

Meeting Date: 5/31/2016

Report Type: Staff/Discussion

Report ID: 2016-00553

Title: Homeless Subcommittee: Implementation Plan

Location: Citywide

Recommendation: Review and comment on the implementation of homeless program and policy options identified by the City Council Homeless Subcommittee.

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Presenter: Emily Halcon, Homeless Services Coordinator, (916) 808-7896, Office of the City Manager

Department: City Manager

Division: Executive Office

Dept ID: 02001011

Attachments:

- 1-Description/Analysis
- 2-Options and Workplan
- 3-Implementation Plan Overview
- 4-Implementation Plan Detail
- 5-Appendix A Shelter Detail
- 6-Appendix B Triage Center Detail

City Attorney Review

Approved as to Form
Michael Benner
5/25/2016 10:01:57 AM

Approvals/Acknowledgements

Department Director or Designee: Howard Chan - 5/16/2016 11:53:44 AM

Description/Analysis

Issue Detail: On April 26, 2016, the City Council held a special workshop on homelessness, receiving and commenting on the work of the City Council Homeless Subcommittee. That workshop included the description of 21 options for the Council to consider related to programs and policies intended to help reduce homelessness in Sacramento. The Council weighed in on all the options presented and asked staff to return with detailed implementation strategies for each.

The attached documents provide the detail as requested by the Council. Specifically, the following documents are included for the Council's consideration:

1. Revised version of the April 26, 2016 Visioning Document & Workplan, incorporating minor changes received since the workshop.

An implementation plan for each of the 21 options presented in the Visioning Document and Workplan, consisting of:

2. An overview of the estimated timeline and costs associated with each option.
3. Detail on implementation steps and costs for each of the 21 options.
4. Appendix A to the Implementation Plan, providing cost estimates associated with option #1 related to expansion of capacity at existing emergency shelters.
5. Appendix B to the Implementation Plan, providing cost estimates associated with option #13 related to the creation of a new 24/7 "triage center".

With this information, the Council should be able to prioritize those options they wish to pursue. The prioritization of options should consider time and resources, both of City staff and City funding.

Policy Considerations: The Homeless Subcommittee was formed in January 2016 to explore ways for the City to engage in broad and varied initiatives to help prevent and end homelessness and reduce the impacts of homelessness on the community. The subcommittee's work reinforced the City's commitment to align with the federal directive that funding for addressing homelessness follow a "housing first" approach, which offers permanent housing as quickly as possible for individuals and families experiencing homelessness. In housing first programs, supportive services are offered (but not required as a condition of tenancy) to help people keep their housing and avoid returning to homelessness. This evidence-based approach is consistent with the strategies and funding priorities of the other public agencies working to end homelessness in Sacramento. Partnering with other agencies to leverage resources and improve livability is consistent with the City Council's past actions and current direction.

Economic Impacts: None.

Environmental Considerations: None.

Sustainability: None.

Commission/Committee Action: None.

Rationale for Recommendation: The options presented by the Homeless Subcommittee were discussed by the Council, and implementation detail was requested to allow for further discussion and prioritization. This report contains that detail, and allows the City to contemplate future actions on new programs, policies and funding.

Financial Considerations: Funding for option 5 was allocated in the FY2016/17 budget and funding for options 7, 8 and 9 are included in the proposed FY2016/17 budget. All other options do not have funding associated with them, and costs provided are estimates only, exclusive of staff time. Should the City wish to pursue any of these other options, they would also need to finalize cost estimates and identify appropriate funding.

Local Business Enterprise (LBE): Not applicable.



City Council Homeless Subcommittee Visioning Document & Workplan

May 31, 2016

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Vision Statement

The City of Sacramento is committed to being a city where all are welcome, where all are supported and where all have opportunities to thrive. Those experiencing homelessness in our city are a visible, and sometimes invisible, reminder of the work we must do to be a world class city. As the largest city in Sacramento County and the region, the City is committed to working in partnership with other jurisdictions in the region to prevent and end homelessness throughout Sacramento.

As we think about solutions to homelessness in our city, we want to ensure they are:

- *Compassionate to the needs of those most vulnerable in our community; and*
- *Responsive to the concerns and impacts of homelessness on the greater community; and*
- *Inclusive of the variety of partners needed to make a substantial impact; and*
- *Oriented to the needs of those we are trying to serve.*

The City of Sacramento shares the passion of our business leaders, residents, homeless service providers, and advocate partners to provide meaningful solutions to both the immediate crisis of homelessness in our community and the on-going need for permanent housing opportunities. Given the limited resources of the City, we are committed to making choices, setting policies and funding programs that best align with the needs of our homeless community and to working with other local funding partners to do the same. We recognize that no one approach or solution will end homelessness in Sacramento, and we will continue to look for new opportunities.

City Homeless Subcommittee: Principles

The City's Homeless Subcommittee was formed by Mayor Johnson on January 5, 2016. The subcommittee has been tasked with exploring topics that impact homelessness and to return to the City Council with options on policies and programs that support the City's goal of preventing and ending homelessness. This document details the principles that guided and informed the subcommittee options.

Compassion

Those who are experiencing homelessness in Sacramento are some of the most vulnerable in our community, and deserve to be treated with kindness and respect by all. We must consider the impact of our choices on the human beings living unsheltered and in precarious situations in Sacramento, and must be honest and accountable to those we are working to help.

Ending Homelessness, not Poverty

While the City and community wants to help all those in poverty better their lives, the role of the homeless system of care is primarily to provide housing. In partnership with other systems – mental health, substance abuse treatment, child welfare, etc. – the homeless system can and should support a more comprehensive treatment of the whole person. However, given the number of people experiencing literal homelessness in our community, the goal of the homeless system must focus on ending homelessness.

Evidence Based, Outcomes Oriented

The subcommittee will offer options for new policies and programs based on best practices and informed by local data. This means that the options will be based on the needs of the community as measured by Sacramento Steps Forward (SSF) and will be held to performance standards established by SSF.

Responsive to the Crisis

While the subcommittee and the City as a whole is fully committed to long term, permanent housing solutions, they recognize the time and investment it will take to fully implement these solutions, and that during this time, people will remain unsheltered and in unsafe situations. Given this, the subcommittee recognizes the need for crisis responses that are oriented towards housing and coordinated with SSF. The subcommittee recommends prioritization of resources towards long term solutions, and/or shorter term solutions with a direct and purposeful linkage to permanent housing options.

Housing First

All programs recommended by the subcommittee will align with the “Housing First” philosophy, meaning they will:

- be focused on quickly accessing permanent housing; and
- offer services to promote housing stability and (as needed) individual well-being; and
- not restrict program access or sustained tenancy based on sobriety, being compliant with mental treatment, family composition, or other attributes not directly associated with the household’s ability to pay rent.

Housing First does not mean “housing only” and must include approaches that support the household’s ability to sustain housing long term.

Mutual Responsibility & Partnerships

Homelessness is a regional issue and requires collaborative, regional responses. In crafting options, the subcommittee will include those outside of the purview of the City of Sacramento, highlighting ways in which different governmental partners can support each other in solutions. All those partners – public and private – must be committed to collaborative solutions must be accountable and responsive to the community.

Integration into the Continuum of Care

All programs recommended by the subcommittee will be integrated into the Sacramento Continuum of Care (CoC) administered by SSF. This means that programs will accept clients/residents through the coordinated entry system, will participate in the community’s Homeless Management Information System (HMIS), and will have low or no barrier entry requirements. All recommendations made by the subcommittee will be aligned with the principles and the goals of the Sacramento CoC. No “one-off” programs will be recommended that do not fully align with all the principles outlined above.

Process and Expectations

Scope and Participation in City Homeless Subcommittee

The subcommittee is one part of a larger community approach to finding solutions to prevent and end homelessness in Sacramento. The subcommittee’s work reflects a commitment by the City of Sacramento to seeking out new partnerships and solutions. During the course of the past four months, the subcommittee has met for over 15 hours with 49 different stakeholders, in addition to the numerous members of the general public who share their input and comments during public testimony at City Council meetings, through the subcommittee web comment form, and via calls and emails to their City Council district offices.

Date	Topic	Attendees
February 22 nd	Protest Group Perspective	Mohammed Abughannam Phillip Bautista Armando Cielo James “Faygo” Clark Shahera Hyatt Niki Jones Cathleen Williams <i>(speakers)</i>
February 29 th	Crisis Shelter/Response	Shahera Hyatt Joan Burke Sister Libby Fernandez Mark Merin Steve Watters Bob Erlenbusch Howard Lawrence
March 14 th	Law Enforcement	Chad Augustine, SFD Michael Benner, CAO Shannon Brown, DPR Darrald Bryan, SPD Ruanne Dozier, Sacramento DA Office Dion Dwyer, DSP Roy Kim, SETA Paul Lake, County Executive Office Ryan Loofbourrow, SSF Natalia Luna, Sacramento DA Office Dan Monk, SPD Geoff Ross, SHRA Amani Sawires, VOA Lee Seal, Sacramento County Probation Chance Trimm, CAO Walt White, SFD

Date	Topic	Attendees
March 21 st	Health Care	Chad Augustine, SFD Ken Bernard, SPD Darryl Bryan, SPD Dion Dwyer, DSP Sheri Heller, Sacramento County DHHS Maurice Johnson, Sacramento Metro Fire Roy Kim, SETA Niko King, SFD Paul Lake, County Executive Office Ryan Loofbourrow, SSF Dan Monk, SPD Sandy Piekarski, SHRA Jonathan Porteus, Well Space Health Amani Sawires, VOA Keri Thomas, Sutter Health Walt White, SFD Uma Zykofsky, Sacramento County DBHS
March 31 st	Permanent Housing & Funding	Chad Augustine, SFD Ken Bernard, SPD Darrald Bryan, SPD LaShelle Dozier, SHRA Dion Dwyer, DSP Roy Kim, SETA Niko King, SFD Paul Lake, County Executive Office Ryan Loofbourrow, SSF Dan Monk, SPD Sheryl Patterson, CAO MaryLiz Paulson, SHRA Geoff Ross, SHRA Amani Sawires, VOA Sarah Thomas, SHRA Michele Watts, SSF Walt White, SFD Christine Weichert, SHRA
April 4 th	Homeless Provider Perspective	<i>(speakers)</i> Michele Steeb, Saint John's Program Amani Sawires, VOA Bridget Alexander, Tubman House John Foley, Sacramento Self Help Housing Holly Wunder-Stile, Mutual Housing Kate Hutchinson, Lutheran Social Services Erin Johansen, TLCS

Date	Topic	Attendees
April 7 th	Partnerships & Emergency Shelter	Chad Augustine, SFD Ken Bernard, SPD Darryl Bryan, SPD Katherine Cooley, City of Citrus Heights Dion Dwyer, DSP Roy Kim, SETA Paul Lake, County Executive Office Howard Lawrence, ACT Ryan Loofbourrow, SSF Geoff Ross, SHRA Amani Sawires, VOA Gabby Trejo, ACT Michele Watts, SSF Walt White, SFD
April 19 th	Summary of Options	Michael Benner, CAO Darrald Bryan, SPD Dion Dwyer, DSP Roy Kim, SETA Paul Lake, County Executive Office Ryan Loofbourrow, SSF Amani Sawires, VOA Sarah Thomas, SHRA Michele Watts, SSF Walt White, SFD

On Going Commitments

While the subcommittee’s work is coming to an end, the City remains committed to the work started in the subcommittee on an on-going basis. The City is continually engaged in informal discussions about homelessness with constituents, but has also committed in many ways to expanding and continuing a more formal discussion on homelessness.

Role of Sacramento Steps Forward

Sacramento Steps Forward (SSF) is the lead agency for the City and County of Sacramento (and all cities therein) in regards to homelessness. SSF is tasked with setting the regional policies and strategic action plan for implementation of homeless programs, and serves as the lead agency for the Continuum of Care, administering over \$18 million in federal funding for homeless programs. The City will continue to support SSF in these roles and look to them to lead the community’s response to homelessness.

City/County Homeless 2x2

In March of 2016, the Sacramento City Council and Sacramento Board of Supervisors agreed to create a City/County Homeless 2 by 2. A 2 by 2 is an opportunity for the City Council and Board of Supervisors to informally meet and discuss in depth topics that impact them both. The 2 by 2 met once in March and has scheduled meetings through the end of the year on a monthly basis. Councilmembers Hansen and Harris represent the City and Supervisors Kennedy and Serna represent the County.

Engaging other Communities

As a part of the homeless subcommittee, representatives from the cities of Elk Grove, Citrus Heights, Rancho Cordova and Folsom were invited to participate. In addition, the City's Homeless Services Coordinator on a regular basis meets with her counterparts in Solano County, Placer County and Yolo County. As SSF continues to engage with other communities in the region, the City will support a coordination of approaches such that all communities in our region are operating under the same directive and with the same housing focus.

City's Homeless Services Coordinator

The hiring of a Homeless Services Coordinator in early 2015 is indicative of the on-going commitment of the City to play an active role in the creation of solutions to address homelessness in the City. With the creation of this visioning document, the role of the Homeless Services Coordinator will be better defined and aligned with the broader vision of the City.

On Going Self Evaluation

While the official work of the homeless subcommittee is ending, the subcommittee recommends regular report backs to the full City Council on the work of the City and SSF to review the progress to prevent and end homelessness in Sacramento. Specifically, the subcommittee recommends:

- Monthly reports to the City Council on the progress of SSF in meeting outreach, service and housing goals.
- Two bi-annual reports to the City Council on the broader work of the region to address and end homelessness, including the work of SSF as well as the efforts of the City.

Description of the Need & Current Response

Defining Homelessness

While at its most basic definition, homelessness can be described as lacking a place to live, programs and funding meant to address the needs of people experiencing homelessness consider many more factors when determining if a person is “homeless”. There are two prominent “counts” of homelessness in Sacramento – one based on the definition of the US Department of Housing and Urban Development (HUD) and one based on the definition of the US Department of Education McKinney-Vento Program.

	HUD	Dept. of Education
Annual Count	5,218 ¹	13,008 <i>(students only during 2013-14 school year) ²</i>

In general, the HUD definition is most typically used for funding and programs in Sacramento, but each definition is described below.

US Department of Housing and Urban Development (HUD)

HUD provides the most direct funding for homeless populations and has very explicit definitions of both “homeless” and “chronic homeless”. All HUD dollars for homeless program must serve HUD defined homeless populations, and, increasingly, must prioritize chronically homeless populations.

For purposed of eligibility for HUD programs, households are considered homeless if they fall into one or more of these four categories. ³

1) Literally Homeless

This includes households living in:

- An unsheltered location; or
- A place not mean for human habitation (cars, uninhabitable buildings, etc.); or
- An emergency shelter; or
- Transitional housing; or
- An institution (jail, hospital, etc.) for less than 90 days if they were homeless at entry.

