

**THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS
BOARD ACTION SUMMARY**

DEPT: Chief Executive Office

BOARD AGENDA: 7.2
AGENDA DATE: August 28, 2018

SUBJECT:

Update on Strategies and Efforts in Response to Homelessness, New State Funding Requirements and Discussion on a County Wide Approach to Engage Public Agencies in Future Homeless Shelter and Services Planning

BOARD ACTION AS FOLLOWS:

RESOLUTION NO. 2018-0440

On motion of Supervisor Chiesa _____, Seconded by Supervisor Olsen _____
and approved by the following vote,

Ayes: Supervisors: Olsen, Chiesa, Withrow, Monteith, and Chairman DeMartini _____

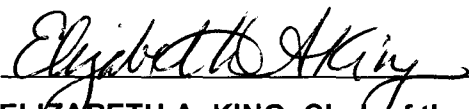
Noes: Supervisors: None _____

Excused or Absent: Supervisors: None _____

Abstaining: Supervisor: None _____

- 1) Approved as recommended
- 2) Denied
- 3) Approved as amended
- 4) Other:

MOTION: Amended the item to remove Staff Recommendation No. 9, and approved Staff Recommendations Nos. 1-8.

ATTEST: 
ELIZABETH A. KING, Clerk of the Board of Supervisors

File No.

**THE BOARD OF SUPERVISORS OF THE COUNTY OF STANISLAUS
AGENDA ITEM**

DEPT: Chief Executive Office

BOARD AGENDA:7.2
AGENDA DATE: August 28, 2018

CONSENT

CEO CONCURRENCE: YES

4/5 Vote Required: No

SUBJECT:

Update on Strategies and Efforts in Response to Homelessness, New State Funding Requirements and Discussion on a County Wide Approach to Engage Public Agencies in Future Homeless Shelter and Services Planning

STAFF RECOMMENDATION:

1. Receive an update on New State Funding Requirements for Homeless Shelter and Services Planning.
2. Recognizing that Stanislaus County faces a Homeless Shelter crisis, request the Cities of Modesto, Turlock, Ceres, Riverbank, Oakdale, Hughson, Waterford, Newman and Patterson to Join the County Board of Supervisors in the coming weeks to concurrently Declare that a Homeless Shelter crisis exists in Stanislaus County Pursuant to Government Code Section 8698.2.
3. Request each city in Stanislaus County to consider the concurrent Declaration as well as provide any Emergency Low Barrier Shelter location suggestions within their jurisdictions for interim uses until the Permanent Access Center is created.
4. Receive an update on the Outreach and Engagement Center (OEC) and Community Assessment, Response, and Engagement (CARE) program results to date.
5. Receive an update on the Community System of Care (CSOC) Reorganization efforts and direct the finalization of this proposed reorganization to be returned to the Board of Supervisors for final consideration in the Fall of 2018.
6. Receive an update on the proposed Downtown Streets Team (DST) program being developed with community partners to be returned to the Board of Supervisors for final consideration in the Fall of 2018.
7. Recognize best practices of others in Stanislaus County who are providing community solutions for homelessness, including Patterson and Turlock; and authorize the Chief Executive Officer to negotiate and execute an Agreement with the City of Patterson to provide \$50,000 for the City Homeless Shelter for a kitchen improvement at the Host House from existing budgeted appropriations in the approved Focus on Prevention Budget.
8. Receive an update on the progress toward the Permanent Access Center planning project.

9. Receive an update on a preliminary County proposal for an Emergency Shelter using a vacant County facility at the old County Hospital Facility at 830 Scenic Drive in Modesto for a period not to exceed three years for an interim solution until the Permanent Access Center is created.

DISCUSSION:

Background and Overview

Homelessness has emerged as one of the priority issues in Stanislaus County. This agenda report is intended to further describe the demands this crisis places on the community and on the County organization, and provide updates on several key initiatives under development and emerging State funding opportunities. The most recent Point-in-Time counts in Stanislaus County estimates that on average, 1,500 community members were experiencing homelessness and thousands more showed signs of risk for becoming homeless. The impact of homelessness and the risk and threat to the health and safety of those experiencing homelessness is evident. While recent efforts such as Focus on Prevention have begun to make progress in strengthening the community's system of care to address homelessness over the long-term, this crisis requires a rapid and focused response by our community's leaders and key stakeholders. This means that our approach, objectives and outcome-driven efforts need to be re-tooled for results.

As a partner with Focus on Prevention, Stanislaus County has acted as a catalyst in our community's efforts to address homelessness. As recommendations emerged through the Focus on Prevention planning process to invest in outreach teams and a central location to access homelessness services, the County responded by partnering with multi-sector partners to launch the Initial Outreach and Engagement Center (IOEC), and facilitated a visioning process for a permanent access center. As the community began to voice concern about a growing number of individuals walking through the streets in obvious distress, the County partnered with the City of Modesto to develop the Community Assessment, Response, and Engagement (CARE) Initiative. All these efforts are deeply rooted in the values of Focus on Prevention: partnering across multiple sectors, breaking down silos, and results-driven. The recommendations in this agenda report to address this shelter crisis are rooted in these same overarching values. To address this immediate challenge, a plan of action has been developed that requires a community response beyond the County or any single agency or sector.

The County has acted to support and partner with our community in addressing homelessness over the last year.

On August 1, 2017, the County and its partners celebrated the opening of the IOEC located at 825 12th Street. The IOEC serves as a physical entry point that centralizes connections to housing and necessary supports, provides assessments and referrals, and helps individuals navigate the wide-range of homeless services available throughout the County. Outcomes for this effort are further described later in this report.

On February 27, 2018, the Board of Supervisors adopted the vision of a Permanent Access Center Strategy to serve those at risk for experiencing homelessness. The vision of the Permanent Access Center is a “one-stop” shop where coordinated services can be provided along with critical housing supported by a community wide increase in transitional and affordable housing as a key factor to reduce homelessness. While the vision of the Permanent Access Center is a long term, big picture initiative, it does not provide immediate relief from current conditions on our streets.

In addition to the adoption of a Permanent Access Center Strategy, the Board of Supervisors approved a strategic implementation approach, which at that time, called for a Temporary Low Barrier Emergency Shelter/Day Center. The vision for the Permanent Access Center focuses on four broad community-based engagement strategies to build relationships and assist people who are homeless or at risk of homelessness. These strategies include:

1. **Engagement:** Improving community-based engagement strategies to build relationships with people who are homeless or at risk of homelessness;
2. **Coordinated Access:** Developing a county-wide coordinated access system integrating public and community-based supports;
3. **Housing:** Improving both the quantity and quality of temporary, transitional, and permanent supportive housing in the county; and
4. **Supportive Services:** Increasing the availability and effectiveness of supportive services that help people escape from and stay out of homelessness.

The following graphic illustrates the vision of the Permanent Access Center. The emergency low barrier shelter will house 60 persons with the goal of moving individuals to transitional housing and support, and toward a hopeful and independent life of permanent housing options. The low barrier approach supports that people, partners, pets and possessions are key factors toward an independent life for many experiencing homelessness. Low-barrier does not mean a low expectation for shelter guest behavior.



Since the Board of Supervisors actions on February 27, 2018, and despite a tremendous effort in our community, a temporary emergency shelter has not yet

materialized. Work is well underway toward the long-term Permanent Access Center effort, however, the estimated opening date for the Permanent Access Center is 24 to 30 months away. Existing shelters throughout the community do not have enough capacity to support the levels of homelessness experienced in our community.

