



City of Sacramento

# **2021 MASTER SITING PLAN TO ADDRESS HOMELESSNESS**

# Forward

August 4, 2021

Dear colleagues and residents of our beloved city,

Now is the time to be brave and muster our collective will to change the circumstances for thousands of our neighbors living outdoors. Homelessness, with its immense human suffering and impacts on our entire community, need not be unending hopelessness.

Standing up housing and shelters, site by site, 10, 50 or even 100 spaces at a time, must no longer be the Sacramento way. Approval of this Master Siting Plan and the accompanying resolution will designate 20 priority sites across the City to create, in the near term, thousands of beds, spaces, and roofs. This Plan also contains key strategies to expand shelter and housing capacity through motel conversions, vouchers, scattered sites, and a large service-enriched campus. With the turnover or “flow” through these temporary places, we can help 9,820 people begin their way out of homelessness. That’s 9,820 individuals, each with their own story of trauma, loss, discrimination or illness, whose humanity will be acknowledged, and future will be changed for the better.

The January 5, 2021 unanimous City Council vote to create the Master Siting Plan was the first step in forging this more hopeful future. I am so proud of the City Council for the commitment of time and resources since January to evaluate every possible site for safe parking, Safe Ground, temporary shelter, and transitional housing. You pored over maps, drove your districts, toured sites, and met with property owners and agencies in control of the sites. Your exhaustive outreach to the community was unprecedented, even during a pandemic, and created a better plan with a realistic chance for progress.

As Councilmembers, you also listened to those with lived experience and their advocates to learn that safety is the most important guiding principle for those coming indoors, many for the first time in years.

Safety of the adjacent neighbors, who see the plight of the homeless and demand the City address the issues, was also a resounding theme. Providing safety for the business community to build back better following 17 months of impacts from the pandemic, civil unrest, and economic unpredictability is not inconsistent with helping people.

A big heart and a clean and safe city go together. We will draft Good Neighbor policies with input from stakeholders as we work to convert vacant and underutilized parcels for their intended use.

Approving this plan means the Council will not need to revisit the siting question for the 20 priority sites detailed herein. For City-owned properties, those with the appropriate land use and zoning, and those owned by non-profit faith-based institutions with allowed uses, no further commission or Council action will be necessary. The City will proceed to provide beds, spaces and roofs at these sites with the allocation of funding, approval of contracts for providers and oversight by City staff. For properties that require Conditional Use Permits or other special approvals, actions will be scheduled as the projects are funded.

The plan includes programmatic strategies to further serve our unhoused residents in converted motels and in rented apartments or homes with vouchers and scattered site programs subsidizing the cost of housing. The Council will make policy decisions that will translate into practice and action through prioritization and allocation of federal, state,

regional and city dollars. The policy recommendations send a clear signal to partners at Sacramento County, federal housing agencies, potential private investors and developers and the community that addressing the moral and practical impacts of homelessness is the City's top priority.

The once-in-a-generation opportunity to leverage federal and state resources to address homelessness requires a road map for action to accelerate the work required. In fact, the State budget provides incentives, in the form of additional funding, if a city has a plan and demonstrates positive outcomes. And, by doing our part, we will inspire our partners to invest with us.

No other city in the country has developed a Master Siting Plan to Address Homelessness. Approval of the plan by the City Council is itself a historic decision. The ability to help thousands, define where it is safe and healthy for people to live, and make a difference that the community can see and feel will be the measures of our success.

We can do this. It's all in. We have no other choice.

A handwritten signature in black ink that reads "Darrell Steinberg". The signature is written in a cursive, flowing style.

Mayor Darrell Steinberg

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# CHAPTER 1 | Executive Summary

The Master Siting Plan to Address Homelessness is a bold proposal to identify sites in each Council district for a variety of shelter and housing types. The Plan also identifies programmatic solutions to address broader issues not confined to individual sites (e.g., a commitment to partner with Sacramento County on a large jointly operated campus, identified goals for motel conversions, and use of vouchers to directly house the unsheltered).

Council approval of the Plan in a single vote will provide binding authority for use of the sites to provide shelter and housing for thousands of people experiencing homelessness. With the approval, the City Manager will be granted authority to implement homeless solutions with only administrative and financing approvals returning to future Council meetings. And, the Sacramento Housing and Redevelopment Agency (SHRA), Sacramento Steps Forward (SSF), and other partners will also receive policy direction and updated prioritization for investment of staff resources and funding.

The Plan is the result of Council-led community outreach beginning in January and continuing through July 2021. Hundreds of participants, including those with lived experience, advocates, providers, businesses, neighbors, and policy experts, each invited by the Councilmembers, provided input on siting, Good Neighbor policies, Guiding Principles, operations, programs, and funding.

The capacity provided by the sites and programmatic strategies across the City is summarized in Table 1 below. With an expected average flow of one person every six months for those placed in temporary

shelter/housing, the Master Plan identifies over 9,820 individuals to be served annually when the Plan is implemented.

Funding for the Plan implementation will be from a combination of federal, state, regional, and local resources. The Plan identifies both potential one-time and ongoing sources along with programmatic resources for a goal of \$100 million in the fiscal year following Council approval. The City will leverage partner agency resources and private capital for a once-in-a-generation investment to address homelessness.

Table 1: Homeless Master Plan Annual Capacity Estimates <sup>1</sup>	
Existing New Facilities & Priority Sites	Capacity (Persons)
Existing New Facilities	1,048
Priority Sites	3,647
<i>Subtotal</i>	4,695
Programmatic Strategies	
Large Campus	700
Motel Conversions	1,125
Motel Voucher Program	1,750
Housing Vouchers	1,200
Scattered Sites	350
<i>Subtotal</i>	5,125
<b>Total in Master Plan</b>	<b>9,820</b>

<sup>1</sup> See Table 1, Table 2, and Chapter 6 (Programmatic Strategies) for additional information on capacity assumptions.

# CHAPTER 2 | Introduction

## Homelessness in Sacramento

The homelessness crisis is the greatest challenge facing the city as with many urban areas throughout California. On any given night in Sacramento, thousands of people are unsheltered and many suffer from mental health issues and addiction.

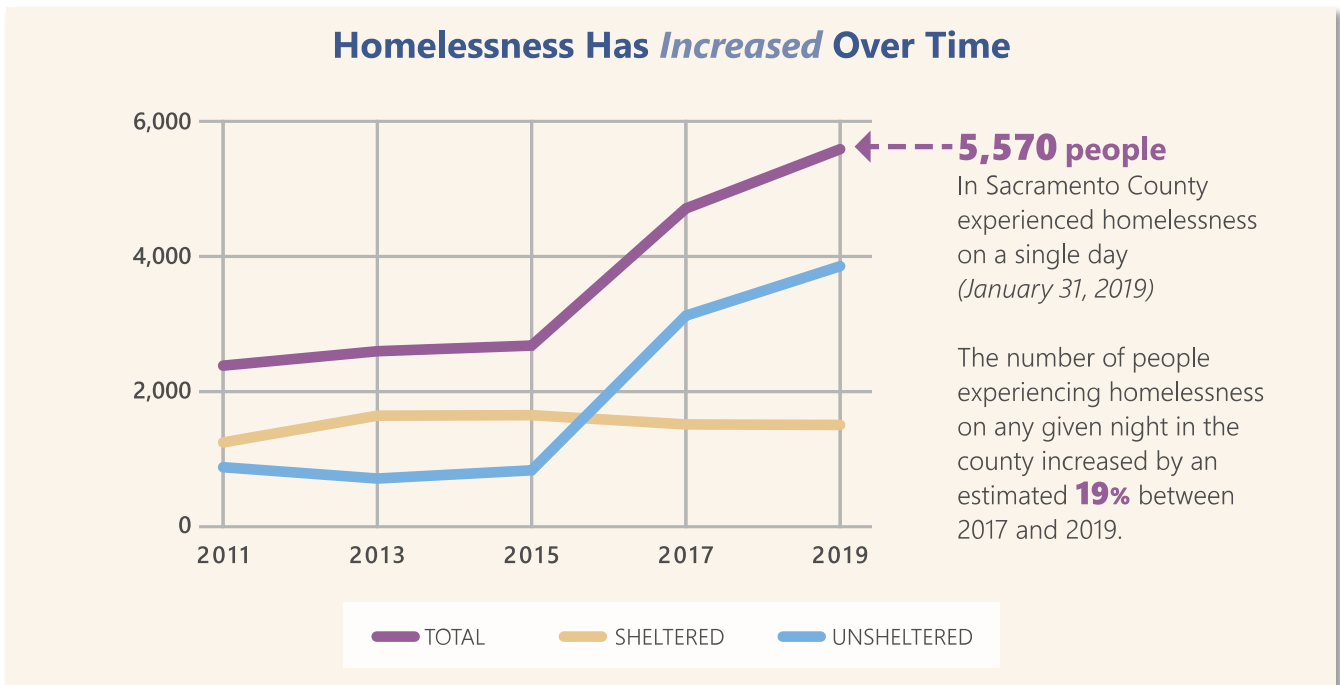
As Mayor Steinberg described in his 2021 State of the City:  
*"The challenge dominates the City's agenda and has grown worse during the CVOCID-19 pandemic. It is a housing affordability crisis and a clear failure of a still broken mental health system. It is the last degradation for thousands mired in deep poverty. And it is a profound failure of public policy."*

Unhoused residents lack adequate sanitary facilities and are at risk of theft, crime, and extreme weather conditions. These unsafe conditions threaten the basic physical and mental health of those experiencing homelessness, leading to shorter life expectancy and cycles of homelessness amongst generations of families stuck in poverty.

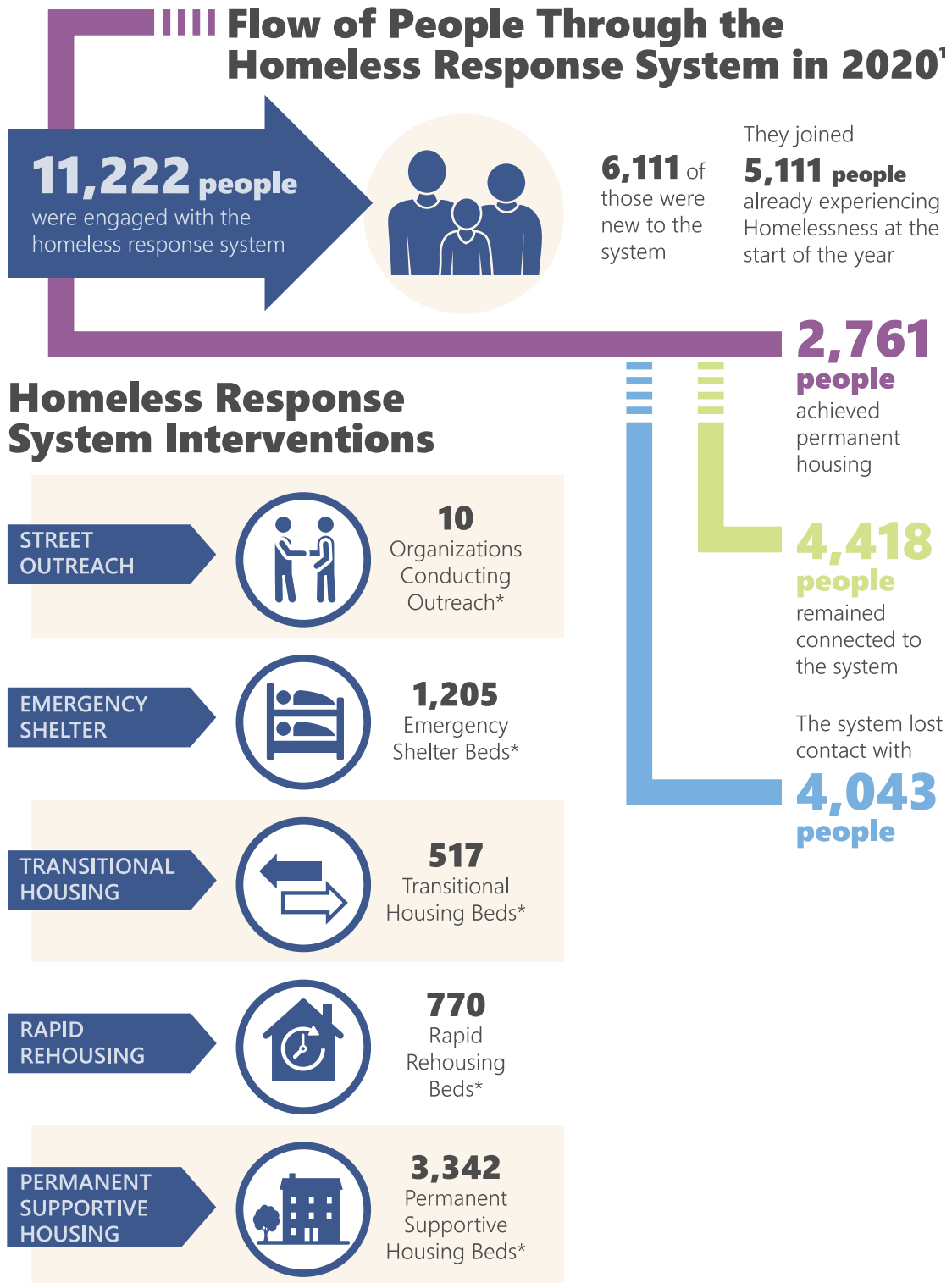
The emergence of tent encampments and greater concentrations of people living on city streets have made homelessness more visible with an urgent need to accelerate capacity for bringing people indoors.

Several structural changes over the past few decades have led to the resurgence of homelessness today. These broad causes include, but are not limited to, economic dislocation, reduced social safety nets, inadequate mental health and addiction services, failed housing policy, mass incarceration, family instability, structural racism, and other individual circumstantial causes.

Across California, the rate of homelessness continues to increase, including within Sacramento. The most recent 2019 Point in Time (PIT) survey for Sacramento County tells us that, on any given night, 5,570 individuals experienced homelessness. Comparing that PIT snapshot with Homeless Management Information System (HMIS) data indicates a more dire situation.



