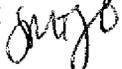


CITY OF LOS ANGELES  
INTER-DEPARTMENTAL CORRESPONDENCE

0220-05182-0000

Date: August 25, 2015

To: The Mayor  
The Council

From: Miguel A. Santana, City Administrative Officer   
Sharon M. Tso, Chief Legislative Analyst 

Subject: **INCREASED STORAGE AND SERVICES FOR THE HOMELESS**

**SUMMARY**

The Council's Homelessness and Poverty Committee directed the City Administrative Officer (CAO) and the Chief Legislative Analyst (CLA) to report on the preliminary steps and resources required to provide storage facilities and services, including but not limited to public restrooms and showers, for unhoused and unsheltered homeless individuals Citywide (C.F. 15-0727). The City currently has two storage facilities for the homeless, one providing mandatory and voluntary storage, and one providing only voluntary storage (see Attachment A). The recent adoption of amendments to Section 56.11 Article 6 Chapter V and Section 63.44 Chapter VI of the Los Angeles Municipal Code (LAMC) (Ordinances), relating to the prohibition of storage of personal property in public areas, is anticipated to increase the need for additional mandatory storage space.

Given these combined actions, the City will need to identify additional mandatory storage options in conjunction with ordinance enforcement, as well as meet the goal of providing voluntary storage and services to the homeless. The expansion of mandatory storage capacity should be accompanied by increased voluntary storage which will provide the homeless with an option to voluntarily comply with the Ordinances, aid in enforcement, and create enhanced opportunities for connecting homeless individuals to other services and long term housing options. The potential expansion of storage facilities represents only a small portion of a long term plan to address the issues of homelessness and to promote clean, sanitary and accessible public areas.

This report recommends a set of goals for potential storage facilities, the framework for short and long term storage options, and criteria for their strategic implementation. The goals outlined in this report will guide an expansion of storage facilities. Additionally, the Findings section of this report presents: 1) challenges to locating sites for storage and service facilities; 2) criteria for locating storage facilities and services; 3) how these facilities may be operated; 4) the range of services that could be provided at these sites; 5) delivery options for storage and services; and 6) measurements of success for an expansion of storage and services. The size and scope of such an expansion would be subject to the availability of appropriate locations, funding, agencies to provide services and operate the new facilities, and the direction of the Mayor and Council as to the quantity and size of these facilities.

Our Offices request that the Mayor and Council adopt the location criteria (Finding No. 6) for the expansion of storage and services Citywide, direct the Housing and Community Investment Department (HCID) to amend the contract with the Los Angeles Homeless Services Authority (LAHSA) to include the management of expanded storage and service facilities Citywide, and request LAHSA, with the assistance of the CAO and CLA, to report with a plan for short- and long-term sites for storage facilities and services that conform to the adopted location criteria, as well as approximate costs to include construct and operate facilities at these sites. Any impact to the General Fund would be subject to future actions of the Mayor and Council on this matter.

## **BACKGROUND**

The expansion of storage and services for the homeless would be a sizable undertaking on the part of the City and requires careful consideration to allocate limited City resources in a manner that maximizes the accessibility and positive effect of new storage facilities and services. The recommended location criteria (Finding No. 6) reflect the efforts of our Offices to provide a plan to allocate these resources, at the direction of the Mayor and Council, in a manner that will ensure the most effective allocation of City resources and the utilization of the expanded storage and services by homeless individuals. The location criteria provide clear standards for the assessment of potential sites for storage and service facilities intended to contain costs and maximize the utilization of these services by the homeless.

### **The Ordinances**

On June 23, 2015, the Council adopted Ordinance 183761 amending Subsection B and I of Section 63.44 of Chapter VI of the LAMC and Ordinance 183762 replacing Section 56.11 Article 6, Chapter V of the LAMC. The purpose of the Ordinances is to maintain parks and public areas: 1) in a clean, sanitary, and accessible condition; 2) to prevent the misappropriation of parks and public areas for personal use; and 3) to promote the public health and safety by ensuring that these areas remain readily accessible for their intended uses (Subdivision 26, Subsection B of Section 63.44 and Subsection 1, Section 56.11 of the LAMC). The Ordinances became effective on July 18, 2015. Their stated goals will be achieved through a combination of enforcement by relevant City departments and voluntary compliance by individuals not currently operating in compliance with the Ordinances.