On June 26, 2018, the Board of Supervisors adopted the joint City of Modesto and Stanislaus County CARE Multi-Disciplinary Team Strategy (CARE-MDT) and pilot program to address vagrancy and individuals in distress due to severe mental illness, substance use disorders and high-risk health issues in Stanislaus County. Later that same evening, the Modesto City Council also adopted the strategy and pilot program proposals. This effort focuses on individuals who may be experiencing homelessness but also other serious conditions that pose risk to our neighborhoods.

A STATEWIDE SHELTER CRISIS EXISTS - FUNDING WILL BE AVAILABLE FOR COMMUNITY SOLUTIONS

In August of 2018, the State of California released funding notifications for the California Emergency Solutions and Housing (CESH) and the No Place Like Home Program, and guidance documents for the Homeless Emergency Aid Program (HEAP). It is expected that through these programs, an estimated \$11 million will be available in non-competitive funding for homelessness services activities, with several million dollars available in early 2019. At the time of this report, staff and Community System of Care (CSOC) partners are researching the application guidelines, and administrative and fiscal requirements. However, a few requirements of note for the HEAP funds are that cities, counties, or joint powers authorities declare an emergency shelter crisis (pursuant to Senate Bill 850, Sec. 50213(c)), to address their community's shelter crisis, and the CSOC must demonstrate collaboration with other city, county, or nonprofit partners. The CESH Notice of Application was released August 15, 2018, with an early application deadline of September 27, 2018 and a final deadline of October 15, 2018. The NPLH NOFA is conditioned upon voter approval of the No Place Like Home Act of 2018, Proposition 2 on the November 2018 ballot. HEAP guidance documents state that the Notice of Funding Availability (NOFA) will be released on September 5, 2018, with the application for the first round of funding due for submittal by December 31, 2018.

COUNTY AND CITIES CONCURRENT DECLARATION OF A SHELTER CRISIS IN STANISLAUS COUNTY IS PROPOSED FOR FUTURE CONSIDERATION

The State of California has determined there to be a statewide shelter crisis. Government Code Section 8698 allows local governments to declare a shelter crisis if:

- A significant number of people are not able to obtain shelter and their health and safety may be threatened as a result.
 - Point-in-Time Counts in Stanislaus County over the last few years place the average homeless population in Stanislaus County at approximately 1,500. Of these 1,500 individuals, 700 identified as unsheltered, or not having a nightly place to shelter, while 800 were identified as sheltered or sleeping in a local shelter or similar facility.

- Such a declaration allows a jurisdiction to make government owned buildings available to use as a shelter.
- It also enables the declaring agency to suspend any state or local regulatory statute, regulation, or ordinance prescribing standards of housing, health, or safety to the extent that strict compliance “would in any way prevent, hinder, or delay mitigation of the effects of the shelter crisis.”

Some cities and counties have already exercised this declaration, including the cities of Stockton, Los Angeles, Berkeley, Oakland, Paso Robles, Morro Bay, San Jose and the counties of Antelope Valley and San Luis Obispo.

Community-wide solutions are being encouraged and State funding is available to support these solutions. It is recommended that Stanislaus County lead an effort to ask each city in the county to consider a concurrent declaration that a shelter crisis exists, in Stanislaus County, in the coming weeks. County staff will work with city leadership to develop standard language for the shelter crisis declaration to better position our community for these new funding appropriations.

UPDATE: INITIAL OUTREACH AND ENGAGEMENT CENTER

The Initial Outreach and Engagement Center (IOEC) opened on August 1, 2017 with five staff from Behavioral Health and Recovery Services (BHRS) and Community Services Agency (CSA). On October 31, 2017, the Housing Assessment Team (HAT) joined existing staff at the IOEC and services were expanded to not only field outreach to these at-risk or homeless individuals but also to walk-ins, available Monday through Friday. The IOEC serves as a physical entry point that centralizes connections to housing and necessary support through assessments and referrals, and helps navigate a wide-range of homelessness services available throughout the County. The IOEC has a “meet you where you are” strategy. Each day, engagement teams go into the community seeking individuals in need, building trust, and creating relationships that facilitate efforts and services to escape homelessness, for the night and forever.

Since its inception, the IOEC has become a true collaborative effort, receiving over \$1 million in grants for services ranging from access to nurses, a creation of a Homeless Court Program (HCP) and specialty housing advocates and housing services. Since the addition of the HAT, the IOEC has been able to track a total of 923 unique, un-duplicated, walk-in individuals served from October 31, 2017 to June 30, 2018. Of these walk-in individuals;

- 404 of 923 (44%) have received supportive services
- 176 of 923 (8%) have qualified and been approved for social service benefits
- 69 of 923 (7%) have received assistance from the HCP to help resolve outstanding misdemeanor charges
- 53 of 923 (6%) have been placed in transitional, rapid, or permanent supportive housing (*not all 923 individuals were homeless or needed housing assistance*)

This Focus on Prevention partnership is focused on working to improve and adapt the existing homeless services system for better community outcomes.

UPDATE: COMMUNITY ASSESSMENT, RESPONSE, AND ENGAGEMENT

The Community Assessment, Response, and Engagement (CARE) program was established to address vagrancy and help individuals in distress due to severe mental illness, substance use disorders, and high-risk health issues in the City of Modesto, surrounding parks and McHenry Avenue corridor. During implementation of the program, 143 individuals were identified as part of the CARE population that represent the highest risk. The CARE team conducts and coordinates daily outreach and engagement to develop coordinated individualized intervention plans, build trusting relationships, and connect individuals directly to services. The CARE team is comprised of the following staff: Case Manager, Firefighter – Paramedic, Mental Health Clinician, Police Officer, Police Sergeant, Probation Officer, Public Health Nurse, Social Worker, and CARE team Manager.

Since the launch of the pilot in April, a small team continued to work together until the official launch of the full CARE team on Monday, August 6, 2018. During this time significant strides were made in engaging and connecting individuals to necessary support and services. Of the 143 individuals identified as the priority population, the CARE team engaged 24 of this group, and connected them with one or more of the following services:

- 7 were connected to Mental Health Services
- 11 were connected to Medical Treatment
- 2 were connected to Stanislaus Recover Center for Substance Abuse Disorder Treatment (SUD)
- 8 were placed in temporary or permanent housing
- 9 are currently incarcerated due to crimes committed

The CARE team housed eight individuals within the CARE priority population. They also assisted two additional non-CARE individuals by re-uniting them with family out-of-state.

- The team connected with an individual who habitually would not agree to any support or services offered. After extensive outreach by the team, this individual agreed to stay at respite and has stayed there for three weeks. This is a huge accomplishment and demonstrates this person is starting to make choices that can help with turning their life around. The team continues to work with this person to agree to SUD treatment.
- Two individuals who were connected to SUD Treatment services have been on the streets for several years. It took many contacts from the Outreach and Engagement Center staff, as well as the CARE team, to finally get this couple to agree to enter and stay in treatment. They will continue to work with these individuals to ensure they are placed in housing after treatment ends.
- The team connected a United States military veteran to out-of-county Veteran Affairs (VA) services and treatment. The team worked diligently with this individual to get his VA benefits reinstated to allow him to qualify for VA services.

