



# **Homeless Action Plan**

*November 6, 2013*

## Part 1: Introduction

In response to increasing public concerns about homelessness in West Sacramento, the City Council's 2012 Strategic Plan Policy Agenda directed staff to develop a planning document that would serve as the foundation for a renewed effort to better address homeless issues. In the Spring and Summer of 2013, the City of West Sacramento (City) conducted a study of homelessness and its effects on the community. Neighborhood residents, business owners, social service providers and homeless residents contributed their thoughts, concerns and hopes for the future of the community in open meetings, focus groups, individual interviews and through electronic media.

Information gained from these discussions was combined with the most current research on homelessness, to create the *2013 Homeless Update*. The study, along with the City Council's comments and direction, provided guidance for the development of this Action Plan. The goal of this Plan is to harness this community's proven "can-do" attitude to develop a uniquely "West Sacramento" approach to managing homelessness for the benefit of the community, neighborhood residents and persons experiencing homelessness.

### Principles

During the public meetings and other forums associated with that document, staff identified commonalities in the comments and input that staff received from the Council and from various community entities (including the homeless themselves) that are affected by the homelessness issue. Staff distilled these ideas into the following principles.

**Respect** *The personal safety, dignity, and property rights of neighborhood residents homeless residents, business owners and their employees, and visitors to West Sacramento should be respected.*

**Accountability** *All residents, including the homeless, should be accountable for their actions in order to preserve the quality of life for the entire community. A compassionate response to homelessness is compatible with an expectation of lawful behavior.*

**Sustainability** *The City's approach to homelessness will address both short-term basic needs for persons experiencing homelessness such as food and shelter, as well as longer-term measures designed to prevent homelessness and/or guide homeless individuals towards a path to greater self-sufficiency.*

**Cooperation** *No single agency or entity can effectively manage all homeless issues in West Sacramento. A successful approach will require cooperation from public and private agencies, regional partners, homeless residents, the business community and neighborhood residents.*

Taken together, these principles outline the type of plan West Sacramento stakeholders envisioned for their community: a cooperative, sustainable approach that respects the interests of all community members, and which balances compassionate assistance to those in need with an expectation of lawful behavior from all, and a commitment to preserving the public safety as the City's most important responsibility. This Plan endeavors to embody these characteristics.

### The Role of the City

The intent of this Action Plan is to reduce the number of persons experiencing homelessness in West Sacramento and to minimize the negative impacts of homelessness on those who are experiencing it directly and on the community at large. The City’s primary responsibility is to protect public safety. The City is not a provider of social services. These activities are best delivered by the county, non-profit agencies, the faith-based community and other community organizations with the experience, training, staffing and resources to be effective service providers. However, by facilitating coordination between providers and helping to overcome obstacles to success, the City can clear a pathway for the creation of new and more effective methods of addressing the unique issues of homelessness in West Sacramento.

### Organization of the Plan

The recommendations in the Plan have been grouped into four broad categories. As shown in Figure 1, **Public Safety** is the cornerstone of the Plan, both because it is a core City responsibility, and because the kind of reasoned, thoughtful community discussion that must occur for the Plan to succeed can best be achieved when participants feel that their needs for personal safety are being addressed.

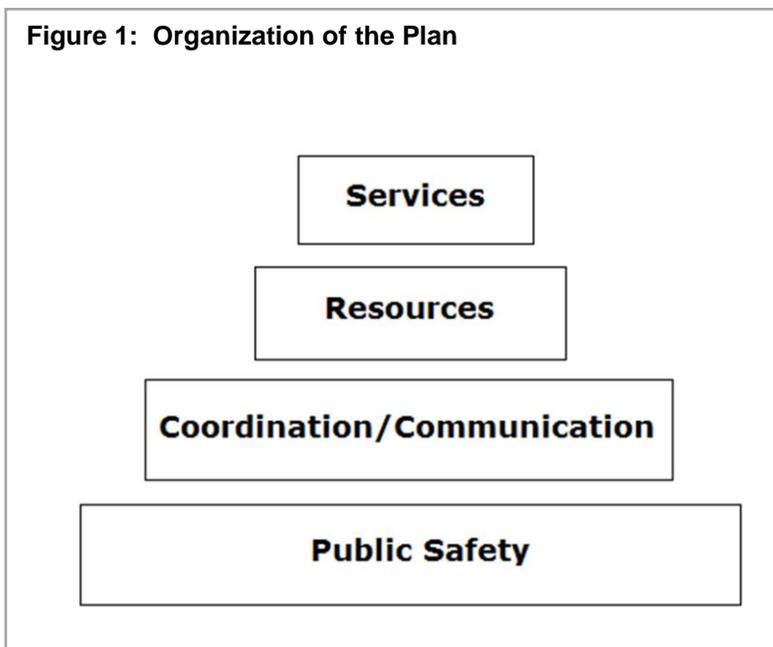
The second set of recommendations revolves around **Coordination and Communication**. These action items recognize that delivery of services to the homeless is not a core City mission, but that the City does have an important role to play in facilitating the delivery of these services to the West Sacramento community by the County, non-profits and the faith-based community, for whom service delivery is a core activity.