Ordinance enforcement may increase the need for expanded storage options for homeless individuals who have limited options to comply with the Ordinances. One element of enforcement will be increased cleanups of cited homeless encampments to impound items left in public spaces and place them into 'mandatory' storage. The removal of such items increases the need for storage space in addition to the mandatory storage facility located at the BIN (Findings No. 3) in the Skid Row area of Downtown. Additionally, it is recommended that the City increase voluntary storage services for homeless individuals similar to the services currently offered at the BIN to provide a viable option for voluntary ordinance compliance. The expansion of these storage services will help attain the stated goals of the Ordinances.

The expansion of storage services for the homeless is a first step to clean, sanitary and accessible public areas in the City, while a long-term strategy to address homelessness is formulated. Long-term solutions will involve the provision of housing options and portals to services for the City's homeless population. These additional services may include increased and improved outreach to the homeless; public bathrooms, showers and laundry facilities; and the utilization of storage facilities to connect homeless to other services through integrated data management systems.

### **Goals for the Expansion of Storage and Services**

The location criteria recommended in this report represent a plan for an expansion of storage and services. However, to accurately measure the impact of this expansion the City must define a clear set of goals that will guide a Citywide expansion. Based on discussions in Council meetings, with Council staff and in the City working group on homelessness, our Offices recommend that the Mayor and Council adopt the following goals stating that the intention of the expansion of storage and services for the homeless is to:

1. Integrate storage and service facilities into a larger plan to provide long term supportive housing and promote a healthier environment for individuals living on the street;
2. Maintain clean and sanitary streets and public areas that are free of debris and human waste and are safely accessible for their intended use by the public;
3. Reduce the volume of abandoned property and hazardous materials left in public areas; and,
4. Reduce the need for street cleanings by facilitating the utilization of voluntary storage and services.

The adoption of these goals will provide the City with the ability to identify metrics that can be used to determine the success of the proposed expansion of storage and services for the homeless and to improve the cleanliness, accessibility and safety of public spaces in the City.

The location criteria detailed in this report (Finding No. 6) seek to ensure that new facilities are located in a manner that maximizes their positive impact on the homeless and promotes the efficient use of City resources. Further, it is anticipated that enhanced opportunities for entry into the network of supportive services for homeless individuals will be created at these facilities. The location criteria will outline the basis for assessing potential storage and service facility sites. Potential options for short- and long-term implementation are listed in Attachment B.

## **RECOMMENDATIONS**

That the Council, subject to the approval of the Mayor:

1. Adopt the goals for Citywide expansion of storage and services for the homeless as stated in this report (Finding No. 4), to serve as a guide for the potential Citywide expansion and operation of new storage and service facilities;
2. Adopt the location criteria for the Citywide expansion of storage and services presented in this report (Finding No. 6), to address how potential sites for new facilities will be assessed and options for the implementation of short- and long-term facilities;
3. Direct the Housing and Community Investment Department (HCID) to amend the contract with the Los Angeles Homeless Services Authority (LAHSA), subject to the approval of the City Attorney, to include the management of storage and service facilities Citywide;
4. Request LAHSA to:
  - a. Report within 30 days with an implementation plan to locate and assess potential short- and long-term sites with any additional staff and funds required; and,
  - b. Report within 60 days subsequent to LAHSA's implementation plan report, with preliminary findings related to resources required to implement short- and long-term storage facilities, including estimated costs, subject to the adopted location criteria.

## **FISCAL IMPACT STATEMENT**

The recommendations of this report do not impact the General Fund as they affect City policies regarding storage and services for the homeless. Decisions by the Mayor and Council to implement additional storage and service facilities throughout the City will create future impacts to the General Fund that is dependent on the quantity, size and location of these facilities.

