

FORWARDYubaSutter

Creating Opportunities



5-Year Regional Strategic Plan to Respond to Homelessness in Sutter and Yuba Counties

January 2019

Table of Contents

Overview	1
Our Community	1
Our Planning Process	1
Our Commitment	4
Homelessness in Sutter and Yuba Counties.....	5
Background and History	5
Current Landscape	6
Who is Experiencing Homelessness in Sutter and Yuba Counties?.....	10
Contributing Factors to Homelessness: Poverty and Unemployment	11
Chronic Medical Conditions Among People Experiencing Homelessness.....	14
Service and Outreach Challenges	15
County and Community Resources to Address Homelessness	19
Regional Coordination	19
Housing and Service Interventions	22
Accessing Resources.....	25
County Efforts to Prevent Criminalization of Homelessness	26
Partners in Ending Homelessness	28
Solutions to Homelessness in Sutter and Yuba Counties	31
Regional Priorities for Preventing and Ending Homelessness	31
Strategic Objectives to Support Priorities	32
Measures of Success and Core Strategies to Accomplish Objectives.....	33
No Place Like Home Considerations.....	35
APPENDICES	39
Appendix A: Consumer Survey Feedback.....	40
Appendix B: Housing and Service Providers Survey Feedback	48
Appendix C: Consumer Focus Group Feedback	70
Appendix D: Community Alignment Session Feedback.....	74
Appendix E: Resources	84

Overview

Our Community

We are a collection of communities, agencies, and individuals committed to providing support and opportunities to individuals and families experiencing or at risk of homelessness in the Sutter and Yuba Bi-County region. The Bi-County Homeless Services Program (BCH) would like to thank the diverse group of invaluable stakeholders and partners who have and continue to support our regional efforts to prevent and end homelessness, and whose feedback supported and guided the development of this Regional Strategic Plan to Respond to Homelessness in Sutter and Yuba Counties.

Our Planning Process

The process to develop this plan was spearheaded by a Strategic Planning Committee, a group of community stakeholders tasked by BCH to lead the planning process. This plan builds upon the ongoing work and dedication among stakeholders in the Sutter-Yuba Bi-County region to develop a coordinated community response to homelessness and is the result of a community-led, data-informed collaborative process that incorporates the expertise and feedback of the following partner agencies and organizations:

- City and County Jurisdictions
 - County of Sutter
 - County of Yuba
 - City of Yuba City
 - City of Marysville
 - City of Live Oak
 - City of Wheatland
- County representatives with expertise from behavioral health, public health, probation/criminal justice, social services, education, employment and housing departments, including from:
 - Sutter County Administrator's Office
 - Yuba County Administrator's Office
 - Sutter County Board of Supervisors
 - Yuba County Board of Supervisors
 - Sutter-Yuba Behavioral Health
 - Sutter County Health and Human Services, including Public Health
 - Yuba County Health and Human Services, including Public Health
 - Sutter County One Stop
 - Yuba County One Stop
 - Sutter County Superintendent of Schools
 - Sutter County Victim Witness Assistance Program
 - Yuba County Victim Services
 - Yuba County First Five Commission
 - Yuba County Office of Education
 - Sutter County Development Services Department
 - Yuba County Community Development
 - Yuba County Probation Department
 - Yuba County Sheriff's Department
- Local Homeless Continuum of Care: Sutter Yuba Homeless Consortium (SYHC)

- Housing and Homeless Service Providers, including:
 - Bridges to Housing
 - Casa de Esperanza
 - FREED Center for Independent Living
 - Habitat for Humanity
 - Hands of Hope
 - Regional Emergency Shelter Team (REST)
 - The Salvation Army
 - Yuba-Sutter-Colusa United Way
- County health plans, community clinics and health centers, and other health care providers, including:
 - Adventist Health + Rideout
 - Ampla Health
 - Harmony Health
 - Peach Tree Healthcare
- Public housing authority: Regional Housing Authority of Sutter, Nevada, Colusa, and Yuba Counties
- Faith-based organizations, including:
 - Hope Point Nazarene Church
 - Church of Glad Tidings
- Education providers and school districts, including:
 - E Center Head Start
 - Yuba City Unified School District
- Other partner agencies, including:
 - California Rural Legal Assistance, Inc.
 - Yuba-Sutter Economic Development Corporation
- Individuals with lived experience with homelessness
- Representatives of family caregivers of persons living with serious mental illness

The strategic planning process included the following elements to engage the community, ensure feedback and input from a diverse and representative group, and secure support for implementation:

- A Strategic Planning Committee with a diverse representation of stakeholders from various jurisdictions, departments, agencies, and coalitions.
- Targeted online and printed survey for service providers to gather information about key themes and other necessary information to distribute to the community, with goals of gathering input and sparking interest in participating in strategic planning and implementation.
- Targeted online and printed survey for consumers experiencing homelessness to gather information on services and resources that are being accessed, areas for improved service provision, and barriers to housing and employment that prevent people in Sutter and Yuba Counties from exiting homelessness.

- Half-day community alignment session held on December 5, 2018, focused on stakeholder education (including community data and resources, federal policy priorities, best practices, and current research), discussion, visioning, and planning around key issues identified by the Strategic Planning Committee.
- Focus groups with individuals and families experiencing homelessness.
- Interviews with key stakeholders.

The extensive feedback gathered from these community engagement efforts, in combination with local data and information on national best practices and emerging models, led to the development of a regional vision for ending homelessness in Sutter and Yuba Counties, supported by guiding principles, priorities, and strategic objectives. The community also developed measures of success and core strategies to accomplish its three strategic objectives through coordinated Bi-County efforts.

The planning process would not have been possible without robust efforts already underway to coordinate the response to homelessness across the Bi-County region, including the following initiatives, as well as the programs and resources highlighted throughout this plan.

- **Bi-County Homeless Services Program (BCH):** Committee established in 2017 to promote mirrored activities and initiatives in Sutter and Yuba Counties and the sponsor of this updated strategic plan.
- **Yuba-Sutter Regional Planning Committee on Homelessness:** Regional committee of elected and staff representatives of both counties and four cities established in late 2016 which developed the Action Plan for Homelessness in Yuba and Sutter Counties.
- **Sutter-Yuba Homeless Consortium (SYHC):** Coalition of non-profit and faith-based organizations, representatives of local government jurisdictions, and homeless advocates that serves as the Bi-County region's Continuum of Care (CoC) and works to coordinate and maximize all homeless services and resources across the counties.
- **Yuba/Sutter Homeless Coordinated Entry Program:** Program established to serve as the main facilitator of coordinated entry in the Bi-County region, which operates one-stop centers in both counties and is supported by nearly two dozen local nonprofit organizations.
- **Sutter County Homeless Project:** Data collection project involving in-person and phone interviews to improve regional data on homelessness and better understand the characteristics of who is experiencing homelessness and why.

This plan provides a framework for moving this work forward with the help of increased collaboration, innovation, and funding. The plan complies with federal and state requirements, builds upon ongoing efforts and initiatives, and incorporates feedback and guidance from Planning Committee members, community stakeholders, and the BCH. It reflects the unique characteristics, strengths, challenges, and barriers that exist in the Bi-County region, as well as the dedication of stakeholders and the broader community to

leveraging our existing work, learning from best practices, and pursuing new and innovative regional approaches for preventing and ending homelessness.

Our Commitment

Over the course of the next five years, we will respond to homelessness through strategic engagement, education, and a focused campaign, all of which will be informed by our collective vision, guiding principles, and priorities.

VISION

We will have safe and healthy communities where all residents have access to stable housing.

GUIDING PRINCIPLES



PRIORITIES

1. Preventing Homelessness
2. Increasing Housing Options for People Experiencing Homelessness
3. Creating Safe and Informed Communities

Additional information about our priorities, as well as our framework of strategic objectives and core strategies to support those priorities, are set forth below in the “Solutions to Homelessness in Sutter and Yuba Counties” section.

IMPLEMENTATION AND PLAN UPDATES

In addition to the framework of strategic objectives and core strategies, implementation guides and/or action plans will be developed as needed to ensure coordination of efforts required to meet the objectives set forth herein. These guides and/or plans should be “living” documents and outline the necessary details – for example, specific activities to advance each core strategy, as well as the committees and/or parties involved, resources needed, and timelines to accomplish each activity – to monitor progress and ultimately achieve each objective.

Furthermore, to ensure accountability while allowing for flexibility in response to changing landscapes, resources, needs, and priorities, annual progress on plan objectives will be reported to the community at large. The BCH may designate one or more committees to develop the annual progress report, which may include recommendations for changes or updates to the plan to be approved by the BCH.

Homelessness in Sutter and Yuba Counties

Background and History¹

Unique to the experience of homelessness in the Bi-County region is the ease of migration between jurisdictions and attractiveness of the river bottom locations for camping. The two counties (Sutter and Yuba) and four incorporated cities (Yuba City, Live Oak, Marysville and Wheatland) have a combined population of 173,679.²



¹ Sutter County Homeless Management Plan, approved by the Sutter County Board of Supervisors on November 7, 2017, page 1-2, <https://www.suttercounty.org/assets/pdf/bos/Homeless%20Management%20Plan.pdf>

² According to the 2017 census.

Current Landscape

HOW MANY PEOPLE ARE EXPERIENCING HOMELESSNESS?

Sutter and Yuba Counties have experienced a particularly striking increase in homelessness over the past decade, with the reported number of persons experiencing homelessness **more than doubling** from 362 in 2007 to 760 in 2017.³ During the same time period, the number individuals experiencing chronic homelessness **more than tripled** – from 44 persons in 2007 to 150 persons in 2017.⁴

The severity of this increase in the prevalence of homelessness is exacerbated by the fact that **the majority (62.2%) of persons experiencing homelessness are unsheltered**.⁵ This is true for a number of populations of focus among persons experiencing homelessness as well, including individuals with severe mental illness (51.9% unsheltered), Veterans (57.4% unsheltered), unaccompanied youth (62.5% unsheltered), parenting youth (66.6% unsheltered), and children of parenting youth (70% unsheltered).⁶

It is important to note that the reported numbers of persons experiencing homelessness for 2017 are likely underestimated. For example, the number of self-declared persons experiencing homelessness reporting to the Yuba County Department of Health and Human Services Department far exceeds that count.⁷ It is estimated that in actuality, the Bi-County region has a total homeless population ranging from **800 to 1,000 individuals**.⁸

³ HUD, 2007 CoC Homeless Populations and Subpopulations Report – CA-524: Yuba City, Marysville/Sutter, Yuba Counties CoC https://www.hudexchange.info/resource/reportmanagement/published/CoC_PopSub_CoC_CA-524-2007_CA_2007.pdf and HUD, 2017 CoC Homeless Populations and Subpopulations Report – CA-524: Yuba City and County/Sutter County CoC

https://www.hudexchange.info/resource/reportmanagement/published/CoC_PopSub_CoC_CA-524-2017_CA_2017.pdf

⁴ Ibid.

⁵ HUD, 2017 CoC Homeless Populations and Subpopulations Report – CA-524: Yuba City and County/Sutter County CoC.

⁶ Ibid.

⁷ Yuba County Ordinance Code, Title VII. Health and Sanitation, Chapter 7.20.120 – Emergency Homeless Shelters and Facilities, Article 1. Scope and Application – Findings,

https://library.municode.com/ca/yuba_county/codes/code_of_ordinances?nodeId=TITVIIHESA_CH7.20EMHOSHFA_ART1SCAP_7.20.120FI

⁸ Sutter County Homeless Management Plan, page 1.

WHERE DO PEOPLE EXPERIENCING HOMELESSNESS STAY?



Figure 1 Source: 2017 Yuba and Sutter Counties Point-in-Time Count

The majority (62%) of people experiencing homelessness in Sutter and Yuba Counties are unsheltered and are staying in places not meant for human habitation. The most common place for persons experiencing homelessness to stay is in an encampment; persons residing in an encampment account for 27% of persons experiencing homelessness overall and nearly 44% of people experiencing unsheltered homelessness. Other common unsheltered locations include streets, doorways, and underpasses; in a vehicle; and in non-residential buildings.

The 38% of the people experiencing homelessness who are sheltered reside mostly in emergency shelters; persons residing in emergency shelter account for 24% of persons experiencing homelessness overall and 63% of those experiencing sheltered homelessness.

Homeless Encampments

In 2014, three large encampments emerged surrounding the town of Marysville in Yuba County.⁹ By late 2015, the campsites had grown more visible to residents and local officials, drawing public attention and concern.¹⁰ The growth of camps along the Yuba and Feather Rivers, particularly the increased impact of trash and sewage from encampments, have also raised environmental concerns regarding disruptions to the fragile ecosystem of the waterways.¹¹ Yuba County’s Health Officer responded to these public concerns by declaring a health emergency.¹² In Sutter County, encampments emerged along the Feather River with a concentration from Second Street boat dock to Shanghai Bend.



⁹ California Association of Local Behavioral Health Boards and Commissions, 14Forward: Addressing Homelessness, A True Community Effort, page 3, https://www.calbhbc.com/uploads/5/8/5/3/58536227/14forward_pdfversion__150_dpi_.pdf

¹⁰ Ibid.

¹¹ Ibid.

¹² Ibid.

Yuba and Sutter Counties have been working hard to implement best practices for resolving encampments and to connect individuals to permanent housing solutions. However, a lack of available low-income rental housing has contributed to the inability of persons experiencing homelessness to obtain housing.¹³ As a result, the number of people occupying homeless encampments remains high.

HOW LONG ARE PEOPLE EXPERIENCING HOMELESSNESS?

The 2017 Point-in-Time Count found that 72% of people experiencing homelessness in the Bi-

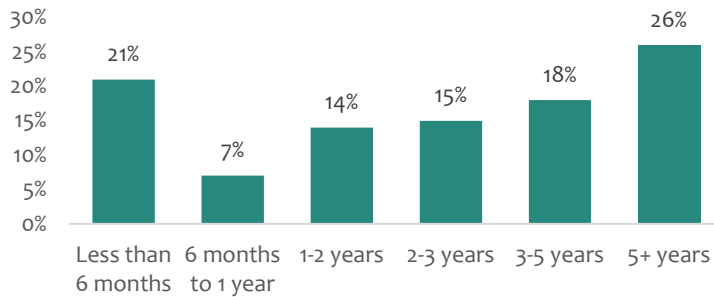


Figure 2 Source: 2017 Yuba and Sutter Counties Point-in-Time Count

County region have been homeless for longer than a year. The highest proportions of people experiencing homelessness have either been homeless for 5 or more years (26%) or for less than 6 months (21%).

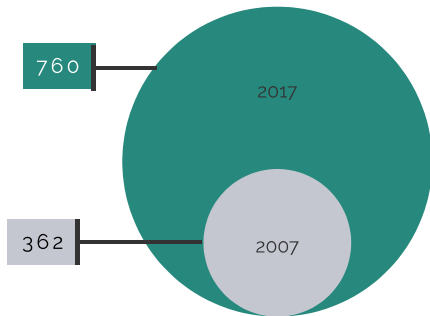
Consumer survey results from the process to develop this plan

similarly found that over a third (41%) of respondents had been homeless for over a year, while only slightly fewer (38%) had been experiencing homelessness for less than 6 months.

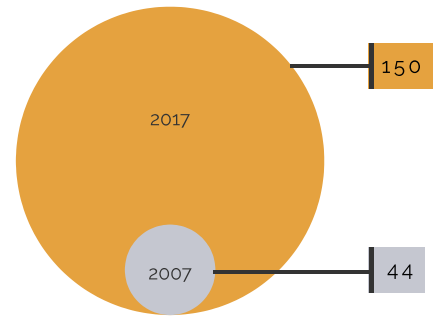
¹³ Yuba County Ordinance Code, Title VII. Health and Sanitation, Chapter 7.20.120 – Emergency Homeless Shelters and Facilities, Article 1. Scope and Application – Findings, https://library.municode.com/ca/yuba_county/codes/code_of_ordinances?nodeId=TITVIIHESA_CH7.20EMHOSHFA_ART1SCAP_7.20.120FI

Sutter-Yuba CoC: 2017 Point-in-Time Count Data

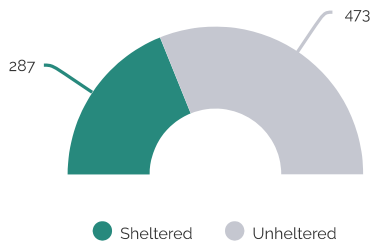
Number of Persons Experiencing Homelessness
(2007 PIT Count vs. 2017 PIT Count)



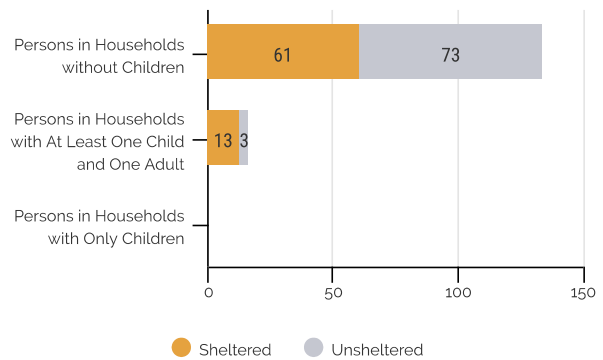
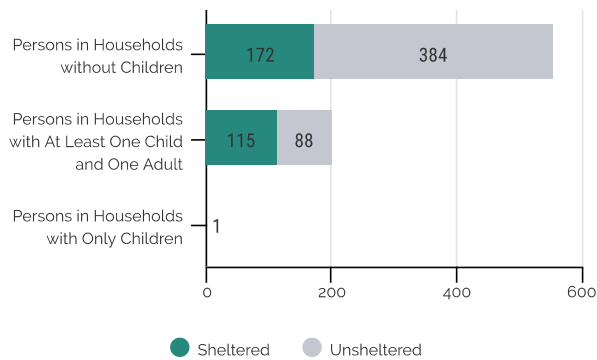
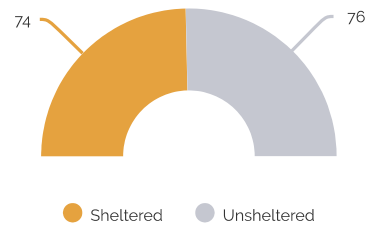
Number of Persons Experiencing Chronic Homelessness
(2007 PIT Count and 2017 PIT Count)



2017 PIT Count: Total Homeless Population Data

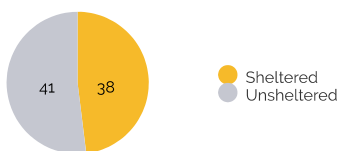


2017 PIT Count: Chronic Homeless Population Data

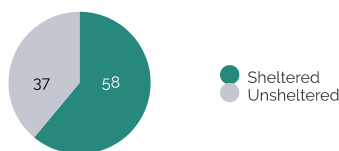


2017 PIT Count: Subpopulations of Persons Experiencing Homelessness

79 Persons Experiencing Severe Mental Illness



95 Persons Experiencing Chronic Substance Abuse



32 Unaccompanied Youth

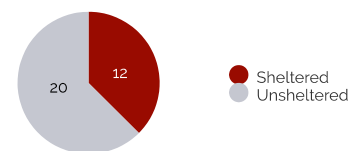


Figure 3 Sources: U.S. Department of Housing and Urban Development (HUD), 2007 CoC Homeless Populations and Subpopulations Report – CA-524: Yuba City, Marysville/Sutter, Yuba Counties CoC; HUD, 2017 CoC Homeless Populations and Subpopulations Report – CA-524: Yuba City and County/Sutter County CoC; and Herrick and Mendoza-Flores, “Who is Homeless in Sutter County?”, PowerPoint Presentation to Sutter County Board of Directors, October 27, 2017.

Who is Experiencing Homelessness in Sutter and Yuba Counties?¹⁴

As of the 2017 Point-in-Time Count, 760 total individuals were identified as experiencing homelessness in the Bi-County region, comprised of 589 adults and 171 children. Demographics regarding age, race/ethnicity, and Veteran status among persons experiencing homelessness are detailed below.

PEOPLE OF ALL AGES

The majority (63%) of people experiencing homelessness in Sutter and Yuba Counties are adults between the ages of 25 and 54 years old.

A nearly equal proportion of persons experiencing homelessness are seniors over the age of 55 (15%) and children under the age of 19 (16%). Only 6% of people experiencing homelessness in Sutter and Yuba Counties are young adults, but the majority of these young adults are unaccompanied (68%), meaning the youth is not in the care of a parent or guardian.

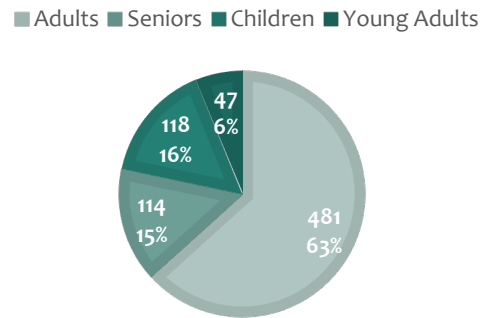


Figure 4 Source: 2017 Yuba and Sutter Counties Point-in-Time Count

PEOPLE FROM DIVERSE RACIAL AND ETHNIC BACKGROUNDS

The majority (65%) of people experiencing homelessness in Sutter and Yuba Counties are non-Hispanic Caucasian. People of Hispanic ethnicity account for 13% of people experiencing homelessness.

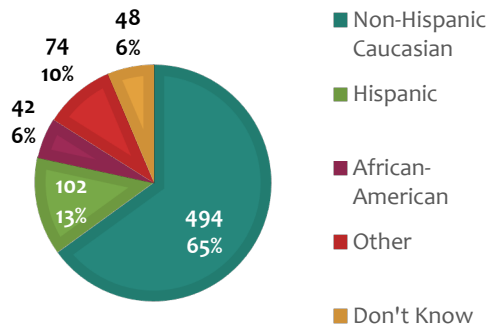


Figure 5 Source: 2017 Yuba and Sutter Counties Point-in-Time Count

African-Americans account for 9% of people experiencing homelessness, but only 3.3% of the general population in Yuba County and 2.1% of the general population in Sutter County.¹⁵ This means that African Americans are experiencing homelessness at a disproportionately high rate compared to other racial and ethnic groups in the Bi-County area.

10% of persons identified as homeless during the Point-in-Time Count reported their race or ethnicity as “other”, and 6% of persons answered that they did not know their race or ethnicity.

¹⁴ 2017 Yuba and Sutter Counties Point-In-Time Count. Report ran by Robert Herrick, December 5, 2018.

¹⁵ U.S. Census Bureau American Fact Finder, 2017 American Community Survey: Demographic and Housing Estimates for Yuba County and Sutter County, accessed December 6, <https://factfinder.census.gov/faces/tableservices/jsf/pages/productview.xhtml?src=CF>

VETERANS

Approximately 6% of people experiencing homelessness in Sutter and Yuba Counties are Veterans. Of the total population of Veterans experiencing homelessness, more than half (57%) are residing in unsheltered locations.

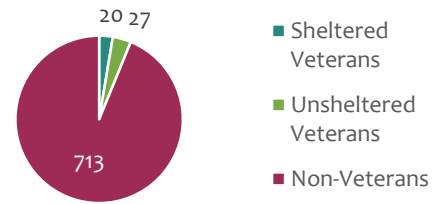


Figure 6 Source: 2017 Yuba and Sutter Counties Point-in-Time Count

LOCALS

The vast majority of people experiencing homelessness in Sutter and Yuba Counties are from the Bi-County region. A total of 73% of people experiencing homelessness identified during the 2017 Point-in-Time Count reported being from the Bi-County area - 42% of from Yuba County and 31% from Sutter County.

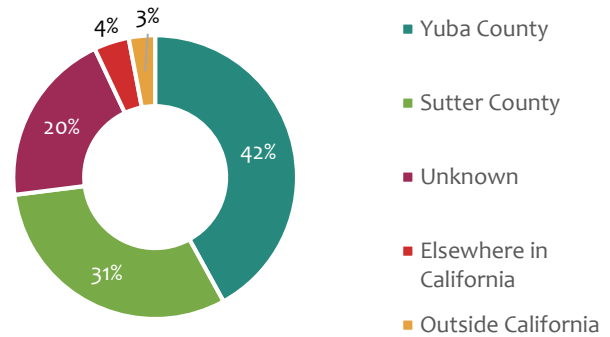


Figure 7 Source: 2017 Yuba and Sutter Counties Point-in-Time Count

Surveys distributed as part of the process to develop this plan similarly found that persons experiencing homelessness in Sutter and Yuba Counties are from the Bi-County region. Just over 70% of survey respondents who were experiencing homelessness reported living in either Yuba or Sutter Counties for 5 or more years, of whom over half (62%) reported living in the area for over 20 years and/or for their entire life.

Contributing Factors to Homelessness: Poverty and Unemployment

High levels of poverty and unemployment contribute to the prevalence of homelessness in Sutter and Yuba Counties, including the rise of unsheltered homelessness in the region. Both counties, as well as the cities of Marysville and Yuba, exceed state averages on measures including unemployment rate, poverty rate, and median income¹⁶:

Location	Unemployment Rate	Poverty Rate	Median Income (MI)	Households making 50% of MI
Marysville	19.1%	32.3%	-	34.2%
Yuba County	19.3%	21.6%	\$44,902	29.1%
Yuba City	16.0%	17.5%	-	22.5%
Sutter County	15.0%	16.7%	\$50,408	19.9%
California	11.5%	15.9%	\$61,094	16.3%

¹⁶ Habitat application-U.S. Bureau of Labor and Statistics, 2013-2021 Yuba City and Marysville Housing Elements and Rideout Regional Medical Center and Sutter Surgical Hospital Community Health Needs Assessment May 2016, as cited in 2018-2019 Community Action Plan – Community Services Block Grant, Yuba County Community Action Agency, Comprehensive Community Needs Assessment, page 7.