2) Imminently Losing Housing

This includes households losing their primary residence within 14 days and who have no resources or support to stay housed.

¹ The point-in-time (PIT) count for Sacramento County in 2015 was 2,659. This is the estimated annualized count of unduplicated people over the course of a year, extrapolated from the PIT count.

² <http://projectteach.scoe.net/overview.html>

³ http://www.endhomelessness.org/page/-/files/3006_file_Summary_and_Analysis_of_Final_Definition_Rule.pdf

3) Persistent Housing Instability

This applies to families with children or unaccompanied youth (age 24 or under) who:

- Have not had a lease or ownership interest in housing in more than 60 days; and
- Have moved two or more times in 60 days; and
- Are likely to remain unstably housed due to disability or barriers to employment

4) Fleeing Domestic Violence

Some HUD funded programs, primarily permanent supportive housing programs, further require that programs prioritize *chronically homeless households*. HUD's definition of chronic homelessness has recently changed.⁴ HUD identifies a household as chronically homeless when the individual (or head of household) has a disabling condition and has either been homeless for longer than a year or experienced four episodes of homelessness that add up to 12 months over the course of the last three years.

US Department of Education (McKinney-Vento Act)

The McKinney-Vento Education Homeless Assistance Act of 1987 was the first significant federal legislation related to homelessness. Title VII-B of the Act established the McKinney-Vento Education for Homeless Children and Youth Program. This program provides access to school and support in schools for homeless children and is administered by the US Department of Education. Under this program, a child is considered homeless and eligible for services if they are living in any of the following situations:

- Unsheltered or in another place not meant for human habitation; or
- Motels, hotels or emergency shelters; or
- Sharing the housing of other persons due to loss of housing or hardship; or
- Awaiting foster care placement.

⁴ <http://www.endhomelessness.org/blog/entry/heres-what-you-need-to-know-about-huds-new-chronic-homelessness-definition#.VxAZdfkrLcs>

Subpopulations

Just as with the general population, within the homeless population there are many distinct subpopulations, each of which may necessitate a different or nuanced response. In its biennial count, HUD requires accounting for eight subpopulations.

	Sheltered		Unsheltered	Total
	ES			
Chronically Homeless Individuals	153		313	466
Chronically Homeless Families	12		1	13
<i>Persons in Chronically Homeless Families</i>	31		2	36
Chronically Homeless Veteran Individuals	24		49	73
Chronically Homeless Veteran Families	1		0	1
<i>Persons in Chronically Homeless Veteran Families</i>	3		0	3

	Sheltered		Unsheltered	Total
	ES	TH		
Adults with Serious Mental Illness	181	201	199	581
Adults with a Substance Use Disorder	100	339	114	553
Adults with HIV/AIDS	15	4	18	37
Victims of Domestic Violence	94	95	146	335

** Note that these counts are of the point in time (not annualized population) and that categories of subpopulations are not always mutually exclusive.*

In addition to these subpopulations, locally, we recognize that there is a need to consider other characteristics, situations, and household compositions when designing a comprehensive response to homelessness. While data on these subpopulations are not always collected in the HUD mandated database, with Sacramento’s more flexible and responsive “by name” list of people experiencing homelessness, we should soon be able to refine data on additional subpopulations.

		Sheltered		Unsheltered	Total
		ES	TH		
Gender	Women	185	187	237	609
	Men	726	375	813	1,914
	Transgendered	1	1	0	2
Household Composition	Families with Children	113	114	11	238
	Adult Only Households	563	446	861	1,870
	Child Only Households	3	0	4	7
Veterans		96	75	142	313
Transition Age Youth		42	111	150	303
LGBT Transition Age Youth		unknown			
Seniors		unknown			
Physically Disabled		unknown			
Developmentally Disabled		unknown			

Current Resources

Coordinated through SSF, the Sacramento Continuum of Care includes a variety of resources ranging from street outreach to permanent supportive housing.⁵ In addition to homeless specific resources described below, there are numerous “mainstream” resources that serve households in poverty, including many whom are homeless.

Outreach and Engagement

Outreach and engagement services are typically characterized by an interactive process between an outreach worker (called “navigators” in Sacramento) and the person experiencing homelessness where services and supports are provided on an on-going basis. While the outreach services may provide some survival support, the overall goal is to help the client navigate into permanent housing.

Navigators

In Sacramento, there are navigators working in various capacities to connect people experiencing homelessness in Sacramento access to services and housing. These navigators work collaboratively, meeting on a monthly basis as an integrated outreach team to share resources and work together on solutions for clients they may all be working with.

Sacramento Steps Forward	3 Citywide navigators 5 Countywide navigators 2 youth focused navigators 1 RT navigator 1 library navigator 3.5 PBID navigators 1.5 Winter Sanctuary navigators 2 hospital navigators (Sutter & Dignity)
TLCS (through County contract)	20 mental health navigators located at Friendship Park, in the County Jail and in the emergency rooms
Elica Health	Street medicine outreach teams partnering with the City Impact Team. Well Space Health adding similar teams in the spring of 2016.

Sacramento Police Department

Impact Team

The Sacramento Police Department created a team dedicated to working with SSF and other partners to divert people experiencing homelessness from the criminal justice system. The Impact Team, which has been working in the community for almost two years, includes a lieutenant, sergeant and six officers (including one dedicated to psychiatric emergency response). Based on data from the last two and a half months of 2015, the Impact Team made service referrals to 132 people, which averages to 633 service referrals a year.

⁵ <http://www.endhomelessness.org/library/entry/fact-sheet-what-is-a-continuum-of-care>

In addition to responding to thousands of calls for service annually from residents of Sacramento regarding homeless encampments, the Impact Team works proactively with SSF to link people experiencing homelessness to services. To enhance their relationship with the homeless community in Sacramento, the Impact Team has sought additional partners, adding medical support in partnership with Elica Health and animal care services through a partnership with a local veterinarian. The Impact Team is also partnering with Regional Transit, who has recently added a full time transit officer to provide outreach and services to the homeless population.

Constructive Solutions to the Criminalization of Homelessness

The Impact Team has set a standard not only for the City, but for the region, on how to compassionately integrate law enforcement with evidence based solutions to end homelessness. Not only is the team making hundreds of service connections a year, they are also working with other community partners to bring services to people experiencing homelessness and inviting other first responders to partner and participate in the system they have built. While the Impact Team is a small team within the Sacramento Police Department, their approach is shared throughout the department, with new officers and patrols units regularly riding along with the Impact Team as a component of training. The Impact Team is also continually seeking to learn from law enforcement in other areas of the Country.

The United States Interagency Council on Homelessness (USICH) has released recommendations for communities seeking to find alternative solutions to address homelessness outside of reliance on law enforcement. Their report, “Searching out Solutions: Constructive Alternatives to the Criminalization of Homelessness,” lays out three broad solutions.⁶ In the past two years, with the development of the Impact Team and the Common Cents program under SSF, Sacramento’s approach mirrors those recommendations of the USICH in each category.

1) Comprehensive and Seamless Systems of Care

The USICH recommends that communities focus efforts on a coordinated, comprehensive approach that engages street outreach, homeless providers and mainstream services. Through SSF, Sacramento has a “housing first” system that includes most of the components of the ideal system described by USICH: outreach navigators, enhanced access to mainstream benefits, education and community engagement through Neighborhood Connect, and a community-wide strategic action plan. The City is actively working with SSF and other partners to address those we do not fully have: community coordination of food sharing and 24/7 access to shelters.

2) Collaboration among Law Enforcement, Behavioral Health and Social Service Providers

As described above, the City’s Impact Team embraces all the solutions suggested by USICH for an integrated law enforcement team. The Impact Team is fully integrated with homeless outreach staff, as well as outreach from other community service providers. Through a partnership with

⁶ https://www.usich.gov/resources/uploads/asset_library/RPT_SoS_March2012.pdf

Sacramento County, one Impact Team officer has a ride-along mental health clinician and all of the Impact Team has been trained in Crisis Intervention Training (CIT).

3) *Alternative Justice Strategies*

The Superior Court of California administers a variety of community courts that can provide alternative sentencing for those experiencing homelessness. The Sacramento County Public Defender also maintains a monthly Loaves and Fishes calendar for those experiencing homelessness. The City actively supports such alternative courts, and would support the expansion of any of these efforts.

As a comprehensive strategy to both the immediate crisis of unsheltered homelessness and the need for long term solutions, it is vital that Sacramento enhances these strategies, strengthens partnerships with other law enforcement agencies, and continue to focus on permanent housing solutions.

Animal Care

For many people experiencing homelessness in Sacramento, their animals provide companionship, protection and security. As the Continuum of Care continues to work on broader solutions that allow us to better serve people experiencing homelessness with their pets in shelter and housing, the City of Sacramento Animal Care Services department offers some temporary solutions. Front Street Shelter has intervened for many individual people facing a crisis and working to get them into housing.⁷ Front Street has provided temporary foster care for animals whose humans are working on securing permanent housing and actively makes referrals to SSF when pets of the homeless end up at the shelter. All of the pets of the homeless that Front Street supports are additionally provided spay/neuter, vaccinations, and licensing free of charge.

Front Street also maintains a Pet Food Pantry, offering free pet food to anyone needing assistance caring for their pets. Food from the pantry is regularly delivered to Loaves and Fishes and the River City Foodbank, where people experiencing homelessness can more easily access this service. Animal Control Officers will also regularly take food for the pets of the homeless into encampments. For anyone in need, Front Street offers a free vaccine and basic wellness clinic on the third Sunday of each month.

In addition to the many ways that Front Street helps individual people in need, they also offered their assistance in a more systemic way for the 2015/16 Winter Sanctuary shelter. Front Street offered to shelter the pets of the homeless staying at Winter Sanctuary for a nominal fee, which would also include spay/neuter, vaccinations, and licensing. In offering temporary shelter for the pets of the homeless, it was the hope of Front Street and the CoC that more vulnerable people would access Winter Sanctuary and begin on a path towards permanent housing. While this arrangement was not accessed during the most recent Winter Sanctuary season, City staff will work to make this arrangement more attractive and used in subsequent seasons.

⁷ <http://www.animalsheltering.org/magazine/articles/sacramento-capital-idea>

Shelter

An Emergency Homeless Shelter is any facility whose primary purpose is to provide temporary or transitional shelter for the homeless in general or for specific populations of the homeless for a period of 90 days or less. Supportive services may or may not be provided in addition to the provision of shelter. In Sacramento, we have almost 700 beds for single adults and over 100 units for families, as detailed on the following page.

Transitional Housing

Transitional housing is a type of supportive housing used to facilitate the movement of homeless individuals and families to permanent housing. Generally, homeless persons may live in transitional housing for up to 24 months and receive supportive services that enable them to live more independently. The supportive services may be provided by the organization managing the housing or coordinated by them and provided by other public or private agencies. Transitional housing can be provided in one structure or several structures, at one site or in multiple structures at scattered sites. In Sacramento, we have over 250 beds for adults and almost 150 units for families in transitional housing programs.

Emergency Shelter Beds and Units in Sacramento

Program	Operator	Location	Population(s) Served			# Beds	# Units	Funder(s)
			Single Men	Single Women	Families w/Children			
Emergency Hotel Vouchers	Frances House	N/A	-	-	Yes	10	-	Private
Elk Grove Winter Sanctuary	HART Elk Grove	Elk Grove	Yes	Yes	-	14	-	Private
Family Promise Center	Interfaith Network	City & County	-	-	Yes	-	4	Private
Sister Noras Place	Loaves and Fishes	City	-	Yes	-	12	-	Private
Family Shelter	Next Move	County	-	-	Yes	-	20	County DHA, Private
Motel Voucher Program	Next Move	City	-	-	Yes	48	-	City General Funds
Winter Overflow Shelter	Next Move	County	-	-	Yes	22	-	County DHA, Private
Cathedral/ Downtown Housing	Sacramento Self Help Housing	City	Yes	Yes	-	8	-	DSP
Interim Houses	Sacramento Self Help Housing	City & County	Yes	Yes	-	40	-	City General Funds
T-3 Program	Sacramento Self Help Housing	City & County	Yes	Yes	-	18	-	Health Systems
Winter Sanctuary	Sacramento Steps Forward	City & County	Yes	Yes	-	100	-	County General Funds, Private
Safe Ground Pilgrimage	First Step Communities	City	Yes	Yes	-	107	-	Private
Cal Works Emergency Shelter Program	Saint John's Program for Real Change	City	-	Yes	Yes	-	34	County DHA, Private
Salvation Army Veteran's	Salvation Army	City	Yes	Yes	-	20	-	Dept. of Vet Affairs
Interim Care Program	The Salvation Army	City	Yes	Yes	-	18	-	Health Systems
Lodge Program	The Salvation Army	City	Yes	Yes	-	83	-	City CDBG, Private
Emergency Motel Vouchers for Families	Traveler's Aid	N/A	-	-	Yes	7	-	Private
Turning Point Motel Voucher Program	Turning Point Community Programs	N/A	Yes	Yes	Yes	9	-	County MHSA
Emergency Shelter	Union Gospel Mission	City	Yes	-	-	56	-	Private
Bannon Street Family Emergency Shelter	Volunteers of America	City	-	-	Yes	-	20	County DHA, Private
North A Street Emergency Shelter	Volunteers of America	City	Yes	-	-	80	-	ESG (through SHRA)
Open Arms	Volunteers of America	City	Yes	Yes	-	12	-	HOPWA (through SHRA)
Winter Shelter Program	Volunteers of America	City	Yes	Yes	Yes	28	-	ESG (through SHRA)
Youth Center	WIND	City	Yes	Yes	-	6	-	County General Funds, Private
Emergency Shelter Program	W.E.A.V.E.	Undisclosed	-	Yes	Yes	-	28	Private
						698	106	

Transitional Housing Beds and Units in Sacramento

Program	Operator	Population(s) Served			# Beds	# Units	Sub-population(s) Served
		Single Men	Single Women	Families w/Children			
New Life	Clean and Sober	Yes	Yes	-	63	-	-
Connections	Lutheran Social Services	Yes	Yes	Yes	-	6	Youth
Transitional Housing Program For Families	Lutheran Social Services	-	-	Yes	-	12	-
Transitional Housing Program For Youth	Lutheran Social Services	Yes	Yes	Yes	-	4	Youth
Transitional Living Center	Resources For Independent Living	Yes	Yes	-	6	-	-
Grace House	Sacramento Self Help Housing	Yes	Yes	-	5	-	-
Transitional Living Program	The Salvation Army	-	-	Yes	-	32	-
Palmer Apartments	TLCS	Yes	Yes	-	48	-	-
Families Beyond Transition	Traveler's Aid	-	-	Yes	-	15	-
Transitional Housing For Men	Union Gospel Mission	Yes	-	-	38	-	-
GDP Sacramento Veterans Resource Center	Veterans Resource Centers of America	Yes	-	-	30	-	Vets
GDP Women's Transitional Housing	Veterans Resource Centers of America	-	Yes	Yes	8	-	Vets
GPD - Behavioral Health Center	Veterans Resource Centers of America	Yes	-	-	22	-	Vets
Adolfo THP-Plus Housing For Foster Youth	Volunteers of America	Yes	Yes	Yes	-	15	Youth
Adolfo Transitional Housing for Foster Youth	Volunteers of America	Yes	Yes	-	10	-	Youth
Independent Living and Readiness Program	Volunteers of America	Yes	Yes	-	23	-	-
Mather Community Campus	Volunteers of America	Yes	Yes	Yes	-	58	-
Tubman House	Waking The Village	Yes	Yes	Yes	-	6	Youth
					253	148	

Permanent Housing

Permanent housing specifically developed and/or operated for people exiting homelessness generally falls into one of two categories:

- 1) Rapid Re-Housing: Rapid re-housing rapidly connects families and individuals experiencing homelessness to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services. Rapid rehousing programs help families and individuals living on the streets or in emergency shelters solve the practical and immediate challenges to obtaining permanent housing while reducing the amount of time they experience homelessness, avoiding a near-term return to homelessness, and linking to community resources that enable them to achieve housing stability in the long-term.
- 2) Permanent Supportive Housing: Permanent supportive housing is long-term community-based housing (scattered site or site based), which includes supportive services for homeless persons with disabilities, typically prioritizing the most chronically homeless. The intent of this type of supportive housing is to enable this special needs population to live as independently as possible in a permanent setting. The supportive services may be provided by the organization managing the housing or coordinated by the applicant and provided by other public or private service agencies.