Attachment A: Glossary of Key Relevant Terms  
Attachment B: Delivery Models for Storage and Services

## **FINDINGS**

### **1. Basis for Report**

The CAO and CLA were directed to report on the preliminary steps and resources required to provide storage facilities in response to the adoption of the Ordinances and the anticipated increase in demand for mandatory storage (defined in Attachment) as a result of the enforcement of the Ordinances. Additionally, the Council directed our Offices to assess the potential to offer other services at these facilities including but not limited to public restrooms, showers and laundry for homeless individuals in the City (C.F. 15-0727). The proposed expansion of storage and services represents only a portion of a long-term strategic plan to address homelessness currently being formulated by the City.

### **2. Operation Healthy Streets**

On May 21, 2012, the Los Angeles County Department of Health issued a Notice of Violation to the City regarding what it deemed as “an immediate threat to public health” due to the unsanitary condition on the City’s sidewalks and public areas in the Skid Row area of downtown, where a significant number of the City’s homeless congregate/reside in close proximity to homeless service providers. The conditions for which the City was cited included human and animal feces, urine, hypodermic needles, rodent infestations, razor blades, drug paraphernalia, garbage, debris, and furniture. In response to the citation, the City established Operation Healthy Streets (OHS) which increased resources allocated to street cleanings, outreach and emergency services to the homeless, and provided additional voluntary and mandatory storage services for the homeless in the Skid Row area.

### **3. The BIN Facility as a Storage Services Model**

A significant component of OHS and a focus of this report as a model for expanded storage services is the BIN facility, which houses the City’s mandatory storage and largest voluntary storage facility. The BIN is located at 507 Towne Ave in the Skid Row area of downtown (C.D. 14) and currently houses 1,462 60-gallon trash receptacles (referred to herein as bins) to provide voluntary storage services to homeless individuals in the Skid Row area. Additionally, the BIN utilizes a portion of its shelf and floor space for mandatory storage of items that are impounded as part of OHS cleanings and clean-ups of homeless encampments. The BIN is operated by Chrysalis Enterprises (Chrysalis) as a subcontractor under a Housing and Community Investment Department (HCID) contract with LAHSA.

Prior to October 2014, storage services for the homeless were located in two separate facilities in the Skid Row area. Voluntary storage was located at 1215 E. 7th Street and mandatory storage was located at the Mangrove Site (former Office Depot building) at First and Alameda. The voluntary storage capacity originally consisted of 500 bins. The City augmented this number by providing an additional 636 bins in 2013 and 326 bins in 2015, for a current total of 1,462 voluntary storage bins.

## The BIN Operations

The procedures for the mandatory and voluntary storage services offered at the BIN are distinct due to differences in the sources for items to be placed into storage. Items for mandatory storage are delivered from OHS and homeless encampment cleanings to the BIN by either the Department of Public Works, Bureau of Sanitation (Sanitation) or Bureau of Street Services (Street Services). Voluntary storage items are placed into bins by walk-in clients from the Skid Row and nearby areas. The procedures for each type of storage are shown below:

### A. Mandatory Storage

- Items found during cleanings of homeless encampments by Sanitation or Street Services which are deemed not to be bulky items or hazardous are bagged up and tagged with information on where they were collected.
- Bagged and tagged items are taken to the BIN facility by Sanitation or Street Services for storage.
- The BIN staff store and maintain the condition of items in a separate area of the facility for 90 days.
- Items that remain unclaimed after 90 days are discarded.

### B. Voluntary Storage

- Individuals transport items they would like to store to the BIN facility and register to utilize a bin for storage using their photo identification.
- Clients are then given a three day window (5-7 days from registration) to renew their registration. Clients that renew in that timeframe are granted another three day window to renew. This process may continue indefinitely provided that clients return to renew their bin registration every seven days.
- Individuals who fail to renew their bin registration within seven days have their items removed from their bin by the BIN staff. These items are bagged and tagged with a client identification number and placed on 90-day storage shelves (separate from mandatory storage).
- Individuals have 90 days to return to the BIN to claim their items. Items left after 90 days are discarded.

