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# Strategic Plan to Address Homelessness in El Dorado County

**Goal 2: Temporary Housing Solutions and  
Permanent Housing Strategies**

# Partnership with Homebase

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Carolyn Wylie  
Deputy Director



Julie Silas  
Directing Attorney



Irina Naduhovskaya  
Senior Staff Attorney

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# Homebase

ADVANCING SOLUTIONS TO HOMELESSNESS

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- ❖ Mission Driven
- ❖ Work at the federal, state, and local levels
- ❖ Customized and community specific
- ❖ Focused on successful plan implementation
- ❖ Address equity as integral part of evaluation and planning
- ❖ Honor Local Expertise, especially People with Lived Experience of Homelessness

**Innovative Thinking & Solutions**  
**Transformational | Strategic | Practical**

# Engagement Norms

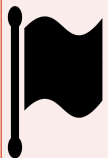
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We'd love to see you but turn off your camera if you need to.



Please enter clarifying and other questions in the chat during the presentation.



If we use an acronym you are unfamiliar with, please let us know in the chat so we can spell it out.



If you have any technology **challenges** during the meeting, please use the chat feature

# Agenda

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Overview of the Strategic Planning Process



Homelessness in El Dorado County



Temporary housing strategies and best practices



Breakout activity



Summary and Next Steps

# Strategic Plan Development and Design

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**Plan Design:** Through consumer, provider, and community feedback create the mission, vision, goals and strategies for addressing homelessness in El Dorado County. The rest will evolve throughout the planning process as research and community feedback is gathered and analyzed.

Informed by stakeholder engagement, the community identified draft goals:

**GOAL 1:** Stop Homelessness Before It Begins

**GOAL 2:** Increase Access to Housing

**GOAL 3:** Increase Access to Services

**GOAL 4:** Partner Across El Dorado County to Build Solutions and Access Resources

# Strategic Plan Development and Design

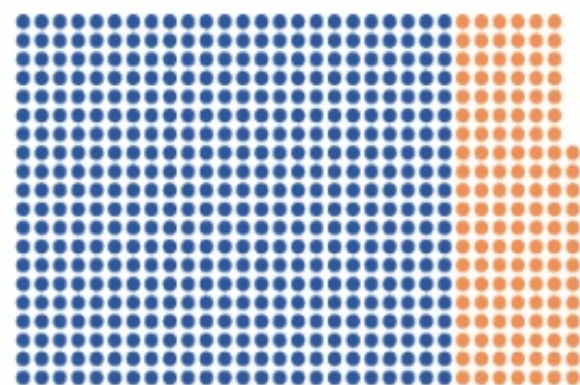
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- **Community Input is Critical**
  - Community Meetings
  - Focus Groups and Interviews
  - Surveys
  - Issue Summits (including today!)
- **Data Analysis** – PIT count, HIC count, HMIS, U.S. Census
- **Plan and Final Draft** – Homebase
- **Implementation**
  - Next steps of Strategic Plan
  - Look at short-term v. longer-term goals

# Homelessness in El Dorado County

- **613 El Dorado County residents** were identified as experiencing homeless in the 2019 PIT Count ( **↑** from 598 in 2017)
- Approximately **78% were living without shelter**
- **38% were first-time homeless**
- **53% had four or more episodes** of homelessness in the last 3 years

Figure 2:



**78%**  
Unsheltered  
(N=480)

**22%**  
Sheltered  
(N=133)



# Who is Homeless in El Dorado County?

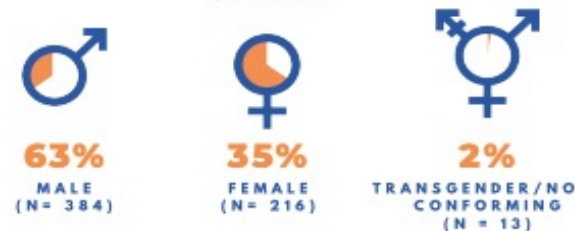
## Of the 613 people identified:

- 47% have lived in El Dorado their entire life
  - 2/3 have lived in El Dorado for over 5 years
- 27% currently experiencing domestic violence
- 19% chronically homeless
- 19% unaccompanied youth and children
- 47 veterans (↓ from 97 in 2017)
- 20 families ( ↓ from 60 in 2017)

