



# The PATH*Mall* Handbook

People Assisting The Homeless  
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# N O T E S



THE PATHMALL

## PATH Introduction

The shopping mall has become an American icon within our society. We flock to it to purchase consumer goods, to see movies, to take walks around miles of corridors, or to simply hang out. It's a place for families, seniors, teens; it is a place for everyone. It is a one-stop haven for all of our middle class needs.

P.A.T.H. (People Assisting The Homeless) has created a new kind of American mall, located in Los Angeles, California. Instead of a shopping mall, however, P.A.T.H. has created a *service mall* for people who are homeless or living in poverty. The *PATHMall* houses dozens of private and public social service agencies situated in mall suites along a modern mall corridor. There's a full-service employment agency, substance abuse center, mental health care, free health clinic, public benefits assistance, community court, and even a beauty salon. If a person is living in poverty or living on the streets, this mall provides every service that she or he would need to overcome barriers and access permanent housing.

P.A.T.H. opened the *PATHMall* in 2002. It is a collaborative of nearly two dozen community and government social service agencies that form a "one-stop shopping center" for homeless individuals. It is part of a 40,000 square foot facility, called the P.A.T.H. Regional Homeless Center. In a span of one year, the Mall transforms the lives of thousands, helping 1,200 people receive mental

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health assistance, 500 people find permanent employment, 850 people receive health care, and over 6,000 people receive free haircuts and manicures.

The innovation and success of the PATHMall has been featured in national and international media. *ABC World News Tonight* highlighted the PATHMall and stated it is the only facility of its kind in the nation. Community leaders from throughout California, as well as from Japan, Ireland, China and England have visited the PATHMall and become inspired to learn more about replicating it in their own cities.



“It is a mall for people shopping for a new life...” *ABC World News Tonight*



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## Concept

### A New Approach: The Service Mall

The concept of the mall is simple. We believe that most communities in America have the capacity to develop this model. Here are five simple components to the mall:

- **“All Under One Roof”** – Provide a “one-stop” social service facility to serve homeless people and people living in poverty. This is a place where people are able to address multiple needs in one location.
- **Bring Together The Experts** – Homelessness can only be solved when the whole community works together. One agency should not provide all of the services for a community. Instead, many different service agencies, both public and private, must work together in one facility to provide myriad of services that homelessness demands.
- **Provide User-Friendly Services** – The environment of the mall must be up-lifting, positive, bright, and empowering. Our programs serving homeless people are based on empowerment and dignity. The physical environment as well as the approach of the staff must also.
- **Integrate Services** – Insure that case management, client tracking, and program outcomes are linked among agencies, through a computerized database and regular case management meetings among agencies.
- **Cost Effective** – Agencies share the overhead cost of operating one building.

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## How Traditional Support Services Operate

When the P.A.T.H. staff developed the concept of a mall, we began by asking ourselves, “What if...” What if we created a facility where every service that a homeless person needs is all under one roof. We knew this was different than the traditional way support services operate in our community:

- **Services are usually scattered through the community.** There is a health clinic in one part of the community, an employment center miles away, and a housing program even farther.
- **Agencies typically refer people through public transportation.** So we give people a bus token, and a referral form, and send them on their way. It could take hours just to access one service. Imagine if you were in need a few services.
- **It is a “hit and miss” approach.** It is a system of homeless people traveling from service to service, agency to agency, all over the community. We never know if the people we are referring actually make it to their destination. And if they do get there, it is difficult to verify. (We can’t simply call up the Mental Health clinic and ask if Jane Smith arrived there.)