In the Sacramento Continuum of Care, we have almost 1,700 units of permanent housing specifically dedicated for households exiting homelessness, as detailed on the following pages. Unlike shelter and transitional housing, which are intended to be temporary, both rapid re-housing and permanent supportive housing are considered housing, and, therefore, accounted for as “units” and not “beds”.

Permanent Housing Units in Sacramento

Program	Operator	Housing Type	Population(s) Served			# Units	Sub-population(s) Served
			Single Men	Single Women	Families w/Children		
VASH Vouchers	Department of Veteran's Affairs	PSH	Yes	Yes	Yes	238	CH, Vets
Achieving Community Change Together	Lutheran Social Services	PSH	Yes	Yes	-	33	CH
Adolfo PSH Program	Lutheran Social Services	PSH	Yes	Yes	Yes	24	Youth
Mutual Housing At the Highlands	Lutheran Social Services	PSH	Yes	Yes	-	66	CH
Saybrook Permanent Supportive Housing Project	Lutheran Social Services	PSH	Yes	Yes	Yes	56	-
7 & H	Mercy Housing	PSH	Yes	Yes	Yes	75	-
Ardenaire Apartments	Mercy Housing	PSH	Yes	Yes	Yes	19	CH
Budget Inn	Mercy Housing	PSH	Yes	Yes	-	74	CH
Mather Veteran's Village	Mercy Housing	PSH	Yes	Yes	Yes	50	CH, Vets
The King Project	Mercy Housing	PSH	Yes	Yes	-	80	CH
Casa Serenes	Next Move	PSH	Yes	Yes	Yes	30	-
Casas De Esperanza	Next Move	PSH	Yes	Yes	-	18	CH
Home At Last	Next Move	PSH	Yes	Yes	-	22	CH
Omega Permanent Supportive Housing Project	Next Move	PSH	Yes	Yes	Yes	30	-
Omega Expansion	Next Move	PSH	-	-	Yes	7	-
McClellan Park Permanent Supportive Housing	Sacramento Cottage Housing Inc.	PSH	-	-	Yes	83	-
Quinn Cottages	Sacramento Cottage Housing Inc.	PSH	Yes	Yes	Yes	60	-
Shasta Hotel SRA	SHRA	PSH	Yes	Yes	-	18	CH
Shelter Plus Care	SHRA	PSH	Yes	Yes	Yes	601	CH
Friendship Housing	Sacramento Self Help Housing	PSH	Yes	Yes	-	24	CH
Friendship Housing Expansion	Sacramento Self Help Housing	PSH	Yes	Yes	-	40	CH
Program For Women and Children	Saint John's Program for Real Change	PSH	-	-	Yes	8	-
DREAM Permanent Housing Program	Transitional Living and Community Support	PSH	Yes	Yes	-	26	CH
Folsom Oaks	Transitional Living and Community Support	PSH	Yes	Yes	Yes	5	-
Hotel Berry	Transitional Living and Community Support	PSH	Yes	Yes	-	10	-
PACT Permanent housing Program (PPHP)	Transitional Living and Community Support	PSH	Yes	Yes	-	10	CH
T Street Co-op	Transitional Living and Community Support	PSH	Yes	Yes	-	5	-
Widening Opportunities For Rehabilitation and Knowledge	Transitional Living and Community Support	PSH	Yes	Yes	Yes	25	-
WISH Permanent Housing Program	Transitional Living and Community Support	PSH	Yes	Yes	Yes	16	-
Pathways	Turning Point Community Programs	PSH	Yes	Yes	Yes	78	-

Permanent Housing Units in Sacramento

Program	Operator	Housing Type	Population(s) Served			# Units	Sub-population(s) Served
			Single Men	Single Women	Families w/Children		
YWCA	Turning Point Community Programs	PSH	-	Yes	-	11	-
SSVF-RRH	Veterans Resource Centers of America	RRH	Yes	Yes	Yes	26	Vets
Coming Home	Volunteers of America	PSH	-	-	Yes	24	Vets
ESG-Rapid Rehousing	Volunteers of America	RRH	-	-	Yes	80	-
NOVA House Permanent Supportive Housing Project	Volunteers of America	PSH	Yes	Yes	-	12	CH
Vet Families Rapid Rehousing Program	Volunteers of America	RRH	Yes	Yes	Yes	60	Vets
Veterans Supportive Housing	Volunteers of America	PSH	Yes	Yes	-	12	CH, Vets
						1,697	

Gaps and Needs

Based on the numbers of people experiencing homelessness on any given night and on an annual basis and the number of shelter and housing beds set aside for homeless households, it would seem logical to simply subtract the capacity from the need to get to a local “gap.” However, the actual gap is much more complicated, given that capacity fluctuates based on how individual projects operate and the flow through the system as a whole. Additionally, the population count is continually being refined; the annual point in time count provides a snapshot, but as our system gets more sophisticated “real time” data, the population counts and needs are also likely to change.

Given these conditions, it is difficult to get to a definitive need for shelter and housing units. However, based on what we do know about people experiencing homelessness in Sacramento, there are some basic assumptions we can make in trying to estimate this number.

- ✓ Approximately 20% of people at any point in the homeless system of care will self-resolve, meaning that they will re-house themselves without assistance from any homeless program.
- ✓ Based on the vulnerability assessment when the person is first encountered,
 - approximately 70% of the people on the Sacramento queue could be appropriate for permanent supportive housing; and
 - approximately 30% of the people on the Sacramento queue could be appropriate for rapid re-housing.

SSF is working to better refine this assessment and consider both the person’s vulnerability and housing barriers to direct the richest resources to those who are both extremely vulnerable and have significant barriers to housing (criminal histories, poor rental histories, etc.).

- ✓ Use of progressive engagement approaches may allow for successful housing outside of the recommendation of the vulnerability index.

Perhaps more important to filling the unmet need in our community is improving the current performance of existing programs. SSF has completed an initial assessment of project level performance which points to areas that could create additional capacity using the exiting bed and unit stock. SSF is working with all of the homeless service providers to set performance targets that aim to create a system where the all programs are working together to ensure that homelessness is rare, brief, and non-recurring in Sacramento. Some of the system changes that will help Sacramento reach this goal include:

- ✓ Using coordinated entry throughout the homeless system to target resources to the most vulnerable, literally homeless households.
- ✓ Providing targeted case management focused on helping households attain permanent housing to both reduce length of stay in homeless programs and increase the exit rate to permanent housing.
- ✓ Creating affordable housing options that allow household to exit permanent supportive housing to another affordable housing opportunity should they no longer need or want intensive services, thus freeing up a space for an unsheltered household.

Based on these assumptions and what we know about current system performance, the following general conclusions can be made:

- 1) *With a strong homeless diversion program to help provide support to families and keep them out of the shelter system, our system has excess shelter capacity for families with children, but could likely use additional low/no barrier year round capacity for single adults.*
- 2) *Our system currently has approximately 650 units/beds of transitional housing, which is an intensive and expensive intervention that is needed for only very specific subpopulations. Shortening the length of stay in transitional housing programs from an (current) average of 285 days for adult households and 362 days for family households, in combination with targeting entry to those who are unsheltered and in emergency shelter would likely meet the on-going need.*
- 3) *Local funding is working to increase capacity in rapid re-housing from current capacity of 166 to over 400. Continuing to invest in rapid re-housing will help support the “flow” out of shelter and transitional housing. Additionally, rapid re-housing approaches could be an important component of a prevention program, helping to keep households out of shelters.*
- 4) *While the community queue shows a significant number of people needing permanent supportive housing, if progressive engagement is used system wide and sufficient rapid re-housing dollars are available, the need for new permanent supportive housing drops dramatically. There currently is turnover of approximately 14% in permanent supportive housing annually. Additional capacity could be created in existing programs, by increasing access through “move on” programs in public housing and housing choice vouchers and through coordinated entry into available units.*

City Homeless Subcommittee: Overview

The Homeless Subcommittee held seven meetings: two public and five private. A brief synopsis of the discussion at each meeting is detailed below, along with key data points, best practice policies/programs discussed and any options or follow up that came out of the meeting.

Community Dinner Project

On February 22nd, the three members of the subcommittee and the Homeless Services Coordinator extended an invitation to the leaders of the Community Dinner Project/Occupy Sacramento group to present their recommendations. Councilmembers Schenirer and Harris had previously met with this group over the course of three weeks in the spring of 2015; this was an additional opportunity for the protesters to speak directly to the subcommittee. The group used the hour and a half to present their impressions of the impacts of the City's camping ordinance and what they characterized as the "criminalization" of people experiencing homelessness by the Sacramento Police Department. They presented a recommendation to repeal the City's camping ordinance.

Crisis Response

The crisis response meeting was the first of two public meetings and immediately followed the City's trip to Seattle to visit and learn about their sanctioned tent cities. The meeting included a brief overview of the existing crisis response system in Sacramento (emergency shelters), including performance and recommendations for improvement in those programs. Six organizations working with the unsheltered population were invited to share their recommendations with the subcommittee, and those recommendations were posted on the City's website.

- Community Dinner Project: Spoke primarily on the impacts of the camping ordinance, asking the City to suspend enforcement and/or repeal the ordinance.
- Loaves and Fishes: Provided data on the populations served at Loaves and Fishes. Asked for the City's support of a sanctioned tent city.
- Safeground: Spoke on the City's enforcement of the camping ordinance. Asked for the City's support of a sanctioned tent city.
- First Step Communities: Spoke on a proposal to develop a transitional tiny home village coordinated through the Continuum of Care to help address unsheltered homelessness.
- Sacramento Regional Coalition to End Homelessness: Spoke on the impacts of the City's camping ordinance, asking for both a repeal of the ordinance and the City's support for the First Step Communities model of a tiny home transitional village.
- Area Congregations Together: Spoke to the need for additional crisis response options, including expanding existing shelter capacity and the creation of a triage/navigation center. Asked for the

City's consideration of ways in which to reduce the criminalization of people experiencing homelessness.

Copies of the testimonies provided by the above organizations can be found on the City's webpage:

<http://www.cityofsacramento.org/City-Manager/Homeless-Coordination/Subcommittee/Meeting-Materials#022916>

As requested by the subcommittee, subsequent to the meeting, Focus Strategies, who presented some information on performance outcomes in shelters, provided graphs showing the seasonal variation in utilization rates of emergency shelters. Those graphs can be found as Appendix A to this report.

Legal System *Enforcement*

The Sacramento Police Impact Team is the City's homeless outreach team providing purposeful connections to services, outreach, engagement with the community, and linkages to other systems of care. The Impact Team has had much success in diverting people from the criminal justice system: in the last 2.5 months of 2015, 132 service connections were made to people living unsheltered (approximately 633 a year). The Impact Team continues to expand their team, engaging on a weekly basis with City and County Park Rangers, SSF navigators, mental health outreach, street nurses, a veterinarian and many more. City Park Rangers follow the same approach as the Impact Team in City Parks.

Sacramento Police, 2015

- ✓ 36,074 homeless related calls for service
- ✓ ~633 referrals to services through Impact Team
- ✓ 70-80% refuse services

On the County side, the County Park Rangers who patrol the American River Parkway respond to a variety of community concerns related to homeless encampments along the parkway, much of which is in the City limits. The County Rangers coordinate on a regular basis with the Impact Team and SSF, but do not have the same level of resources as the Impact Team does to offer linkages to services. When occupied encampments are found on the parkway, County Rangers require that the camps move immediately and unoccupied encampments are posted notice for removal within 48 hours.

KEY QUESTIONS:

- ✓ HOW CAN THE VARIOUS LAW ENFORCEMENT AGENCIES IN SACRAMENTO COORDINATE BETTER ON INTERACTIONS WITH HOMELESS POPULATIONS?
- ✓ HOW CAN THE CITY RESPOND TO BOTH THE CONCERNS OF THE COMMUNITY ABOUT THE IMPACTS OF CAMPING IN THEIR NEIGHBORHOODS AND THE CONCERNS OF ADVOCATES FOR UNSHELTERED PERSONS?

Probation

County probation estimates that while many of the people experiencing homelessness on the American River Parkway have a criminal record and are on informal probation, less than half are under the jurisdiction of the County.

Sacramento County probation is responsible for monitoring adults and juveniles released from County jail. The probation department estimates that 5-10% of those on probation identify themselves as homeless, meaning either that they entered jail without a home or lost that home during their time in jail. The Sacramento County Jail has recently added a mental health “in-reach” worker through a partnership with Sacramento County Division of Behavioral Health to try to provide services and support pre-release for those with mental health needs, including housing support with necessary. While the probation department plays a key role for those among the homeless population on probation, they do not have jurisdiction over many with criminal backgrounds.

