

City of Woodland

REPORT TO MAYOR AND CITY COUNCIL

AGENDA ITEM

TO: THE HONORABLE MAYOR
AND CITY COUNCIL

DATE: April 13, 2010

SUBJECT: Yolo County Ten-Year Plan to End Homelessness Executive
Commission Appointee

Report in Brief

In partnership with the Yolo County Board of Supervisors and the cities of Davis, West Sacramento, and Winters, the City of Woodland has participated in the development of a *Ten-Year Plan to End Homelessness* in Yolo County. The Ten-Year Plan was presented and approved by the City Council on January 19, 2010.

The first step to put this plan into action is to create an Executive Commission. Staff recommends that the City Council approve the attached Resolution No. _____, appointing a City Council member to serve on the Executive Commission, comprised of elected officials from all the jurisdictions and representative service providers, and approve staff time to collaboratively support the Executive Commission with other city and county staff until the Executive Commission has met.

Background

Local Ten-Year Plans to End Homelessness are encouraged by the U.S. Interagency Council on Homelessness and are result-oriented plans that incorporate cost-benefit analyses, prevention, housing and service innovations, and best practices with a goal of reducing homelessness. In addition, having an approved ten year plan in place also provides additional funding opportunities to local organizations that serve homeless individuals and families.

With the efforts of city staff, service providers, lenders, business owners, city council members, police officers, mental health professionals, and local citizens, Yolo County created a collaborative and strategic plan for addressing homeless over the next ten years. The plan puts a strong emphasis on centralizing services and developing a coordinated system of services, therefore reducing and eliminating duplication. The \$1.6 million in Homeless Prevention/ Rapid Re-Housing Program (HPRP) funding Yolo County received recently will assist in providing services in the first phase of this plan.

The plan also puts a strong emphasis on developing supportive housing for extremely low-income households, meaning housing with services for individuals at or below 30 percent of area median income. This approach of housing first reduces the number of unsheltered homeless individuals and transitions individuals out of homelessness more affectively.

Discussion

Now that the plan has been adopted, the next step is to begin implementation. The Plan calls for the constitution of an Executive Commission that will oversee and implement the Plan, lead the effort to reduce homelessness in Yolo County, and set and monitor annual goals (**Attachment B**). The Executive Commission membership will include representatives from Board of Supervisors, City of Davis, City of West Sacramento, City of Woodland, Unincorporated Areas/City of Winters, Homeless Poverty and Action Coalition, faith-based community, business community, consumers, philanthropic community and someone who is currently or formerly homeless. Commissioners are appointed for a three year term and meet at least quarterly. One Commissioner will also serve on each of the four Action Teams (Prevention, Housing, Services, and Implementation). For the first part of this year it is expected that the Commission will meet at least monthly, but may be on a quarterly schedule by the end of the year.

During the year, the Executive Commission will focus on setting first year goals that are attainable and practical during the current economic climate, probably including working on prevention goals, financed by the HPRP funding. The Executive Commission will set annual goals, and ensure data is being collected to report on annual outcomes. The Executive Commission will also determine how it will function, and appoint Commissioners to Action Teams. The Commission will also likely be involved in increasing stakeholder commitment and other support for implementing the Plan.

Staff involved in the Ten Year Plan process would like to have a kick-off event on the day that the Executive Commission meets for the first time. Staff will help plan the event and the initial meeting of the Executive Commission.

The Ten Year Plan to End Homelessness cannot be implemented without City support. Furthermore, one drawback of not participating actively is that Woodland may continue to provide a disproportionate share of homeless services and emergency, transitional, and permanent supportive housing in the County. According to the 2009 Homeless Count, while 30 percent of the county homeless population are in Woodland, the city provides 41 percent (169) of the emergency shelter, transitional housing and permanent supportive housing beds in the County for individuals and families with children (total of 411) . In comparison, West Sacramento has 47 percent of the homeless population, but provides only 8 percent of the housing units.

Fiscal Impact

City staff time associated with this plan is indirectly funded by CDBG and Redevelopment Housing Set-Aside administrative dollars. Implementation of the Plan will require creative financing and the

identification of grant sources, with the support of all jurisdictions in and including Yolo County and other local non-profit partners. For the first two years of the plan a majority of the direct services will be financed through the \$1.6 million HPRP funding Yolo County recently was awarded for centralizing and coordinating homeless prevention services.

