

*a fresh take.*

**RANCHO CORDOVA**  
CALIFORNIA



City of Rancho Cordova  
Homeless Action Plan  
FY 2017-2018

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## Current Situation

According to City Staff's best estimates, the number of literally<sup>1</sup> homeless in Rancho Cordova is approximately 200. Additionally the Folsom Cordova Unified School District has documented approximately 500 homeless<sup>2</sup> students. Similarly, the latest Sacramento Steps Forward Point in Time Count from February 2017 estimated a Rancho Cordova homeless population of 212.<sup>3</sup> Inherent in these estimates is the likelihood of undercounting the homeless due to the difficulties in accurately numbering this population.

This homeless situation is not unique to Rancho Cordova. Across California, many Cities and Counties are experiencing a dramatic increase in their homeless populations over the last few years.

### **Estimate of the cost of homelessness in Rancho Cordova**

Regardless of what is intentionally done to address homelessness, there are inherent costs to public and private services from homelessness. For example, when a homeless person suffering from mental illness uses an emergency room at a hospital, or when a homeless person commits a crime, is arrested, stands before a judge, and spends time in jail. Research has been conducted to estimate these costs versus the same costs to these systems when homeless individuals become housed. In an effort to estimate these costs in Rancho Cordova this section uses the cost estimates from the 2009 report *Where We Sleep, Costs when Homeless and Housed in Los Angeles*<sup>4</sup>, which is broken down into three categories of homeless expenditures- law enforcement services, homeless assistance programs and services, and healthcare providers. Based on a homeless population of 200, the cost of Rancho Cordova's homeless population is \$6,952,800, and is further detailed below:

- Average cost \$2,897/month/person or \$34,764/yr/person
  - Annual cost of 200 literally homeless is \$6,952,800
  - Cost is heavily skewed by the highest 10% of services users who are typically characterized as having a Mental Illness, Substance Abuse, Disability, no current Work History and are older than age 50
- Law Enforcement Services
  - 28% of total
  - Annual cost of 200 literally homeless is \$1,946,784

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<sup>1</sup> The term "Literally Homeless" refers specifically to homeless who lack a nighttime residence.

<sup>2</sup> This data comes from the 2016/2017 school year. The FCUSD homeless definition includes children who are sharing housing; this category made up 465 of the 500 homeless students.

<sup>3</sup> The Sacramento Steps Forward 2017 Point in Time Count can be found here:

<http://sacramentostepsforward.org/wp-content/uploads/2017/07/Sacramento-PIT-2017-FINAL-170717.pdf>

<sup>4</sup> The 2009 Study "Where We Sleep: Costs when Homeless and Housed in Los Angeles. 2009" can be found here (see page 26 for cost data): [https://economicrt.org/wp-content/uploads/2009/11/Where\\_We\\_Sleep\\_2009.pdf](https://economicrt.org/wp-content/uploads/2009/11/Where_We_Sleep_2009.pdf)

- Homeless Assistance Programs and Services
  - 32% of total
  - Annual cost of 200 literally homeless is \$2,224,896
- Healthcare Providers
  - 40% of total
  - Annual cost of 200 literally homeless is \$2,781,120

## Action Items for FY 2017 – 2018

1. Work towards the completion of Mather Veterans Village Phases 2 and 3
2. Continue the Sacramento Steps Forward Navigator contract for one Homeless Outreach Navigator
3. Continue the Sacramento Self-Help Housing (SSHH) contracts for the Renter's Helpline and Housing Counseling
4. Implement the Homeless Outreach Team
5. Continue participating in Sacramento County and regional efforts to increase the effectiveness of existing homeless services in the County and Rancho Cordova in particular and attract grant funding to the region
6. Cooperate with the Rancho Cordova Homeless Assistance Resource Team (RC HART) for the Rancho Cordova Winter Shelter
7. Collaborate with Homeless Service Providers in the City to discuss homeless efforts within Rancho Cordova
8. Participate in the regional Emergency Services Grant Rapid Rehousing Program through the Sacramento Housing and Redevelopment Agency and Volunteers of America
9. Stay current and involved in legislative activities related to homelessness

## Cost of Action Items and Expectations of Impact

While not all of the homeless served will come from Rancho Cordova, it is difficult, and not necessarily preferable, to target only the homeless "coming from" Rancho Cordova. Homelessness is a regional issue with porous borders, shared services, and shared benefits. Indeed, it could be said that the largest benefits of these proposed action items will accrue to private healthcare providers. However, where it is possible, Staff is ensuring that Rancho Cordova's homeless are identified to receive services paid for by the City.