KEY QUESTIONS:

- ✓ WHAT IS THE DATA ON ZIP CODE OR ORIGIN VERSUS ZIP CODE OF RELEASE FROM THE COUNTY JAIL?
- ✓ ARE THERE PROGRAMS SIMILAR TO THE ANTI-RECIDIVISM COALITION’S HOUSING AND EDUCATION INITIATIVE THAT COULD BE IMPLEMENTED IN SACRAMENTO?

District Attorney

While the Sacramento County District Attorney’s (DA) office is a reactive, not proactive office, the DA does provide collaborative courts that aim to direct people towards rehabilitation and prevent recidivism. In general, the DA does not look at cases by the status of the person on trial, but estimates that less than five percent of the cases taken to the collaborative courts (mental health, drug court, etc.) are homeless.⁸ The exception to this is the Loaves & Fishes Court, which allows people experiencing homelessness to plea infractions and misdemeanors in exchange for community service and/or linkage to services. SSF navigators have begun coordinating with the public defender to offer services to clients with cases at the Loaves & Fishes Court, which hears approximately 75-100 cases monthly.

KEY QUESTIONS:

- ✓ ARE THERE ALTERNATIVE COURT MODELS THAT AIM TO USE THE CRIMINAL JUSTICE SYSTEM POSITIVELY?
- ✓ ARE THERE WAYS TO MORE QUICKLY/EFFICIENTLY FUNNEL PEOPLE WITH CITATIONS RELATED TO HOMELESSNESS (CAMPING, LIGHT RAIL VIOLATIONS, ETC.) TO ALTERNATIVE SENTENCING?

⁸ <http://www.sacda.org/services/collaborative-courts/>

Health Care

Sacramento County Mental Health

Annually, Sacramento County provides mental health services for 28,000 people countywide; 20 percent of these people are unstably housed. While the County Division of Behavioral Health Services (DBHS) is a critical partner in the homeless continuum of care, mental health is treatment focused, while the homeless system of care is housing focused. The County is currently working collaboratively with hospitals and other partners in the community on a Mental Health Improvement strategy, which aims to expand the County's crisis stabilization unit, expand in-patient and out-patient and respite care, and integrate more client-centered navigators throughout the County.

Through the Mental Health Services Act (Proposition 63), Sacramento County has created and supported permanent supportive housing units for over 750 homeless people and families with severe mental illness.

KEY QUESTIONS:

- ✓ HOW CAN THE PROPOSED "NO PLACE LIKE HOME INITIATIVE" ENHANCE PERMANENT HOUSING OPTIONS IN SACRAMENTO FOR PEOPLE WITH SERIOUS MENTAL ILLNESS?
- ✓ IS LAURA'S LAW A POTENTIAL CONSIDERATION IN THE COUNTY TO HELP PREVENT THOSE PEOPLE WITH LOWER LEVELS OF MENTAL HEALTH NEEDS FROM REACHING A CRISIS POINT?

While board and care facilities in the past have served as an alternative housing option for vulnerable populations, in recent years, Sacramento County has lost thousands of beds in such facilities due to rate cuts from the State Department of Social Services. More information on board and care facilities is provided in Appendix B.

Sacramento County Substance Abuse Services

Annually, Sacramento County provides Alcohol or Drug (AOD) treatment services for about 5,000 people, of which approximately 16% self-report as being homeless. Unlike mental health treatment, AOD services are not paid for by Medicaid, so services are more limited and costly and providers tend to be smaller with less capacity. To try to provide more access to AOD services, the County has begun to co-locate AOD services with other County services, but capacity continues to be a challenge.

The City of Sacramento, in partnership with SHRA, currently funds an 80 unit residential facility for homeless serial inebriates, the Comprehensive Alcohol Treatment Center (CATC). Operated by Volunteers of America, CATC offers detox services as an alternative to jail, and works with to connect people into permanent housing and other services.

KEY QUESTIONS:

- ✓ THE CATC IS FUNDED FOR 80 BEDS, BUT HAS (PHYSICAL) SPACE FOR UP TO 50 ADDITIONAL BEDS. IS THERE AN OPPORTUNITY TO EITHER EXPAND THE CATC PROGRAM OR USE THIS SPACE FOR ANOTHER HOMELESS PROGRAM?

Sacramento Fire Department

In 2015, 10% of all calls to SFD were related to homelessness. Of the calls related to homelessness, 53% (over 4,000) were for medical transport.

The City of Sacramento Fire Department (SFD) responds to approximately 75,000 calls for service annually using 15 fire/medic units. SFD has begun tracking calls for service for people experiencing homelessness, both for medical transport and for fire response. Given the proportion of medical calls for people experiencing homelessness, SFD is looking to launch a

“paramedicine” pilot in Sacramento where preventative care can be provided to frequent homeless users of 9-1-1, possibly through a partnership with homeless outreach navigators, mental health clinicians, and/or street medicine teams.

Affordable Housing

Homeless Continuum of Care Funded Housing

SSF is the lead agency administering federal dollars for the development and operation of permanent housing for homeless households. The current capacity of permanent housing for homeless individuals is detailed in the previous section. Using the collaborative funding from the City, County and Sutter Health, SSF is working to expand rapid re-housing opportunities in 2016. With a tightening rental market, access to housing is becoming increasingly difficult. To help address this, SSF has hired a landlord liaison and created other landlord incentives to help ease concerns about housing formerly homeless households.

Sacramento Housing and Redevelopment Agency (SHRA)

SHRA serves as the housing department and public housing authority for the City and County of Sacramento (and all incorporated cities). SHRA has provided capital and operational subsidies for 404 units throughout the County for people exiting homelessness. In addition to supporting development, SHRA also owns and operates 2,713 public housing units, manages 11,664 Housing Choice Vouchers (HCVs) for low income households, and manages an additional 984 set aside vouchers for homeless populations (399 for chronically homeless veterans and 585 for homeless people with a disability).

Of the 11,664 HCVs, 133 have been “project based” in developments that specifically serve people exiting homelessness. Of the remaining 11,531 vouchers, 515 are project based in developments that serve either those with a rent burden or homeless and 11,016 are available as “tenant based”, meaning that the client takes the voucher and uses it on the open market. Given the intense demand for HCVs (wait list of over 25,000), SHRA, like many Housing Authorities, uses preferences to prioritize certain populations for the 11,016 tenant based vouchers. In Sacramento, the preferences used by SHRA are:

HCV statistics:

- ✓ Average length of stay = 16 years
- ✓ 77% extremely low income
- ✓ 66% include a disabled family member
- ✓ 41% include a child under 18 years

- 1) Resident of Sacramento County
- 2) Disabled
- 3) Veterans
- 4) Rent burdened (paying > 50% of income towards rent)

SHRA is working with SSF to create a set aside of HCVs and/or public housing units for people exiting homelessness, aligned with the coordinated entry system.

KEY QUESTIONS:

- ✓ WHAT DATA IS AVAILABLE ON THE CURRENT HOUSEHOLDS ON THE SHRA WAITLISTS IN TERMS OF HOUSING STATUS, CURRENT LOCATION, NEEDS, ETC?
- ✓ HOW MANY PEOPLE CURRENTLY IN THE HCV OR PUBLIC HOUSING PROGRAMS WERE HOMELESS AT ENTRY?

Provider Recommendations

The provider recommendation meeting was the second of two public meetings. Six providers of shelter and/or housing for homeless populations were invited to share their perspective and recommendations with the subcommittee.

- Saint John’s Program for Real Change: Michele Steeb, CEO of Saint John’s shared details of her program’s approach, which provides intensive supportive services to mothers and children. She further encouraged the subcommittee to consider alternate approaches to “housing first” models.
- Volunteers of America: Amani Sawires, COO of VOA described the multitude of programs that VOA operates, and the importance of offering a variety of programs, including programs that offer employment support. She additionally described her experience working with rapid re-housing programs in Sacramento, and the importance of carefully targeting these resources.
- Homeless Youth Task Force: Bridget Alexander from Tubman House presented on behalf of the Homeless Youth Task Force. The task force shared very detailed recommendations:
 - Increase capacity of youth shelter beds
 - Provide local funding for a youth triage center
 - Support the use of the youth VI-SPDAT for prioritizing youth for housing
 - Create 24 transitional beds for youth
 - Increase affordable housing, especially for youth
 - End criminalization of homelessness by repealing camping ordinances
- Sacramento Self Help Housing: John Foley, Executive Director of Sacramento Self Help Housing (SSH) shared the model that SSH uses to offer alternative housing through shared housing for chronically homeless populations. SSH is also providing “interim” housing for unsheltered persons identified through Sacramento’s Common Cents coordinated entry system.
- Mutual Housing California: Holly Wunder-Stiles from Mutual Housing California and Kate Hutchinson from Lutheran Social Services spoke about the need for increased affordable housing

options, especially permanent supportive housing. They gave very specific recommendations (which are presented in detail on the City's webpage):

- Support the passage of the "No Place Like Home Initiative" – the \$2 billion bond specifically for the purpose of providing homes for homeless people with mental illness;
- Support the expansion of the low income housing tax credit program as proposed in active legislation; and
- Support the creation of a dedicated source of permanent state funding for affordable housing.

In addition to supporting this larger state and federal programs to help support the development of new affordable housing, Holly and Kate provided some specific local recommendations as well:

- Create the most sustainable form of housing possible with resources currently available
 - Increase the resources available through the local housing trust fund with policies to ensure compatibility with efforts to create permanent supportive housing;
 - Designate a portion of revenue previously headed toward the redevelopment agency (often referred to as "boomerang funds") for affordable housing;
 - Reconsider the fee-only approach for inclusionary housing policies to increase the likelihood of success in increasing the supply of affordable housing;
 - Protect the remaining Single Room Occupancy hotels and their low income residents; and
 - Direct the Housing Authority to make more project-based vouchers available for permanent supportive housing.
- TLCS: Erin Johansen, Executive Director of TLCS spoke to the importance of supportive services, especially those for people with serious mental illness. As with other speakers, she stressed the need for a variety of housing options with the appropriate level of services.

Copies of materials presented by these groups can be found here: <http://www.cityofsacramento.org/City-Manager/Homeless-Coordination/Subcommittee/Meeting-Materials#040416>

Partnerships and Shelter

Downtown Sacramento Partnership

DSP spends \$1.5 million annually on homeless related activities, including street cleaning, direct services (navigators), 10 beds for serial inebriates and funding a community prosecutor.

The Downtown Sacramento Partnership (DSP) is the Property Based Improvement District (PBID) for the Central City. Given the area that DSP serves, they have been involved in homeless services for years, launching the first homeless navigator before SSF existed. DSP focuses primarily on the unsheltered population in the downtown core, defining success as finding stable housing with a source of income to

allow the person to sustain that housing. The three critical components to any homeless intervention for DSP are that:

- We fund solutions, not just services; and
- Programs must be measurable; and
- There must be a purposeful and identified “end” into housing.

Sacramento Employment and Training Agency

Sacramento Employment and Training Agency (SETA) is a joint powers authority of the City and County of Sacramento, providing employment services to over 40,000 individuals annually at their 15 job centers. While not exclusively available for persons experiencing homelessness, SETA provides resources and services to help people find, sustain and increase

employment, and partners with some homeless specific programs in the Continuum of Care. In addition to the employment specific services, other areas where SETA touches the homeless population are through the administration of the Community Services Block Grant (CSBG) federal funding program, which serves over 1,300 homeless households, and through their refugee services.

SETA estimates that:

- ✓ 4.32% of job seekers served by SETA, or just over 1,700 people annually, are homeless
- ✓ 2% of people receiving intensive employment case management, or approximately 80 people annually, are homeless

Faith Community

Sacramento Area Congregations Together (ACT) is a multi-faith organization of local faith communities who work on issues of justice and equity. ACT and its member communities have been invested in addressing homelessness for a while, typically hosting rotating shelter programs in their sanctuaries. When ACT originally began participating in Winter Sanctuary, it was under the expectation that it was a temporary solution with the closing of the Cal Expo Winter Shelter, but it has since become an annual service. This places a strain on congregations, who want to help, but may not have the resources to host on an on-going basis. ACT has been working with their congregations to focus on supporting programs that end homelessness, and not just on temporary sheltering. One immediate goal of ACT is to support

the creation of a triage center with 24/7 access and supportive services much like the Navigation Center in San Francisco.⁹

City of Citrus Heights

All cities in Sacramento County were invited to participate in the subcommittee, and the City of Sacramento will continue to work to engage and foster partnerships with the cities, the County and SSF. The City of Citrus Heights shared the work they are undertaking, mostly in partnership with the Homeless Assistance Resource Team (HART).¹⁰ HART is a partnership of multiple service providers working to address homelessness in Citrus Heights, including providing a part-time navigator (through Sacramento Self Help Housing), a pilot rotating winter shelter program, a Veterans stand down event and other community based services. Moving forward, Citrus Heights is interested in understanding more about the homeless population in their city and any specific needs of that population, and will be working with their police department to complete a survey in April.

KEY QUESTIONS:

- ✓ SINCE SSF IS A COUNTY-WIDE ORGANIZATION, HOW CAN THE EFFORTS OF HART COORDINATE WITH SSF, SUCH THAT OUTREACH AND SERVICE ARE SEAMLESS, WHETHER THE PERSON IN NEED IS IN THE COUNTY, CITRUS HEIGHTS, OR THE CITY OF SACRAMENTO?

Emergency Shelter

Currently, emergency shelter in Sacramento is primarily funded in three ways:

- ✓ With CalWorks dollars, administered by the County Department of Human Assistance.
CalWorks funds family shelters only, and funds on a reimbursable basis, meaning only for occupied bed nights.
- ✓ With Emergency Solutions Grant (ESG) dollars, administered by SHRA.
In years past, ESG was the primary funder of all shelters in the County, but with reductions at the federal level and a new focus on rapid re-housing, there is only sufficient funding remaining to operate one adult shelter (the VOA A Street Men's Shelter).
- ✓ Through private foundations and donors.

Small amounts of City and County general funds also support some shelter operations, but, generally, without private funding, it is exceptionally hard to operate a shelter. As the CoC focuses on housing outcomes, shelters become even more challenging, as most do not have sufficient staffing to provide the level of service needed to move people quickly into housing. As the CoC looks to add capacity for crisis services, it may be appropriate to look both to existing shelter beds and providing increased staffing and capacity instead of (or in addition to) creating new shelter spaces.

⁹ <http://navigationcentersf.org/>

¹⁰ <http://citrusheightssentinel.com/2016/02/06/homelessness-in-citrus-heights-addressed-by-city/>

City Homeless Subcommittee: Options

The subcommittee heard recommendations from a multitude of stakeholders of many different perspectives, and is seeking the input from the full Council on which one(s) to support. The options detailed below consider all of the information gathered through discussions with local experts in the context of the principles outlined above. Options include both policy changes and programmatic changes; some which can be completed quickly and some which could take time and commitment from partners outside the City.

