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JACK CRIST
DEPUTY CITY MANAGER

CITY OF SACRAMENTO
CALIFORNIA

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NEIGHBORHOODS, PLANNING AND
DEVELOPMENT SERVICES DEPARTMENT

APPROVED
BY THE CITY COUNCIL

ADMINISTRATION
PH 916-264-7598
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JUN 30 1998

June 15, 1998

OFFICE OF THE
CITY CLERK

City Council
Sacramento, California

Honorable Members in Session:

SUBJECT: HOMELESS FORUM RECOMMENDATIONS: VALUES AND PRINCIPLES, REGIONAL ACTION PLAN & ESTABLISHMENT OF A REGIONAL BOARD ON HOMELESS

LOCATION: City-wide, All Districts

RECOMMENDATION

It is recommended that City Council, by resolution: 1) adopt values and principles regarding human service issues, 2) support the recommendations and action plan contained in the homelessness report, 3) direct staff to work with the County of Sacramento and concerned organizations and citizens in the implementation of the action plan, 4) appoint a City Council member to serve on the Regional Board, and 5) direct the City Manager to designate staff to jointly support the Board with Sacramento County staff.

CONTACT PERSONS:

Jack Crist, Deputy City Manager, 264-7598
Bina Lefkowitz, Special Program Consultant, 264-8239
Art Gee, Principal Planner, 264-5945

FOR COUNCIL MEETING OF: June 30, 1998

SUMMARY

This report requests that the City Council complete its motion of intent adopted on December 2, 1997, and take final action in support of the Homeless Forum recommendations. The recommendations include: values and principles regarding human services (attachment 1),

recommendations for an action plan, and establishment of a regional board on homelessness. The Board of supervisors adopted the report and its recommendations in February, 1998.

BACKGROUND INFORMATION

- On February 25, 1997, City Council approved a white paper on the City's role and involvement in human service and educational issues. This report focused on human service and homeless issues. The white paper outlined the need for a more pro-active and collaborative role with the county, schools, and the community in developing human service policies, re-engineering human service systems, and evolving new programs as necessary.
- In November 1996, and April and June, 1997, local forums on homelessness were sponsored by the Midtown Business Association, co-sponsored by the City and County and attended by city and county staff, elected officials, local businesses, clergy, human service providers and concerned citizens. Recommendations from the forums included:

Values and principles related to:

- ✓ Regional program planning
- ✓ Access to services
- ✓ Opportunities to work
- ✓ Tolerance and respect for differences
- ✓ Personal responsibility
- ✓ Safety and shelter

Specific recommendations including a suggestion for an action Plan to help mitigate the problem of homelessness in our community.

The creation of a Regional Board on Homelessness with the charge of developing a five year consolidated plan to comprehensively address the overall system of funding and management of services and reduce the impacts of homelessness within the Sacramento region.

- The Sacramento City Council and the County Board of Supervisors were asked to support the recommendations, create the regional board and jointly dedicate staff support. On December 2, 1997, the City Council adopted a motion of intent to support the recommendations with final action to occur after the County Board of Supervisor's review of the report. In February, 1998 the Board heard the recommendations and adopted a motion of support with direction to County Staff to expand the neighborhood representation on the regional board and to have the nominations return to the Board of Supervisors for ratification. The same would occur for the City Council.

- Since the actions by the City Council and Board of Supervisors, staff from both agencies have been working with a small group of advisors to complete the necessary work to begin the process of forming the regional board. Collaboration with an advisory group was a suggestion from Councilman Kerth's Office and the participants are listed on attachment 7.

The advisory group prepared and forwards several documents for use by the City and County. Attachment 2 is the proposed list of participants on the regional board with three additional members representing neighborhoods as directed by the Board of Supervisors. Attachment 3 is a charter stating the board's charge. Attachment 4 is a suggested structure for the board and a description of various roles. Attachment 5 is an anticipated time line for start up. Lastly, attachment 6 is a suggested letter from the Mayor and Board Chair that will be sent out to solicit nominations for participation on the regional board.