As of May 2016, the Bureau of Labor and Statistics ranked the Yuba City Metropolitan Statistical Area at 364 out of 387 recognized metropolitan areas in the United States for unemployment rates nearly twice the rate of California and well over double the national average.¹⁷

Data from the 2017 Point-In-Time Count highlight the impact that high unemployment and poverty have on persons experiencing homelessness in the Bi-County region.

Unemployment was identified as the primary reason for becoming homeless by 44% of people, followed by inability to pay their rent or mortgage (26%).¹⁸ The Point-In-Time Count found that nearly half (47%) of people experiencing homelessness have some income; however, average income of \$389/month for single adults and \$832/month for families is not enough to secure and sustain market-rate housing for most individuals.¹⁹

Reasons for Becoming Homeless in Yuba and Sutter Counties

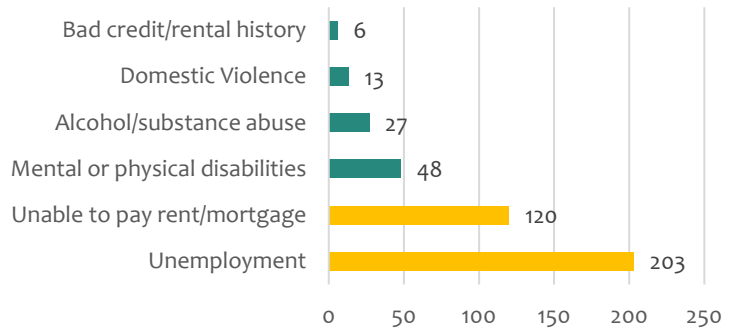


Figure 8 Source: 2017 Yuba and Sutter Counties Point-in-Time Count

Interviews conducted as part of the Sutter County Homeless Project also highlight the role of poverty and unemployment in prolonging the experience of homelessness. Sutter County Homeless Project interviewees reported insufficient income (71%) and unemployment (27%) as two of the most significant reasons that they remain homeless.²⁰

Consumer survey responses collected during the strategic planning process similarly point to insufficient income and lack of employment as significant barriers to attaining and maintaining housing in Sutter and Yuba Counties. In response to the question, “What makes getting or keeping housing hard for you?”, 51% of respondents experiencing homelessness answered the inability to afford rent, 35% answered not having a job or another way to make money, and 37% answered their inability to afford the utilities associated with housing.

¹⁷ Habitat application, as cited in 2017 Yuba-Sutter Comprehensive Economic Development Strategy, as cited in 2018-2019 Community Action Plan – Community Services Block Grant, Yuba County Community Action Agency, Comprehensive Community Needs Assessment, page 7.

¹⁸ 2017 Yuba and Sutter Counties Point-In-Time Count. Report ran by Robert Herrick, December 5, 2018.

¹⁹ Ibid.

²⁰ Herrick and Mendoza-Flores, “Who is Homeless in Sutter County?” PowerPoint Presentation to Sutter County Board of Directors, October 27, 2017.

Top 5 Consumer Survey Responses: What Makes Getting or Keeping Housing Hard for You?

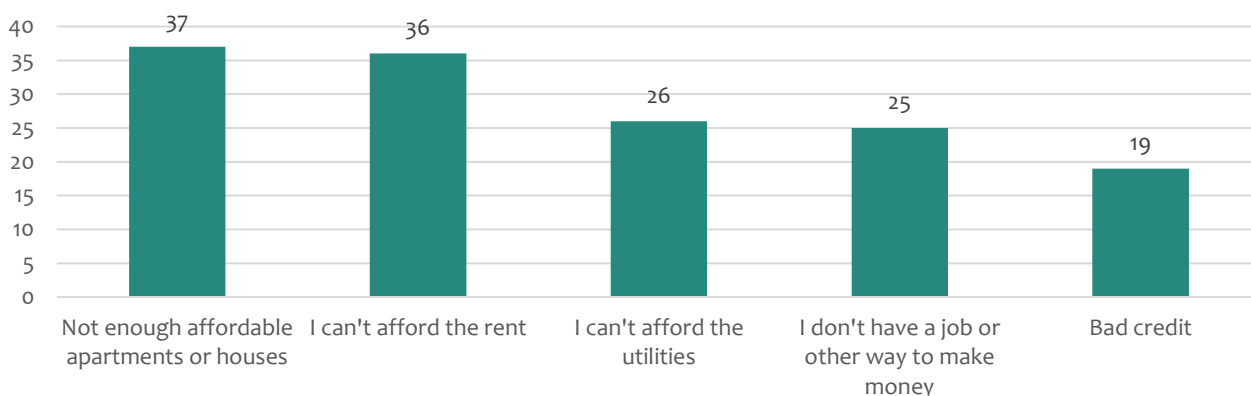


Figure 9 Source: Sutter and Yuba Counties Homeless Services Survey, aggregate responses, analyzed on January 25, 2019.

A similar survey question regarding what makes it difficult for consumers to get or keep a job in Sutter and Yuba Counties highlights the complex factors that contribute to unemployment, under-employment, poverty, and homelessness in Sutter and Yuba Counties. Nearly 37% of respondents reported that transportation issues make it difficult for them to secure or maintain a job. Criminal history (24%), mental health issues (24%), insufficient job history (21%), needing more education (18%), and discrimination (14%) were also among common reasons that consumers found it difficult to get or keep a job.

Top 5 Consumer Survey Responses: What Makes Getting or Keeping a Job Difficult for You in Sutter and Yuba Counties?

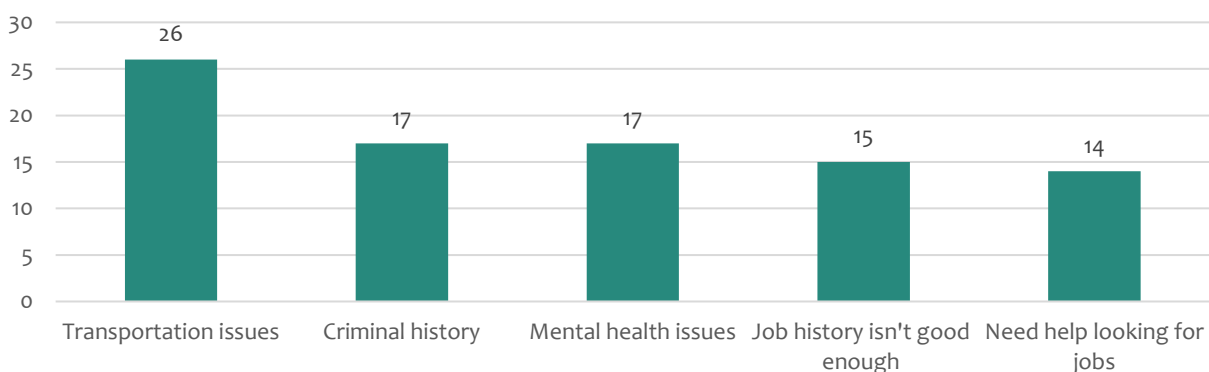


Figure 10 Source: Sutter and Yuba Counties Homeless Services Survey, aggregate responses, analyzed on January 25, 2019.

These results indicate that improving access to housing and employment for people experiencing homelessness in Sutter and Yuba Counties will require a collaborative, cross-sector approach to address the contributing factors and corresponding issues that impact consumers, particularly criminal justice involvement, transportation challenges, mental health needs, and experiences of discrimination within housing and employment systems.

Chronic Medical Conditions Among People Experiencing Homelessness

High incidence rates of mental and behavioral health issues affect residents in the Bi-County region.²² Information from California's Office of Statewide Health Planning and Development (OSHPD) indicates that rates for emergency department (ED) visits and hospitalizations due to mental health issues in the Bi-County region exceed benchmarks for the state of California.²³ Yuba County residents experienced higher rates of ED visits and hospitalizations due to mental health concerns than residents of both Sutter County and the state of California, with Linda and Marysville area residents (95901) in particular reporting visits to the ED due to mental health issues at rates well over twice those of the state.²⁴

ED visit and hospitalization rates due to mental health issues compared to county and state benchmarks (rates per 10,000 population) ²¹		
Zip Code	ED Visits	Hospitalizations
95901 – Linda, Marysville	377.1	280.9
95953 – Live Oak	85.4	171.5
95961 – Olivehurst	215.9	202.5
95991 – Yuba City	257.1	278.1
Sutter County	174.7	215.9
Yuba County	274.4	235.5
State	153.6	188.6

Although these health issues are of concern for all residents in the Bi-County region, they have a disproportionate impact on persons experiencing homelessness. During the 2017 Point-in-Time Count, 79 individuals identified as homeless also identified as experiencing severe mental illness (10% of all persons experiencing homelessness in the Bi-County region).²⁵

Through interviews conducted as part of the Sutter County Homeless Project, 77 persons experiencing homelessness

Percentage of Persons Experiencing Homelessness with a Chronic Medical Condition

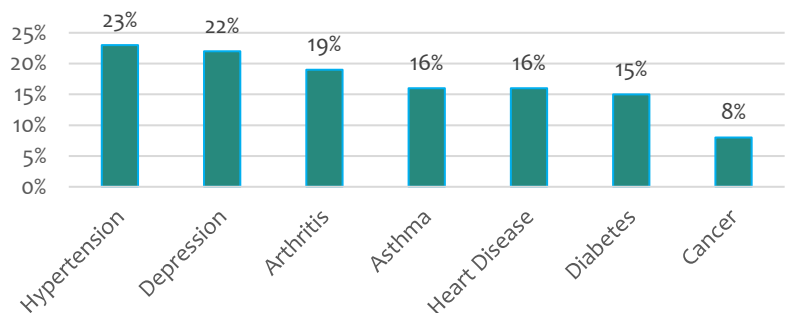


Figure 11 Source: Herrick and Mendoza-Flores, "Who is Homeless in Sutter County?" PowerPoint Presentation to Sutter County Board of Directors, October 27, 2017.

²¹ ED Visits and Hospitalization, OSHPD, 2011-2013, as cited in Rideout Regional Medical Center and Sutter Surgical Hospital—North Valley Service Area 2016 Community Health Needs Assessment, May 2016, pg 41.

²² 2017 Yuba-Sutter Comprehensive Economic Development Strategy, as cited in 2018-2019 Community Action Plan – Community Services Block Grant, Yuba County Community Action Agency, Comprehensive Community Needs Assessment, page 9, https://docs.wixstatic.com/ugd/1a98cc_79deea526ce04cd6aa4c7802fda499ca.pdf

²³ Rideout Regional Medical Center and Sutter Surgical Hospital—North Valley Service Area 2016 Community Health Needs Assessment, May 2016, page 41, retrieved from <https://www.sutterhealth.org/pdf/for-patients/chna/sshnv-2016-chna.pdf> (accessed 1.25.2019). <https://www.frhg.org/documents/Com-Health-Needs-Assessment-2016-CHNA-Report.pdf>.

²⁴ Ibid.

²⁵ HUD, 2017 CoC Homeless Populations and Subpopulations Report – CA-524: Yuba City and County/Sutter County CoC.

reported having a physical disability and 54 persons reported having a mental health condition.²⁶ Among the most common chronic medical conditions reported by interviewees were hypertension (23%) and depression (22%).²⁷

The Sutter County Homeless Project also found that 10% of persons experiencing homelessness in Sutter County reported that they became homeless due to mental or physical disabilities.²⁸ When interviewees were asked why they still remained homeless, 7% reported the main reason as physical health issues and 7% reported the main reason as mental health issues.²⁹

Additionally, as of 2016, 84 public school students in Sutter County and 72 public school students in Yuba County were enrolled in special education for Serious Emotional Disturbance.³⁰ 1.7% of public school students in Sutter County and 2.2% of public school students in Yuba County were identified as experiencing homelessness during the same school year.³¹ This indicates that at least 2-3 public school students a year are likely experiencing both homelessness and Serious Emotional Disturbance in the Bi-County region.

Service and Outreach Challenges

Lack of Affordable Housing Options

One of the most significant challenges to addressing homelessness in the Bi-County region is the lack of affordable housing options for low-income and extremely low-income persons. The 2017 Yuba-Sutter Comprehensive Economic Development Strategy found that although there is plenty of housing available for those with moderate or higher incomes, there is a substantial lack of housing available for families with low incomes and families who are in the region seasonally.³² Additionally, over half (52%) of persons experiencing homelessness who were surveyed during this strategic planning process reported that a lack of affordable apartments or houses makes getting or keep housing difficult for them (see Figure 9).

This lack of dwellings available for rent for people with low incomes in Sutter and Yuba Counties and high fees that are often associated with available housing – such as security deposits, application fees, and pet fees – create significant barriers to housing for people at risk of or experiencing homelessness.³³

²⁶ Herrick and Mendoza-Flores, “Who is Homeless in Sutter County?”

²⁷ Ibid.

²⁸ Ibid.

²⁹ Ibid.

³⁰ Kidsdata.org, “Summary: Sutter County,” <https://www.kidsdata.org/region/342/sutter-county/summary#6/demographics> and “Summary: Yuba County,” <https://www.kidsdata.org/region/335/yuba-county/summary#37/family-economics>

³¹ Ibid.

³² 2017 Yuba-Sutter Comprehensive Economic Development Strategy, as cited in 2018-2019 Community Action Plan – Community Services Block Grant, Yuba County Community Action Agency, Comprehensive Community Needs Assessment, page 8.

³³ Yuba County Ordinance Code, Title VII. Health and Sanitation, Chapter 7.20.120 – Emergency Homeless Shelters and Facilities, Article 1. Scope and Application – Findings.

Average Rental Information for Available Units in Sutter and Yuba Counties ³⁴							
	Size (sq. ft.)	Monthly Rent	Security Deposit	Application Fees	Pet Fees	Payment on Move In	Payment on Move In with Pets
Average	810	\$846.77	\$665.07	\$26.36	\$395.40	\$1,399.57	\$1,707.14
1 Bedroom	630	\$692.30	\$566.02	\$25.38	\$368.46	\$1,187.13	\$1,620..58
2 Bedroom	904	\$880.95	\$668.49	\$26.72	\$430.38	\$1,449.00	\$1,661.16
3 Bedroom	1374	\$1,239.88	\$1,083.91	\$29.00	N/A	\$2,007.07	\$2,357.50

Data from the California Housing Consortium similarly highlights the depths of the affordable housing crisis in both Sutter and Yuba Counties, including:

- One in four Yuba County residents and one in five Sutter County residents spend more than half their income on rent; and
- The average rent in Yuba and Sutter Counties jumped 16% between 2005 and 2015, while the average income fell 10% during the same time period.³⁵

The affordable housing crisis has been exacerbated in recent years by disinvestment in affordable housing production at the state level, including the elimination of California’s redevelopment agencies and failure to replace voter-approved bond funds with ongoing investment.³⁶

Need for Increased Homeless Shelter Options

The number of people experiencing unsheltered homelessness greatly exceeds the number of shelter beds available in Sutter and Yuba Counties. The number of homeless shelter beds in the region as of 2017 was 294.³⁷ These resources are unable to support demand, with 473 individuals experiencing unsheltered homelessness identified in the CoC during the 2017 Point-in-Time Count.³⁸

A lack of shelter at the front end of the homeless response system and a lack of affordable housing at the back end of the system has resulted in people experiencing homelessness for longer, often in



Figure 12 Source: 2017 Yuba and Sutter Counties Point-in-Time Count and HUD 2017 CoC Housing Inventory Count Report - CA-524: Yuba City and County/Sutter County CoC.

³⁴ Herrick and Mendoza-Flores, “Who is Homeless in Sutter County?”

³⁵ California Housing Consortium, 2017 County Need Factsheet: Sutter County, <http://calhsng.org/wp-content/uploads/2017/01/Sutter.pdf> and 2017 County Need Factsheet: Yuba County, <http://calhsng.org/wp-content/uploads/2017/01/Yuba.pdf>

³⁶ California Housing Consortium, 2017 County Need Factsheet: Sutter County.

³⁷ HUD, 2017 CoC Housing Inventory Count Report - CA-524: Yuba City and County/Sutter County CoC, https://www.hudexchange.info/resource/reportmanagement/published/CoC_HIC_CoC_CA-524-2017_CA_2017.pdf

³⁸ HUD, 2017 Continuum of Care Homeless Assistance Programs Homeless Populations and Subpopulations.

unsheltered situations. As a result, the average length of time an individual or family is homeless in Sutter and Yuba Counties is 468 nights.³⁹

The geographic distribution of shelter options also creates barriers for those experiencing homelessness. There are only 4 emergency shelters in Yuba County, and none in Sutter County.⁴⁰ Additionally, focus group and survey feedback provided by consumers during this strategic planning process specifically identified the need for a shelter to serve single adult women.

Lack of Mental Health Services

The ability of the Bi-County homeless response system to comprehensively serve people experiencing homelessness is impacted by a lack of regionally accessible, low-cost mental and behavioral health services to meet consumer needs. Sutter and Yuba Counties have both been designated by the Health Resources and Services Administration (HRSA) as High Needs Geographic Health Professional Shortage Areas (HPSAs), indicating that there is a shortage of mental health providers and services available to local residents.⁴¹

The Rideout Regional Medical Center and Sutter Surgical Hospital—North Valley Service Area 2016 Community Health Needs Assessment (CHNA) found that the third highest priority significant health need in Sutter and Yuba Counties was access to mental, behavioral, and substance abuse services.⁴²

Prioritized, Significant Health Need: Access to Mental, Behavioral, and Substance Abuse Services ⁴³	
Quantitative Indicators	Qualitative Themes
<ul style="list-style-type: none"> Health Professional Shortage Area – Mental Health Emergency department visits and hospitalizations due to self-inflicted injury/suicide Hospitalization due to mental health issues 	<ul style="list-style-type: none"> Stress of living in a low income situation Traumatic childhood experiences untreated that become chronic mental health issues Stress of seasonal work in agriculture Lack of mental and behavioral health services available Costs of mental and behavioral health services inhibits one from seeking services Stigma associated with mental health issues as a barrier for seeking treatment Drug, tobacco, and alcohol addiction as a means of self-medication Limited number of drug rehabilitation services in community

The CHNA also reported that area experts and community members consistently reported the immense struggle that Bi-County area residents have in maintaining positive mental health and accessing treatment for mental illness, due in large part to the combined impact

³⁹ Ibid.

⁴⁰ FY2018 CoC Application, Yuba City, Marysville/Sutter, Yuba Counties CoC, page 9, https://docs.wixstatic.com/ugd/ebd41d_7a70836e307247f894a14182e30be150.pdf

⁴¹ Health Resources and Services Administration (HRSA), HPSA Find, <https://data.hrsa.gov/tools/shortage-area/hpsa-find>

⁴² Rideout Regional Medical Center and Sutter Surgical Hospital—North Valley Service Area 2016 Community Health Needs Assessment, May 2016, page 13, <https://www.frhg.org/documents/Com-Health-Needs-Assessment-2016-CHNA-Report.pdf>

⁴³ Ibid, page 13-14.

of a lack of mental health services available and significant experiences of mental health illness and substance use disorders among residents.⁴⁴

Transportation Barriers

A lack of affordable and reliable transportation options is also a barrier to accessing housing, services, and healthcare among people experiencing homelessness in the Bi-County region. The 2017 Yuba-Sutter Comprehensive Economic Development Strategy found that public transportation is limited in terms of routes and frequency.⁴⁵ For persons with significant health needs, the Rideout Regional Medical Center and Sutter Surgical Hospital—North Valley Service Area 2016 CHNA identified access to transportation and mobility as the sixth highest priority significant health need in the Bi-County region.⁴⁶ Transportation barriers and challenges identified through the CHNA include:

- Dangers of pedestrian traffic on rural streets and highways
- Limited sidewalks on many streets; low walkability
- Difficulty in using public transportation to seek healthcare
- Limited amount of bike paths
- Challenges of using public transportation in heat of summer
- Challenges of using limited transportation services with young children⁴⁷

Transportation help (including getting or fixing a car, getting rides, and access to bus passes) was identified by over 39% of consumer survey respondents as one of the most helpful forms of additional assistance they could receive from programs and services in Yuba and Sutter Counties, second only to help finding a permanent place to live (59%). Focus group participants also felt that public transportation options in the Bi-County region are too limited, with a number of participants noting that their best option for getting from one program or service provider to another is walking.

Effects of Wildfires

The recent Camp Fire in Northern California and 2017 Cascade Fire in the Yuba County foothills have resulted in an increase in the number of persons experiencing homelessness residing in Yuba and Sutter Counties and increased demand for goods and services as part of emergency relief efforts. Yuba and Sutter Counties are working to effectively address the emergency needs of all persons affected by homelessness and displacement in the region while overcoming service and staff capacity limitations.

⁴⁴ Ibid, page 41.

⁴⁵ 2017 Yuba-Sutter Comprehensive Economic Development Strategy, as cited in 2018-2019 Community Action Plan – Community Services Block Grant, Yuba County Community Action Agency, Comprehensive Community Needs Assessment, page 9.

⁴⁶ Rideout Regional Medical Center and Sutter Surgical Hospital—North Valley Service Area 2016 Community Health Needs Assessment, May 2016, pg 15.

⁴⁷ Ibid.

County and Community Resources to Address Homelessness

Regional Coordination

Sutter and Yuba Counties are able to provide a robust range of services to persons experiencing homelessness through strong regional collaboration and coordination efforts. These efforts help leverage the strengths and resources of each county to more effectively serve individuals experiencing homelessness.

Bi-County Homeless Services Program	<ul style="list-style-type: none"> Established in 2017 to address homelessness regionally in Sutter and Yuba Counties Works to devise, propose, conduct, evaluate, and administer public social services programs, capital, and revitalization programs serving people experiencing homelessness Membership includes elected officials and staff from each jurisdiction: Sutter County, Yuba County, Marysville, Wheatland, and Live Oak
Yuba-Sutter Regional Planning Committee on Homelessness	<ul style="list-style-type: none"> Regional committee made up of elected and staff representatives of both counties and four cities Developed the 2017 Action Plan for Homelessness in Yuba and Sutter Counties, which provided an outline of the homeless situation and identified key partners, stakeholders, and goals
Sutter-Yuba Homeless Consortium	<ul style="list-style-type: none"> The Bi-County region’s Continuum of Care, responsible for conducting the annual Point-in-Time Count, Coordinated Entry, and other U.S. Department of Housing and Urban Development (HUD) regulated activities Membership includes representatives from community-based organizations, non-profits, government, school districts, law enforcement, and faith-based organizations
Yuba-Sutter Coordinated Entry Program (details below)	<ul style="list-style-type: none"> Established to serve as the main facilitator of Coordinated Entry in Sutter and Yuba Counties Hands of Hope is the primary service provider One-stop centers in both counties (Life Building Center in Marysville, Hands of Hope in Yuba City), supported by nearly two dozen other non-profits

These regional coordination and collaboration efforts also support the growth, expansion and development of the Bi-County region’s ambitious ongoing efforts and initiatives dedicated to preventing and ending homelessness, including those highlighted below.

Coordinated Entry System⁴⁸

The Sutter Yuba Homeless Consortium Continuum of Care has developed a comprehensive and consistent Coordinated Entry Process (CEP) for the entire geographic area of Sutter and Yuba Counties, in alignment with HUD and State of California Department of Housing and Community Development (HCD) guidelines. The primary goals of this CEP are to allocate assistance as effectively as possible and to be easily accessible to persons experiencing homelessness.