Short Term Options

1) *Access unused capacity in the existing emergency shelter system.*

Description:	Some existing shelters have available space and others could expand their operational hours to be open 24/7. Explore with the County and community partners the cost and possibility of using these spaces on a temporary or permanent basis and/or expanding operations to improve “flow” through the continuum of care.
Challenges:	Most existing shelters and other services for homeless populations are located in the River District, which is disproportionately impacted by unsheltered homelessness. The River District board has indicated that there would be challenges to increasing bed capacity in their community.
Lead:	City and County
Population(s) Served:	Dependent on facility; most available spaces serve single adults
Cost to City:	Significant, on-going cost

2) *As Sacramento Steps Forward expands into other communities, ensure that all community navigation services are linked to participation in housing solutions.*

Description:	It is important that the Sacramento region as a whole agrees on an approach to preventing and ending homelessness and coordinates responses. With the support of Sutter Health, SSF is working to engage other communities. As SSF engages these communities, the City should support them and provide support to ensure that services offered in other communities are as comprehensive as in Sacramento (e.g. “front end” navigation combined with “back end” housing and services).
Challenges:	Partner jurisdictions may not be supportive of locating housing for homeless population in their community, or may not have sufficient funding to provide both navigation and housing.
Lead:	Sacramento Steps Forward
Population(s) Served:	All homeless populations
Costs to City:	No cost

3) Modify preferences for tenant based Housing Choice Vouchers (HCV) so homeless people have the same access as housed people.

Description:	Given the high demand for the HCV program, SHRA uses a set of four local preferences (residency, permanent disability, rent burden and veteran status) to prioritize households pulled off the HCV tenant based waitlist. Because the waitlist is so long and impacted, effectively, nobody gets off the waitlist unless they have at least one (and preferably more) of the local preferences. SHRA currently has a preference for people who are “rent burdened”, meaning that they pay more than 50% of their income towards housing. Homeless people, who do not pay rent, do not qualify for this preference. The City will work with SHRA and the County Board of Supervisors to add a preference for homeless that is equal to the rent burden preference. SHRA has committed to include this change in their annual update to the Public Housing Agency Annual Plan in the summer of 2016.
Challenges:	The HCV waitlist is currently has over 25,000 households. While modifying the local preferences requires only a local change to SHRA’s annual plan (with approval by HUD), the impact of the change may not be felt until either the wait list is reduce or with significant community outreach and engagement to help people experiencing homelessness get (and stay) on the waitlist.
Lead:	SHRA (reporting to City Council and County Board of Supervisors)
Population(s) Served:	All homeless populations
Costs to City:	No cost

4) Support roll out of “No Place Like Home” initiative & provide support to ensure Sacramento is competitive for funding

Description:	Senate Pro Tem De Leon has introduced a statewide initiative to bring over \$2 billion of funding for 10,000 new housing units for mentally ill homeless people. Details on the bill are being developed. The City should support the bill (as currently written) and develop an approach to ensure that funding is available and accessed by programs in Sacramento, should the bill be adopted.
Challenges:	While details on the bill are still not available, the initiative seeks to use existing funding from the State’s Mental Health Services Act (MHSA) to create housing. This funding is currently going directly to counties, including Sacramento County, for delivery of mental health services and support, so it is unclear what impact this initiative will have on the County’s overall mental health services.
Lead:	City
Population(s) Served:	Chronically homeless with serious mental illness
Costs to City:	No cost

5) Provide safe and sanitary restrooms for unsheltered homeless populations.

Description:	While the City is fully focused on permanent housing options, there remains an unsheltered population that needs access to safe, sanitary restrooms. The City has recently put out an RFP for a pilot attended restroom project, which will include measuring the use of the facility and efficacy of the program in addressing the impacts of homelessness on the broader community. If the program is successful, consider expanding to other areas.
Challenges:	It is unknown if attended restrooms will reduce the prevalence of human waste in impacted areas of the City, and it is difficult to measure the efficacy. If the pilot is successful, it may be challenging to locate additional restroom facilities in other parts of the City, where businesses and neighborhoods may not be receptive to this program.
Lead:	City
Population(s) Served:	All unsheltered homeless populations
Costs to City:	Significant, on-going costs (estimated \$100,000 for 6 month pilot)

6) Allow one or more self-governed “tent cities” to provide temporary shelter for unsheltered persons.

Description:	Some local advocates have asked the City to allow self-governed tent cities within City limits. Self-governed tent cities would be limited in size and location and could include rules regarding activities and behavior of the residents of the encampment.
Challenges:	Locating sanctioned encampments would likely lead to resistance from neighbors and businesses. In 2013, a sanctioned encampment in Placerville closed after being open just over a year. ¹¹ In discussions with City leaders in Placerville, they shared that while they didn’t have many issues with the people in the encampment itself, there was an influx of homeless people creating unsanctioned encampments near the sanctioned site, which lead to some very serious issues.
Lead:	City
Population(s) Served:	Unsheltered adults
Costs to City:	Low cost to significant, on-going costs (dependent on number and size of sites, operations and impacts on surrounding communities)

¹¹ <http://www.sacbee.com/community/folsom-el-dorado/article2582839.html>

Medium Term Options

7) Continue to support Sacramento Steps Forward “Common Cents” program, providing street outreach, common assessment and linkage to services for unsheltered populations and assessment and housing services for sheltered populations.

Description:	The Common Cents program was initially a pilot coordinated entry system funded by the City that has now expanded throughout the County. Homeless outreach navigators work directly with people experiencing homelessness, assessing them for services and helping them to navigate into housing. Common Cents has allowed SSF to collect much better data on the unmet needs in our homeless community and to craft responses to help meet those needs.
Challenges:	Common Cents is the “on the ground” representation of the system approach that SSF has created, however, without adequate services and housing, the navigator role can become challenging and misunderstood by the public. It is critical that the community supports housing and services along with navigation.
Lead:	City
Population(s) Served:	All homeless populations
Costs to City:	Significant, on-going costs (currently \$500,000 annually from the City and more from other private and public partners)

8) Continue to provide funding for rapid re-housing and employment services for people identified through the Common Cents program.

Description:	In FY2015/16, the City, County and Sutter Health partnered to create a \$2.4 million local rapid re-housing and employment program to complement the efforts of existing CoC housing programs and serve households identified through Common Cents. This program, operated by VOA aims to move households quickly from homelessness into their own housing unit with rental subsidy and supportive services, including intensive employment supports.
Challenges:	VOA launched the program in early 2016, and is refining operations. One of the biggest challenges is finding landlords who will accept formerly homeless households, many of whom have significant barriers to housing and employment. SSF and VOA are working to reduce these barriers with a dedicated landlord liaison position, “ready to rent” classes, a 24/7 landlord hotline and other supportive services, but in a tight rental market, access to units remains the biggest challenge.
Lead:	Sacramento Steps Forward
Population(s) Served:	All homeless populations, focus on adult only households
Costs to City:	Significant, on-going costs (currently \$500,000 from the City)

9) Continue to support the work of the Sacramento Police Department Impact Team.

The Impact Team is a division of the Sacramento Police Department that works with people experiencing homelessness, neighborhoods, businesses and others to try to connect people with services and reduce the impact of unsheltered homelessness on the community. The Impact Team currently consists of a lieutenant, a sergeant and six officers who work throughout the City to:

- Description:
- ✓ Link people experiencing homelessness with services, working directly with SSF navigators; and
 - ✓ Link people with other services, including veterans benefits, health care, cash benefits, etc. through partnerships with service organizations throughout Sacramento; and
 - ✓ Offer direct services for unsheltered persons through partnerships with medical outreach teams, a mobile veterinarian, mental health navigators and others; and
 - ✓ Clean up abandoned homeless encampments to protect the health and safety of the community; and
 - ✓ Partner with other first responders, including the City Park Rangers and City Fire Department to offer outreach and engagement services; and
 - ✓ Support the entire Sacramento Police Department in offering assistance to people experiencing homelessness.

Challenges:

The Impact Team has made huge strides in offering assistance to people experiencing homelessness throughout Sacramento. However, homelessness extends beyond the City of Sacramento, so it is important that all law enforcement agencies and first responders adopt this same proactive approach to maintain the relationships that the Impact Team has forged.

Lead: Sacramento City Police Department

Population(s) Served: All unsheltered homeless populations

Costs to City: Significant, on-going costs

10) Work with SSF and local providers of emergency shelters to reduce and remove program rules that limit access to shelters based on family size, composition, substance use, etc.

Description:	During the winter season, Sacramento has approximately 800 shelter beds or units available to homeless households, and approximately 650 year round. While, typically, shelters are full, there are some populations that cannot be served or are more difficult to serve in shelters, including those with pets, those with significant amounts of possessions, active substance users, those with untreated mental health conditions, etc. In that shelter can often be the first connection to permanent housing, reducing barriers to shelter to accommodate more difficult to serve populations can make a significant impact on the unsheltered population.
Challenges:	Many shelters have physical constraints that preclude them from storing personal belongings or serving people with their pets. Additionally, providing shelter for more vulnerable populations requires more intensive case management staffing than most shelters currently have.
Lead:	Sacramento Steps Forward
Population(s) Served:	All homeless populations
Costs to City:	Significant, on-going costs

11) Create set aside of tenant based Housing Choice Vouchers (HCVs) and/or public housing units for homeless people on the community queue.

Description:	Currently, there 133 project based HCVs specifically for homeless populations. In addition, providers of permanent supportive housing believe that many residents in these programs no longer need the intensive supportive services and could live independently if they had long term affordable housing options. SHRA has shared an overview of their proposal to allocate HCVs and/or public housing units for people experiencing homelessness and/or people currently living in PSH and ready to “move on” into an affordable housing opportunity. SHRA is developing the details of the program which will be included in their Public Housing Administrative Plan in the summer of 2016. The City will work with SHRA and SSF on developing the details of this proposal and timeline to implement.
Challenges:	Given that HCVs and public housing units are almost fully leased up, creating special set asides of HCVs and/or public housing must be rolled out through attrition. By creating special set asides for homeless populations and/or people leaving PSH, other disadvantaged populations are impacted.
Lead:	SHRA (reporting to City Council and County Board of Supervisors)
Population(s) Served:	All homeless populations
Costs to City:	No cost

12) Support the siting of new mental health crisis beds in the City.

Description:	Sacramento County Division of Behavioral Health is working to develop new mental health crisis residential locations. As options come up in the City of Sacramento, should the location(s) proposed conform with local zoning and planning regulations, support the siting of such facilities in the City.
Challenges:	It is likely that neighborhoods and businesses near the location(s) proposed will challenge the siting of mental health crisis beds near their homes and businesses.
Lead:	City
Population(s) Served:	Persons with serious mental illness
Costs to City:	No cost

13) Consider creation of new crisis triage center(s) for unsheltered homeless populations.

Description:	Given the number of unsheltered people in our community, there may be the need for additional spaces for people to stay. This “triage” location(s) could be created in different ways – a triage center, in existing shelters, in a tent city, etc. Regardless of the physical characteristics, the triage center(s) must include the following: <ul style="list-style-type: none">✓ Be accessed through SSF’s coordinated entry system✓ Input data into SSF’s HMIS✓ Include housing navigation services✓ Be low/no barrier, housing first oriented✓ Provide on-site case management
Challenges:	It is likely that neighborhoods and businesses near the location(s) proposed will challenge the siting of a homeless service center near their homes and businesses. Additionally, finding funding for a shelter or triage center may impact the City’s ability to fund permanent housing.
Lead:	SSF
Population(s) Served:	Unsheltered
Costs to City:	Significant, on-going costs

14) Consider creation of a “tiny home” village to serve as crisis/transitional housing for unsheltered populations.

Description:	Some local advocates and housing developers have championed the idea of creating “tiny home” villages similar to Quixote Village (Olympia, WA) or Dignity Village (Portland, OR) to providing transitional or permanent housing in small, camping cabins. While tiny home villages vary in terms of size, permanency and services, local proposals generally recommend villages of about 100 homes, used as transitional housing for unsheltered populations.
Challenges:	It is likely that neighborhoods and businesses near the location(s) proposed will challenge the siting of a transitional housing program in their community. Additionally, new transitional housing is not eligible for funding through SSF and would also not be eligible for traditional affordable housing funding programs.
Lead:	City
Population(s) Served:	Unsheltered
Costs to City:	Significant, on-going costs

15) Enhance the efforts within the criminal justice system when working with unsheltered populations to improve linkages to services and housing and limiting the use of criminal penalties.

Description:	Explore ways to enhance the current use of community courts and alternative sentencing for persons receiving illegal camping citation with the goal of connecting more people to services and housing. Any approach must be comprehensive and involve all enforcement entities (police, Sheriff, City and County rangers) as well as the courts, jail and outside service providers.
Challenges:	Significant coordination and resources from the court, County, and service providers would be necessary to be impactful.
Lead:	City
Population(s) Served:	Unsheltered
Costs to City:	Unknown – funding for the provision of any alternative offered would vary depending on the approach and the number of potentially eligible persons.

16) Work with Sacramento County Probation Department to better coordinate releases of inmates from the County jail.

Description:	The Sacramento County jail at 6 th and I Streets downtown serves the entire County of Sacramento. Many inmates released are either homeless at entry or become homeless while incarcerated, and due to the location of the jail, end up homeless in the downtown core, and disconnected from any family or services they may have had prior to incarceration. Work with County probation to collect data on releases from jail by housing status and help identify possible alternatives to better align homeless inmates with services and prevent large releases of homeless individuals in the downtown without adequate services.
Challenges:	Many inmates at the County jail are held for a very short time, released within hours of booking. The sheer volume and varying needs of these populations will make coordination of services to release time very difficult. Multiple jurisdictions using the jail will need to coordinate, along with service providers in those localities.
Lead:	City
Population(s) Served:	Unsheltered persons being released from jail
Costs to City:	No cost

17) Create opportunities for community members to serve and support persons experiencing homelessness.

Description:	Community members, faith groups and other civic organizations want to engage in serving the homeless community. Without options that are linked into the broader continuum of care, some will engage in activities that may not help support the goal of permanent housing. Working with community groups who are engaged in serving homeless populations already, create options for community service that complement the efforts of SSF. Consider technology solutions to help.
Challenges:	If participation from very disparate groups (protest groups, faith organizations, community groups) cannot be coordinated, the impact on the communities currently “hosting” these events may not be significant. Additionally, organizing these efforts is logistically complex and may require dedicated staff and resources, which currently do not exist at SSF.
Lead:	Sacramento Steps Forward
Population(s) Served:	All homeless households
Costs to City:	No cost

Long Term Options

18) Continue to support the development of new affordable housing, including permanent supportive housing.

