

2023

Sutter & Yuba Local Homeless Action Plan Spring 2023 - 2026

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Sutter Yuba Local Homeless Action Plan | 2023 - 2026

TABLE OF CONTENTS

| | |
|---|-----------|
| EXECUTIVE SUMMARY | 2 |
| Purpose of Local Homeless Action Plan | 3 |
| Background and Methodology | 4 |
| SUMMARY OF NEEDS | 5 |
| Current System Gaps and Factors Contributing to Homelessness..... | 5 |
| GOALS FOR ADDRESSING HOMELESSNESS | 12 |
| STRATEGIES AND GOALS | 13 |
| STRATEGY A – HOMELESSNESS PREVENTION | 13 |
| STRATEGY B – SHELTER AND HOUSING SUPPORT | 14 |
| STRATEGY C – HOMELESS/COMMUNITY PARTNERSHIP | 15 |
| STRATEGY D – HEALTH SERVICES EXPANSION | 17 |
| APPENDIX | 18 |
| Partnerships..... | 18 |
| Consumer Survey..... | 21 |
| Agency Survey..... | 25 |
| Summary of Meetings..... | 27 |

EXECUTIVE SUMMARY

The Sutter Yuba Homeless Consortium (SYHC) and the counties of Sutter and Yuba have developed an action plan to reduce homelessness and its impacts on the community. This plan builds upon the Forward Yuba Sutter: Creating Opportunities five-year regional strategic plan and serves as a continuation of its goals. The development of this plan was a community-led, data-informed collaboration with input from many partner agencies and organizations and was presented to stakeholders in November 2022. The purpose of this plan is to guide the Sutter and Yuba region towards reducing homelessness and its impact on the community. It highlights the gaps in services and issues contributing to homelessness, and it provides strategies and action steps for addressing these issues. More information on the background, methodology, and research used in this plan can be found in the Appendix.

Homelessness is widely acknowledged as a crisis in the Sutter and Yuba region, and the shortage of affordable housing is the leading factor driving California's homelessness crisis. The effects of homelessness, particularly chronic homelessness, on an individual's physical and mental health can be significant and long-lasting. Homeless individuals face high levels of traumatic stress and have a lower life expectancy than the general population. They also suffer from a higher incidence of injury, communicable diseases, and non-communicable diseases. Homelessness affects not only individuals experiencing it, but also first responders, healthcare systems, businesses, neighborhoods, and the local environment. Solving homelessness requires a community-driven approach that addresses its root causes and supports individuals in need.

Scaling up homelessness prevention strategies, creating more affordable housing options, and strengthening services and programs are critical steps in addressing homelessness in the Sutter and Yuba region. Addressing the root causes of homelessness, such as structural inequalities, the rising cost of housing, and ensuring a living wage, is essential to alleviating its impact. Investing in solutions to homelessness is essential to preventing overburdening the healthcare and jail systems. Housing is healthcare, and everyone deserves a safe place to call home. Achieving a balance between community safety, addressing the needs of vulnerable individuals, promoting individual accountability, and supporting self-sufficiency requires a community-wide commitment from residents, business owners, public and private agencies, faith-based organizations, and individuals with lived experience of homelessness. The plan will prioritize measures to prevent homelessness and support paths to self-sufficiency, recognizing that a compassionate response to homelessness can be consistent with accountability for community members. It will respect the personal safety, dignity, and property rights of all community members, including those experiencing homelessness. The plan will address the individual needs of individuals experiencing homelessness in the community.

Purpose of Local Homeless Action Plan

What is a Homeless Action Plan?

Homeless Action Plans are used to advance solutions to complex social problems with the goal of improving access to housing, health and social services for individuals experiencing chronic homelessness, responding to individuals experiencing chronic homelessness and preventing future episodes of homelessness. The goals outlined within the action plan provide a course of action for the local community to follow that will improve the health and placement of individuals experiencing homelessness, empower and support residents, and prevent future episodes of homelessness. This action plan is a “living document” that may be utilized to inform future projects reducing homelessness in the area.

What is the purpose of this plan?

The purpose of this plan is to create a comprehensive strategy to address homelessness to coordinate and align resources, policies, and programs to reduce homelessness and provide support services for those who are homeless or at risk of homelessness. This plan outlines specific goals, strategies, and tactics to address the root causes of homelessness, improve access to housing and services, and promote self-sufficiency among those experiencing homelessness. The Sutter Yuba Homeless Consortium (SYHC) previously utilized *the Forward Yuba Sutter: Creating Opportunities* five-year regional strategic plan. This plan seeks to build off the goals of that plan and include additional goals to align with additional State and Federal funding sources. SYHC in collaboration with community stakeholders, worked together to develop this plan. Thurmond Consulting LLC and Homebase were contracted to develop an action plan that built upon the ongoing work among stakeholders in the region.

What this plan will accomplish?

This plan will give an overview of the current landscape including available data, highlight system gaps, review the needs of persons experiencing homelessness, and propose an action plan to address these needs. The action plan is designed to benefit the broader region. Additional information about our priorities, as well as our framework of strategic objectives and core strategies to support those priorities are detailed in the following section.

What is not included?

This plan does not provide a complete view of homelessness in our community and should not be used as a definitive guide to address homelessness in our community. This is a “living document” to inform future projects reducing homelessness in the Sutter and Yuba area and may be amended upon request by the SYHC board. Furthermore, the outlined goals are non-contractual and should be used as guidance for further community discussions.