FINANCIAL CONSIDERATIONS

None at this time. First year co-staffing the Regional Board on Homelessness with the County will be from existing staff, with the anticipation that the Board will seek stand-alone funding for the future years. In addition to providing the lead staffing, the County has also committing consultant assistance to aid the Board in start up.

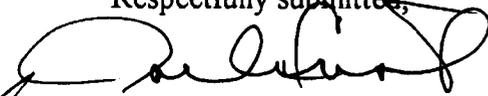
POLICY CONSIDERATIONS

The adoption of these guiding values and principles and homelessness report is consistent with Council's emphasis on regional cooperation in addressing critical economic and quality of life issues that affect residents in the greater Sacramento area. They are consistent with the role of the City as outlined in the white paper on Human Services previously adopted by the Council.

MBE/WBE EFFORTS

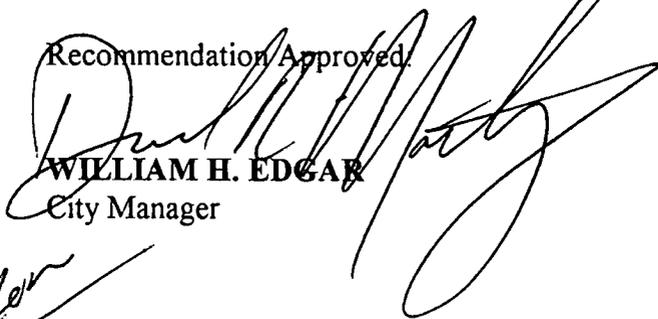
No goods or services being purchased.

Respectfully submitted,



JACK CRIST
Deputy City Manager

Recommendation Approved.



WILLIAM H. EDGAR
City Manager



APPROVED
BY THE CITY COUNCIL

JUN 30 1998

OFFICE OF THE
CITY CLERK

RESOLUTION NO. 98349

ADOPTED BY THE SACRAMENTO CITY COUNCIL

ON DATE OF _____

**RESOLUTION ADOPTING VALUES AND PRINCIPLES,
REGIONAL ACTION PLAN & ESTABLISHMENT OF A
REGIONAL BOARD ON HOMELESSNESS**

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO THAT:

The City council adopt values and principles regarding human services issues;

The City Council supports the recommendations and action plan contained in the homelessness report;

City staff is to work with the County of Sacramento, the Regional Board on Homelessness, and concerned organizations and citizens in the implementation of the action plan on homelessness;

The City Council is to appoint a Council member to serve on the Regional Board on Homelessness;

The City Council will direct the City Manager to designate staff to support the Board and coordinate the City's homeless efforts; and

City staff will review the progress of the Regional Board one year from the date its members are seated and evaluate the City's continued participation in the effort.

MAYOR

ATTEST:

CITY CLERK

FOR CITY CLERK USE ONLY

RESOLUTION NO.: _____

DATE ADOPTED: _____ 4

ADDRESSING HOMELESSNESS

VALUES OF THE SACRAMENTO CITY COUNCIL

Values: Regional Responsibilities and Planning

- The City of Sacramento has a responsibility to the safety and well being of all its people.
- Homelessness needs to be addressed regionally, cooperatively and in a manner integrated with all other strategic planning efforts.
- Homelessness is a multifaceted problem. In addition to the need for shelter, job training and placement, health services, drug and alcohol treatment and counseling also need to be available.

Principles

- Avoid duplication and inefficiencies through enhanced coordination around funding and service management.
- Link planning for economic development and housing with human services planning. Of particular focus is the need for affordable housing and job development services.
- Planning will be inclusive of all stakeholders.
- Establish measurements for program performance and results.
- Provide information to City and County residents about the need for services in various neighborhoods.

Value: Access to Services

- Human Services are a part of the solution.
- Services need to be accessible and appropriate to the needs of individuals and families.
- Facilities need to be designed and operated appropriate to the needs of all.

Principles:

- Services should be disbursed and accessible.
- Promote small, multi-services centers.
- Promote detainment and treatment centers for drug and alcohol treatment.
- Multi-services centers should have dual diagnosis programs as well as other services that meet living needs of people and to help people become self sufficient.
- Continue to seek innovative ways to deliver services in a manner that benefits the recipients and neighborhoods.