In addition to staff time, it is expected at a minimum that the City will be asked to contribute general fund dollars to support a homeless coordinator staff position. Since 1996, the City has allocated \$10,000 for this person.

Public Contact

Posting of the City Council agenda.

Alternative Courses of Action

Alternative 1: Approve Resolution No. _____, appointing a City Council member to represent the City of Woodland on the Executive Commission and approve staff time to collaboratively support the Executive Commission with other city and county staff until the Executive Commission has met.

Alternative 2: Do not approve the resolution and direct staff as to how to proceed with the plan's implementation without City Council and staff participation.

Recommendation for Action

Staff recommends that the City Council adopt Alternative 1.

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Analyst

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Mark G. Deven
City Manager

Attachment A: Resolution

Attachment B: Draft Ten-Year Plan, *One at a Time: Ending and Preventing Homelessness for Yolo County Residents*, "Implementation" Chapter

RESOLUTION NO. _____

**RESOLUTION OF THE CITY COUNCIL OF THE CITY OF WOODLAND TO
APPOINT A CITY COUNCIL MEMBER TO SERVE ON THE TEN YEAR PLAN TO
END HOMELESSNESS EXECUTIVE COMMISSION**

WHEREAS, the City of Woodland approved the Ten Year Plan to End Homelessness titled *One at a Time: Ending and Preventing Homelessness for Yolo County Residents 2010-2020* on January 19, 2010;

WHEREAS, the Plan calls for the constitution of an Executive Commission that will oversee and implement the Plan, lead the effort to reduce homelessness in Yolo County, and set and monitor annual goals;

WHEREAS, the Executive Commission will be composed of an elected official from each jurisdiction and representatives from each of: the Homeless and Poverty Action Coalition, the faith-based community, the business community, and the philanthropy community, as well as someone who is currently or formerly homeless;

WHEREAS, staff involved in the approval of the Plan would like to hold a kick-off event on the day that the Executive Commission meets for the first time;

NOW, THEREFORE, BE IT RESOLVED, as follows:

Section 1: This City Council appoints a City Council member to serve on the Executive Commission and oversee and implement the Plan;

Section 2: This City Council authorizes a city staff member to assist in the planning of the Plan kick-off event and collaboratively support the Executive Commission with other city and county staff until the Executive Commission has met;

Section 3: This Resolution shall take effect from and after the date of its passage and adoption.

PASSED, APPROVED AND ADOPTED this 13th day of April, 2010 by the following vote:

AYES:

NOES:

ABSENT:

ABSTAIN:

Marlin H. Davies, Mayor

ATTEST:

APPROVED AS TO FORM:

Sue Vannucci, City Clerk

Andrew J. Morris, City Attorney

GOAL: IMPLEMENTATION

Effectively Administer, Coordinate and Finance Implementation of the County's Ten-Year Plan and its Efforts to Prevent and End Homelessness