Implementation of many of the actions described in this report is dependent upon the introduction of new **Resources**, including both money (grants, contributions, etc.) and in-kind contributions such as volunteer time, bed-nights in outside facilities, or other services. The Plan therefore includes a section devoted specifically to action items designed to generate new funding sources and in-kind resources needed to implement and expand upon the other Plan recommendations.

Strengthening public safety, facilitating coordination between stakeholders and increasing available resources will lead to the creation of **Services** outlined in this Plan to reduce the incidence of homelessness in West Sacramento. Successful implementation of the Plan requires both the provision of basic necessities and the availability of supportive services targeted to the needs of homeless in West Sacramento.

Finally, the Plan includes a proposed Implementation Schedule (Appendix A) which indicates the sequence of actions recommended in the Plan, along with deliverables to measure milestones or performance achieved for each recommendation. Performance Measures are included to track the overall effectiveness of the Plan in reducing the incidence and the impacts of homelessness in West

Figure 1: Organization of the Plan



Sacramento (Appendix B). The 2013 Homeless Update study, upon which the actions in this Plan are based, is included as Appendix C.

### **Definitions**

The *Homeless Update* indicated that a significant number of persons living intermittently in motels along West Capitol Avenue have issues very similar to unsheltered homeless persons living in illegal camps. For the purposes of this Plan, **homeless** shall refer to persons residing in West Sacramento and are:

- Living in locations not meant for human habitation such as a tent, garage, or vehicle;
- Living in motels on a transient basis (usually less than 30 days per stay); or
- Marginally housed on a temporary basis such as living with a friend for a short period of time and then returning to the streets.

The Plan refers to **at-risk** individuals or families as persons residing in West Sacramento who:

- Are at eminent risk of becoming homeless; or
- Recently became homeless for the first time.

The U.S. Department of Housing and Urban Development (HUD) has a very specific and restrictive definition for the term *chronically homeless*, which does not include most persons living temporarily in motels. As noted above, many persons living in motels in West Sacramento are living there intermittently while experiencing repeated episodes of homelessness in-between stays. For the purposes of this Plan, **chronically homeless** shall refer to homeless persons (as defined above) who are living in West Sacramento and:

- Have been continually homeless for an extended period of time or have experienced repeated episodes of homelessness over the last several years; *and*
- Have one or more disabling conditions such as substance abuse, serious mental illness, developmental disability, or a chronic physical illness or disability that impacts their ability to attain and successfully maintain permanent housing.

## **Part 2: Recommended Actions**

The following recommendations were developed to promote public safety, coordination of service delivery, communication between stakeholders, and to provide the resources and supportive services needed to address homelessness in West Sacramento.

### **Enhancing Public Safety Activities**

The 2013 Homeless Update reported that the community feels enforcement activities among the chronically homeless population have a limited impact on the City's ability to preserve public safety. Accordingly, the actions described in this section of the Plan are refined to improve the City's responses to specific behaviors such as aggressive panhandling, illegal camping, and public nuisance issues that have a pronounced impact on the safety and quality of life for the West Sacramento residents, homeless population and businesses.

The strategies proposed will strengthen law enforcement through collaboration with other agencies and multi-jurisdictional entities from the public and private sectors. A successful program will reduce illegal activities by combining heightened law enforcement intervention with facilitated access to supportive services. Programs that have successfully demonstrated law enforcement engagement as described include the Restorative Policing Model, Neighborhood Courts and Mobile Crisis Intervention teams.

Listed below are action items designed to create immediate impacts in the community, while others lay the groundwork to build more effective law enforcement activity in the future. The actions proposed here are first steps, and are in addition to the City's ongoing law enforcement activities.