Source: Sacramento County Point-in-Time Homeless Count, 2019.



<sup>1</sup>Data reported from the Homeless Management Information System. Dated: 1/15/2021

\*Data from the January 31, 2020 Housing Inventory Cost

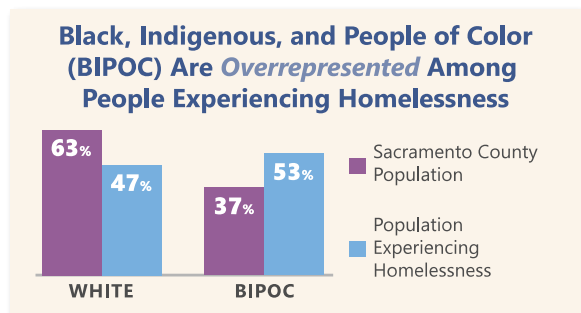


During 2019, an estimated 10,000 to 11,000 individuals experienced homelessness over the course of the year. An estimated 93 percent are originally from Sacramento or long-term residents. Unsheltered individuals are most likely (80 percent) to be older, single, and male. Approximately 20 percent of the unhoused population are families with children with an estimated 33 percent of unhoused families living in vehicles.



Source: Sacramento Steps Forward - Sacramento County Point-in-Time Homeless Count, 2019.

Across the country, people of color are dramatically overrepresented in unhoused populations. In Sacramento County, Black/African American individuals are three times more likely to experience homelessness than people of any other race/ethnicity in the county. American Indian/Alaska Native individuals are four times more likely.



Source: Sacramento Steps Forward - Sacramento County Point-in-Time Homeless Count, 2019.

Given the economic and public health challenges resulting from the COVID-19 pandemic and prior homelessness population trends, anecdotal evidence from the streets indicates the number of people living outdoors continues to rise, with a high percentage of first-time homeless households.

## Existing Partners & Services

Currently in the Sacramento region there are five major administrative organizations working in the homeless response system, including:

- County of Sacramento
- City of Sacramento
- Continuum of Care Board (CoC)
- Sacramento Steps Forward (SSF)
- Sacramento Housing and Redevelopment Agency (SHRA)

While all five entities collaborate to determine the unmet needs in the community and the specific resources each could bring to help fill these gaps through funding opportunities, historically the homeless response system has been divided into separate components with each entity focusing on a specific component, including:

- Emergency shelter and navigation centers are primarily overseen by the City, County, and SHRA;
- Re-housing subsidy programs and County service programs, such as CalWORKS and mental health services, are primarily overseen by Sacramento County;
- Permanent Supportive Housing is provided by SHRA, CoC, and the County; less than 25 percent is in coordinated entry; and
- System-wide improvements are primarily reviewed by the CoC and SSF.

The homeless response system is complex and in addition to the administrative entities, there is also a network of homeless service providers, the healthcare system, advocacy groups, the business community and faith-based organizations. Coordinating funding, services, and care remains a critical component of the homeless response system that continues to be a work in progress.



## Homeless Response System



Source: Sacramento Steps Forward

### County of Sacramento

Sacramento County, under the leadership of the Board of Supervisors and the Department of Human Assistance, provide a multi-departmental response to assist those experiencing homeless through programs and funding from CalWORKS, the Mental Health Services Act, and a variety of federal and state housing funds.

Programs include prevention, crisis response, emergency shelter, and interim housing. The County is tasked with providing mental health services and substance abuse treatment through a variety of outpatient and residential treatment programs for people experiencing homelessness and residents at risk of experiencing homelessness.

### City of Sacramento

The City of Sacramento provides public safety and medical services, outreach and navigation services, triage shelter, safe parking and safe ground, and affordable housing development. The City’s response to homelessness has continued to expand as the numbers of unsheltered have grown in the past six years.

The Department of Community Response, formed in 2020, now incorporates the Homeless Services Division and works with the Housing Policy Manager to provide emergency shelter.

The City also funds and supports the development of transitional and permanent housing. The City’s Housing Element provides a road map for development of housing in the City and recent work as focused on streamlining affordable housing projects and recommendations to increase allowable densities to create more housing opportunities in the City.

### Continuum of Care & Sacramento Steps Forward

The CoC is a regional planning body that coordinates housing and services to meet the specific needs of people experiencing homelessness as they move to stable housing and maximize self-sufficiency.

In Sacramento, the CoC is comprised of a 25-member board, which includes representation from local government, homeless services providers, people with lived experience, and the broader community of businesses, advocates, and faith-based groups.

Sacramento Steps Forward (SSF) is the designated CoC Lead Agency serving as the Collaborative Funding Applicant, Homeless Management Information System (HMIS) Lead Agency, and operator for the Coordinated Entry System.

## Sacramento Housing & Redevelopment Agency

SHRA's mission is to revitalize communities, provide affordable housing opportunities and serve as the Housing Authority for both the City and County of Sacramento. SHRA manages the Sacramento Emergency Rental Housing Program, administers over 12,000 public housing units in Sacramento County, is the administrator for 13,200 U.S. Department of Housing and Urban Development vouchers for private housing, and develops permanent affordable housing in the City and County of Sacramento.

## Shelter Crisis

In 2020, amidst the continuing rise in homelessness and the COVID-19 pandemic, the State of California and many local jurisdictions acknowledged the urgency of the situation and declared a shelter crisis. AB 2553, enacted on September 25, 2020, provides local governments broad authority to streamline local standards and procedures that, in any way, prevent, hinder, or delay the mitigation of the effects of the shelter crisis.

On January 12, 2021, the Sacramento City Council renewed its declaration of a shelter crisis from January 2020 and, subsequently, took many actions to both implement AB 2553 and channel significant resources to increase the access and availability of shelter, services, and permanent housing for people and families experiencing homelessness.

## Martin v. City of Boise

Though the reasons for preparing a Master Plan are many and compelling, a significant legal purpose concerns the question of meaningful alternatives to sleeping or camping on public property.

In September 2018, a panel of the Ninth Circuit Court decided the *Martin v. City of Boise*, and ruled that, except under specific circumstances, enforcement of

ordinances that prohibit sleeping or camping on public property by individuals experiencing homelessness is unconstitutional when meaningful alternatives, such as a shelter space or legal places to camp, do not exist. In December 2019, the U.S. Supreme Court denied a petition for review filed by the City of Boise.

Simply put, the lack of alternatives to sleeping or camping on public property both perpetuates the status quo and limits the City's ability to ensure such spaces are returned to their original, intended purposes.

## The Siting Challenge

The rise of homelessness and pace of corresponding solutions has made it difficult to achieve progress on a scale needed to meet the magnitude of this most urgent crisis in Sacramento.

Housing solutions, from shelters to tiny home communities to permanent supportive housing, generally supported in theory, are often resisted by residents in adjacent neighborhoods.

The City Council, acknowledging the siting challenge, identified the Master Plan as a necessary tool to streamline the deployment and development of shelters and housing sites strategically and collectively throughout the city. This approach provides a comprehensive city plan that addresses the need throughout the city instead of shelter by shelter. On January 5, 2021, the City Council adopted by unanimous vote Resolution No. 2021-0004 (see Appendix A) directing the preparation of this Master Plan and declaring, in summary, the following:

- Bringing residents indoors is a top priority for the Sacramento City Council in 2021.
- Master Plan approval will provide authority for the City Manager to implement it.
- Within their districts, individual Councilmembers will lead robust community outreach and engagement, with participation by the Mayor upon invitation.

- The City Council will collaborate with Sacramento County on questions of siting, funding, operations, and programmatic solutions.
- Upon Master Plan adoption, the City Manager shall prepare a Resource Plan for approval by City Council that identifies how to implement actions identified by the Master Plan.

Consideration of this Master Plan by City Council will compress and confine most controversy into a single point in time through a simple up or down vote. Once

the vote is taken, the Master Plan will enable a series of implementation actions specific to each site. It will also resolve a key prerequisite to the provision of rapid and short-term housing – identifying a suitable site, a piece of land for the presently unhoused. In doing so, the Master Plan both facilitates meaningful alternatives to sleeping or camping on public property and tangible locations to provide shelter and support services leading to permanent housing.

# CHAPTER 3 | Community Engagement

## Guiding Principles

At the beginning of the Master Plan process, the City drafted Guiding Principles for use by all stakeholders during the engagement process. The City Council discussed the Guiding Principles at their March 16, 2021 workshop and comments received from Councilmembers were incorporated into the final version below.

The Guiding Principles provided a basic framework for conversations about the distribution of shelter and housing types, ensuring unique populations of those experiencing homelessness are served appropriately, and to recognize the unique strengths and needs of each District.

### GUIDING PRINCIPLES FOR THE MASTER PLAN

**Safety:** Safety is a paramount concern for the community, especially for individuals experiencing homelessness. As such, the Master Plan will prioritize safety in the development of shelter and housing options with an emphasis on establishing relationships through trusted service providers and ensuring security for individuals served at the parking, shelter, and housing locations.

**Equity:** The Master Plan will include data on the inequities of homelessness and poverty and the recommendations will reflect equitable investments and treatment of individuals and families experiencing homelessness. The Master Plan will include an equity lens across the community with a process that:

- Provides opportunities for the community that includes representation and perspectives of all viewpoints,
- Considers the inequitable impact of homelessness on the local population,
- Includes input from individuals with lived experience of homelessness,
- Sets system-related goals to make progress to remedy the identified inequities, and
- Develops a Plan that furthers equitable investments.

**Citywide:** The Master Plan shall be city-wide but not one size fits all. The Plan will reflect a city-wide commitment to solving the crisis with a shared responsibility. The Plan will also reflect the unique strengths and limitations of each Council District while supporting the diversity of needs throughout the city. This includes consideration of all potential responses and solutions from prevention to permanent housing options, with a focus on addressing the needs of the most vulnerable members of the community.

**Community Engagement:** The Master Plan shall be informed with and in the community. City staff will work with community partners, stakeholders, school districts and charter schools, those with lived experience, housing advocates, residents, and subject matter experts in the creation of this Plan. Collaboration with the community will create a Master Plan with effective outcomes and trust among partners.

**Regional Effort:** The City will draft the Plan with consideration of and in consultation with our partners in the region. Through collaboration with the County and community-based service providers, the Plan will incorporate pivotal whole-person care services. The approved Master Plan will account for the regional context and efforts to respond to homelessness.

**Data-Driven:** The Master Plan will be data-driven and include specific desired outcomes and performance measures to inform staff and the community of the progress of the Plan. These benchmarks will ensure accountability to residents, stakeholders, and to the unhoused community that the Plan intends to serve.

Source: March 16, 2021 City Council meeting

## Community Engagement

From January to May 2021, a robust and extensive community engagement process was carried out by individual Council districts amidst the COVID-19 pandemic. Dozens of meetings were conducted with presentations, discussion, and comments from residents and stakeholders. Figure 2-1 illustrates major milestones of the engagement process, with a description of additional aspects following.

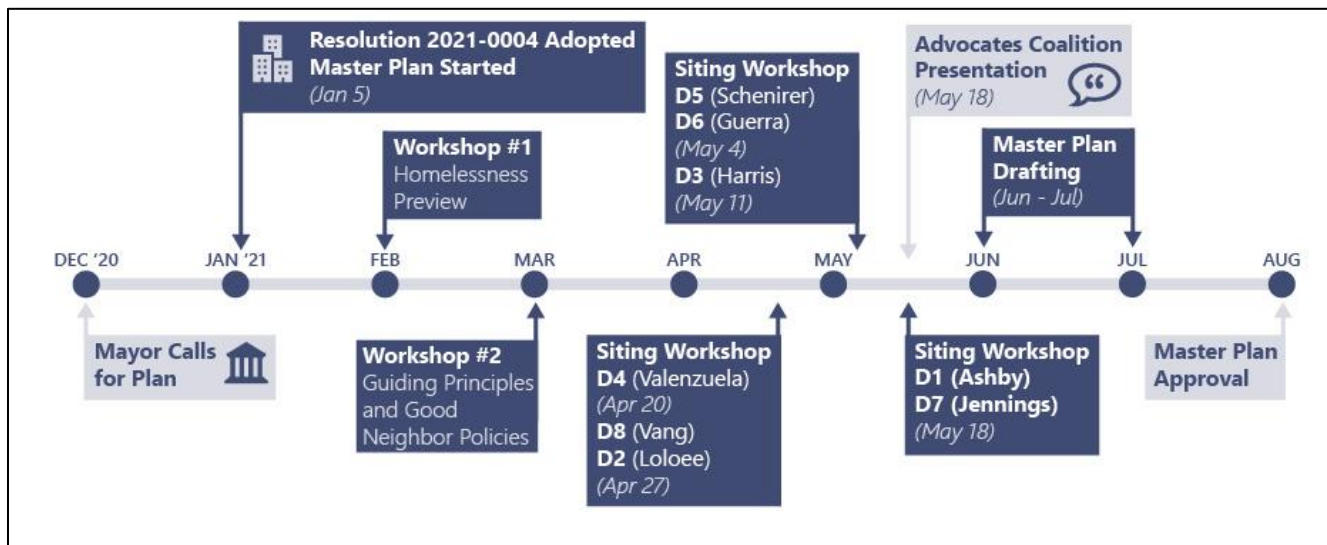
### Community Workshops

Several workshops were held between January and March 2021 to receive community feedback on the

development of Guiding Principles, Good Neighbor policies, and possible site locations. For some Council districts, the outreach process was aided by the creation of task forces to tackle specific areas of the plan, such as identifying potential sites, directing community outreach, and establishing long-term planning.

Due to the ongoing public health orders regarding COVID-19, most community meetings were held virtually. Despite the social distancing requirements, a diverse cross-section of community members participated, including neighborhood and business associations, homeless service advocates, persons with lived experience, faith-based groups, and non-profit leaders.

Figure 3-1: Master Plan Community Engagement Timeline



### Homeless Coalition

As part of the community conversations, a coalition of 16 community-based organizations made a City Council presentation to offer their suggestions for the Master Plan. Though the coalition’s goals overlapped with many ideas presented by Councilmembers, a greater emphasis was placed on the need for regional coordination, service-enriched housing with tenant protections, and medical care.