“What if we created a facility where every service that a homeless person needs is all under one roof?” *P.A.T.H. Staff*

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## Major Elements of the PATHMall

Here are some key elements when developing a mall in your community:

- **“All Under One Roof”** – Provide every service that your community offers in one location—a mall. (See “Mall Partners” for more information on this.)
- **User-Friendly Environment** – Make sure that the design of the mall is uplifting, open, colorful, relaxing, with a bright design. The PATHMall uses many colors, a lot of glass, and store-front services.
- **Coordinated Case Management** – Every agency in the facility should be working together to coordinate case management services. This can best be done through regular agency meetings.
- **Computerized Tracking System** – Each agency in the facility should have access to a common database that tracks each person entering services.
- **Anchor Stores** – Larger services operated by experienced providers. These include: Mental Health, Employment, Physical Health Care, Substance Abuse Treatment, and Housing.
- **Located near Public Transportation** – Easy access to the mall is crucial. It should be located near major bus or metro lines.
- **Linked to Housing** – The mall should be directly linked to emergency, transitional and permanent housing programs that are preferably close to its location. Emphasis is on quickly placing people into permanent housing.

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## The Target Population

The mall serves more than just people living on the streets. In order to end homelessness in our community we must directly address the needs of three populations:



- **People At Risk of Being Homeless** – These are people at risk of losing their permanent residence. It could be the working poor, people close to eviction, living on a friend or relative's couch, or discharged from a government institution.



- **Homeless People** – These are people with no permanent residence. They are living on the streets, in cars, in emergency or transitional housing.



- **People No Longer Homeless** – These are people who recently obtained permanent residence but still need supportive services to prevent relapse. We want to empower them to retain their permanent residence.

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## Benefits

Developing a service mall in a community is a benefit for everyone. Providing solutions to homelessness is a “win-win” scenario. Clearly, people without homes benefit by having access to a “one-stop” service center. Now, people only need to travel to one place where all of their needs can be met.

The community also benefits. When people living on the streets are given the tools to overcome their personal struggles and access permanent housing, the community becomes a better place for everyone.

The social service network within a community benefits greatly when services are integrated together and located in one vicinity.

Here are some of the key benefits of developing a mall in your community:

- **Cost Effective** – Agencies share the overhead cost of operating one building—rent/mortgage, utilities, security, maintenance, etc. Or, in the case of the PATHMall, one grant covers the cost of overhead so that agencies can use their resources for direct services.
- **Eliminates Duplicate Services** – When we developed the PATHMall, we asked ourselves: Why should we develop our own mental health program or substance abuse service, when there are experts already out there? Instead of duplicating services, we asked the experts to partner with us. The mall concept encourages agencies to form integrated partnerships rather than competing services.

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- **Easier To Track Outcomes** – In a traditional referral system, an agency can only track the people they serve. As soon as the agency refers their clients to another agency, the tracking system stops. In the mall model, agencies track outcomes jointly.
- **Consistent Quality of Care** – We have observed that when agency staff are working under one roof, they operate like a staff from one common agency with a common corporate culture. We tell the agencies in the PATHMall that we are dozens of families all living in the same house. We encourage developing common corporate values—such as, encouraging a person’s dignity, working together to benefit the people we serve and strong work ethics. The result is a consistent quality of services.
- **Better Coordination Between Services** – Typically, the objective of community-based coalitions is to seek to coordinate services. The mall concept is a natural built-in agency coalition that provides regular coordination between agencies. Communication among the agencies is better because they are just down the hall. Coordination of services to better assist clients is also a natural result.
- **Coordination of Case Management Among Services** – Coordinating case management plans among agencies is also a natural benefit when agencies work within a mall facility. In the PATHMall, a person might have several different case managers working on his or her situation—employment, housing, mental health, education, are just a few. These case managers meet on a regular basis to coordinate plans.
- **Serves More People** – The fact that access to services is much easier within a mall setting, more people are served. Before the PATHMall opened, P.A.T.H. served approximately 400 people each month.

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Immediately after the mall opened, this number jumped to 1,200 people each month.

- **Provides A Consistent, Positive, Welcoming, User-Friendly Environment** – For people living on the streets, environment is a harsh reality. When people walk into the mall, we want to insure that environment becomes empowering rather than a deterrent.
- **Supports All Aspects of Housing—Emergency, Transitional and Permanent** – Housing is a key component to ending homelessness. The mall helps people transition into permanent housing, and then helps people stay into housing by insuring that people receive all of the support services they need.