### **Recommended Public Safety Actions**

#### **1. Improve public safety data collection and analyses.**

The enormity of the homelessness issue and the resource-constrained environment in which the City finds itself, underscores the importance of making smart resource allocation decisions. Therefore, the basis for an effective decision-making process is best determined on reliable data.

As part of the Action Plan, the West Sacramento Police Department (WSPD) is in the process of updating its data analysis capabilities. By developing new reporting and analysis tools, WSPD will be able to track its activities at a level of detail that will facilitate comprehensive analyses of specific types of calls, cross-referenced to geography, time periods and other variables. This will facilitate the performance reporting required for the Action Plan, as well as other WSPD activities, while informing future resource allocation decisions. Work has already commenced toward this end. Additionally, on October 2, 2013, the City Council approved the addition of another Application Support Specialist for IT that will be dedicated to public safety to gather and analyze data.

#### **2. Expand high-visibility policing.**

The WSPD will continue to conduct high-visibility operations targeting areas of the city with disproportionate levels of criminal behavior. The projects are designed to create both an immediate positive impact, as well as sustainable methods of deterring crime in those areas. The goal is to conduct monthly departmental enforcement operations in addition to quarterly operations in partnership with other agencies. Some examples of those efforts include the use

of a new bicycle patrol unit and targeted enforcement operations relating to illegal camping and public nuisance abatement.

**3. Streamline the intake process.**

The amount of time that a police officer spends processing an arrestee represents time that officer is not on the street protecting the public. For example, service calls for a public inebriate with a medical/mental illness condition, who is often homeless or temporarily residing in a motel, are a common occurrence. A typical intake process for such an individual could take a WSPD officer off the street for up to three hours by the time the arrestee is given a hospital medical/psychiatric clearance and transferred to the appropriate facility in Woodland. Any improvement that streamlines the intake process puts that officer back on the street more expeditiously, creating a proportional improvement in WSPD's effectiveness.

During the reporting period for the Action Plan, the WSPD will work with the County Sheriff and area hospitals to identify ways to accelerate the intake process for West Sacramento's arrestees.

**4. Align resources and develop rehabilitation-oriented procedures and programs.**

A long-standing challenge for WSPD has been strained resources and ineffective "revolving door" adjudication. The WSPD will seek out new methods of partnering with County agencies such as the District Attorney's Office and other multi-disciplinary agencies. The goal would be to create a system which utilizes more rehabilitative services, such as substance abuse/mental health treatment, in lieu of ineffectual incarceration or time spent on psychiatric evaluation in Woodland. Toward these ends, the City is working with the County to explore available grant opportunities and to maximize the utilization of existing County programs and their contracted treatment providers.

**5. Maintain City properties to reduce illegal camping.**

Certain areas of the city, such as the north side of Tower Bridge Gateway between Jefferson Boulevard and Garden Street, have historically attracted illegal camping due to their proximity to downtown amenities and visual seclusion. Using City staff or County Probation Department crews, the City will identify key areas and perform landscape maintenance such as tree trimming and weed abatement to make these areas more visible from the street and reduce their attractiveness to campers. The City will evaluate properties to be acquired or received from other entities and develop a property management plan to ensure that they do not become attractive locations for illegal camping activities.

**6. Work with the business community to make commercial properties more secure and to eliminate or minimize attractive nuisances.**

The WSPD will provide willing business owners with the opportunity to have their property evaluated for security and elimination of attractive nuisances. Small business loan opportunities will be explored to help with this facilitation.

**7. Evaluate potential General Plan policies to encourage increased visibility of open space areas.**

The safety of persons enjoying public open space is enhanced when there are more "eyes" on these areas. Encouraging more open design for landscape, hardscape and fencing in areas contiguous to open space can provide an additional measure of safety along trails, bike paths, parks and other open space areas.

**8. Explore model law enforcement programs such Restorative Policing, Mobile Crisis Intervention Teams, or Neighborhood Courts.**

The health and well-being of homeless persons has burdened police officers and emergency personal costing the City and the County for service usage as a provider of last resort. These model programs have been identified since they reduce service usage resulting in cost offsets and may be duplicated in West Sacramento with an examination of cost-avoidance measurements (see item 16).

**Improving Communication and Coordination between the City, County and Stakeholders**

There are many agencies providing services to the homeless in West Sacramento which may create a duplication of services and may contribute to a fragmented service delivery system. Local service providers include the Broderick Christian Center, Yolo County, non-profit agencies and various faith-based groups. Anecdotal information indicates that a number of homeless persons living along the river in West Sacramento also access services provided by Sacramento City or County. Larger service providers across Yolo County participate in the Yolo County Homeless and Poverty Action Coalition (HPAC) for coordination and facilitation of programs. However, many smaller organizations in West Sacramento do not participate in HPAC, and HPAC members are not linked with service providers in Sacramento County. Service providers are often unaware of what others are doing.