Description:	At the root of homelessness is a lack of housing, so the creation of any new affordable housing opportunities - either through new construction or acquisition/rehabilitation – helps open options for people experiencing homelessness.
Challenges:	There is limited funding to support new development of affordable housing. Financing new developments requires very complex funding and development structures, and can take years from approval to occupancy. Additionally, publicly financed affordable housing often can be very challenging for formerly homeless people to access, given the somewhat restrictive occupancy standards related to history of evictions, criminal history, etc.
Lead:	City and SHRA (reporting to City Council and County Board of Supervisors)
Population(s) Served:	All populations (not only homeless)
Costs to City:	Unknown

19) Explore the use of a “Pay for Success” financing model to create new housing opportunities on a regional basis.

Description:	“Pay for Success” or Social Impact Bonds are innovative new financing model that brings investment towards social programs that produce effective results. Pay for Success can be used to help finance homeless programs predicated on the fact that housing people should produce a cost savings to the local government (reduction in mental health services, reduced incarceration, etc.) and private sector (reduced usage of emergency rooms, etc.).
Challenges:	Social Impact Bonds are a relatively new financing model and may be considered risky for investors. Measuring the costs savings and impact on the community is very complex and will likely require significant investment by both private and public partners.
Lead:	City
Population(s) Served:	TBD
Costs to City:	Unknown

20) Explore ways to expand access to Board and Care facilities for people experiencing homelessness, including application for an Assisted Living Waiver from the State Department of Health Care Services.

Description:	Board and Care homes may be an alternative and affordable living option for people experiencing homelessness, but the number of facilities in Sacramento has decreased in recent years. The State Assisted Living Waiver program allows the use of Medi-Cal to pay for services in lower care community home-like setting as an alternative to (or exit from) a nursing facility.
Challenges:	Unknown if there are operators interested in and able to create new Board and Care homes.
Lead:	TBD
Population(s) Served:	Seniors and persons with disabilities
Costs to City:	No cost

21) Create a community paramedicine program embedded in the SFD.

Description:	Community paramedicine programs allow paramedics to function outside the typical emergency response role and work to help provide more appropriate medical interventions to medically underserved populations. For homeless populations, this could mean incorporating a mental health clinician in an ambulance, creating preventative care outreach, and/or transporting to alternative clinic locations.
Challenges:	Sacramento County medical director would need to allow alternate approach and SFD would need to identify internal resources.
Lead:	Sacramento Fire Department (SFD)
Population(s) Served:	Unsheltered chronic users of the 911 system
Costs to City:	Significant, on-going (unless could find external funding partner)

Public Comments

The public has been encouraged to submit comments and suggestions to the Homeless Subcommittee of the City Council via a comment form on the City's website. All comments submitted via this form, in addition to comments made directly to the Homeless Services Coordinator or a district office, have been compiled below. Also included are copies of letters submitted to the Council and/or City Council.

January 12, 2016

1/12/2016

[REDACTED]
[REDACTED]
[REDACTED]

Summary: There are closed schools, can we use some of them to temporarily house the homeless?
What about the barracks at Mather Field?

January 22, 2016

Homeless Subcommittee Feedback

Name:	[REDACTED]
Phone:	[REDACTED]
Email:	[REDACTED]
Comments:	I am a local Gen. Building contractor that would like to help with the production of small portable or fixed housing units for the homeless. We have designed extremely energy efficient small houses that can be made on a small or large scale. Any information that would help us help you would be greatly appreciated.

January 26, 2016

Homeless Subcommittee Feedback

Name:	[REDACTED] Re: 325 North 16th Street
Phone:	[REDACTED]
Email:	[REDACTED]
Comments:	Sirs, the property located at 325 North 16th Street will be available soon please see my email sent 1/15 I am having problems submitting this form and is cutting me off

January 27, 2016

1/27/2016

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Summary: wants a 1 cent sales tax for homeless issues - feels like the plastic bag ban isnt fair and bags should still be free - also wanted CM Guerra to know that when he called the City Council a bunch of liars that he didn't mean CM Guerra because he is new.

February 5, 2016

Homeless Subcommittee Feedback

Name:	[REDACTED]
Phone:	[REDACTED]
Email:	[REDACTED]
Comments:	On October 1, 2015 the Sacramento Regional Coalition to End Homelessness submitted our "10 Point Plan to Address the Homeless Crisis" to the City Council and Board of Supervisors. However, we did not receive one comment from either body. We hope this SubCommittee revisits our recommendations and moves to act on them. Our recommendations can be found at our website: http://media.wix.com/ugd/ee52bb_3f1a4e501e294dbc84389a0195eccc42.pdf

February 28, 2016

Homeless Subcommittee Feedback

Name:	[REDACTED]
Phone:	[REDACTED]
Email:	[REDACTED]
Comments:	The shelter crisis involves programs trying to help the homeless that people do not even realize would be impacted by it. When shelters close, there is a negative externality that occurs: programs must find other means of helping the homeless. Thanks for taking my comments!

February 29, 2016

Homeless Subcommittee Feedback

Name:	██████████
Phone:	██████████
Email:	████████████████████
Comments:	SSF is clearly moving in the right direction, but the resources available to it are insufficient to handle the 940 or so persons who were found to be unsheltered at the 2015 PIT count. Sac City, other cities and Sac County need to find the money to greatly increase emergency shelter and get the homeless off the streets and out of the Parkway.

Homeless Subcommittee Feedback

Name:	██████████
Phone:	██████████
Email:	████████████████████
Comments:	On the Feb. 29 agenda, under "Crisis Response in other Communities," there is no mention of Permanent Supportive Housing, which has been the proven method of eliminating homelessness in communities across the country. In the Mayor's budget proposal, there is also no mention of setting aside funding for Permanent Supportive Housing. Tent communities are temporary, and tiny houses may be more permanent but need to be tied to supportive services

March 1, 2016

Homeless Subcommittee Feedback

Name:	[REDACTED]
Phone:	[REDACTED]
Email:	[REDACTED]
Comments:	You should consider using steel shipping containers. By cutting doors along one side you could get 4-8x10 or 5-8x8 units per 40 foot container. They can be easily wired for solar or A/C, Stacked 5 high, Easily moved to other locations, also, container restrooms. Used containers can be had for \$3500.

March 2, 2016

3/2/2016

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Summary: Dear Councilman Guerra, I read with great distress Marcos Breton's article in today's Bee indicating that the City Council is likely to vote to approve homeless tent cities. I strongly agree with Mr. Breton's opinion that tent cities will increase the problem, not help solve it. The better solution is to have permanent housing. Tent cities will perpetuate the urban blight of homeless populations on the streets. Please vote against homeless tent cities. Although I live in District 4, this issue is of city-wide importance, so I am writing all members of the City Council. Thanks for considering my opinion. [REDACTED]

March 6, 2016

3/6/2016

[REDACTED]
[REDACTED]
[REDACTED]
[REDACTED]

Summary: No tent city!!!!

[REDACTED]

Summary: We have 25 commercial tenants in properties scattered about in the City and County of Sacramento. At all of our locations the problem with homeless people has become intolerable. We have spent thousands of dollars on fences and gates to try and keep the properties clean and safe from the damage and vandalism inflicted by homeless people trying to find shelter. We have had several fires and loss an entire building to a fire started by homeless people. Frankly, I am angry that this very public problem is inflicted on us, the private property owners. We have had to hire patrol services under the threat of citation from the County to move these homeless people off our property. Recently, I had to ask two ragged homeless elderly women, both of whom could barely raise themselves off the ground to walk, to move off my property. But where are they suppose to go? The County and City have abdicated their responsibility to provide for the security and safety of property owners and the providing services to these troubled homeless people. It is very expensive for us to deal with the damage and ongoing issues that these homeless people present. The problem is relentless and increasing. Please find a place for these people to go so that they do not end up on our properties where they create fear and inflict damage in their wake. In a meeting with Supervisor Susan Peter’s assistant Vanessa I expressed my concerns but her response was that there were services for the homeless but they had to initiate getting those services. Clearly, this approach is not working. I applaud the efforts of Mark Merin and the City and Councilman Schenirer to find a better way to deal with this problem. Please support their effort to find a public place for these people to stay where they can receive the help they need

March 9, 2016

Homeless Subcommittee Feedback

Name:	[REDACTED]
Phone:	[REDACTED]
Email:	[REDACTED]
Comments:	The need for public restrooms should be discussed.

March 10, 2016

From: [REDACTED]

Sent: Thursday, March 10, 2016 4:34 PM

To: 311 Call Center

Subject: Keep Up the Good Work

City Council -

I wanted to take this opportunity to provide support as a Board Member of the College-Glen Neighborhood Association. We at the Board know of your very difficult job in dealing with all the City's issues.

Please stand firm on the homeless issue and not be bullied by the protesters and homeless in their demands to remove the illegal camping ordinance or setting up a tent city.

We live near the American River and frequently hike, bike and jog to be away from the everyday stress and hate to see the illegal camps desecrating our jewel.

Please call me or reply to this e-mail, if the Council needs anything or assisting in dealing with this issue.

Sincerely,

[REDACTED]
[REDACTED]

March 18, 2016

Homeless Subcommittee Feedback

Name:	[REDACTED]
Phone:	[REDACTED]
Email:	[REDACTED]
Comments:	I am part of a network of more than 300 city churches who are working to find solutions. Together we represent thousands of volunteers, professional skills and a passion for people in need.

March 22, 2016

Homeless Subcommittee Feedback

Name:	██████████
Phone:	██████████
Email:	██████████
Comments:	A Tent City on Private land sponsored by Church Leaders and self-governed by homeless men and women--a clean and sober transitional living environment until permanent housing is secured.

March 26, 2016

Homeless Subcommittee Feedback

Name:	██████████
Phone:	██████████
Email:	██████████
Comments:	A tent city encampment on private or public property which is self-governed and operated would be a good start

March 29, 2016

Homeless Subcommittee Feedback

Name:	██████████
Phone:	██████████
Email:	██████████
Comments:	I have heard that in Utah they build micro houses to house the mentally ill homeless population with full services located in the neighborhoods(doctors, counselors, pharmacy, etc). It was a lot more economical and practical than the cost of revolving doors of ER's, hospitals and jails.

Homeless Subcommittee Feedback

Name:	██████████
Phone:	██████████
Email:	████████████████████
Comments:	I saw a news bit online showing that county or city workers(I'm not sure where they were) would go to the homeless camps and hire individuals for the day and have them help clean the neighborhoods and homeless camps. They would be paid in cash and given direction to resources regarding food, shelter and medical services I think this would be a beneficial way to utilize the homeless put them on the path to having a job and residence and make them feel like people again.

April 8, 2016

Homeless Subcommittee Feedback

Name:	██████████
Phone:	██████████
Email:	████████████████████
Comments:	Services offered must be done in conjunction with law enforcement. Transients cannot be allowed to take over our parks (Winn Park). They leave each night but live in the park from 6:30am until after 9:00pm. IF THE ORDINANCES WE HAVE ON THE BOOKS NOW CANNOT PREVENT THIS, WE NEED A NEW ORDINANCE. On rare days when there aren't any transients in the park we see lots of people using the park for the recreational purposes, but most days people are too intimidated by the camps.

April 19, 2016

We are doing great work in Sacramento towards ending homelessness with PSH and Rapid Re-Housing, but are not slated to end homelessness within a year. We also need to plan for new cases of homelessness. Maybe up to 1,000 people find themselves without any other option but to sleep outdoors. This is the crime--that we can't help them and that we punish them for our inability to be able help them. It should not be a crime to live outdoors, especially without any other option available for these 1,000 people. The camping ordinance is not a tool that helps end homelessness, but it merely

pushes homeless people from one location to another location, to become someone else's problem, to scoot them to another neighborhood for them to deal with.

We should eliminate the camping ordinance, 1st off. Then we can find places for people to live temporarily with proper sanitation, such as toilets, portable or flushing, and garbage services. There are many options for people to live safely and more comfortably until they are able to access housing or supportive housing. The city council has expressed overriding concern for those that have to SEE homeless people, over concern about the people that have to experience living outside in the harsh elements. We should allow groups to sponsor tent cities, because tents are better than nothing. We should allow people living in their vehicles to be able to park someplace with sanitation at night. We should encourage temporarily opening of vacant buildings until development or redevelopment of that building is slated to begin. Employ people that are homeless, sheltered or unsheltered, on special projects to help them gain work experience and to earn 1st and last months rent.

So in conclusion, eliminate the camping ordinance because its mean to people experiencing extreme poverty, allow people to help (declaring a shelter crisis may help them do that), and continue to do what we are doing towards housing people experiencing homelessness.

Thanks,

[Redacted signature]

Sacramento Homeless Organizing Committee
Phone and Fax: (916)442-2156
www.sacshoc.org - <http://homeward.wikispaces.com>

April 23, 2016

Homeless Subcommittee Feedback

Name:	[Redacted]
Phone:	[Redacted]
Email:	[Redacted]
Comments:	At weekly SHOC meeting, attendees (10 homeless and formerly homeless people) brainstormed these comments: Repeal anti-camping ordinance. Decriminalize sharing food. Have tent cities and car parks like Seattle. Let us sleep when the sun goes down until the sun comes up. Bathrooms. Showers. Affordable housing, some that people on SSI could afford. Drug and alcohol treatment. Mental Health treatment. ADA issues on public spaces—problems getting to services, etc.