## Comparisons

We see the mall model as a complement to many other models of services that are seeking to end homelessness. Some people argue that the traditional support service network for homelessness is becoming ineffective, and simply manages the problem rather than seeking to end homelessness.

The mall concept seeks to streamline services within a community. No longer are services overlapping, and in some cases, duplicated throughout a region. No longer are services independent from each other, with no coordination or partnerships. With a community service mall, services are linked together, located on one site, and coordinated for better quality services.

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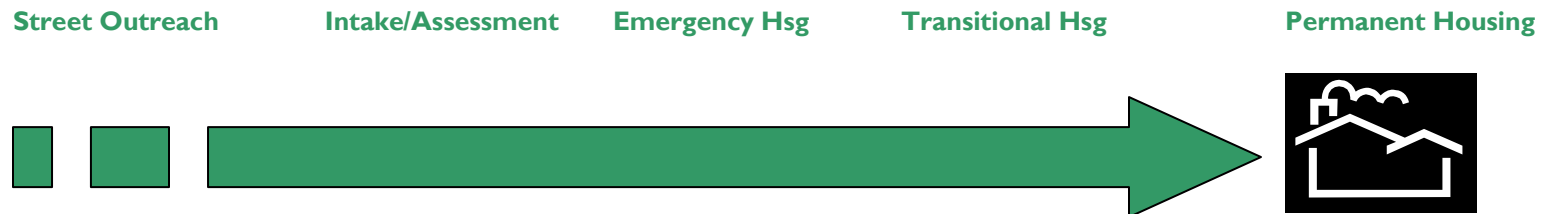


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Here are some of the models of homeless services that we support. The mall concept of services complement each of these models.

## Model One: The Traditional Continuum of Care

Years ago, the Department of Housing and Urban Development developed the concept of “Continuum of Care.” This is a continuum of services where the goal is to transition a person from living on the streets, to emergency housing, supportive services, and finally to permanent residency.



When the mall is linked to emergency, transitional, and permanent housing, this approach provides integrated support services throughout this continuum. It streamlines services, provides better coordination, and encourages partnerships among agencies.

Here is the website for more information on this model:  
<http://www.hud.gov/offices/cpd/homeless/library/coc/index.cfm>

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## Model Two: “Housing First”

Another model called, “Housing First,” has made a terrific contribution toward solutions in ending homelessness nationwide. This model emphasizes placing homeless families in permanent housing as soon as possible, and then providing support services when residential status is stable. It discourages emergency and transitional housing unless it is a last resort.

### Housing First Model:

Permanent Housing **FIRST**



Support Services while in Permanent Housing...



The key to this model is providing support services while people are in permanent housing. The mall provides a streamlined and comprehensive service that enables the Housing First Model to be effective.

Here is the website for more information on this model:

<http://www.naeh.org/networks/housingfirst/intro.htm>

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## **Model Three: National Alliance To End Homelessness Approach To Ending Homelessness**

The National Alliance to End Homelessness has developed a cutting edge approach to the problem of homelessness through their “Ten Year Plan To End Homelessness.” Numerous cities throughout the country have adopted this model in their battle to end homelessness. The model is based on four strategic parts:

### **Part 1: Plan For Outcomes**

The Alliance encourages communities to be proactive in their plan to end homelessness. This includes collecting important data on the status of homelessness and developing an effective, proactive response of all the community’s stakeholders.

### **Part 2: Close The Front Door**

The Alliance encourages preventing homelessness by making public institutions that deal with poverty more accountable in insuring that clients have access to housing before they are released. Many people leaving mental health, public health, welfare, criminal justice systems have no place to go and end up on the streets.

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## **Part 3: Open The Back Door**

People without homes need a place to go. Support services and temporary housing is a stop-gap measure. The ultimate goal is for people to have access to affordable housing. Increasing affordable housing in a community allows a person to leave the streets and enter permanent housing.

## **Part 4: Build Infrastructure**

This includes developing more [affordable housing](#), increasing [living wage incomes](#), and increasing [access to services](#) for people in need.