This fragmentation makes it difficult to refer a client for additional services, encourages duplication of efforts, restricts the effectiveness of programs, and limits the accuracy of data tracking services to individuals. Some well-meaning efforts have resulted in unintended consequences in the surrounding neighborhood such as rubbish left after food distribution or altercations occurring while large numbers of homeless persons wait for programs to open. The more quality communication between entities endeavoring to assist the homeless, the more likely good decisions will be made and better services delivered.

Where natural communication avenues do not already exist (e.g. between non-profits and the business community), the City plays a critical role as an honest broker and facilitator. The actions in this section are designed to enhance the City's effectiveness in this coordinating role.

**Recommended Communication/Coordination Actions**

**9. Develop new or expand existing coalitions for coordination of homeless services to include West Sacramento faith-based organizations, non-profit agencies, and other providers.**

The deliverable for this work item would be an organized, ongoing forum to facilitate communication and coordination between homeless services providers in West Sacramento; and to assist new organizations to develop the capacity needed to expand their scope of services.

Initial work will focus on the development of the coalition itself, followed by joint work products such as a set of "Good Neighbor Guidelines" and "Shelter Management Guidelines" to standardize non-profit and grass-roots service delivery around a set of best practices designed to avoid unintended consequences (also see recommendation 22).

**10. Strengthen and establish links between homeless service providers and affordable housing.**

This action item would consist of a series of staff-level meetings between the City, the Yolo County Housing Authority, affordable housing providers and the Yolo County Department of Employment and Social Services (DESS). Outreach to the coalition of service providers (see recommendation 9) would follow the meetings. The ultimate work product will be a written document outlining specific housing resources available to aid the homeless who are ready for a residence, and those who are currently housed but are at risk of homelessness, in addition to standardized referral processes, when appropriate.

**11. Continue regular meetings with the business community on the homeless issue.**

As part of the West Capitol Avenue Safe and Secure effort, the City has facilitated meetings with the business community to listen to concerns and discuss potential action items of mutual interest, such as formation of Property and Business Improvement Districts (PBIDs). To date these meetings have focused on the Phase 1 area for West Capitol Safe and Secure (Jefferson Boulevard to the Sacramento River); however, they should be expanded city-wide as part of the Homeless Action Plan.

**12. Sponsor a meeting between affordable housing managers and providers of supportive services to initiate collaboration benefiting At-Risk families.**

Studies have shown that it is much less expensive to help families to retain their existing housing when they are at-risk of homelessness, than to assist them once they have become homeless. Better coordination between affordable housing managers, case managers or supportive service providers who may be aware of families at-risk would help prevent new households from becoming homeless.

**13. Explore the possibility with Yolo County to fund additional homeless coordination services for the duration of this Plan.**

A coordinator, hired by the County, would facilitate recommendations 9 – 12 above, and would work closely with the City, Yolo County and Sacramento County to increase treatment beds and other services in West Sacramento (recommendation 15), assist with development of the “Good Neighbor Guidelines” and Shelter Management Guidelines (recommendation 22), and act as a resource for programs serving families at-risk of homelessness and those serving chronically homeless populations (recommendations 23 and 24).

**Expanding Resources Available to Combat Homelessness in West Sacramento**

The *2013 Homeless Update* provides a comprehensive analysis of the services and programs for homeless persons available in Yolo County. These services are primarily based in Woodland or Davis. Many are not available in West Sacramento. Yolo County staff and key service providers participated in the *2013 Homeless Update* outreach process, and have indicated a willingness to explore opportunities to increase services in West Sacramento.

Yolo County funds the GAP program, operated by Yolo Community Care Continuum, which provides mental health outreach and crisis intervention for homeless persons in Yolo County, but the majority of services are provided in Woodland and Davis. Only 10% of participants are located in West Sacramento. A County supported drop-in day program for persons with mental health issues is very well attended in Woodland, but similar programs do not exist in West Sacramento. Mental health and substance abuse treatment beds are available in Woodland and Davis, but there is no emergency shelter or residential treatment services available in West Sacramento.

There are 11 units of transitional housing available for families with children and currently there are over 60 families on the wait-list. There is no transitional housing available for single persons or couples without children in West Sacramento.