### HEALTH CONDITIONS



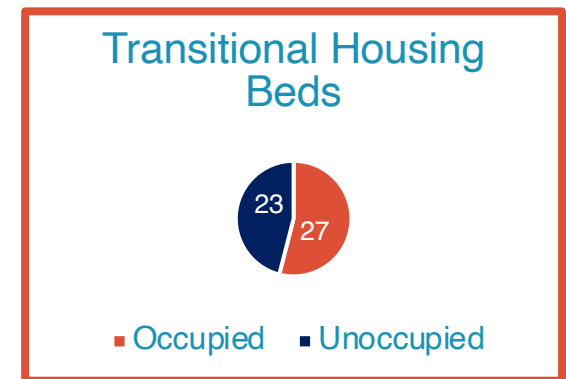
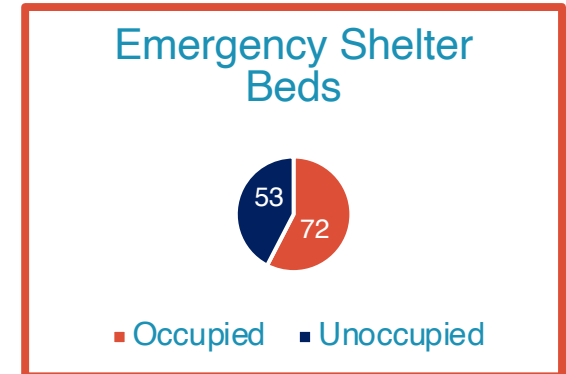
### GENDER



# Housing Inventory – El Dorado County

## 250 Available beds/units in 2021 (32 seasonal + 218 year-round):

- **125** emergency shelter beds
  - 93 year-round beds (primarily for youth, families, COVID Project Roomkey)
  - **58%** utilization rate (due to COVID)
- **52** transitional hsg beds (youth, DV, sober living)
  - **54%** utilization rate (due to COVID)
- **61** rapid rehousing beds (33 CalWORKs beds)
  - **100%** utilization rate
- **12** permanent supportive housing beds (mental health, VA)
  - **100%** utilization rate



# Addressing Unsheltered Homelessness

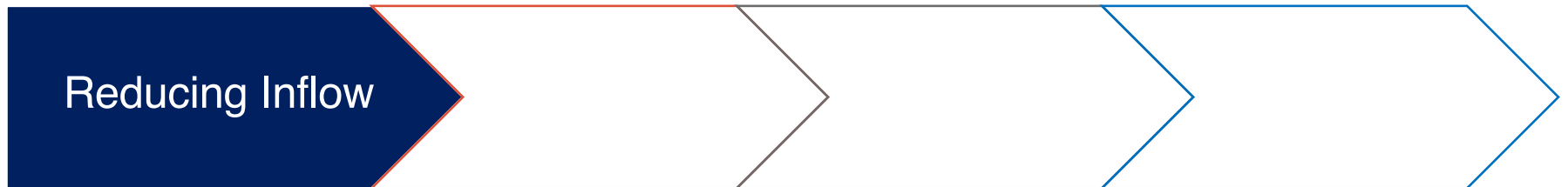


Strategies	Strategies	Strategies	Strategies
Affordable Housing	Trauma-informed response	Permanent housing	Trauma—informed response
Prevention	Street Outreach	Housing navigation	Street outreach
Diversion	Case management	Case management	Code enforcement
Landlord Engagement	Other supportive services	Other supportive services	Cross-sector collaboration
Housing navigation	Temporary shelters		

\* Adapted from Research and Results: Human-centered Solutions to Unsheltered Homelessness, Arnold Ventures, 2020

## Reducing Inflow: Preventing people from entering homelessness reduces pressure on and cost of other systems

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- Opportunity Knocks **Housing Problem Solving**
- El Dorado County Department of Community Services Energy and Utility Bill Assistance and **General Assistance Programs**
- Tahoe Youth and Family Services **Recharge Center**
- El Dorado County Adult Protective Services **Homeless Prevention Services**

## **Crisis Response: Quick access to services and shelter is essential for those in crisis**

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- El Dorado County/Opportunity Knocks **COVID-19 response**
- **125 Emergency shelter** beds for special populations
- El Dorado County Behavioral Health **Crisis Intervention Services**
- **Street Outreach** programs
- **Shelter and housing for survivors** of sexual assault, human trafficking, and domestic violence provided by Live Violence Free, the Center for Violence Free Relationships and New Morning Youth and Family Services