Values: Work

- There should be opportunities for people to work if they are able.
- Wages need to be life sustaining.
- All sectors of society need to work together to create jobs.

Principle:

- Develop employee readiness skills to enhance an employers' willingness to hire.

Values: Tolerance and Respect for Differences

- Diversity of lifestyles is healthy and interesting if everyone is safe from harm.
- Greater understanding and respect for differences needs to be fostered through education of all segments of society.

Values: Responsibility

- When a homeless person engages government for services, there are expectations that government has of him/her. Including pursuing detox/rehab if needed.
- Recipients of services have a responsibility to follow through with available opportunities when capable of doing so.
- Business and services providers have a responsibility to mitigate their impacts on neighborhoods.
- People should be accountable for their behaviors.
- Providers have an obligation to require responsible behavior from their clients.

Principles:

- Clients and service providers should enter into a "code of conduct" contract outlining dos and don'ts of the program and expected behaviors.
- Service providers and neighborhoods should establish guidelines for being good neighbors.

Values: Safety

- All people have a right to safety of person and property.
- Community safety is enhanced when people are law abiding.
- We have an obligation to promote the mutual concern for the safety of one another.

Principle:

- Laws need to be obeyed and enforced.

Value: Shelter

- Shelter is a basic human need. The community is a more orderly and satisfactory environment when everyone has a suitable place to sleep and tend to their personal needs. The availability of adequate (transitional housing, temporary shelter and other housing that meets the range of needs) housing is essential to the overall well being of the community and its people.

IMPLEMENTATION PLAN

It is recommended that a Regional Board on Homelessness be formed to develop a 5 Year Consolidated Plan on Homelessness in order to comprehensively address the funding and management of services designed to mitigate homelessness. The core group has defined a "Regional Board" as one which members represent the different regions and interest groups within Sacramento County. Staffing for the Board will be funded jointly by the City Council and County Board of Supervisors for one year with the anticipation of stand alone funding for the future. Membership of the Board will include the 32 positions described below:

- Elected Officials (1-County; 1-City)
- Elected Officials from Neighboring Jurisdictions (2-selected at an appropriate time in the future)
- Business/Employment Section (1-SETA; 1-Chamber of Commerce/Economic Cabinet; 1-Downtown Partnership; 1-Midtown Business Association)
- Neighborhood Associations (3 in the City, 3 in the County)
- Housing (1-SHRA; 1-Homeless Shelter Provider; 1-Sacramento Housing Alliance)
- Food (1-DHA; 1-Hunger Commission)
- Mental Health/Sobriety (1-DHHS; 1-Mental Health Provider; 1-Substance Abuse Service Provider; 1-Substance Abuse Consumer)
- Public Safety (2-Criminal Justice Cabinet to recommend one representative each from the City and County)
- Religious Community (1 Urban and 1 Suburban Clergy)
- State Government (1-Licensing & Facilities)
- U. S. Government (1-Veterans Administration)
- Homeless Consumer (1-DHA Client Advisory Group; 2-Homeless or Formerly Homeless Consumers)

(List reflects the addition of 3 neighborhood representatives as directed by the Board of Supervisors)