- The team connected an individual to respite. For the first time in several years this person stayed overnight for two weeks and has pending housing in an apartment.
- The team worked closely with an individual to connect them to appropriate and critical medical treatment needed, Social Security benefits and housing in a motel. They continue to assist with transport to and from medical appointments.
- The team assisted an individual with much-needed medical treatment, a new wheelchair and housing placement that is wheelchair accessible.
- The team helped one individual reunify with family out-of-state.

Additionally, through effective collaboration with the CARE team, the Deputy District Attorney, Public Defender, and City Attorney coordinated complex issues related to court proceedings for 15 individuals with a total of 70 cases. The cases were handled on the same day (if possible), continued to allow time for individuals to receive treatment, and resolved to assist the individual with meeting their mental health, medical, and SUD treatment needs. In the short time the program has been active, the CARE team has demonstrated the significant outcomes and affect these efforts can have when the City and County work together to improve the lives of this vulnerable and at-risk population.

UPDATE: COMMUNITY SYSTEM OF CARE REORGANIZATION

Over the last few years, the Stanislaus County community has undertaken a variety of innovative and strategic approaches to strengthening the local response to homelessness. The community is now uniquely positioned with a deep foundation of leadership and collective impact energy committed to meaningfully addressing homelessness. Through alignment and best practices, securing the most value out of existing and new state resources, establishing a plan for expanding housing intervention resources targeted to addressing homelessness, and implementing a leadership structure that reinforces and will support these objectives for the long term.

It is time for the community to recognize the CSOC as the central governing body for developing vision, strategy, funding allocations, data and outcomes reporting on homelessness in Stanislaus County. To do this, we must align the participation of our respective elected leaders with the appropriate level of authority over resources and strategic policy that are necessary to move the needle on community outcomes. The CSOC Advisory Council has worked with HomeBase to develop a planning process to this end. HomeBase is a non-profit that provides capacity-building and technical support to communities, Continuum of Cares, and individual agencies across the country. They provide expertise in facilitating action planning and assisting stakeholders in identifying, implementing and monitoring best and promising practice approaches to ending homelessness. HomeBase has been supporting the local CSOC in applying for Continuum of Care Program funds over the last two funding cycles.

The County will partner and support the CSOC to:

- Develop a leadership and organizational structure and action plan that engages all key stakeholders.
- Develop a plan to strengthen and optimize its coordinated entry system, which affords important opportunities to prioritize resources, reinforce best practices, and identify and monitor system needs to support resource expansion and educate funders regarding those key areas where resources are most needed.
- Develop a plan to strengthen local efforts and improve system performance in ending homelessness by deepening the impact of housing interventions. Support housing providers to use effective strategies and best practices, such as landlord engagement to get the most value from limited resources to assist as many as possible to swiftly and permanently exit homelessness.

Together, these three planning areas will support the Stanislaus County community to continue deepening the efficiency and capacity of its system to meaningfully address homelessness and reduce its impact across the community. This process will leverage past efforts and existing sources of information to target key opportunities for significant improvement in system outcomes in ending homelessness.

The CSOC reorganization plan is being collaboratively developed and will be presented to the Board of Supervisors for consideration in the Fall of 2018.

UPDATE: DOWNTOWN STREETS TEAM

Downtown Streets Team (DST) is a volunteer work experience model in which unhoused team members beautify their community in exchange for case management, employment services and a basic needs stipend. Stanislaus County and the City of Modesto have initiated efforts to test for interest in funding and implementing the DST in Modesto and unincorporated County areas. The City of Turlock has expressed an initial interest as well. Through their volunteer work, team members rebuild effective work habits, take on leadership opportunities, further their education and ready themselves to re-enter the workforce and housing through the support of a positive community. This is a win for the community, the environment, and increasing self-sufficiency of the team members. DST is ending homelessness through the dignity of work, one person at a time.

Envisioned, is a standing team of 25 volunteers (serving at least 100 individuals) cleaning the downtown core and other highly blighted areas throughout the County (alleys, vacant lots, canal banks, etc.) as directed by funding partners. Team members will pick up litter, needles and encampment debris in the project area while outreaching to current residents. The team will provide work readiness training, case management and employment services to all team members. In addition, DST will host a weekly success meeting to serve as a consistent check-in point for existing team members, an entry point for people interested in joining the team, and offer a venue to provide housing resources and job leads. As with every other Downtown Streets Team, the Modesto/County team will work with existing housing and shelter providers, other service providers (medical, legal, etc.), employers and local government agencies to remove barriers to self-sufficiency for every team member. Also, the team will work to

increase the cooperation of encamped residents with project partners such as Public Works. Lastly, the team will hand out bags to encampment dwellers, pick up used needles and monitor/service trash bins in conjunction with the City of Modesto.

Over the next several weeks, the County and City of Modesto will work jointly to inquire interest from potential funders to support the implementation of the program. Given that DST is a jobs program and not just a homelessness services program, the funding opportunities and partnerships go beyond the traditional partners. Potential funding partners could include workforce development programs, public utilities and irrigation districts, in addition to the social service and philanthropic community.

It is expected that the County and City will return in the Fall of 2018 with a full funding plan for implementation in early 2019.

RECOGNIZING COMMUNITY EFFORTS - TURLOCK AND PATTERSON

Tackling homelessness is not a government-only responsibility. Collaborations with neighborhoods, nonprofit agencies and others, including government agencies are making a difference. Of note are the efforts supported by the City of Turlock and the City of Patterson, in Stanislaus County.

The City of Turlock has engaged in an ambitious effort to collaborate with non-profit partners, such as the Turlock Gospel Mission and We Care, to provide 98 shelter beds for men, women and children. Through the Community Development Block Grant (CDBG) program, the City has finished a rehabilitation project for all the We Care shelters' bathrooms. 98 beds are not sufficient for the approximately 200 individuals experiencing homelessness, so the City is working to expand shelter capacity working with non-profit partners to include some transitional and permanent supportive housing units. Also with CDBG funds, the City funded the purchase of a building to house the Turlock Gospel Mission's day center across the street from the shelter to provide case management and support services. In addition, the City approved an agreement with Turlock Gospel Mission to enhance street outreach and engagement as well as case management services.

The City of Turlock also provides a rent-free facility across the street from the Turlock Courthouse for Haven Women's Center (HWC) to deliver domestic violence services to Turlock. Prior to the Turlock Center, HWC only saw about five individuals per week from Turlock. Today, HWC sees more than 50 domestic violence victims providing education, legal and support services for all persons who have been victims of domestic violence. The City also gave HWC a "safe house" to provide six transitional beds for women who escaped human trafficking and are participating in HWC's recovery program.

Further, the City of Turlock purchased and is currently rehabilitating several blighted properties to make those units available in collaboration with their non-profit partners to rapidly re-house individuals experiencing homelessness, veterans and chronically homeless. One of these multi-family properties is across the street from City Hall and will be ready in the next two months to provide eight re-housing units.

The City of Patterson is also making a difference by providing a City facility to a non-profit for a homelessness shelter. The facility, Host House, is operated by Cambridge Academy, a non-profit organization, to provide 15 night and 25 day shelter units for adults in Patterson. This effort's operational needs are highly funded by private donations and support from the City. The City facility needs a kitchen renovation at an estimated cost of \$100,000. The City has requested a contribution from the County to implement this renovation. It is recommended that the Chief Executive Officer be authorized to negotiate an agreement with the City of Patterson for a contribution of \$50,000 using existing budgeted funds from the Focus on Prevention Budget. This investment leverages the City and County fiscal investments as well as the community's effort and contributions to address the issue of homelessness.