### **Cost of Action Items is \$743,000 from all sources**

Funding for activities covered by the City General Fund will cost \$695,000:

- Navigator - \$60,000
- Law Enforcement - \$500,000
- City Staff time - \$135,000

Funding for activities covered by FY 17/18 Community Enhancement will total \$12,000:

- RC HART Winter Shelter - \$12,000

Funding for activities through FY 17/18 CDBG will total \$36,000:

- Sacramento Self-Help Housing Tenant/landlord mediation and Renter's Helpline - \$36,000

### **Leverage of other funds**

An additional \$700,000 from non-City sources will be leveraged this year alone from the proposed actions. Another \$25,800,000 from Mather Veterans Village Phases 2 and 3 will be leveraged when all of the required funding is secured.

Mather Veterans Village Phase 2 and Mather Veterans Village Phase 3 will leverage \$25,800,000 in State, Federal, private sector and other sources. The Navigator will leverage over \$550,000 in funding from other sources to provide services for homeless, the bulk of this coming from connecting homeless to sources of income, health insurance, and primary healthcare. Sacramento Self-Help Housing will leverage private legal aid funding for homeless and households at-risk of homelessness through Project Sentinel and the Renter's Helpline. RC HART will leverage private funding of at least \$50,000 to operate the winter shelter. And participating in the SHRA Emergency Solutions Grant Program will leverage an estimated \$75,000 - \$100,000 in State funding.

### **Expected Homeless Served by Action Items in FY 2017 - 2018**

- Permanent and Permanent Supportive Housing (including self-resolves)
  - Mather Veterans Village Phase Three – 0 during this period, approximately 55 homeless veterans will be permanently housed from countywide once completed, and an additional 7-10 will be housed annually thereafter as vacancies are filled
  - Navigator – 5-10 individuals from Rancho Cordova will be permanently housed in supportive housing locations across Sacramento County and an additional 15-20 individuals from Rancho Cordova will be assisted towards self-resolves, helping these individuals find housing in the private market
- Rapid Rehousing
  - Emergency Solutions Grant Program – 12 households from Rancho Cordova will be housed through rapid rehousing in locations across Sacramento County
- Transitional Housing
  - Mather Veterans Village Phase Two – 0 during this period, approximately 50 homeless veterans will be transitionally housed from countywide once completed for up to two years, an additional 10-15 will be housed annually thereafter as vacancies are filled
  - Navigator – 5 individuals from Rancho Cordova will be housed in transitional housing facilities across Sacramento County

- Temporary Shelter
  - Navigator – 50 homeless households from Rancho Cordova will be housed in temporary shelter facilities across Sacramento County, with stays ranging from several days to several months
- Mental Health and Detox Placements
  - Navigator – 30 homeless individuals from Rancho Cordova will be placed in mental health and detox facilities

### **Estimate of Cost Reductions (Impact)**

This section will again use the cost estimates of homelessness when homeless and housed to estimate the anticipated benefits from above housing outcomes for this fiscal year. Please note, these reductions in costs are not included in the projected amount of funds leveraged. Again using the study *Where We Sleep, Costs when Homeless and Housed in Los Angeles* costs estimates from 2009<sup>5</sup>, cost reductions are projected to be the following:

- The monthly cost per homeless person once in supportive housing was \$605 (vs. \$2,897 when unhoused) and is assumed to be \$0 for self-resolve cases.
- The number of persons expected to be placed in supportive housing during FY 17/18 from the above figures including permanent supportive housing, rapid rehousing, transitional housing, and mental health and detox facility placements (but not including short-term shelters), is 57.
- 20 more people are anticipated to be self-resolved cases.
- **Total housed cost is \$414,000, vs. unhoused cost of \$2,677,000, creating an estimated annual savings of \$2,263,000**
  - Cost savings for Law Enforcement
    - 28% of total
    - Total housed cost of \$116,000 vs. unhoused cost of \$750,000, creating an estimated savings of \$634,000
  - Cost savings for Homeless Assistance
    - 32% of total
    - Total housed cost of \$132,000 vs. unhoused cost of \$857,000, creating an estimated savings of \$725,000
  - Cost savings for Healthcare
    - 40% of total
    - Total housed cost of \$166,000 vs. unhoused cost of \$1,070,000, creating an estimated savings of \$904,000

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<sup>5</sup> The 2009 Study “Where We Sleep: Costs when Homeless and Housed in Los Angeles. 2009” can be found here (see page 26 for cost data): [https://economicrt.org/wp-content/uploads/2009/11/Where\\_We\\_Sleep\\_2009.pdf](https://economicrt.org/wp-content/uploads/2009/11/Where_We_Sleep_2009.pdf)

## Action Items in Detail

### **1. Work towards the completion of Mather Veterans Village Phases 2 and 3**

- Description
  - 46 Transitional Housing beds in Phase 2, rehabilitation of old Mather Air Force Base infirmary building
  - 50 Permanent Supportive Housing units in Phase 3, new construction
  - Obtain final funding for Phases 2 and 3
  - Begin rehabilitation of the Phase 2 building
  - Begin construction of Phase 3
- Cost
  - \$55,000 FY 16/17 Community Enhancement grant to Phase 2
  - \$75,000 FY 15/16 Community Enhancement grant to Phase 3
  - Staff Time being covered by Activity Delivery fee included in project costs
- Timeline
  - The current schedule is to obtain final funding for Phases 2 and 3 before December 2017; however that may require more time. If funding is acquired, construction may begin before June 2018 with completion as early as December 2019.

### **2. Continue the Sacramento Steps Forward Navigator contract for one Homeless Outreach Navigator**

- Description
  - The Navigator provides outreach services to homeless individuals in the City, helping them reach all of the existing services provided by Sacramento County and the region's nonprofits. These services include securing immediate shelter and permanent housing, document preparation, obtaining income sources, psychological counseling, mental health and substance abuse services, and others.
  - Over the next year, efforts will be taken to better prepare the Navigator to interface with the County's chosen homelessness strategies (such as a Triage Center), make connections for the County's ESG rapid rehousing program and Community Support Team mental health referral system, and interface with the Rancho Cordova HART winter shelter.
  - The typical caseload is 30-60 households at any given time, with approximately 15-20 new cases each month for a total of approximately 200 homeless households (primarily individuals) served per year. A summary of cases served between May 2016 and April 2017 is found in Appendix A.
- Cost
  - The annual cost is \$60,000 to the General Fund.
- Timeline
  - The Rancho Cordova Navigator contract began in May, 2016 and will continue through FY 2017-2018.

### **3. Continue the Sacramento Self-Help Housing contracts for the Renter's Helpline and Housing Counseling**

- Description
  - Tenant/landlord mediation to help low-income renters who have a conflict with their landlord or property manager
  - Renters Helpline to help with tenant/landlord disputes, housing discrimination cases and housing crises to prevent homelessness
  - Approximately 350 households will be served by these programs annually
- Cost
  - The annual cost of these programs was \$36,000 in FY 16/17, which was funded through Rancho Cordova's Community Development Block Grant (CDBG) funds, funding for the programs is expected at similar levels for FY 17/18.
- Timeline
  - Services are currently in operation and ongoing through Sacramento Self-Help Housing

