



CITYGATE
ASSOCIATES

HOMELESSNESS STRATEGIC PLAN

PROJECT ORIENTATION BROCHURE

CITY OF
JURUPA VALLEY, CA

NOVEMBER 2025



CITYGATE
ASSOCIATES

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PROJECT TEAM

Our Project Team combines deep, hands-on expertise in homelessness services, regional strategy development, and implementation planning. Project Manager Lyle SmithGraybeal, along with Alison Hade and Kelli Pryor, bring decades of executive-level experience leading homelessness services agencies and major strategic planning efforts. All three remain active leaders in the fight against homelessness.

They are joined by Project Director Lisa Shaffer, former CAO of Salt Lake City, whose background includes extensive leadership in community engagement, budgeting, asset management, community and economic development, and multi-department innovation. The Project Team will be supported by Chad Jackson, President, who will lend expertise as needed throughout the process, including project oversight and support.



PROJECT OBJECTIVES

- ◆ Develop a **comprehensive Homelessness Strategic Plan** to guide the City’s efforts to prevent and reduce homelessness and strengthen coordination across City programs, partners, and regional systems.
- ◆ Conduct a **robust needs assessment and gap analysis** to understand current conditions, service gaps, and opportunities for targeted interventions.
- ◆ Complete a **Shelter Feasibility Study** to evaluate the viability, options, and resource requirements for establishing a local shelter.
- ◆ Create a **Strategic Framework and Implementation Matrix**, including service models, budget options, timelines, and responsible partners.
- ◆ Align the Strategic Plan with **state and federal priorities** to maximize funding opportunities and support sustainable, long-term solutions.
- ◆ Strengthen **partnerships with local and regional service providers** to expand capacity, improve coordination, and enhance service accessibility.
- ◆ Establish a **housing and services framework** that leverages federal and state resources to promote long-term housing stability.
- ◆ Identify **prevention and diversion strategies** that reduce inflow into homelessness and address household needs early.

- ◆ Define **measurable outcomes and performance metrics** to track progress, ensure accountability, and evaluate program effectiveness.
- ◆ Develop a **cohesive Citywide implementation approach** that supports coordinated actions across City departments and partners.
- ◆ Position the City to **act decisively amid regional momentum** and recent reductions in unsheltered homelessness, as noted in the Riverside County Continuum of Care 2025 Point-in-Time Count.

PROJECT TASKS/APPROACH

- 1. Initiate & Manage the Project.** We launch the project with a virtual kick-off meeting to confirm the scope, roles, schedule, and existing partnerships. We then finalize a community engagement strategy, gather relevant documents and data, and provide ongoing project monitoring and status updates.
- 2. On-Site Assessment, Interviews, & Community Engagement.** Our team conducts an on-site visit to meet with key stakeholders—including individuals with lived experience, service providers, City staff, businesses, and residents—to capture perspectives on homelessness in the community. Additional virtual interviews will be performed, as needed, along with engagement techniques led by the City.
- 3. Community Engagement Report.** Following the engagement sessions, we prepare a concise report summarizing key themes, stakeholder insights, and an overview of local service providers. This report becomes the foundation for the Strategic Plan.
- 4. Comprehensive Strategic Planning Assessment.** We complete a needs assessment, gap analysis, and shelter feasibility study; align the work with state and federal funding priorities; and develop the core strategic framework, including goals, objectives, and actionable solutions tailored to the City’s needs.
- 5. Mid-Project Review.** We present preliminary findings, recommendations, and early “quick wins” to City leadership, gathering feedback and validating information before final plan development.
- 6. Draft Strategic Plan & Implementation Matrix.** Our team prepares the Draft Strategic Plan and Implementation Matrix, including findings, strategies, shelter options, and budget considerations. We review the Draft with City staff, refine as needed, and ensure transparency.
- 7. Final Strategic Plan & Presentation.** We deliver the Final Strategic Plan and Implementation Matrix, complete with service and budget options, visual tools, and performance metrics. The project concludes with a presentation to City leadership and elected officials.

PROJECT SCHEDULE

Task	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7
1: Initiate and Manage the Project	█						
2: Assessment, Interviews, & Engagement							
3: Community Engagement Report				█			
4: Homelessness Analysis							
5: Mid-Project Review					█		
6: Draft Plan and Implementation Matrix						█	
7: Final Plan and Implementation Matrix							█

- █ Project Initiation and Doc. Request
- █ Community Engagement Strategy
- █ Community Engagement Report
- █ Mid-Project Review
- █ Deliver Draft Strategic Plan
- █ Deliver Final Strategic Plan
- █ Present Final Strategic Plan

WE LOOK FORWARD TO WORKING WITH YOU.
PLEASE CONTACT US WITH YOUR COMMENTS OR
QUESTIONS.

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