### Council District Presentations

In April and May 2021, each Councilmember presented information and ideas for their district during a series of workshops included with regular City Council meetings. The following is a summary of each presentation:

- [District 1 \(Ashby\) – May 18, 2021](#): Councilmember Ashby identified challenges in the district relative to lack of service providers, limited transportation, lack of affordability and walkability (i.e., auto-centric design), and presented a proposal to house

women, children, and families in the form of scattered site housing, youth through LGBTQ host families, and other homeless households in hotel/motel conversions.

- [District 2 \(Loloee\) – April 27, 2021](#): Councilmember Loloee provided a presentation conveying a vision, definition of the issue, and guiding principles for the Master Plan process. Relative to siting, Councilmember Loloee spoke to existing temporary, transitional, and affordable housing sites and numbers. Potential new sites introduced included: tiny home youth beds, safe ground spaces, and or more safe parking spaces.
- [District 3: \(Harris\) – May 11, 2021](#): Councilmember Harris provided a summary of existing conditions, including past efforts to address homelessness and current projects. Councilmember Harris presented proposals for additional shelter beds, housing vouchers, safe parking, and a large campus, many of which were site-specific.
- [District 4 \(Valenzuela\) - April 20, 2021](#): Councilmember Valenzuela convened a Homelessness Task Force in December 2020. At the April workshop, Councilmember Valenzuela presented the Task Force’s findings and recommendations. Specific initiatives advanced included: triage center locations (safe ground/safe parking), motel voucher expansion citywide, six tiny home villages, healthcare provider supportive living spaces, a universal intake/respice/shelter, and expansion of permanent affordable and supportive housing.
- [District 5 \(Schenirer\) – May 4, 2021](#): Councilmember Schenirer provided an overview of his district’s demographics along with a description of community input to date, and existing service providers, shelters and affordable housing. Site-specific proposals were presented for a variety of shelter and housing types (e.g., safe parking, safe ground, campus, tiny homes) along with a brief analysis of each.
- [District 6 \(Guerra\) - May 4, 2021](#): Councilmember Guerra provided a description of community engagement events to date within his district, including more than 20 weekly meetings with a homeless working group. Two dozen potential sites were presented that included a variety of potential housing types (e.g., tiny homes, safe ground, safe parking, campus model, motel conversion, and navigation center).
- [District 7 \(Jennings\) - May 18, 2021](#): After summarizing existing affordable housing options in the district and calls for service related to homelessness, Councilmember Jennings presented a programmatic proposal for safe parking, scattered sites, tiny homes, and permanent housing.
- [District 8 \(Vang\) - April 27, 2021](#): Following an overview of the district, existing service providers, a summary of community meetings and outreach, and recently opened shelter/housing sites (i.e., Meadowview Navigation Center, La Mancha Homekey Conversion), Councilmember Vang presented two site-specific proposals - one for tiny homes and the other for permanent affordable housing. Additional initiatives were introduced for scattered sites, motel conversions and vouchers, and safe ground.

# CHAPTER 4 |

## Priority Sites for Short-term Solutions

### Overview

A significant quantity of information spanning each Council district's boundaries was collected before and through the conclusion of each workshop. This chapter describes how the information has been synthesized – geographically and numerically – into a list of Priority Sites for short-term housing solutions.

The proceeding pages describe:

- How Priority Sites were identified;
- Shelter and housing types for the Priority Sites;
- The location of Priority Sites;
- A profile of each Priority Site; and
- The potential capacity on Priority Sites.

The Priority Sites identified in this section are one part of the solution to meeting the needs of our unhoused residents. Chapter 6 (Programmatic Strategies) addresses other complementary goals and strategies, including a large campus strategy, hotel/motel conversions, motel vouchers, housing vouchers, and scattered sites.

### Identification of Priority Sites

After the conclusion of the workshops held before the entire City Council, one-on-one meetings with the consultant and city staff were held with each Councilmember's office. The purpose of each meeting was to identify sites with the greatest potential for facilities to be built or deployed in the short term to address the urgent crisis. Out of more than 100 sites, these meetings yielded a list of Priority Sites that were prioritized for further evaluation.

Because private ownership was identified as a key constraint to rapid implementation, Priority Sites were primarily identified as either publicly owned or those where a private owner has expressed an explicit interest in providing shelter for the unhoused.

Properties not included with the Priority Sites are identified in Appendix B (Tier II Sites for Further Study). Additional review (e.g., community outreach, property owner outreach) is needed and will continue by the individual Councilmembers in whose Districts the sites are located after the Master Siting Plan process.

### Shelter & Housing Types

In addition to identifying specific properties, Council District offices also recommended one or more shelter or housing types for each site. The Department of Community Response, as part of preparing this plan, reviewed each site and confirmed appropriate shelter/housing types and capacities. The potential types include:

- Safe ground with organized camping
- Safe parking
- Tiny homes
- Emergency shelter

The following discussion provides a general description of each housing/shelter type along with a local example, or case study, in the City of Sacramento.

### Safe Ground

Safe ground organized campgrounds describe land that is legally sanctioned for tent camping for unhoused persons living outside. Parcels suitable for safe ground



are generally undeveloped/vacant or include paved areas (e.g., existing parking lot).

The number of tents permitted on a safe ground site can vary in size depending on individual site characteristics, parameters set forth in the California Building Code (Appendix O and X), and supportive service delivery goals and capacities. Under Interim Ordinance No. 2021-0002, current zoning standards allow a maximum of 80 individuals per Safe Ground site.

All Safe Ground sites are required to provide basic sanitation facilities (e.g., toilet, bathing, waste disposal). Common kitchens may be provided but are not required by code. Each site is secured and provided a supervised point of entry. Daily operations are supervised 24/7 and connections to supportive services are provided.

## Safe Parking

Safe parking describes land that is legally sanctioned for unhoused persons living in vehicles to park and sleep. The 2019 PIT Count estimated that one-third of unhoused individuals and families live in a vehicle. Parcels suitable for safe parking are generally undeveloped/vacant or include paved areas (e.g., existing parking lot).

Vehicle types may be passenger, travel/camping trailer, or recreational vehicles. When parked at a sanctioned location, safe parking is a legitimate shelter type under the Building Code. Except when abandoned, vehicles used for shelter are not subject to State laws applicable to recreational vehicle parks. Interim Ordinance 2021-0002 relaxes zoning standards for safe parking sites by not requiring paving for vehicle parking.

**Pilot Project: W/X Safe Ground and Safe Parking Site:** The City of Sacramento opened its first Safe Ground and safe parking site at a parking lot near the W/X Freeway and Sixth Streets in downtown. The lot has two distinct spaces: one for tent camping and the other for vehicle parking. The W/X site can host up to 160 people and is open 24 hours a day, 7 days a week. It is staffed around the clock and offers mobile restrooms and cleaning stations for patrons. Support services are provided by on-site case managers out of an on-site trailer. Individuals utilizing the site and services are entered into the Homeless Management Information System (HMIS) to record services provided and track their homeless history and connections to other homeless service providers. The objective is to refer each person to services and rehouse them.



Source: Ascent Environmental, July 2021.

Like Safe Ground organized camping sites, all safe parking sites are secured and have a supervised point of entry. Daily operations are supervised 24/7 and connections to supportive services are provided. Safe parking sites are also required to provide basic sanitation facilities (e.g., toilet, bathing, waste disposal). Common kitchens may be provided but are not required by code.

### Tiny Homes

A growing number of cities have found a practical solution to homelessness through the construction of tiny home villages. In technical terms and specific to the provision of emergency housing, these are called Emergency Sleeping Cabins or Emergency Transportable Housing Units by the Building Code and are defined as follows:

- Emergency Sleeping Cabin: is a structure between 70 and 400 square feet with four walls, a roof, and means of egress, ventilation, and electrical power.

No plumbing or gas service is required. In practice, this tiny home type has been referred to as 'Tuff Shed' housing.

- Emergency Transportable Housing Units: are essentially one or more housing units transportable to a site on wheels. These can be manufactured homes, mobile homes, multifamily manufactured homes, commercial modulars, recreational vehicles, or park trailers. These are regulated as 'manufactured housing' by the California Housing and Community Development Department (HCD).

Like safe ground and safe parking, tiny home sites are secured and provided a supervised point of entry, in most cases. Daily operations are typically supervised 24/7 and connections to supportive services are provided. Basic sanitation facilities are required (e.g., toilet, bathing, waste disposal). Common kitchens may be provided but are not required by code.

**Tiny Home Village Community – Grove Avenue, Sacramento:** The Emergency Bridge Housing initiative was approved by City Council in 2020. The project is located on a site owned by St. Paul Church of God in Christ on Grove Avenue. The was developed as an Emergency Bridge Housing cabin community for transitional age youth (TAY) between the ages of 18 and 24. The community offers 24 double occupancy cabins for 48 TAY individuals to sleep and receive services. During the COVID pandemic most cabins are single occupancy. The goal of the initiative is to transition individuals into permanent housing within 6-12 months.



Source: City of Sacramento, Mayor's Office of Civic Engagement, 2020.

Note: the tiny home type can be expanded to include, essentially, permanent conventional structures for dwelling purposes but of a reduced size. Each structure has a permanent foundation, room(s), roof and, support systems (i.e., electricity/gas, water, sewer) with hard connections to municipal infrastructure. Under the Building Code, this permanent Tiny Home type is not classified as emergency housing and, thus, is subject to higher construction standards and costs.

### Emergency Shelter Facilities

Emergency Shelter Facilities, in this plan, are a housing type providing time-limited shelter for unhoused individuals or families. Suitable sites are generally one-acre or more in size. This type is distinguished from facilities that are ephemeral in operation (e.g., winter warming shelter) since they are assumed to operate 365 days per year and include on-site wrap-around support services.

Living arrangements are provided in a congregate setting, consisting of one or more structures. Shelters can be operated with entrance requirements (e.g., “service engagement”) depending upon the target population. They can also be operated as “low barrier” facilities without restrictions relating to pets, service engagement, sobriety, credit, evictions, or criminal histories.

Low barrier shelters, meaning easier to access, play a vital role in the Housing-First approach because they provide immediate protection from unsafe environments on the street. The philosophy behind a low-barrier, Housing-First approach is that the need for housing must be addressed before most individuals can actively and successfully engage in treatment and address other major life challenges.

**Meadowview Navigation Center:** The Meadowview Navigation Center in South Sacramento opened October 1, 2020. The center operates 24 hours a day and provides 100 beds to unhoused women, along with services to help women stabilize their lives and transition into permanent housing. Entry to the Meadowview Navigation Women’s Shelter is through a closed referral process, administered by Sacramento Steps Forward (SSF). The Sacramento Housing and Redevelopment Agency (SHRA) oversees operations of the shelter and Volunteers of America (VOA) provides the daily on-site services of shelter operations.



Source: Sacramento Housing and Redevelopment Agency, 2020.

Health and safety regulatory oversight of emergency shelters depends on the type of physical facilities provided. Temporary membrane structures, or SPRUNG structures, are regulated as emergency housing under the California Building Code (Appendix O and X) with requirements determined by the enforcing agency.

## Shelter & Housing by the Numbers

Since the onset of the COVID-19 pandemic, the City Council has taken decisive action through the funding and construction of shelter and housing for those experiencing homelessness. Specific projects accomplished since that date are identified in Table 2 below.

Shelter/Housing (Council District) (Name/Type)	Estimated Annual Capacity (Persons)
The Grove (D2) (24 Tiny Homes for Transitional Age Youth)	48
Front Street (D4) (Safe Parking Spaces for 60 people)	120
W/6 <sup>th</sup> Street (D4) (Safe Ground/Safe Parking for 150 people)	300
29 <sup>th</sup> /X Street Navigation Center (D5) (100 bed Emergency Shelter- opening fall 2021)	200
St. John’s Manufactured Housing (D6) (11 Manufactured Homes for Women & Children)	55
La Mancha Homekey (D8) (100 rooms of Permanent Supportive Housing)	125
Meadowview Nav Center (D8) (100 bed Women/Children Emergency Shelter)	200
<b>Total</b>	<b>1,048</b>

Annual capacity based on assumed 6-month occupancy duration per tenant except La Mancha which is 12 months.

This Master Plan identifies 20 Priority Sites, inclusive of City-owned surplus sites, for additional new shelter for a total capacity to serve approximately 3,647 persons annually. Table 3 identifies the total number of persons that could potentially be sheltered on Priority Sites by shelter/housing type.

For Safe Ground, safe parking, or tiny homes, the following assumptions were used for estimating purposes:

- Vehicles or RVs: 1.2 persons per vehicle
- Tents: 1 person per tent
- Tiny Homes (Individuals): 2 persons each
- Tiny/Manufactured Homes (Family): 3 persons each

These assumptions were derived from on-the-ground observations from City staff and service providers. Emergency shelter/housing types are assumed to have resident turnover every six months. All other permanent housing types are assumed to have residents on annual basis.

Shelter Type	Estimated Capacity (Persons)
Safe Ground	340
Safe Parking	1,356
Tiny/Manufactured Homes	1,721
Emergency Shelter	200
Hospice	30
<b>Total</b>	<b>3,647</b>

Annual capacity based on assumed 6-month occupancy duration per tenant.