The mall concept complements this approach to ending homelessness. When a community's support services are integrated into a partnering relationship (such as a mall) and linked to permanent housing, it becomes a strong support network that assists in "opening the back door" and "building infrastructure."

For more information on this model, visit: [www.naeh.org](http://www.naeh.org)

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## Partners

The success of any commercial mall is based on which “stores” are located in the facility. Retail outlets that are in much demand make or break a mall. This is also important in a social service mall. The partners (or “stores”) located in the mall are the key to a successful program.

Here are the main social service programs that are paramount for a successful homeless services mall. (We call these programs the “Anchor Stores”.)

**Substance Abuse Services** – Some say one-half to two-thirds of people dealing with homelessness are also dealing with substance abuse issues. Providing direct services such as group counseling, one-on-one intervention, and access to detox programs is important. At the PATHMall, we partnered with the local government entity to fund this program and its non-profit sub-contractor to operate it.

**Mental Health Services** – Nearly one-third to one-half of people without homes are dealing with a mental health issue. Providing direct one-on-one counseling and access to medication is important. At the PATHMall, the local city mental health department funds a large program that is operated by a non-profit agency.

**Health Care** – The federal Housing and Urban Development department states that nearly half of the people who are homeless have or had a chronic/infectious health problem. Providing a primary care health clinic on site is essential. Consider contacting an existing non-profit health clinic that has

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access to government funds or has enough private funds to provide an on-site program.

**Employment Program** – Interestingly, between one-third and one-half of people who are homeless have had recent paid work. Many are under-paid or don't have enough hours. A full-service employment program consists of job skills training, job-finding skills, and provides tools to find and keep employment. Other agencies that could partner in this venture are: Employment Development Department, Department of Labor, and local educational programs.

**Access to Housing Programs** – People living on the streets need access to emergency, transitional and permanent housing. At the PATHMall, we provide nearly 100 emergency and transitional housing beds and are planning to build permanent housing linked to the mall. It is also important to link existing housing programs in the vicinity to the mall services.

### Other Important Mall Services:

- **Education** – Ask your local adult school to provide a high school diploma program.
- **Family Services** – More and more families are becoming homeless. Providing expertise in counseling families and specific family resources is important.
- **Veterans Services** – One-third of people who are homeless are veterans. They need specific resources and services.
- **Transportation** – Many need transportation assistance in order to reunite with loved ones in another city.

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- **Emancipated Foster Youth Programs** – Many newly adults released from foster care fall victim to homelessness. Services for these people are important. Contact your local government entity to see if they have funding for such programs.
- **Personal Care** – Provide a beauty salon that can offer a haircut, manicure, and facials. This is the basis for boosting personal self-esteem.
- **Legal Assistance** – Many people have legal issues that prevent them from accessing employment and moving on with their lives. Legal assistance helps them navigate through the confusing legal system. This is an excellent opportunity for local volunteer legal professionals. The PATHMall also has a Homeless Court on-site where a judge actually sets up court and hears cases.
- **Access To Public Assistance** – Many people do not know how to navigate through the bureaucracy of public assistance. Having this on-site allows people to access benefits they desperately need.

### **Current PATHMall Partners (as of 2003):**

Century LIFT Tutoring Program, CLARE Foundation Substance Abuse Prevention Center, Department of Mental Health, Department of Public Social Services, Department of Labor-supported Homeless Veterans Employment Program, Employment Development Department, JWCH Institute Healthcare, Gateways Mental Health Center, Los Angeles Coalition to End Hunger & Homelessness SSI Program, Los Angeles County Alcohol and Drug Program Administration, Los Angeles County Job Service Division, Los Angeles County Office of Education, Los Angeles Superior Court, Los Angeles Unified School District, Midnight Mission, Queenscare Healthcare, Public Counsel Law Center,

