



City of Woodland—Report on Homelessness

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Executive Summary

This report requested by the Woodland City Manager examines the issue of homelessness within its city limits. With a population of 55,468 residents (2010 census), Woodland is Yolo's County seat. Woodland is home to County Administration, the County jail, and the headquarters for the County's Health and Human Services Agency (HHSA).

Fourth and Hope, a local non-profit organization whose headquarters are in Woodland, operates the only year-round shelter in the County; West Sacramento has no shelter capacity while the Davis Interfaith Rotating Winter Shelter runs a 16-week winter shelter. Woodland Memorial Hospital, a member of Dignity Health hospitals, located in southwest Woodland is a general acute hospital with 108 licensed acute beds, 17 emergency department beds, and 31 inpatient mental health beds. Although Sutter has a hospital in Yolo County, Woodland Memorial Hospital is the only medical facility in Yolo with inpatient psychiatric services.

Woodland's designation as the County seat, the associated services located in the City, and the services provided in the private sector impact the breadth and depth of the issues associated with homelessness. Further detail is found in the Findings section of the report.

This report is divided into three sections:

- I. The **Information and Background Section** provides facts on the number of homeless individuals in Woodland over the past 10 years; definitions of Housing First, the state-mandated approach to homelessness; the amount of dollars from different sources targeted to addressing homelessness; and an explanation of the three different kinds of individuals who find themselves unsheltered.
- II. The **Findings Section** reports 16 observations about current policy and practice. It is divided into four sub-sections: General Findings; Impressions of Homelessness; Housing and Services; and Alternative Housing Models. The City has initiated a Homeless Action Plan to respond to the general impression that the problems associated with homelessness have increased over the past years. Housing models from Oregon offer alternatives to consider as the City moves forward.
- III. The **Recommendations Section** offers suggestions that builds upon the Homeless Action Plan to include an aggressive approach to increasing housing, improving access to services, and maximizing funding from health care foundations and other donors.

The findings and recommendations are based on interviews, observations at meetings, site visits, and nationwide research on best practices and policies. This review confirmed the plethora of resources and commitment from multiple sources to address homelessness. Much goodwill is evident on the part of elected officials, City staff, the faith community, business members, advocates, and nonprofit leaders to work collaboratively to improve outcomes for those at risk.

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Findings include the beliefs voiced by those interviewed and include the community's strongly held position thought that the scope of the problem has increased in the last five years; most believe that housing is the solution or part of the solution; and that services need to improve. Some believe that all or part of the solution is to find ways to reunite individuals whose roots are elsewhere to help them return to their home communities.

Recommendations include immediate action to quickly and cost effectively build micro-housing that prioritizes permanent housing but also provides "bridge" relief to those who are vulnerable on the streets. To accomplish this, Woodland should re-submit the Partnership HealthPlan application to use its funds for this purpose; and to pursue matching funds from Sutter Health's Getting to Zero Initiative and other possible funders. It is suggested that Woodland build its social services capacity and partner with other cities and the County to find solutions to issues of mutual concern.

Improving outcomes related to homelessness takes time. To successfully reduce the number of individuals and families who are homeless requires the commitment of resources and efforts on the parts of many. It involves seeking and achieving community consensus, finding funding for housing and services, and where possible, re-connecting people to friends and relatives who have not been involved with those in need for a long time. Positive outcomes depend on a strategic plan that has broad support and leadership that keeps all interests aligned with the established goals.