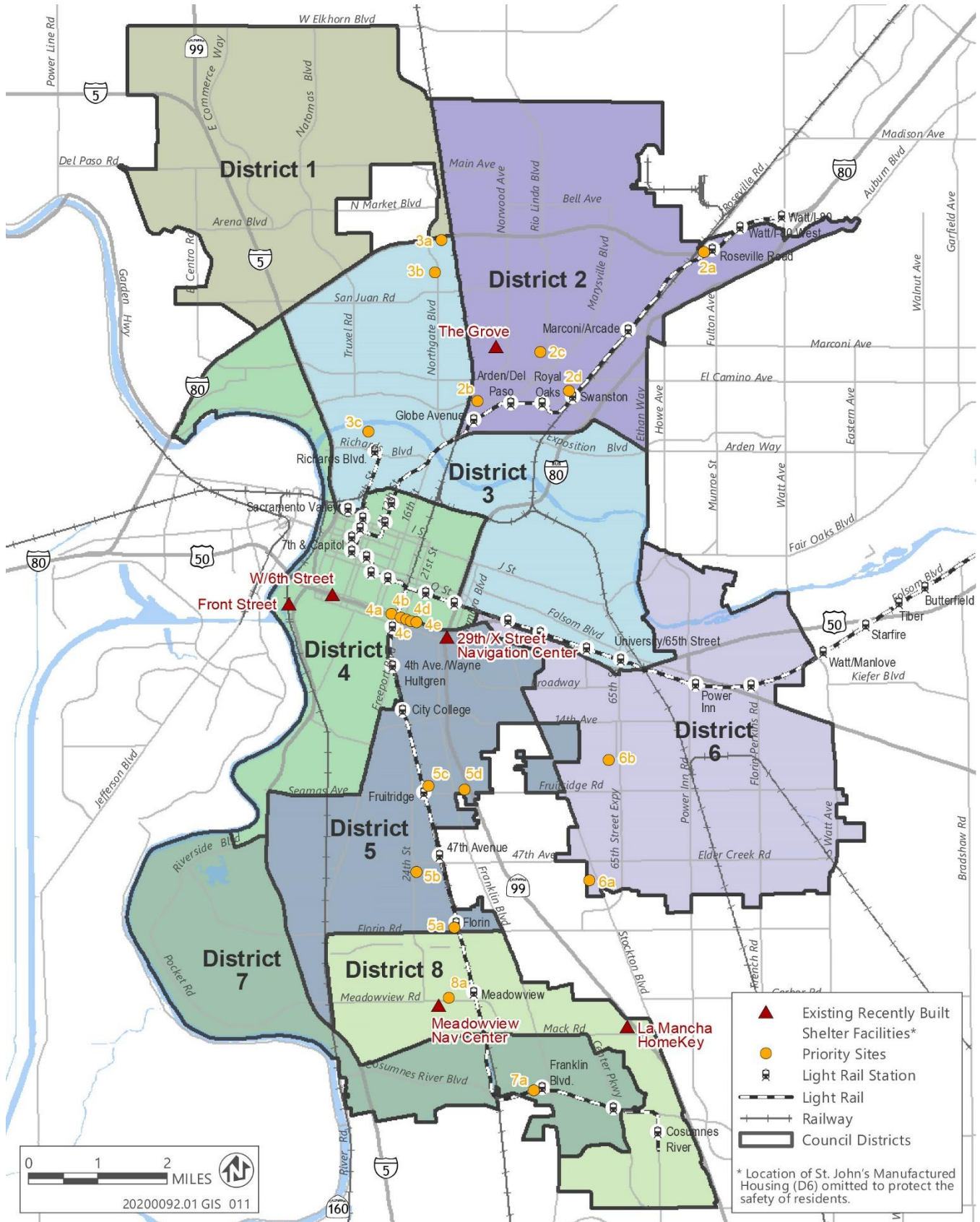
A list of all Priority Sites is provided in Table 4. Figure 1 identifies their location along with the existing recently built shelter facilities listed in Table 1. Site Profiles in the subsequent pages identify the shelter/housing type and estimated number of persons that could potentially be served on each site.



Table 4: Summary of Priority Sites					
Site #	Site Name	APN	Potential Shelter Type	Estimated Capacity	Persons Served Annually
2a	Roseville Road RT Parking Lot	N/A (ROW)	Safe Parking	100-300 cars, 360 people	720
2b	Colfax Yard	275-0072-002	Tiny Homes (Family – Emergency Shelter)	25 Tiny Homes; 75 people	150
2c	Eleanor Yard	265-0201-062	Tiny Homes (Veterans – Permanent Supportive)	10 Tiny Homes; 15 people	15
2d	Lexington/Dixieanne	277-0083-002, 277-0083-003, 277-0083-004, 277-0083-006, 277-0083-007	Tiny Homes (Individuals – Permanent Supportive)	50 Tiny Homes; 100 people	100
3a	Public Agency Owned Lot at Rosin Court	250-0360-011	Safe Ground and Safe Parking	100 cars, 120 people	240
3b	Larchwood (north)	250-0390-036 (northern portion)	Hospice (Joshua's House)	15 beds, 15 people	30
3c	North 5 <sup>th</sup> Street Shelter Expansion	001-0200-010	Emergency Shelter	100 beds, 100 people	200
4a to 4e	Under W/X Freeway	010-0156-001, 010-0164-025, N/A (ROW)	Tiny Homes (Individuals – Emergency Shelter)	200 Tiny Homes, 400 people	800
5a	Florin Road RT Parking Lot	041-0111-004, 041-0111-005, 041-0111-006, 041-0111-007, 041-0111-008	Safe Parking	125 cars, 150 people	300
5b	24 <sup>th</sup> Street/48 <sup>th</sup> Ave	036-0084-020, 036-0084-021, 036-0084-022, 036-0084-023, 036-0084-024, 036-0084-028, 036-0084-029, 036-0084-030, 036-0084-031, 036-0084-032	Safe Ground and Safe Parking	25-50 people	100
5c	29 <sup>th</sup> Avenue Site	019-0211-006	Tiny Homes (Family – Shelter or Permanent Supportive Housing)	10-12 Tiny Homes, 30-36 people	36
5d	3331 Fruitridge Road	022-0221-021, 022-0221-033	Safe Ground and Safe Parking	30-40 cars, 36-48 people	96
6a	Riza Ave/Jimolene Dr	039-0170-190, 039-0170-240, 039-0170-250, 039-0170-310, 039-0170-190460	Manufactured Homes (Family Shelter or Permanent Housing)	110 Manufactured Homes; 330 people	330

Table 4: Summary of Priority Sites					
Site #	Site Name	APN	Potential Shelter Type	Estimated Capacity	Persons Served Annually
6b	63 <sup>rd</sup> St/21 <sup>st</sup> Ave	023-0061-040	Manufactured Homes (Family – Shelter or Permanent Housing)	30 Manufactured Homes; 90 people	90
7a	Franklin Blvd RT Parking Lot	119-0080-041	Safe Parking	40-100+ cars, 120 people	240
8a	Meadowview Village	049-0050-019	Tiny Homes (Permanent Supportive Housing)	125 Tiny Homes, 200 people	200
Total					3,647

Figure 1: Priority Sites – Location within Council Districts



Source: Adapted by Ascent in 2021 with information provided by the City of Sacramento.



## Site #2a – Roseville Road RT Parking Lot



Site #2a	
Council District:	District 2
Site Name:	Roseville Road RT Parking Lot
Ownership:	Sacramento Regional Transit District
Address:	Roseville Road and Highway 80
APN:	N/A (ROW)
Area (acres):	9.1
Potential Shelter Type:	Safe Parking
Estimated Capacity:	100-300 cars, 360 people (Annually: 720 people)
Zoning:	N/A
General Plan Land Use:	Parks and Recreation
Current Use:	Parking Lot for Regional Transit (1087 spaces)

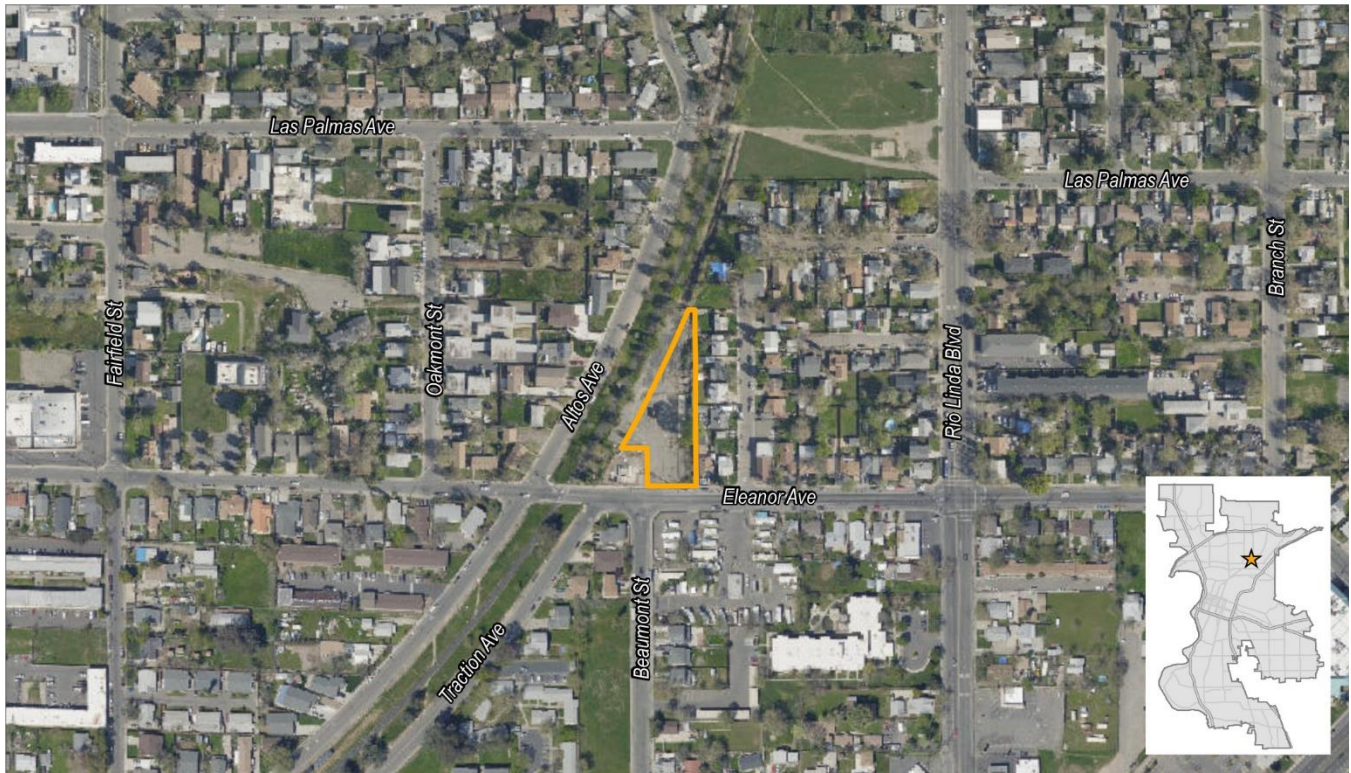
## Site #2b – Colfax Yard



Site #2b	
Council District:	District 2
Site Name:	Colfax Yard
Ownership:	City of Sacramento
Address:	2225 Colfax Street
APN:	275-0072-002
Area (acres):	2.3
Potential Shelter Type:	Tiny Homes (Family – Emergency Shelter)
Estimated Capacity:	25 Tiny Homes, 75 people (Annually: 150 people)
Zoning:	C-2_SP
General Plan Land Use:	Employment Center Low Rise
Current Use:	Vacant

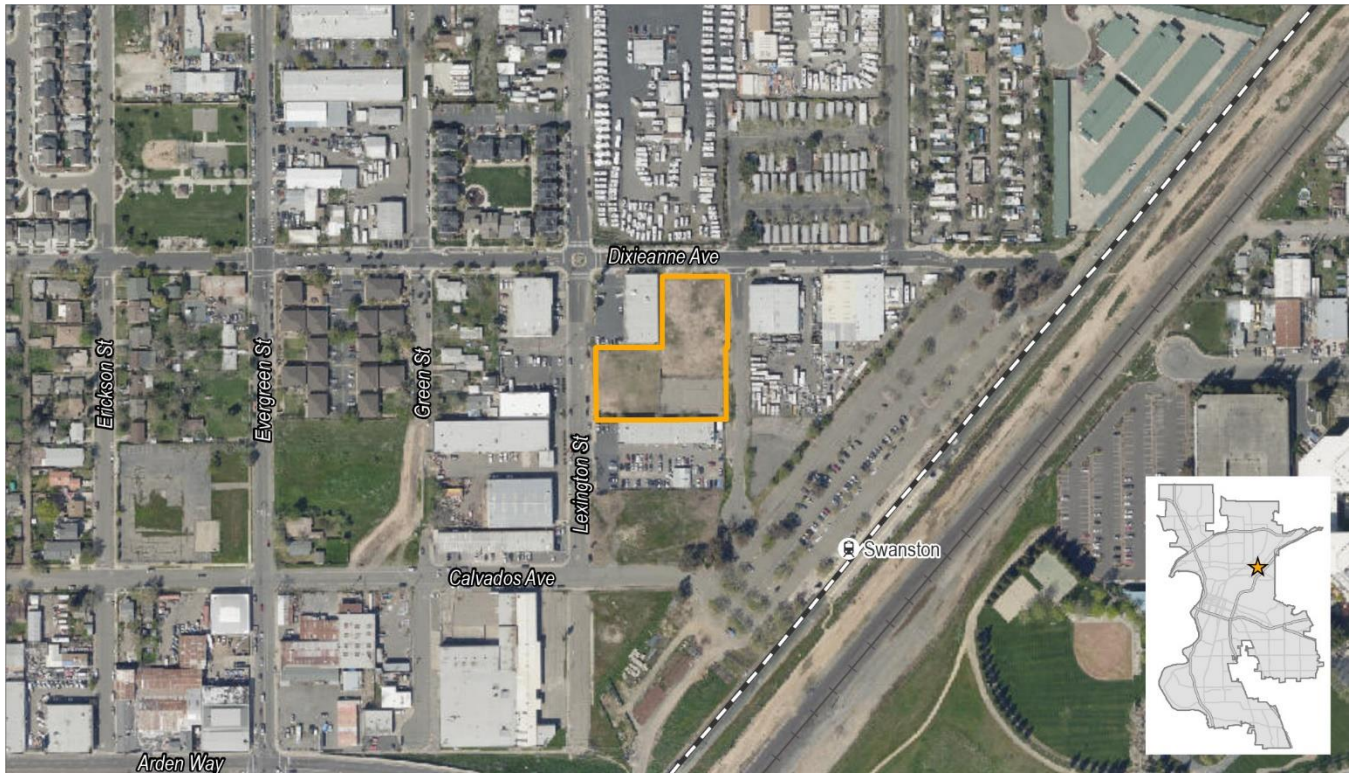


## Site #2c – Eleanor Yard



Site #2c	
Council District:	District 2
Site Name:	Eleanor Yard
Ownership:	City of Sacramento
Address:	Eleanor Avenue
APN:	265-0201-062
Area (acres):	0.7
Potential Shelter Type:	Tiny Homes
Estimated Capacity:	10 Tiny Homes; 15 people (Veterans – Permanent Supportive) (Annually: 15 people)
Zoning:	R-1
General Plan Land Use:	Suburban Neighborhood Low Density
Current Use:	Vacant

