An annual Downtown Streets Team contract would total about \$360,000. Recommended for the FY 2018 Budget.
- **Savings:** Substantial direct and staff cost savings in City resources to clean streets and security services.
- **Human and Social Impact:** Very High. Provides dignity of employment, a source of earned supports and job training for homeless individuals—with access to other supportive services. Provides direct community services to support clean and vibrant public spaces. Former homeless individuals are

also well positioned to reach out to currently homeless individuals to build trust, rapport and credibility increasing potential for engagement of more individuals in the program.

- **All-In Plan Alignment**: Strategic Priority 3: Action Strategy 11; and, Strategic Priority 1: Action Strategies 6, 8 and 11.
- **Partners**: City lead, with encouragement of County partnership.

4. Create a Triage Location/Expanded Recovery Center for Crisis Intervention

To strengthen the existing linkage between public safety intervention and the system of care for a person in mental health or substance use disorder crisis, improved coordination and resources is required. Limited public safety resources can become easily overwhelmed with the numbers of individuals in crisis, which is exacerbated by the substantial amount of time that is invested to address crisis situations. For instance, assisting a single person can take an officer or first responder hours of time, and that time is unavailable to serve the rest of the community's public safety needs. Our area has a limited capacity of treatment or sobering beds, and what is available may not be able to handle detoxification, or other acute situations requiring medical supervision. If just one treatment bed, equipped to handle detoxification, could be reserved as an on-demand resource for the police department, this one bed would accrue tremendous time savings and allow our limited public safety resources to return to the streets. Our public safety first responders are the appropriate first resource to arrive on scene to a crisis, but they are not the best providers of intermediate care and support in a crisis situation. Having a readily available and qualified treatment space for a "warm hand-off" of that person in crisis would help restore the proper roles within public safety and public health and ultimately increase the availability of effective resources. This center should be fully integrated with the Coordinated Entry system.

ACTION: Explore partnerships with County and health providers to establish more treatment bed capacity and reserve one bed for on-demand treatment of people found in crisis in our City. Negotiate with County to determine how to expand the enhancement of types of services offered at the existing Recovery Center, to expand beyond alcohol (sobering) to serve individuals who are under the influence of other substances. Advocate for the expansion to include mental health triage center for individuals who are sub-acute (not eligible for Psychiatric Unit) but clearly in need of psychiatric intervention.

- **Cost:** The cost of a reserved detox bed at a local recovery treatment center could cost from tens to hundreds of dollars per night. If the Recovery Center was expanded to include support of crisis situations involving more than alcohol (drugs), costs would include hiring trained clinical staff to assess for mental health issues and perhaps a nurse for medical supervision. Without scoping, costs are difficult to estimate but likely in the \$100,000s range.
- **Savings:** Substantial savings to the system of care is anticipated as individuals will begin immediate treatment and support rather than cycling through law enforcement custody or the emergency room.
- **Human and Social Impact:** Very high. On demand access to treatment will reduce time in custody, will expedite the client being in a supervised and supportive setting and promote individual and community harm reduction.
- **All-In Plan Alignment:** Strategic Priority 3: Action Strategies 8 and 9.
- **Partners:** County and the four cities.

5. Secure Electronic Device Charging Resources

Many homeless individuals possess mobile phones, computers, music players and other devices that need regular powering. Maintaining connections via cell phone is often one of few consistent aspects in a homeless individual's life, as well as a way to contact resources, receive important messages, and stay connected to social supports. The City experiences a high degree of vandalism as individuals tamper with public infrastructure (wiring on light poles, power outlets at public buildings) to access this power, resulting in damaged and defaced property that requires immediate (for public safety) and repeated repair. In addition, businesses report the unauthorized use of their power resources. If charging stations were available, homeless individuals could legally and reliably power their devices while reducing vandalism to public property and unauthorized use of private charging resources. The Central Library Branch recently added a free charging station for public use.

ACTION: Research the charging station program at the library. Secure and site electronic device charging resources in the City. Purposeful siting will require consideration and ideally should be coupled with other service provider locations. Encourage other locations outside of the City.