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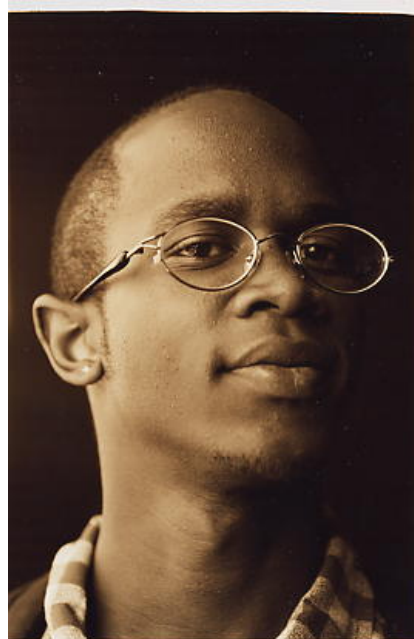


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Salvation Army Family Services, Schools on Wheels, Travelers Aid Society of Los Angeles, USC Keck School of Medicine, Valley Community Clinic, and Vera Brown Personal Care Center.

### Some Partnering Issues:

- **Do agencies sign a legal contract?** No, but each agency develops a MOU (Memorandum of Understanding). This includes the services the agency will provide, and what the mall will provide.
- **Who pays for what?** The mall collaborative should seek outside funding specifically for the overhead costs. If this does not occur, the partners could share the cost. Staffing is covered by each partner.
- **How do you prevent “competition” among agencies?** Typically, one agency provides one service. Agencies also meet together on a regular basis to coordinate and cooperate. Developing program values that each agency adopts is important.
- **How do you coordinate services?** Agency case managers should meet on a regular basis. There should also be a shared computerized tracking system for agencies to access.



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In order to develop an effective community service mall, the whole community must be involved. This means rallying all stakeholders in your community, including:

## **Non-Profit and Government Agencies**

These are the agencies that have programs and services that help people who are homeless. The mall concept is a collaborative partnership with non-profit agencies and government entities.

## **Government Officials**

Your local elected officials must support this project. They have access to government funds and are able to connect you with community resources.

## **Community/Volunteer Support**

- **Businesses** – To assist in employment training and hiring graduates. Legal professionals to assist in Legal Clinic, Health professionals to assist in Health Clinic, Educators to assist in educational services.
- **Faith/Community Groups** – To assist in intake, food services, child care, and counseling.
- **Schools** – To assist in employment, education, and computer training.

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## Staffing

- **Intake** – A staff of intake and case managers are the first contacts. These staff assess a person’s needs and sets up appointments with the agencies in the mall. The PATHMall has four full-time intake/case managers that see 1,200 people each month.
- **Services** – Each agency provides its own staffing. In the PATHMall, there are the following full-time staff members: Gateways (five mental health workers), CLARE (one substance abuse worker), PATHHealth Clinic (two workers), LAUSD (one worker), PATHFinders Job Center (four workers), Salvation Army Family Services (one worker), Travelers Aid (one worker), DPSS (one worker), Personal Care Center (two workers), JWCH (three workers), LA Coalition SSI program (one worker), Community Court (two workers), and the rest are part-time workers.
- **Security** – There are two security workers on site at all working hours.
- **Maintenance** – There is one maintenance worker on site.



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## The Design

**Why design the facility like a mall?** For many people, whether homeless or not, the mall has become a central community space. The mall design does not have an institutional feel, and is welcoming for people who “shop” there. For people who are homeless, they need a place that feels secure, safe, inviting, clean, and open.

The mall is a perfect design for a “one-stop” center for social services where “store fronts” become the locations for each service.

The design must be based on encouraging hope, and instilling a positive self-image for users. This means the facility cannot be dark and claustrophobic. It cannot feel like a government institution. It needs to be open, with a lot of windows, glass doors, and colorful walls. We included curved walls at the *PATHMall*, and made sure there were no hidden spaces for security reasons.



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Each program suite has glass doors and windows, so that people in the mall can see into the suite. This is effective for both security reasons and in order to create an open, bright, and inviting environment.

### **The Facility Size**

This depends on the number of people your facility will serve. For the *PATHMall*, we serve 1,200 to 1,500 people each month. The mall is approximately 20,000 square feet. (Another 20,000 square feet is used for on-site emergency and transitional housing programs.)

We converted a large warehouse into the mall. The height of the facility is two stories in order to provide larger vertical space.

