

I. Introduction

On Thursday, August 13, 2009, the following members of the Sacramento Policy Board to End Homelessness met for a Policy Board planning session to further the mission “to prevent, and eventually eliminate, homelessness by providing permanent housing and coordinated services to help individuals and families.”

Mayor Kevin Johnson, Chair	City of Sacramento
Tom Gagen, Vice Chair	Sutter Health
Patty Kleinknecht (for Steve Ayers)	River District
Bishop Sherwood Carthen	Bayside Church of South Sacramento
Paulino Duran	Public Defender’s Office
Ann Edwards-Buckley	Sacramento County – DHHS/DBH
Sister Libby Fernandez	Loaves and Fishes
Councilmember Robert Fong	City of Sacramento
Rebecca Hahn	Homeless Advocate
Chet Hewitt	Sierra Health Foundation
Paula Lomazzi	SHOC (Sacramento Homeless Organizing Committee)
David Lucchetti	Pacific Coast Builders
Captain Dana Matthes	City of Sacramento Police Department
Supervisor Roberta McGlashan	Sacramento County
Stephen Nichols	Natomas Community Association
Dr. Claire Pomeroy	UC Davis Health Systems
Malachi Smith	Civic Leader
Michele Steeb	St. John’s Womens Shelter
Fred Teichert	Teichert Foundation

Also participating were Tim Brown, Director of the Ending Chronic Homelessness Initiative, and Jim Hunt, Sacramento County – CSA. Several members of the Steering Committee and related agencies and organizations also were in attendance. The session was designed and facilitated by Laura Mason-Smith, of Mason-Smith SUCCESS STRATEGIES. Outlined on the following pages is a summary of meeting results.

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III. Desired Outcomes for the Planning Session

- A. Develop a broad, inclusive approach
- B. Focus on homeless issues to solve the problem
- C. Get updated on where we are currently and where we want to go in the future
- D. Consider permanent housing, and look at the Continuum of Care
- E. Listen and understand the issues better
- F. Re-instate the safety net
- G. Understand the roles and responsibilities of the Policy Board and Interagency Council and how they interact
- H. Understand the Policy Board's authorities
- I. Focus on our goals and work together to end homelessness
- J. Talk about specific steps to get us to our goals
- K. Discuss a regional approach
- L. Discuss a business approach

IV. External and Internal Factors, Trends, and Opportunities: current and anticipated factors, trends, and opportunities that do or could affect achieving our mission (nationally, state-wide, regionally, locally, and internally).

- A. More community support to end homelessness than before
 - a. Partnerships, individuals, and foundations
 - b. NIMBY ("Not in My Back Yard") mindset still exists
 - c. Community lacks organizations that effectively help
- B. Three agencies focused on evidence-based practices (SHRA, DHA, Behavioral Health Services)
 - a. Effort to align systems
 - b. Focus on what works
 - c. Tremendous pool of technical talent in community
 - d. Opportunity to build HMIS into system
- C. Funding is essential
 - a. Important funds for students is being cut
 - b. Additional significant cuts are coming in October
 - i. Mental health services
 - 1. State services – MediCal and CalWorks
 - 2. County - \$50 million shortfall
 - ii. SHRA
- D. Involvement of healthcare organizations is vital in ending homelessness
 - a. T3 program
 - b. Mental health
 - c. Programs that are cost effective
- E. Different political leaders have different priority level for homeless issues
- F. Opportunity to do cost/benefit evaluation before/after housed

IV. External and Internal Factors, Trends, and Opportunities (continued)

- G. Housing costs have decreased in the current economic market
- H. Opportunity for innovation or creative programs/partnerships
- I. Issue of building a successful ending homelessness program and not becoming a magnet for outlying homeless populations
 - a. Or, we can be an inspiration for other regions to succeed in developing programs
- J. The economy “sucks”
 - a. Double-digit unemployment
 - b. Lack of resources available
- K. Need for funding rehabilitation services
 - a. Jobs-training and assistance applying
 - b. Public transportation limited with current and upcoming cuts
- L. Receiving 70 Veterans Homeless Housing Vouchers (w/ services)
- M. Need for more flexible funding sources
 - a. Federal policy changes may positively affect this
 - i. Challenges in linking funding with various services
- N. Current cuts in funding have resulted in positive experiences in the community pooling resources and working collaboratively
- O. Concern over increase in Federal resources and that the entities that will distribute these resources may not be ready and equipped to do so
- P. Increase in demand for comprehensive and diverse homeless services due to growing population
 - a. Need for more alcohol and drug services as well as mental health services
 - b. New population of homeless -- families, recent vets, youth)
 - c. Media spotlight increased homelessness as a Sacramento community issue -- Tent City
- Q. New consciousness about homelessness is an opportunity for cities and county to have a “burning” platform on the issue
 - a. Need for more evidence and exploration
 - b. Evidence-based evaluation of current programs to fund what really works
 - c. Volunteers and how to effectively use them
- R. Homeless people feeling more empowered and hopeful
- S. Opportunity to develop a community-wide strategy to educate about homelessness and the new, growing population
- T. Sacramento region has a strong provider infrastructure
 - a. We have a strong HUD application rating
- U. Evidence of huge savings from housing people, but the system doesn’t leverage those savings
- V. Changing priorities of HUD: focus on funding green jobs and green housing