I. Information and Background

A. Point-In-Time Homeless Count

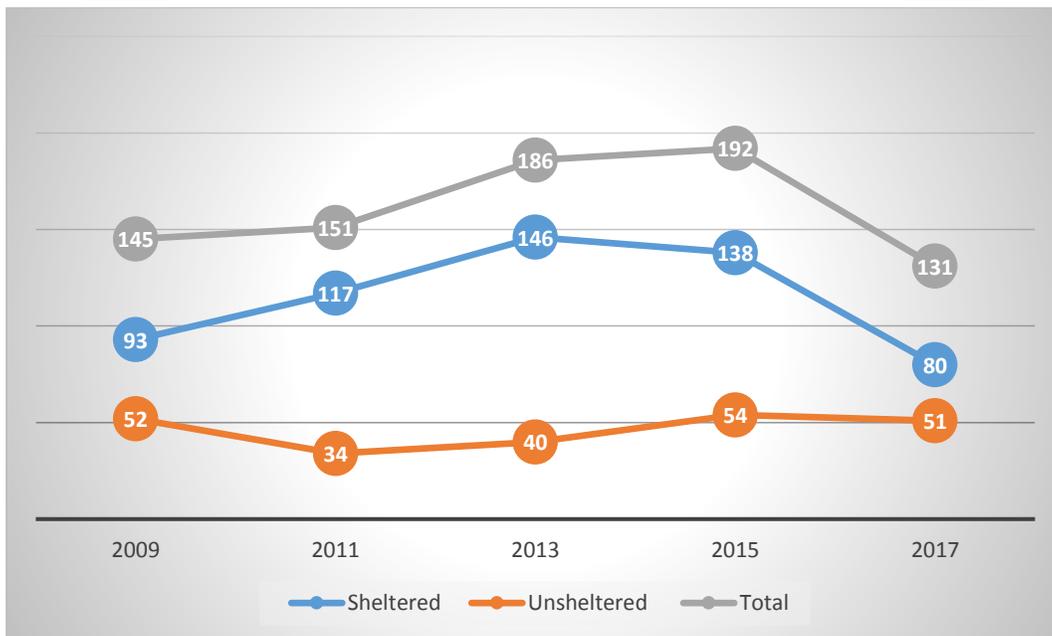
The Homeless Point-in-Time (PIT) study takes place every two years on one given night in January. Required by the federal Housing and Urban Development (HUD) for those communities that receive federal funding, only those individuals meeting the federal definition of homelessness can be included in the count. The federal definition of homelessness includes individuals who are living in places not meant for human habitation; living in an emergency shelter; living in transitional housing; or staying in a motel paid for by a public or private agency.¹

The most current PIT study took place on January 23, 2017. The number of homeless individuals in Woodland counted at that time was 131, the lowest number in the last eight years.

Each count is comprised of two categories: those sheltered and those unsheltered. In 2017, the number of unsheltered individuals in Woodland was 51; the number of sheltered individuals was 80. Previous numbers of sheltered and unsheltered individuals are shown in Table 1 below.²

Point-in-Time Study	
2009	– 145
2011	– 151
2013	– 186
2015	– 192
2017	– 131

Table 1: Point-in-Time Homeless Count



Most believe that this count underestimates the number of sheltered and unsheltered people living in Woodland. It is important to note that the methodology in 2017 changed to exclude individuals who were previously counted. Currently, the Homeless Outreach Services Team (HOST) of the Woodland Police has encountered 125 unique individuals on the streets in the past several months.

B. Housing First

Housing First is a homeless assistance approach or framework that champions permanent housing as a solution for those who are homeless. [Access to programs is not contingent on sobriety, minimum income requirements, lack of a criminal record, completion of treatment, participation in services, or other unnecessary conditions.](#) The HUD prioritizes Housing First proposals in its annual funding to local regions.

Deviating from past practice of “transitioning” those without homes through a temporary house or apartment in which individuals and families must prove or demonstrate their readiness to live in a permanent home, Housing First is built upon the belief that everyone needs a permanent place to live before successfully addressing mental health, illegal drug use, employment and other issues. The Housing First model has two components:

- Rapid Re-Housing for individuals who are temporarily homeless and need little support to obtain employment or maintain housing. The tenets of rapid re-housing are: 1) Find housing quickly; 2) Help pay; and 3) Help stay. Yolo County Center for Families receives \$265,000 and continues to provide rapid re-housing for families. The majority targets those who have lost their housing. A small portion, \$25,000 can be used for eviction prevention.
- Permanent Supported Housing for those who are chronically homeless and need supportive services such as case management, substance abuse or mental health counseling, and assistance in locating and maintaining employment. [HUD’s definition of a chronically homeless individual is someone who has experienced homelessness for a year or longer, or who has experienced at least four episodes of homelessness in the last three years \(must be a cumulative of 12 months\), and has a disability. A family with an adult member who meets this description is included in the federal definition of chronic homelessness.](#)

On September 29, 2016, Governor Brown signed Senate Bill 1380 into law making California a Housing First state that requires all state programs targeted to end homelessness to incorporate Housing First into its core principles. The Woodland City Council also adopted Housing First as its approach to homelessness.