Lessons Learned from the BIN Operation

The BIN facility operations provide the basis for how to manage new storage facilities and insight into how the operations can be improved to further maximize the benefits given to homeless individuals who utilize the bin services offered at the facilities. In discussions with Chrysalis staff, two areas of improvement were mentioned for consideration in the expansion of storage facilities. First was the need to consider the overall size of a facility relative to the size of the registration/packing area where clients register for bin space, renew their registration, and pack items into their bin. The size of this area at the BIN allows for 25 clients to be served at one time, which is sufficient for the BIN, but new facilities will need to balance the registration/packing area size with the facility size and anticipated demand.

The second area of improvement relates to procedures for the handling of items. Staff currently do not open storage bins until a client misses their weekly registration renewal. At that point the BIN staff open the bin to bag up the items and move them to the 90-day storage area. Part of this process includes going through the items to remove any that were stored in violation of BIN policy such as food, infested fabric, weapons, or narcotics. This process puts BIN staff into direct contact with potentially dangerous items and increases health risks or injury. Future facility operations should be improved where possible to limit this exposure and better screen for illicit or food items before placement into a bin while maintaining client privacy and trust. The lessons learned from the operation of the BIN will be considered as part of the assessment process for non-profit service provider proposals to operate new storage facilities.

In addition, a third lesson learned from the BIN operation relates to the consolidation of the mandatory and voluntary storage in 2014 at the current site on Towne Ave. Prior to this consolidation City staff navigated the process of locating a site for storage. This experience guided the formulation of the location criteria (Finding No. 6). Additionally, in combination with data from LAHSA on operation costs, it provides a rough guide to future costs related to siting and operating a storage facility. The cost information is shown below:

**Costs Related for Start-Up and One-Year Operation of The Bin**

	<b>Operations</b>	<b>Lease</b>	<b>Utilities and Other Costs</b>	<b>Rehabilitation</b>
One-time	\$ -	\$ -	\$ -	\$ 231,528
Average Monthly	40,413	17,325	1,909	-
Annual	\$ 484,956	\$ 207,900	\$ 22,908	\$ -
<b>Total First Year Costs</b>				<b>\$ 947,292</b>

#### **4. Goals for the Expansion of Storage and Services**

The following goals for the expansion of storage and services may serve as a guide for the potential Citywide expansion and operation of new storage and service facilities:

- A. Integrate storage and service facilities into a larger plan to provide long term supportive housing and promote a healthier environment for individuals living on the street;
- B. Maintain clean and sanitary streets and public areas that are free of debris and human waste, and are safely accessible for their intended use by the public;
- C. Reduce the volume of abandoned property and hazardous materials left in public areas; and,
- D. Reduce the need for street cleanings by facilitating the utilization of voluntary storage and services.

#### **5. Challenges**

Our Offices anticipate the following challenges to the expansion of storage and services, and we recommend the following location criteria to aid in the navigation of these potential issues:

##### **A. Unclear Citywide Demand and Size Requirements for Facilities**

The size required for storage facilities will vary based on the anticipated level of demand for mandatory and voluntary storage services, and the other services that could be included in new facilities at the direction of the Mayor and Council. The location criteria seek to address the issue of facility size and potential demand by utilizing Homeless Count data, outreach surveys, and information to be gathered from short-term facilities to obtain a more accurate estimate of demand.

##### **B. Zoning and Building Code**

The zone designation of a potential site may increase the difficulty of locating potential sites in some areas of the City. Additionally, there may be rehabilitation or construction that is necessary to resolve any building code issues.

##### **C. Proximity and accessibility to concentrations of homeless individuals**

Highest concentrations of homeless individuals can be designated, however there can be challenges finding available sites suitable for housing and storage services in areas with these concentrations.

D. Availability of service providers to operate facilities and provide additional services at the sites

Based on a preliminary survey of service providers there is potential interest for non-profits to operate new storage facilities. Conversations regarding operating or providing services are still in their early stages and will require further communication and analysis.