These are examples of cities acting to address homelessness in their community. Although there is much attention on the Emergency Low-Barrier Shelter project, there are other cities, community and agency partners making a difference and seeking ways to address homelessness. The County seeks to join and partner in ways that compliment, align and support local communities as they take action to find solutions.

UPDATE: PERMANENT ACCESS CENTER

The vision for the Permanent Access Center was developed in partnership with Hellmuth, Obata and Kassabaum (HOK) in 2017 and approved by the Board of Supervisors. The Permanent Access Center was envisioned to be a centralized location with housing, a day center, and program space. A broad team was created with partner agencies, the Stewardship Council, non-profit partners, the County and the Cities of Modesto, Ceres and Turlock. The team has been actively engaged in how to deliver the vision of the Permanent Access Center and achieve positive outcomes. A model is emerging that would call for the centralized Permanent Access Center as a "Hub" of supportive programs that would include 15-25 emergency shelter beds and the remainder of the shelters be located throughout the county as "Satellite" facilities.

The team is preparing to seek private and public property proposals countywide.

The team will review property proposals based on objective evaluation criteria such as (1) the economics of the proposal, (2) the proposed building condition, site, location, availability and accessibility; and (3) suitability, space, planning and parking.

The tentative schedule for this proposal effort includes identifying sites this October, November and December, reviewing and evaluating various possible locations, sharing potential sites with impacted cities and preparing site selection options for Board of Supervisors consideration in early 2019. Public properties offered by the various Public Agencies will also be considered.

UPDATE: PRELIMINARY PROPOSAL FOR EMERGENCY SHELTER IN A COUNTY FACILITY

Under the Homeless Shelter Crisis Declaration, if ultimately declared, a County facility can be used for an Emergency Shelter. Since the Board of Supervisors' approval of an

Immediate Action Plan to develop an emergency temporary shelter on February 27, 2018 no plan has successfully materialized.

A preliminary proposal is to use two of the former County hospital buildings (Buildings One and Two) of the Health Services Agency campus, (County Center II), located at 830 Scenic Drive, in Modesto has been suggested. This preliminary proposal would use former County hospital buildings 1 and 2 as an Emergency Shelter until the Permanent Access Center is completed, not to exceed a 3-year period.

These buildings will become available because of the Board of Supervisors approval on July 17, 2018 to proceed with a relocation of several Health Services Agency functions at County Center II, to County Center III, as part of the Health Services Agency Strategic Visioning, Business and Facility Plan. Building 1, which was historically used as a hospital wing, would need improvements to convert it to an emergency shelter for a limited period of time.

Building 2, which is currently used as office and conference space, could house administration and programming on the first floor. The emergency shelter could provide temporary space for up to 60 individuals who are referred by the CARE program or other partner agencies including law enforcement. This proposal would not allow for walk up shelter services and all participants would be referred by CARE and the Outreach and Engagement Teams.

The proposed emergency shelter at County Center II would be temporary and exist for no longer than three years. The operator of the shelter, who would be selected through a Request for Qualifications/Proposal process, would be responsible for operations, security and safety of the shelter. Individuals housed at the emergency shelter will stay in the shelter at night and be engaged during the daytimes in supportive services and permanent housing search through a variety of services and programming.

This preliminary proposal has been shared with the community, the City of Modesto, and other cities and partners. On August 14, 2018 Supervisors Withrow and Chiesa as well as the Chief Executive Officer, Chief Operations Officer, Deputy Executive Officer and CEO staff participated in a community meeting hosted by Modesto Neighborhoods Inc. regarding the emergency shelter and provided tours of the proposed shelter to 150 community members. Staff are working with the surrounding neighborhood associations, as well as County Departments to minimize safety concerns for the proposed site. An oversight committee could be formed which will include neighborhood leaders to address concerns and to ensure the facility's success. Specifically, it is recommended that the Chief Executive Officer form an Oversight Committee for this purpose prior to any consideration to proceed with this proposal

This proposal would provide for a more immediate Emergency Shelter until the Permanent Access Center facilities and programs are created. Other ideas for Emergency Shelter relief are invited from public and private agencies and individuals. Interested parties should send letters of interest that outlines their idea to Kyle DeJesus, Housing and Support Services Manager, at stancsoc@stancounty.com or the Chief Executive Office, 1010 Tenth Street, Modesto, CA 95354.

It is also recommended that each city in Stanislaus County be requested to offer recommendations for temporary Emergency Shelter options within their jurisdictions.

On August 23, 2018, the Stewardship Council acted to support these recommendations.

As outlined in this Agenda Report, much work is underway to seek community wide solutions for homelessness. This Report is a preview of these proposals under development. It is recommended that further planning and dialogue with the community occur, including the consideration of alternative ideas. The Chief Executive Officer and staff will work with city leaders to advance this discussion, and solicit proposals for consideration by the Board of Supervisors in the Fall of 2018.

POLICY ISSUE:

The Board of Supervisors provides policy direction to the County and seeks collaborative solutions with Community Partners to address the crisis of homelessness in Stanislaus County.

FISCAL IMPACT:

Significant State funding is being made available to Stanislaus County for homelessness crisis solutions. This item outlines additional State funding for local programs and specifically recommends the use of \$50,000 for the Patterson Host House Kitchen Project from existing budgeted appropriations approved from the Focus on Prevention Budget.

BOARD OF SUPERVISORS' PRIORITY:

The recommended actions are consistent with the Boards' priorities of *Supporting Strong and Safe Neighborhoods*, and *Supporting Community Health* by engaging with the community and other public agencies on strategies for responding to homelessness, with a County-wide approach.

STAFFING IMPACT:

The Chief Executive Officer, Chief Operations Officer, Deputy Executive Officer and CEO staff will continue to dedicate existing staff resources to these efforts.

CONTACT PERSON:

Jody Hayes, Chief Executive Officer (209) 525-6333

Patricia Hill Thomas, Chief Operations Officer, (209) 525-6333

Ruben Imperial, Deputy Executive Officer (209) 525-6333

HOMELESSNESS INITIATIVES

Board of Supervisors Agenda Item 7.2

Tuesday, August 28, 2018

JODY HAYES

Chief Executive Officer
County of Stanislaus

*Status quo, you know,
is Latin for 'the mess
we're in'.*

- Ronald Reagan

*Either you defend
the status quo, or
you invent the future.*

- Seth Godin

A Community Vision-Created in 2017



Time to Act is Now!