### **Location**

In a large urban setting, it is important to locate the facility closest to main transportation lines—bus routes and/or subway stops. The *PATHMall* is located along major bus and subway routes in central Los Angeles. People from all over the region access the mall services through public transportation.

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## Resources

### Cost to Build

Land and construction costs vary depending on location and region. Below is a list of costs for the PATHMall, located in Los Angeles and built in 2001. This could be used as a guide for future facilities.

Land Cost (The property is approximately 45,000 square feet)	\$1,100,000
Construction Cost (This includes both the mall and housing. This was the cost for renovation of an existing structure.)	\$5,500,000

### Annual Cost to Operate

Programs in the mall are funded by many different sources. Each agency has its own funding sources.

The following annual costs are estimates (and are based on serving 1,200 to 1,500 people each month):

\$350,000	Intake, Case Management, Facilities
\$250,000	Employment and Job Skills Training

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\$250,000	Health Clinic
\$ 50,000	Substance Abuse Prevention Center
\$300,000	Mental Health Care
\$ 50,000	Homeless Family Services
\$ 50,000	Department of Public Social Services
\$ 50,000	Traveler's Assistance
\$ 50,000	High School Diploma Assistance
\$ 50,000	Personal Care Center
\$ 50,000	Lunch Program
<b>\$1,500,000</b>	<b>TOTAL ANNUAL OPERATING COSTS</b>

# NOTES



## Appendix A

### Ten Steps On The PATH Out of Homelessness

Providing all of the services that a person who is homeless needs is the first step on the PATH out of homelessness. From there, a person needs encouragement, a sense of hope, and the emotional tools to make it.

On the lobby wall of the PATHMall is a large banner that describes these important personal steps of empowerment.



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The steps include:

**Know That You Are Special:** No matter what people have said to you in the past, no matter how you feel about yourself, always know that you are a unique and special person filled with the innate ability to do what is right and to be who you want to be. Don't ever think otherwise.

**Overcome Your Barriers:** This begins by first admitting that there are issues that have caused your homelessness. These could be substance abuse, personal hurt, unemployment, physical or mental health, relational, etc. First identify your barrier(s) and then take steps toward dealing with these issues.

**Be Realistic:** First take small steps before giant leaps forward. It's good to have exciting dreams for your future, but be realistic. Most people are not going to jump from being homeless to having a high paying or high-powered job overnight. So start with slow, realistic steps.

**Take Personal Responsibility:** Even if other people have hurt you or caused your homelessness, it is your responsibility to choose whether you want to overcome your homelessness. Finger-pointing should only be directed toward your positive future. Don't have a victim-mentality.

**Pay Your Debts:** Just as you don't want injustice to harm you, don't harm others by not paying your debts. If you owe something to another, pay it back. Justice should be two-way.

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**Value Relationships:** People are the most valuable asset you have. Unless you've decided to be a hermit, you need people. Learn how to nurture your relationships and how to reconcile when relationships go bad.

**Don't Go It Alone:** You need continual support from people who value you. Develop relationships with people who will encourage you, tell you the truth about your mistakes, keep you on the right path, and empower you. This does not mean people who will bail you out.

**Always Have Hope:** Without hope, we become disillusioned at the first sign of disappointment. With hope, we can overcome anything, including homelessness. There is always light at the end of the tunnel.

**Commit to Personal Renewal:** Personal growth is a never-ending process. We all need to grow. Commit yourself to bettering yourself in your relationships, education, skills, emotional and physical health, and spiritual life.

**A Life-Long Journey:** This un-ending process of personal health and staying out of homelessness is a constant journey. Commit yourself to the steps above and you will be on a personal journey out of homelessness.



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## Appendix B

### Ten Leadership Values For Non-Profit Managers

Leaders of programs provide guidance and support. They are also key in instilling program values and in providing a healthy environment. The following are values we encourage leaders to embody:

**Servant Leadership:** As leaders, we are called to serve people. Our role is to not “boss” people around.

**Walk Your Talk:** Be willing to do what you ask others to do.

**Give Credit To Others:** Always be generous in giving credit to others. When things go right, give all the team members credit.