*Regional Board
on
Homelessness
CHARTER*

Date: May 28, 1998

<i>CHAIRPERSON:</i>	<i>PHONE:</i>	<i>TARGET COMPLETION DATE:</i>
<p><i>ISSUE STATEMENT:</i></p> <p>Develop a five (5) year consolidated plan in order to comprehensively address the overall system of funding and management of services designed to mitigate (<i>to cause to become less harsh, hostile, severe or painful</i>) and reduce homelessness within the Sacramento County region.</p> <p><i>FOCUS AREAS:</i></p> <ul style="list-style-type: none"> • <u><i>Case Management</i></u> - a coordinated case management system that includes a mechanism for tracking the homeless population and collecting relevant data on the population served • <u><i>Emergency Food</i></u> - a coordinated standardized emergency food system • <u><i>Public Safety</i></u> - a "misdemeanor jail" which houses individuals who have committed misdemeanor violations • <u><i>Housing</i></u> - assess and evaluate current plans and policies to determine if they comprehensively address the needs of the homeless population, while ensuring that programs are accessible and appropriate for the neighborhood • <u><i>Mental Health</i></u> - expand existing resources and decentralize these services throughout the community • <u><i>Employment</i></u> - assess and evaluate opportunities for homeless individuals to receive pre-employment vocational training • <u><i>Sobriety</i></u> - assess and evaluate current programs to determine if a comprehensive regional plan exists which includes the development of substance abuse programs with cultural competency • <u><i>Homeless Veterans</i></u> - the County Department of Human Assistance, in conjunction with local veterans groups, will report on efforts to develop and coordinate delivery of services to the homeless veterans population <p><i>Note:</i> Potential impacts on affected business and residential neighborhoods will be considered/addressed for each focus area mentioned above.</p>		
<p><i>STAKEHOLDERS/CUSTOMERS:</i></p>		

STRATEGIES:

Phase I: Data Collection (6 months) - collect data to complete matrix of services provided to the homeless population; develop inventory of various committees, councils, and other groups working on homelessness issues; possibly develop survey instrument and conduct random sampling

Phase II: Data Analysis (6 months) - identify overlapping services, trends, service gaps, as well as effectiveness of services provided

Phase III: Develop Solutions (8 months) - develop solutions for sub-committee focus areas; conduct pilot projects where appropriate/analyze results

Phase IV: Develop Plan (9 months) - develop comprehensive 5 year regional plan on homelessness which addresses the focus areas mentioned above; present plan to Board of Supervisors/City Council

Phase V: Implement Regional Plan (1 year)

Phase VI: Evaluate/Re-tool (6 months) - evaluate effectiveness of regional plan upon completion of first year; compare results to data obtained in Phase I/II; based on results of evaluation modify/revise plan as appropriate

Miscellaneous: Research/obtain additional funding to staff Regional Board beyond first year (1 year)

REPORTING REQUIREMENTS TO GOVERNING BODIES:

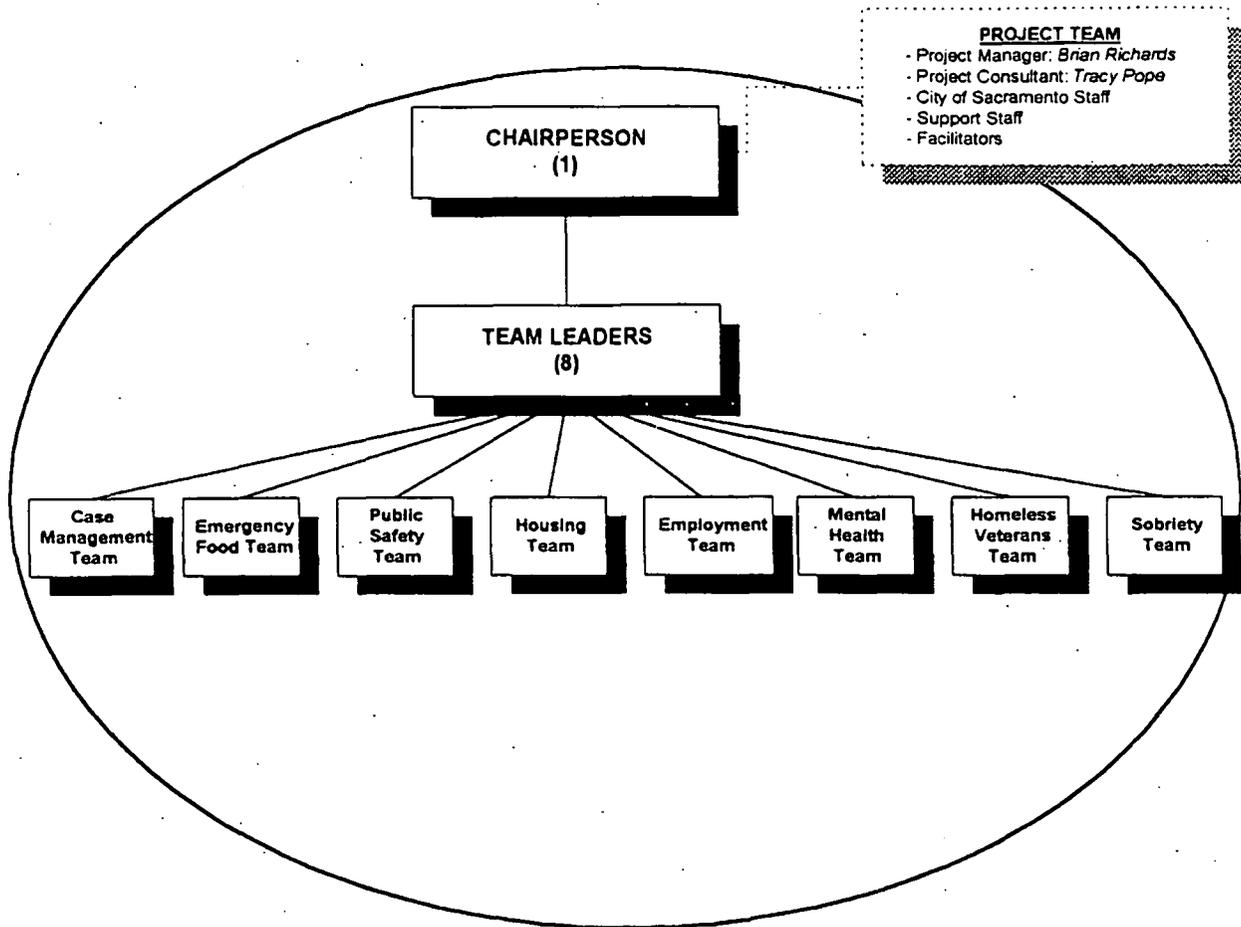
- upon completion of each phase of the project as noted per the time-line
- comprehensive status report (written and oral report) due to the governing bodies upon completion of first year (every year thereafter as appropriate)

APPROVAL:

ACCEPTANCE OF CHAIRPERSON:

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REGIONAL BOARD ON HOMELESSNESS



DESCRIPTION OF ROLES:

Chairperson - Provides leadership and direction for regional board and chartered teams. Works closely with project manager to manage overall project. Chairs regional board meetings.

Team Leader(s) - Provides leadership and direction for a particular chartered team; coordinates team efforts with chairperson, project team and other team leaders.

Chartered Team(s) - Collects and analyzes data on designated focus area; develops proposed solutions, and develops plans to implement proposed solutions; works closely with project team to effectively manage and coordinate overall project. Chartered teams should collaborate with the community in terms of recruiting subject matter experts to be team members, as well as obtaining community/stakeholder input as appropriate.

Project Team - Works with chairperson and team leaders to manage and coordinate overall project.

REGIONAL BOARD STRUCTURE, continued

Project Manager - Manages project operations on behalf of chairperson and team leaders. Manages activities of the project team in order to effectively coordinate and execute the mission of the regional board.

Project Consultant - Assists project manager, chairperson, team leaders and chartered teams with planning, design, training and facilitation activities needed to successfully manage the overall project. Assists chairperson with facilitation of regional board meetings.

City of Sacramento Staff Representative - As an active partner, assists project manager with planning and coordination activities of the regional board and chartered teams.

Support Staff - Assists project manager/project team with coordinating logistics, providing clerical support, tracking/reporting team progress; as well as conducting necessary analysis and development of written reports.

Facilitator(s) - Facilitates chartered team meetings.

APPROACH: *The information below consists of recommendations to assist the regional board effectively and efficiently carry out their mission.*

Recommended approach:

- ✓ Phased project approach in accordance with established project timelines.
- ✓ Decision making using a sub-group approach (chairperson and team leaders) when consensus cannot be reached within the larger group.
- ✓ Use of tested/proven methodologies and tools to facilitate planning, data collection, analysis, and design of substantiated recommendations.
- ✓ Conduct initial orientation workshop with the regional board in order to clarify roles, responsibilities, expectations, and identify desired outcomes.
- ✓ Provide facilitators for regional board and chartered team meetings in order to assist team progress and achieve desired outcomes.
- ✓ Use of a roundtable format where chartered teams present and share information on team progress with the regional board at their monthly meetings.