- The homelessness issue has emerged as a top priority challenge in Stanislaus County
- Impact of homelessness and risk and threat to health and safety in our community is evident
- As Partner in Focus on Prevention, the County has acted as a Catalyst to bring positive change
- Approach, objectives and outcome-driven efforts must be re-tooled
- A broad, outcome based Community Response is needed
- Time is of the essence

PATRICIA HILL THOMAS

Chief Operations Officer
County of Stanislaus

Shelter Crisis Exists in Stanislaus County

- A Statewide Shelter Crisis has been declared
- Funding is available for community solutions
- Shelter Crisis exists in Stanislaus County as a significant number of people are not able to obtain shelter and their health and safety may be threatened
- In our own community, neighborhoods, business and families are impacted
- Point in Time Counts over the last few years – average homeless population throughout Stanislaus County—over 700 unsheltered

Shelter Crisis Exists in Stanislaus County

- Multiple reasons to declare the shelter crisis
- Required to obtain State funding for community wide solutions
- Allows a Jurisdiction to make government owned buildings available for use as a shelter
- Enables declaring agency to suspend certain regulatory requirements
- A declaration of Shelter Emergency by the County and all cities is recommended for consideration in the Fall of 2018
- Suggested is a concurrent declaration of the shelter crisis pursuant to Government Code Section 8698.2
- City Leadership will be encouraged to join the County in this declaration

Shelter Crisis

- Point in Time Count

Year	Unsheltered	Total
2016	730	1,434
2017	821	1,661
2018	606	1,356

Shelter Crisis

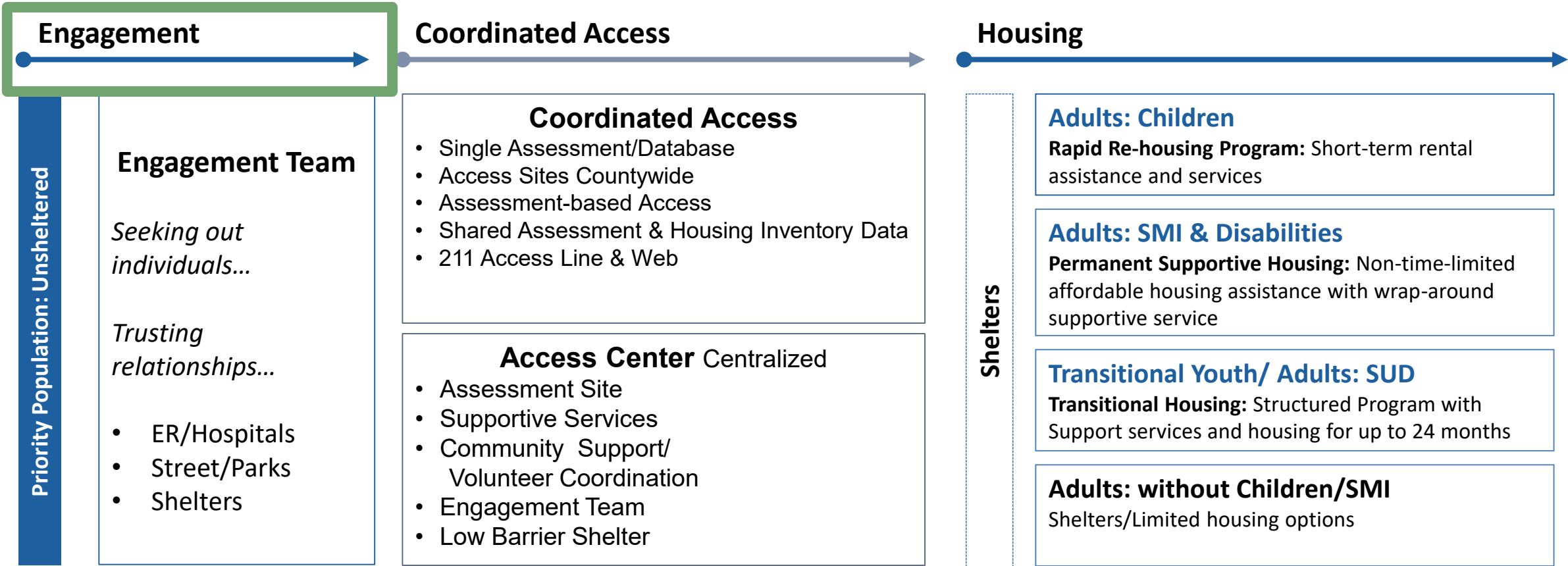


RUBEN IMPERIAL

Deputy Executive Officer
County of Stanislaus

Community System of Care

Acting together to reduce and prevent homelessness



Supportive Services / Peer and Community Supports

Rehabilitative Services / Behavioral Health Treatment / Health / Community Services Agency: Basic Needs
 Peer and Community Support / Employment & Job Training

PROGRAM UPDATES:

Initial Outreach and Engagement Center (IOEC)

Community Assessment Response and Engagement (CARE)

Initial Outreach and Engagement Center Update

- IOEC opened on August 1, 2017, and on October 31, 2017 walk-in services started.
- Physical entry point that centralizes connections to housing and necessary support through assessments and referrals, and helps navigate a wide-range of homelessness services available throughout the county.
- 923 walk-in individuals served from October 31, 2017 to June 30, 2018.
 - 404 of 923 (44%) have received supportive services
 - 69 of 923 (7%) have received assistance from the Homelessness Court Program to help resolve outstanding misdemeanor charges
 - 53 of 923 (6%) have been placed in transitional, rapid, or permanent supportive housing

Community Assessment, Response, & Engagement (CARE)

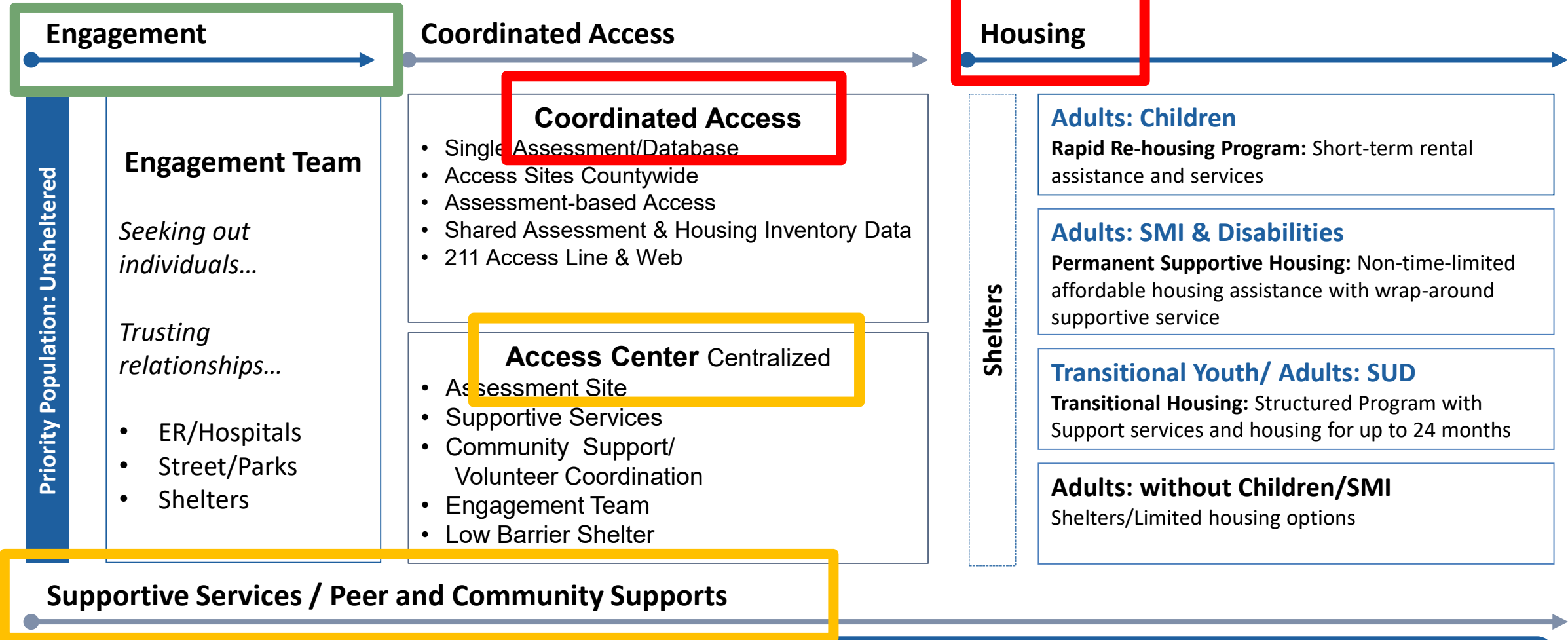
- Pilot April 2018 / Full start-up on Monday, August 6, 2018
- New Partnerships: Public Health Nurse / Program Evaluation/Cost Savings
- Of the 143 individuals identified as the priority population, the CARE team engaged 24 of this group:
 - 7 were connected to Mental Health Services
 - 11 were connected to Medical Treatment
 - 2 were connected to SRC for Substance Abuse Disorder Treatment (SUD)
 - 8 were placed in temporary or permanent housing
 - 9 are currently incarcerated due to crimes committed
 - 3 individual reunify with family out-of-state (2 non-CARE)