### **4. Implement the Homeless Outreach Team**

- Description
  - The team will consist of 2 police officers, 1 code enforcement officer, the homeless Navigator, and a part-time mental health worker
  - Will address panhandlers and trespassers
  - Will continue homeless camp cleanups at a rate of approximately 3-5 camps per week
  - Outreach to property owners about trimming landscaping and other concepts to reduce the desirability for camp creation and crime prevention
  - Will release POP officers for other activities
  - NOTE this does NOT include all of the calls for service regarding homeless or transients. Calls for service and related activities are assumed to be included in the estimated existing cost of homelessness on law enforcement stated earlier in this report.
- Cost
  - Cost is within the Law Enforcement Services contract and the Neighborhood Services Staff budget but is estimated to be approximately \$270,000 in personnel time and materials annually from the General Fund. An additional \$320,000 will come from the police contract budget bringing the total cost for this item to approximately \$500,000.
- Timeline
  - Camp cleanup efforts and education of property owners started several years ago and is an ongoing activity. Additional focus from this team on the FOZ area will begin fall 2017.



**5. Continue participating in Sacramento County and regional efforts to increase the effectiveness of existing homeless services in the County and Rancho Cordova in particular and attract grant funding to the region**

- Description
  - Staff will participate in the Sacramento County and Cities Meetings on Homelessness between City and County staff leading homeless efforts, offering input into the regional discussion and strategies.
  - Over the next year a focus will be placed on improving services for unmet needs and demographics (such as Permanent Supportive Housing for seniors, battered women, transition age youth, etc.), and supporting and improving Education and Job training programs for homeless.
  - Staff will be plugged into regional discussions around new funding sources such as No Place Like Home, and strategies for securing and spending those funds in Sacramento County. This source could bring to Sacramento County somewhere in the range of \$100 million for homeless housing and services over the next five years for homeless households suffering from mental illnesses.
  - Staff will continue to participate in regional trainings held by SACOG, the National League of Cities and others
- Cost
  - The cost for these activities is solely Staff time, consisting of 10% of the Reinvestment Analyst's time and 15% of the Neighborhood Services Manager's time estimated to be a total cost of \$45,000. These costs are funded by the General Fund.
- Timeline
  - These activities are ongoing from year to year, however with current emphasis in the next fiscal year (2017-2018) as Sacramento County continues to pursue big changes in its homeless services as well as the No Place Like Home funding opportunity.

**6. Cooperate with the Rancho Cordova Homeless Assistance Resource Team (RC HART) for the Rancho Cordova Winter Shelter**

- Description
  - As needed, City staff will participate in the planning and execution of the RC HART winter shelter later in 2017 into early 2018.
  - Approximately 20-30 homeless individuals per night are provided with overnight shelter and hot meals while the winter shelter is in operation.
- Cost
  - The cost for this activity is included in the general staff time costs to participate in local and regional discussions as described in Action Item 5 above.
  - RC HART has submitted a Community Enhancement request for FY 17/18 of \$12,000, which Staff is recommending for approval as of this writing. In addition,

RC HART has secured in-kind or matching funds of \$50,000 for the winter shelter.

- Timeline
  - As needed, City staff will participate in the planning and execution of the RC HART winter shelter between October 2017 and March 2018.

**7. Collaborate with Homeless Service Providers in the City to discuss homeless efforts within Rancho Cordova**

- Description
  - A Homeless Advisory Committee will be created including public and private sector individuals and organizations that have in-depth knowledge of Rancho Cordova's homeless population to meet on a monthly or bi-monthly basis to improve homeless services and coordination within Rancho Cordova.
- Cost
  - The cost of this item is included in the City Staff time costs stated in Action Item 5 above.
- Timeline
  - This committee will be formed summer 2017 and begin to meet soon after.

**8. Participate in the regional Emergency Services Grant Rapid Rehousing Program through the Sacramento Housing and Redevelopment Agency and Volunteers of America**