REGIONAL BOARD STRUCTURE, continued

The roundtable format is a very powerful and effective way to ensure coordination and communication among the chartered teams concerning their activities and progress made to date. It provides a forum for presenting the strategies that the teams are using, as well as sharing the lessons learned and successful approaches across the board as a whole.

Meeting Frequency -

Regional Board - It is anticipated that the regional board will meet monthly for approximately two to three hours per meeting.

Chartered Teams - It is anticipated that each of the chartered teams will hold their meetings separate from the regional board meetings. Chartered teams should plan on meeting twice a month for approximately two hours per meeting.

Training/Workshop - It is recommended that the regional board initially attend a four hour orientation/start-up workshop in order to effectively coordinate and organize the efforts of the board.

The chartered teams will be provided consultation through the project consultant, project manager, or their assigned facilitator, in order to assist them with their team progress.

Facilitation -The project consultant will assist the chairperson by facilitating the monthly regional board meetings.

A facilitator will be assigned to facilitate each of the charter team meetings. Facilitation assignments will be coordinated by Jerry Gaines, Quality Project Manager, Sacramento County, Department of Human Assistance.

Reporting Progress - Each chartered team will provide the chairperson and project manager with a monthly progress summary. The project manager will distribute team summaries to the other teams prior to the next regional board meeting.

Staff Coordination -The project manager will coordinate and guide the project team in order to assist the chairperson and the chartered teams with their efforts.

**REGIONAL BOARD ON HOMELESSNESS
START-UP TIMELINE
(1998)**

	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
APPROVAL TO FORM REGIONAL BOARD									
<ul style="list-style-type: none"> Develop City Council Report to obtain approval to form Regional Board 			■						
RECRUITMENT									
<ul style="list-style-type: none"> Send out letters to members of identified organizations to recruit Regional Board Members Sub-group selects potential members Present list of potential Regional Board members to Board of Supervisors/City Council for ratification 				■	■				
TRAINING									
<ul style="list-style-type: none"> Develop contract with consultant to conduct start-up/orientation session and facilitate Board's first 6 meetings, as well as provide on-going consultation as needed Assist consultant with design of start-up/orientation session for Regional Board, may include design of start-up training for sub-groups Arrange training session logistics (room, equipment, etc.) and send out confirmation materials Board attends 4 to 8-hour start-up/orientation training session 	■	■	■	■	■				
REGIONAL BOARD HOLDS FIRST MEETING							■		

June 30, 1998

NAME
ORGANIZATION
ADDRESS

Dear _____:

BACKGROUND

On December 2, 1997, the City Council adopted the recommendations from the Forums on Homelessness. The County Board of Supervisors approved these recommendations on February 3, 1998. These recommendations were a result of a series of public forums on homelessness sponsored by the Midtown Business Association.

Along with the values and principles guiding city and county policy on homelessness issues, both bodies approved the formation of a Regional Board on Homelessness. This Board will be a broad based group with members who represent the different regions and interest groups within Sacramento County. The Board will consist of elected officials from Sacramento County and the City of Sacramento, representatives from local business, neighborhood associations, various service providers, members of the religious community, as well as representatives from county, state, and federal government.

FOCUS OF REGIONAL BOARD

The Regional Board on Homelessness is charged with developing a five (5) year consolidated plan "*in order to comprehensively address the funding and management of services designed to mitigate homelessness.*" It is anticipated that the Regional Board will start-up in the Fall of 1998 and have a comprehensive status report due at the end of the first year. Continuation of the Regional Board will be determined by the governing bodies at the end of one year from the date of the first meeting.

Specifically, the Regional Board will review and evaluate the effectiveness of existing systems/programs, examine other models for delivering similar services, and make recommendations to either enhance existing programs or to fill current gaps in the delivery of services.