C. FY 17/18 Program Funding: \$422,341

Woodland administers \$302,341 in funds from the Federal Housing and Urban Development for services to those living homeless or at risk of homelessness:

- \$263,099 in Continuum of Care dollars for Permanent Supportive Housing under contract with Fourth and Hope
- \$39,242 in Community Development Block Grant (CDBG) dollars directly benefitting individuals and families experiencing homelessness or at risk of homelessness:
 - \$10,500 to Yolo Community Care Continuum for its New Dimensions Supported Housing for food and shelter

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- \$13,000 to Fourth and Hope for emergency shelter and food services
- \$6,000 to Short Term Emergency Action Committee (STEAC) for homeless prevention
- \$9,442 to Empower Yolo for Food and Shelter

The City Council also appropriated \$120,000 from the General Fund:

- \$100,000 for services and activities to those who are homeless
- \$20,000 to contribute its share to Countywide Homeless Coordination Project

Partnership HealthPlan Funds: \$680,000

On November 9, 2017, Partnership notified City officials that it has been conditionally selected pending additional details to receive \$680,000 in grant funding to house individuals who are homeless. On March 28, Woodland received permission to its request to resubmit an updated plan by May 1, 2018.

D. Homelessness Continuum

Although the word “homeless” is used to describe those who are unhoused, research indicates that differences exist in characteristics and effective interventions among individuals who find themselves without shelter. If temporarily or situationally homeless due to a recession or other life events, the preferred intervention is rapid re-housing. Transitional housing is no longer considered the preferred paradigm for most, although it is still viewed as effective for those recovering from domestic violence. Those who are chronically homeless generally suffer from severe disabilities and respond best to permanent supportive housing.

Table 2: Homelessness Continuum

Temporarily /Situationally Homeless	Temporarily/Situationally Homeless	Chronically Homeless
Out of Workforce (Recession) Foster Care Graduates Ex-Offenders	Domestic Violence Survivors	Without housing continuously for a year or more or had at least four episodes of homelessness in the past three years
May be suffering from mild to moderate mental illness and substance use disorder; possess work skills and can transition to work when available	May be suffering from trauma related to abuse; may need to increase work skills to enter the workforce	80% suffer from severe mental illness and/or substance use disorder; difficult to maintain work
Housing Best Practice: Rapid Rehousing	Housing Best Practice: Rapid Rehousing or Transitional Housing	Housing Best Practice: Permanent Supportive Housing

II: Findings

The following 16 findings are based on interviews, observations, document reviews, site visits and research. They are categorized below according to General Findings; Impressions of Homelessness; Housing and Services; and Alternative Housing Approaches. The findings are not in priority order. Appendix A includes a list of those interviewed; meetings attended; site visits made; and questions asked.

General Findings

Finding #1 – Limited Understanding of Homelessness

Among those interviewed, there is a wide range of understanding about homelessness and best practices. Not everyone understands the scope of homelessness from situational or episodic homelessness to chronic homelessness and that the intervention depends on the nature of the issue. Few individuals were familiar with the research about the effectiveness of mental health and substance abuse services if individuals are not housed.

Finding #2 – Adoption of Housing First

The Woodland City Council adopted Housing First as its approach to homelessness following the State and the County lead. The same year, Fourth and Hope transitioned its Transitional Housing programs to Housing First to capture federal funding. In 2017, the City set its goals on working with the County to develop permanent housing with wrap-around services. To date, no additional housing has been developed, although the initial application to Partnership HealthPlan (August 2017) included a proposal for additional permanent supportive housing.

Finding #3 – City’s Homeless Action Plan

The Woodland City Council adopted a three-pronged Homeless Action Plan: to increase housing; to increase services; and to manage the issues related to homelessness. A review of the plan indicates that its framework is solid.