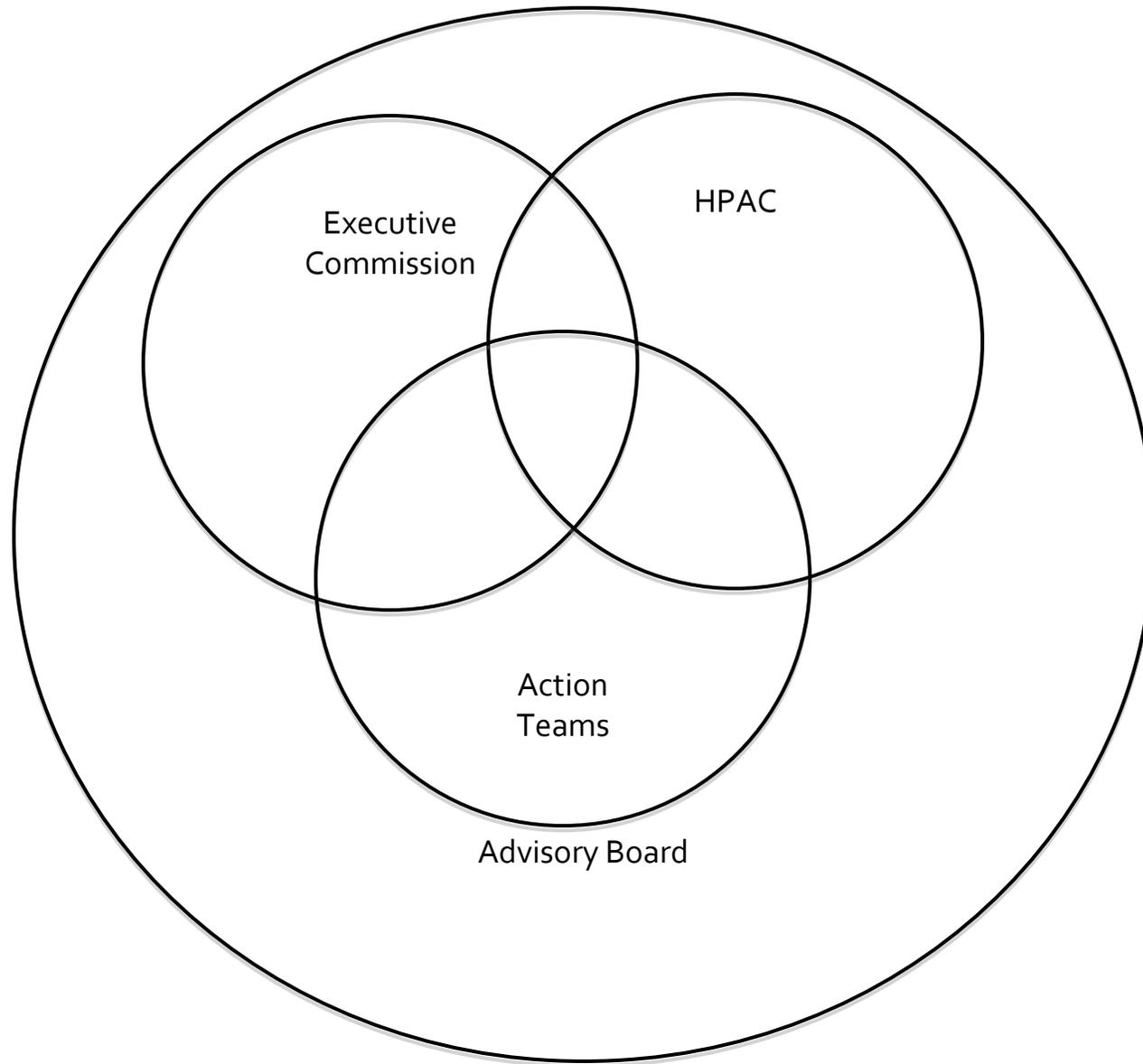
CHALLENGES: To be effective, the Ten-Year Plan's Administration, Coordination, and Financing must include:

- ✓ A Countywide leadership and administrative body
- ✓ Equitable inter-jurisdictional investment
- ✓ System change and integration
- ✓ Better coordination and communication
- ✓ Data collection and analysis

SOLUTIONS:

- ✓ Establish a Countywide administrative and governing body structure with the legitimacy, representation, power, and resources to effectively and efficiently direct the community's efforts to prevent and end homelessness.
- ✓ Allocate resources to support a staff to implement this Plan to end and prevent homelessness.
- ✓ Designate preventing and reducing homelessness in Yolo County as a joint priority for all relevant County and City agencies.
- ✓ Identify, allocate, coordinate, and secure funding to support Plan implementation and development and operation of homeless housing and services.
- ✓ Maximize use of the Homeless Management Information System (HMIS) to collect and analyze data on homelessness and program outcomes and to facilitate inter-agency case management and information sharing and to increase efficiency.

How will Yolo County and its Cities Implement This Plan?



IMPLEMENTATION GOAL: Establish a Countywide administrative and governing body structure with the legitimacy, representation, power, and resources to effectively and efficiently direct the community's efforts to prevent and end homelessness.

How will we achieve this strategy?

STRUCTURE: Form and maintain an Executive Commission, Advisory Board, Action Teams, and Task Forces (as needed). Fund the Implementation Structure, its staffing and operations.

FORM: Investigate appropriate structures for Plan implementation, including non-profit status.