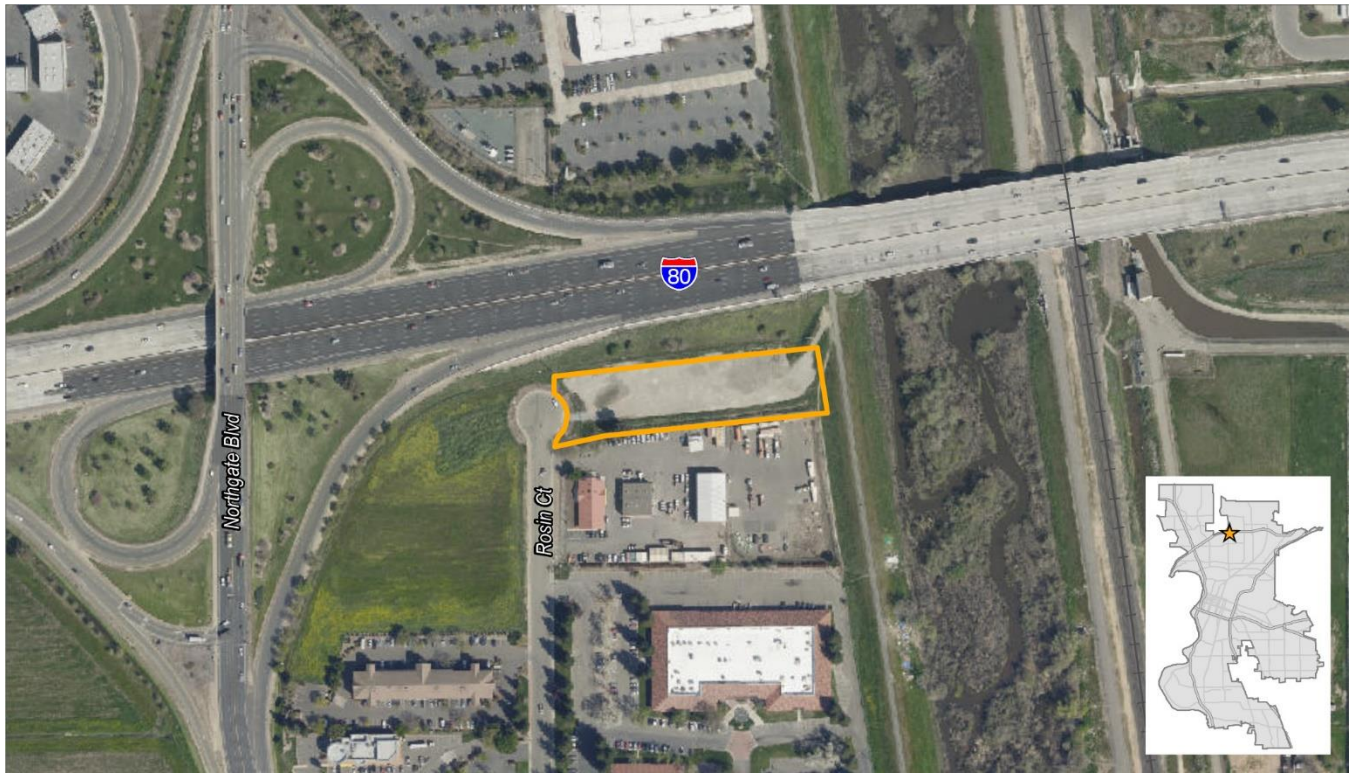
## Site #2d – Lexington/Dixieanne



Site #2d	
Council District:	District 2
Site Name:	Lexington/Dixieanne
Ownership:	City of Sacramento
Address:	Lexington Street & Dixieanne Avenue
APN:	277-0083-002, 277-0083-003, 277-0083-004, 277-0083-006, 277-0083-007
Area (acres):	1.4
Potential Shelter Type:	Tiny Homes (Individuals – Permanent Supportive)
Estimated Capacity:	50 Tiny Homes, 100 people (Annually: 100 people)
Zoning:	RMX
General Plan Land Use:	Urban Corridor Low
Current Use:	Vacant

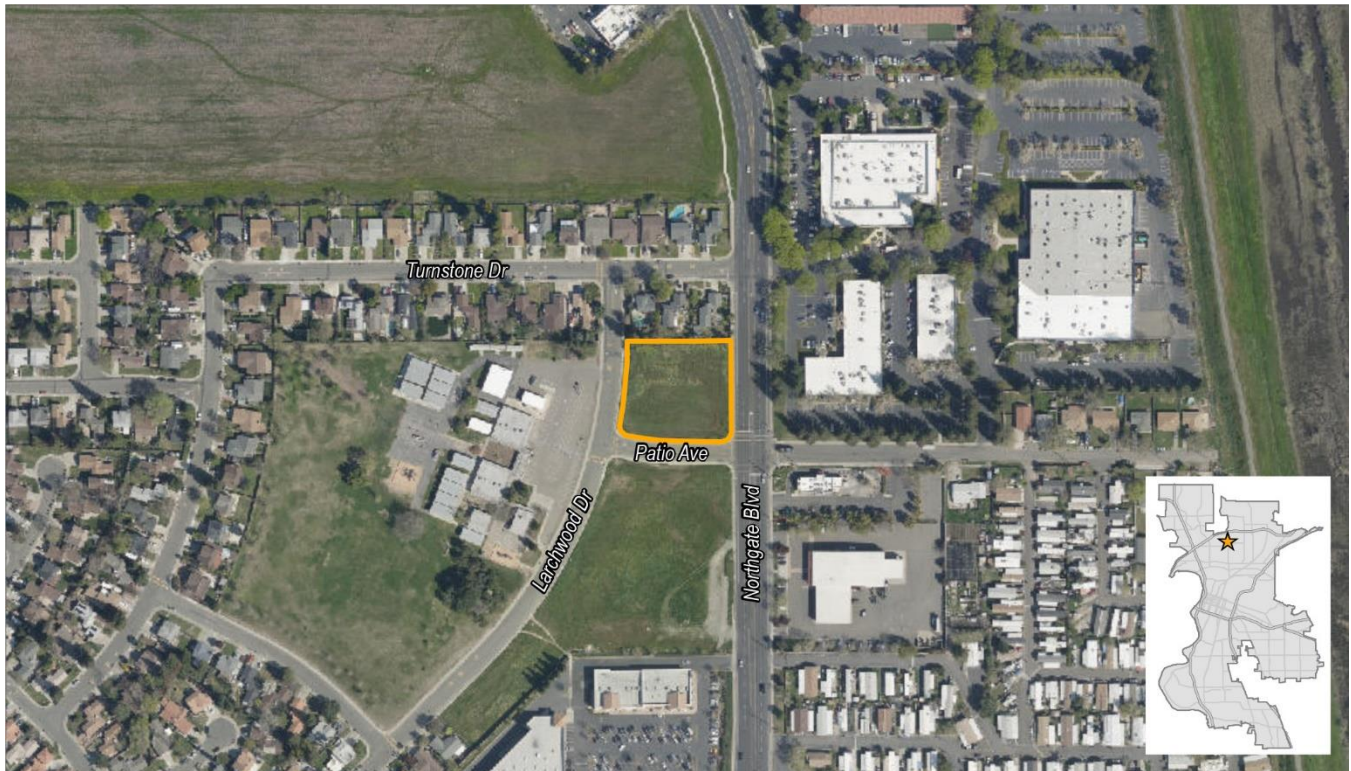


## Site #3a – Public Agency Owned Lot at Rosin Court



Site #3a	
Council District:	District 3
Site Name:	Public Agency Owned Lot at Rosin Court
Ownership:	Reclamation District 1000
Address:	Rosin Court
APN:	250-0360-011
Area (acres):	1.7
Potential Shelter Type:	Safe Ground and Safe Parking
Estimated Capacity:	100 cars, 120 people (Annually: 240 people)
Zoning:	M-1S
General Plan Land Use:	Employment Center Low Rise
Current Use:	Vacant

## Site #3b – Larchwood (North)



Site #3b	
Council District:	District 3
Site Name:	Larchwood (north)
Ownership:	City of Sacramento
Address:	3630 Larchwood Drive
APN:	250-0390-036 (northern portion)
Area (acres):	1.1
Potential Shelter Type:	Hospice (Joshua's House)
Estimated Capacity:	15 beds, 15 people (Annually: 30 people)
Zoning:	R-3
General Plan Land Use:	Public/Quasi Public
Current Use:	Vacant



## Site #3c – North 5<sup>th</sup> Street Shelter Expansion



Site #3c	
Council District:	District 3
Site Name:	North 5 <sup>th</sup> Street Shelter Expansion
Ownership:	County of Sacramento
Address:	700 North 5 <sup>th</sup> Street
APN:	001-0200-010
Area (acres):	4.9
Potential Shelter Type:	Emergency Shelter
Estimated Capacity:	100 beds (Annually: 200 persons) (see note below)
Zoning:	RMX-SPD
General Plan Land Use:	Urban Center Low
Current Use:	Emergency Shelter

Notes: Existing shelter capacity is 104 persons; this proposal will increase to 204 persons. Only increase included in annual total.



## Site #4a through 4e – Under W/X Freeway



### Site #4a, 4b, 4c, 4d, 4e

Council District:	District 4
Site Name:	4a: Under W/X Freeway between 18 <sup>th</sup> and 19 <sup>th</sup> 4b: Under W/X Freeway between 20 <sup>th</sup> and 21 <sup>st</sup> 4c: Under W/X Freeway between 21 <sup>st</sup> and 22 <sup>nd</sup> 4d: Under W/X Freeway between 22 <sup>nd</sup> and 23 <sup>rd</sup> 4e: Under W/X Freeway between 23 <sup>rd</sup> and 24 <sup>th</sup>
Ownership:	Caltrans
Address:	W/X Freeway
APN:	010-0156-001, 010-0164-025, N/A (ROW)
Area (acres):	12.5
Potential Shelter Type:	Tiny Homes (Individuals – Emergency Shelter)
Estimated Capacity:	200 Tiny Homes, 400 people (Annually: 800 people)
Zoning:	TC-SPD
General Plan Land Use:	Public/Quasi Public
Current Use:	Parking

Notes: U.S. Highway 50 Multimodal Corridor Enhancement and Rehabilitation Project underway during Master Plan preparation. Sites 4a to 4e are expected to be available for housing once construction is complete in February 2022.

## Site #5a – Florin Road Station RT Parking Lot



Site #5a	
Council District:	District 5
Site Name:	Florin Road Station RT Parking Lot
Ownership:	Sacramento Regional Transit District
Address:	Florin Road & Indian Lane
APN:	041-0111-004, 041-0111-005, 041-0111-006, 041-0111-007, 041-0111-008
Area (acres):	10.4
Potential Shelter Type:	Safe Parking
Estimated Capacity:	125 cars, 150 people (Annually: 300 people)
Zoning:	C-2-TO
General Plan Land Use:	Urban Center Low
Current Use:	Parking

Notes: Estimated capacity is dependent on spaces granted.



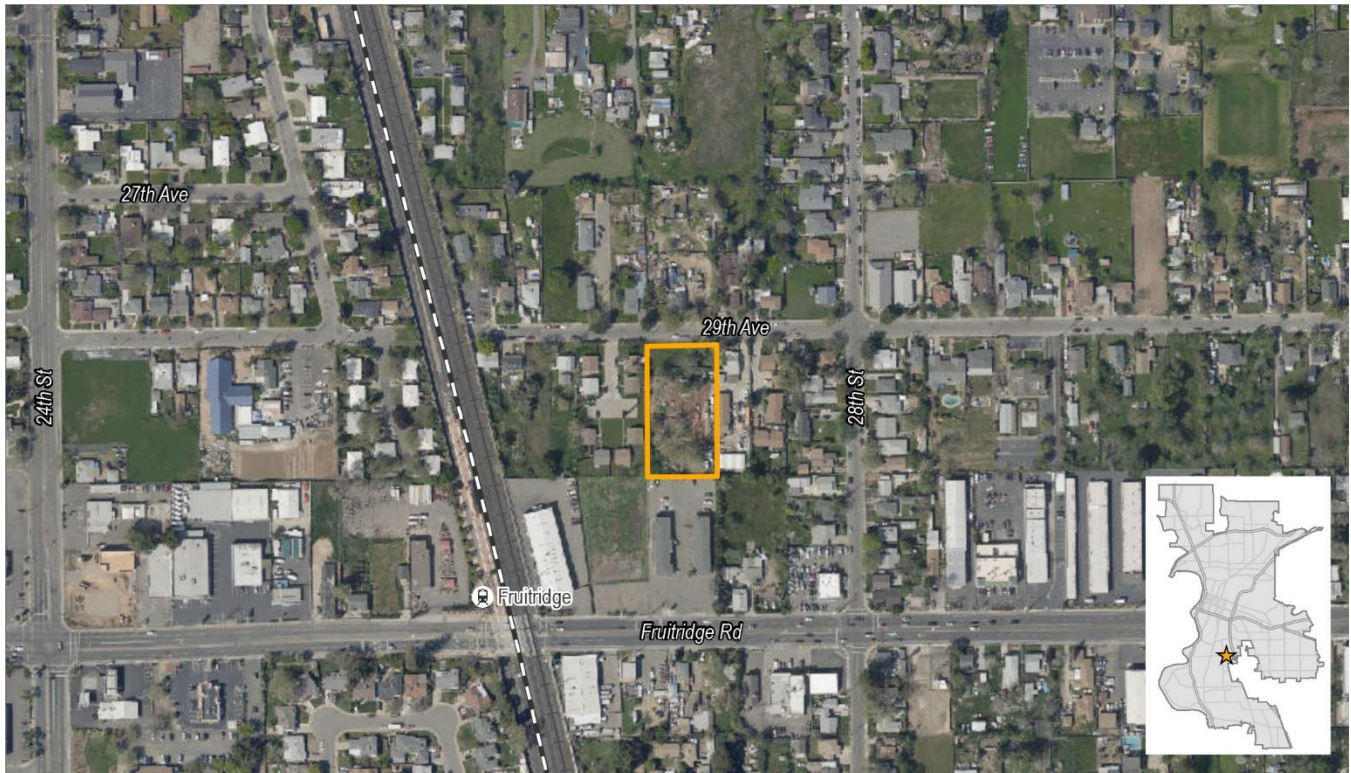
## Site #5b – 24<sup>th</sup> Street/48<sup>th</sup> Ave