Finding #4 – Homeless Outreach Service Team (HOST)

In late 2017, the Woodland Police initiated a HOST team, comprised of two officers and a police supervisor to work primarily with individuals who are homeless. The Police lieutenant facilitates a monthly meeting of City personnel and partners, including the County and non-profit organizations, to discuss issues regarding homelessness. Most people believe that HOST is a good way to manage the issue although it does not solve the problem. It addresses concerns of the business community and provides a structure for managing the day-to-day problems

The Homeless Action Plan lists 12 activities associated with the HOST team. Many of them are directed to maintaining law and order and the safety of the individuals who are homeless as well as the housed residents and business owners. One of the unintended consequences of asking individuals who are homeless to “move along” or to close encampments is that new homeless encampments “pop up” in other parts of the City or outside the City limits. At a recent meeting between the Chamber of Commerce and HOST, County Supervisor Dwayne Chamberlain expressed concern about new homeless camps within the County district (outside City limits) that he represents.

Finding #5 – Goals

When interviewees were asked about goals, most responded that housing should be a primary goal. The next most popular response was to provide services. Some respondents suggested that individuals who are not originally from Woodland—namely those who were incarcerated at the jail or received inpatient psychiatric services from outside the City—should be helped to return to their cities of origin. Other goals included enforcing the law; developing an employment training program for those who are able; and building self-sufficiency skills.

Finding #6 – Partnership HealthPlan Proposal

In August 2017, the City responded to Partnership HealthPlan’s grant opportunity with three projects totaling \$680,000. This is the amount that corresponds to the number of Medi-Cal recipients residing in Woodland. In November 2017, Partnership HealthPlan tentatively approved the City’s proposal for \$100,000 for two non-profits, Fourth and Hope and Friends of the Mission, to fund pre-development costs associated with transitional and permanent supported housing; and \$580,000 for a Transitional Housing Project developed by the City for 8 to 12 residents.

In January 2018, partnership requested budgets, timelines, and milestones associated with the three components of the proposal. As the result of recent discussions, the City requested the opportunity to revise its proposal to prioritize permanent supportive housing. On March 28, the City received approval to re-submit an updated plan by May 1, 2018.

Finding #7 – Leveraging

To date, Woodland has not leveraged or sought out other funding possibilities besides the application to Partnership HealthPlan. Sutter Health’s Getting to Zero Initiative has challenged communities to develop innovative solutions to homelessness and will match contributions raised through other funding sources.

Finding #8 – Community Goodwill

Woodland has organizations willing to contribute to a solution including the newly incorporated Woodland Opportunity Village, the Friends of the Mission, Fourth and Hope, and community congregations. For Winter 2017 and Winter 2018, community congregations partnered with Fourth and Hope to operate a 2-week and 4-week shelter, respectively. Some believed that the winter shelter was a good beginning to decrease the number of individuals vulnerable to the cold winter nights. Others felt that the greatest need was to shelter men, a cohort seen as more difficult to manage. For Winter 2018, the congregations served an average of 15 to 20 women and children per night.

Finding #9 – City and the County Collaboration

The consensus from those interviewed is that neither the City nor the County has done enough to address the issue of homelessness, individually or collaboratively. The majority sentiment was that the two government entities need to step up and work cooperatively to address issues, and to include local non-profits in a solution.

Impressions of Homelessness

Finding #10 – PIT Study

Most individuals interviewed believe that homelessness is more visible, increasing over the past five years. Although the PIT study indicates a reduction in overall homelessness, the methodology has changed. The HOST team has interviewed 125 unique individuals living homeless in last few months and the police officers continue to gather statistics.

Finding #11 – Roots Elsewhere

Most individuals interviewed believe that the people living on Woodland streets have roots outside Woodland. The sentiment is that Woodland attracts individuals because County services are in Woodland, including the jail, psychiatric inpatient beds, and the Fourth and Hope shelter. Several people commented on instances of busloads/vanloads of people being dropped in Woodland because of the services that this community has to offer. Part of the solution offered is to help people return to the place where they originated from.