PROPOSALS UNDER DEVELOPMENT

CSOC Capacity-Building
Downtown Streets Team
State Funding Opportunity
Access Center
Emergency Shelter

Community System of Care

Acting together to reduce and prevent homelessness



Rehabilitative Services / Behavioral Health Treatment / Health / Community Services Agency: Basic Needs
 Peer and Community Support / Employment & Job Training

Community System of Care Reorganization

“Divide responsibility and nobody is responsible.”

~ W. Edward Deming

Community System of Care Reorganization

- It is time for our community to recognize the CSOC as the central governing body for developing vision, strategy, funding allocations, data, and outcomes reporting on homelessness in Stanislaus County.
- To do this...align respective elected leaders with the appropriate level of authority over resources and strategic policy that are necessary to move the needle on community outcomes.

Community System of Care Reorganization

In partnership with CSOC Advisory, Collaborative Applicant, and Homebase:

- Develop a long-term and sustainable leadership and organizational structure and action plan
- Develop a plan to strengthen and optimize its coordinated entry system
- Develop a plan to strengthen housing interventions and supporting providers to use effective strategies and best practices
- Return recommendations to the Board of Supervisors in Fall, 2018

State Homelessness Funding

- **Homeless Emergency Aid Program**
 - Homelessness prevention activities, Criminal justice diversion programs for homeless individuals with mental health needs, Establishing or expanding services meeting the needs of homeless youth or youth at risk of homelessness, and Emergency aid
- **California Emergency Solutions and Housing**
 - Housing relocation and stabilization services (including rental assistance), operating subsidies for permanent housing, flexible housing subsidy funds, operating support for emergency housing interventions, and systems support for homelessness services and housing delivery systems
- **No Place Like Home program**
 - Acquire, design, construct, rehabilitate, or preserve permanent supportive (Low Barrier) housing for persons who are experiencing homelessness, chronic homelessness or who are at risk of chronic homelessness, and who are in need of mental health services.
- **Shelter Crisis Declarations Pursuant to Government Code Section 8698.2: Cities and County-Return Recommendations in Fall, 2018**



**Chris Richardson,
Chief Program Officer**





WE ARE HELPING HOMELESS PEOPLE
REBUILD THEIR LIVES THROUGH THE
DIGNITY OF WORK.



OUR MODEL IN A NUTSHELL

- Homeless and low-income people volunteer with us and work collaboratively on beautification projects around the community
- In return, Team Members receive a basic needs stipend while receiving case management and employment services



STIPEND

- **Non cash**
 - Food
 - Storage
 - Transportation
 - Housing
 - Communication
- **Stepping stone into employment**

“ The vibe in the room, with its cargo of ragged-ass, beaten-up, undefeated people, is ebullient—**part church revival and part 12-step meeting, with a little hiring hall and job fair thrown in.** As people get up and tell their stories, they’re interrupted by shouts of “Go, Kevin!” and “Yeah!”...Impossibly cheerful staffers relay practical information about jobs, housing, and classes.

—San Francisco Magazine

WHEN A TEAM MEMBER
RECEIVES THEIR YELLOW
T-SHIRT, IT'S SYMBOLIC
OF A NEW BEGINNING.