E. Potential impact of storage facilities on local residents and businesses

Storage facilities will need to balance the need to be accessible to the homeless while at the same time minimizing the potential impact on residents and businesses near potential storage facilities.

F. Leasing Concerns

Storage and service facilities may require the execution of shorter term leases than those generally offered for warehouse type facilities. The City will need to assess the costs and benefits of entering both short- and long-term agreements. Further, owners of potential sites may not support leasing their property for the purpose of providing storage and services to the homeless.

## **6. Location Criteria**

The proposed location criteria outlined in the following sections reflect the efforts of our Offices to provide a plan to maximize the efficacy of resources allocated to storage and service facilities by the Mayor and Council. The location criteria address how potential sites for new facilities will be assessed and options for the implementation of short- and long-term facilities, as defined in Attachment A.

Potential locations for expanded storage and services will be evaluated based on the following:

- A. Data from the most recent Homeless Count conducted by LAHSA will be utilized to determine the census tracts and census tract clusters where the greatest concentrations of homeless individuals and/or encampments are located. These tracts and clusters will be analyzed to identify areas where a single storage facility could function as an accessible storage facility to a cluster of greatest concentrations of homeless individuals.
- B. Evaluation of demand to determine the size of potential facilities
  - a. Initial Demand Estimate: Determination of the initial demand estimate for a potential storage facility would include: 1) contacting service providers in the area of the proposed site to provide additional information regarding the potential level of demand for a storage facility; and 2) a limited survey of homeless individuals in and around the nearest greatest concentration of homeless to ascertain the portion of the population that would be likely to utilize storage services.

- b. Refined Demand Estimate: Short-term facilities will be monitored to track demand and usage data for storage services. Some flexibility for expansion may be needed in cases where initial demand estimates understated actual demand.
  - c. Final Demand Estimate: The demand and usage data gathered from short term facility operations will be analyzed to further refine earlier demand estimates. This data will allow for a more accurate estimation of the size and capacity needs of long-term storage and service facilities.
- C. Minimize impact on residential and high-traffic commercial areas.
  - D. Assess start-up and operation costs to be compared to other sites and delivery models that could be implemented in the area. This analysis will include additional costs that result from zoning, building code, and leasing issues.
  - E. For areas where fixed sites cannot be found and co-location with non-profit service providers is not an option, LAHSA will analyze the options for mobile storage or shuttles to take the homeless to storage facilities. These options would be evaluated based on cost, availability, and the likelihood of utilization by homeless individuals.
  - F. Determine size of sites based on anticipated regional demand, and the cumulative potential storage capacity of other properties in the area. Allow for multiple approaches to meet demand which can be tailored to a specific region.
  - G. Give priority to City owned properties as potential sites.
  - H. Give priority to sites that have the potential to accommodate hygiene and outreach services in addition to storage services.

## **7. Storage Facility Operations**

It is anticipated that Chrysalis and other service providers will develop standard operating procedures for storage and service facilities based on their experiences providing storage and other services. Operational procedures may vary slightly to accommodate the delivery model that may be implemented in an area. The management and operation of all of these facilities will be guided by the following core principles:

- A. A welcoming and safe environment.
- B. Interactions with clients based on mutual trust and respect.
- C. Clean and sanitary conditions in and around facility, including inside the bins.
- D. Connecting homeless individuals to other services and long term housing options.

## **8. Potential Services to be Offered in Facilities**

The expansion of storage facilities and the amendment of City ordinances regarding storage of items on the street and in public areas is a small component of a larger response to the growing issue of homelessness in the City. Expanded storage facilities serve the direct purpose of removing items from public spaces and ensuring that all residents have access to the City's sidewalks, parks and streets. The addition of these facilities also grants the City an opportunity to improve the accessibility of other services that promote a healthier, safer and more livable environment for homeless individuals and provide a tangible path to long-term housing options.