Finding #12 – Additional Beliefs about Woodland Homelessness

These additional concerns were voiced:

- Most believe that there is a small number of clean and sober among the homeless.
- We can't arrest our way out of homelessness and continue to displace individuals from one site to another.
- If the community invests in resources for those living homeless, this will attract additional people in need. "If you build it, they will come."

Services and Housing

Finding #13 – Available Services in Woodland

Among those interviewed, most expressed frustration about being unable to discern what services are available—there are lots of acronyms for programs and different funding sources—and the lack of clarity about which individuals qualify for services. People hear about CABHI, Extended Hope, Steps to Success, Drug Medi-Cal, and Housing Disability Program, among other programs that are referenced without understanding the access points for each.

The lack of day services was cited as a need. Neither the County nor the individual cities operate a center where those who are homeless can access food, shower, and services during the day. Davis Community Meals and Housing does operate a part-time resource center in Davis.

Finding #14 – State of Housing in Woodland

The most common sentiment about affordable housing is that Woodland as well as the other Yolo cities are facing an affordable housing crisis, especially for those with extremely low (Supplemental Security Income (SSI) or Social Security Disability Income (SSDI)), who find themselves unhoused.

Two new housing projects in Woodland will increase the supply of affordable housing but demand will still outweigh the supply. Mutual Housing Phase 2 will have 39 units for farmworker families. Estimated construction completion is April 2019 and will offer additional affordable housing. Construction on Beamer Street, developed by Mercy Housing in collaboration with Yolo Housing and Yolo County, will result in 80 apartments later this year. The targeted date for applications is April 16. Although located in Woodland, eligible individuals and families do not need to be City residents.

- Thirty-two (32) units will be for those with mental illness who qualify for voucher-based housing through Yolo Housing. Twelve (12) of these apartments will house families who qualify for CalWorks, the federally/state subsidized benefit program, and 20 will house individuals.
- The remaining 48 apartments will house low income families.

Over the recent years, the County and non-profits have increased the number of staff who perform housing navigation services. Most agree that housing navigation is a hard job; the lack of affordable housing makes it difficult to find places for those with extremely low incomes to live.

Some believe that the current housing policy does not support housing for the homeless or support the needed density to solve the housing crisis.

Finding #15 – Non-Profit Providers

Fourth and Hope is the main provider of homeless services in Woodland. It operates a year-round shelter that has 24 beds for women, 24 beds for men, and 17 beds for families. Less than ideal, families currently sleep in the space designated for meals. Limited by space, the shelter runs at capacity most of the year. Not having enough shelter capacity is a detriment to those living on the streets. The no-pet policy is a barrier for many who are strongly connected to their dogs.

Walter's House, a drug rehabilitation residential treatment center, located close to the shelter, serves 44 individuals with substance use disorders. Fourth and Hope hopes to capture Drug Medi-Cal funding for those eligible once the funding becomes effective in the new fiscal year (July 2018). The leadership of Fourth and Hope also hopes to re-locate Walter's House soon, using the current facility to partner with the County to house families who are homeless.

Friends of the Mission, formed in 1997, to support the activities of Fourth and Hope, develops and manages affordable housing for individuals, families and youth in need of housing.

Woodland Opportunity Village is a recently incorporated nonprofit interested in developing micro-housing. Visiting Medford and Eugene, Oregon in mid-March, two Board members traveled with a cohort from Davis and the County to explore how the model of sleeping cabins with central kitchen and bath facilities and low-cost permanent supportive housing can be developed in Yolo County.

Alternative Housing Approaches

Finding #16 – Possibility of Micro-Housing

The mid-March trip to Hope Village in Medford, Oregon and Opportunity and Emerald Villages in Eugene, Oregon showcased two models of housing—sleeping cabins and micro-houses—that could be built at a lower cost and in shorter timeframe than traditional housing. No children are permitted in these villages.