System Entry	<p>To ensure accessibility to households in need, the Coordinated Entry Process (CEP) provides access to services from multiple, convenient physical locations. Households in need may initiate a request for services in person through a designated Coordinated Entry location or by phone via the Counties' hotline phone numbers:</p> <ul style="list-style-type: none">• Yuba Homeless Hotline: (530) 749-6811• Sutter Homeless Hotline: (530) 822-5999• Life Building Center, 131 F Street, Marysville• Hands of Hope, 909 Spiva St., Yuba City <p>Physical Coordinated Entry locations are ADA accessible and near public transportation.</p>
Assessment	<p>The local Coordinated Entry Committee worked with social workers to develop a localized assessment tool that meets HUD requirements and to ensure that clients' needs and vulnerability are assessed in a uniform manner throughout the CoC. The tool was revised by a committee that included a public health epidemiologist, domestic violence advocate, and a hospital patient care coordinator and then reviewed by all line staff at participating agencies doing assessments to address uniformity of administration and coding and each individual program's needs.</p> <p>Assessors have the option of completing the assessment directly into the Homeless Management Information System (HMIS) system (which is strongly encouraged) or administering a paper version to be entered into HMIS at a later time, depending on the logistics of the agency's operation. Data collected on paper is to be entered into HMIS within three (3) business days. Entry into HMIS automatically enters the household onto the Queue.</p>

⁴⁸ Coordinated Entry Process Policies and Procedures Manual: Sutter Yuba Homeless Consortium (CoC CA-524), https://docs.wixstatic.com/ugd/ebd41d_8d3aa8f2c99c42a4b2fe4856909945ce.pdf

<p>Prioritization</p>	<p>Clients are prioritized for housing/services within the CoC, based on factors agreed upon by the community. Priority for housing and services in the Sutter Yuba CEP currently includes: (1) length of time homeless and (2) vulnerability risks: chronic illness, age, domestic violence, substance use, mental illness, and lack of income.</p>
<p>Matching</p>	<p>Case Management: Information gathered from the assessment is used to determine which level of case management intervention is best suited to end the household’s homelessness. Scoring from the Assessment Tool matches households to a level of case management intervention and is reflected by the household’s positioning on the Queue. Case management is offered by Sutter County Health and Human Services, Yuba County Health and Human Services, or Hands of Hope. Services are person centered and it is recognized that the initial match may not be appropriate for the household.</p> <p>Housing/Services: Case Management meetings are held weekly to discuss client needs and make matches to appropriate housing and service interventions. Participants include: 14Forward, HSP, The Salvation Army, Homeless 2 Housed, Casa de Esperanza, Bridges to Housing and REST.</p> <p><i>Note: Rapid Re-Housing programs don’t typically have the ability to immediately house clients and temporarily utilize the shelter system.</i></p>
<p>Referral</p>	<p>Upon identifying a case management intervention, the case manager works closely with the household to remove housing barriers. Case managers provide eligible referrals, pulled from the queue, to the Receiving Programs for housing services. Case managers use an “all hands on deck” approach to contact clients matched to their programs.</p>
<p>Placement</p>	<p>Placement into shelters is seamless after a client is informed of an intake appointment. Shelter Case Management staff immediately begin working with clients to become “document-ready” for Rapid Re-Housing programs and Housing Navigation.</p>

All individuals in the Sutter Yuba geographic area have fair and equal access to CEP, regardless of where or how they present for services. Marketing strategies include direct outreach to people experiencing street homelessness, businesses and other service sites, informational flyers left at service sites and public locations, announcements during Sutter and/or Yuba County meetings, and educating mainstream providers. Entry points are accessible to people with disabilities and there are methods by which people can access these entry points. The CEP is able to serve people who speak languages commonly spoken

in the community, including Spanish and Hmong. Sutter and Yuba Counties' Health and Human Services Agencies have bilingual case workers in the region's threshold languages.

The CEP includes all subpopulations, including people meeting the definition of Chronic Homelessness, Veterans, families, youth, and survivors of domestic violence, and people with significant health and/or mental health concerns. The Sutter Yuba CoC may adopt different processes for accessing Coordinated Entry, including different access points and assessment tools for the following different populations: (1) adults without children, (2) adults accompanied by children, (3) unaccompanied youth, or (4) households fleeing domestic violence. The CEP is available to all eligible persons regardless of race, color, national origin, religion, sex, age, familial status, disability, actual or perceived sexual orientation, gender identity, or marital status. The Sutter Yuba CoC will continuously evaluate and improve the process ensuring that all subpopulations are served.

Housing and Service Interventions

14FORWARD (TEMPORARY EMERGENCY SHELTER UNITS)⁴⁹

14Forward was launched in 2016 as a 20-unit tiny village of Tuff Sheds with supporting elements to provide temporary shelter to people experiencing homelessness in the Bi-County region. The project was undertaken by Yuba County, in collaboration with a number of local nonprofits, faith-based organizations, and representatives from the private sector to address the urgent shelter needs of individuals residing in encampments along the river.

As a temporary shelter, the goal of the village is to provide individuals experiencing homelessness with shelter and supportive services for up to 30 days while they are assisted in moving into more permanent housing options. The county coordinates with local programs to provide transportation to medical clinics or other necessary appointments, but also works to bring necessary housing and stability services on-site for residents, including document recovery, job training, substance use counseling, mental health services, and housing application assistance.



Figure 13 Source: California Association of Local Behavioral Health Boards and Commissions, *14Forward: Addressing Homelessness, A True Community Effort*, page 2.

⁴⁹ California Association of Local Behavioral Health Boards and Commissions, *14Forward: Addressing Homelessness, A True Community Effort*, pages 5-8, https://www.calbhbc.com/uploads/5/8/5/3/58536227/14forward_pdfversion_150_dpi_.pdf; League of California Cities and the California State Association of Counties, *Homelessness Task Force Report: Tools and Resources for Cities and Counties*, March 2018, page 19, http://www.ca-ilg.org/sites/main/files/homelessness_task_force_report.pdf; and 2018-2019 Community Action Plan – Community Services Block Grant, Yuba County Community Action Agency, *Comprehensive Community Needs Assessment*, page 19.

The program has been supported from the onset by a number of agencies, including:

- The Salvation Army, which provided lunch for the first several months of the project.
- The Twin Cities Rescue Mission, which provided lunch to the participants when Salvation Army was no longer able to, as well as providing breakfast and dinner since the opening of the shelter. The Mission also provided access to water, showers, hygiene and clothing.
- Yuba County Victim Services, Sutter-Yuba Behavioral Health (SYBH), and Harmony Health are strong partners, providing group and individual therapy, encouraging clients to access treatment for substance use disorders, codependency, mental illness, and other psychological barriers to housing.
- California Rural Legal Assistance provides legal support for clients.
- The Sutter and Yuba County One Stops, with the Employment Development Department, Yuba-Sutter Economic Development Corporation, the Plus Group, RUSH Personnel, and the Department of Rehabilitation provide employment support in identifying strengths and passions, resume development, and mock interviews. They partner with specific agencies such as Alta California Regional Center and Veteran's Affairs for clients who meet their criteria.
- Ongoing facility support is provided by Habitat for Humanity, Hilber's Inc., and Recology to keep the units safe and promote sanitary conditions.

HOMELESS 2 HOUSED (SUTTER COUNTY MOTEL PROJECT)⁵⁰

The Homeless 2 Housed Project is a 6-unit motel/hotel pilot program undertaken by Sutter County to provide temporary shelter and supportive services to older adults experiencing homelessness with a chronic or serious medical condition exacerbated by a lack of housing stability. The program provides temporary shelter for up to 90 days coupled with intensive case management. The county coordinates with local programs to provide transportation to medical or other necessary appointments, assists with document recovery, refers to job training, substance use disorder counseling, behavioral health services, Social Security, public assistance, and housing application assistance.

The Homeless 2 Housed program provides up to 6 months of post-housing care monthly visits to ensure participants' success and reduce returns to homelessness.

RAPID RE-HOUSING PROJECTS⁵¹

Sutter and Yuba Counties' CalWORKs programs have housing support funding to rapidly rehouse families with children experiencing homelessness. When a family is identified as

⁵⁰ Chaya Galicia and John Floe, Sutter-Yuba Strategic Planning Community Alignment Session, December 5, 2018 presentation; and Sutter County Homeless Management Plan, approved by the Sutter County Board of Supervisors on November 7, 2017, page 3.

⁵¹ Chaya Galicia and John Floe, Sutter-Yuba Strategic Planning Community Alignment Session, December 5, 2018 presentation; and FY2018 CoC Application, Yuba City, Marysville/Sutter, Yuba Counties CoC.

homeless through the Coordinated Entry System, they are referred to their respective county's CalWORKs program.

Individuals experiencing homelessness and families ineligible for CalWORKs' Housing Support Program are referred to The Salvation Army and Bridges to Housing, the two agencies receiving ESG funds in the Bi-County region for rapid rehousing assistance. Rapid rehousing participants are supported with ongoing case management and supportive services to maintain their housing once financial assistance ends.

Under the Housing and Disability Advocacy Program, Yuba County also offers rapid rehousing assistance to individuals experiencing homelessness who have a disability.

PERMANENT SUPPORTIVE HOUSING⁵²

Regional cooperation has resulted in plans to build a 40-unit apartment complex in Yuba City that will provide permanent, supportive housing for adults and older adults experiencing homelessness who have serious mental disorders and adults who are at risk of requiring acute psychiatric inpatient care or residential treatment because of a mental disorder from both sides of the Feather River. This partnership includes both counties, Sutter-Yuba Behavioral Health, and the Regional Housing Authority of Sutter, Nevada, Colusa, and Yuba Counties.

SUTTER COUNTY HOMELESS PROJECT⁵³

The Sutter County Homeless Project began in October 2016 as a data collection effort, with the goal of gaining additional data and insights on the nature of homelessness in the Bi-County region. The Project includes in-depth interviews with people experiencing homelessness conducted by the Outreach Team both in person and over the phone. The Project has allowed Sutter County to drill down into the regional data on who is experiencing homelessness and why, and has encouraged the increased use of HMIS for case management and to help identify and assess individuals experiencing homelessness.

HOMELESS OUTREACH

Homeless outreach teams in Sutter and Yuba Counties help connect individuals experiencing homelessness to community resources through the regional Coordinated Entry System. Sutter and Yuba Counties' Health and Human Services both provide outreach throughout the region, providing access to community resources to address basic needs – including health and wellness needs – and building trust between persons experiencing homelessness and the homeless system of care.

⁵² Sutter County Homeless Management Plan, approved by the Sutter County Board of Supervisors on November 7, 2017, page 6; and Jim Whiteaker, "Sutter-Yuba Seeks to Provide Shelter, Clean Out River Encampments," Territorial Dispatch, accessed online on December 14, 2018, <https://eterritorial.com/opinion/11598-sutter-yuba-seeks-to-provide-shelter-clean-out-river-encampments>

⁵³ Chaya Galicia and John Floe, Sutter-Yuba Strategic Planning Community Alignment Session, December 5, 2018 presentation; and Herrick and Mendoza-Flores, "Who is Homeless in Sutter County?"

Additionally, Sutter County and the City of Yuba City have partnered on *Open Doors*, a monthly outreach event at Whitaker Hall. *Open Doors* provides an opportunity to engage harder-to-reach homeless residents and provide services. Meals are provided by the Riverbottoms Ministry lead by Jim Leonard. Partners and available services include Adventist Health Street Nursing Program, Sutter Animal Services, rabies shots and animal license vouchers from the City of Yuba City, Medi-Cal and CalFresh benefits, access to Coordinated Entry, and employment services.

ASSISTANCE FOR VETERANS AND PEOPLE WITH DISABILITIES

Veterans experiencing homelessness, as well as those who have a disability, are connected to income through social security, as well as other benefits for which they are eligible. Intensive case management is also available.

Accessing Resources

Persons experiencing homeless in Sutter and Yuba Counties surveyed as part of the strategic planning process reported accessing a range of community-based resources and services. 81% of survey respondents reported that they have received help from the organizations and programs in Sutter and Yuba Counties to address their homelessness.

Respondents frequently reported that they were successfully connected to and provided services at the Twin Cities Rescue Mission, the Life Building Center, 14Forward, and Sutter-Yuba Behavioral Health and provided positive feedback on the quality of assistance they received at these organizations.

The most common forms of help respondents reported receiving in recent years include temporary (overnight) shelter or other temporary housing (54%), assistance obtaining food stamps (52%); and basic items, including clothing and meals (44%). A significant number of survey respondents also reported that they received assistance obtaining identification cards, social security cards, or other forms of documentation (41%), accessing medical care (39%), and finding a permanent place to live (37%).

Have the organizations and programs in Sutter and Yuba Counties helped you?

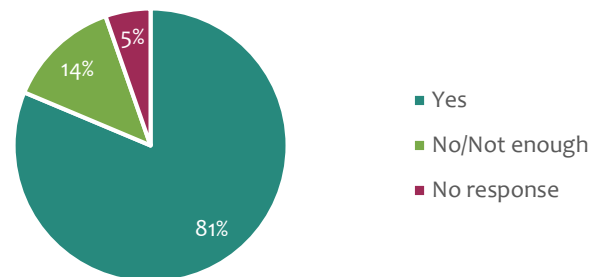


Figure 14 Source: Sutter and Yuba Counties Homeless Services Survey, aggregate responses, analyzed on January 25, 2019.

What kinds of help have you gotten from organizations or programs in Sutter or Yuba Counties in the past few years? (Choose all that apply)

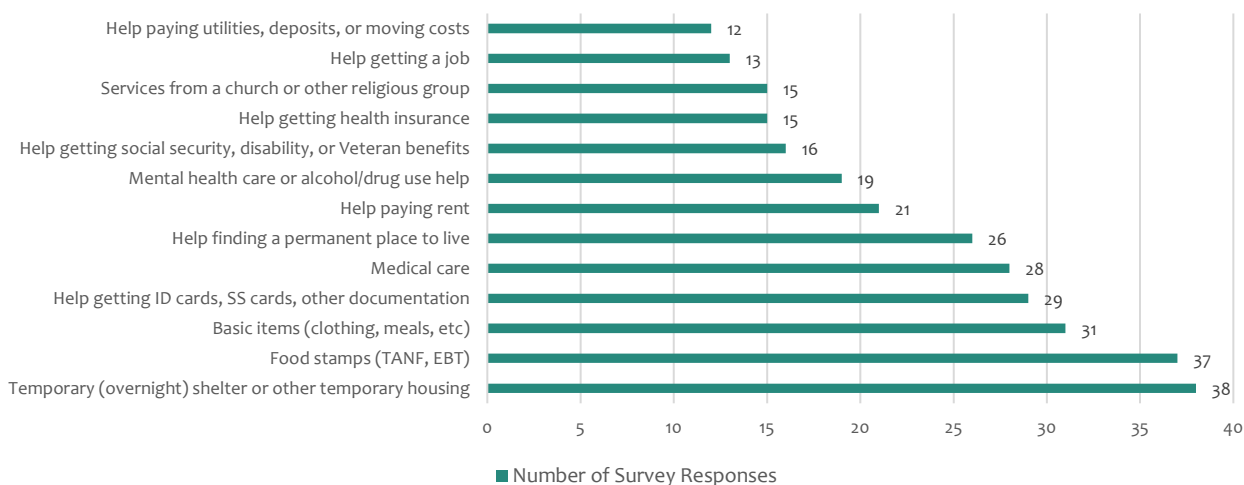


Figure 15 Source: Sutter and Yuba Counties Homeless Services Survey, aggregate responses, analyzed on January 25, 2019.

Respondents reported that the additional assistance they would find most helpful among is help finding a permanent place to live (59%). A significant number of respondents reported that additional assistance would also be helpful in obtaining transportation help (39%); paying rent (37%), paying utilities, deposits, or moving help (32%); and help finding jobs (30%).

County Efforts to Prevent Criminalization of Homelessness

Yuba and Sutter Counties are committed to pursuing efforts, initiatives, and interventions that serve the best interests of individuals experiencing homelessness by promoting pathways to housing rather than efforts that criminalize homelessness. These activities include robust outreach efforts, the piloting of a community court in the City of Marysville, and compassionate enforcement of ordinances that impact the health and safety of those residing in homeless encampments.

REGIONAL OUTREACH EFFORT⁵⁴

The BCH is working to create a special outreach team comprised of law enforcement, medical personnel, and behavioral health staff to provide outreach to individuals experiencing homelessness residing in encampments, reducing the number of arrests and hospitalizations.

⁵⁴ Chaya Galicia and John Floe, Sutter-Yuba Strategic Planning Community Alignment Session, December 5, 2018 presentation; and FY2018 CoC Application, Yuba City, Marysville/Sutter, Yuba Counties CoC.

COMMUNITY COURT⁵⁵

The City of Marysville Police Department is piloting a Community Court initiative to help divert individuals experiencing homelessness from the criminal justice system by connecting them to community-based resources to address their homelessness. Through the pilot program, Marysville police officers encourage people experiencing homelessness to enter the Life Building Center (one of the Bi-County region’s coordinated entry access points) and to work with a case manager to help attain housing and services, rather than providing citations through the regular court system for violations relating to their homelessness. So far the pilot program has been a success, with new clients connecting to the Life Building Center and receiving assistance.

COMPASSIONATE ORDINANCE ENFORCEMENT⁵⁶

Sutter and Yuba Counties have been working to develop best practices and strategies for the compassionate enforcement of regulations to protect the health and safety of persons residing in homeless encampments along the river bottoms.

Yuba County worked with the legal community and local jurisdictions to determine the best approach for the resolution and closure of various homeless encampments located on private property and city-owned property around the perimeter of Marysville. Working closely with the city, the county decided to take code enforcement actions, based on the health and environmental dangers that were present on the properties where the homeless encampments existed. Code enforcement actions took place over the course of several months, and only after services for people experiencing homelessness had been established through the 14Forward program.

Sutter County is looking at 14Forward as a model as it seeks to create transitional housing before it undertakes enforcement of camping ordinances along the river. As in Yuba County, the enforcement of these ordinances is primarily to protect the health and safety of those experiencing homelessness who are residing in encampments and to better connect them to housing and services. Code and ordinance enforcement activities in Yuba and Sutter Counties will not result in the criminalization of those residing in encampments; instead, individuals will receive outreach and connections to temporary shelter, service options, and support to help put them on the path to permanent housing.

⁵⁵ Chaya Galicia and John Floe, Sutter-Yuba Strategic Planning Community Alignment Session, December 5, 2018 presentation.

⁵⁶ Jim Whiteaker, “Sutter-Yuba Seeks to Provide Shelter, Clean Out River Encampments,” Territorial Dispatch, accessed online on December 14, 2018; and California Association of Local Behavioral Health Boards and Commissions, *14Forward: Addressing Homelessness, A True Community Effort*, pages 4 and 6.

Partners in Ending Homelessness

JURISDICTIONS

The Bi-County Homeless Services Program (BCH) partners with and includes membership from each jurisdiction in the region, including Sutter County, Yuba County, Yuba City, Marysville, Wheatland, and Live Oak. BCH works across these jurisdictions to promote mirrored activities and initiatives for preventing and ending homelessness across the region. Elected officials and staff from the jurisdictions work together to share emerging practices and to implement regional approaches to addressing homelessness.

SUTTER YUBA HOMELESS CONSORTIUM (COC)

The Sutter Yuba Homeless Consortium (SYHC) is the region's CoC and is responsible for conducting the region's annual Point-In-Time Count, Coordinated Entry, and other HUD regulated activities. Representatives from SYHC attend the BCH to ensure that the two bodies are aligned to the greatest extent possible and to provide updates and information on each other's progress. SYHC is a valuable partner in helping identify regional priorities and strategies for preventing and ending homelessness, and their work underway has helped guide the development of this Regional Strategic Plan to Respond to Homelessness in Sutter and Yuba Counties.

HOUSING AND HOMELESS SERVICE PROVIDERS

The work of housing and homeless service providers in Sutter and Yuba Counties – including Habitat for Humanity, The Salvation Army, Casa de Esperanza, Hands of Hope and many others – set the stage for the development of a Bi-County committee to address homelessness.

Representatives from Habitat for Humanity, The Salvation Army, and Hands of Hope are Planning Committee members on the BCH, and nonprofits from across the Bi-County region have been integrally involved in the regional strategic planning process. Additional housing and homeless service partners in this effort include Regional Emergency Shelter Team (REST), Bridges to Housing, Casa de Esperanza, the United Way, and FREED Center for Independent Living.

COUNTY AND REGIONAL HEALTH DEPARTMENTS

Yuba County and Sutter County Health and Human Services, including Sutter-Yuba Behavioral Health and Sutter County and Yuba County Public Health, and have been vital partners in creating a regional approach to addressing homelessness among persons with health, mental health and/or behavioral health issues. These agencies are involved in the regional Coordinated Entry process, provide outreach to the entire geographic area, support ongoing initiatives such as 14Forward, and have membership on the BCH Planning Committee.

REGIONAL HEALTH PROVIDERS

Regional health providers are important partners in addressing the needs of individuals living with serious mental illness who are homeless, chronically homeless, or at-risk of chronic homelessness who will be served with No Place Like Home funding. Adventist Health + Rideout, Ampla Health, Harmony Health and Peach Tree Health have been involved as partners in the regional strategic planning process and had representatives in attendance at the Sutter-Yuba Strategic Planning Community Alignment Session.

PUBLIC HOUSING AUTHORITY

The Regional Housing Authority of Sutter, Nevada, Colusa, and Yuba Counties plays an important role in creating and increasing housing opportunities for people experiencing homelessness in Sutter, Nevada, Colusa, and Yuba Counties. The Regional Housing Authority offers Housing Choice Vouchers and income-based housing, and has adopted a general homeless preference to help increase accessibility to housing for persons experiencing homelessness.⁵⁷ As of FY 2017, 80% of the Regional Housing Authority's lease ups were homeless at entry.⁵⁸

Additionally, the Housing Authority offers a Ready to Rent course at the region's coordinated entry access points, which provides clients with the opportunity to earn a certificate saying they are "ready to rent."⁵⁹ The Regional Housing Authority is a partner in the regional strategic planning process and had a representative in attendance at the Sutter-Yuba Strategic Planning Community Alignment Session.

FAITH-BASED ORGANIZATIONS

Faith-based organizations provide access to many basic needs for people in the Bi-County region, including food, clothing, and access to a safe place to stay. Hope Point Nazarene Church and the Church of Glad Tidings are some of the faith-based partners working with the BCH to help inform regional strategic planning and coordination.

EDUCATION SYSTEM PARTNERS

Partners within the education system can help connect children and youth experiencing homelessness to the homeless system of care and provide valuable resources to support children and youth in achieving wellness and stability. Current partners in the regional strategic planning process have included representatives from early childhood education (E Center Head Start), local school districts (Sutter County Superintendent of Schools, Yuba City Unified School District, Marysville Joint Unified School District), local Boards of

⁵⁷ FY2018 CoC Application, Yuba City, Marysville/Sutter, Yuba Counties CoC, pages 7-8.

⁵⁸ Ibid, page 38.

⁵⁹ Chaya Galicia and John Floe, Sutter-Yuba Strategic Planning Community Alignment Session, December 5, 2018 presentation; and Jake Abbott, "One Year Later: Coordinated Entry Locations See Success," Appeal-Democrat, October 29, 2018, https://www.appeal-democrat.com/news/one-year-later-coordinated-entry-locations-see-success/article_1eb6f9be-dc06-11e8-8360-cf5b8d07607e.html

Education (Yuba County Office of Education), and county-led education-based initiatives (Yuba County First Five Commission).

EMPLOYMENT PROVIDERS

Both Yuba and Sutter County One Stop are partners in ending homelessness in Sutter and Yuba Counties. The One Stop locations provide employment and training services to individuals who are unemployed, including those experiencing homelessness, which may include pre-employment classes, on-the-job training, occupational skills training, work experience, and job seeker assistance.⁶⁰

LAW ENFORCEMENT

Law enforcement officers are important partners in addressing homelessness, as they are often the first point of contact for someone experiencing unsheltered homelessness and can provide an access point for connecting people in need to coordinated entry and community-based resources. For example, the Yuba and Sutter Counties' Sheriff's Departments, Yuba County Probation Department, Yuba County Victim Services and Sutter County Victim Witness Assistance Program are all partners in the work to create a regional approach and initiatives to address homelessness through the strategic planning process.

Additionally, the Marysville Police Department is an important partner in regional efforts to decriminalize homelessness as they pilot Community Court for persons experiencing homelessness who interact with the criminal justice system.

OTHER PARTNERS

A number of other organizations and agencies that interact with persons experiencing homelessness – including California Rural Legal Assistance, Inc. and Yuba-Sutter Economic Development Corporation – are involved partners in ending homeless in the Bi-County region, through their participation in the regional strategic planning process and their ongoing commitment to improving the lives of those who lack housing stability through access to services and resources.

⁶⁰ Sutter Yuba Homeless Consortium, "Yuba Sutter Homeless Resources Guide."

Solutions to Homelessness in Sutter and Yuba Counties

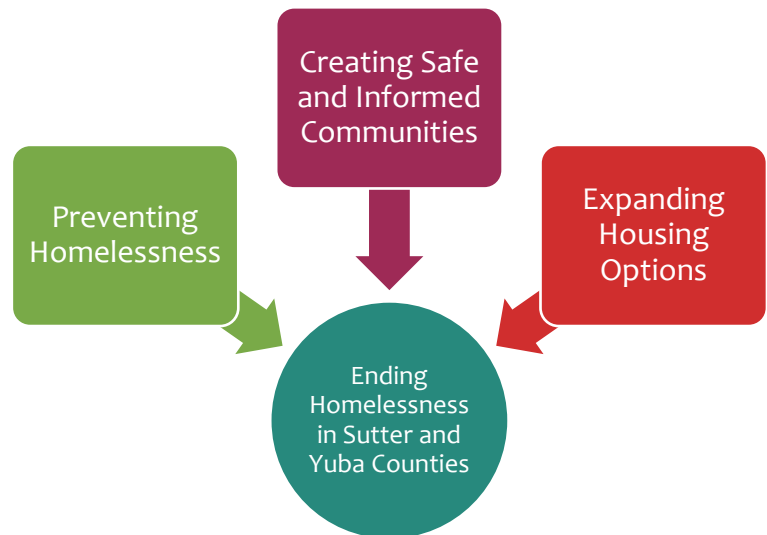
Regional Priorities for Preventing and Ending Homelessness

The BCH created a planning committee including representatives from Sutter County, Yuba County, Yuba City, and Marysville to help identify regional priorities to address homelessness in the Bi-County region. The committee identified three priority areas for pursuing solutions to homelessness that address the specific challenges and needs identified among people experiencing homelessness regionally: 1) homeless prevention; 2) temporary and permanent housing; and 3) outreach and enforcement. Those three priority areas informed the planning and development process for this plan – including discussions among community stakeholders and the Strategic Planning Committee – and evolved into the following priorities, which frame the objectives and strategies outlined below.