- **Cost**: \$300-1,200 per unit (depending on specifications) to the FY 2018 Budget.
- **Savings**: Approximately \$3,000 annually in parts plus staff time for vandalism repair. Reduction in substantial risk of electrical shortages and damage to City equipment.
- **Human and Social Impact**: Very High. Enables individuals to stay in touch with family and friends. Provides critical connectivity to services. Increases safety by discouraging tampering with live electrical wires.
- **All-In Plan Alignment**: Strategic Priority 1: Action Strategies 8 and 11.
- **Partners**: City is lead and should invite other municipalities to participate.

6. Secure Storage Facilities

Many homeless individuals have no safe location to store their possessions. As a result, many carry their possessions—often large and bulky and on a wheeled cart—with them everywhere, which hinders their ability to obtain services, maintain employment and generally participate in the community. In addition, the greater community is impacted with large collections of possessions on sidewalks and public spaces, including the public libraries. The Homeless Services Center previously provided lockers for use but the lockers have since been converted to a different use. There are few to none publicly available resources of this type.

In some communities, this function is achieved with a storage facility (such as a warehouse or shipping container) manned with personnel to bag, check and keep possessions safe for the day. The Winter Shelter Program operated in this manner. Upon signing up for shelter at the intake site, program clients would check their large possessions into a storage container, which would be locked each night. In the morning, clients were returned to the intake site and reunited with their possessions. Other models include unmanned banks of lockers with keys that allow access any time day or night. Another model is the SHWASHLOCK Program, offered by Ocean Park Community Center (OPCC) in Santa Monica that provides showers, lockers and washers (SHowersWASHersLOCKers) to enable homeless individuals to keep possessions safe and maintain personal hygiene.

Any model pursued should integrate with the Coordinated Entry system, in addition to providing case management, or at a minimum, outreach or referral.

ACTION: Consider various models of this service. Identify and secure facilities to allow individuals to check their possessions into a managed storage facility, or rental storage lockers. This service should be co-located with other homeless services including case management or referral resources, or follow the storage, shower and laundry facility SHWASHLOCK model.

- **Cost:** Depending on siting, size and amenities offered.
- **Savings:** Little anticipated direct savings.
- **Human and Social Impact:** Very High. Enables individuals to obtain services, work and engage in the community without anxiety about security of their possessions. Removes a volume of articles from our public spaces, increasing overall quality-of-life. If coupled with hygiene resources, further enables individuals to maintain good health and avoid stigma associated with homelessness.
- **All-In Plan Alignment:** Strategic Priority 1: Action Strategies 8 and 11.
- **Partners:** City provides implementation leadership on countywide strategic basis to support a regional facility or multiple locations across county.

7. Secure Hygiene Resources: Restrooms and Showers

Basic human needs and public health requires the availability of restrooms and showers. While showers are available at the Homeless Service Center and at a few other locations on a limited basis, there is inadequate supply to meet the need. As a result, many homeless individuals use public restrooms to bathe, which adds considerably to maintenance and cleaning and can dissuade other community members from using those facilities. Currently, our public restrooms are in constant use by the homeless community which can wholly exclude the restrooms from other users. At times, the restrooms will be occupied for long durations (hours, if unenforced) or full of bicycles and carts with persons bathing and laundering clothing, preventing others from accessing the facility. This type of use also prevents staff from cleaning the facilities and requires a large investment of staff time trying to vacate the spaces so that cleaning can occur and others can access the restrooms.

Public restrooms also are in inadequate supply and the City expends tremendous effort and resources to clean human waste across the City. The City launched a pilot temporary toilet program in 2015, which should be evaluated

and recommendations formed for consideration of a permanent sidewalk toilet facility.

In addition, other communities deploy hygiene buses or mobile restroom trailers. These buses, with built-in shower and laundry facilities, travel to different locations on a schedule and then park for several hours while clients use the services. This mobile service avoids the cost of permanent infrastructure, enables broader service delivery and provides essential public health services. Also, this service should be coupled with case management or outreach services and integrate with the Coordinated Entry system.