West Sacramento has unique needs that will require innovative services to address housing and integrated supportive services to the homeless population. For example, the majority of unsheltered, chronically homeless persons in Yolo County reside in West Sacramento, but resources to serve this population exist in other parts of Yolo County. A central goal of this section of the Plan is to identify resources that may be available to improve the delivery of services for the homeless population in West Sacramento.

### **Recommended Resources Actions**

**14. Apply for the Investment in Mental Health Wellness Act of 2013 (SB 82), and Mental Health Services Act (Prop 63) funding.**

The City has met with the County and representatives from the Local Mental Health Board to begin discussions about grant applications which could be used to provide crisis intervention and/or mental health triage personnel services to strengthen linkages to mental health and substance abuse treatment, and to health services available to homeless persons. Grant funds for crisis intervention and triage may be leveraged by funding for treatment which will become available when the Affordable Care Act (ACA) is implemented on January 1, 2014.

**15. Meet with Sacramento County and Yolo County providers to explore the possibility of designating unused treatment services, beds and detox beds for use by persons from West Sacramento.**

Yolo Community Care Continuum (YCCC) has 14 mental health treatment beds available at Safe Haven Woodland, but normally only half of them are being utilized. With additional ACA funding, these beds could be made available to West Sacramento homeless persons experiencing a mental health crisis. Discussions have occurred with the City and the County Department of Alcohol Drugs and Mental Health to explore opportunities to build capacity in West Sacramento. In addition, West Sacramento is physically closer to many Sacramento County facilities than facilities in Woodland or Davis, so the efficiencies of using those supportive services may warrant the arranging inter-county cooperation. Anecdotal information suggests that there may be unused capacity in some Sacramento County treatment facilities. Under this action item, the City and Yolo County would seek funding for YCCC beds and reach out to Sacramento County to determine whether excess capacity exists, and, if so, work towards an MOU or other vehicle to facilitate the use of some of those resources for West Sacramento homeless persons.

**16. Encourage the development of a “Neighborhood Court” program in West Sacramento.**

The Yolo County District Attorney frequently has declined to prosecute cases related to homelessness such as illegal camping, public defecation, vandalism and other relatively minor infractions. However, the District Attorney, in collaboration with the City of Davis Police Department, has established a pilot Neighborhood Court to address nonviolent and low level crimes impacting quality of life through community based solutions. Prosecution through the Neighborhood Court system is much faster than the normal court system and emphasizes that the offender repair harm done to individuals and the community.

Many jurisdictions have implemented similar systems including Santa Barbara, Alameda and San

Francisco Counties. They are called by many names (Homeless Court, Mental Health Court, Community Court, Neighborhood Court), but all involve a collaborative effort between police personnel, the court system and probation. Programs serving persons with mental health and/or substance abuse issues also include supportive service providers and outreach workers. The informal court hearings typically meet in the local jurisdiction rather than the County seat. Offenders are referred to services such as mental health treatment, alcohol or drug abuse treatment; and possibly community service time. If they comply with the sentencing requirements, they are released without a record. Offenders who fail to comply with their sentences or who are arrested again may be subject to jail terms. This approach has a proven track record of linking chronically homeless persons with the services needed to address their disabling conditions, and thereby reducing the high rate of police and medical calls for service this population can create.

**17. Encourage identifying private donation and/or grant funding for program development and implementation.**

This item would be the primary responsibility of the City's non-profit and faith-based partners; however, the City can provide technical assistance and other support to facilitate their efforts.

**18. Encourage Yolo County to designate unspent funds earmarked for mental health mobile outreach crisis intervention services for chronically homeless persons in West Sacramento.**

The deliverable for this action item would be to meet with the Yolo County ADMH to explore the use of unexpended Intergovernmental Transfer funds targeted for mobile outreach services for outreach to chronically homeless persons in West Sacramento. These funds may be utilized to leverage the mental health grant applications noted above.

**19. Identify and pursue funding for service delivery to At-Risk families to help prevent them from becoming homeless.**

The City would support non-profit and faith-based partners applying for grant funds, and would discuss alternatives with Yolo County DESS to ensure that available services are easily accessible in West Sacramento as described in item 23 below.

**Developing Effective Delivery Systems for Services Targeted to Homeless Persons and Families**

Aside from public safety, which has broad community benefit, the objective of all of the other actions recommended in this Plan is to improve the quality, efficiency and level of services provided to the homeless in order to reduce the suffering of the homeless themselves, and to lessen the burden they place on the rest of the community.