ADVISORY BOARD: Form a wide-coalition of plan supporters that will gather annually for a stakeholders meeting about the State of Plan Implementation, promote systems change, build political will, fundraise, and sit on task forces, action teams, and the Executive Commission.

Membership will include representatives from all relevant sectors in the County that support the Plan including:

- Board of Supervisors
 - County Departments/ Agencies including (Department of Employment and Social Services, Department of Alcohol, Drug and Mental Health, Department of Health, and Veterans Service Office)
 - Yolo County Housing
 - Law Enforcement/ Parole
 - Hospital/Healthcare
 - Mayors or City Council Members from each City
 - City Departments (including Housing)
 - Federal or State government agencies
 - Philanthropists/ Foundations
 - Businesses
 - Housing Developers
 - Civic Organizations
 - Legal Services
 - Media
 - Labor Groups
 - Education/ School Districts/ Universities/ First 5
 - Transportation
 - Community-based Service Providers
 - Faith-Based Organizations
 - Consumers
 - At Large/ Concerned Citizens
-

How will we achieve this strategy?

EXECUTIVE COMMISSION: Institute an active body to meet at least quarterly to oversee and implement the Plan and lead the effort to prevent and end homelessness.

Membership will include representatives from each of:

- Board of Supervisors
- City of Davis
- City of West Sacramento
- City of Woodland
- Unincorporated Areas/ City of Winters
- HPAC
- Faith-Based Community
- Business Community
- Consumers
- Philanthropy Community

Members will sit for staggered three-year terms, to benefit from experience. City and County representatives should be elected officials.

ACTION TEAMS (Prevention, Housing, Services, Outcomes): Create four action teams, one for each Goal in the Plan, to oversee the assigned action area, implement their respective strategy within the Ten-Year Plan, create task forces to take on specific issues, and measure success.

Membership will be drawn from the Advisory Board and other interested citizens. Each Action Team will have co-leadership from HPAC and the Ten-Year Plan Executive Commission, members from each body will report back to both bodies. These teams will continue the work of prior HPAC committees.

TASK FORCES: As needed, call on Advisory Board members and other members of the community to sit on time-limited, issue-specific task forces to undertake program and/or project initiation, operation or oversight, to build political will and public support for specific issues, and to fundraise for specific issues.

Funding:



Implementation



IMPLEMENTATION SOLUTION: Assign staff to implement this Plan to end and prevent homelessness.

How will we achieve this strategy?

How will we know we are succeeding?

PLAN DIRECTOR: One capable, local, dedicated, invested individual should be employed to drive the Plan and support the work of the implementation bodies, including the Executive Commission and the Action Teams.

- Plan Director in place by 2010

SUPPORT: The Plan Director should receive additional support as needed, which may include additional staff or volunteer support, as well as funding to work towards implementation.

- Increased coordination & support

FUNDING: Funding from each of the cities and county should support Plan staff, at least in part, to demonstrate investment in ending and preventing homelessness.

- Financial commitment from all jurisdictions
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IMPLEMENTATION SOLUTION: Designate preventing and reducing homelessness in Yolo County as a joint priority for all relevant County and City agencies and other Partners to the Plan

How will we achieve this strategy?

COMMON GOAL: Incorporate the goal of preventing and ending homelessness into the planning, policy and program development, and budgeting of relevant City and County agencies as well as other agencies that support the Plan.

OUTCOME MEASURES: Implement homeless- and housing-related outcome measures for all relevant departments, contractors, and grantees as part of a performance-based budgeting process. Measures will be appropriate for each agency or department function, but will, at a minimum, include the housing status of clients at intake and exit; homelessness-related services provided, both directly or through referral; and entitlements applied for and received. Measures will be consistent with or complement measures used in HMIS.

RESPONSIBILITY: All relevant City and County agencies will take responsibility, in partnership with other providers, for identifying people who are homeless or at -risk and linking them with available, appropriate services.

REGIONAL: Work regionally with Sacramento and other nearby communities to promote and support ending and preventing homelessness. Coordinate data systems, including HMIS, and service provision.

How will we know we are succeeding?

- Increase in coordination and support

Additional Partners:

Funding:

IMPLEMENTATION SOLUTION: Identify, allocate, coordinate, and secure funding to support Plan implementation and development and operation of homeless housing and services.