ACTION: Explore locations and providers of additional restrooms and showers dedicated for the homeless community. Consider hygiene buses or mobile restroom trailers. Consider partnership with the faith-based community, homeless advocates, businesses and other organizations to support and host the mobile facilities.

ACTION: Evaluate City's pilot restroom program and return recommendations to the City Council.

- **Cost:** Depending on siting, size and amenities offered. Likely investment in tens of thousands of dollars to purchase or rent trailers, plus staff time to manage and monitor this amenity. Possible cost to FY 2018 Budget.
- **Savings:** Some savings in vandalism reduction (note: since the discontinuance of late night hours in the public garage restrooms, vandalism overall has declined). Some savings in resources as restrooms will be used appropriately (not for showering, laundry, etc.).
- **Human and Social Impact:** Very High. Enables individuals to safely maintain basic hygiene and human needs and dispels stigma associated with visual uncleanness. Improves overall public health for entire community.
- **All-In Plan Alignment:** Strategic Priority 1: Action Strategies 8 and 11.
- **Partners:** City and County provides implementation leadership on countywide strategic basis. All the cities and the county should be partners on the mobile hygiene options to deliver (publicized) rotating locations throughout the county. City lead on its pilot restroom program.

8. Continue to Fund Homeward Bound

The City currently budgets \$25,000 annually to provide transportation assistance to individuals who wish to return to their home communities where supportive networks await them. The \$25,000 is available to the Homeless Services Center (via reimbursement) and the Downtown Outreach Worker (Greyhound Bus account). The Homeward Bound Program could be made available to a broader array of service agencies and its funding enhanced by other entities and the public.

ACTION: Appropriate \$25,000 in the FY 2018 Budget for Homeward Bound. Outreach to other service providing agencies to offer access to these funds. Invite the Homeless Action Partnership (HAP) to jointly fund the program. Expand the opportunity for the public to donate.

- **Cost:** \$25,000 to the FY 2018 budget.
- **Savings:** Unquantifiable, but likely substantial avoided cost to local system of services. Reduction in homeless numbers has indirect benefits and savings to quality-of-life and community and economic vitality.
- **Human and Social Impact:** Very High. Enables reunification of homeless individuals to their support networks in their home communities.
- **All-In Plan Alignment:** Strategic Priority 1: Action Strategies 8, 10 and 11
- **Partners:** City is lead. Will invite Homeless Action Partnership (HAP) to participate as funders. Will invite other service agencies to access the funds.

9. Create a 2X2 Committee with the County

Although larger solutions to homelessness require coordination at least on a regional scale, there are numerous points of day-to-day coordination and strategizing between the City and the County of Santa Cruz that need to occur. This demand for coordination supports the formation of a dedicated and regular meeting between the two agencies, specifically on homelessness. Borrowed from an idea in Sacramento, a 2X2 Committee, comprising two elected officials from the County and the City, plus staff, this committee would regularly convene to share information and coordinate solutions. This Committee is distinct from the recently launched Homelessness Governance Ad Hoc Committee, which includes about 20 participants across the county for the purpose of deciding if and how to coordinate on regional homeless solutions over the long-term. The 2X2 Committee, in contrast, will be a high level

engagement of two entities that necessarily must work together on policy and operations to mesh effective daily service delivery in our community.

ACTION: Formally invite the County to participate in a 2X2 Committee and schedule the first meeting for Summer 2017.

- **Cost:** No City financial contribution. Staff time.
- **Savings:** Unquantifiable, but likely substantial due to better coordination and improved response.
- **Human and Social Impact:** High. The interchange of information from the street level experience of the City and the service level of the County should improve responsiveness and fit of services.
- **All-In Plan Alignment:** Strategic Priority 2: Action Strategies 7 and 9. Enhancing County and City Coordination (Plan Implementation Strategy).
- **Partners:** City and County.

10. Explore Potential for Local Help from No Place Like Home (AB 1618) Legislation

In 2016, the California Legislature passed Assembly Bill 1618, the “No Place Like Home” legislation which creates a loan program from Proposition 63 funds to incent counties to develop permanent supportive housing for persons at risk of or experiencing homelessness, and who require treatment for mental illness or substance use disorder. The total available funding will be \$2 billion with different rounds of funding available for counties of varying sizes. Only counties, not cities, are eligible to apply for the loans, although counties may partner with cities in conceiving housing projects.