## **Housing Stabilization: Investment in housing stabilization capacity will make crisis response more effective**

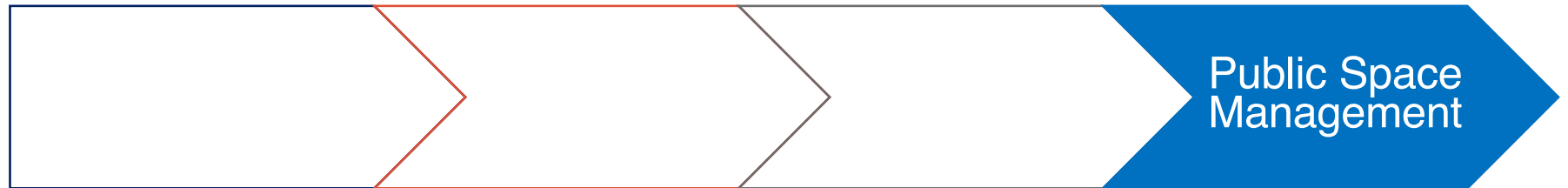
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- El Dorado County **Housing Choice Voucher Program, VASH**
- **Emergency Housing Vouchers (EHVs)** – ending by 2030
- Coordinated Entry **cross-agency case conferencing** for veterans, youth, and behavioral health clients
- Limited **Permanent Supportive Housing** units

## Public Space Management: When there is not enough shelter, everyone's quality of life can still be improved

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- Tahoe Coalition for the Homeless, Marshal Medical, and Barton Health's COVID-19 **encampment support**, including health education, personal protective equipment and personal hygiene kits as well as navigation and education
- El Dorado County Sheriff's **Homeless Outreach Team**
- South Lake Tahoe Police Department's **South Tahoe Alternative Collaborative Services**
- The City of Placerville's **Outreach Team**

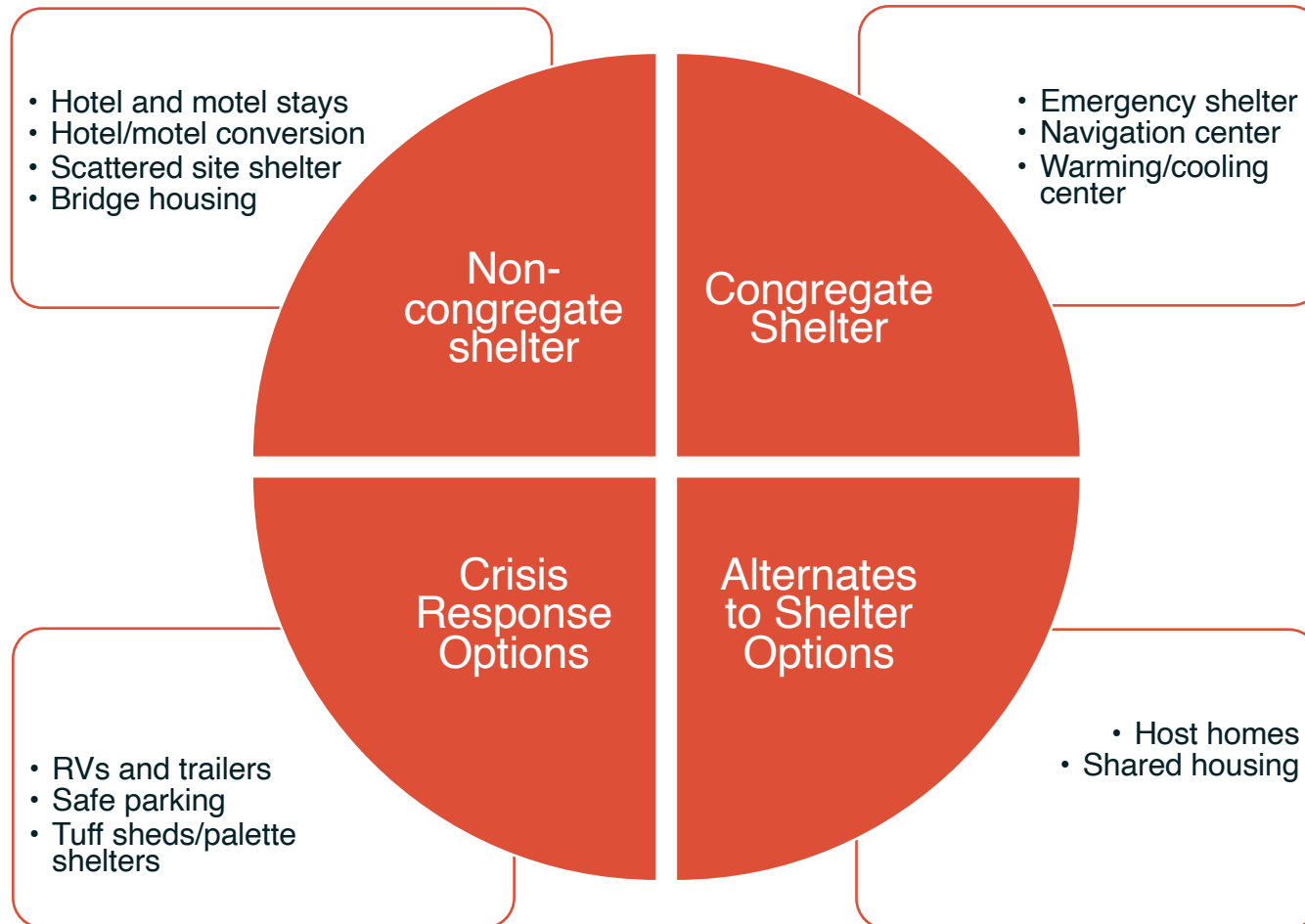
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# Temporary Housing Strategies