Appendix A: Annual Shelter Utilization



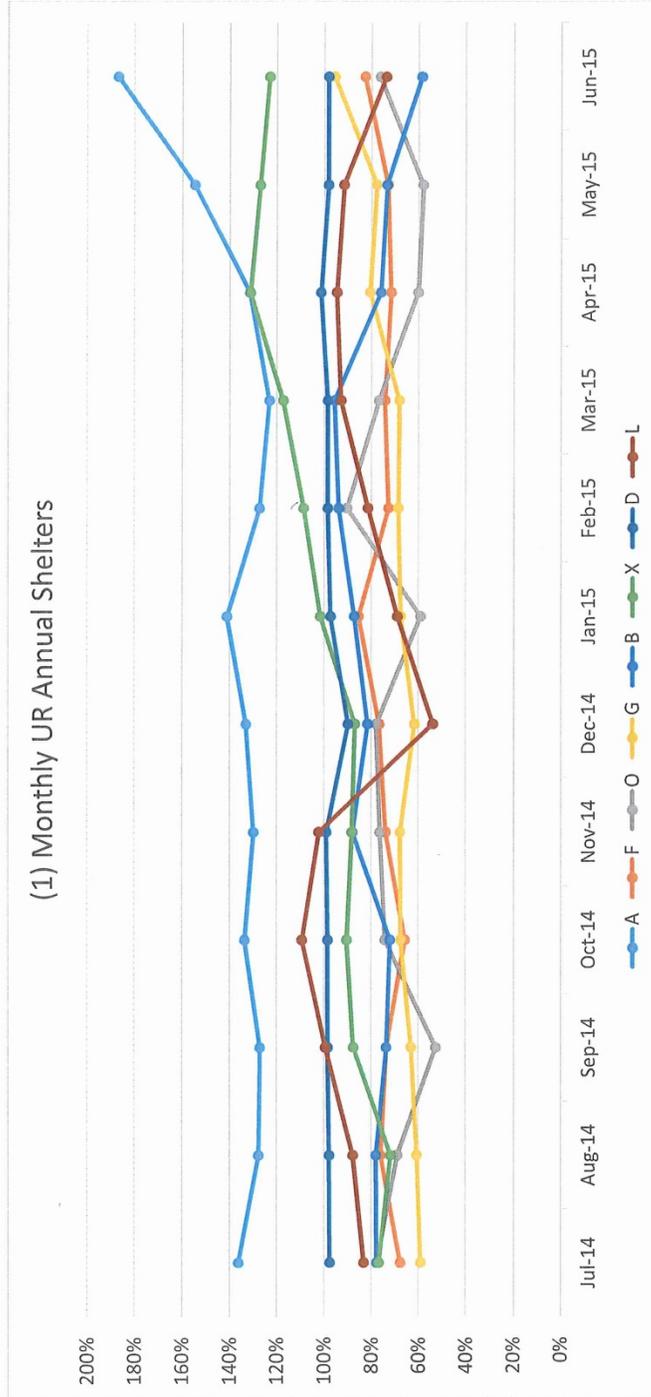
Emergency Shelter Utilization

July 2014 to June 2015

On February 29, 2016, Focus Strategies presented "Overview of Current Crisis System Populations and Performance" to the Homeless Subcommittee of the City of Sacramento. During the course of the presentation, the Subcommittee expressed interest in determining whether there were seasonal patterns in Emergency Shelter utilization rates. In general, the results indicate that there is seasonal variation in seasonal shelters, and where there is more opportunity for seasonal variation (i.e. seasonal shelters without a fixed inventory of beds), that variation is reflected in the results. The year round shelters appear to have some variation, but that variation appears to be unrelated to season and may be more related to population served.

The following graphs summarize utilization rate by month for (1) emergency shelters open all year and (2) seasonal emergency shelters. The first graph shows the monthly utilization rate of eight different shelters that operate year round. Each has a distinct pattern, with no clear variation based on season of the year. Some (e.g., "O" and "L") serve specific subpopulations and do show cyclic patterns, but they are not seasonal.

(1) Monthly UR Annual Shelters



The second graph shows the monthly utilization rate of four seasonal shelter programs. As expected, these shelters do show seasonal patterns, with utilization spiking from December through February. The two programs with the largest spikes in utilization are those that have the most flexibility in terms of increasing capacity.



Appendix B: Board and Care Homes

Licensing Regulations

Board and Care Homes, also known as residential care facilities, operate under the California Department of Social Services. According to Cal Registry, more than 90% of residential care homes are licensed to residents housing six people or fewer. Facilities licensed to care for more than six people are typically retirement complexes or assisted living facilities. Although both serve vastly different capacities, both residential care and assisted living facilities operate under the same CA Title 22 - community care licensing regulations regarding care services.

Availability

Adult residential care facilities provide homes for persons aged 18-59 who have mental health care needs or physical disabilities. California divides adult residential care facilities into five categories, including for the chronically ill and the elderly. According to the California Community Care Licensing division, as of June of 2015, there were a total of 281 licensed adult residential facilities in Sacramento County. These 281 facilities have the capacity to house 1,936 people.

Medi-Cal Eligibility

Payment for room and board is paid privately and not eligible for Medi-Cal. But, medical care and services can be eligible for Medi-Cal through the State's Assisted Living Waiver (ALW). People 21 and over who qualify for zero share-of-cost Medi-Cal benefits are eligible for the ALW. Eligible medical care and services include personal care and assistance, laundry, meals, and providing social. This program currently operates in select counties throughout California, including Sacramento County. As of March of 2016 there were 35 ALW Program facilities in the state, including senior facilities as well as mental health facilities. There are no mental health facilities approved for the ALW in Sacramento County.

The goal of the ALW is to, "Facilitate a safe and timely transition of Medi-Cal eligible seniors and persons with disabilities from a nursing facility to a community home-like setting in a Residential Care Facility (RCF), an Adult Residential Care Facility (ARF), or public subsidized housing, utilizing ALW services; and offer eligible [people], who reside in the community, but are at risk of being institutionalized, the option of utilizing ALW services to develop a program that will safely meet his/her care needs while continuing to reside in a RCF, ARF, or public subsidized housing".

Implementation Plan: Overview Schedule and Costs

Homeless Subcommittee Options

Option	Lead	Estimated Cost		Timeline																								
		Amount	Type	06/16	07/16	08/16	09/16	10/16	11/16	12/16	01/17	02/17	03/17	04/17	05/17	06/17	07/17	08/17	09/17	10/17	11/17	12/17	01/18	02/18	03/18	04/18	05/18	06/18
1	Access unused capacity in the existing emergency shelter system	City & County	\$1,210,000	Annual	[Yellow]																							
2	As Sacramento Steps Forward expands into other communities, ensure that all community navigation services are linked to participation in housing solutions.	SSF	\$0	-	[Yellow]																							
3	Modify preferences for tenant based Housing Choice Vouchers (HCV) so homeless people have the same access to them as housed people.	SHRA	\$0	-	[Yellow]																							
4	Support roll out of "No Place Like Home" initiative & provide support to ensure Sacramento is competitive for funding.	City	\$0	-	[Yellow]																							
5	Provide safe and sanitary restrooms for unsheltered homeless populations.	City	\$100,000	One time (6 mos)	[Green]																							
6	Allow one or more self-governed "tent cities" to provide temporary shelter for unsheltered persons.	City	\$13,125	Annual	[Yellow]																							
7	Continue to support SSF "Common Cents" program, providing street outreach, common assessment & linkage to services.	City	\$500,000	Annual	[Green]																							
8	Continue to provide funding for rapid re-housing and employment services for people identified through the Common Cents program.	SSF	\$500,000	Annual	[Green]																							
9	Continue to support the work of the Sacramento Police Impact Team.	SPD	\$493,725	Annual	[Green]																							
10	Work with SSF & local providers of emergency shelters to reduce & remove program rules that limit access to shelters based on family size, composition, substance use, etc.	SSF	\$0	-	[Yellow]																							
11	Create set aside of tenant based Housing Choice vouchers (HCVs) and/or public housing units for homeless people on the community queue.	SHRA	\$0	-	[Yellow]																							
12	Support the siting of new mental health crisis beds in the City.	City	\$0	-	[Yellow]																							
13	Consider creation of new crisis triage center(s) for unsheltered homeless populations.	City	\$1,523,205	Annual	[Yellow]																							
14	Consider creation of a "tiny home" village to serve as crisis/transitional housing for unsheltered populations. 1	Non-Profit (TBD)	\$3,462,340	\$2.8m one time \$650k annual	[Yellow]																							
15	Enhance the efforts within the criminal justice system with unsheltered populations to improve linkages to services & housing & limiting the use of criminal penalties.	City	\$0	-	[Yellow]																							
16	Work with Sacramento County Probation Department to better coordinate releases of inmates from the County jail.	City	\$0	-	[Yellow]																							
17	Create opportunities for community members to serve and support persons experiencing homelessness.	SSF	\$0	-	[Yellow]																							
18	Continue to support the development of new affordable housing, including permanent supportive housing.	City and SHRA	\$0	-	[Yellow]																							
19	Explore the use of a "Pay for Success" financing model to create new housing opportunities on a regional basis.	City	\$0	-	[Yellow]																							
20	Explore ways to expand access to Board and Care facilities for people experiencing homelessness.	TBD	\$0	-	[Yellow]																							
21	Create a community paramedicine program embedded in the SFD	SFD	\$0	-	[Yellow]																							

Items with timelines shown in green are already funded in the FY2015/16 budget or in the proposed FY2016/17 budget. Items shown in yellow are not funded. All costs are initial estimates only and do not include staff time.

Implementation Plan: Detailed Schedule and Costs

Homeless Subcommittee Options

Option	Lead	Implementation							
		Steps	Start	End	Estimated Cost	One Time or Annual?	Funded?	Partner(s)	
1	Access unused capacity in the existing emergency shelter system	City & County	Survey of all existing shelters and unused capacity - both beds without year round funding and space without beds.	06/16	07/16	-	-	No	SSF
			Working with operators, estimate costs to fund beds and operations, including sufficient case management to ensure access to beds are coordinated with SSF and housing focused supports are available.	07/16	08/16	-	-	No	SSF
			Discussions with Board of Supervisors, City Councils from other Sacramento County Cities, SHRA, SSF, private funders on appropriate funding mechanism(s) to allow full use of all capacity in existing shelters. Preliminary estimates (see detail in Appendix A):	08/16	10/16	-	-	No	County, Cities, SHRA, private funders
			<i>Keep 20 Salvation Army beds available year round</i>	-	-	\$209,000	Annual	No	
			<i>Keep VOA A Street Men's Shelter open 24/7</i>	-	-	\$355,000	Annual	No	
			<i>Keep Salvation Army open 24/7</i>	-	-	\$301,750	Annual	No	
			<i>Add 50 beds to CATC</i>	-	-	\$344,250	Annual	No	
Allocate funding and add capacity	10/16	11/16	-	-	No	Providers			
2	As Sacramento Steps Forward expands into other communities, ensure that all community navigation services are linked to participation in housing solutions.	SSF	SSF review with City/County Homeless 2x2 current SSF services (navigation, outreach, data, etc.) offered in other communities	06/16	06/16	-	-	No	County, Cities, Sutter Health
			Review capacity and available services for homeless populations in other communities.	06/16	06/16	-	-	No	
			Review any known data on need in other communities, including counts of unsheltered populations (from community connect events), data from first responders, use of County jail facility, etc.	06/16	07/16	-	-	No	
			Prepare report on regional needs by community, in partnership with Sutter Health.	07/16	08/16	-	-	No	
			On an on-going basis, City/County and other jurisdictional partners work together to ensure that all communities are participating equally.	06/16	06/18	-	-	No	

Implementation Plan: Detailed Schedule and Costs

Homeless Subcommittee Options

Option	Lead	Implementation						
		Steps	Start	End	Estimated Cost	One Time or Annual?	Funded?	Partner(s)
3	SHRA	SHRA drafts language to modify existing waitlist preferences in 2017 administration plan for review by City and County	06/16	06/16	-	-	No	County, SHRA, SSF
		Public review of draft administration plan, including language modifying waitlist preferences	07/16	08/16	-	-	No	
		Adoption of the 2017 PHA administration plan	09/16	09/16	-	-	No	
		SHRA outreach to homeless population, in collaboration with SSF and homeless providers re: new waitlist preference. SHRA opens the waitlist for persons experiencing homelessness and provides technical assistance to ensure broad access.	09/16	12/16	-	-	No	
		Homeless preference enacted.	01/17	01/17	-	-	No	
4	City	City staff monitors development of language for the No Place Like Home initiative, providing input to legislative partners (League of Cities, etc.)	06/16	07/16	-	-	No	City Office of Gov't Affairs
		Assuming final bill language is substantially similar to proposed intent, provide a letter of support to the bill author.	07/16	09/16	-	-	No	
		Upon adoption of the bill, work with legislative partners on securing funding for Sacramento projects.	09/16	06/17	-	-	No	
5	City	Select an operator or partnerships of operators to pilot an attended restroom project in the River District. Project will include data collection and analysis to dem if expansion to other locations is prudent.	06/16	06/16	-	One time	Yes	Business district(s)
		Pilot of attended restroom project.	07/16	01/17	\$100,000	One time	Yes	
		Review outcomes of pilot project and determine if expansion of the pilot or addition of other location(s) is desired.	01/16	02/17	-	One time	Yes	

Implementation Plan: Detailed Schedule and Costs

Homeless Subcommittee Options

Option	Lead	Implementation							
		Steps	Start	End	Estimated Cost	One Time or Annual?	Funded?	Partner(s)	
6	Allow one or more self-governed "tent cities" to provide temporary shelter for unsheltered persons.	City	Working with community groups, businesses, homeless providers, etc., determine specifications for parcels where sanctioned tent cities will be allowed.	06/16	09/16	-	-	No	Community groups, business district(s), SSF, homeless providers
			Accept applications for City sanctioned self-governed tent cities.	10/16	11/16	-	-	No	
			City sanctioned self-governed tent city(ies) are established on City approved lot(s)	12/16	12/16	-	-	No	
			Monitoring and services for tent city(ies) and community(ies) immediately surrounding tent city(ies). Depending on the approach of the operator, this could include increase police and/or fire response, oversight of project by Homeless Services Coordinator, etc. Similar projects in other cities have required the operator to pay all normal costs associated with properties in the city (water, sewer, parking, etc.) and costs associated with doing business with the city (insurance, security, etc.). Cost estimate presumes operator pays all of these and only includes some time for the Homeless Services Coordinator to oversee the project.	12/16	12/17	\$13,125	Annual	No	
7	Continue to support SSF "Common Cents" program, providing street outreach, common assessment & linkage to services.	City	Funding and support to SSF to continue efforts to assess and connect all people experiencing homelessness to services. Coordinated Entry is a best practice and a "housing first" practice, allowing SSF to prioritize rich services to the most vulnerable populations and ensuring that all providers in the Sacramento CoC are aligned and collaborating.	07/16	06/17	\$500,000	Annual	Yes	SSF, County, homeless providers
8	Continue to provide funding for rapid re-housing and employment services for people identified through the Common Cents program.	SSF	Funding to support local rapid re-housing and employment services for adults identified through the Common Cents outreach. Rapid re-housing is an evidence based, "housing first" approach that provides rental assistance and supportive services to households in their own unit for an average of 6-9 months. Operated locally by Volunteers of America, the local program (supported by the City, County and Sutter Health) is estimated to permanently house 175 households.	07/16	06/17	\$500,000	Annual	Yes	SSF