- Hope Village opened in October 2017; its duplex sleeping cabins cost \$3,500 each and were built off-site. Each side of the duplex was donated by an individual, family, or organization.
- The two sites in Eugene are operated by Square One.
 - Opportunity Village is a transitional micro-housing housing project in which no alcohol or illegal drugs are allowed on site, and residents contribute to the operations of the community and pay minimal monthly costs. The village has individual sleeping structures with shared common areas. Deemed successful by elected officials, the one-year pilot project has received funding for an additional two years.
 - Emerald Village is permanent housing with each unit fully equipped with kitchen, bathroom, and sleeping areas. While visiting, four of the micro-homes at Emerald Village were ready for occupation and the keys were provided to the residents.



Sleeping Cabins

Sleeping cabins provide protection from the elements. However, the sleeping cabins at Hope Village and Opportunity Village have no power—no light, heat, or air-conditioning. Oregon allows municipalities to have two areas designated as camps for those who are homeless. As such, these camps are exempt from Oregon housing standards.



The duplex pictured to the left at the top is located at Hope Village in Medford. The painted single cabin pictured to the left at the bottom is located at Opportunity Village in Eugene. Both properties have a joint community room, kitchen facilities and bathroom/showers.

These communities are self-governed with residents from the villages either partially or fully making decisions about who is admitted. According to Northern California Legal Services, these practices do not meet California Fair Housing Standards. Both villages admit individuals who are able to participate in group living and can follow and abide by rules. It is expected that residents actively participate in finding permanent housing.

Community Living

Hope Village, pictured in the top row of pictures, shows the relocatable bathroom/shower facility for the community. The white structure is the outside of the kitchen truck whose inside is shown to the right. Residents share these amenities. Residents buy their food and cook in the kitchen.



Opportunity Village, pictured below, uses a yurt as a community room. This structure is heated in the winter and residents can sleep there if they find it too cold in the sleeping cabin. The blue structure to the right is the shared bathroom/shower facility.



Permanent Housing

During the trip to Oregon, Square One celebrated the completion of four of its 16 individual micro-houses, ranging from 256 square feet to 600 square feet. Square One challenged the Eugene architectural and construction community to design and build one house for less than \$25,000. Sixteen teams accepted the challenge.

Each home is unique and consists of living/bedroom space, a bathroom and shower, and a kitchen. The pictures below show three different houses within Emerald Village. The photograph in the middle shows the only two-storied home in the Village. On the day of the visit, the community gathered to pass the keys of four newly completed homes to two couples and two individuals who were homeless.



Takeaways

Tiny houses or micro-living has received much attention nationwide as a solution to affordable housing, not only for the homeless but for other low to moderate income individuals. Communities such as Eugene and Portland (Oregon), Austin (Texas), Madison (Wisconsin), Washington, D.C. and upstate New York have incorporated tiny housing villages into their affordable housing options. Tiny houses are viewed by many as simultaneously affordable and environmentally sustainable.³ Regardless of whether these tiny homes are completely self-sustaining or have shared facilities, costs are a fraction of larger homes.

The trip to Oregon showed that other communities have built housing for those who are homeless more cost effectively and quicker than what has been traditionally done in Yolo County. Although the model for the sleeping cabin needs to be amended to meet California housing codes and to reflect community values, it presented an opportunity to think creatively and differently. The permanent housing in Eugene is more easily replicable in California since it contains the essential elements of habitation according to housing standards.

All three villages visited in Oregon relied heavily on the faith-based congregations, the business community, and the community at large in collaboration with government to create these housing opportunities.

Two communities in California – San Jose and Yuba County – have obtained exemptions to the California housing code to respond to their emergency housing situations. As a result, they have been able to provide shelter quickly and inexpensively.

Nan Roman, Executive Director of the National Coalition for the Homeless, believes that smaller housing can work for the homeless but cautions advocates to make sure that the housing is integrated into the community and that supportive services are offered when housing the chronically homeless, especially those with mental illness and substance use disorders.⁴

II. Recommendations

Woodland has already introduced the framework for innovative policy practice regarding homelessness with its adoption of a Housing First policy and a Homeless Action Plan. The Homeless Action Plan aptly identifies three components: Housing, Services, and Management and includes activities to connect residents to housing and services and to keep the community and residents safe.