# Temporary Housing Solutions



# Non-Congregate Shelter Models



Hotel/Motel  
Stays



Hotel/Motel  
Conversions



Scattered Site  
Shelter



Bridge housing

# Hotel or Motel Stays

- **Description:** Temporary program to pay for hotel or motel stay for people experiencing homelessness
- **Capacity:** One household
- **Best Serves:** Individuals not eligible for or who are uncomfortable with congregate shelter
- **Keep in Mind:** Usually no more than 2 weeks, as few as 1-2 days
- **H.E.L.P. (Housing Emergency Lodging Program)** – offers 1-2 night stay, once/year



Typical Model Components	
Electricity	Yes
Water	Yes
Kitchen	No (typically)
Bathroom	Yes

# Hotel or Motel Conversion

- **Description:** Purchase or lease and convert a hotel or motel to a temporary shelter and then permanent housing
- **Capacity:** Depending on site
- **Best Serves:** Individuals at risk of COVID or those uncomfortable with congregate settings (i.e., seniors, medical conditions, veterans)
- **Keep in Mind:** Initially funded by FEMA (through April 2022)
- **Project Roomkey:** Pollock Pines Best Western, EconoLodge (S. Lake Tahoe)



Typical Model Components	
Electricity	Yes
Water	Yes
Kitchen	May offer food services via hotel kitchen
Bathroom	Yes

# Scattered Site Shelter

- **Description:** Apartments, condos, or houses sited separately throughout the community that shelter homeless households
- **Capacity:** Varying number of individual households per site
- **Best Serves:** Households ready for more independence
- **Keep in Mind:** May need to provide supportive services at multiple locations; Lease in provider's name
- Sacramento Self Help Housing's **Re-Housing Shelter** 75-bed scattered site shelter



Typical Model Components	
Electricity	Yes
Water	Yes
Kitchen	Shared or Private
Bathroom	Shared or Private

# Bridge Housing

- **Description:** Temporary housing for individuals prioritized for permanent housing who need a *temp* location to stay while details are finalized (e.g., locating a unit, getting document ready)
- **Capacity:** Depends on site
- **Best Serves:** People already prioritized for permanent housing
- **Keep in Mind:** Clients tend to need extensive supportive services; Need land or site to rehab
- San Jose's **Evans Lane**  
61-units of tiny homes for families transitioning to permanent housing



Typical Model Components	
Electricity	Yes
Water	Yes
Kitchen	Depends
Bathroom	Depends

# Congregate Shelter Models



Warming/Cooling Center



Traditional Emergency Shelter



Low-barrier, housing-focused shelter



Navigation Center

# Warming/Cooling Shelter

- **Description:** One building co-located with shared facilities and supportive services, open during inclement weather
- **Capacity:** Highly variable; multiple households
- **Best Serves:** Individuals comfortable in congregate settings. Can attract people who otherwise would not interact with the homeless system of care
- **Keep in Mind:** Located in temporary facilities just in inclement weather. Some are high barrier
- **Nomadic Homeless Shelter,** rotating shelter, typically open November through March only