ACTION: Work with the County to review and identify opportunities in anticipation of the Notice of Financial Availability (NOFA) release in Winter 2018.

- **Cost:** No anticipated City financial contribution.
- **Savings:** No immediate savings but holds potential for future resources.
- **Human and Social Impact:** Low in the short-term. This action will not immediately benefit homeless or housed City residents. High potential.
- **All-In Plan Alignment:** Strategic Priority 2: Action Strategies 7 and 9.
- **Partners:** County lead working with the other four cities.

11. Engage in Strategic Planning with the Homeless Services Center, County and Other Service Partners

The County's chief homelessness-focused service provider, the Homeless Services Center (HSC), is located in the City of Santa Cruz and sits on City-owned land. HSC's services and operations directly affect City residents and businesses, and City policies directly affect the HSC's operations. Despite this intertie of effects, the City maintains an informal relationship with HSC that varies over time and across staff in City departments. Councilmembers, staff and HSC effectively meet ad hoc as needed, but there is no established path for consistent communications at the policy level. Further, HSC and the City do not always strategically plan for service delivery and management of community externalities. Establishing a formal relationship will enable the discussion of services, their effects on the community and how the two entities can be mutually supportive. In addition, the County, which provides many health services to the homeless community and whose Homeless Persons Health Project (HPHP) operates out of HSC, is instrumental to the coordination and planning of homeless services.

ACTION: Outreach to the Homeless Services Center, County and other related service partners about establishing regular communication and strategic planning meetings.

- **Cost:** No anticipated City financial contribution.
- **Savings:** No immediate savings.
- **Human and Social Impact:** Medium. Improved coordination may change service delivery to homeless individuals, and will lead to better community outcomes.
- **All-In Plan Alignment:** Strategic Priority 1: Action Strategies 4, 8, 10 and 11; and, Strategic Priority 2: Action Strategies 7 and 9.
- **Partners:** City, HSC, County.

12. Develop a Revenue Source for Housing

Across the west coast, communities are increasingly concluding that to make meaningful progress on the development of needed housing types, including permanent supportive housing, affordable housing and emergency housing, new revenue must be generated. In San Francisco, Santa Clara County, Portland and Los Angeles for instance, hundreds of millions of dollars will be

provided through bond measures for affordable/housing development. These communities recognize the vital demand for housing, that resources need to be devoted to homelessness and that existing revenue streams are inadequate to respond. Similar energies exist in Santa Cruz County and the City Council recently joined, via participation of two Councilmembers, a community-led Affordable Housing Committee intended to explore the potential for a revenue measure in 2018.

ACTION: Support the work of the Affordable Housing Committee or other efforts to identify, create and dedicate funding for development of housing, including affordable, permanent supportive and emergency housing types.

- **Cost:** No financial cost to the City organization at this time.
- **Savings:** No immediate savings but potential for tremendous long-term savings due to greater housing availability.
- **Human and Social Impact:** Low in the short-term. Extremely high in the long-term.
- **All-In Plan Alignment:** Strategic Priority 2: Action Strategies 7 and 9.
- **Partners:** Community, County, other four cities.

13. Coordinate State Advocacy with Other High-Ratio Homeless Communities

As of the last homeless census, California had 22% of the nation's homeless population and much of that population is concentrated in temperate areas along the coast. While homelessness is high in Santa Cruz, it is high in other California communities as well. The City is not actively engaged in sharing information with these other municipalities, nor does the City participate in any statewide group specific to homelessness concerns to amplify the concerns and need for state resources. The City would be served by coordinating with other similarly-challenged communities for state advocacy for legislative and resource support.

ACTION: Coordinate with the League of California Cities to develop a platform to unite California communities with high homelessness ratios (and numbers) to advocate for additional state support.

- **Cost**: No anticipated City financial contribution.
- **Savings**: No immediate savings. Potential future resources.
- **Human and Social Impact**: Low in the short-term. This action will not immediately benefit homeless or housed City residents.
- **All-In Plan Alignment**: Strategic Priority 2: Action Strategy 9.
- **Partners**: City partner with League of California Cities to identify and engage other high-ratio homeless communities. City supported but intended to be shared with similarly-situated communities.