The following recommendations summarize suggested changes to build upon this existing framework. Additional suggestions to better align plan elements will be provided to the City Manager outside the scope of this report.

Improving outcomes related to homelessness takes time. To successfully reduce the number of individuals and families who are homeless requires the commitment of resources and efforts on the parts of many. It involves seeking and achieving community consensus, finding funding for housing and services, and where possible, re-connecting people to friends and relatives who have not been involved with those in need for a long time. Positive outcomes depend on a strategic plan that has broad support and leadership that keeps all interests aligned with the established goals.

Recommendation #1: Housing

Expand Housing Capacity: People are Homeless Because They Lack a Place to Live

Consider housing that can be developed more quickly and cost effectively. Discuss options that explore housing innovations developed in other communities, including Oregon, that marry an “opportunity village” model and permanent housing. This includes sleeping cabins with shared facilities. Adapt the model to meet California housing standards and local values. Explore the possibility of solar power, especially for sleeping cabins.

When implementing housing, maintain program fidelity to the Housing First model—that is, reinforce priority to permanent housing with low barrier/no barrier admission criteria. Offer case management to residents, an effective tool in maintaining stable housing, reducing inappropriate use of emergency rooms, and reducing interactions with public safety.

Continue to explore options for additional shelter beds with Fourth and Hope and the faith-based congregations for the expressed purpose of reducing harm to vulnerable individuals and families on the streets. Also, consider the need for respite care beds for those discharged from the hospital who are still recuperating but have nowhere to live.

Recommendation #2: Service

Expand Social Service Capacity

Increase the City’s social service expertise by hiring a Social Service Manager to provide direct service to vulnerable city residents and to use national best practices, promising practices, and evidenced-based programs to guide policy and practice. When Woodland hires a Social Services Manager, it joins West Sacramento and Davis—cities that have already hired individuals with this expertise. Consider working collaboratively with city partners and the County to better serve those in need who cross jurisdictions.

The following activities will increase access to services:

- Hire a Social Services Manager
- Implement Multi-Disciplinary Team Meetings
- Participate in Coordinated Entry
- Work collaboratively with the County to deliver Prop 47 funded housing and social services
- Establish alliances with the County Jail and Woodland Memorial Hospital to address the needs of individuals who are discharged to the community without shelter

Recommendation #3: Management

Partner with other cities and County government to develop a united policy regarding cleaning up of encampments

When police and other city staff intervene to reduce the blight and public health hazards associated with established encampments, often those living at these sites move to another location within Woodland, a neighboring city, or within the unincorporated parts of the County. Work collaboratively to develop a policy that protects communities but also addresses the needs of those living homeless.

Determine when property is unfit for human habitation and continued occupation of the property poses a danger to the health, safety, and well-being of the occupant. Individuals in this situation displaced by government action and certified by the City Manager receive two additional priority points from Yolo Housing for publicly subsidized housing. Utilize this option for individuals who qualify.

Recommendation #4: Funding

Maximize funding opportunities

Actively work to garner support of partners including non-profit organizations, the faith community, business members and the County in the Homeless Action Plan. Once this is accomplished, actively pursue funding opportunities to support the plan. Oftentimes, funders value community consensus in addressing issues.

Follow-through with Partnership HealthPlan to re-focus the use of \$680,000 tentatively approved for Woodland to support permanent housing and sleeping cabins described above. Actively pursue Sutter Health's Getting to Zero Initiative for matching funds and explore other grant opportunities.

Be on the lookout for new funding sources and be assertive in pursuing potential and innovative options. Work collaboratively with the County and the other cities to design programs of mutual interest and pursue joint opportunities.

Recommendation #5: Prevention

Examine ways to prevent homelessness

Begin the conversation with the County, other cities, and the nonprofits on how to help individuals and families before they lose their housing. Although concentrating on prevention, or "upstream" intervention, is difficult when resources are limited and individuals in crisis get priority, research has shown that once homeless, it is harder and more expensive to exit homelessness.