Typical Model Components	
Electricity	Yes
Water	Yes
Kitchen	No (typically)
Bathroom	Shared



# Traditional Emergency Shelter

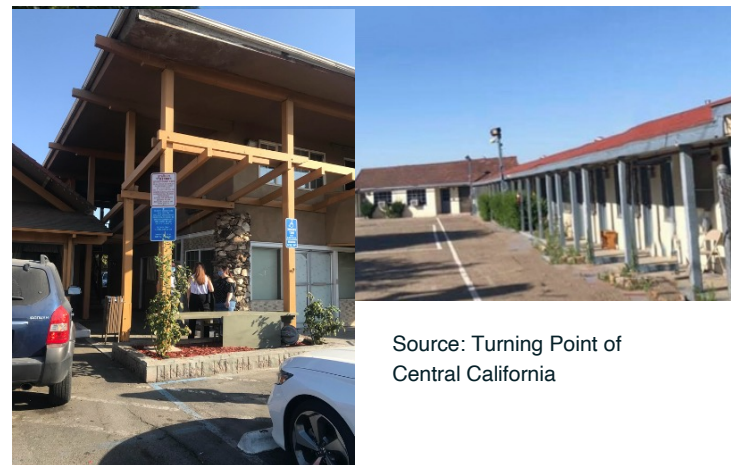
- **Description:** One building or multiple permanent structures co-located with shared facilities, including bedrooms
- **Capacity:** Highly variable; multiple households
- **Best Serves:** Individuals and families comfortable in congregate settings
- **Keep in Mind:** Many are high barrier (with limitations on who can be there or conditions for participation); many closed during daylight hours
- **Opportunity House**, Vacaville, CA – serves individuals and families. Agency chooses not to accept public money and has barriers to entry.



Typical Model Components	
Electricity	Yes
Water	Yes
Kitchen	No (typically)
Bathroom	Shared

# Low-barrier, housing-focused shelter

- **Description:** Physical layout includes community spaces, outdoor spaces for pets, storage for possessions, no conditions for entry and minimal rules and restrictions (focus on safety)
- **Capacity:** Highly variable; multiple households
- **Best Serves:** Everyone
- **Keep in Mind:** Low-barrier, Housing-first model. Services focus on accessing housing.
- Abode Services: **South Napa Low-Barrier Shelter**



Source: Turning Point of Central California

Typical Model Components	
Electricity	Yes
Water	Yes
Kitchen	Often (varies)
Bathroom	Shared

# Navigation Center

- **Description:** One building or multiple permanent structures that are low-barrier and co-located with extensive house-focused services. Open all day.
- **Capacity:** Highly variable; multiple households
- **Best Serves:** Individuals and families comfortable in congregate settings
- **Keep in Mind:** Low-barrier, Housing-first model. Partnerships with variety of support service providers (including mainstream benefits) for onsite services
- Fremont County's **Housing Navigation Center**



Source: Fremont.gov

Typical Model Components	
Electricity	Yes
Water	Yes
Kitchen	Often (varies)
Bathroom	Shared

# Crisis Response Models



RVs and Trailers



Safe Parking



Tuff Sheds/Pallet Shelters

# Recreational Vehicles & Trailers

- **Description:** Multiple RVs co-located on City or County land
- **Capacity:** Several co-located units
- **Best Serves:** Households with more service needs
- **Keep in Mind:** Communities can buy or lease vehicles to establish a temporary housing program on one site, also provide onsite supportive services
- Sacramento’s **COVID Medically Supported Isolation Centers**
- City of Santa Rosa’s **HEAP Response**



Typical Model Components	
Electricity	Yes (if hookup)
Water	Yes (if hookup)
Kitchen	Yes (if in RV)
Bathroom	Yes (if in RV)

# Safe Parking

- **Description:** Designated parking lot or community location for sleeping in a vehicle with co-located supportive services and standards for operation.
- **Capacity:** Large or small group, living in vehicles
- **Best Serves:** Employed households with low service needs
- **Keep in Mind:** Often only open after work hours
- City of Sacramento **City Hall Garage**
- Alameda County **Unincorporated Area's Safe Parking Program**
- San Diego's **Safe Parking Program**