- Description
  - Approximately \$400,000 of State Emergency Solutions Grant funds have been awarded to the Sacramento Housing and Redevelopment Agency (SHRA) to administer a rapid rehousing program within Sacramento County. The goal of this program is to assist up to 70 households within the cities of Elk Grove, Rancho Cordova and Citrus Heights. The program, which is being administered by Volunteers of America (VOA) for SHRA, will offer homeless clients application and move-in costs and between 7-9 months of rental subsidy.
  - City Staff will coordinate with VOA to administer this program to attract and enroll eligible Rancho Cordova homeless households over the next two years or until all of the funds are spent between the three cities.
  - While the funding is to be shared by multiple jurisdictions, this grant program is estimated to help approximately 10-15 Rancho Cordova households become rapid rehoused. Rapid Rehousing has a greater than 90% success rate in helping homeless households remain permanently housed.
- Cost
  - The cost of this item is included in the City Staff time costs stated in Action Item 5 above. An in-kind match is required by this program but can easily be met by using Rancho Cordova's existing Navigator and City Staff costs as match and other in-kind contributions from Sacramento County if necessary.
- Timeline

- The program has already begun in Elk Grove and Citrus Heights. City Staff will coordinate activities with VOA until the funds are completely spent.

**9. Stay current and involved in legislative activities related to homelessness**

- Description
  - The Legislative Affairs Team, which includes the Neighborhood Services Manager, will continue to stay informed of and engaged in legislative activities related to homelessness with the goal of increasing funding for housing and services as appropriate.
- Cost
  - The cost of this item is included in the City Staff time costs stated in Action Item 5 above
- Timeline
  - This item is ongoing.

Enclosed:

**Appendix A Navigator Outreach Data – May, 2016 – April, 2017**

2853280.1

# FY 2017-2018 Homeless Action Plan

# Why this Presentation

The City Council has already directed staff to begin several activities.

These are now all consolidated into the Fiscal Year 2017/2018 Homeless Action Plan, which is the purpose of this presentation .



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## Current Homeless Situation

- Staff's best estimates of homeless who lack a nighttime residence in Rancho Cordova is approximately 200.
- The February 2017 county-wide Point in Time Count found 212 homeless individuals in Rancho Cordova.
- Using cost of homelessness estimates from research conducted in Los Angeles, the approximate annual cost to law enforcement services, healthcare providers, and homeless assistance programs for 200 homeless in Rancho Cordova is \$6,952,800.

# FY 17/18 Action Items

1. Work towards the completion of Mather Veterans Village Phases 2 and 3
2. Continue the Sacramento Steps Forward Navigator contract for one Navigator
3. Continue the Sacramento Self-Help Housing (SSHH) contracts for the Renter's Helpline and Housing Counseling
4. Implement the Homeless Outreach Team – 2 FT pd officers, 1 FT code enforcement officer, the Navigator
  - a) Will address panhandlers and trespassers
  - b) Continue cleanup activities and encourage camp prevention through environmental design
5. Continue participating in Sacramento County and regional efforts to increase the effectiveness of existing homeless services in the County and Rancho Cordova in particular and attract grant funding to the region.
6. Cooperate with the Rancho Cordova Homeless Assistance Resource Team (RC HART) for the Winter Shelter
7. Collaborate with Homeless Service Providers in the City to discuss homeless efforts within Rancho Cordova.
8. Participate in the regional Emergency Services Grant Rapid Rehousing Program through the Sacramento Housing and Redevelopment Agency and Volunteers of America
9. Stay current and involved in legislative activities related to homelessness

# Cost, Leverage, and Outcomes

The total cost of these Action Items from all sources for FY 17/18 is \$743,000. An additional \$700,000 will be leveraged from other sources this year. Mather Veterans Village Phases 2 and 3 will leverage approximately \$25,800,000 from all funding sources once complete.

Housing outcomes for this Fiscal Year will be:

- Permanent and Permanent Supportive Housing (PSH)
  - 5-10 households will be assisted into PSH by the Navigator
  - 15-20 households will be assisted into self-resolving their homelessness by the Navigator
- Rapid Rehousing
  - 12 households will be housed through rapid rehousing by the Emergency Solutions Grant Program
- Transitional Housing
  - 5 individuals will be housed in transitional housing by the Navigator
- Temporary Shelter
  - 50 homeless individuals/households will be given temporary shelter assistance by the Navigator
- Mental Health and Detox Placements
  - 30 individuals will be placed in mental health and detox facilities by the Navigator



# THANK YOU

Any Questions?