PREVENTING HOMELESSNESS

Currently, there are extremely limited prevention activities in Sutter and Yuba Counties. A failure to prioritize these activities will continue the cycle of homelessness within the region, which in turn results in additional utilization and strain on the homeless system of care.

Investment in homelessness prevention solutions is an important step for the Bi-County region to better maximize and leverage its existing resources. Investment in homelessness prevention also allows the homeless system of care to focus existing housing and service resources on those individuals who are most vulnerable and have lacked stable housing for the longest time, including those individuals living with serious mental illness who are homeless, chronically homeless, or at-risk of chronic homelessness.



EXPANDING HOUSING OPTIONS FOR PEOPLE EXPERIENCING HOMELESSNESS

By developing safe and accessible housing options for people experiencing homelessness, the region will be able to reduce the number of people living outdoors in Sutter and Yuba Counties. It is important to invest in temporary housing options to help those experiencing homelessness move off the streets or other places not meant for human habitation and access shelter and services, as well as in permanent housing options to support long-term housing stability for people exiting homelessness.

Sutter and Yuba Counties are dedicated to investing in solutions that promote Housing First, such that people are housed quickly without preconditions or service participation requirements. Housing First is one of the guiding principles of the Sutter Yuba Coordinated Entry Process, and new temporary and permanent housing solutions will incorporate Housing First principles in their implementation.

CREATING SAFE AND INFORMED COMMUNITIES

Access to safe and stable housing is a key component of a healthy community. The majority (62.2%) of people experiencing homelessness in Yuba and Sutter Counties are unsheltered. Many of these individuals are residing in encampments and may be disconnected from the homeless system of care, which makes it more difficult for them to access housing resources and other services to assist them in exiting homelessness. Additionally, people experiencing unsheltered homelessness who are residing on the street, in a car, or in an encampment are more likely to be impacted by enforcement activities, whether that be law enforcement activities or the enforcement of health, safety or environmental regulations and ordinances.

Coordinated outreach and education efforts for all residents – unhoused and housed alike – will help ensure that people experiencing unsheltered homelessness are connected to housing and community-based resources through the coordinated entry system, rather than being displaced or engaged in the criminal justice system.

Strategic Objectives to Support Priorities

PREVENTING HOMELESSNESS

Strategic Objective 1.1 Limit first-time homelessness by decreasing evictions.

Strategic Objective 1.2 Prevent returns to homelessness.

EXPANDING HOUSING OPTIONS FOR PEOPLE EXPERIENCING HOMELESSNESS

Strategic Objective 2.1 Expand permanent housing options for people exiting homelessness.

Strategic Objective 2.2 Expand temporary housing options.

CREATING SAFE AND INFORMED COMMUNITIES

Strategic Objective 3.1 Expand and improve outreach efforts.

Strategic Objective 3.2 Coordinate stakeholder engagement.

Measures of Success⁶¹ and Core Strategies to Accomplish Objectives

Strategic Objective 1.1 Limit first-time homelessness by decreasing evictions.

Measure of Success: Annual increase in the number of successful eviction interventions, beginning in 2020.

Core Strategies:

- 1.1.1.** Integrate Prevention/Diversion into the Coordinated Entry System.
- 1.1.2.** Target prevention assistance to those most at risk of eviction.
- 1.1.3.** Implement best practices in prevention/diversion programs.
- 1.1.4.** Create connections with landlords to encourage alternatives to eviction.
- 1.1.5.** Educate residents at risk of eviction of rights and resources available.

Strategic Objective 1.2 Prevent returns to homelessness.

Measure of Success: 50% decrease in the number of people who return to homelessness within 12 months of exiting to permanent housing.

Core Strategies:

- 1.2.1.** Provide wrap-around support with every housing placement.
- 1.2.2.** Increase and improve access to behavioral health/substance use treatment and services.
- 1.2.3.** Develop mechanisms to increase income and reduce expenses for households.

Strategic Objective 2.1 Expand permanent housing options for people exiting homelessness.

Measure of Success: At least 162 new units of permanent housing for people exiting homelessness.

Core Strategies:

- 2.1.1.** Increase permanent housing stock for people with serious mental illness.
- 2.1.2.** Promote innovative housing solutions.
- 2.1.3.** Incentivize private developers to construct housing for people exiting homelessness.

⁶¹ Unless otherwise stated, the measures of success are understood to be by 2024 (i.e. within the 5-year plan period)

- 2.1.4.** Engage property owners and landlords to increase availability of housing units (both public and private) for people seeking to exit homelessness.

Strategic Objective 2.2 Expand temporary housing options.

Measure of Success: At least 100 new units of temporary housing for people exiting homelessness.

Core Strategies:

- 2.2.1.** Increase capacity of existing shelter operators.
- 2.2.2.** Create new shelter and bridge housing options.

Strategic Objective 3.1 Expand and improve outreach efforts.

Measures of Success:

- Reduce the number of people living in river-bottom encampments by 100%.
- Increase the percentage of known unsheltered people who are engaged in the coordinated entry system by 75%.

Core Strategies:

- 3.1.1.** Utilize multidisciplinary approach to homeless outreach.
- 3.1.2.** Target outreach to encampments.
- 3.1.3.** Increase community awareness of street homelessness and best practices for responding.

Strategic Objective 3.2 Coordinate stakeholder engagement.

Measures of Success:

- Secure consistent participation in BCH and SYHC by stakeholders across jurisdictions and systems.
- Develop an estimate of the total cost of homelessness in Sutter and Yuba Counties.

Core Strategies:

- 3.2.1.** Develop community outreach campaign.
- 3.2.2.** Increase and improve coordination among outreach, Coordinated Entry, and other systems.
- 3.2.3.** Encourage mainstream systems to track data relating to services or resources used in responding to homelessness.

No Place Like Home Considerations

Plan for Referring Eligible People to NPLH-funded Units

Only applications meeting the eligibility criteria will be screened. Sutter-Yuba Behavioral Health (SYBH) and/or Regional Housing Authority (RHA) staff will assist clientele in completing the housing application. RHA will refer each applicant to Behavioral Health, so the applicant can be assessed for Behavioral Health needs. Once the application is complete, SYBH and or RHA will assess the applicant for homelessness and at-risk of homelessness and apply the following prioritization: 1) approved for placement if housing is available; 2) approved but based on availability the applicant may be placed on a waiting list; or 3) rejected and the applicant will be informed of his/her appeal rights.

RHA will provide literature on the application process, in addition to explaining the application process. Housing retention skills will be taught by case managers and peer mentors. Fair Housing Practices and Reasonable Accommodation will be adhered to by both SYBH and RHA.

All new tenants will go through an orientation process and receive materials regarding housing rules and expectations, to include information on “how to be good neighbors.” Additionally, tenants will be informed at the time of residency of supportive services that will be made available to them in addition to the services they are receiving through their treatment plan. While a tenant's participation in services is not a condition of occupancy in the NPLH Housing, tenants will be encouraged to take part in activities that are considered essential in helping them attain their personal goals. SYBH staff will continually provide outreach services, to engage tenants who might decline to participate in the services program. SYBH will use peer support workers to develop relationships and engage non-participating tenants in supportive services. Additionally, community meetings for NPLH Housing tenants will be held to allow the tenants to provide input into the type of supportive services being offered.

Data Collection, Audits, and Reports

As described previously, there are within Sutter and Yuba Counties multiple data streams of information about people experiencing or at risk of homelessness, and about those accessing behavioral health and other services targeted to those experiencing mental illness, addiction, or co-occurring disorders. Other data systems track individuals in the criminal justice system and those accessing emergency medical or hospital services. The community will continue to improve and align data collection systems to track progress towards ending homelessness and collect the information necessary to monitor outcomes of the use of federal and state funded interventions including NPLH. The SYHC, SYBH, and communities within the Bi-County region will collaborate to collect and review data from multiple sources, including the Homeless Management Information System (HMIS), annual compliance reports, demographic surveys, project performance reports, and utilization

records from SYBH, the corrections system, and the health care system. SYHC and SYBH will also build upon existing infrastructure and frameworks to align data management and reporting systems to further compliance with various funder requirements.

The SYHC HMIS tracks universal and program-specific data. All projects funded through the Continuum of Care and/or the Emergency Solutions Grants program are required to use HMIS. Through implementation of the strategies in this plan, the community will work to ensure that SYHC HMIS will also track data that is acquired by the Regional Outreach Team and through Coordinated Entry access points. The Coordinated Entry System will use HMIS to aggregate data about the vulnerability and needs of clients who are or may be experiencing homelessness, the housing needs and preferences of each client, and notes from each client's case conferences, ensuring the widest possible range of clients are tracked in the system, and gathering reliable information about progress toward providing housing for all residents experiencing homelessness. HMIS will be a critical part of the system in place to collect the data needed for the reports required by No Place Like Home.

All data points listed in Section 214 of the NPLH Program Guidelines will be collected using HMIS, Coordinated Entry data, SYBH data systems, and information provided by NPLH program managers. Currently, aggregated data on emergency room visits for tenants before and after move in, the average number of hospital and psychiatric facility admissions and in-patient days before and after move in, or the number of arrests and returns to jail or prison before and after move in is not tracked within HMIS or reported for clients served via the Sutter and Yuba Coordinated Entry System, as that data is not collected in HMIS and data-sharing agreements do not currently exist with systems that have such information. However, through the implementation of this plan, and building upon existing partnerships and efforts to increase cross-system collaboration, the BCH, SYHC, and SYBH will work to develop data sharing agreements and protocols with health system and criminal justice system stakeholders to be able to collect the required aggregated pre- and post- move in data relating to emergency room visits, hospital and psychiatric facility admissions and in-patient days, and interactions with the criminal justice system for NPLH participants.

Additionally the following practices will be adopted by NPLH-funded supportive housing projects in Sutter and Yuba Counties: An independent audit will be submitted from a certified public accountant for each NPLH-funded supportive housing project 90 days after the end of each program year; compliance reports will be submitted by program managers to Sutter-Yuba Behavioral Health for all NPLH-Assisted units; by the last day of the Fiscal Year, data will be submitted to the California Department of Housing and Community Development including all items listed in Section 214 (e) of the NPLH Program Guidelines.

ANNUAL COMPLIANCE REPORTS

California's Code of Regulations Title 25 §7325 requires that all government-funded rental housing developments submit an independent audit prepared by a certified public accountant within 90 days after the end of each project's fiscal year. NPLH Program

Guideline Sections 214(a) and 214(b) makes this requirement applicable to all units funded by NPLH. These audits serve as an “annual compliance report” in that they confirm that payments are reasonably current on all loans and that each program is continuing to engage in eligible activities and spending their grant funding on eligible costs for eligible clients.

Sutter and Yuba Counties will collect and review annual compliance reports from all NPLH-funded projects at least annually to confirm that these reports are being fully, accurately, and promptly completed. Projects that have not correctly completed their annual compliance reports will receive technical assistance and more intensive monitoring. Data from the annual compliance reports, including the amount of money being spent on affordable housing by private and public sources, will help the Counties keep track of their progress toward the objectives in this plan.

DEMOGRAPHIC REPORTS

To better measure how well each subpopulation is being served, the Counties will prepare demographic reports showing the numbers and characteristics of homeless and formerly homeless people who are benefiting from the homeless system of care, including projects funded by No Place Like Home (NPLH). With the exception of project occupancy restrictions and the number of tenants who served on active duty in the US armed forces, all demographic data required by No Place Like Home (NPLH) Section 214(e) will be tracked by HMIS, including:

- Project location, services, and amenities;
- Number of units funded through each stream of funding assistance;
- Number of individuals and households served; and
- Homeless status, veteran status, disability status, and mental health status (no information on specific diagnoses will be collected).

Project occupancy restrictions are tracked by individual agencies and will be collected and reviewed by the Counties on annual basis as part of their oversight of any NPLH grants. HMIS already identifies veterans, and the Counties will ensure that NPLH grantees interview their veteran clients after program entry to attempt to determine whether they served on active duty and collect and tabulate this information at least once per year. As appropriate, the Counties will also gather data directly from property managers and lead service providers to ensure the collection of all information needed to assess progress under this strategic plan and compile all necessary demographic reports and financial audits required by the NPLH Program Guidelines.

PROJECT PERFORMANCE REPORTS

To better measure how well each subpopulation is being served, the County will prepare performance reports showing the extent to which each project (including projects funded by NPLH) is successfully assisting persons who are or were experiencing homelessness. All

of the performance data required by No Place Like Home (NPLH) Section 214(e) will be tracked in HMIS, including:

- Average project vacancy rate;
- Gender, race, ethnicity, and age of heads of household;
- Income levels and changes in income of NPLH tenants;
- Length of stay of NPLH tenants;
- Homelessness status (prior to entry) of NPLH tenants;
- Length of prior episodes of homelessness;
- Exit destinations of tenants who leave NPLH housing; and Deaths in NPLH housing.

As appropriate, the Counties will also gather data directly from property managers and lead service providers to ensure the collection of all information needed to assess progress under this plan and compile all necessary demographic reports and financial audits required by the NPLH Program Guidelines.

APPENDICES

Appendix A: Consumer Survey Feedback

Appendix B: Housing and Service Providers Survey Feedback

Appendix C: Consumer Focus Group Feedback

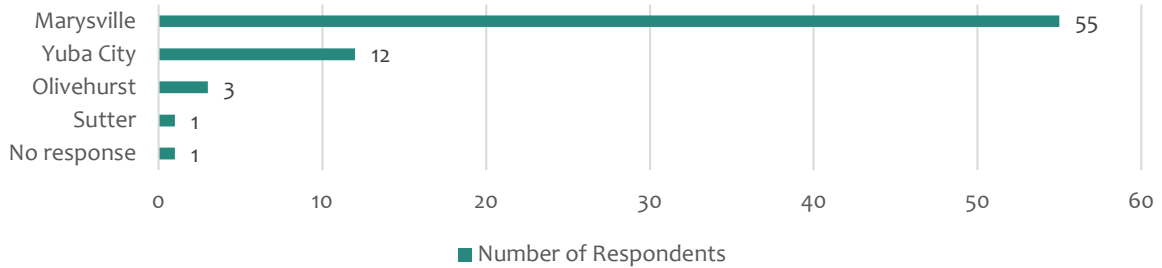
Appendix D: Community Alignment Session Feedback

Appendix E: Resources

Appendix A: Consumer Survey Feedback

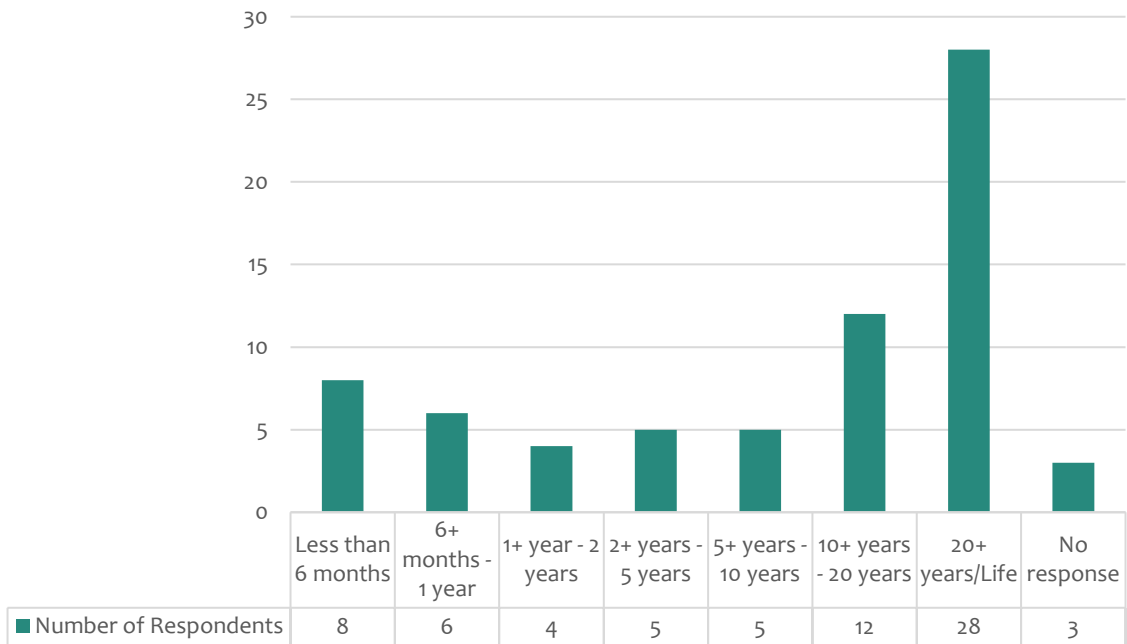
71 RESPONSES

1. What city do you live in?

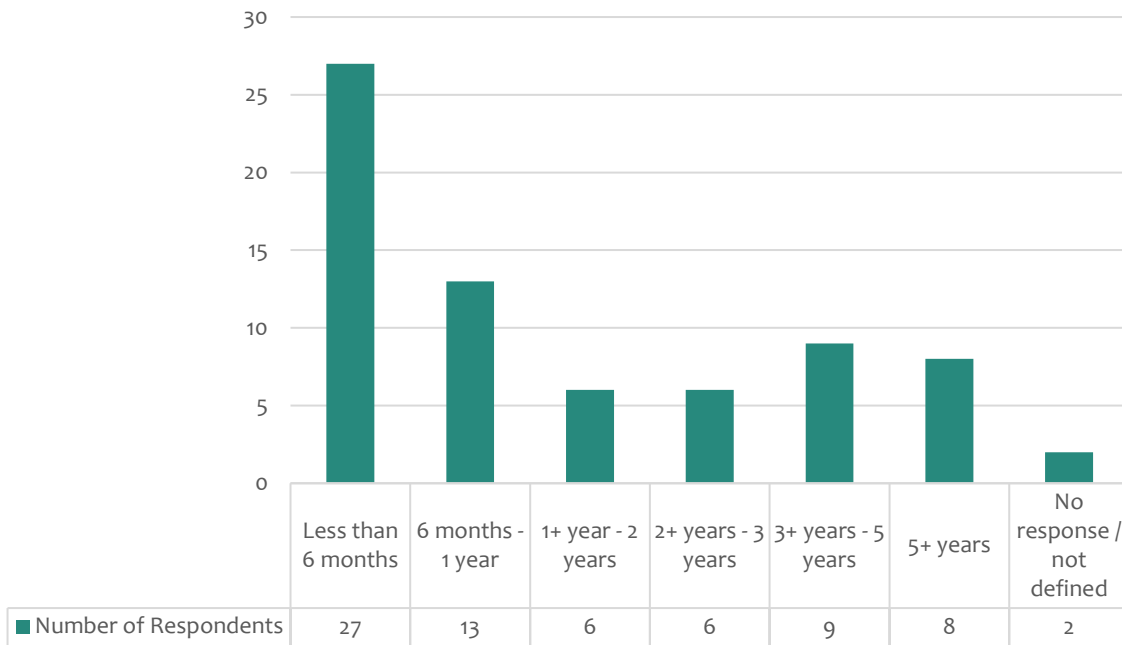


Note: One respondent listed two locations. Both responses are reflected in the above data.

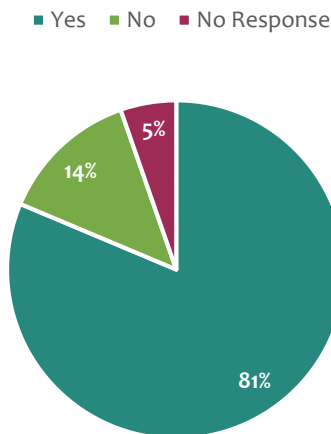
2. How long have you lived in Sutter or Yuba Counties?



3. How long have you been homeless (or, if you are currently housed, how long were you homeless)?



4. Have the organizations and Programs in Sutter and Yuba Counties helped you?



Note: Four respondents answered both “yes” and “no”. Both responses for each participant are reflected in the data above.

Comments: “Yes” Responses

- Shelter/safe place to stay (fourteen respondents)
- Food/food stamps/CalFresh (ten respondents)
- Casa de Esperanza (ten respondents)
- Life Building Center (eight respondents)
- 14Forward (seven respondents)

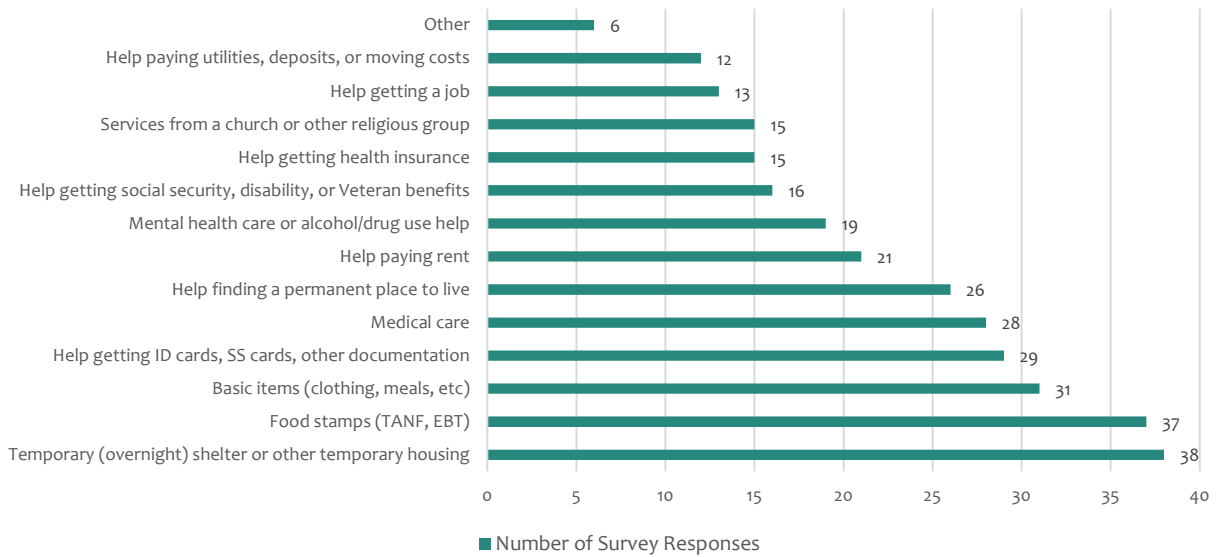
- Twin Cities Rescue Mission (seven respondents)
- Employment/job search (six respondents)
- Counseling services (six respondents)
- Transportation (five respondents)
- Housing and housing supports (four respondents)
- Safety (four respondents)
- Shower (four respondents)
- Medical assistance (three respondents)
- Laundry services (three respondents)
- Section 8 (three respondents)
- Financial assistance (three respondents)
- Clothing (three respondents)
- SSI (two respondents)
- DHHS (two respondents)
- Housing search (two respondents)
- MediCal (two respondents)
- Support and guidance (two respondents)
- Legal aid/advocacy (two respondents)
- Motel voucher (one respondent)
- Light House (one respondent)
- Salvation Army Depot Program (one respondent)
- Yuba County Family Stabilization Program (one respondent)
- Harmony Health (one respondent)
- Sutter Yuba Behavioral Health (one respondent)
- Placement on housing waiting lists (one respondent)
- Hospital care (emergency) (one respondent)
- Dental care/dentures (one respondent)
- Identification services (one respondent)
- Mental health services (one respondent)
- Education (one respondent)
- Housing Authority (one respondent)
- Referrals (one respondent)

Comments: “No” Responses

- Resources outlets/resources too scattered and varied in qualification criteria (two respondents)
- Lack of explanation/communication for new clients (two respondents)
- No, not until this one, “Life Center” (one respondent)
- No heat (one respondent)
- No real one on one (one respondent)
- Impact of Northern California fires on finding/maintaining housing (one respondent)

- No help with finding housing or shelter (one respondent)
- No help with transportation (one respondent)
- No resolution/clear pathway to housing or services after filling out applications or being put on waitlists (one respondent)
- Self-sufficiency (one respondent)
- Issues with local law enforcement (one respondent)

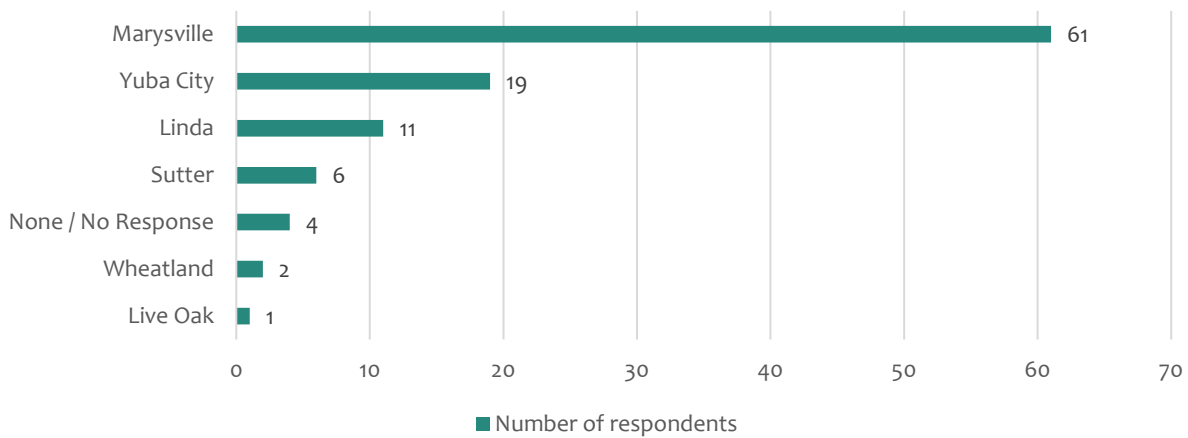
5. What kinds of help have you gotten from organizations or programs in Sutter or Yuba Counties in the past few years? (select all that apply)