Implementation Plan: Detailed Schedule and Costs

Homeless Subcommittee Options

Option	Lead	Implementation						
		Steps	Start	End	Estimated Cost	One Time or Annual?	Funded?	Partner(s)
9	SPD	Funding for officers assigned to the Impact Team, the SPD's homeless outreach operation. This only includes officers dedicated to Impact; many other officers throughout the City work alongside the Impact Team, but are outside the Impact budget.	07/16	06/17	\$475,547	Annual	Yes	SSF
		Funding for cars and equipment for the Impact Team.	07/16	06/17	\$18,178	Annual	Yes	
10	SSF	Assessment of current policies, program rules, funding restrictions, etc. at all shelters that delineate who can and cannot be served at the facility. This survey should include not only written rules/policies but also unwritten operational procedures. This assessment should include the input both from providers and users of the shelter facilities, to uncover any perceived barriers by those using the shelter.	06/16	08/16	-	-	No	County, City, shelter providers
		Assessment of lists of people who have been "86-ed" (e.g. banned) from all shelters by reason for ban. Assessment should discern programmatic rules that may not prohibit a person from accessing the shelter, but prohibit a person from successfully staying at the shelter.	06/16	08/16	-	-	No	
		Prepare report on the existing rules, policies and operational procedures at each shelter as well as client perceptions of shelters.	09/16	09/16	-	-	No	
		Compare access limits in shelters to known data on unsheltered populations (from the VI-SPDAT) to determine the most significant barriers to shelter.	09/16	09/16	-	-	No	
		Prepare recommendations for lowering/removing barriers in shelters, including funding implications, for review and consideration by SSF Advisory Board and local funders.	10/16	10/16	-	-	No	

Implementation Plan: Detailed Schedule and Costs

Homeless Subcommittee Options

Option	Lead	Implementation							
		Steps	Start	End	Estimated Cost	One Time or Annual?	Funded?	Partner(s)	
11	Create set aside of tenant based Housing Choice vouchers (HCVs) and/or public housing units for homeless people on the community queue.	SHRA	Working with SSF and local providers of PSH, determine the number of households currently in PSH who do not need/want intensive services anymore and could "move on" to permanent affordable housing, freeing up a PSH unit for a chronically homeless household.	06/16	06/16	-	-	No	County, SSF
			Research "move on" programs in other communities, focusing especially on the process for selecting eligible households and the proportion/number of HCVs or public housing made available for such a program.	06/16	06/16	-	-	No	
			Research approaches in other communities to designate HCVs and/or public housing units for homeless persons identified through a local coordinated entry process. Focus specifically on how the coordinated entry process "selected" appropriate households for the units and the number/proportion of vouchers/units made available.	06/16	06/16	-	-	No	
			Working with the CoC Advisory Board, develop a program for providing HCVs and/or public housing units through a "move on" program and/or through coordinated entry. The program should include numbers of vouchers/units, targeted households, timeline for implementation, how outcomes will be measured, and costs/benefits to the community.	07/16	08/16	-	-	No	
			Include the proposed program in the SHRA Administration Plan update for public review and comment. Given the significant changes specifically for homeless populations, ensure sufficient outreach to homeless providers, persons experiencing homelessness, homeless advocates and operators/providers of permanent supportive housing.	07/16	09/16	-	-	No	
			(following adoption of the Admin Plan) Public education and engagement on the new program, including creating new waitlist procedures and actively signing up people experiencing homelessness (partnering with SSF navigators)	10/16	12/16	-	-	No	
			Begin housing through new HCV/public housing program(s)	01/17	01/17	-	-	No	

Implementation Plan: Detailed Schedule and Costs

Homeless Subcommittee Options

Option	Lead	Implementation							
		Steps	Start	End	Estimated Cost	One Time or Annual?	Funded?	Partner(s)	
12	City	Support the siting of new mental health crisis beds in the City.	Review with County DBHS estimated need for new mental health crisis residential beds, including siting requirements.	07/16	08/16	-	-	No	City CD, County
		As the County works with mental health providers to site and fund new beds, if there are potential locations in the City, work proactively with the County and provider to work through any siting or community issues.	08/16	06/18	-	-	No	County	
13	City	Consider creation of new crisis triage center(s) for unsheltered homeless populations.	Work with SSF and local providers of shelters to refine scope of services necessary to create a "triage center" (or centers) that meets the needs of the unsheltered population(s) in Sacramento.	06/16	06/16	-	-	No	SSF, County, homeless providers
			Refine cost estimates for "triage center" (or centers) based on the scope of services.	06/16	06/16	-	-	No	
			SSF releases an RFP for an operator of a "triage center" (or centers) based on the agreed upon scope of services and funding availability (based on cost estimates). RFP will seek an operator for the facility(ies) and identification of a site or site(s) to place the facility(ies).	07/16	07/16	-	-	No	SSF
			Selection of an operator/site(s) for the "triage center" (or centers)	08/16	08/16	-	-	No	SSF, County
			Contract negotiations with selected operator	08/16	09/16	-	-	No	SSF
			Operator set up and initial implementation of "triage center" (or centers). Note that this timeline and cost could vary greatly, depending on the location, type of facility (e.g. construction required or not) and number of clients to be served. Estimate here is for <u>operational costs only</u> for a 100 unit facility. See Appendix B for detailed estimates.	09/16	12/16	\$1,523,205	Annual	No	SSF, selected operator(s)

Implementation Plan: Detailed Schedule and Costs

Homeless Subcommittee Options

Option	Lead	Implementation							
		Steps	Start	End	Estimated Cost	One Time or Annual?	Funded?	Partner(s)	
14	Consider creation of a "tiny home" village to serve as crisis/transitional housing for unsheltered populations. ¹	Non-Profit (TBD)	Work with SSF and local providers to determine best application of a "tiny home" village. If there are considerations to recommend this concept outside of the triage center (see #13 above), prepare detailed scope for project, including connectivity to CoC, level of services, access, etc.	06/16	07/16	-	-	No	SSF, County, City
			If there are recommendations beyond the "triage center" concept, work with SSF to identify appropriate and available funding source(s) (e.g. CoC, state, local, etc.)	07/16	09/16	-	-	No	
			Work with City Community Development Department to determine appropriate zoning designation(s) to accommodate "tiny home" village(s) based on the scope as prepared by SSF.	07/16	09/16	-	-	No	
			SSF releases an RFP for an operator/developer for the "tiny home" village(s), detailing scope of services, budget and zoning/planning designations.	10/16	10/16	-	-	No	
			Developer/operator selected.	11/16	11/16	-	-	No	
			Funding agreements with developer/operator. <i>*Costs here are based on estimates provided by First Step Communities for a 100 unit transitional project. Actual costs will vary depending on the size, location and level of services.</i>	12/16	12/16	-	-	No	
			Predevelopment <i>* Includes conservative estimates on impact fees and 15% contingency.</i>	01/17	03/17	\$228,754	One time	No	
			Site Improvements <i>*Based on hypothetical 3.5 acre site, and including \$152k (right of way), \$427.8k (landscaping/amenities), \$535k (civil engineering on-site)</i>	04/17	07/17	\$1,146,945	One time	No	
			Construction of Community Center. <i>*Based on a 5,500 square foot building designed for a community of 100</i>	08/17	11/17	\$724,250	One time	No	
			Construction of Cottage Structures. <i>*Based on 2012 prototype constructed by Habitat for Humanity at ~ \$4,600 per structure</i>	08/17	11/17	\$462,391	One time	No	
Construction Contingency	01/17	11/17	\$250,000	One time	No				
"Tiny home" village opens. On-going operational costs for staffing and services.	12/17	12/17	\$650,000	Annual	No				

Implementation Plan: Detailed Schedule and Costs

Homeless Subcommittee Options

Option	Lead	Implementation						Partner(s)	
		Steps	Start	End	Estimated Cost	One Time or Annual?	Funded?		
15	City	Enhance the efforts within the criminal justice system with unsheltered populations to improve linkages to services & housing & limiting the use of criminal penalties.	Work with County Park Rangers, Sheriff and law enforcement in other jurisdictions in Sacramento County to understand critical data points, including: <ul style="list-style-type: none"> • number of citations (by citation type) • number of referrals to navigators or services • number of arrests of homeless people • number of referrals to community courts • access of homeless services by "frequent fliers" <i>(in concert with SSF)</i> 	06/16	09/16	-	-	No	County, DA, Sheriff, other Cities in County
		Work with the Sacramento DA to get a full description of community court options, including referral/access, process and outcomes.	06/16	08/16	-	-	No		
		Presentation of report on approaches, and data outcomes of various law enforcement to all impacted communities - Sac County BoS, Sacramento, Elk Grove, Citrus Heights, Rancho Cordova and Folsom City Councils.	10/16	10/16	-	-	No		
		Working with all other jurisdictions, draft a coordinated, collaborative approach to law enforcement, focused on connections to services, housing and other resources.	11/16	02/17	-	-	No		
		Implementation locally of changes based on agreed upon approach. Note any funding changes necessary to fully commit to a collaborative approach.	02/17	06/17	-	-	No		
16	City	Work with Sacramento County Probation Department to better coordinate releases of inmates from the County jail.	Working with probation, determine number and frequency of releases from downtown County jail by housing status and zip code of residency/arrest.	06/16	08/16	-	-	No	County Probation, Sheriff, Law Enforcement in other Cities, SSF
		Share data with law enforcement from surrounding communities with the goal of developing a strategy for transport back to community of origin, and provision of services in that community.	09/16	10/16	-	-	No		
		An on-going basis, track (with SSF) data on unsheltered people assessed by navigator by location of assessment, recent visits to jail and zip code of residency before arrest. Track data for changes as collaborative partnership with other jurisdictions is created.	06/16	06/18	-	-	No		

Implementation Plan: Detailed Schedule and Costs

Homeless Subcommittee Options

Option	Lead	Implementation						
		Steps	Start	End	Estimated Cost	One Time or Annual?	Funded?	Partner(s)
17	SSF	Solicit information from community, civic and faith organizations interested in volunteering with homeless populations on their interests, abilities and mission.	06/16	08/16	-	-	No	City, County, faith organizations, schools, community groups, etc.
		Solicit information from homeless providers on needed services and supports.	06/16	08/16	-	-	No	
		Convene a working group of community organizations and homeless providers to "match" the needs of the providers with the interests of community groups. Create a mechanism (virtual or otherwise) to "match" interested volunteers with volunteer opportunities.	09/16	10/16	-	-	No	
		Launch the volunteer match program and market it to community organizations.	11/16	11/16	-	-	No	
18	City and SHRA	Research current availability and use of local funding sources potentially available for development of affordable housing, including: <ul style="list-style-type: none"> • Redevelopment "Boomerang" funds • Project based Housing Choice Vouchers (HCV) • Local Housing Trust Funds (HTF) • Enhanced Infrastructure Financing Districts 	06/16	08/16	-	-	No	County
		Prepare a report on the potential revenue streams and funding allowances for each of these funding sources. Work with City Council on any actions necessary to ensure availability of funding source(s) preferred.	09/16	10/16	-	-	No	
		Continue to support applications for new affordable housing projects submitting applications in the City.	06/16	06/18	-	-	No	
19	City	Research use of "Pay for Success" financing in partnership with County and private funders. Determine the viability of using PFS to help finance permanent housing for people experiencing homelessness.	06/16	01/17	-	-	No	County, private funders, SSF
		If PFS deemed viable, initiate conversations with funders, County and SSF to determine path forward, including project type(s) and measures of success. Identify staff resources to carry the PFS model forward.	01/17	02/17	-	-	No	

Implementation Plan: Detailed Schedule and Costs

Homeless Subcommittee Options

Option	Lead	Implementation						
		Steps	Start	End	Estimated Cost	One Time or Annual?	Funded?	Partner(s)
20	TBD	Research current availability of Board and Care homes in Sacramento, including any data on who is served and how clients access B&C homes.	06/16	09/16	-	-	No	County, health care providers
		Research the Assisted Living Waiver from the Department of Health Care Services, and potential applicability in Sacramento.	06/16	09/16	-	-	No	
		Work with Sacramento County on any recommended local actions to encourage new Board & Care homes or improve/expand existing Board & Care homes, including ways to more purposefully link access to the homeless system of care.	10/16	03/17	-	-	No	
21	SFD	Research paramedicine approaches in other communities throughout the country.	06/16	09/16	-	-	No	SSF, Metro Fire, private hospitals
		Develop framework for a community paramedicine program in Sacramento, aiming to provide better health care to vulnerable populations and more efficiency to EMS and fire teams.	10/16	12/16	-	-	No	

**Appendix A:
Estimation of Needs and Annual Costs to Fully Utilize all Existing Shelter Capacity**

The following provides detail on five options to expand capacity as existing shelters, either with operational changes or by adding new beds. For the programs operated by VOA, this information comes directly from program staff, for programs operated by The Salvation Army, this information is estimates based on current operations and similar costs in other shelters. These changes are not mutually exclusive and should be considered in conjunction with options to reduce barriers to access in existing shelters (#10).

Shelter	Operator	Current Capacity	Potential Change	Estimated Annual Cost	Increased Capacity
A Street Men's Shelter	VOA	<ul style="list-style-type: none"> • 80 beds for single men, year round • open 8pm - 6am daily 	Change operating hours to 24/7, 7 days a week	\$355,000	Keeping A St. open 24/7 will allow for better, more intensive case management and housing services, reducing lengths of stay in the shelter, allowing VOA to serve more men during the course of a year.
The Lodge	Salvation Army	<ul style="list-style-type: none"> • 30 beds for single veterans, year round <ul style="list-style-type: none"> - 26 men - 4 women • 34 beds for single men, year round • 30 beds for single women, year round • 20 beds for single women, Jan - March only • <u>18 ICP hospital beds (currently empty)</u> Total of 132 bed spaces 	Change operating hours to 24/7, 7 days a week	\$301,750	Keeping The Lodge open 24/7 will allow for better, more intensive case management and housing services, reducing lengths of stay in the shelter, allowing TSA to serve more men during the course of a year. <i>*estimated based on per bed costs to open VOA another 14 hours, applied to beds and hours needed at The Lodge</i>
		<ul style="list-style-type: none"> • open 4pm - 7:30 am daily 	Fund 20 women's beds from March to December	\$209,000	Keeping all existing beds available year round will provide an additional 20 beds for single women from the March to December.
Comprehensive Alcohol Treatment Center (CATC)	VOA	<ul style="list-style-type: none"> • 80 beds for single inebriated adults, 24/7 <ul style="list-style-type: none"> - up to 72 men - up to 12 women • up to 10 beds for Serial Inebriate Program 	CATC has physical space to accommodate up to 50 additional beds.	\$344,250	Additional 50 beds that could be targeted towards chronic homeless (would not have to be inebriated) or other subpopulations. Additional cost for increased level of services to align CATC with the "triage center" model (#13)

Salvation Army costs are ~ \$38/bed/night. Cost for ICP beds would be paid for via a contract with Well Space Health, funded by the four hospital systems.