Site #5b	
Council District:	District 5
Site Name:	24 <sup>th</sup> St/48 <sup>th</sup> Ave
Ownership:	City of Sacramento
Address:	24 <sup>th</sup> Street & 48 <sup>th</sup> Avenue
APN:	036-0084-020, 036-0084-021, 036-0084-022, 036-0084-023, 036-0084-024, 036-0084-028, 036-0084-029, 036-0084-030, 036-0084-031, 036-0084-032
Area (acres):	2.9
Potential Shelter Type:	Safe Ground and Safe Parking
Estimated Capacity:	25-50 people (Annually: 100 people)
Zoning:	R-1-EA-1 and R-1-EA-2/R-3-EA-1 and R-3-EA-2
General Plan Land Use:	Traditional Neighborhood High
Current Use:	Vacant

Notes: Site requires consistency review with Executive Airport Overlay Zone at Planning and Development Code Chapter 17.312.

## Site #5c – 29<sup>th</sup> Avenue Site



Site #5c	
Council District:	District 5
Site Name:	29 <sup>th</sup> Avenue Site
Ownership:	Morse Spurlock Real Estate Trust
Address:	2740 29 <sup>th</sup> Avenue
APN:	019-0211-006
Area (acres):	0.9
Potential Shelter Type:	Tiny Homes (Family – Shelter or Permanent Supportive Housing)
Estimated Capacity:	10-12 Tiny Homes, 30-36 people (Annually: 36 people)
Zoning:	R-1-EA-4
General Plan Land Use:	Traditional Neighborhood Low
Current Use:	Vacant

Notes: Owner consent necessary to proceed.



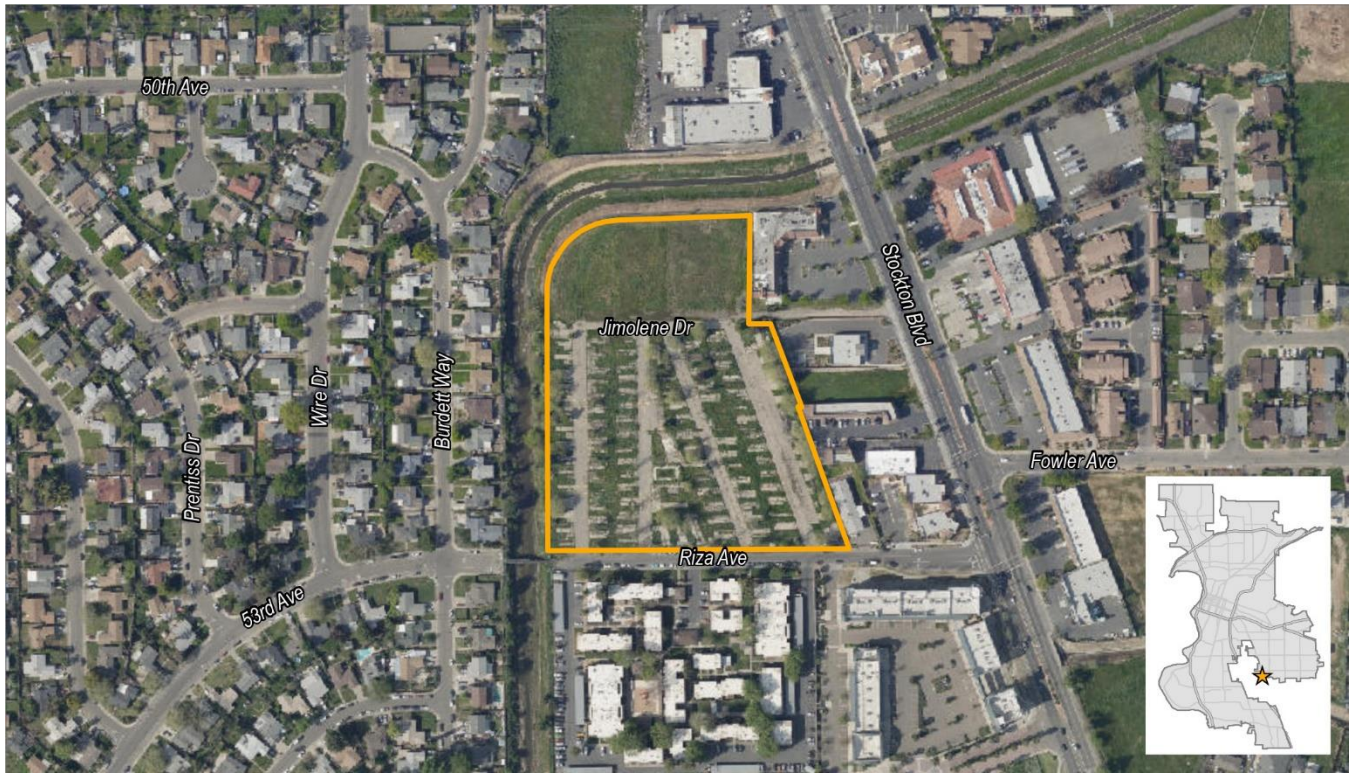
## Site #5d – 3331 Fruitridge Road



Site #5d	
Council District:	District 5
Site Name:	3331 Fruitridge Road
Ownership:	Private (3331 Fruitridge Rd LLC)
Address:	3331 Fruitridge Road
APN:	022-0221-021, 022-0221-033
Area (acres):	2.4
Potential Shelter Type:	Safe Parking
Estimated Capacity:	30-40 cars, 36-48 people (Annually: 96 people)
Zoning:	C-2-R
General Plan Land Use:	Suburban Corridor
Current Use:	Parking

Notes: Owner consent necessary to proceed.

## Site #6a – Riza Ave / Jimolene Dr



Site #6a	
Council District:	District 6
Site Name:	Riza Ave / Jimolene Dr
Ownership:	Thanh Cong Investment LLC
Address:	No Address (Vacant), 5905, 5913, 5921, 5927 Jimolene Dr
APN:	039-0171-046, 039-0171-024, 039-0171-025, 039-0171-031, 039-0171-019
Area (acres):	7.9
Potential Shelter Type:	Manufactured Homes (Family or Permanent Housing)
Estimated Capacity:	110 Manufactured Homes, 330 people (Annually: 330 people)
Zoning:	R-1A
General Plan Land Use:	Suburban Corridor
Current Use:	Vacant

Notes: Owner consent necessary to proceed.



## Site #6b – 63<sup>rd</sup> St / 21<sup>st</sup> Ave



Site #6b	
Council District:	District 6
Site Name:	63 <sup>rd</sup> St / 21 <sup>st</sup> Ave
Ownership:	Arena Fijian Assembly of Assemblies of God
Address:	4831 63 <sup>rd</sup> St
APN:	023-0061-040
Area (acres):	2.4
Potential Shelter Type:	Tiny Homes (Family or Permanent Housing)
Estimated Capacity:	30 Tiny Homes, 90 people (Annually: 90 people)
Zoning:	R-1
General Plan Land Use:	Traditional Neighborhood Low Density
Current Use:	Assembly – cultural, religious, social

Notes: Owner consent necessary to proceed.



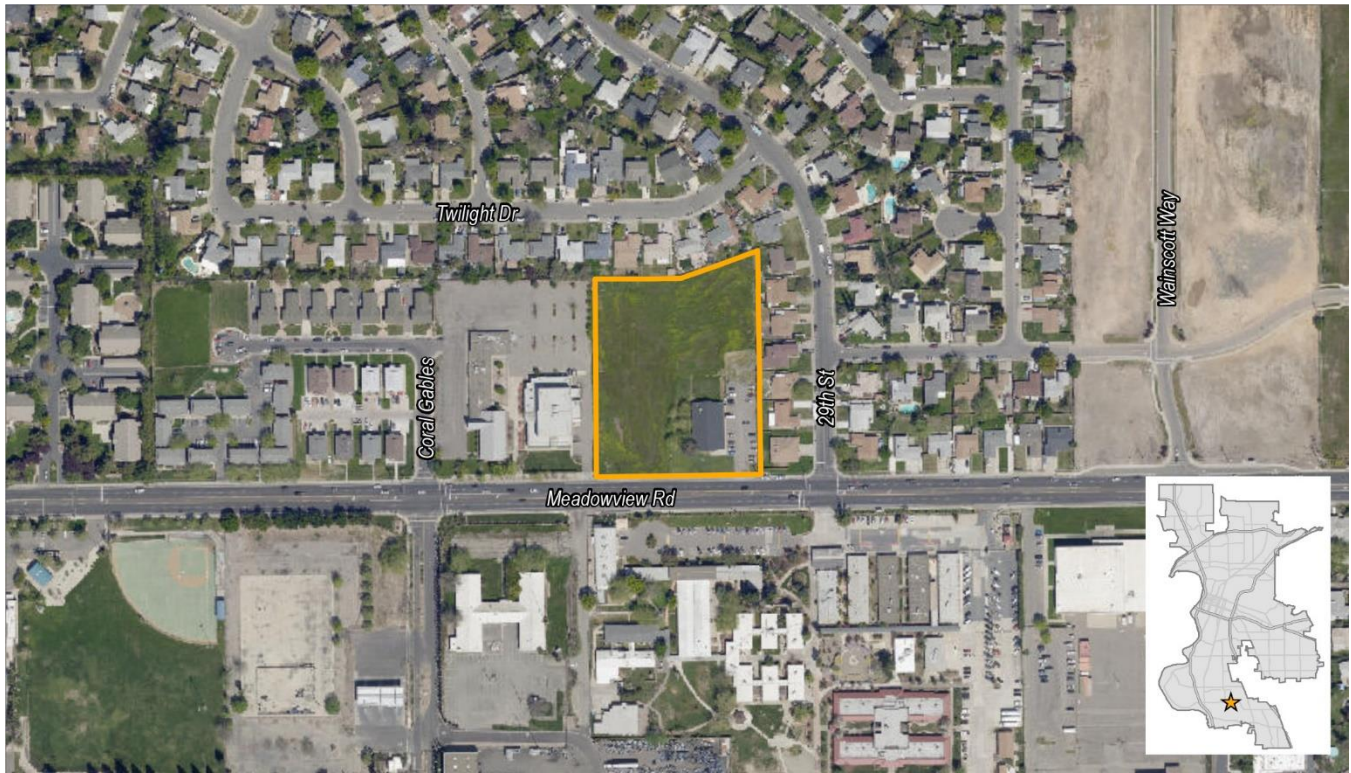
## Site #7a – Franklin Blvd RT Parking Lot



Site #7a	
Council District:	District 7
Site Name:	Franklin Blvd RT Parking Lot
Ownership:	Sacramento Regional Transit District
Address:	Franklin Blvd & Cosumnes River Blvd
APN:	119-0080-041
Area (acres):	3.6
Potential Shelter Type:	Safe Parking
Estimated Capacity:	40-100+ cars, 120 people (Annually: 240 people)
Zoning:	A
General Plan Land Use:	Open Space
Current Use:	Parking

Notes: Estimated capacity is dependent on spaces granted.

## Site #8a – Meadowview Village



Site #8a	
Council District:	District 8
Site Name:	Meadowview Village
Ownership:	Cathedral of Praise Worship Center
Address:	2875 Meadowview Road
APN:	049-0050-019
Area (acres):	3.3
Potential Shelter Type:	Tiny Homes (Permanent Supportive Housing)
Estimated Capacity:	125 Tiny Homes, 200 people (Annually: 200 people)
Zoning:	R-2B
General Plan Land Use:	Suburban Neighborhood High
Current Use:	Church

# CHAPTER 5 | Good Neighbor Policies & Support Services

## Overview

A Good Neighbor Policy recognizes the need for communication, understanding, transparency, and mutual respect to foster positive relationships and pro-actively prevent issues that a site may encounter when operating out of a location adjacent to residences and/or businesses. Providing services, temporary shelter, and permanent housing for our unhoused neighbors requires a collaborative effort, which the Good Neighbor Policies and the process of developing them aim to build.

Good Neighbor Policies are essentially agreements or memoranda of understanding between stakeholders such as the residents of a shelter or housing site (or other housing facility, including safe parking), the organization or agency operating the site, and nearby neighborhood residents and/or business owners. The policies memorialize basic rights and interests of all stakeholders and outline expectations of conduct, as well as provide options for preventing and resolving potential disputes through collaboration and open communication.

Fundamental to any good neighbor policy is recognition that all stakeholders are entitled to, for example, be treated with mutual respect and dignity, safety, services, and safe and quiet enjoyment of property and public spaces.