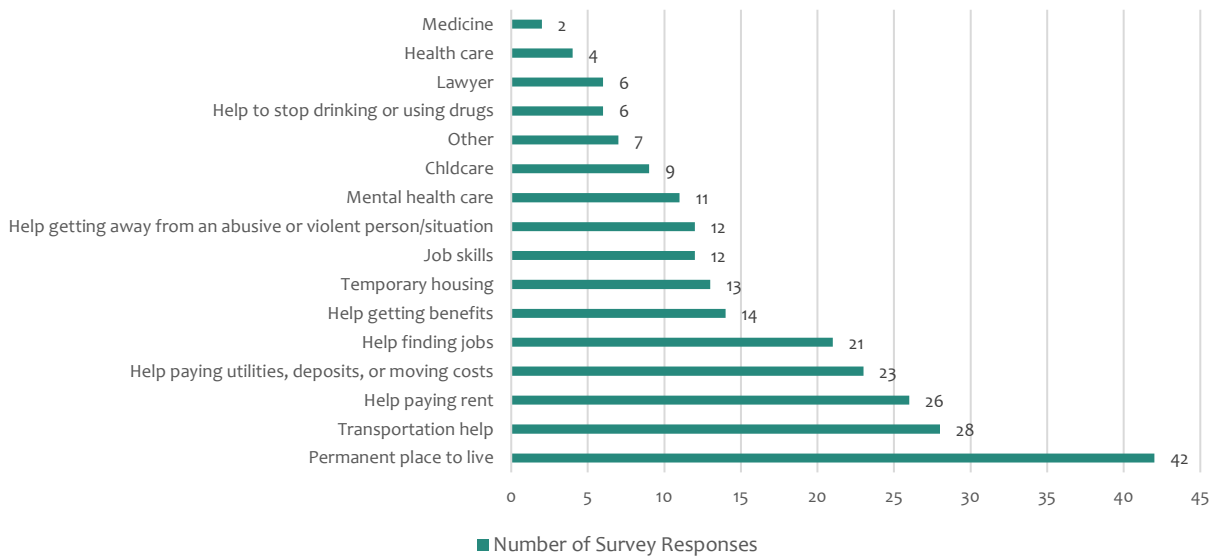
“Other” services identified by respondents:

- Counseling (two respondents)
- Hospital/emergency medical care
- Transportation
- Pathways

6. In which cities have you received help? (select all that apply)



7. What additional or further assistance would be most helpful to you? (please choose the 3 most important to you)



“Other” services identified by respondents:

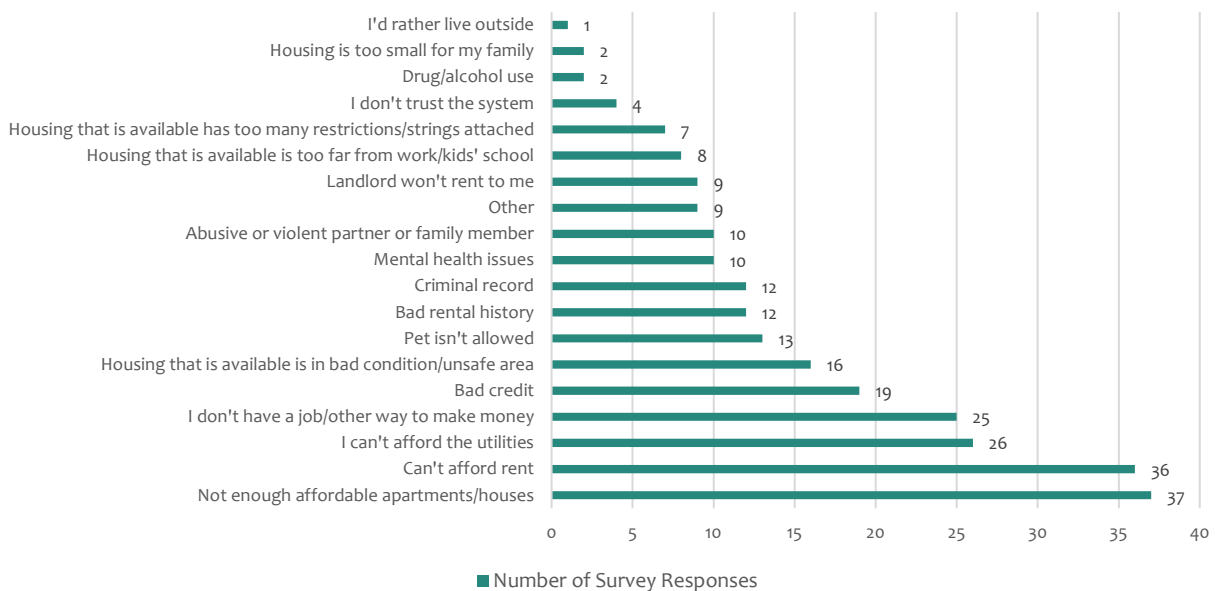
- Child custody (2 respondents)
- Storage
- Counseling
- Assistance with back taxes

8. How well do you think the programs in Sutter and Yuba Counties work? What changes would make them better?

- No changes/they work well (thirty respondents)
- More understanding/compassionate staff (four respondents)

- More temporary shelter/shelter beds (three respondents)
- More transportation services (three respondents)
- Access to a kitchen in programs (three respondents)
- I do not know (two respondents)
- More help finding housing (two respondents)
- Women’s shelter (two respondents)
- Returning calls, improving client follow-up/fulfillment of promise to help (two respondents)
- More funding to provide more assistance (two respondents)
- More long-term solutions and support (one respondent)
- More safe affordable housing (one respondent)
- Less medical restrictions (one respondent)
- Better communication between agencies (one respondent)
- Consolidate services to one place (one respondent)
- Website (one respondent)
- Having a family shelter (one respondent)
- Better landlord/renter relationships (one respondent)
- Eliminate group requirements (one respondent)
- Help with low cost gym membership (one respondent)
- Meditation (one respondent)
- Service pet visits (one respondent)
- Heat (one respondent)

9. What makes getting or keeping housing hard for you? (Select all that apply)



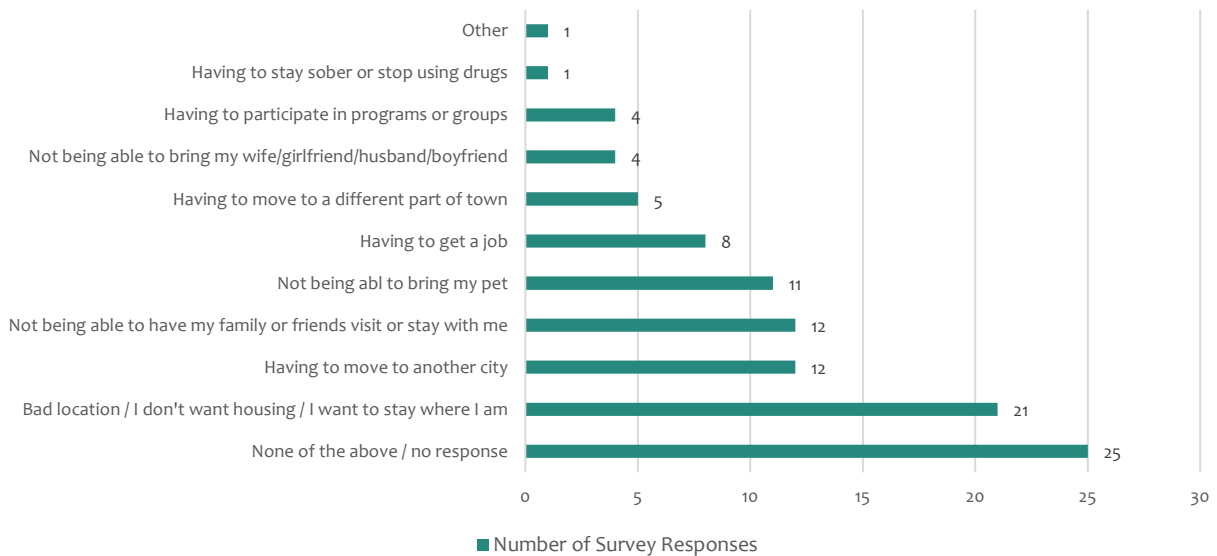
Options that received no responses from survey participants:

- I'm not allowed to bring my wife/girlfriend/husband/boyfriend/partner
- My immigration status (undocumented, in the U.S. illegally)

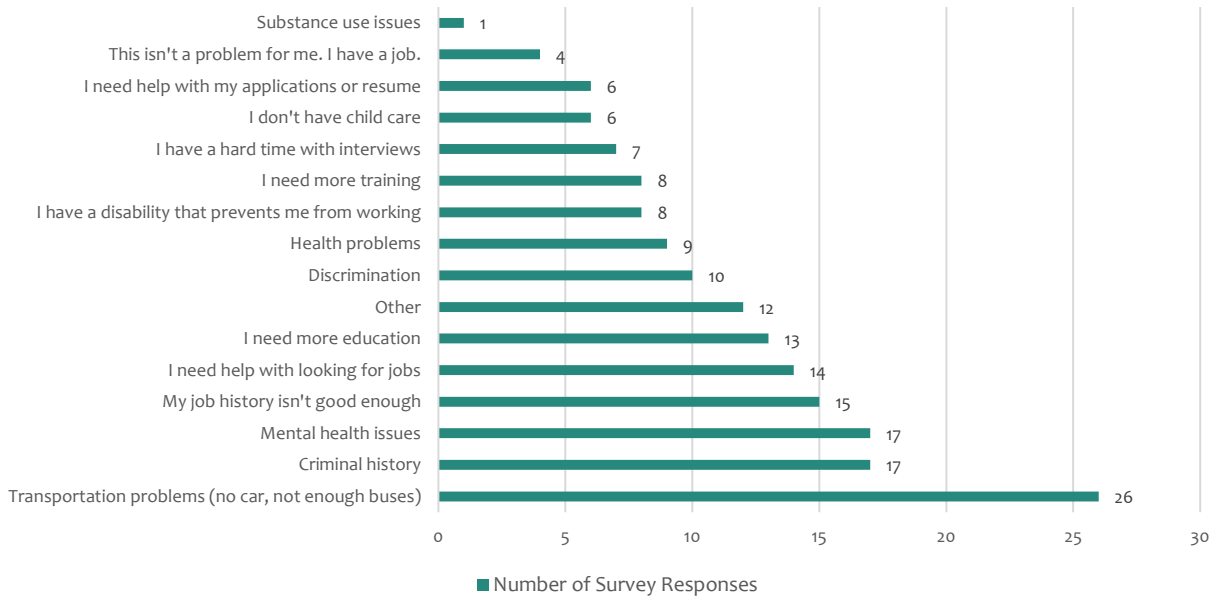
“Other” reasons identified by respondents:

- Trafficking
- Rental issues of spouse/partner
- Lack of job experience
- I would like to have been left alone
- Haven't applied myself enough
- Live with a felon
- New job, fresh start
- I never get past the waiting list or I don't have a kid, or disabled or old. Or it's only for males or females. Can't stay with your partner. Way too strict on certain rules. Another huge issue is feeling like [you are] be treated as a kid, or in jail, not every individual is in same situation or has same issues as the rest, there for certain rules should only apply to ones who need them in place depending on info

10. If you were offered housing today and money were not a problem, would any of these prevent you from accepting it?



**11. What makes getting or keeping a job difficult for you in Sutter and Yuba Counties?
(Select all that apply)**



Options that received no responses from survey participants:

- Immigration status
- I don't want a job

“Other” reasons identified by respondents:

- Retired (four respondents)
- Appearance (Clothes, hair, tattoos) (three respondents)
- Employment gaps
- Current student
- Child support
- Don't have a driver's license
- Can work entry level jobs only

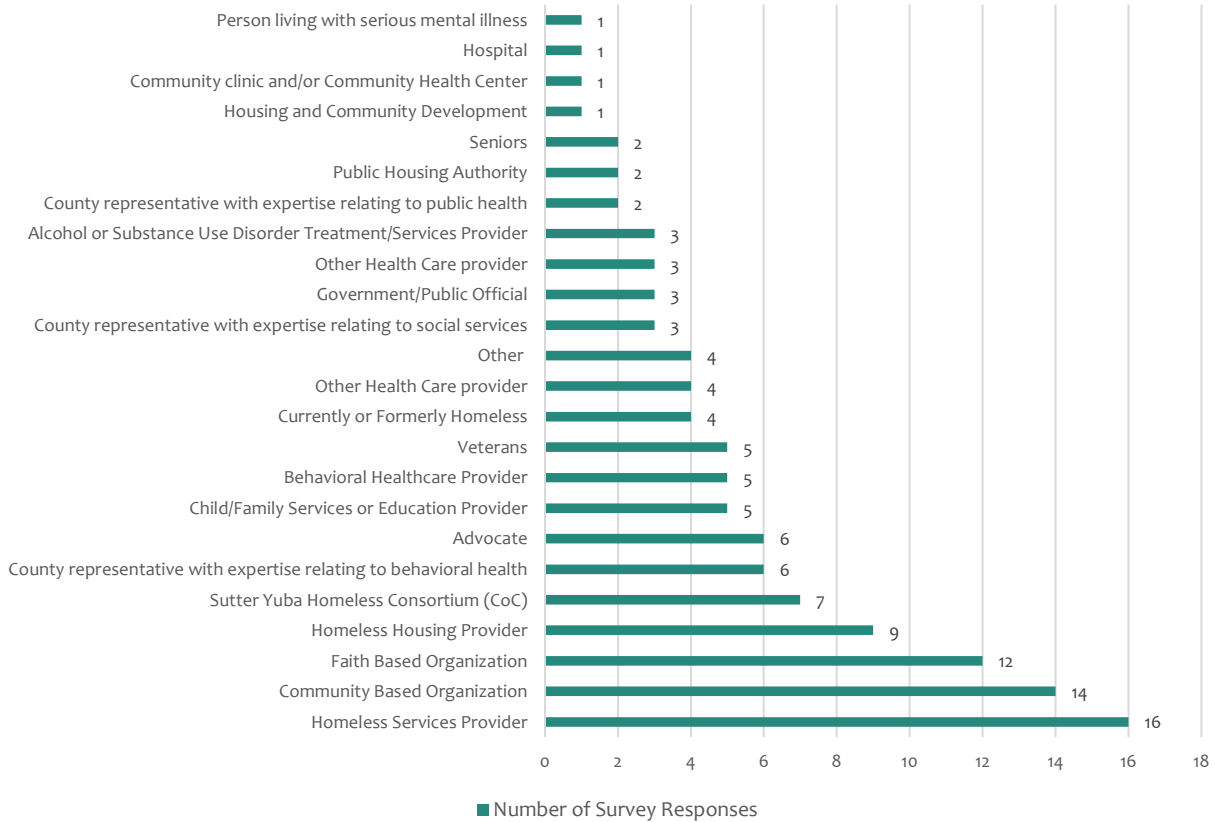
12. Is there anything else you'd like us to know?

- I appreciate all of the support I've received from Casa de Esperanza & my counselor advocate.
- [Thankful] for Casa de Esperanza for shelter & the access to resources & referrals.
- Casa needs MORE beds!
- Women's shelter
- We need more shower places and porta-potties
- Thank you for what you are able to provide for us
- I'm already on disability
- I was in jail 9 months out of the year

Appendix B: Housing and Service Providers Survey Feedback

34 RESPONSES

1. Please check any and all of the following organizations/groups you represent:



Organizations/groups for which there are no current respondents:

- County representative with expertise relating to probation/criminal justice
- Representative of family member/caregiver of person living with serious mental illness
- Law Enforcement
- Local Business Representative

“Other” organizations/groups identified by respondents:

- Community services provider
- Concerned citizen
- Anyone with a disability
- Food closet

2. In a perfect world, what do you think is the best measure of success for solving homelessness in Sutter and Yuba Counties?

Reducing and Ending the Experience of Homelessness

- No children are homeless (three respondents)
- No children, youth and older adults that are homeless
- No families or children are homeless
- Reduce homelessness by 75% in Yuba Sutter region
- Lack of measurable people on the streets
- The homeless are housed
- Fewer people with mental health issues living on the street

Accessibility and Availability of Housing, Shelter, and Employment

- All persons that want to have an indoor residence where they belong and have a right to reside do so.
- Everyone has a safe place to live.
- Individuals who want housing can have affordable, accessible housing
- Any person who wants a roof over their head has one.
- No one who wants a home is without one.
- Everyone that wants to be off the streets is, and those that don't have some type of shelter available.
- More affordable ** and available** housing for elderly & single parents.
- MORE affordable housing and more emergency shelter beds.
- Affordable housing
- More housing availability, more shelters, shelters for women/children/families, more employment opportunities.
- Having enough low barrier shelters available for homeless individuals and families so all homeless can access a safe place to sleep if desired.
- People experiencing homelessness have safe alternatives to sleeping on the street and they are treated as respected members of our community.
- Individuals and families who do not want to be homeless are able to gain safe and affordable housing within 30 days
- Clients remain in housing and free of substance abuse for one year after program completion
- More housing and jobs
- More low income homes and jobs available in this area
- Employment opportunities are abundant
- More people with sustainable and gainful employment

Accessibility and Availability of Supportive Services and Resources

- That people seeking services is almost nonexistent. As long as people need help we have homeless that are not "choosing" that life.
- Services are provided for the homeless in safe and available environments
- In addition to other goals, services with most chance of success should focus on the fragile ill elderly.
- Mental health is easily accessible to all.
- Increase of mental health and substance abuse treatment.
- Readily available services for "re-integration" of displaced, mentally ill, drug addicted (if willing) and families.
- Mental health clients receiving proper care.

Community Planning and Coordination

- Ten-year strategic plan to end homelessness
- There are coordinated and easily accessible services available to any individual which can provide support to achieve housing stability for everyone.

Public Safety and Enforcement

- No drugs and alcohol in the streets.
- Public spaces feel safe and available for everyone to use. No loitering or camping in public areas. Fewer people with mental health issues living on the street.
- Marysville and Yuba City rid of individuals living on the streets and river beds. Presence of homeless significantly decreases.
- Less homeless people camping in public places
- There are no individuals living in areas not meant for human habitation in the community

3. In your experience working with people experiencing or at risk of homelessness in Sutter and Yuba Counties, what part of the homeless services system works the BEST to connect people to housing and support?

Coordinated Entry

- Does well in connecting homeless families to services (two respondents)
- Having a central office and information facility in Yuba City and Marysville where all services and/or direction to [where] services [are] accessible (two respondents)
- People needing services feel comfortable accessing services and most homeless services can be accessed from a central location.
- Breaking down the barriers for homeless individuals and reducing duplication of services.
- Helps connect people to the programs that best fit their individual needs.

- Having a single point of contact to assess a person's needs and connect them to specific services for their individual situations is the best possible model for dealing with the large variety of housing instability issues.
- Hands of Hope running both assistance spots
- The homeless hotline seems to be working well.
- Access to services and personal contact.

Information and Referrals

- Nearly all local service providers are aware of the local programs available to assist people with housing issues and are able to share that information with those they come in contact with

Programs and Services

- Hands of Hope, 14 Forward, Life Center, Bridges to housing and Salvation Army (multiple respondents)
 - Smaller one-on-one services such as Bridges to Housing provide more personalized assistance.
 - Salvation Army runs rapid housing and they are very effective at getting people into a home.
 - 14Forward directly addresses the need for housing. It is hard to work on contributing issues until the main issue of housing is addressed.
- Local churches help with meals and clothing.
- Local shelters are meeting people's basic needs by providing housing and, in many cases, food
- Motel project focused on fragile disabled elderly as there is high rate of success since this population seems willing to put in work to change
- Community based services- agencies who go to the individual or family to provide the information and assist in the steps needed to make change.
- MJUSD Homeless Education Program: Folks working in this program go above and beyond to meet families where they are, including visiting them in their encampments if needed.
- Permanent Supported Housing Program, County Housing Specialist, Use of MHSA funds to overcome housing barriers like first, last and deposit, Housing Choice voucher (sect 8), Buddy's House, Joshua House
- One on one Case Management. This works best because it first gains trust with the client, there is a sense of responsibility on the case manager to help the client since that client belongs to them, and the client is not getting lost in the system. Case managers usually come with a multitude of skills and resources required to help this population.
- Offering temporary shelter that allows them to have their pets. Case managers to help meet all of their socio-medical-mental health needs and connection with resources.

- Agencies that work with as many as possible with clear yet inclusive rules
- Housing authority
- County services

Outreach, Client Engagement, and Staffing

- Assertive clinical teams that are field and site operable and work to build trust w/our homeless population and connect them to services on an individualized basis using the housing first approach.
- Ambassadors that are trusted and know how to compassionately connect with homeless in their environment.
- Well trained advocates in services that are utilized by homeless individuals and families. These advocates may be a part of coordinated entry, Casa, Salvation Army or any other housing provider
- Connecting them to services and them (homeless) putting their efforts and following [through].
- A case worker dedicated to housing who works one on one with landlords, property managers and homeless clients.
- Diversion from the criminal justice system into supportive housing programs with employment training services and employment opportunities

Collaboration

- There is a good spirit of collaboration between agencies.
- Networking with agencies in the community events because we exchange information about our programs and services.

4. In your experience working with people experiencing or at risk of homelessness in Sutter and Yuba Counties, what parts of the homeless services system need the most changes?

Information and Referrals/Navigating the System

- Streamlined bureaucratic [processes] to ensure people can get food and shelter immediately (two respondents)
- A direct clear referral process where referrals are made at CE to agencies
- Making Coordinated Entry truly coordinated and easy to enter

Homelessness Prevention

- Funding and more agencies to provide services for the prevention of homelessness (rental/mortgage assistance, utility assistance, etc.) (three respondents)
- Limited assistance available to those who are considered "at risk" families but do not qualify for existing homeless programs/resources
- Immediate financial assistance for rent and gas

Housing and Shelter

- More affordable housing options (five respondents)
- More temporary housing and shelter space availability, especially in Sutter County where there are currently no shelter options (four respondents)
- More Supportive Housing Units for Behavioral Health Clients, increase in Availability of Housing Choice vouchers (section 8)
- More local funding for permanent housing
- Safe emergency shelter beds and housing units for homeless victims and survivors of domestic violence, sexual assault, child abuse and human trafficking
- A campus-style project vs scattered site
- Lack of available affordable housing for people with mental or substance abuse issues to be temporarily housed while they are getting stabilizing services, i.e. social security, job skills, life skills, mental and substance abuse treatment, etc.
- Expanded types of housing and alternate affordable housing options
- Partnerships between local government and private sector property owners to consider subsidy options, tax incentive options or other joint projects to create required housing
- Sufficient, safe housing options for people experiencing homelessness

Employment

- Improved employment opportunities connected to housing (ex: street cleaning, garbage removal, gardening paired with hotel placements)

Lower Barrier Housing and Service Options

- Improved access to services, including 24-hour and/or weekend service options (two respondents)
- No barrier walk in shelters are needed, including options for people substance use issues and animals
- Reconsider drug testing at REST program

Supportive Services and Resources

- Continued case management (1-2 years tapered) for families who have been placed into permanent housing from homelessness
- Continuous aftercare support services of all sorts to minimize relapse. Education and re-employment training and opportunities.
- More case workers/mentors who help homeless people work towards goals and gain skills to become successful, productive members of society.
- Look into existing care facilities which could take homeless clients and be reimbursed by MediCal/Medicaid.
- Not enough available behavioral health services in the area.
- All services are overwhelmed by the needs of the homeless population.

CoC and Local Government Capacity/Leadership

- Continue to grow the CoC
- Local government, especially in Sutter County and Yuba City, need to be more proactive in addressing the issue of homelessness
- Need for local government support and more housing resources

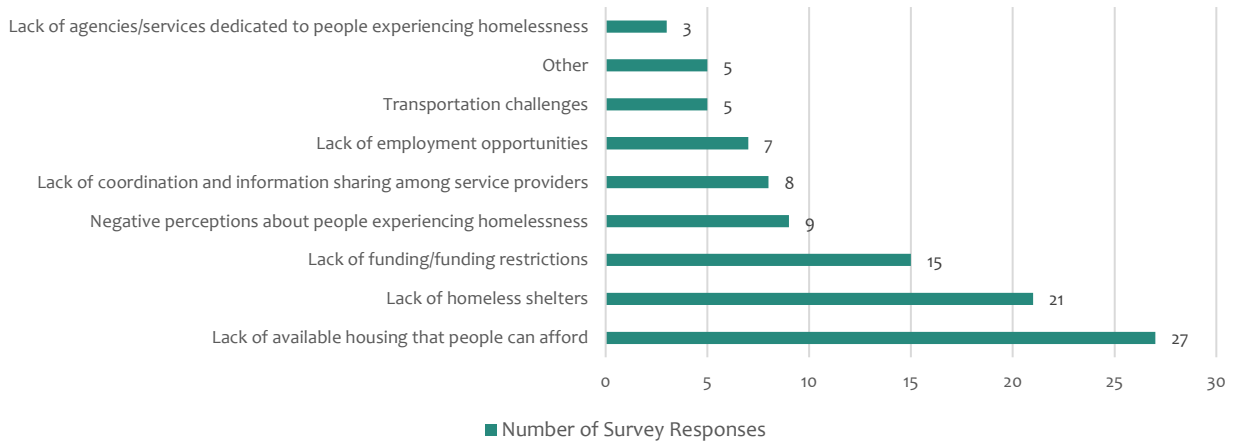
Data

- More data tracking from emergency responders (hospital, LE, courts, ambulance, etc.) to measure impact/need/reduction in emergency services

Collaboration, Partnerships, and Culture of Change

- More work with willing landlords (two respondents)
- Encourage a more collaborative environment, including efforts to tailor services and avoid duplication of services (two respondents)
- Work with businesses willing to train and hire people experiencing homelessness
- Explore partnerships with local real estate investors/landlords to discover how to make more low-cost housing economically viable for all parties
- Collaboration with the faith community
- Some lack of communication between agencies. Rescue Mission could be more active with other agencies.
- Foster a culture of ownership, buy-in, trust and respect with homeless clients. Help empower them to take ownership of their lives and situations and help give them the skills and confidence to believe they can succeed.
- Unwillingness to change among both providers and individuals experiencing homelessness
- Conduct more frequent outreach to homeless individuals
- More training for those working with the homeless emphasizing empathy.