PEER-TO-PEER MODEL





821
PEOPLE
HOUSED

4.34 months
UNTIL 1st
HOUSED

10 PER
MONTH



755 Jobs
Held Over
90 Days

6.51 months
UNTIL 90 DAY
EMPLOYMENT

8
JOBS/MONTH
LASTING 90
DAYS



5,265,225
Gallons Of
Debris
Removed

1,895,491
CIGARETTE
BUTTS
UPCYCLED

\$13.11
AVG HOURLY
WAGE



As a result of participating with us

96%

**report increased
motivation, hope
and self-esteem**

TEAMS

Palo Alto – 2005

San Jose – 2011

Sunnyvale – 2012

San Rafael – 2013

San Francisco – 2016

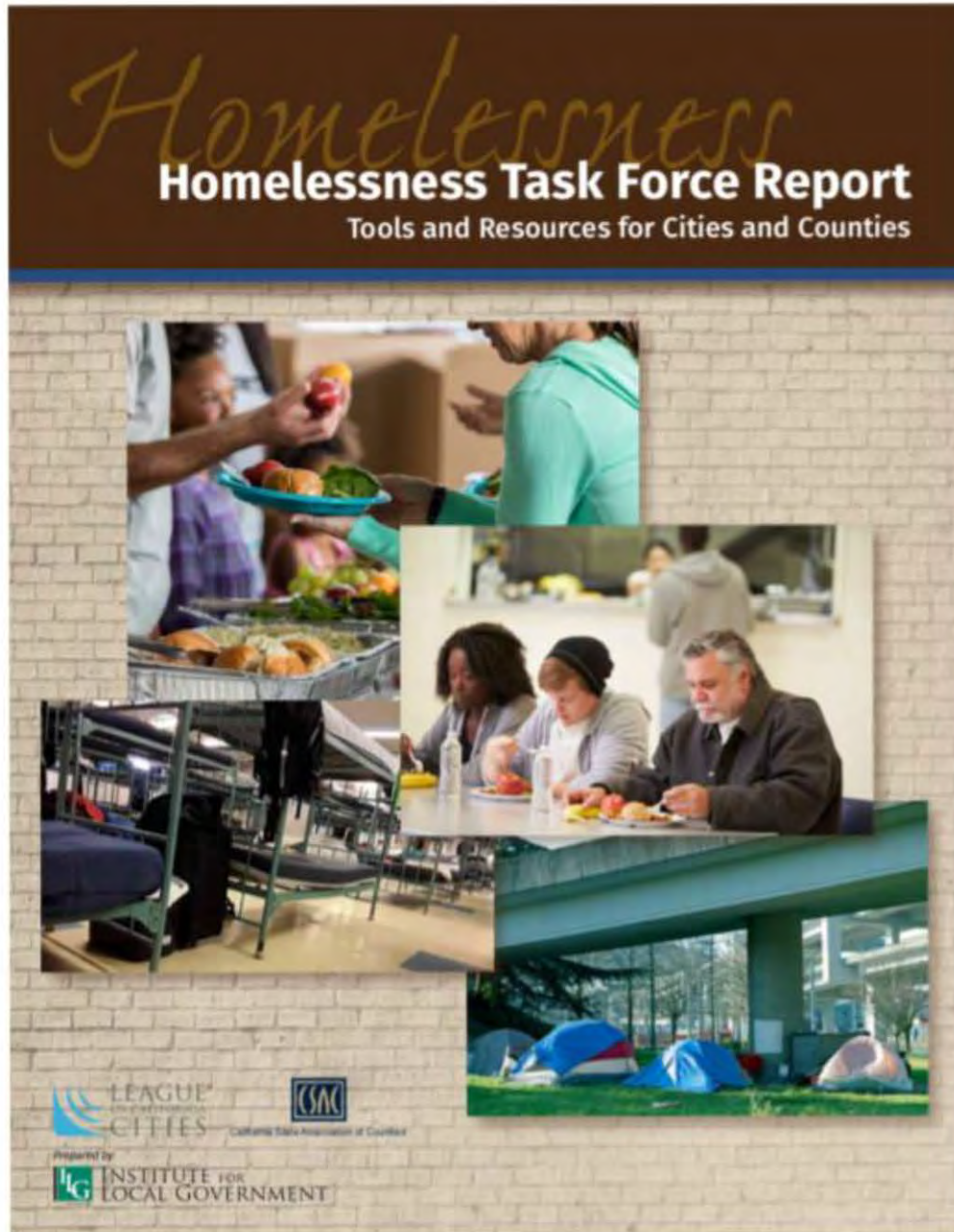
Novato – 2016

Hayward – 2016

Santa Cruz – 2017

Sacramento – 2018

Upcoming 2018: Oakland and Berkeley



CALIFORNIA STATE
ASSOCIATION OF COUNTIES



Community Service – Downtown Streets Team
BEST PRACTICE

Founded in 2005, Downtown Streets Team is a nonprofit addressing homelessness by not only providing solutions to homeless men and women, but also challenging them to take an active role in their recovery. This takes the form of having the homeless volunteer with Downtown Streets Team on beautification projects within their respective communities. In return, the volunteers or “team members” receive necessities including a stipend, vital health services and case management. The program offers a “ladder of success” system where team members can continue to improve their skills and move up the ladder, while gaining additional work responsibilities with the potential for promotion to managerial levels. Team members are also encouraged to share their stories with the community at schools, churches or business associations, which helps to shift the negative perceptions of homelessness. The eventual goal is to transition team members to full-time employment over the course of a year.

Downtown Streets Team operates in eight Bay Area communities (San Francisco, San Jose, Palo Alto, Santa Cruz, Hayward, Novato, San Rafael and Sunnyvale) and serves over 750 homeless men and women every week. In addition, through its beautification efforts, the nonprofit has removed over 2.8 million gallons of debris in the last year alone.

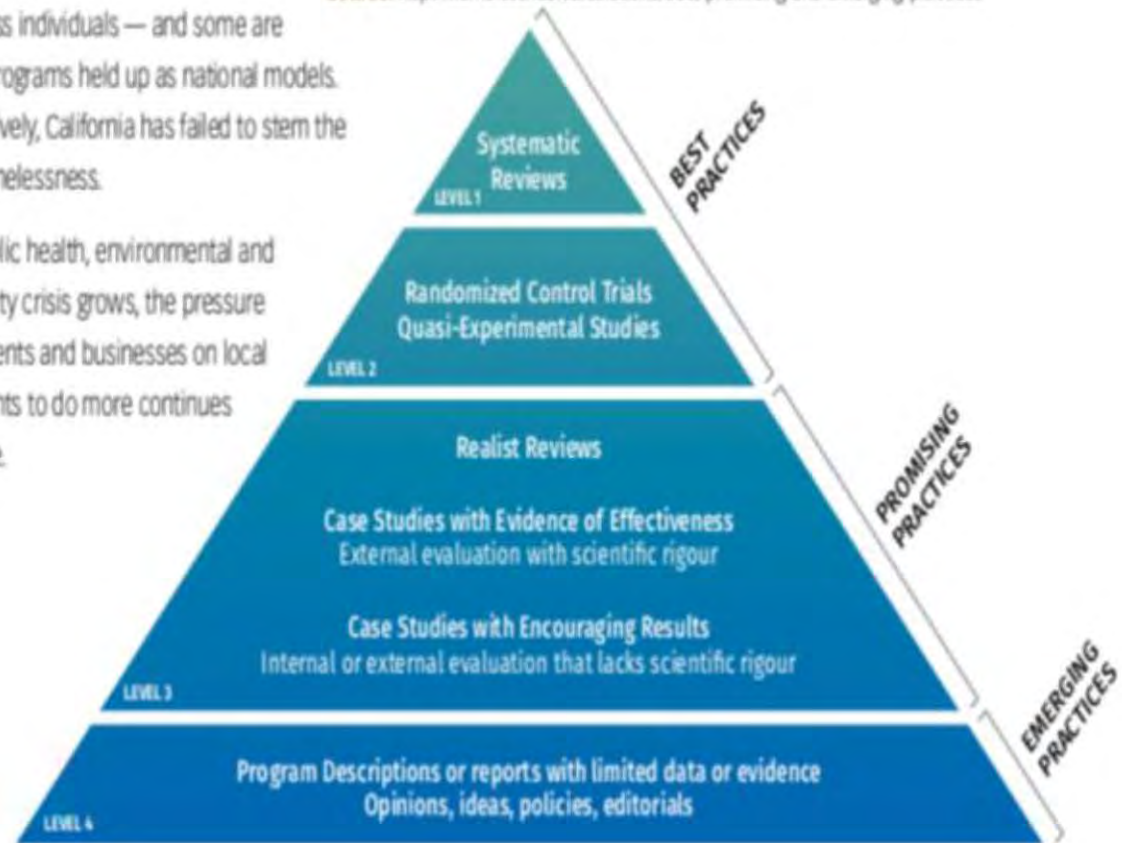
Funding differs in each community, but sources can include Public Works/Parks and Recreation departments, CDBG (economic development and human services), environmental agencies (water districts, environmental services departments, EPA), corporate sponsorships and Business Improvement Districts, along with county and city funding.

begun adopting the Housing First model in earnest. They have housed thousands of homeless individuals — and some are home to programs held up as national models. Yet collectively, California has failed to stem the tide of homelessness.

As the public health, environmental and public safety crisis grows, the pressure from residents and businesses on local governments to do more continues to increase.

Hierarchy of Evidence

Source: <http://homelesshub.ca/solutions/best-promising-and-emerging-practices>



- **Only Five Best Practices Identified**
- **DST is only Best Practice to replicate**
 - **10 Northern CA Communities**

COMMUNITY BENEFITS

- **Cleaner Streets/environment**
- **Cost effective solution**
- **Immediate results**
- **Addresses behavioral issues**
- **Highly Visible Action/Good PR**
 - Attitude shift amongst residents



Downtown Streets Team



- Downtown Streets Team (DST) is a volunteer work experience model, which unhoused Team Members beautify their community in exchange for case management, employment services, and a basic needs stipend
- Team of 25 volunteers (serving at least 100 individuals) cleaning the downtown core and other highly blighted areas throughout the County.
- DST provides work readiness training, case management and employment services to all team members.
- County, City of Modesto, and City of Turlock have expressed interest
 - Over the next several weeks the County and Cities will jointly evaluate interest from potential funders to support the implementation of the program.
 - Return with Recommendations to the Board of Supervisors in Fall, 2018

Recognize & Support City Efforts on Homelessness

City of Turlock and Partners

- Turlock Gospel Mission and We Care: 98 Shelter Beds
- Outreach and Engagement: Turlock Gospel Mission
- Haven's Women Center Partnership
- Blighted Properties Renovation: Rapid Rehousing