How will we achieve this strategy?

TRUST FUND: Create a Trust Fund(s) to provide ongoing funding for services linked to housing, affordable housing development, housing operations, and Plan implementation. Identify dedicated revenue sources for the Trust Fund(s). Explore the following possibilities among others: in lieu fees and taxes on commercial square footage, private funding sources, mainstream system cost-savings due to reduced use of services by homeless people who have accessed housing, or document recording fees. Trust Fund(s) will be allocated in a manner that encourages collaboration and improves the homeless housing and services system.

ANALYZE FUNDING: Taking into account community needs and the restrictions of funding streams, analyze how existing federal, state, and local dollars are being spent to respond to homelessness to ensure that funds are being used as effectively and efficiently as possible, are incorporating best practices, and are in line with the goals and priorities of the Plan. Funding streams to be analyzed include: American Recovery and Reinvestment Act of 2009 (ARRA) funds, county services funding (including the Department of Employment and Social Services and the Health Department), Redevelopment Agency funds, inclusionary zoning fees, Mental Health Services Act, Community Development Block Grant, Community Services Block Grant, Mental Health Block Grant, Substance Abuse Prevention and Treatment Block Grant, community health center funds, Social Services Block Grant, HOME funds, Federal Emergency Shelter Grants, Continuum of Care grants, and other relevant funding.

PURSUE: Aggressively pursue additional federal, state, local and private funding opportunities to support efforts to address homelessness and quickly secure local funds whenever needed to leverage state and federal resources. Initially, this includes opportunities through the federal Stimulus bill, the American Recovery and Reinvestment Act of 2009 (ARRA).

PUBLIC: Organize a public education and fundraising campaign to collect contributions from business and civic organizations and from private citizens. Explore a public fundraising campaign.

SOCIAL ENTERPRISES: Aggressively explore the development of social and revenue generating activity within non-profit organizations to support homeless housing and services, by creating businesses staffed or run by homeless and formerly homeless individuals to provide training and create income simultaneously. Examples include restaurants or landscaping businesses.

How will we know we are succeeding?

- Total amount of funding for homeless housing and services in Yolo County increases



How will we achieve this strategy?

How will we know we are succeeding?

COST SAVINGS: Implement mechanisms to document and capture cost-savings data in mainstream systems and programs due to reduced use of services by homeless people after they access housing. Reinvest cost savings in affordable housing, homeless housing and services, and Plan implementation.

Additional Partners:

Funding:



IMPLEMENTATION SOLUTION: Maximize use of the Homeless Management Information System (HMIS) to collect and analyze data on homelessness and program outcomes and to facilitate inter-agency case management and information sharing and to increase efficiency.

How will we achieve this strategy?

MEASUREMENTS: Establish system-wide performance standards and outcome measures to track progress towards preventing and ending homelessness. Standards and outcome measures should be developed for both homeless programs and mainstream programs serving people who are homeless or at-risk.

ANALYZE: Collect and analyze data on a quarterly basis and use it to identify emerging issues and resolve problems.

EVALUATE: Annually evaluate success in addressing homelessness and progress in Plan implementation. Use analysis to guide planning and program development, facilitate continuous improvement, and inform funding allocation.

REPORT: Report outcomes at annual Homeless Summit and annual meeting of Advisory Board.

SHARE INFORMATION: Publish an annual systemwide outcomes report and press release.

INFORM FUTURE WORK: Develop each year's Annual Work Plan based on data and performance evaluation, incorporating necessary course corrections. Consider whether agencies are effectively adapting the Plan priorities and identify how to support them to make necessary changes, including assisting with: strategic planning, development of new systems, and staff training.

INFORMATION SHARING: Develop capacity for inter-agency electronic case conferencing and information sharing through the HMIS.

How will we know we are succeeding?

- All Housing Resource Centers will use HMIS
- All programs that serve homeless people will use HMIS
- HMIS system will be able to provide answers about service needs and availability

Additional Partners:

Funding:

Implementation



For additional information about the Ten-Year Plan and its implementation, please contact:
Bridget Kurtt DeJong, 415-788-7961 ext 314 or bridget@homebaseccc.org.