The Regional Board will be a working group and will likely form into sub-committees to address the focus areas listed below. The focus areas were determined and agreed upon following the series of public forums which were held in 1996 and 1997.

- ▶ **Case Management** - a coordinated case management system that includes a mechanism for tracking the homeless population and collecting relevant data on the population served
- ▶ **Emergency Food** - a coordinated standardized emergency food system
- ▶ **Public Safety** - a "misdemeanor jail" which houses individuals who have committed misdemeanor violations
- ▶ **Housing** - assess and evaluate current plans and policies to determine if they comprehensively address the needs of the homeless population, while ensuring that programs are accessible and appropriate for the neighborhood

Continued on Next Page

- ▶ **Mental Health** - expand existing resources and decentralize these services throughout the community
- ▶ **Employment** - assess and evaluate opportunities for homeless individuals to receive pre-employment vocational training
- ▶ **Sobriety** - assess and evaluate current programs to determine if a comprehensive regional plan exists which includes the development of substance abuse programs with cultural competency
- ▶ **Homeless Veterans** - the County Department of Human Assistance, in conjunction with local veterans groups, will report on efforts to develop and coordinate delivery of services to the homeless veterans population

ACTION REQUESTED

As previously agreed upon, it is requested that you recommend _____ representatives from your organization to serve on the Regional Board. Preferably, nominated representatives took part in the previously held public forums. While acting independently, they will have the responsibility for bringing the input of their group/organization back to the Board. The City Council and Board of Supervisors will ratify the representatives selected to the Board.

Additionally, qualified representatives should meet the following criteria:

- ▶ possess the personal commitment to work on issues surrounding homelessness
- ▶ possess subject matter expertise in the area of homelessness and related issues
- ▶ be able to serve a two-year appointment to the Regional Board
- ▶ have the time to consistently attend monthly Regional Board meetings, as well as work on/lead a sub-committee tasked with a specific focus area
- ▶ if possible, provide assistance or work independently in the following areas: preparation of written reports, gathering and summarizing survey/focus group data, preparation of written/oral reports, etc.
- ▶ be able to attend the necessary start-up training/orientation session

Please list any recommended representatives on the attached nomination form and fax to Brian Richards, Project Manager, at (916) 874-3716, by July 31, 1998.

NEXT STEPS

Nominations will be reviewed and approved by both governing bodies. All nominated individuals will be notified of their status.

Thank you for your assistance and we look forward to the work of this Regional Board on Homelessness.

Sincerely,

Illa Collin, Chairperson
Supervisor, 3rd District
Attachment

Joe Serna, Jr., Mayor
City of Sacramento

**NOMINATION FORM
for
REGIONAL BOARD ON HOMELESSNESS**

NAME	REPRESENTING <i>(name of organization, interest group, etc.)</i>	ADDRESS <i>(full address including: street, city, & zip code)</i>	PHONE NUMBER	FAX NUMBER

How can your organization support the Regional Board?

(please check areas that apply):

- can provide assistance in the areas of: preparation of written reports, typing meeting minutes, photocopying/ mailing out correspondence, meeting coordination, follow-up phone calls, etc.*
- can provide assistance for conducting, analyzing and summarizing survey/focus group data*
- can provide printing services for large volume photocopying*
- can provide meeting space for the Regional Board which will accommodate 35 people and has meeting equipment available (e.g., easels and flip-charts, overhead projector and screen, etc.)*
- other (please describe): _____*

Please fax this nomination form to Brian Richards, Project Manager, at (916) 874-3716, no later than Friday, July 31, 1998.

ADVISORY GROUP TO STAFF

Neighborhood/Midtown Merchants

- Dale Kooyman
- Kay Knepprath
- Dennis Holliday
- Dick Skelton

Service Provider

- Heather Andrews

Sacramento County Staff

- Sandy Carli
- Brian Richards

Sacramento City Staff

- Bina Lefkovitz
- Art Gee
- Doug Holmen

Community Services Planning Council

- Nancy Findeisen