**We’re All in this Together:** We need each other. We are dependent on every team member in the program.

**Think Outside of the Box:** We need to be creative in solving problems and designing solutions.

**We are Stewards, Not Owners:** We don’t “own” the programs we run. We are responsible stewards. Many people—supporters, previous staff members, etc.—have invested in our programs.

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**It's Not About You:** Our leadership is about serving people in need and accomplishing our mission. Don't feel that the program is centered around you.

**This is a Marathon, Not a Sprint:** Don't feel as if everything needs to be accomplished next week. A strong, well-run program takes time.

**Enjoy The Ride:** Enjoy the successes of the program, of the people that are being served. Don't concentrate on the problems. Also, balance your life with life outside of the program—family, friends, interests, etc.

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## Appendix C

### Los Angeles Times Op-Ed Piece



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#### The Homeless Need Solutions

# Compassion isn't missing, but programs are.

By Joel John Roberts

Joel John Roberts is executive director of People Assisting the Homeless, a regional nonprofit agency.

October 26 2002

The new -- and some say punitive -- homeless ordinances in Santa Monica almost certainly reflect what much of Southern California feels. But it is not so much "compassion fatigue" as a desire to see better solutions.

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The Santa Monica City Council banned programs that served meals to the homeless living in public parks and outlawed sleeping in doorways of downtown businesses.

Clearly, the law is a response to aggressive panhandling at freeway offramps and in busy shopping districts. People are reacting to trash tossed about, sidewalks smelling of urine and having to step around homeless people on the ground. Businesses are worried about the loss of tourism and customers. The Los Angeles City Council has already instructed the city attorney to draft comparable ordinances.

There is no less compassion now than years ago. People are still willing to respond, and generously give, to the hurting and needy -- look at the outpouring after Sept. 11, 2001, for the families of victims and people who lost their jobs. However, people are tired of the lack of solutions to the growing blight of so many people living on the streets, subsisting on handouts. Food programs that are not linked to services to help get people off the streets and into drug or alcohol treatment, mental health assistance, housing and even jobs do not solve anything.

Good solutions mean investing significant resources, but the social payoff would be substantial. Here are four pragmatic proposals that, if implemented, would dramatically alter the landscape:

\* Clean streets, not mean streets. Provide a shelter bed linked with support services for every person on the streets. If we want to ban people from sleeping on sidewalks and streets, we first need to provide them with a safe and secure place to go. We are not criminalizing homelessness if we provide shelter linked with services. Feeding programs would not be needed if people were guaranteed a bed and meals.

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\* Integrate existing homeless services. Services scattered across the county force people to travel discouraging distances by bus and on foot to find help. Services such as health care, mental health and substance abuse assistance, job programs, education and even haircuts should be under one roof. This would help not just clients but the community by reducing street people's presence while increasing the likelihood that they would find a permanent way off the streets. My homeless organization takes this approach. We have 19 government and private service agencies housed in one mall location, just off the 101 Freeway near Vermont Avenue. We hope others will follow the same approach.

\* Prevent homelessness through better discharge planning. Los Angeles County releases a stream of people onto the streets every day. Foster youth who turn 18 are forced to leave their homes, adults are released from jail, patients are discharged from mental health and substance abuse facilities with no place to go. They end up on the streets. These people need help finding permanent places to live.

\* Build more affordable housing. The working poor and already homeless are all but locked out of the costly local apartment market. Proposition 46, a housing bond on the Nov. 5 ballot, would provide a big boost. So will the city of Los Angeles' new housing trust fund, which is about to issue a plan for spending the \$100 million that the city has promised.

By concentrating on effective ways to keep people off the streets to begin with, cities would not need ordinances that seem to criminalize homelessness.

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## Appendix D

### For More Information:

#### **PATH (People Assisting The Homeless)**

340 North Madison Avenue

Los Angeles, California 90004

(323) 644-2200

[www.FindChangeHere.org](http://www.FindChangeHere.org)