14. Engage and Advocate Federal Representatives on Homelessness and Mental Illness Needs

The Watsonville/Santa Cruz Continuum of Care is incredibly successful with HUD grants, a federal funding source. This Committee is grateful for the support but feels that the amount of resources allocated to housing support is simply not in line with the scale of the problem. Also, the federal stance on services to those with mental illness is not reflective of the reality of the need on the streets. This population is far overrepresented in our homelessness counts and urgent attention is needed.

ACTION: Develop and implement a long-range advocacy plan to educate and enlist the effective support of our federal legislators on homelessness and mental health challenges. Outreach to the National League of Cities and United States Conference of Mayors.

- **Cost**: No anticipated City financial contribution.
- **Savings**: No immediate savings. Potential future resources.
- **Human and Social Impact**: Low in the short-term. This action won't immediately benefit homeless or housed City residents. Future high potential.
- **All-In Plan Alignment**: Strategic Priority 2: Action Strategy 9.
- **Partners**: City work with the National League of Cities, and U.S. Conference of Mayors and City's federal representatives.

15. Improve City's Internal Coordination System and Homeless Protocols from Front Line to Public Safety Staff, and Ensure Training and Support

City staff at all levels and in every aspect of City services are impacted by homelessness. The City's front line and public safety staff, however, deal with homelessness as a daily aspect of their jobs. These interactions can range from clean-up of discarded materials by a parks maintenance worker, to a parking attendant attempting to deescalate a difficult confrontation with a homeless or transient person in a public garage, to a first responder handling a medical call-for-service. As the Council has seen over the past few years, the City has had to increase its security in some public areas in response to the growing problem of more aggressive behaviors by some homeless or transient individuals. The perceived growth in numbers and change in behaviors places pressures on our front line staff to be able to execute their duties, while staying safe. The protocols to address these situations, from front line to public safety staff, may not be clear or mutually supportive. Further, City staff who interact with homeless individuals with mental health or substance use disorders should be properly trained in communication and situational skills. This does not suggest that City staff will assume any service provider duties; rather, staff should be equipped with skills to navigate these situations, obtain proper support and keep themselves safe and able to carry out their jobs.

ACTION: Improve the City's internal coordination to ensure that a mutually supportive and consistent pathway from front line to public safety staff is in place. Provide training to frontline staff in identifying and dealing with individuals with mental illness or substance abuse disorders.

- **Cost:** Unknown cost of additional training and support.
- **Savings:** Efficiencies savings. Improvements through training and support networks to the daily interactions between staff and homeless individuals will provide benefits to City organization and community.
- **Human and Social Impact:** Low. This recommendation does not provide a direct homeless service but proposes an improvement to the quality of interactions with and between City staff.
- **All-In Plan Alignment:** Strategic Priority 3: Action Strategy 12.
- **Partners:** City.

16. Create Homelessness Information and Resource Page on City Website

The City is often asked about homelessness, about its governmental response or the services available in the City. Developing a simple clearinghouse webpage that describes the participants in the system and their roles (i.e. service providers, County and City) with links to the direct service providers and referral information would be useful for our residents. In addition, Coordinated Entry information could be posted on such a dedicated webpage—offering another door for prospective clients.

ACTION: Develop a webpage on the City’s website to serve as a clearinghouse for information about the roles of local partners in the homelessness challenge, the City’s response to homelessness and information about service providers, and the Coordinated Entry portal.

- **Cost:** No financial cost to the City. Staff time to compile and update.
- **Savings:** No savings to the City, except in incremental time savings in responding to ad hoc queries. Indirect benefit in having a publicly available statement of the City’s position and information about the spectrum of partners and services engaged in homelessness solutions and services.
- **Human and Social Impact:** Low. This page will not provide a direct service to homeless individuals. It could serve as a consolidated information source.
- **All-In Plan Alignment:** Strategic Priority 3: Action Strategy 6.
- **Partners:** City.