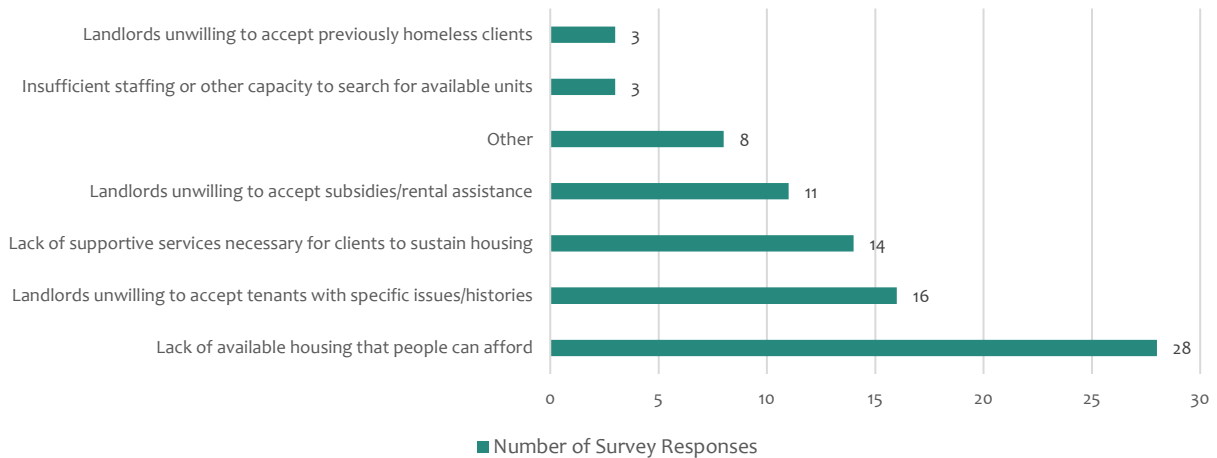
5. Based on what you know, what do you believe are the top 3 barriers to addressing homelessness in Sutter and Yuba Counties?



“Other” barriers identified by respondents:

- People experiencing homelessness don't accept the assistance being offered
- Education for community and service providers sending a clear concise message across all lines of communication
- County with no clear positive vision
- Lack of safe emergency shelter beds for victims of domestic violence and assault
- Lack of behavioral health services

6. What are the greatest barriers you face when trying to find permanent housing for your clients?



“Other” barriers identified by respondents:

- Lack of safe affordable, accessible units.
- Lack of permanent supportive housing options.

- When families are able to get into housing through the use of a [one-time] grant, they are sometimes unable to afford the housing once the grant funding ends.
- Those that don't want to find employment/increase income
- Some homeless individuals lack the motivation or the skill set to find and retain permanent housing
- My organization does not provide direct services to clients. The agencies we help fund face many challenges, mainly, lack of available units people can afford and landlords willing to rent to people who have housing subsidies or past issues with housing (evictions etc.)
- We do not provide housing, we try to keep people in their current housing to avoid becoming homeless.
- We only refer to County Health and Human Services or Hands of Hope. We do not have services to find housing.

7. What services do you offer that best assist newly housed participants in retaining their housing?

Most reported services:

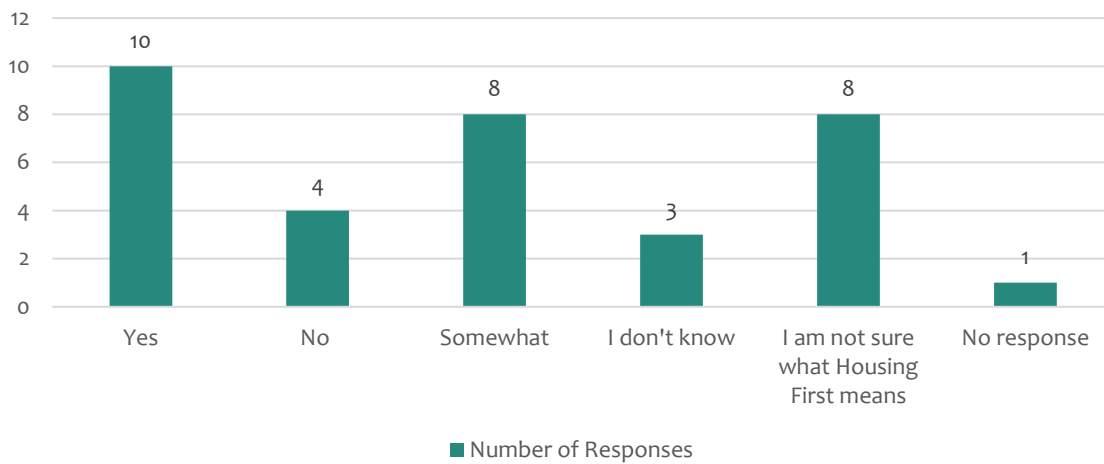
- Case management, including 6-months case management, intensive case management focused on barrier reduction and housing retention, stabilization plans, etc. (eight respondents)
- Budgeting/budget management (five respondents)
- Referrals for housing/services (three respondents)
- Deposit assistance (two respondents)
- Financial assistance (two respondents)
- Child care (two respondents)

Other services reported:

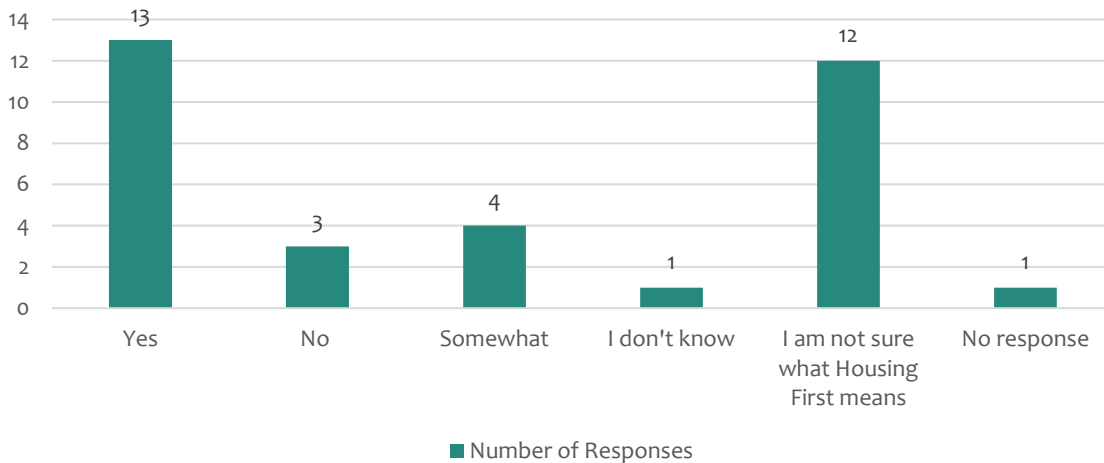
- Permanent Supported Housing
- Rapid Rehousing Program
- Habitat for Humanity
- Transportation
- Emotional/behavioral stability support
- Counseling support services regarding clean and sober living
- Re-employment training and assistance
- Assistance with applications for benefits/income
- Food assistance
- Person centered counseling
- Classes on budgeting, renting, job-readiness and job opportunities
- Education on how to maintain a residence
- Restraining orders, child custody support, education, job training and career planning

- We attempt to get patients medical insurance, primary care doctors, and connect them with services for the future
- Mental health services and substance use treatment
- Free comprehensive services
- Household goods and furniture
- One-time financial assistance to promote a veteran's housing stability (after the client has received other services that have made the client at least minimally self-sufficient to be able to maintain their housing stability once achieved with our program's assistance)
- Referrals to programs that help people generate income through financial benefits they may be eligible for from County, State or Federal assistance programs or through employment development programs to assist clients in obtaining full time employment at a livable wage
- None at the moment due to lack of funding for field case managers

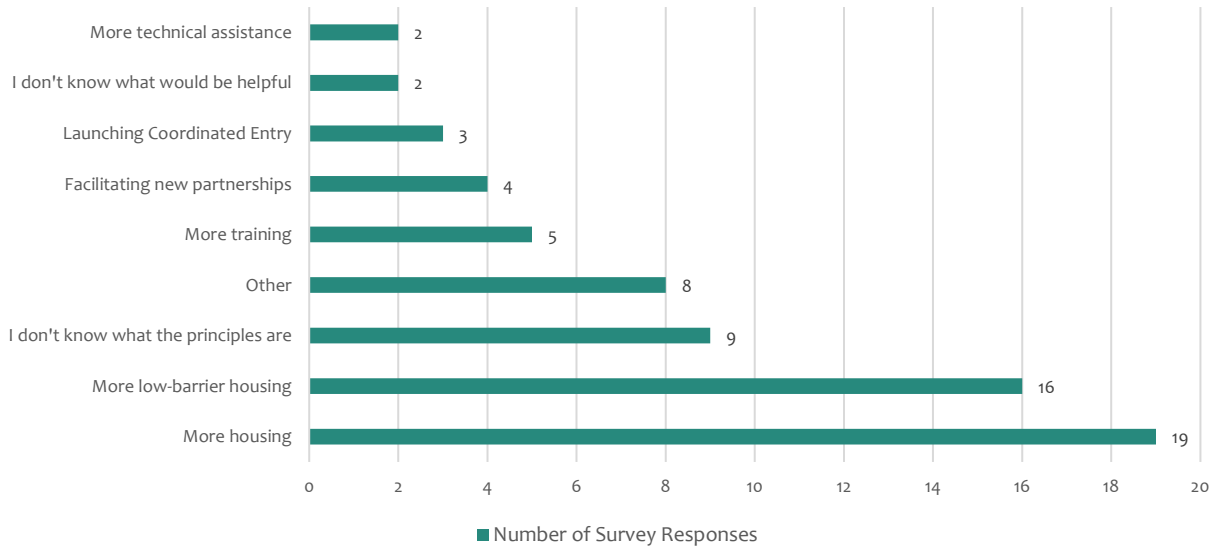
8. Does your organization currently use Housing First principles?



9. Does your organization currently use Harm Reduction principles?



10. What support would be most helpful to your organization or jurisdiction’s work to fully incorporate the principles of Housing First and Harm Reduction?

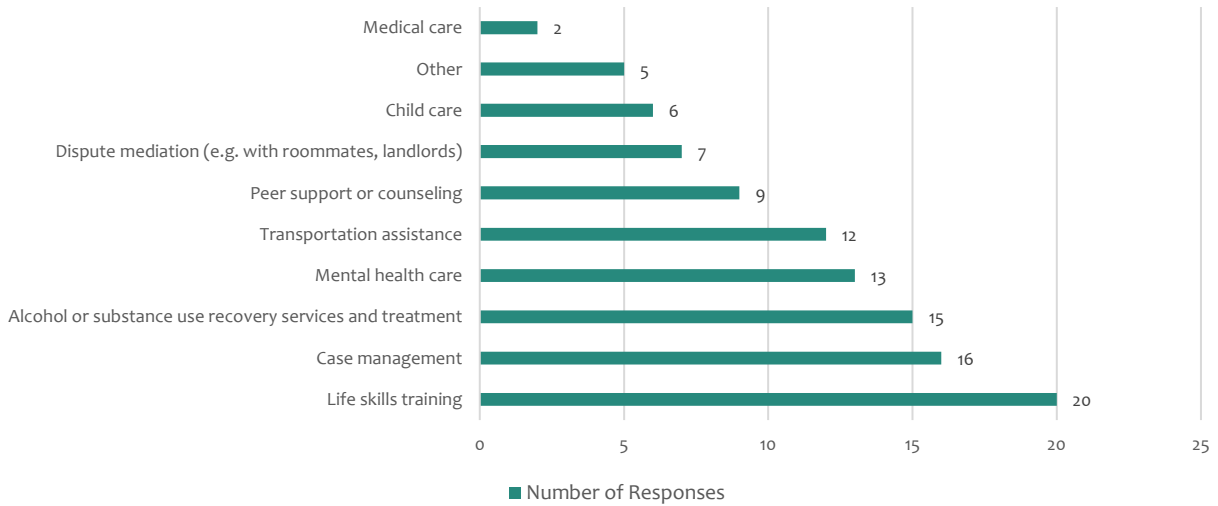


Option that received no responses from survey participants: More meetings

“Other” support identified by respondents:

- Education on Housing First (two respondents)
- Shelter and affordable housing options
- More housing specialists
- More funding for housing individuals (men and women without children). Funding for barrier removal services and funding to prevent homelessness.
- More funding for staffing because the cases are very labor intensive.
- Making the immediate, secondary and long term safety needs of domestic violence victims/survivors a priority.
- Many homeless do not own a computer or smart phone to apply for some services, which can also lead to a lack of knowledge to other services available. If they do not own an auto, unable to drive across town to use a public computer.
- We need funding and political will to create more shelter beds and bridge housing to get people off the streets. Housing First and the low barrier method seems to be difficult to fully adapt to a family-friendly shelter. Our board of directors has historically and currently felt the need to drug test those seeking shelter in order to protect the guests and the shelter environment. Housing First would apparently make this difficult or impossible to do due to its low barrier requirement.

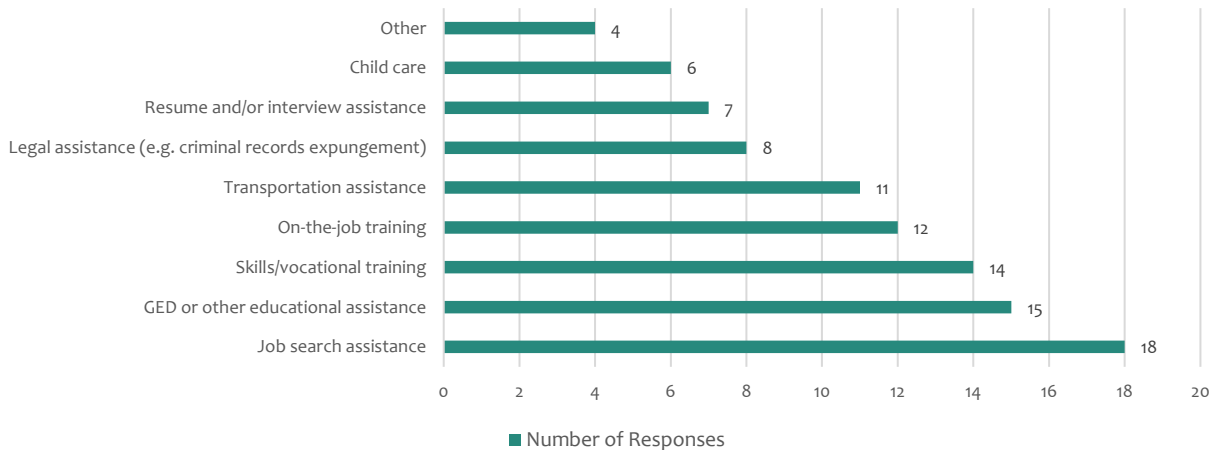
11. What types of supportive services do your clients most need more of? (Select up to 3)



“Other” supportive services identified by respondents:

- Jobs
- Tents, sleeping bags, food, warm clothing, jackets etc.
- Safety issues including restraining orders, child custody and support
- Information on all available options to promote self-sufficiency
- Sustainable solutions to the issues that brought them to homelessness

12. What types of employment related services do your clients most need more of? (Select up to 3)

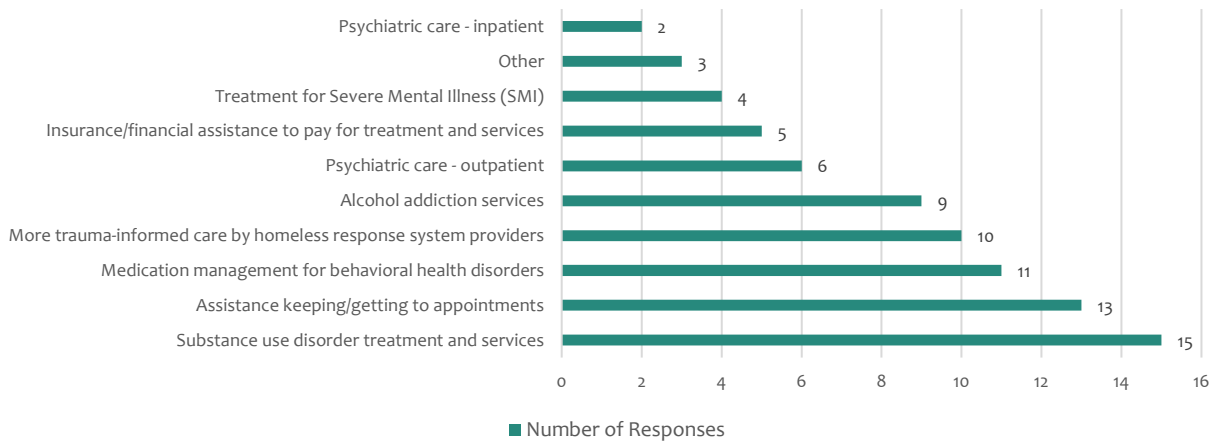


“Other” employment related services identified by respondents:

- Appropriate clothing, tools or equipment for specific jobs
- Financial assistance due to job loss or injury and unable to find work
- Assistance with securing alternative income if employment isn't feasible (SSI, etc.)

- Motivation and/or the confidence to succeed

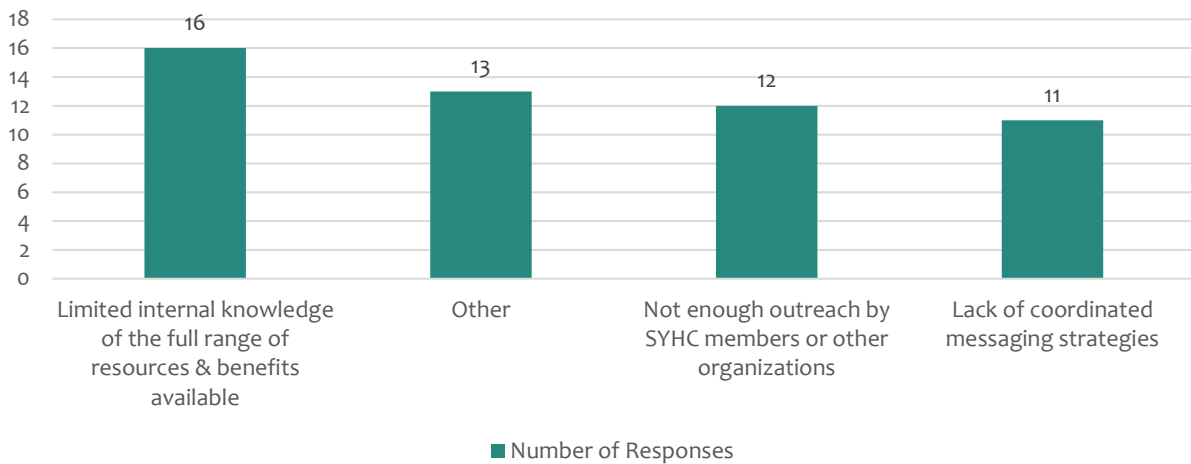
13. What types of behavioral health related services do your clients most need more of? (Select up to 3)



“Other” behavioral health related services identified by respondents:

- Easier intake process (quicker, more flexible); Easily accessible therapy
- Treatment for depression and anxiety
- Inpatient beds

14. Why might one of your clients not be aware of resources and benefits that our community can make available to them? (Select all that apply)

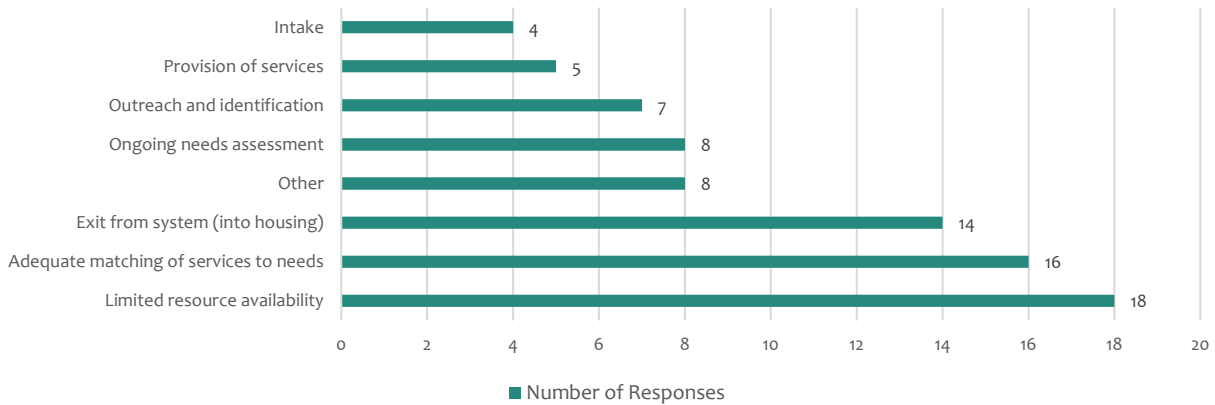


“Other” reasons identified by respondents:

- Clients unaware of services or unable to apply (including due to lack of smartphone, computer, transportation, and isolation from larger community) (three respondents)
- We are doing a good job of coordinating services and getting the word out in the community about how to access services (two respondents)

- Bilingual services
- Need more street involvement by professionals
- Mixed messages from different providers
- People experiencing homelessness don't take advantage of offer for services

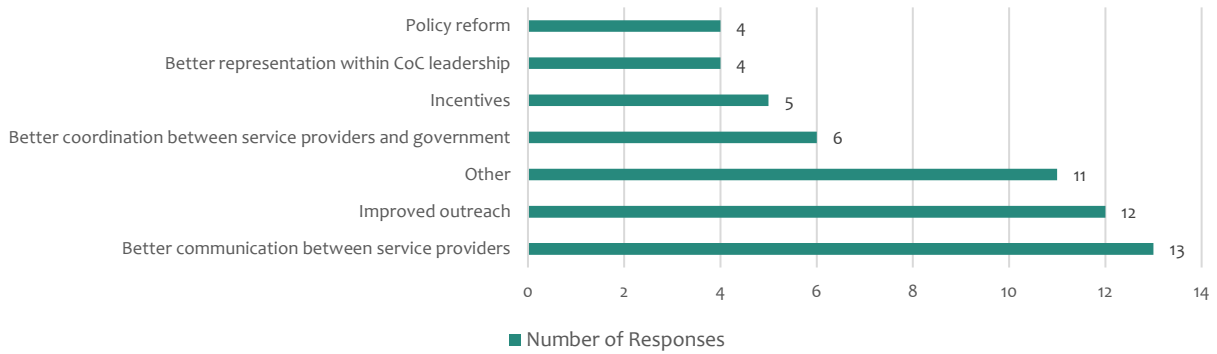
15. Where in our current homeless system of care do you believe people experiencing homelessness are getting stuck? (Select all that apply)



“Other” issues identified by respondents:

- Lack of available housing options, including for those who work but have low incomes (three respondents)
- Lack of skills, motivation, confidence or other means to attain and retain permanent housing and/or a job (two respondents)
- Need for more case managers or peer mentors to build relationships of trust with people and help them make progress toward their goals
- Help motivating people to move out of homelessness
- Need for the continuation of services once in housing
- Clients do not know what services are available and where to look for them
- People are choosing to remain homeless in some cases

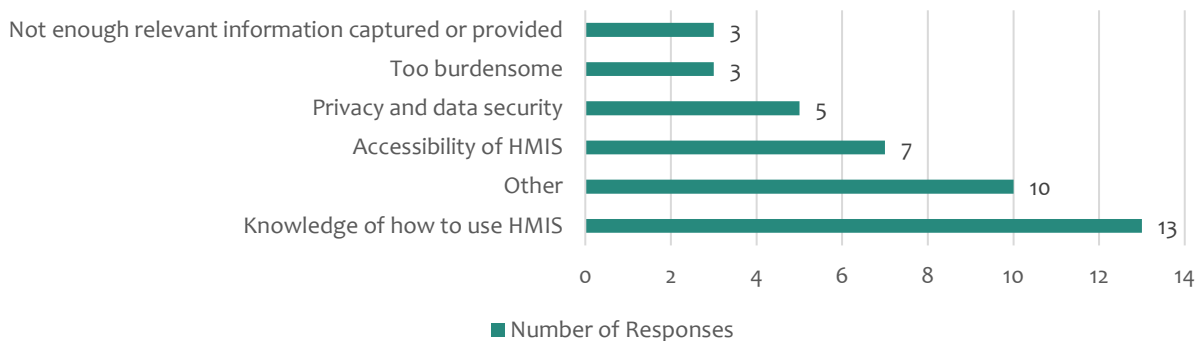
16. What support does your organization or jurisdiction need most to get more people experiencing homelessness to accept assistance and/or services? (Select up to 3)



“Other” support identified by respondents:

- Reliable access to immediate support and services/demonstrated ability to house individuals and families (three respondents)
- More people building relationships of trust and accountability with people experiencing homelessness (two respondents)
- Training
- Interim housing
- Addressing client motivation
- Different kind of homelessness like double up families
- Knowing what is available beyond basic need items (food, tents, etc.)
- Increased and less restricted funding resources
- Increased staffing, including more social workers, more staff at The Depot, more staff working with 14Forward population, and more staff at Coordinated Entry
- More client availability at The Depot

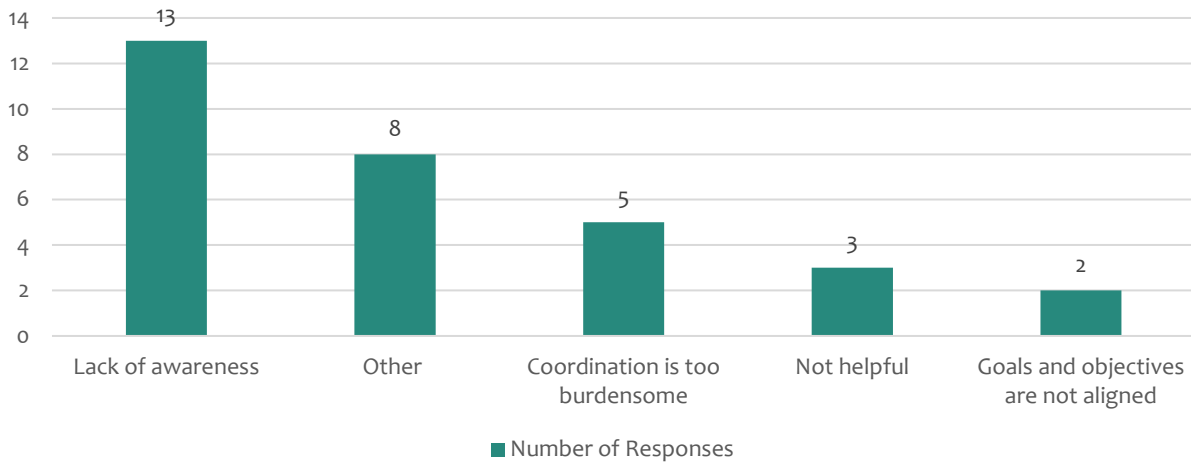
17. What (if anything) are your top concerns about using the Coordinated Entry System for assessing each household’s need and identifying appropriate resources to that end? (Select up to 3)



“Other” concerns identified by respondents:

- No concerns regarding Coordinated Entry (four respondents)
- Not familiar with Coordinated Entry
- Continued self-evaluation
- Waiting lists/not enough housing available
- Not enough people reviewing it and helping
- May be difficult to contact a person again after they are assessed
- Our program does not participate in the HMIS at this time and is not designed to be an ongoing service provider in the homeless continuum of care system. I personally fully support the Coordinated Entry System as a superior model for moving people from challenging lifestyles to more stable lifestyles through a case managed system of relevant services.