Recommendation #6: Performance Measures

Hold Yourself and Others Accountable for Results

Implement a systematic approach to performance measurement for programs implemented by the City and with nonprofit service providers under contract with the City. Consider using Results Based Accountability (RBA)⁵, a system adopted by Yolo County and other localities to assure accountability. Train staff and contractors and hold them accountable for results.

Recommendation #7: Partnerships

Establish A Coalition with Neighboring Cities and the County

Consider developing an action plan with Davis, West Sacramento, and the County that prioritizes issues to solve as a community. Examples of issues include: respite beds for those discharged from hospitals who need shelter to recuperate; day programming for vulnerable individuals; and expansion of shelter capacity. These issues impact all three cities and when more capacity is developed within the system, each locality benefits.

Address the Immediate Need for Shelter

Collaborate with the County Administrator's Office and the other cities to determine a workable solution for individuals displaced by intensified law and code enforcements efforts. While understanding the importance of maintaining health and safety in the downtowns and designated areas, most involved in the efforts realize that the dissolution of encampments and individual camping sites results in individuals setting up camps in other locations. The problem is not solved; it just is moved. While plans for permanent supportive housing is underway in each of the cities, an immediate solution is needed for the unhoused.

Become a Proactive Partner with the Community

Communicate the City's interest in discussions, even for those projects that Woodland is not the funder or a program manager. Take a lead with the County, faith community, business community, and non-profits to build goodwill and show that Woodland is an active and interested partner.

Footnotes

¹ <http://www.endhomelessness.org/library/entry/changes-in-the-hud-definition-of-homeless>

² Yolo County Homeless Count, 2017. Yolo County Homeless and Poverty Action Committee

³ <http://billmoyers.com/2014/10/06/are-tiny-houses-one-solution-to-homelessness/>

⁴ http://www.endhomelessness.org/pages/housing_first housing First

⁵ Mark Friedman. Trying Hard is Not Good Enough – How to Produce Measurable Improvements for Customers and Communities. 2005.

Appendix A

Interviewed

Lisa Baker, Yolo Housing
Angel Barajas, Councilmember
Tandy Burton and Sherri Olswang, Dignity Health Care
Stephen Coyle, Community Development
Skip Davies, Councilmember
Tracy Dickinson, Aurora William, County Homeless Services
Al Eby, Business Owner, Blue Wing Gallery
Christine Engel, Department Director
James Hilliard, Business Owner, State Farm Insurance
Larry Love, Pastor, Woodland Christian Church and Woodland Opportunity Board Member
Alysa Meyer, Northern CA Legal Services and Woodland Opportunity Village Board Member
Paul Navario, City Manager
Charlotte Owens, Fourth and Hope
Lt. Heath Parsons and Sgt. Brett Hancock, Police
Dan Sokolow, Senior Planner
Scott Thurmond, Executive Director, Friends of the Mission
Tom Stallard, Councilmember
Nolan Sullivan, County Employment and Social Services
Kathy Trott, Woodland Opportunity Village
Kristy Wright, Woodland Chamber of Commerce
Doug Zeck and Amara Pickens, Fourth and Hope
Tico Zendejas, Woodland Unified School Board

Meetings

Attended HOST meetings, 1.24, 2.21
Attended Woodland Winter Shelter Organizational Meeting, 2.4
Attended Woodland Opportunity Village Board Meeting, 2.13
Attended Chamber of Commerce Conversation with HOST, 2.23

Site Visits

Fourth and Hope, 1.18
Hope Village, Medford, Oregon, 3.16
Opportunity Village, Eugene, Oregon, 3,16
Emerald Village, Eugene, Oregon, 3.16

Questions

1. What is your role and length of time involved in the issue of homelessness?
2. What is your impression of homelessness? Has the severity of the issue changed?
3. In your view, what is the single most important/successful intervention taking place in Woodland?
4. What needs to improve?
5. What is the City and County's role in homelessness?
6. Who are the stakeholders and are they at the table?
7. What should be the goal regarding homelessness?
8. Does Woodland embrace this goal or any other goal regarding homelessness?
9. Is there anything in Woodland that helps improve homelessness?
10. Who else should I be talking to fully understand homelessness in Woodland?
11. Is there anything else you want to tell me that we have not talked about?