V. Policy Board Purpose

The Policy Board members reviewed the purpose of the Policy Board:

- Create and drive change
- Be action/business oriented and outcome driven
- Think and act strategically
- Be able to do hard prioritizing
- Positively influence aligning the systems to make sense and holding the parts accountable to the outcomes

VI. The Policy Board's Top Goals For The Coming Three Years

The Policy Board members brainstormed potential three-year goals. They then clustered together the potential goals, which are shown in Section B. They also identified four potential goal categories shown in Section A. A small task force will take the information shown below, develop draft three-year goals, and bring the draft goals back to the next meeting of the Policy Board:

A. Goal Categories

- a. Ensure housing options for a broader range of people
- b. Increase resources
- c. Monitor and coordinate the Continuum of Care
- d. Provide effective communication and advocacy

B. Potential Three-Year Goals

- a. Increase permanent housing with specific short-term objectives
Expand housing choices and policies to give people housing choices beyond permanent housing
Add 3,000 units within seven years and 1,500 units in three years
- b. Develop a funding plan for housing solutions for all who desire it
Find private funding to match government funding for services
Create programmatically competitive services to position us to attract State and Federal funding
- c. Include the entire homeless population in our mission
- d. Comprehensive homelessness in prevention and discharge planning system
Streamline provision of services to reduce duplication and increase effectiveness
Promote services integration model-continuum of services toward self-sufficiency
- e. Move people from homelessness to permanent housing ASAP (Housing First strategy)
- f. Have the courage to endorse and articulate positions to influence our public leaders as well as leaders in the private sector
Change perception of homelessness in our communities
Develop community and education focused on faith and business organizations

VII. Policy Board Organizational Structure

A tentative committee structure was suggested by the participants. The Policy Board will make committee structure decisions at their next meeting.

- A. Steering Committee
- B. Funding Committee
- C. PR/ Communications Committee
- D. Accountability Committee (should this be a role of the Steering Committee?)
- E. Ad Hoc Committees as needed

VIII. Next Steps

- A. Review goals and roles of Policy Board
- B. Review Committees
- C. Meet Monthly (2nd Thursday, 3-5pm, City Hall, 5th Floor)
 - a. Distribute materials before the meeting
 - b. Committee members to send agenda items to Tim Brown or Anne Moore at least a week in advance
 - c. Review decision making process and information flow at the next meeting
- D. Launch this initiative by October (and determine what steps should we take to ensure this happens)
- E. Report back to the Interagency Council about the results of this planning session (meeting is on August 19th, 2:30-4:30, SETA)
- F. Develop and forward to all Policy Board members a list of all funding sources in the Recovery Act and status (including matching)

IX. Open Questions/Issues for the Policy Board

- A. What is the charge to the Policy Board? (not the mission to end homelessness, but rather the expectations of the Policy Board)
- B. What are the expected deliverables from the Policy Board?
- C. Can the Policy Board recommend policies that increase resources/funding?
- D. Can we address the current prison and jail release process?
- E. Could stabilization efforts for homeless individuals take place in the Sacramento County jail?
- F. How can we gain increased regional participation on the Policy Board?
- G. How do we ensure adequate staffing and resources to bring in funding?
- H. How can we increase external financial resources?

X. Key Communication Points Coming Out of Planning Session

- A. New Policy Board membership contributed to a comprehensive representation of community members that is dedicated to ending homelessness in the Sacramento region
- B. The Policy Board re-focused its goals and re-set its direction
- C. This was a recalibration meeting that focused on expanding the definition of homelessness beyond the chronic scope
- D. We began discussing priorities and goals and will be seeking further input
- E. We decided to meet monthly at least until the end of the year
- F. We began to organize the Board's structure to take action