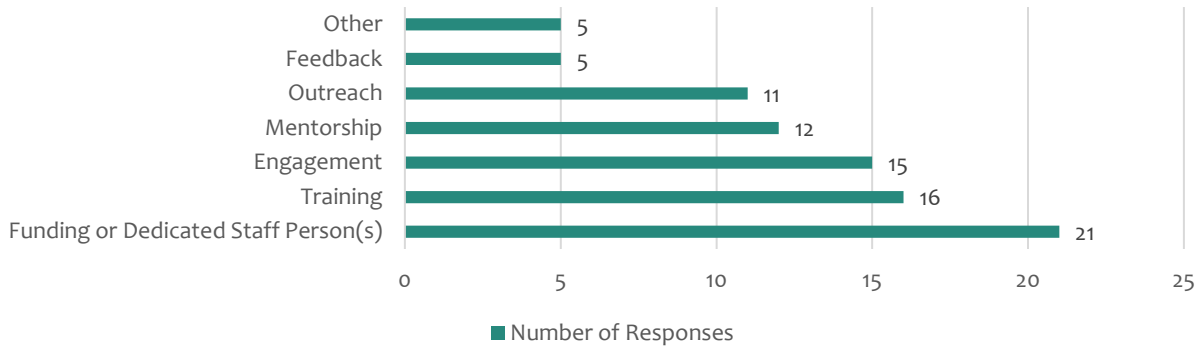
18. What barriers keep you from maximizing your leverage of mainstream resources (i.e., resources not specifically targeted to people experiencing homelessness)? (Select all that apply)



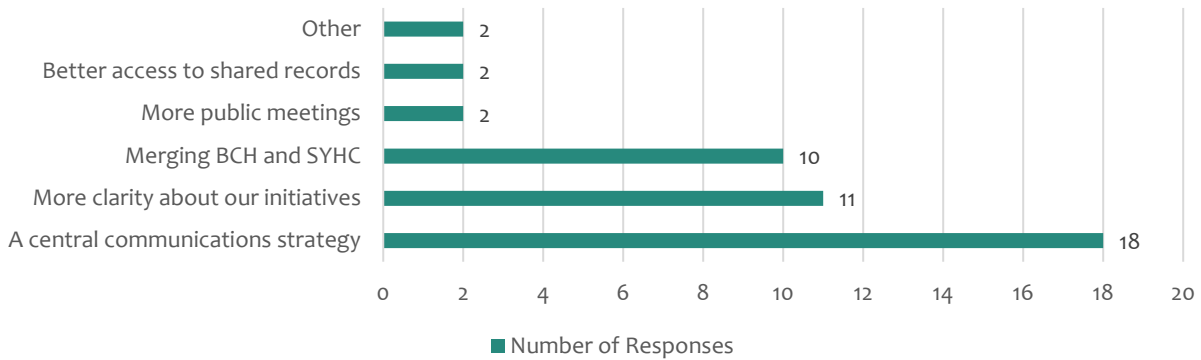
“Other” barriers identified by respondents:

- We are doing a good job of this
- Our resources serve everyone, not just the homeless. We do not target any specific client group, we just try to help anyone that asks.
- Too few mainstream resources
- Limited staffing
- Delayed release of grant funds and reimbursement timeframes create some financial limitations on our program
- Geographical restrictions limit use of some mainstream resources.

19. What specific resources do you think are needed to improve consumer navigation through our system? (Select all that apply)



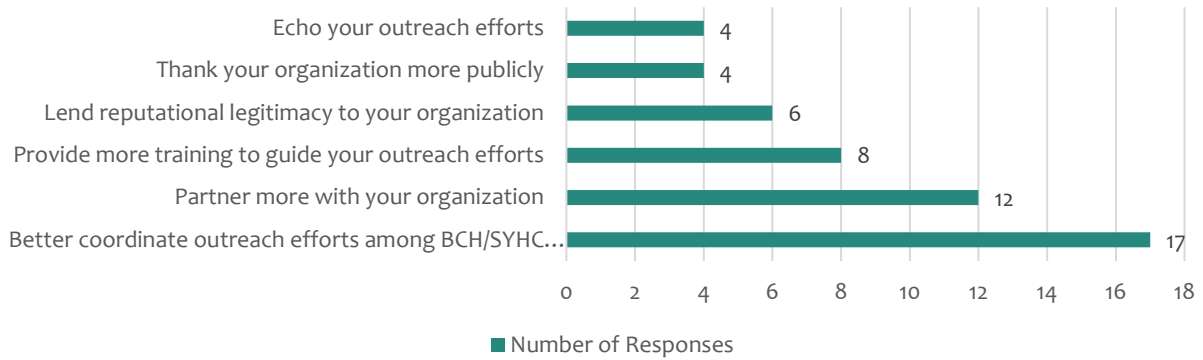
20. What could the BCH and SYHC do to improve collaboration between and among the Bi-County area jurisdictions (Counties and Cities) in terms of the homeless system(s) of care? (Select all that apply)



“Other” ideas identified by respondents:

- Outreach to volunteers

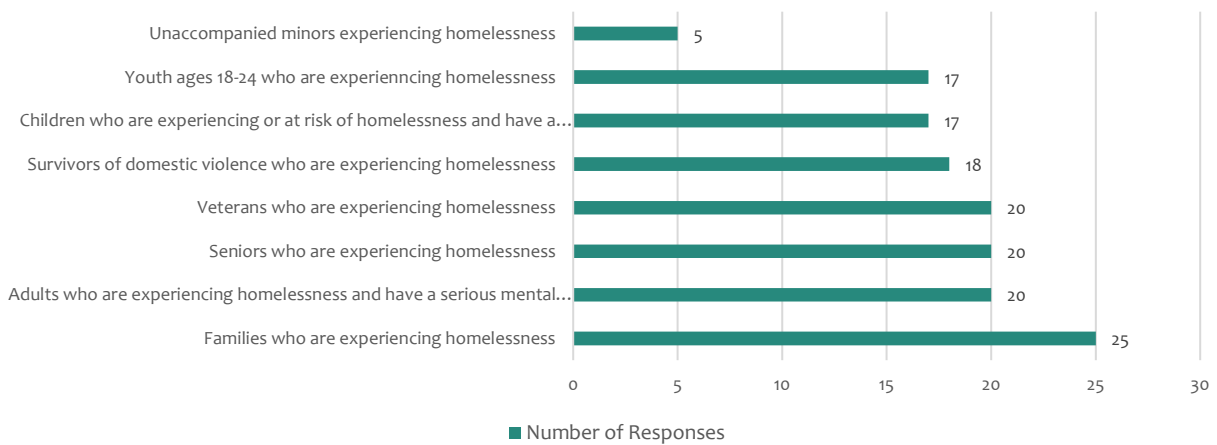
21. What could the BCH and SYHC do to help you better engage residents, community groups, elected officials, and the media around a common understanding of the problems and solutions associated with homelessness? (Select all that apply)



Additional comments from participants:

- Community outreach focused on stigma
- Increase public awareness and provide a perspective to the public on the positive current and developing activities related to homelessness resources in the Bi-County area
- Invite our organization (which provides shelter to the homeless) to meetings
- More education with a clear consistent message to service providers and to the public/community
- Work more aggressively to find housing
- Better overall coordination in addition to having a more aligned strategic vision/priorities.

22. Does your organization serve any of the following populations? (Select all that apply)

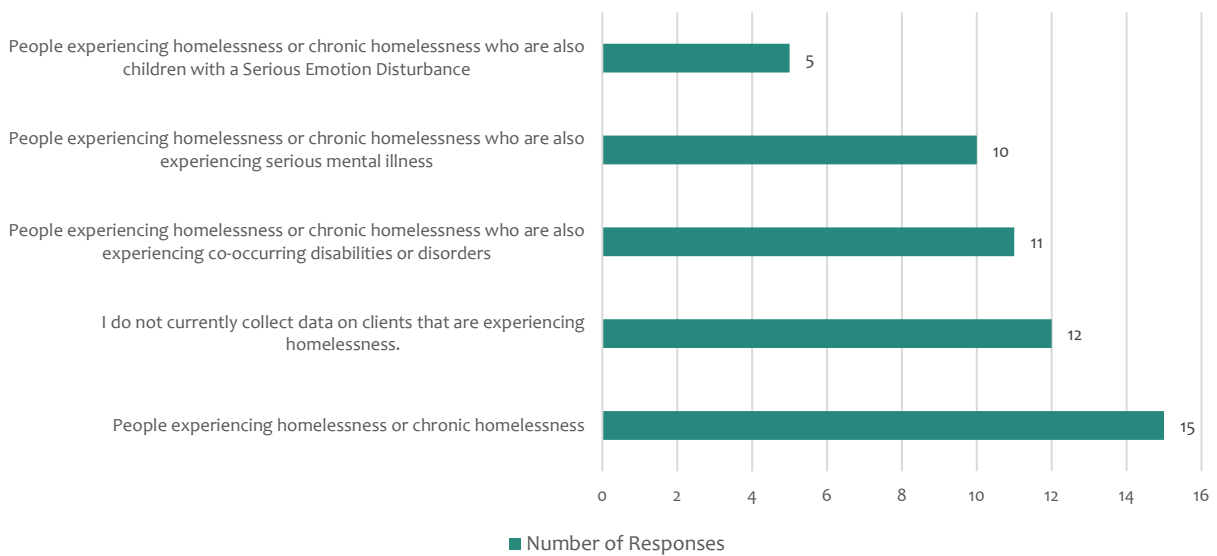


23. In 2-3 sentences, please describe any specific challenges that arise in serving the particular population(s).

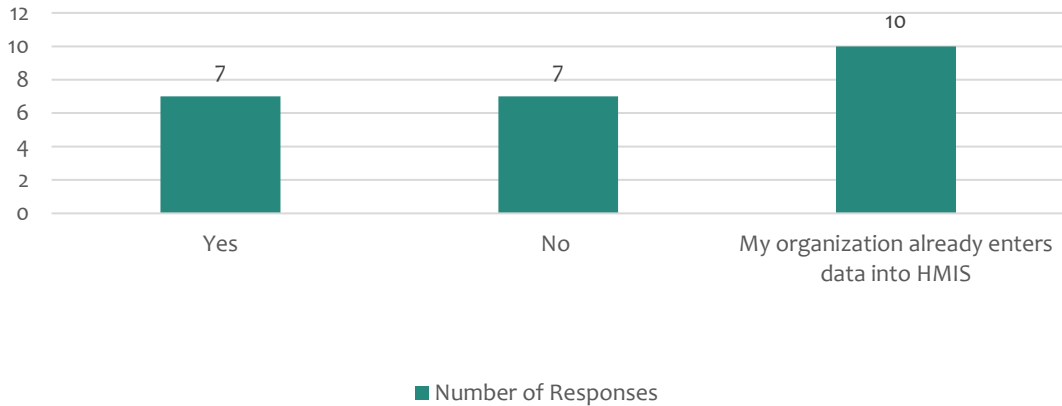
- Lack of accessible, affordable housing (five respondents)
- Lack of Permanent Supportive Housing for all target populations (two respondents)
- Not enough resources to serve single individuals, including single men and those with criminal histories that prevent them from acquiring permanent housing (two respondents)
- Lack of adequate resources and financial support
- Section 8 lists are too long and the application process is difficult. Housing grants provide immediate housing, but it is not always sustainable.
- In many cases the families are large and are unable to find housing that can accommodate the amount of space needed as well as to be affordable.
- The condition of homelessness often has multiple causes that together overwhelm a person or family in finding solutions to multiple issues. The biggest challenges are having basic living needs met including shelter, utilities, food and transportation.
- Transportation for clients, fragility and illness of clients
- Low income or lack of income, lack of shelters, evictions/bad credit, unaffordable rent for low income
- Many homeless families are "invisible." They "couch-surf" with friends/family, live in garages, live in cars, etc.
- Many are new families to the area that have or are working in agriculture but live with other families or in motels.
- With the diversity of the homeless population we serve we are sustaining a heavy case load due to not being able to hire more case workers due to lack of funding.
- Maintaining contact is a challenge. Follow up has not happened due to several factors, lack of dependable phones, lack of transportation, etc.
- Building a trusting relationship with individuals that need service. Control of at risk individuals by intimidation and violence. Projecting a non-authoritarian image to individuals.
- Safety in a small community is our major concern. Short term there are not enough emergency safe shelter beds. And, not only is the victim often unsafe as she/he tries to access new longer term housing, but neither are her neighbors and family member.
- Discharge planning. There is new legislation coming and we are expected to discharge the homeless population with food, clothing, and a place to go. We do not have 24 hour services available.
- Young adults being released from foster care who are not prepared to care for themselves- they age out of system. Children whose parents have substance use and are not being identified by schools of being at risk.
- Lack of meaningful resources to refer our client base for help

- The barriers are huge and staff do not feel equipped to resolve the barriers. When staff refer clients to appropriate resources, their clients are sometimes turned away. Sometimes it takes a very long time for a resource to come through and help a client. Sometimes, by the time the resource has come through, the client is gone. (For ex, Pathways and SYBH)
- We operate a congregant-setting shelter in which guests typically stay in one large room. Guests sometimes have conflicts with one another that seem exacerbated by their own lack of coping and/or social skills and the stress and trauma in their lives. Some shelter guests attain permanent housing but are unable to retain it because they miss rent payments or have other issues.
- We don't provide services specifically to homeless individuals. We provide food to anyone, so many of our clients may fit in the above populations but we would not know which categories.
- To specify we see all the above population at our outreach window that provides a sack lunch every two weeks. Also, toiletries, blankets and CAN referrals upon request.

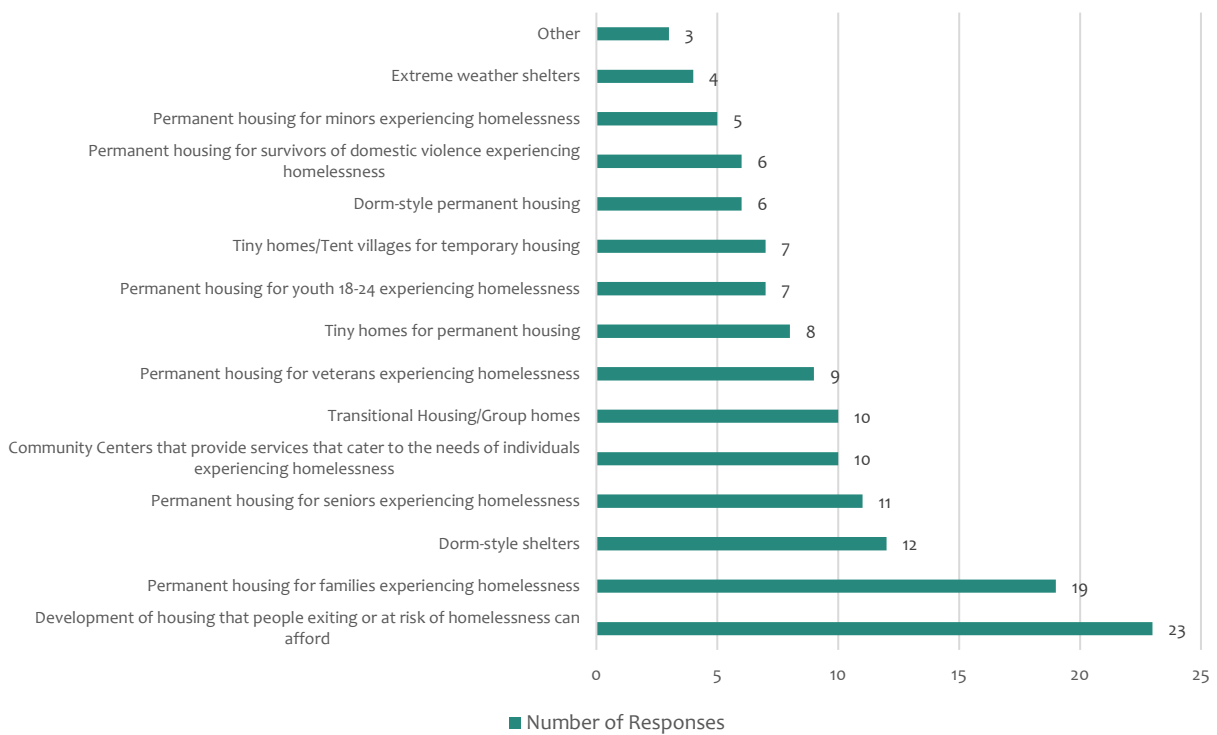
24. Please check all of the populations about which you currently collect data.



25. Are you willing and able to share data with the Counties, via HMIS or otherwise (to the extent possible under state and federal privacy laws)?



26. What are the top 3 solutions you believe would have the most impact on reducing homelessness and its effects on Sutter and Yuba Counties?



Option that received no responses from survey participants: Safe parking

“Other” responses by respondents:

- Large-scale shelters that could be set-up and maintained easily (dorm-style, tent villages or tiny homes)
- Too hard to only pick three... we need most of these!

- I'm not big on a tiny home community, but I also am not a fan of complete dorm style living.

27. Is there anything else you would like to share?

- I am proud and glad of all the movements I have seen toward resolution and am looking forward to trying to recruit the younger generation into public service.
- We as an agency would like to become more involved in the consortium and serving the homeless population.
- Having worked in this community for the last 13 years with the homeless affordable housing has and continues to be the number one issue. Wrap around services can be provided through various programs but if we can't house them we cannot begin that process.
- Local public need to be aware that "homeless" isn't just the people living in doorways and alleys downtown. It is the mother and child living in their car in the Walmart parking lot, or the mother with three small children living in her friend's garage without heat/ac or running water, or the elderly who can't afford a place to live with their Social Security payments & don't understand how to use computers and smartphones.
- I believe that business should get involved to help solve homelessness issues so they can become supportive of the issues that we are facing in our area. At the same time providing understanding and resources to homeless. It should not only be an agency involvement but also businesses, hospitals, schools, and ordinary residence.
- I think a daily run community center, like Hands of Hope but with more space for homeless people to hang out and be open on weekends, is necessary. We should consider what Salt Lake City, Utah has done to reduce homelessness and what other big metro cities do. Also tap into churches who are willing to help with this.
- Accessing services at Behavioral Health should be easier. Monday through Saturday 8 am - 5 pm walk in hours, quicker intake, more therapists and better assistance in connecting with them, therapists willing to do phone appointments.
- CVHVAP's financial assistance services requires that a client has a stable level of self-sufficiency at the time CVHVAP services are provided. Most people experiencing homelessness do not initially meet this criteria and are referred to other services through which they can achieve a level of self-sufficiency.

Appendix C: Consumer Focus Group Feedback

FROM FOCUS GROUP HELD TUESDAY, DECEMBER 4, 2018 AT HANDS OF HOPE

Strengths of Local Programs/Systems Identified

- Hands of Hope provides access to basic needs, including showers, laundry, clothing closet, and charging for electronic devices
- REST Program provides shelter and food, operates from December through April
- Sutter County Mental Health is a reliable resource for behavioral health services, including helping to connect people to classes to build their employment skills (ex: culinary classes)
- There are a number of organizations that provide food and clothing
- Joshua Tree provides options for people with ongoing substance use issues

Barriers to Housing Identified

- Lack of sufficient income to afford housing
- Poor rental history and lack of credit serve as barriers to housing
- Lack of available housing that is affordable to people experiencing homelessness
- Mental health and physical health challenges, including disability
- Too much bureaucracy and “red tape” to access some housing and services

Areas for Improvement Identified

- The Twin Cities Rescue Mission serves only single men, not enough shelter options for women and children
- People experiencing homelessness need help applying for disability, including assistance filling out application materials
- Curfew at programs makes it difficult for people who work
- The penalty for breaking curfew is too severe (first offense is suspension for a week, next offense is suspension for the season)
- Need places to charge devices (cell phones, computers)
- Need for heat in access sites/shelters
- The library and Starbucks used to be safe spaces to spend time, but have become less welcoming
- Need for a permanent shelter
- Need for increased safety measures in programs, on the street, and in encampments
- Lack of transportation is an issue; some people have cars, but no support for gas or car maintenance
- There is no safe place to sleep
- Cannot find housing that will accept Section 8 voucher
- There is a need for more housing placements so people can move through the system
- There is a need for hope among those experiencing homelessness; many feel like they are stuck in a viscous cycle

- People living in their cars cannot find a safe place to rest, expressed feelings of harassment from law enforcement
- It is difficult to receive General Assistance due to application process and lack of transportation options to reach the County office
- Participants believed that there are greater substance use challenges in Yuba County and preferred housing vouchers that would allow them to remain in Sutter County
- Use of marijuana is legal but is not allowed and can lead to disqualification from programs
- People residing in encampments are concerned about rules and restrictions they may face if they accept housing (ex: restrictions on pets, partners, and possessions)

Ideas for Solutions

- Work to bring employers, behavioral health treatment, and other supportive services into the shelters and access sites
- Increased landlord engagement and housing search assistance
- Programs to help individuals with a car (gas vouchers, car repair assistance)
- Develop year-round shelter options for single women and families
- Utilize abandoned buildings in Marysville to develop housing and shelter options
- Develop low-barrier shelter and housing options that allow for pets, partners and possessions
- Hire system navigators to help clients get housing and services
- Provide tents, cots, trash services and other supports to people residing in the encampments
- Hire more outreach workers to work with people on the streets and in encampments to build trust
- Improve partnerships with churches, schools, employers, and transportation agencies to help people experiencing homelessness
- Work with the larger community to decrease stigma around homelessness

FROM FOCUS GROUP HELD WEDNESDAY, DECEMBER 5, 2018 AT LIFE BUILDING CENTER

In your experience, how do people experiencing homelessness find out about the resources and programs that are available in Sutter and Yuba Counties?