“Services” in this context is differentiated between **basic necessities** such as food and clothing, which everyone requires versus mental health, substance abuse treatment, healthcare, employment assistance programs and similar **supportive services** that are targeted to specific populations. In this Plan, law enforcement is considered a public safety activity, rather than a “service” to the homeless.

The *Homeless Update* documents many challenges related to the current delivery model for both basic necessities and supportive services to the homeless in West Sacramento. The goal of this section is to assure that homeless persons will have access to food, water, shelter and personal hygiene necessities, as well as supportive services for those who need them. These services should be delivered in a

coordinated fashion designed to reduce potential negative impacts on neighborhood residents and businesses while providing the most effective and beneficial assistance to the homeless.

### **Recommended Service Delivery Actions**

**20. Focus delivery of basic necessities, including the development of an emergency shelter, in safe and secure facilities located in non-residential zones with access to supportive services and transit.**

Reducing the concentration of homeless services and transitional housing in the Washington neighborhood will reduce the stress created by existing facilities on this fragile neighborhood, while providing the homeless with better access to the Yolo County service center located on Triangle Court and transportation to services and jobs located throughout the county.

**21. Adopt an ordinance to ensure the appropriate location and operation of future basic necessities delivery facilities.**

The City has developed an extensive body of experience related to the unintended consequences that can ensue when facilities for the homeless exist in close proximity to residential neighborhoods. Other jurisdictions have adopted ordinances to help avoid the most obvious of these conflicts. Staff is already working on such an ordinance for the City; the deliverable for this action item is the final adopted ordinance. The ordinance is scheduled for consideration by the Planning Commission in November.

**22. Convene neighborhood residents, social service providers and homeless persons to create “Good Neighbor Guidelines” and “Shelter Management Guidelines” to provide voluntary guidance for non-governmental providers of basic necessities to the homeless.**

Voluntary “Good Neighbor Guidelines” and similar documents have shown promise in other jurisdictions as a means of coordinating service delivery across different non-governmental organizations, and avoiding unintended negative consequences. The most likely forum for the development of such guidelines would be the coalition contemplated in Item 6 above.

**23. Ensure homeless prevention supportive services are available for families and persons at-risk of homelessness.**

The Homeless Prevention and Rapid Rehousing Program (HPRP) grant that initiated a Housing First model in Yolo County has expired and funding for homeless prevention services in West Sacramento is becoming more limited. However, regional HUD funding that has traditionally been dedicated to shelter may now be used for prevention.

The City should encourage Yolo County to use these funds for homeless prevention services to at-risk families; support the use of state and federal homeless funding including the CalWORKs Homeless Assistance Program for prevention and rapid re-housing of families at-risk of homelessness; support non-profit organizations or faith-based organizations interested in providing basic necessities or financial assistance to at-risk families; and support the development of emergency shelter for families.

**24. Develop outreach and supportive services targeted for chronically homeless persons and leading to increased self-sufficiency.**

Deliverables from this item include identification of new outreach/crisis intervention models and service delivery models that can be successful in West Sacramento; and initiating discussions with Yolo County ADMH to establish a system that allows funding from the County

General Funds, the Affordable Care Act and the Mental Health Services Act , Investment in Mental Health Awareness Act, and Mental Health to cover voluntary and involuntary outpatient and inpatient mental health and crisis intervention treatment for chronically homeless persons. An analysis of clients served will be used to ensure that programs result in improved health, quality of life and self-sufficiency for participants. One measurement tool for consideration is the Common Ground Vulnerability Index.