Recognize & Support City Efforts on Homelessness

City of Patterson and Partners

- Host House: 25 Shelter Beds
- City, Community, and Non—profit Partnership
- Remodeling Kitchen Facilities



PATRICIA HILL THOMAS

Chief Operations Officer
County of Stanislaus

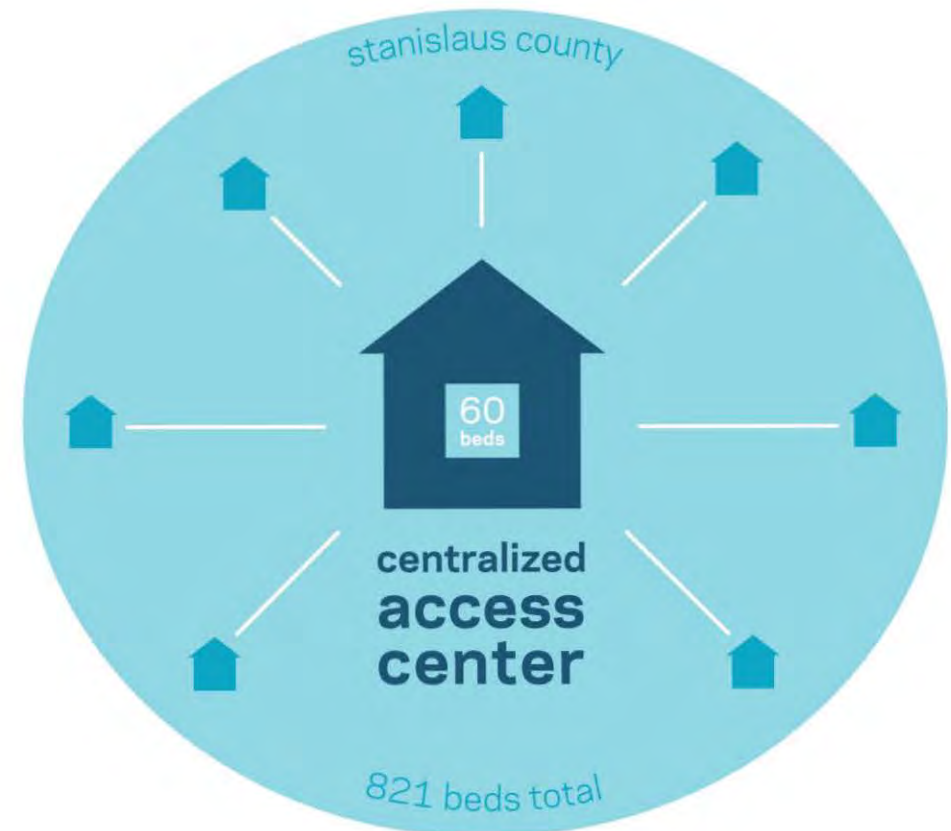
Access Center

- February 27, 2018—Board of Supervisors approved the community based visioning of the Permanent Access Center
- Board of Supervisors directed planning and siting to begin to simultaneously create a Temporary Emergency Shelter as an Immediate Action Plan
- And to proceed with Permanent Access Center vision—program support and shelter
- Team established with partner agencies, Stewardship Council, non profit partners, County, and Cities of Modesto, Ceres and Turlock
- Team is developing a “Hub” and “Satellite” approach to the Permanent Access Center so it can be located throughout the County
- Centralized “Hub” of programs with 15-25 Emergency Shelter Beds
- De-Centralized system of “satellite” homeless shelters throughout the County
- Further deployment of “Mobile Access Centers”

A Community Vision: Access Center



A Community Vision: Access Center



The Access Center will work with **transitional** and **intervention** housing options around Stanislaus County.

Permanent Access Center

- Seeking private property proposals-Countywide
- Seeking Public properties offered by owning public agency
- Evaluation Criteria: Economics of Proposal; Building, Site, Location, Availability and Accessibility; Suitability, Space, Planning, Parking

Tentative Schedule

- | | |
|--|----------------|
| • Identification of sites | October 2018 |
| • Evaluation, Interviews | November 2018 |
| • Review with impacted public agencies, Land use, etc | December 2018 |
| • Recommendations for Site Selection and Proceed With CEQA | January 2018 * |

*Preliminarily Estimated at 24-30 months to completion

Emergency Low-Barrier Shelter – Until Permanent Access Center is Established

- Proposed Emergency Low Barrier Shelter could provide emergency transitional housing for up to 60 individuals with support services.
- Vacant County Facility could be renovated, operator to be sought
- The shelter will be only for individuals served through the Community Assessment, Response and Engagement (CARE) Team, and Outreach and Engagement Team. It will not provide walk-up services.
- An Oversight Committee will be established to ensure effective and safe operations that respect the surrounding city neighborhoods. The Oversight Committee will work together to implement, correct, and modify joint operations plans to guarantee safe and effective operations of the Emergency Shelter.







Emergency Low-Barrier Shelter

- Next steps - seek public input on proposed shelter plan and solicit alternative public/private solutions
- Forward alternative solutions to Kyle DeJesus, Housing and Support Services Manager, at stancsoc@stancounty.com or the Chief Executive Office, 1010 Tenth Street, Modesto, CA 95354.
- Each city in Stanislaus County will be requested to offer recommendations to further support temporary Emergency Shelter options within their jurisdictions.
- Working timeline: 45-days to receive and evaluate alternative solutions, return to the Board of Supervisors with updates and potential recommendations in 60-days.

BRAD HAWN

Co-Chair, Stewardship Council



JODY HAYES

Chief Executive Officer

Recommendations

1. Receive an update on New State Funding Requirements for Homeless Shelter and Services Planning.
2. Recognizing that Stanislaus County faces a Homeless Shelter crisis, request the Cities of Modesto, Turlock, Ceres, Riverbank, Oakdale, Hughson, Waterford, Newman and Patterson to Join the County Board of Supervisors in the coming weeks to concurrently Declare that a Homeless Shelter crisis exists in Stanislaus County Pursuant to Government Code Section 8698.2.
3. Request each city in Stanislaus County to consider the concurrent Declaration as well as provide any Emergency Low Barrier Shelter location suggestions within their jurisdictions for interim uses until the Permanent Access Center is created.

Recommendations

4. Receive an update on the Outreach and Engagement Center (OEC) and Community Assessment, Response, and Engagement (CARE) program results to date.
5. Receive an update on the Community System of Care (CSOC) Reorganization efforts and direct the finalization of this proposed reorganization to be returned to the Board of Supervisors for final consideration in the Fall of 2018.
6. Receive an update on the proposed Downtown Streets Team (DST) program being developed with community partners to be returned to the Board of Supervisors for final consideration in the Fall of 2018.

Recommendations

7. Recognize best practices of others in Stanislaus County who are providing community solutions for homelessness, including Patterson and Turlock; and authorize the Chief Executive Officer to negotiate and execute an Agreement with the City of Patterson to provide \$50,000 for the City Homeless Shelter for a kitchen improvement at the Host House from existing budgeted appropriations in the approved Focus on Prevention Budget.
8. Receive an update on the progress toward the Permanent Access Center planning project.
9. Receive an update on a preliminary County proposal for an Emergency Shelter using a vacant County facility at the old County Hospital Facility at 830 Scenic Drive in Modesto for a period not to exceed three years for an interim solution until the Permanent Access Center is created.

QUESTIONS?