- Many participants found out about resources via word of mouth from other people experiencing homelessness
- Salvation Army provided a list of places with resources
- Police interactions also lead to connections with resources and programs, but participants reported mixed experiences with local law enforcement
- Some participants utilized their smartphones to look up local resources and make connections to Casa de Esperanza and the Twin Cities Rescue Mission
- Information about resources were also provided to participants while in the hospital and in jail

- Counselors at other programs were helpful in connecting participants to other resources to meet their needs
- Participants noted that food resources on the list are outdated, and there is a need for more medical facilities to be included

Strengths of Local Programs/Systems Identified

- Participant shared that a family member received services and shelter from the Salvation Army Depot Family Crisis Center and did very well
- Twin Cities Rescue Mission is a good, warm, safe place with access to electricity, hot water and cable; participants supported maintaining the Rescue Mission as a sober space
- Participants reported receiving a great deal of help from both the Life Building Center and Hands of Hope.
- Participants felt that the Life Building Center is a good meeting place to learn about resources, attend groups, and figure things out.
- Many of the rules in place at different programs are reasonable and were described as “kind policies”.

Barriers to Housing Identified

- Lack of permanent housing options
- It can be really hard for someone with no references to get into that first place where they can make connections to housing
- Difficult to find motivation
- Even with an income there is a lot of housing that is unaffordable/inaccessible
- Poor rental history, lack of credit/bad credit, and having a criminal record serve as barriers to housing
- Mental health and physical health considerations, including stress of experiencing homelessness
- It is difficult to save up for security deposit and first month’s rent
- Lack of housing options for people with Section 8 vouchers

Areas for Improvement Identified

- One participant expressed that 14Forward did not meet their expectations and expressed concerns regarding drug use on site, questionable/unsafe areas, lack of electricity/heat/hot water, and fears of retaliation from staff
- One participant raised concerns regarding a lack of a grievance policy, an appeals process, and a lack of transparency around rules during their stay at the Twin Cities Rescue Mission
- There is a lack of shelter options for women
- Use of marijuana is legal but is not allowed and can still lead to disqualification from programs; this can be difficult for people with pain management needs
- It is difficult to find safety while staying on the street
- Need for more counselors

- Some programs have too many rules and restrictions, which can make it difficult to get settled into a program and make first steps towards change
- There is a lack of information and communication regarding what housing options are available
- One participant expressed disappointment in treatment by the Yuba County law enforcement, including a lack of respect or compassion from police escort to shelter
- Programs and resources are only available for certain vulnerable populations (ex: seniors, women with children)
- There is a lack of transportation to allow people to travel from one program to another
- Lack of follow-up by program staff on interest in permanent housing options
- Some program lack appropriate grievance policies

Ideas for Solutions

- Establish more safe and secure places for people experiencing homelessness to go
- Ensure that local law enforcement is trained to work with people experiencing homelessness and/or people with behavioral health needs. It is important that when a call is placed for a mental health issue, an officer is sent to respond who has mental health training.
- Resources and housing options for less vulnerable populations (ex: single men experiencing homelessness)
- Need for transportation assistance, such as a bike share program or access to discounted bus passes
- Provide access to Narcan and Narcan training to people experiencing homelessness in order to support those with substance use issues living on the street
- Improve web resources to ensure that all resources, links, and connections are in one place
- Supports to help people with employment and income make connections to housing and overcome landlord concerns regarding bad credit, rental history, and criminal record
- Shared housing options that allow participant choice in roommates
- Provide better employment and income opportunities, including options that work within income limits for benefits

Appendix D: Community Alignment Session Feedback

Held Wednesday, December 5, 2018 – 1:00 – 5:00 pm

*This appendix summarizes the information presented by stakeholders from the Bi-County region during the December 5, 2018 Community Alignment Session held at Veterans Hall in Yuba City, as well as input and ideas provided by attendees throughout the session.*⁶²

Foundation Setting

OVERVIEW OF THE BI-COUNTY HOMELESS SERVICES PROGRAM (BCH)

Information presented by **Robert Bendorf**, Yuba County Administrator:

- BCH is a Bi-County committee created in 2017 to work on homelessness. It is sponsoring the creation of this updated strategic plan.
- Purpose is to promote mirrored activities and initiatives in both counties.
- It is about our community and how we have rallied around to provide services to those who are most vulnerable.
- Local government staff can't provide the solutions; the only way we can resolve to better handle our homeless population and provide them with the services they need is to work with our non-profits and those already in the community.
- Habitat for Humanity, the Salvation Army, Casa de Esperanza, Bi-County Veterans Services, Bi-County Behavioral Health, Hands of Hope, and many others set the stage for the work of the BCH.
 - The decision to create the BCH was an easy one based on the legacy these folks have built.
 - The table was already set for this decision to move to a Bi-County partnership.
 - We work with the same residents most of the time, we work very hard together to achieve great outcomes.
 - Hearing words like “urgent”, “complicated”, and “overwhelmed” fuels our desire to do something together.
- BCH membership includes elected officials and staff from each jurisdiction: Sutter County, Yuba County, Yuba City, Marysville, Wheatland, Live Oak.
- Meetings are well attended by elected officials and leaders from non-profits.
 - Everyone has volunteered to take a part of the collaboration.
 - We are working with numerous agencies, as well as together to have a firm vision of where we want to head.
- Whether it is a small issue in one of our cities or a big issue in our counties, we feel we are better able to handle them together.

⁶² Information presented by HomeBase is not included here as it is summarized in the PowerPoint slides used during the session, which were circulated previously.

- When we established the BCH in 2017, there was a bit of bureaucratic work to do to make sure everyone's needs were addressed. At first it was a challenge, but we got past the bureaucratic red tape and here we are today to make the strategic plan we outlined better and more comprehensive.
- We are not only here today to meet federal and state requirements, but to make our plan that much better.
- How the BCH differs from the Homeless Consortium (SYHC)?
 - SYHC has existed since 2006
 - Includes members from community based organizations, non-profits, government, school districts, law enforcement, and faith based organizations
 - The SYHC is the region's Continuum of Care and is responsible for conducting the Point in Time count, Coordinated Entry, and other HUD regulated activities
 - BCH is more of an advisory group with some teeth that compiles information and brings it into one venue to share with representatives of consortium and other nonprofits
 - It is absolutely critical that we have a relationship between the BCH and SYHC
- Representatives from SYHC attend the BCH to ensure the two bodies are aligned to the extent possible and informed of each other's progress

CURRENT DATA ON HOMELESSNESS IN SUTTER AND YUBA COUNTIES

*Information presented by **Robert Herrick**, Public Health Epidemiologist, Sutter County Health and Human Services – Public Health Branch:*

- In 2017 there were 760 persons experiencing homelessness, of whom 150 were considered chronically homeless
- There has been a considerable increase in homelessness in the region over the past 10 years
- Most people experiencing homelessness are adults (25-54 years old)
- The top reasons for becoming homeless in the region are unemployment and being unable to pay rent
- The reason people end up experiencing homelessness is often because their social support network has collapsed
- The plan for the January 2019 Point-in-Time Count is to contact every person experiencing homelessness in Sutter and Yuba Counties
 - Survey teams will be set up at the one stop locations and shelters
 - Field teams in both counties will be working with people who are not sheltered

ONGOING EFFORTS, INITIATIVES, AND EXISTING RESOURCES IN SUTTER AND YUBA COUNTIES

Information presented by **Chaya Galicia**, Project Manager of Homeless Initiatives, Yuba County Health & Human Services; and **John Floe**, Program Manager Community Services, Sutter County Public Health:

- The Yuba-Sutter Regional Planning Committee on Homelessness is part of the BCH and includes both CAOs, both Health and Human Services Directors, and the cities of Marysville and Yuba City
- The Sutter Yuba Homeless Consortium (SYHC) has been around since 2006
 - Began with the goal to share information and work together to share information correctly
- Sutter County is participating in a project-based collaboration
- The Sutter County Homeless Project has been able to drill down into the data of why people are experiencing homelessness
 - Encourages the use of the Homeless Management Information System (HMIS) more for case management and to help identify and assess individuals experiencing homelessness
- Sutter County Outreach
 - Services include providing flu shots, vaccinations for pets
 - Help move through trust issues and make connections with people experiencing homelessness
 - Employing peer mentors with lived experiences are important for helping make those connections
- Yuba County Outreach
 - Weekly team goes out and talks with people, makes connections
 - Start planting seeds of what it would look like for individuals to start addressing their needs
 - Help people learn more about the “Ready to Rent” course provided through the Regional Housing Authority and new Rapid Rehousing (RRH) projects
- Yuba County operates a housing and disability advocacy program, including an RRH program for people experiencing homelessness who have a disability
- 14Forward began in 2016 as a temporary emergency shelter
 - The program is a collaborative effort to make an impact on homelessness in the region
- Community Court is being piloted by the Marysville Police Department
 - Rather than citing people into the regular court system, people experiencing homelessness are encouraged to enter the Life Building Center and work with a case manager to attain housing, services, etc.
 - More people are connecting to services because of this program
- A mentorship program through the Life Building Center is being developed
 - A social support system is the main thing that helps people maintain self-sufficiency
 - Open volunteer opportunities are up and coming in 2019

- Homeless 2 Housed
 - Housing older adults (age 50 or older) with some chronic health condition
 - Participants are housed in hotels in Sutter County

ADDITIONAL EFFORTS, INITIATIVES, AND EXISTING RESOURCES

Input provided by various participants in response to presentations:

- Fantastic emergency /disaster response by Sutter and Yuba Counties, including immediate case management in response to Northern California wildfires
- We are adapting Housing First to our local context, which is different from urban homelessness
- We have everyone working collaboratively in an effort to streamline services, overcome gaps, and utilize resources
- Rideout Health shared that through SB1152, they will be tracking individuals experiencing homelessness through the health system and will hopefully be entering that information into HMIS
- Homeless 2 Housed works well for seniors
- The Coordinated Entry sites are strong and effective
- REST provides great services/assistance from December to early April
- Habitat for Humanity develops homes funded through the USDA Program funds

CHALLENGES OF RESPONDING TO HOMELESSNESS IN SUTTER AND YUBA COUNTIES

*Information presented by **Ymelda Mendoza-Flores**, Sutter County Homeless Program Coordinator:*

- One of the biggest challenges for case managers and others working with people experiencing homelessness is getting people into permanent housing
 - Difficult to find housing
 - Lower costs than some California communities, but low vacancy rates:
 - Sutter County – 6%
 - Yuba County – 9%
 - Developing affordable housing requires discretionary review, time and resources to identify willing investors (if any) and secure community buy-in
- Coordinated Entry assessments have found that single adults experiencing homelessness report an average income of \$389/month and families \$832/month
 - The average rent for a 2-bedroom unit is \$904/month
- 44% of residents report becoming homeless due to unemployment
- Lack of rental history or poor rental history exacerbate housing navigation issues for our most vulnerable clients

- Data shows that the people experiencing homelessness in the Bi-County region are our own residents (not coming here from other counties)

ADDITIONAL CHALLENGES

Input provided by various participants in response to presentation:

- Large numbers of people reside in the river bottom areas, which may include wild-fire evacuees. It is an immediate need to be addressed, as the river is capable of flooding.
- Need for better tracking and quantification of how many times frontline staff and emergency responders (e.g., police, hospitals) are encountering people who are experiencing or at-risk of homelessness (including in-person encounters and calls for service)
- Need for increased education throughout the community on issues of homelessness and resources needed

Toward a Collective Vision: What Does the Ideal Response to Homelessness Look Like in Sutter and Yuba Counties?

LOCAL PRIORITIES

*Information presented by **Scott Mitnick**, Sutter County Administrator:*

- Increase in prevalence of homelessness throughout the Bi-County region is reflective of overall economic changes
 - Local economies bring in new jobs, but that can create a strain on the housing market without proportionate increase in housing units.
 - Housing crisis is a supply and demand problem
 - 20% of tax generated by redevelopment agencies had to be spent on affordable housing. With that money no longer available, tens of thousands of units throughout the state are no longer being produced.
- It costs more money to do nothing than to take action on homelessness
- Cities and counties need to work together. That has been happening and we hope to work even better together moving forward.
- The BCH created a planning committee (with representatives from Sutter Co, Yuba City, Yuba Co, and Marysville) to identify regional priorities. Committees are being developed for each of the three priorities identified: (1) Housing, (2) Prevention, and (3) Outreach and Enforcement
- **Housing: Permanent and Temporary**

- There is a consensus locally that we need both temporary and permanent affordable housing available in both counties
- Current housing resources include a 40-unit Richland Housing Project (Housing Authority) and 15-unit project in Marysville
- We are working with a massive increase in state resources for homelessness: anticipating at least three rounds of No Place Like Home (NPLH) funding and we want to take advantage of each round for a different housing project.
- The Regional Housing Authority currently has a waiting list
- Most immediate need is shelter
- It takes time to build affordable housing, so we need to look at shorter-term options
- By developing housing, we will reduce the number of people living outdoors in Sutter and Yuba Counties
- Additional permanent housing:
 - Add Permanent Supportive Housing through NPLH
 - Explore/implement other creative permanent housing solutions
- Additional temporary housing through increased shelter beds and creation of bridge housing
 - Shelter beds – need to address the number of people experiencing unsheltered homelessness
 - Bridge/Transitional Housing – A temporary housing solution that is not emergency shelter and provides an individual or family somewhere safe to live inside while looking or waiting for permanent housing.
- **Homelessness Prevention**
 - How can we prevent homelessness in the region?
 - Need to break the cycle of homelessness
 - Currently, there are extremely limited prevention activities in our community
 - Failing to prioritize these activities will continue the cycle of homelessness
- **Outreach and Enforcement**
 - Full-time Regional Outreach and Enforcement Team, including Law Enforcement, Behavioral Health, and Community Partners
 - Outreach to people who are experiencing homelessness
 - Regional ordinances and mirrored enforcement activities - Enforce in a positive manner so that people experiencing homelessness can engage in services

FEEDBACK ON LOCAL PRIORITIES

Input provided by various participants in response to presentation:

- There is a need for more vocational training/employment resources to help people obtain income and achieve self-sufficiency.
- There is some concern we might be putting too many resources into outreach and enforcement, as opposed to housing and prevention.

VISIONING EXERCISE

Input provided by various participants at the Community Alignment Session in response to the following prompts:

- *In a perfect world, what is the measure of success for “solving” homelessness in Sutter and Yuba Counties?*
- *What would the ideal homeless response system look like to achieve that?*

Measures of success for “solving” homelessness:

- Safe, stable housing for all, acknowledging that “safe” housing looks different for different people.
- The ability to serve those in unsafe homes or fleeing violence, including prevention
- A community free of violence.
- Homelessness is short, brief, and non-recurring
- Available immediate response when someone needs assistance, including housing, case management, income, health care, etc.
- All geographic areas and all points of the response system (e.g., outreach, shelter, temporary housing, permanent housing, etc.) have capacity to serve people experiencing homelessness

A perfect homeless response system is one that:

- Allows us to be creative
- Has comprehensive data on people experiencing homelessness, including information on their strengths and needs
- Works within an informed and supportive community
- Has youth-specific response/resources (for people aged 18-28, including those aging out of foster care)
- Addresses the root causes of homelessness, including natural supports, education, life skills, and poverty
- Ability to identify and assist youth - including those at risk of homelessness, those experiencing unsheltered homelessness, and those with mental health and substance use needs – who do not have current supports and are not connected to systems
- Includes an annual evaluation process (that is inclusive of the community) for programs and the system as a whole, with agreed-upon performance metrics.

Requirements and Best Practices for Responding to Homelessness

Input provided by various participants in response to presentation by HomeBase regarding which best and emerging practices and innovative ideas presented⁶³ may be worth pursuing in Sutter and Yuba Counties:

- Modular housing options:
 - purchase used units
 - shipping containers as modular housing
 - look to programs like Mobile Loaves and Fishes in Austin, TX
- Looking to the private market/business community as a source of funding
- Creative re-use of un- or under-utilized properties
 - If a building is unused for over a year, it can be re-used for emergency housing
 - Look into whether there be leasing requirement exceptions made for emergency shelter
 - There are a number of unused properties that could be viable options for housing, including Fremont Medical Center
- Homeless-run self-built communities (drawing on model in Portland, OR)
- Note: Sutter County has an inclusionary zoning ordinance, but in-lieu fees do not provide the amount needed to fund affordable housing development

Group Discussions and Feedback Session

For the final portion of the Community Alignment Session, participants were divided into four groups (Green Team, Blue Team, Red Team, Purple Team) to discuss the following questions:

- *What are the biggest remaining gaps and challenges in the Bi-County region with respect to addressing homelessness?*
- *What should the Bi-County region's highest priorities be in terms of continuing to improve the response to homelessness?*
- *What ideas do you have for addressing those needs and advancing those priorities?*
- *How can we best incorporate those ideas into the community's response to homelessness?*

Each team discussed the questions on their own and recorded their conclusions and ideas on paper, reporting out highlights to the entire group at the end. The following summarizes all the input recorded by each team.

⁶³ See presentation slides for a review of the practices and ideas presented.

Green Team

- Remaining gaps and challenges
 - More and improved data and statistics to paint a comprehensive picture of homelessness and engage the public
 - Engage law enforcement, schools, and other systems on Coordinated Entry, the homeless response system, and how to engage and respond to people experiencing homelessness
- Highest priorities
 - 24/7 shelter/safe places for people experiencing homelessness to go
 - Community engagement and education
- Addressing needs/advancing priorities
 - Send out clear, consistent messaging across all lines of communication and throughout the community
 - Strategic use of data and statistics
- Incorporating ideas into community's response to homelessness
 - Streamline and de-duplicate efforts in coordination with faith-based providers

Red Team

- Remaining gaps and challenges
 - Funding for additional shelter
 - Addressing additional persons experiencing homelessness due to recent wildfires
 - Shortage of safe, affordable housing
 - Resources and interventions for transition-aged youth (18-24), including probate youth
- Highest priorities
 - Emergency Shelter
 - Outreach to both people experiencing homelessness and to the community regarding homelessness
 - Coordinating activities between the two counties
- Addressing needs/advancing priorities
 - Solicit community members for ideas and funding (e.g., the Getty Family owns property in Yuba County)
 - Utilize unused properties such as the Fremont Medical Center for shelter/housing
 - Hold forums involving people with lived experience to help educate community members and potential funders

Blue Team

- Remaining gaps and challenges
 - Additional housing, including multi-family affordable housing, transitional/bridge housing, and tiny homes (put out RFP for interested property owners)

- More funding for mental health and substance use treatment resources
- Highest priorities
 - Local leverage for development of affordable housing with local government
 - Local grassroots efforts
 - Prevention and diversion
- Addressing needs/advancing priorities
 - Take stock of properties to see who would be willing to buy or sell property to provide low-income housing/housing for people experiencing homelessness
 - Provide incentives for property owners and developers
 - Cost-benefit analysis to report back to community
 - Replicate the Neighborhood Stabilization Program
- Incorporating ideas into community's response to homelessness
 - Focus on substance use and mental health resources
 - Focus on basic life skills and safe families

Purple Team

- Remaining gaps and challenges
 - Funding (private & public)
 - Housing inventory
 - More data on what we have and what we need
 - Construction needs
 - Rehab/repurpose
 - Public perception (NIMBYism)
- Highest priorities
 - Emergency Shelter
 - Permanent Supportive Housing
 - Prevention
 - Programs for middle aged adults without children
- Addressing needs/advancing priorities
 - Shared housing with wraparound services and case management
 - Rehabilitate existing housing stock/properties
 - Offer incentives
 - Zoning/Codes/Land Use
 - Financing and Community Development for housing
- Incorporating ideas into community's response to homelessness
 - Public education for community members
 - Communicate more effectively
 - Advocate for funding and changes to laws
 - Reduce barriers for rural communities

Appendix E: Resources

A thorough, but non-comprehensive list of community-based resources available to persons experiencing or at-risk of homelessness in Bi-County region is provided below. These resources have been compiled by the Sutter Yuba Homeless Consortium and cover a broad range of needs, including Coordinated Entry, housing services, financial assistance, behavioral health, substance abuse, employment, clothes closets, food pantries/meals/ financial assistance, clothes closets, financial assistance, Veteran services, health care services, transportation, and other services.

Community-Based Resources: Bi-County Region⁶⁴	
Coordinated Entry	
Coordinated Entry Access Points	Hands of Hope (Yuba City) Life Building Center (Marysville)
Housing Services	
Affordable Housing	Regional Housing Authority
Clean and Sober Living	Feather River Men’s Center
Cold Weather Emergency Shelter	Regional Emergency Shelter Team (REST)
Domestic Violence Emergency Shelter	Casa de Esperanza
Permanent Housing	Habitat for Humanity Yuba-Sutter
Permanent Subsidized Housing	Alberta Gardens
Rapid Rehousing (CalWorks)	Sutter County Health and Human Services Yuba County Health and Human Services
Rapid Rehousing (ESG)	Bridges to Housing The Salvation Army Homeless 2 Housed
Emergency Shelter	Twin Cities Rescue Mission
Temporary Shelter	14Forward The Salvation Army
Transitional Housing	Lydia's House Buddy's House Deborah's House Joshua House
Housing Services - Behavioral Health/Substance Abuse	
Adolescent/Youth Counseling	Sutter Yuba Behavioral Health Youth & Family Services
Drug and Alcohol Counseling	Options for Change First Steps
Drug and Alcohol Program	The Salvation Army Adult Rehabilitation Program

⁶⁴ Sutter Yuba Homeless Consortium, “Yuba Sutter Homeless Resources Guide,” https://docs.wixstatic.com/ugd/ebd41d_d91efcd5324341b1b52a9141ff7c9263.pdf

Permanent Supportive Housing	Pathways Residential Program House
Transitional Supportive Housing	Teen Challenge
Employment Services	
Employment and Training Services	Sutter County One Stop Yuba County One Stop
Employment Rehabilitation Resources	Department of Rehabilitation
Food Assistance	
CalFresh	Sutter County Health and Human Services Yuba County Health and Human Services
Community Meal – Breakfast & Lunch	A Hand Up Ministry
Community Meal – Lunch	First United Methodist Church St. Andrew Presbyterian River Bottoms Ministry
Community Meal – Dinner	First Lutheran Church Twin Cities Rescue Mission
Food Closets & Pantries	St. John's Episcopal Church, Brownsville Adventist Church, Calvary Christian Center, Wheatland Baptist Church, St. Joseph Church, Loma Rica Community Church, St. Andrew Presbyterian, St. Vincent de Paul, Yuba City Seventh Day Adventist, The Salvation Army, Riverside Restoration Center, Agape Food Closet, Christian Assistance Network (C.A.N.), First United Methodist Church (Yuba City and Marysville locations), First United Methodist Church, Glad Tidings Church, Twin Cities Rescue Mission, Olivehurst Seventh Day Adventist, Hope Point Nazarene Church
USDA Food Bank	Yuba-Sutter Food Bank (multiple locations)
WIC	WIC Program (multiple locations) Ampla Health WIC Program (multiple locations) Sutter County Health and Human Services
Clothes Closets	
Clothing Closet	Christian Assistance Network Crossroads Community Church Twin Cities Rescue Mission
Clothing Closet and Household Items	Society of St. Vincent De Paul
Benefits and Financial Assistance	
Benefits	US Social Security Administration
General Assistance	Sutter County Health and Human Services Yuba County Health and Human Services
Veteran Services	
Crisis Response	Veterans Crisis Line

Homeless Veterans	Central Valley Homeless Veterans Assistance Programs
Medical Clinic	VA Northern California Health Care System Yuba City Outpatient Clinic
Housing Resources for Veterans	Sutter-Yuba VA HUD VASH
Other Veterans Resources	Yuba Sutter Stand Down Yuba-Sutter Counties Veteran Services
Healthcare Services	
Crisis Services	Sutter Yuba Behavioral Health
Immunizations Clinic	Sutter County Public Health
Medical & Dental Clinic	Ampla Health - Olivehurst Medical & Dental Peach Tree Health
Medical Clinic	Harmony Health Medical Clinic Ampla Health - Yuba City Medical Ampla Health - Richland Medical Ampla Xpress Care Ampla Health - Yuba City Pediatrics Peach Tree Health Marysville Immediate Care Clinic
Transportation	
Medical Transportation	Anthem Blue Cross Medi-Cal California Health and Wellness
Public Transportation	Yuba-Sutter Transit
Other Services	
Child Care	Children's Home Society of California
Cultural Services	Sutter Yuba Behavioral Health - Latino Outreach Center Sutter Yuba Behavioral Health - Hmong Outreach Center
Legal Assistance	California Rural Legal Assistance
Payee Services	Benefits Management Corporation Northern California People's Advocate C & J Services
People with Disabilities	FREED Center for Independent Living
Senior Resources	Area Resources for Seniors
Special Needs Resources	Alta California Regional Center
Utility Assistance	PG&E (HEAP, CARE, and Medical Baseline Discounts)
Hotlines	
Adolescent/Youth Counseling	Teen Hotline (800-852-8336)
Crisis Hotline	Sutter Yuba Behavioral Health (530-673-8255, 888-923-3800)
Drug and Alcohol Counseling	Narcotics Anonymous Hotline (818-377-4366) Alcoholic Anonymous Hotline (530-673-9380)
Referral & Resources	Sutter County Homeless Hotline: 530-822-5999 Life Building Center: 530-749-6811 Hands of Hope: 530-755-3491