Typical Model Components	
Electricity	No
Water	No
Kitchen	Shared
Bathroom	Shared

# Tuff Sheds or Pallet Shelters

- **Description:** Quick construction housing on City or County land
- **Capacity:** Several co-located units, can be shared units
- **Best Serves:** Individuals with high to low services need, uncomfortable in a congregate setting
- **Keep in Mind:** Requires qualified provider to run and include robust services. Also requires communal restrooms, handwashing stations, security, garbage disposal, and other sanitation services
- Sacramento's **Emergency Bridge Housing at the Grove**
- City of Oakland's **Community Cabins**



Typical Model Components	
Electricity	Variable
Water	No
Kitchen	Shared
Bathroom	Shared

# Alternates to Shelter Models



Host Homes



Shared  
Housing



# Host Homes

- **Description:** Temporary accommodation offered through a community with an extra accessory dwelling unit (ADU) or spare room.
- **Capacity:** One individual or a couple
- **Best Serves:** Transition-age youth or seniors
- **Keep in Mind:** Can be difficult to identify households willing to host and requires developing a support system for host households. Work with CoC to develop this program.
- Sacramento LGBT Center’s **Host Homes Program**
- Louisville’s **Host Homes Pilot Project**



Typical Model Components	
Electricity	Yes
Water	Yes
Kitchen	Shared
Bathroom	Shared

# Shared Housing

- **Description:** Match people for house share situations. Unlike roommates, participants intend to help each other.
- **Capacity:** Individual or a couple
- **Best Serves:** Seniors as they age in place, Veterans, youth
- **Keep in Mind:** Can be more than temporary. Helps individuals on fixed incomes stabilize in housing
- Napa's **Home Sharing Match-Up Program**
- Covia's **Home Match** in Marin and other Bay Area counties



Typical Model Components	
Electricity	Yes
Water	Yes
Kitchen	Shared
Bathroom	Shared

# Best Practice Elements

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- **Low-barrier:** Open to all
  - No sobriety, identification, or income requirements
  - Unlimited hours of operation (24/7)
  - Accommodates property and pets
  - No conditions of participation
  - Minimal rules (not no rules, safety focused)
- **Housing First:** Eliminates barriers to housing,
  - Individuals and families quickly and successfully connected to permanent housing
  - No preconditions and barriers to entry (e.g., no service participation requirements)
  - Supportive services are offered on a voluntary basis to maximize housing stability

# Best Practice Elements (cont'd)

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- **Co-located services:** Broad array of supportive services
  - Partners within the homeless system of care (e.g., housing navigators, case managers, life skills training)
  - Connection to benefits (e.g., CalWORKS, CalFresh, Medi-Cal, SSI, etc.)
  - Connection with other services (e.g., job training, job placement, mental health, resume building)
- **Housing focused:** Emphasis on transitions to permanent housing
- **Non-punitive:** Expectations of safe behavior; do not penalize behaviors that are not a threat to the safety to the person or others; clear standards for operation, formal grievance process

# Best Practice Elements (cont'd)

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- **Safe and Secure:** Environment that keeps residents from harm (e.g., access to emergency services, plans for emergency situations, etc.)
  - Adequate sanitation
  - Environment and air quality
  - Personal space
  - Clean water and access to food
  - Adequate heating/cooling
- **Person-centered:** Solutions should assist in resolving homelessness, not just remove a visible homeless population or assist with “sweeps” and other forms of criminalization
- **Harm Reduction:** Uses harm reduction approaches

# Assessing Options

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The “**Cost**” column estimates the total cost of set up and operation in the first year based on examples for other communities:

- **Low:** Estimated costs are *less than \$100,000* to set up and operate for the first year.
- **Medium:** Estimated costs are *between \$100,000 and \$500,000* to set up and operate for the first year.
- **High:** Estimated costs are *more than \$500,000* to set up and operate for the first year.

The “**Time Frame**” column provides three ranges that represent estimates of the length of time it might take to put in place a proposed temporary housing solution option:

- **Short-term:** Estimated time frame is *less than six months* to set up and begin operation.
- **Medium-term:** Estimated time frame is *between six months and one year* to set up and begin operation.
- **Long-term:** Estimated time frame is *more than one year* to set up and begin operation.

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# Group Activity

# Group discussion questions

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- Which temp. housing solutions would you prioritize for most immediate implementation?
- Are there any barriers you see to implementing temporary housing solutions?
- How can we overcome any barriers to implementation?
- Are there any contributions you feel you can make (i.e., helping to set up host homes or raising funding, etc.)?
- What other input would you like to share today?