The co-location of services within storage facilities will be contingent upon the facility size, funding, and availability of service providers. The following are services that could be potentially added:

- A. Hygiene services: showers, laundry, bathrooms and water fountains.
- B. Entry into integrated data management systems (CES/HMIS) for services and housing.
- C. Case management, counseling services and housing navigators to guide homeless individuals on their path to permanent housing and resolution of any issues that contributed to their state of homelessness.
- D. Space for a storage facility to serve as an outreach hub for LAHSA ERTs or other homeless outreach workers.
- E. Lots for safe parking during specified hours.

## **9. Delivery Model Options for Storage and Services Rollout**

The location criteria provide a guide for the prioritization of potential locations, consistency in service delivery, and the range of services that could be offered. These criteria would allow the employment of a variety of methods to deliver storage and services to the homeless, which can be tailored to meet the differing needs of the various regions in the City. Examples of potential options for storage and service delivery that could be implemented Citywide are outlined in Attachment B.

## **10. Measurements of Success**

To accurately assess the impact of an expansion of storage and service facilities, a set of measures for success should be in place as part of implementation. These measures will be based on the stated goals of the expansion and based on the ability to accurately track the data throughout the operation of any new facilities.

As part of a future report on specific sites for storage and service facilities, LAHSA will also present the data that will be captured to measure the progress made toward the goals of the program. Potential measurements that may be used to determine the success of the new storage facilities are as follows:

- A. Number of cleaning requests within the area of a storage facility.
- B. Volume and weight of items removed from the street as part of cleanings.
- C. Number of homeless individuals served on a monthly basis at each facility.
- D. Number of homeless that are entered into integrated data management systems or other portals to services.

## Glossary of Key Relevant Terms

**Comprehensive Cleaning:** A seven-day OHS operation that temporarily displaces the homeless and their property from the sidewalks so the street and sidewalks can be thoroughly cleaned. Postings notifying the public of the pending cleanings are placed in conspicuous locations on the streets days before the cleaning events. On the scheduled cleaning days, needles, trash, debris, human waste and other abandoned materials are collected and sent to disposal. Health hazard determinations are performed on unattended items. Items determined to be health hazards are sent to the proper disposal facility. Non-hazardous items are sent to a 90-day storage facility. Items are photographed and documented. Streets and sidewalks are thoroughly flushed, vacuumed, and sanitized.

**Encampment Cleaning Protocol:** The following is an outline of encampment and associated abandoned property cleaning protocol:

- Encampment is reported to the Bureau of Sanitation (BOS), Street Services (Street Services), LAHSA or a variety of City departments or agencies, by constituent or Council Office;
- BOS assigns an investigator who visually inspects the site; LAHSA dispatches an Emergency Response Team (ERT). BOS and/or Street Services take photos and provide pertinent information to submit for cleanup authorization. Three agencies (BOS, Street Services and LAHSA) must sign off on the authorization;
- Council Office, BOS and/or Street Services alerts LAHSA if an ERT has not yet been dispatched; location is prioritized for cleaning;
- LAHSA ERT members conduct outreach and offer services to the individual, and after multiple outreach attempts will certify that the homeless have been notified and understand the nature of the clean-up of the encampment;
- Bureau of Sanitation (Sanitation) is contacted to schedule a clean-up of the encampment;
- Sanitation impounds unattended items and cleans up any biohazard waste at the encampment site. Cleaning an encampment requires specialized training and may require a certified worker.

**L.A. Sanitation's Clean Streets Program:** A comprehensive clean-up program focused on abandoned waste throughout the City. The Program provides cleanups of alleys and sidewalks in all 15 council districts. BOS supports each council district with a dedicated monthly clean-up and ongoing maintenance of cleared areas. This program differs from OHS in that the focus is on the removal of debris and waste, and OHS was created to remediate sanitary issues in Skid Row as cited by the County Department of Public Health.

**Long-term Storage Facility:** A storage facility that would require 6 months or more to begin operating after the selection of the location or area of operation (in the case of mobile storage options).

**Mandatory Storage:** Property that is impounded as part of Operation Healthy Streets (OHS), the Clean Streets Program, or the enforcement of the Ordinances. Only items that are non-bulky and certified to be sanitary are bagged up, tagged with information detailing the time and place of removal, and taken into mandatory storage. The owners of property taken into mandatory storage

have 90 days to retrieve their property. Any items that are not claimed within this time frame are discarded.