## Appendix A

### Implementation Schedule

Time	Item #	Description	Proposed Lead Agency(s)	City Liaison	Stakeholders	Performance Metric(s)
Nov 13 thru Jul 14	5	Maintain City properties to reduce illegal camping	City	Parks/ Public Works	<ul style="list-style-type: none"> <li>• Residents</li> <li>• Businesses</li> </ul>	<ul style="list-style-type: none"> <li>• WSPD calls</li> <li>• Outputs</li> </ul>
Nov 13 thru Feb 14	9	Develop/expand coalition of service providers	Yolo County	CDD	<ul style="list-style-type: none"> <li>• Non-Profits</li> <li>• Faith-Based Groups</li> </ul>	<ul style="list-style-type: none"> <li>• Coalition Established (Y/N)</li> </ul>
Nov 13 thru Feb 14	10	Strengthen and establish links between service providers and housing providers	Yolo County/ Housing Authority	CDD	<ul style="list-style-type: none"> <li>• Service Providers</li> <li>• Yolo Housing Authority</li> </ul>	<ul style="list-style-type: none"> <li>• Stakeholder feedback</li> </ul>
Nov 13 thru Jul 14	11	Continue regular meetings with Business Community	City	CMO	<ul style="list-style-type: none"> <li>• City</li> <li>• Businesses</li> </ul>	<ul style="list-style-type: none"> <li>• # of meetings</li> <li>• Meeting outcomes</li> </ul>
Nov 13 thru Feb 14	12	Meeting between affordable housing providers and service providers	Yolo County/ WSHDC/Housing Authority	CDD	<ul style="list-style-type: none"> <li>• Affordable Hsg. Owners</li> <li>• Service Providers</li> <li>• City</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting (Y/N)</li> <li>• Meeting outcomes</li> </ul>
Nov 13 thru Feb 14	15	Meet with Sacramento County and Yolo County providers to increase treatment services and beds	Yolo County/ City	CMO	<ul style="list-style-type: none"> <li>• City</li> <li>• Sacramento County</li> </ul>	<ul style="list-style-type: none"> <li>• Meeting (Y/N)</li> <li>• Meeting outcomes</li> </ul>
Nov 13 thru Feb 15	13	Explore funding for homeless coordination	Yolo County/City	CMO	<ul style="list-style-type: none"> <li>• City</li> <li>• County</li> <li>• Service Providers</li> </ul>	<ul style="list-style-type: none"> <li>• Coordination activities proceed within timeline</li> </ul>
Nov 13 thru Feb 14	18	Encourage Yolo County to designate unspent mental health mobile outreach funds for outreach/crisis intervention in West Sacramento	Yolo County/ City	CDD	<ul style="list-style-type: none"> <li>• Yolo County</li> <li>• City</li> </ul>	<ul style="list-style-type: none"> <li>• Amount of funds designated</li> </ul>
Nov 13 thru Feb	20	Assist with moving homeless programs to new locations.		CMO	<ul style="list-style-type: none"> <li>• City</li> <li>• Residents</li> </ul>	<ul style="list-style-type: none"> <li>• Agreement (Y/N)</li> <li>• Services are located in</li> </ul>

Time	Item #	Description	Proposed Lead Agency(s)	City Liaison	Stakeholders	Performance Metric(s)
14			City		<ul style="list-style-type: none"> <li>• Businesses</li> <li>• Service Providers</li> </ul>	primarily non-residential areas (Y/N)
Nov 13 thru Apr 14	21	Adopt an emergency shelter ordinance	City	CDD	<ul style="list-style-type: none"> <li>• Residents</li> <li>• Businesses</li> <li>• Service Providers</li> </ul>	<ul style="list-style-type: none"> <li>• Ordinance adopted (Y/N)</li> </ul>
Jan 14 thru Jul 14	14	Apply for SB 82 and MHSA Funding	County	CDD	<ul style="list-style-type: none"> <li>• Yolo County</li> <li>• City</li> </ul>	<ul style="list-style-type: none"> <li>• Application (Y/N)</li> <li>• Award (Y/N)</li> </ul>
Jan 13 thru Jul 14	17	Encourage non-profits to seek donations and grants for service programs	Non-profits	CDD	<ul style="list-style-type: none"> <li>• Non-Profits</li> <li>• City</li> </ul>	<ul style="list-style-type: none"> <li>• # Applications submitted</li> <li>• Awards (\$)</li> </ul>
Jan 14 thru Jul 14	19	Identify and pursue funding for service delivery to At-Risk families	County	CDD	<ul style="list-style-type: none"> <li>• City</li> <li>• Yolo County</li> </ul>	<ul style="list-style-type: none"> <li>• Funds identified (Y/N)</li> </ul>
Mar 14 thru Jul 14	7	Evaluate potential General Plan policies to increase visibility in open space areas	City	CDD	<ul style="list-style-type: none"> <li>• City</li> <li>• Residents</li> <li>• WSPD</li> </ul>	<ul style="list-style-type: none"> <li>• New policies added through General Plan Update (Y/N)</li> <li>• Design guidelines adopted (Y/N)</li> </ul>
Mar 14 thru Jul 14	6	Work with the business community to make commercial properties more secure	City	WSPD	<ul style="list-style-type: none"> <li>• Businesses</li> <li>• WSPD</li> </ul>	<ul style="list-style-type: none"> <li>• Elimination of nuisances</li> </ul>
Mar 14 thru Jul 14	22	Facilitate development of “Good Neighbor” and “Shelter Management” Guidelines	City	CDD	<ul style="list-style-type: none"> <li>• City</li> <li>• Non-Profits</li> <li>• Faith-Based Groups</li> <li>• Yolo County</li> </ul>	<ul style="list-style-type: none"> <li>• Good neighbor guidelines adopted (Y/N)</li> </ul>
Mar 14 thru Feb 15	1	Improve public safety data analysis	City	WSPD/IT	<ul style="list-style-type: none"> <li>• City - WSPD</li> <li>• YECA</li> </ul>	<ul style="list-style-type: none"> <li>• Improved data and reporting tools available</li> <li>• Insights from new tools leading to improved decisions</li> </ul>
Mar 14 thru Feb 15	2	Expand high-visibility policing	City	WSPD	<ul style="list-style-type: none"> <li>• City</li> </ul>	<ul style="list-style-type: none"> <li>• Activities undertaken</li> <li>• Crime statistics in targeted areas</li> <li>• Focus group feedback (sense of safety)</li> </ul>