## Topics for Good Neighbor Policies

To achieve all the above, individualized Good Neighbor Policies will be established for each Priority Site that address topics such as:

- Goals of the agreement

- Program description
- Program administration
- Establishing an advisory committee
- Communication commitments and options
- Issue resolution and reporting
- Program operations including security
- Description of client on-site support
- Codes of conduct
- Any additional roles and responsibilities
- Potential dates of operation
- Modification of the policy, as needed

These topics were identified by the Continuum of Care (CoC), Council offices, the District 6 Subcommittee on Good Neighbor Policies led by Ian Barlow, and community feedback. They are informed by lessons learned from existing shelters in Sacramento operated by the City and SHRA, as well as outside sources from successful program sites in other cities and communities. However, there is no one-size-fits-all approach to a Good Neighbor Policy.

Appendix C to this Master Plan includes Good Neighbor Policies for two operational facilities in Sacramento (Meadowview Navigation Center and The Grove) and the Capitol Park Hotel's 2019 Good Neighbor Policy approved for the use of the hotel as emergency shelter prior to its current renovation to permanent supportive housing. As site-specific plans are developed for each site early, upfront community input is critical to the Good Neighbor Policy development. By working in advance, operators and the City can enhance safety and security, minimize potential disputes, and establish a program that makes positive impacts on the neighborhood. They can also strengthen the neighborhood through crime prevention, community unity, de-stigmatization, and community education.



## Support Services

Of the participants enrolled in the Homeless Management Information System (HMIS) program in 2020, 35 percent self-reported mental health illness, substance abuse, intimate partner violence, or loss of support by family/friends as the primary contributors to their homelessness situation.

To address these documented and anticipated needs at Priority Sites and improve residents' pathways out of homelessness, each site established under this Master plan will have support services for residents. Typically, services will be provided through an existing partner in the Sacramento Continuum of Care and consist of the following types:

- Individual Case Management
- Housing Case Management
- Housing Navigation

### Individual Case Management

Individual case management will focus on housing or directly supporting the goal of permanent housing and should reflect the short-term nature of assistance toward housing placement. Critical components in the provision of case management services include the following:

- Low Barrier Practices
- Housing First
- Harm Reduction
- Trauma Informed Care
- Client-centered
- Culturally Competent

To ensure the consistent delivery of case management services, operators must incorporate written case management procedures using HMIS that include the following:

- Referral Procedures: Establish referral and follow-up procedures to confirm participants are connected to services to which they are referred. Documentation of referrals made and referral confirmation must be maintained in participant files.
- Health and Wellness Referrals: Ensure participants are linked to and assisted in accessing medical health, mental health, and any needed alcohol and drug treatment services.
- Mainstream Benefits: Establish procedures for screening participants at program entry and intake for eligibility to mainstream benefits. Assisting participants by coordinating the completion and submission of applications for public benefits and entitlements (e.g., general assistance, SNAP, SSI/SSDI, Veteran benefits) health insurance benefits (e.g., Medi-Cal, Medicare, Covered California), and other sources of financial assistance.
- Education/Life Skills
- Employment Development/Placement Programs: Assessing employment history and goals and assisting participants to engage in services that will prepare the individual to obtain employment.

### Housing Case Management

Participants are offered housing case management services, which might be voluntary or required based on the program model, that they need in order to attain and stabilize in permanent housing. Housing case management is conducted on a regular basis and the shelter/safe ground/interim housing routinely documents content and outcome of case management meetings. Core services include:

- Development of an individualized service plan based on needs, circumstances, and market conditions, focused on helping individuals find and keep permanent housing and linkages to other community-based supportive services.

- Creating a referral network for other services and coordinating with other service providers and case managers within HMIS.

### Housing Navigation

Housing navigation services provide ongoing engagement and support in order to facilitate a match to an appropriate permanent housing placement.

Housing navigation objectives include:

- Connecting participants to needed housing paperwork and income resources;
- Buffering participants from the stress and challenges of navigating housing access; and
- Supporting participants in the application and interview process for housing.

Core navigation services include:

- Housing location and counseling services to identify the most appropriate housing placement;
- Establishing relationships with private and public owners and rental agencies willing to provide permanent housing to clients;
- Assisting with housing applications and appeals, and negotiating rental agreements;
- Facilitating shared housing opportunities in community-based housing and through master leasing; and
- Assisting with the move-in process, including identifying resources for basic furnishings, accessibility modifications, or other expenses.

### Health Services Access

Shelter staff should encourage participants to obtain and maintain health insurance, obtain a primary care provider and access immunization service. This must include publicly posting or otherwise making available information on health-related services.

### Recordkeeping

Shelters must have written intake and client record keeping procedures, including input into the Homeless Management Information System (HMIS), in order to coordinate the continuum of services, and maintain information in HMIS that includes intake interviews and records of services provided.

### Assessment

A vulnerability assessment (VI-SPDAT) in HMIS that includes an evaluation of the service needs of the household, information about past or current services received, and other information necessary to provide services must be conducted or updated for all households. This requirement links into the Coordinated Entry System and is necessary to match clients to services based on vulnerability and needs.

### Transportation

Transportation is expected to be provided to clients, including those that are disabled, through a variety of means. Service providers might drive clients or use shuttle service, bus passes, and car services, such as Uber and Lyft, to support access to community-based services and housing searches.

# CHAPTER 6 | Programmatic Strategies

The Priority Sites for Short-term Housing Solutions are one piece of the solution. Several other strategies are needed to expand capacity and create a variety of shelter and housing types to meet many needs in moving people out of homelessness.

This section describes five types of complementary programmatic strategies to address the homelessness crisis. Each type of strategy was identified during the community engagement process, including:

- Large Campus
- Motel/Hotel Homekey
- Motel Voucher Program
- Housing Vouchers
- Scattered Sites

These programmatic strategies are necessary to provide the full spectrum of response to homelessness. Permanent housing and rapid rehousing programs will increase the effectiveness of the City’s efforts by allowing unhoused residents to exit shorter-term shelter and obtain permanent housing.

## LARGE CAMPUS

**The Goal:** Create a campus with 200-500 beds of emergency shelter that includes intensive case management, health interventions, and necessary treatment programs.

**Master Plan Capacity Assumption:** With a goal of 200 to 500 beds of emergency shelter, the Master Plan assumes a midpoint capacity of 350 persons served. Individuals are assumed to reside in the campus for an average of six months, providing a total capacity for 700 people served annually.

### Overview

The large campus strategy’s primary focus is the provision of emergency shelter. Emergency shelters provide people living outdoors with sleeping facilities, food, restrooms and showers, storage for belongings, accommodations or temporary placement for pets, support services, links to income resources or employment training, and short-term stabilization.

The large campus may also include transitional housing to provide a temporary residence for three to 24 months with supportive services, case management, and connections to obtain permanent housing as quickly as possible. The transitional housing potential is excluded from the Master Plan’s capacity assumption and would be additive.

Emergency shelters under program funding criteria from the U.S. Department of Housing and Urban Development do not require the occupant to sign leases or occupancy agreements. The United States Interagency Council on Homelessness recommends that “shelters be low barrier, focus on assessment and triage and intentionally link to permanent housing resources so that people move through quickly.”

The large campus solution in the City and County of Sacramento is also proposed to include prioritization for people experiencing homelessness who need additional medical, mental health, and/or substance abuse services. Residents who are reentry/justice-involved may also need shelter, intensive case management, and

effective treatment with the entry point being a large campus model.

**Opportunities**

The large campus solution provides the opportunity for the City and County of Sacramento to collaborate to shelter the chronically homeless and those most in need of stabilization and services. Funds available from the state and federal governments for capital costs will be augmented with the enhanced funding sources for mental health services provided by the County.

The City and County have potential partners in the health care provider community that have been advocating for this type of solution to better serve the chronically homeless, a population that now relies in large part on the emergency room – the highest cost alternative for those with chronic disease and behavioral health needs.

The campus will provide homeless outreach teams, law enforcement, and health providers with a safe, secure location to place people and offer them intensive services. The large campus solution will also allow better data management and tracking for clients and better coordination of housing placement services.

**Challenges**

The large campus model involves several challenges to stand up, including:

- Identification of site(s) to accommodate a large facility with needed infrastructure, security, and access;
- Coordination of numerous funding resources needed for capital and ongoing operations;
- Provision of permanent housing solutions for clients to transition out of shelter; and
- Coordination of City, County, and service agencies to serve the maximum number of clients.

**Strategies**

The City and County of Sacramento will partner to fund, construct, and operate a campus with emergency shelter and transitional housing facilities for those experiencing homelessness who will receive stabilization, intensive case management, health interventions, and additional treatment programs as necessary.

The City will pursue the following strategies to implement the Large Campus goal:

- Identify and lease or acquire one or more suitable parcels;
- Identify partner agency(ies) and/or organization(s) to plan physical facilities;
- Identify short-term funding for facility construction;
- Identify long-term funding for facility operation; and
- Identify strategies for connecting clients to permanent housing.

**MOTEL CONVERSION**

**The Goal:** 750 Rooms in at least 6 converted motels/hotels serving 1,125 people annually.

**Master Plan Capacity Assumptions:** This goal utilizes converted motel rooms where: (a) 50 percent of rooms (i.e., 375) are for unsheltered people coming directly from the streets. These units are assumed to have an average annual occupancy of 2 persons per room; and (b) 50 percent of rooms (i.e., 375) are for people transferring from shelters or other emergency settings and are assumed to stay at least 12 months.



Overview

Motel and hotel conversions are among the most efficient ways to provide permanent housing. The State of California’s Homekey program successfully demonstrated the impact of using existing properties, with acquisition and rehabilitation to offer non-congregate shelter during the COVID-19 pandemic.

The State of California also provided Project Roomkey funds through a FEMA federal reimbursement program to house people experiencing homelessness. The facilities serve as protective places for individuals and families experiencing homeless and have been used as both isolation and quarantine units for unhoused individuals with high risk to COVID-19. These units are intended to be temporary emergency shelter options, while also serving as a pathway to permanent housing.

The goal identified in this Master Plan is to convert six motel/hotel properties to permanent supportive housing. The Sacramento Housing & Redevelopment Agency (SHRA) has identified two properties, within Council Districts 1 and 3, for motel conversion with final acquisition negotiations anticipated by August 2021. Councilmember Guerra has identified a goal of two motel conversions within District 6.

With the availability of significant HomeKey dollars set aside by the State of California in the 2021-22 budget, the City, SHRA and County must aggressively pursue state funding, set aside operations resources, and work with private developers interested in investing in Sacramento properties.

Opportunities

During the Master Plan preparation process, the following generalized and specific opportunities were identified:

- Adaptive reuse of existing buildings can lower overall costs.
- Distressed motel and hotel purchases provide a housing solution and investment for the property

owners while avoiding blight and distress in neighborhoods.

- Existing motels and hotels are located throughout the City of Sacramento and would be available for acquisition to add beds, spaces, and roofs to the City’s emergency housing inventory
- Funds will be available from the State budget for acquisition of motels.
- Private developers with Homekey experience have expressed interest in the City of Sacramento and have pledged to bring additional private capital for investment.

Challenges

Hotel and motel conversions may be complicated, time-consuming, and more expensive than one might expect. Prices vary considerably from district to district and according to the quality, age, and maintenance of the hotel. Extended stay hotels that come with pre-furnished kitchenettes will be more expensive than deteriorating single-room occupancy motels, which may be cheaper up front but require more extensive rehabilitation or outright demolition before it can be used as supportive housing.

Despite the regulatory process and money, converting motels is significantly less expensive than building new supportive housing.

MOTEL VOUCHERS

The Goal: 350 Vouchers for families at 5 motels serving 2,100 people annually.

Master Plan Capacity Assumptions: 5 leased motels; 3.0 persons/room and average length of stay of six months per family.

### Overview

The motel voucher program utilizes short term to interim motel room stays to shelter and stabilize individuals and families facing homelessness and outdoor elements. Using these motel stays, in tandem with food supplies, supportive services/case management and housing coordination, allows the opportunity for individual stabilization, resource referrals and rehousing in a non-congregate shelter setting.

### Opportunities

- This program can provide non-congregate shelter settings. This offers privacy for the individuals and households and during the COVID-19 pandemic has protected against the spread of disease
- This program can focus sites on certain population needs and partner with local service providers such as the school district for families.
- This program utilizes existing housing/shelter stock through existing motels and can start up quickly and expand or contract as needed.
- Motel vouchers are a cost-effective sheltering option that allows families and couples to stay together and provides greater options for accessibility and respite.

### Challenges

- Model does not serve high service need individuals as well without extensive case management.
- Program relies on engagement and interest of motel/hotel owners.

### Strategies

The City will pursue the following strategies:

- Engage motel/hotel owners interested in a site lease option for longer term; and

- Engage service providers and community partners to enhance efficiencies and outcomes for previously unhoused residents.

## HOUSING VOUCHERS

**The Goal:** 600 Housing Vouchers for individuals and families serving a total of 1,200 people annually.

**Master Plan Capacity Assumptions:** Each voucher is assumed to house two persons per year.

### Overview

SHRA and SSF, the Continuum of Care, administer the U.S. Department of Housing and Urban Development Voucher programs. This includes Housing Choice Vouchers (HCVs/Section 8 Vouchers), Shelter Plus Care Vouchers, and Emergency Housing Vouchers (EHVs). The goal is to provide resources for outreach and navigation, landlord incentives, and wrap around services for families and individuals to go directly to housing.

Given the severe shortage of existing affordable housing units and the large number of vouchered households looking for housing, the City's strategy is to focus on obtaining market-rate units to accept housing vouchers. This will expand, rather than diminish, the supply of affordable housing units and will offer permanent housing options. Household assistance will be for a continuous 12-month period with wrap around and re-housing services. Families will be exited within 12-months (or earlier) into permanent affordable housing.

Housing Choice Vouchers (HCVs) are provided by the U.S. Department of Housing and Urban Development to assist very low-income families, the elderly and the disabled to afford housing in the private market. In Sacramento, the HCVs are administered by the Sacramento Housing and Redevelopment Agency

(SHRA). A family is issued the voucher, finds suitable housing that meets the minimum standards of health and safety, and a housing subsidy is paid directly to the landlord. The family pays the difference between the actual rent charged and the amount subsidized by the HCV program, in relationship to the household's income and housing affordability calculation.