Operation Healthy Streets (OHS): Operation Healthy Streets is a program launched by the City to address public health risks specifically in the Skid Row and Venice areas of the City. The program's initial focus was on eliminating hazards that posed immediate health threats to those encamped on the sidewalks of Skid Row. The initiative was in response to a citation issued by the Los Angeles County Department of Public Health that identified the public health risks presented by Skid Row street and sidewalk conditions. OHS involves BOS, Street Services, LAHSA, the Los Angeles Police Department and Department of Transportation in various cleaning, outreach and traffic coordination tasks.

Outreach Services: LAHSA provides ERTs that administer intake and assessment services to identify a homeless individual's need for emergency shelter, transitional housing with supportive services and permanent supportive housing with services. The ERT operates countywide, responding to requests by elected officials, businesses, and community members, to assist homeless persons on the streets to obtain emergency housing and physical and mental health care.

Spot Cleaning: A one-day OHS operation to clean the streets in a designated area, frequently in Skid Row. Trash, debris, needles, human waste and other abandoned materials are collected and sent to disposal. OHS teams work around homeless encampments while flushing, vacuuming and sanitizing the sidewalks and streets. Streets are swept as a polishing measure.

Short-term Storage Facility: A storage facility that could commence operations within three months from the selection of a location or area of operation (in the case of mobile storage options). These facilities would primarily offer an interim solution while a long term storage solution is contemplated, but these facilities could continue to operate in the long term.

Voluntary Storage: Provided primarily at the BIN facility, where homeless individuals can register to use a 60-gallon storage bin for seven day periods. These bins can be used indefinitely provided that individuals renew their registration every seven days.

## Potential Delivery Models for Storage and Services

### A. Co-location with homeless service providers (Short-term)

- Homeless service providers could utilize excess space in their existing facilities to house voluntary storage bins. This option would be based on the interest of non-profits and availability of space.
- Current storage procedures would be modified to adjust for the potential that 90 day voluntary storage would be off-site and the potentially small size of these operations.
- Co-location with non-profits could be done in the short term provided sufficient organizations are interested and have available space.

### B. Mobile Storage (Short- or Long-term)

- Modify and retrofit retired transit buses or container pods to house a small number of storage bins. The container pods would be transported by truck.
- These vehicles would be able to serve areas with less dense homeless populations at multiple locations daily.
- Mobile storage vehicles could potentially utilize larger facilities or City owned yards for parking overnight and 90 day voluntary storage.
- General procedures/principles of BIN facility would need to be heavily modified to accommodate the service of multiple locations and the separation of 90 day and seven day voluntary storage.
- These vehicles could be implemented in the short or long term.

### C. Clusters of small pod facilities (Short- or Long-term)

- Stationary pods could be placed at multiple locations within a region to provide storage services. A 'cluster' of pods in an area could meet demand in areas where other options are not viable.
- These facilities could be modular and allow for multi-pod sites that could provide voluntary and mandatory storage, plus additional services.
- Procedures would be modified based on the services offered at a pod site.
- Pod facilities could be implemented in the short or long term.

#### D. Vouchers for Private Storage Facilities (Short- or Long-term)

- The City would issue vouchers for lockers in private storage facilities that could be distributed to homeless individuals who have a need for storage services, but do not live near an accessible voluntary storage facility.
- Vouchers for private storage could be implemented in the short or long term.

#### E. Standard 'brick and mortar' facilities (Long-term)

- Storage services housed in a building with large open floor space for storage bins and an office area used for client registration, waiting area and bin packing, and providing additional services.
- These facilities would be variable in size based on demand. Facilities could be made larger and potentially employ a shuttle system or transit token system to bring homeless individuals from greater distances and reduce the need for additional facilities.
- Procedures for these facilities would be based on the current operations of the BIN with modifications to accommodate potential additional services and potentially new protocol for the handling of stored items.
- These facilities would be implemented in the long term.