Time	Item #	Description	Proposed Lead Agency(s)	City Liaison	Stakeholders	Performance Metric(s)
Mar 14 thru Feb 15	3	Streamline the intake process	Yolo County	WSPD	<ul style="list-style-type: none"> <li>• City</li> <li>• Yolo County</li> <li>• Area Hospitals</li> <li>• Service Providers</li> </ul>	<ul style="list-style-type: none"> <li>• Average intake time comparison</li> </ul>
Mar 14 thru Feb 15	4	Rehabilitation-oriented procedures and programs	Yolo County	WSPD	<ul style="list-style-type: none"> <li>• Yolo County Courts</li> <li>• Yolo County</li> <li>• Yolo District Attorney</li> <li>• Service Providers</li> </ul>	<ul style="list-style-type: none"> <li>• Outputs</li> <li>• Court in Place (Y/N)</li> </ul>
Mar 14 thru Feb 15	16	Encourage the expansion of “Neighborhood Court” to West Sacramento	Yolo County	WSPD	<ul style="list-style-type: none"> <li>• Yolo County Probation</li> <li>• Yolo County Courts</li> <li>• Yolo County District Attorney</li> <li>• Service providers</li> </ul>	<ul style="list-style-type: none"> <li>• Initial discussions conducted</li> <li>• Neighborhood Court pilot developed</li> </ul>
Mar 14 thru Feb 15	23	Ensure homeless prevention services are available to At-Risk persons and families	Yolo County	CDD	<ul style="list-style-type: none"> <li>• City</li> <li>• Yolo County</li> </ul>	<ul style="list-style-type: none"> <li>• Services available (Y/N)</li> </ul>
Mar 14 thru Feb 15	8	Explore new models for law enforcement	Yolo County	WSPD	<ul style="list-style-type: none"> <li>• City</li> <li>• Yolo County</li> <li>• Service Providers</li> </ul>	<ul style="list-style-type: none"> <li>• Accountability for offenders</li> </ul>
Mar 14 thru Feb 15	24	Develop outreach and supportive services targeted to chronically homeless persons	Yolo County	CDD	<ul style="list-style-type: none"> <li>• City</li> <li>• Yolo County</li> </ul>	<ul style="list-style-type: none"> <li>• Outreach services available (Y/N)</li> </ul>

## Appendix B

### Overall Performance Measures

While each recommended action noted in Appendix B includes a corresponding performance metric, the City will still need a way to assess whether the net effect of the overall effort described in the Plan is meeting the fundamental goal of reducing the incidence and negative impact of homelessness in the community.

Staff recommends that at least the following overall measures of performance be utilized:

- Police and Code Enforcement reports indicating homeless-related calls for service.
- Fire Department calls for service that are related to homeless individuals.
- Parks and Recreation Department cleanup costs related to homeless.
- Reports from service providers including data on number of police contacts, arrests, incarceration and hospitalization; costs of services provided; and the number of persons that obtain permanent housing.
- Discussions with persons experiencing homelessness to identify successful outreach methods and to identify obstacles that keep persons from engaging in services.
- Data from the biannual Yolo County Homeless Count (next Count will be conducted in January 2015).

These metrics should be applied at least annually, along with individual performance measures noted above for each recommended action item.

**Appendix C**

**2013 Homeless Update**