### Opportunities

Opportunities must be provided to use every existing and new voucher to provide housing in the City and County of Sacramento. In 2017, the City Council and Board of Supervisors provided direction to SHRA to allow unhoused Sacramentans to qualify for and receive housing vouchers. This allowed unsheltered residents to go directly into housing through the voucher program.

As of July 2021, SHRA has 800 Housing Choice Voucher holders looking for a housing unit where they can use their monthly federal rent subsidy. This includes approximately 275 Pathways to Health + Homes (Whole Person Care) client households. The goal stated in this Master Plan includes a target that 400 of these Housing Choice Vouchers will result in rapid housing as a result of additional staffing and funding provided by the Master Plan Financing Plan.

Plus, the City and County of Sacramento, as administered by Sacramento Steps Forward, now have 494 Emergency Housing Vouchers released July 1, 2021, by HUD through the American Rescue Plan Act. Referrals for these vouchers must come through Coordinated Entry as administered by the Continuum of Care (CoC). The goal stated in this Master Plan includes a target that 200 of these Emergency Housing Vouchers will result in rapid housing as a result of additional staffing and funding provided by the Master Plan Financing Plan.

### Challenges

Finding and securing housing for all types of vouchers is subject to the following common challenges:

- Low rental housing vacancy rates: (a) reduce the pool of available sites; and (b) increase the costs of acquisition.
- Proximity to commercial service/retail uses and transit different for each potential housing unit.
- Educating property owners and landlords regarding the voucher programs and support available from SHRA and local jurisdictions for tenants.
- Distributing locations throughout the city to provide equitable access to school districts and services.
- Funding for the Housing Coordination and tenant/landlord housing retention support for at least year one and then on request.

### Strategies

The City will pursue the following strategies to increase the utilization of existing and newly allocated vouchers in the City of Sacramento.

- Work with private landlords to obtain lease options with market rate rental housing units (single family homes or multi-family units) that can be used for shelter and transitional housing for individuals and families.
- Hold a Landlord Summit to broadcast a call-to-action for market-rate apartments and single-family homes owners to educate and obtain commitments for units available for vouchers.
- Avoid the use of existing, deed-restricted affordable housing units for homeless shelter or transitional housing purposes
- In partnership with SHRA and SSF, ensure adequate support to tenant households in applying for these housing units and completing the lease-up process (Housing Coordination). The City will consider contract needs and County partnership opportunities for supportive services for at least one year to ensure housing retention once

voucher-holders are housed and ongoing support, as needed, to clients and landlords.

## SCATTERED SITES

**The Goal:** 100 families and 50 individuals with vouchers at long-term lease units, for a total goal of 350 people served.

**Master Plan Capacity Assumptions:** Families include 3 persons; individuals may be placed in shared apartments.

### Overview

Scattered-site housing refers to housing programs in which units are rented or master-leased throughout the community, as opposed to concentrated at a single site. The scattered-site approach can be used to provide emergency shelter or transitional housing for individuals and families, in addition to permanent housing. SHRA administers a scattered site program for the City and County of Sacramento.

### Opportunities

The scattered site model was discussed by several Councilmembers as options to provide more housing for the unsheltered in each district. The model addresses the guiding principle of equity whereby units may be made available in all neighborhoods. Formerly homeless tenants have access to a variety of apartment types and sizes with proximity to employment, transportation, education facilities, and places of worship. Access to neighbors with diverse backgrounds and the deconcentrating of poverty will help scattered site tenants integrate into the community, a key factor in the tenant remaining housed.

### Challenges

Finding and securing housing for all types of vouchers is subject to the following common challenges:

- Low rental housing vacancy rates: (a) reduce the pool of available sites; and (b) increase the costs of acquisition.
- Proximity to commercial service/retail uses and transit different for each potential housing unit.
- Educating property owners and landlords regarding the master lease and subsidized rental program
- Scattered site may be the least cost-effective means of housing unsheltered residents, especially with a target of market rate apartments for the program.

### Strategies

The City will pursue the following strategies to secure scattered sites throughout the city for those experiencing homelessness:

- Prioritize work with SHRA to expand the existing scattered site program and secure rental housing through negotiations with private landlords for units
- Provide the resources needed to secure the master leases and provide ongoing subsidies for families and individuals as needed.
- Avoid the use of existing, deed-restricted affordable housing units for scattered sites so that the program is additive rather than removing existing affordable housing
- Provide funding for the Housing Coordination and tenant/landlord housing retention support for at least year one and then on request.

# CHAPTER 7 | Funding Resources

## Overview

Together with identifying sites throughout Sacramento, the most difficult work to address homelessness in the city is to assemble the available resources to prevent households at imminent risk of becoming homeless from losing their current housing and to provide temporary shelter, interim housing and permanent housing solutions.

Resources must include the capital costs of providing temporary or permanent accommodations and supportive services for the people experiencing homelessness. The City of Sacramento must also invest in operations and services to ensure through shelter management and City staff resources the safety, cleanliness, and viability of the sites.

Resources include federal, state, and local time-limited and permanent programs. Additional resources are also available to those experiencing homelessness through social service and mental health programs largely administered by Sacramento County. Sacramento also has non-profits including the faith-based community who provide shelter, housing and services via year-round fundraising including donations and grant sources.

The region's health care systems provide services as mandated by state and federal law and will be essential to future successful efforts, especially with the proposed large campus solution(s) in the Master Plan.

The federal government and the State of California invested significant one-time resources during the COVID-19 pandemic to protect the health and well-being of unsheltered residents and to address the permanent housing needs of those experiencing homelessness. These funds will continue with the Biden Administration's American Rescue Plan (ARP) and the one-time funds allocated by Governor Newsom and the California State Legislature in the 2021-22 state budget.

## Homeless Prevention

The City of Sacramento has prioritized homeless prevention through rental assistance programming in response to the COVID-19 pandemic since 2020. The City Council allocated nearly \$5.4 million in local Coronavirus Relief Funding (CRF) and Community Development Block Grant (CDBG) money for the Sacramento Emergency Rental Assistance (SERA) Program administered by SHRA beginning in late 2020.

The Federal Emergency Rental Assistance Program has made and continues to make funding available to assist households unable to pay rent or utilities. The Consolidated Appropriations Act of 2021 provided \$33.4 million to the SERA program for the City of Sacramento to be dispersed with another \$12.1 million to support ongoing efforts to assist households at risk of losing housing due to loss of income, financial hardship, and other COVID-19 related impacts.

On June 25, 2021, California Governor Newsom announced a proposal with the California legislature to extend eviction moratoriums to September 30, 2021, and to pay off all unpaid rent and utility bills for qualifying renters from April 2020 to September 30, 2021 with a \$5.2 billion allocation in the State budget. The funding source for the rental assistance is the federal government. Another \$2 billion in state funds will cover unpaid utility bills for qualifying Californians.

This Master Plan does not propose additional rental assistance programs due to the significant resources, totaling \$51.5 million, available from the state and federal government as of the publication date for use in the near-term to prevent homelessness in Sacramento. Should additional resources be needed for homelessness prevention beyond the federal and state resources allocation in the 2021-22 fiscal year, City staff and SHRA should make recommendations to the City Council and the Sacramento Housing Authority for additional programs and funding.

## Resources to Implement the Master Plan

Significant investments will be required to implement the Master Plan and work to provide beds, spaces and roofs to reduce the number of people experiencing homelessness in Sacramento. Expanding capacity will require continuing existing sources, shifting resources to build capacity with, for example, more resources to the Department of Community Response, and identifying new sources of government, non-profit and private resources.

Federal and state funds to address homelessness in the City of Sacramento are received and expended by the City of Sacramento, SHRA, and Sacramento Steps Forward as the designated Continuum of Care for Sacramento City and County. Non-profits and service providers also may apply for and receive grant funding to build and operate emergency and long-term shelter and housing in Sacramento.

Significant infrastructure grants may be available from state and federal approved and pending legislation (e.g., the State of California FY21-22 budget allocates \$750M in funds for continuation of the HomeKey program to purchase and rehabilitate motels, hotels, apartments, and other buildings). The State established the Encampment Resolution Strategy Grants and Family Challenge Grants, both of which are applicable to the implementation of the Master Siting Plan. The CA Behavioral Health Continuum Infrastructure Program invests \$2.2 billion to construct real estate assets for community continuum of behavioral health treatment resource needs due to the pandemic, which may assist with implementation of the large campus solution.

The total annual investment necessary to implement the Master Plan has not been calculated. This is a conceptual proposal for funding resources totaling \$100 million for the next two fiscal years and is included for Council discussion. A Financing Plan to Address Homelessness will require future Council action.

The pace of implementation will in large part be determined by available resources from the existing and new sources approved by the City Council. The City Council may also have future policy discussions regarding a dedicated local revenue stream to continue the expanded capacity created through the early Master Plan implementation and following the end dates of the COVID-19 pandemic one-time funding and State budget allocation changes.

## Vouchers

SHRA, in its role as the Housing Authority for the City and County of Sacramento, administers 13,000 Housing Choice Vouchers (formerly known as Section 8). The Housing Choice Voucher revenue amounts include total housing assistance payments for the entire County from the U.S. Department of Housing and Urban Development and totaled \$109,079,844 for Fiscal Year 2020 according to SHRA.

The additional 494 Emergency Housing Vouchers authorized by the American Rescue Plan Act and allocated to the City and County of Sacramento will also be administered by SHRA. Funding will also include related administrative costs including up-front costs to stand up the program for an initial 18-month timeframe. HUD will thereafter provide annual funding to cover the costs of renewals in 12-month increments through September 30, 2020 or until the \$5 billion ARP allocation is depleted, whichever is first.



Known Funding Resources*		
Funding Program		City Allocation
HHAP III <i>State funding</i>	California budget includes \$1 billion in support for local governments to address homelessness for FY21-22 and 22-23, with additional years upon appropriation. \$800 million allocated to cities, counties, and continuums of care. Bonus funding available if planning and outcomes demonstrated. First multi-year commitment made by the state. Features strong oversight and accountability to ensure the funds are put to work to successfully alleviate homelessness.	\$40M \$16.7M FY21-22 \$16.7M FY22-23 Bonus funds: \$6.6M
HHAP II <i>State funding</i>	Flexible state funding in two rounds for rapid rehousing, operating subsidies and reserves, street outreach, services coordination, delivery of permanent housing, innovative solutions including motel conversions, prevention and shelter diversion to permanent housing, new navigation centers with at least 8% for programs serving youth.	\$4.0M \$4,050,000M unspent for tiny homes and youth sheltering from FY20-21
HOME Investments Partnership Program (HOME) – Ongoing <i>Federal funding</i>	Funds available as loans for housing rehabilitation, new construction, and acquisition and rehabilitation of single- and multi-family projects and as grants for tenant-based rental assistance.	\$5M \$2,517,795 FY21-22 \$2,517,795 FY22-23
HOME Investments Partnership Program (HOME)-ARPA <i>Federal funding</i>	Additional one-time HOME funds available through the American Rescue Plan Act.	\$9M \$9,125,315 FY21-22 <i>one-time</i>
Emergency Solutions Grants (ESG) <i>Federal funding</i>	ESG makes grant funds available for projects serving homeless individuals and families through eligible non-profit organizations or local governments.	\$832,000 \$416,062 FY21-22 \$416,062 FY22-23
Coronavirus State and Local Fiscal Recovery Funds from the American Rescue Plan Act <i>Federal funding</i>	The American Rescue Plan Act included direct allocation of Coronavirus State and Local Fiscal Recover Funds to support COVID-19 response efforts, replace lost revenue, support economic stabilization for households and businesses and address systemic public health and economic challenges that have contributed to the unequal impact of the pandemic.	\$41M /\$112M \$20.5M FY21-22 \$20.5M FY22-23
TOTAL		\$100M

# Appendices

- A. City Council Resolution No. 2021-0004 (2021 City Council Schedule & Work Program to Create a Master Siting, Operations, Programmatic and Financing Plan to Address Homelessness)
- B. Tier II Sites for Further Study
- C. Good Neighbor Policies
  - i. Template for Site Adaptation
  - ii. Examples from Other Sites
- D. Master Siting Plan Adoption Resolution

## Appendix A

City Council Resolution No. 2021-0004

# Appendix B

## Tier II Sites for Further Study



## Tier II Sites for Further Study

Site #	Site Name	APN	Address
4f	Library Galleria	006-0036-037	828 I Street
4g	Miller Park (Non-Marina Parking)	009-0020-007	2710 Ramp Way
5e	3001, 5000 26 <sup>th</sup> Ave	019-0161-037, 019-0161-049	3001, 5000 26 <sup>th</sup> Ave
5f	3200, 3208 Martin Luther King Jr. Blvd	013-0354-007, 013-0354-006	3200, 3208 Martin Luther King Jr. Blvd
5g	3736 Stockton Blvd	014-0293-007	3736 Stockton Blvd
5h	3815 Florin Rd	041-0120-022	3815 Florin Rd
6c	Dias Site	038-0181-005	No Address (Vacant)
6d	6800 Block Stockton Blvd	039-0201-012	6800, 6806, 6810, 6820 Stockton Blvd
6e	6301 Elder Creek	038-0202-012	6301, 6321, 6327, 6421 Elder Creek
6f	Power Inn Rd	040-0111-001	No Address (Vacant)
6g	Berry Ave	040-0111-005	No Address (Vacant)
6h	3400 Power Inn Rd	079-0282-013	3400 Power Inn Rd
6i	5800 Power Inn Rd	027-0162-038	5800 Power Inn Rd
6j	6781 Power Inn Rd	040-0121-033	6781, 6881 Power Inn Rd
6k	8505 Morrison Creek Dr	064-0020-087	8505, 8508 Morrison Creek Dr
6l	6051 S. Watt Ave	062-0060-010	6051 W. Watt Ave
8b	45 Quinta Court	117-0170-071	45 Quinta Court
8c	Strawberry Creek	117-0184-010	No Address (Vacant)
8d	Ann Arbor	119-0070-081	No Address (Vacant)

# Appendix C

## Good Neighbor Policies

# Appendix D

## Adoption Resolution