Background and Methodology

The issue of homelessness is a complex and multifaceted problem that requires a comprehensive and coordinated response from all stakeholders involved. The Sutter Yuba Homeless Consortium (SYHC), in partnership with Yuba County and Sutter County, has taken the lead in developing an action plan to address this pressing issue in the Sutter-Yuba region. In 2019, a Strategic Planning Committee was formed, consisting of community stakeholders, and appointed by the Bi-County Homeless Services Program (BCH), to put together an Action Plan for the region. This plan aimed to address the needs of the homeless population and coordinate the efforts of stakeholders to provide more efficient and effective services.

As part of the Homeless Housing, Assistance, and Prevention (HHAP) 3 funding application, all applicants were required to produce a new Local Homeless Action Plan. Sutter County and Yuba County partnered with SYHC to develop a plan that met HHAP 3 requirements and expanded into a more detailed analysis of the issue. To achieve this, Thurmond Consulting LLC and Homebase were contracted to create an action plan that builds upon the ongoing efforts of stakeholders in the Sutter-Yuba region, meets the HHAP 3 requirements, and anticipates the future of homelessness in the area with the goal of establishing a coordinated community response. From March to August 2022, Thurmond Consulting conducted comprehensive research by holding over 25 meetings, including interviews with stakeholders and persons with lived experience, and surveys to gather insight into the current state of homelessness in the region. The information gathered from these sources was combined with local data from the Homeless Management Information System (HMIS), Coordinated Entry (CE) data, System Performance Measures (SPM), County Health Reports, as well as other applicable resources used in the 2019 Forward Sutter Yuba Plan.

The outcome goals were drafted and presented to stakeholders in late July 2022 to meet HHAP 3 application deadlines. These goals were further refined and presented again in September, with final comments received in December 2022. Final revisions were made in January 2023 to the action plan. The action plan includes a variety of strategies to address the issue of homelessness, including increasing the availability of affordable housing, providing support services to those experiencing homelessness, and strengthening collaboration among stakeholders. The plan also includes a focus on addressing the root causes of homelessness, such as poverty and lack of access to healthcare. The action plan is an important step towards addressing the issue of homelessness in the Sutter-Yuba region. It provides a comprehensive and coordinated response to the issue and serves as a roadmap for stakeholders to work towards a solution. The plan also highlights the need for continued collaboration and innovation to ensure that all individuals in the region have access to safe and stable housing.

SUMMARY OF NEEDS

Current System Gaps and Factors Contributing to Homelessness

The Sutter and Yuba region is facing a critical need for affordable housing, with a substantial need for affordable housing. Despite the initiation of several housing projects, the need has grown and the average monthly asking rent is outpacing what renters in the area can afford. Emergency shelter is in high demand, and homelessness prevention projects have proven successful in avoiding new cases of homelessness. However, ongoing support is still a priority to help prevent the trauma and disruption of homelessness. The Sutter and Yuba region has a lower ranking in health outcomes compared to the rest of the state, with substance use and mental health issues being persistent problems. Mental health services for homeless persons are greatly needed in the region, as the local mental health provider ratio is worse than the California average, leading to increased mental distress for residents.

Affordable Housing

Service providers and persons with lived experience have identified available housing, that is affordable to extremely low-income individuals (such as those living on social security or disability payments), as the most critical need. Since the release of the 2019 5-Year Regional Strategic Plan, several housing projects have been initiated, including Harmony Village (62 units), New Haven (39 units), Prosperity Village (61 units), Cedar Lane (40 units), and East Lake Apartments (71 units). However, the need for affordable housing has grown considerably. In 2021, it was estimated that 2,684 low-income renter households in Sutter County did not have access to an affordable home (2022 data on low-income renter households was not available)¹. In 2021, it was estimated that 1,243 low-income renter households in Yuba County did not have access to an affordable home². Renters in Sutter County needed to earn \$21.25 per hour (1.4 times the state minimum wage) to afford the average monthly asking rent of \$1,105. Renters in Yuba County needed to earn \$18.96 per hour (1.3 times the state minimum wage) to afford the average monthly asking rent of \$986³. Rent prices have increased steadily in the area. The asking rents in Yuba County increased by 7.4% between Q4 2020 and Q4 2021 and 3.8% in Sutter County. Almost 60% of respondents to surveys indicated they needed affordable housing when none was available⁴.

¹ Sutter County 2021 Affordable Housing Needs Report

² Yuba County 2021 Affordable Housing Needs Report

³ Yuba County / Sutter County 2022 Affordable Housing Needs Report

⁴ 2022 Action Plan Consumer Survey

Homelessness Prevention

One of the most significant challenges to addressing homelessness in the region is the lack of affordable housing options for low-income and extremely low-income persons. In all interviews and surveys with service providers and persons with lived experience, the availability of affordable permanent housing was the highest identified need. With the addition of new housing projects, the interim and permanent housing supply available in Sutter County in 2021 for persons experiencing homelessness was 1,152 beds and 1,051 beds in Yuba County⁵. Since 2019, several housing projects have been initiated. Harmony Village, located in Yuba City, was a motel purchased in 2020 by Sutter County, in partnership with Habitat for Humanity Yuba/Sutter and converted into 62 units of permanent housing with supports for low-income individuals who are either homeless or precariously housed, with priority going to veterans, disabled and the elderly. On-site supportive services are provided by Sutter County and community partners. Prosperity Village, located in Marysville, was a motel purchased in 2021 by Habitat for Humanity Yuba/Sutter and provides 62 one-bedroom affordable housing units with a permanent supportive housing component like Harmony Village. Both Prosperity and Harmony Village utilized Homekey funds and the participation of both Yuba and Sutter County. On-site services are provided by Hands of Hope and other community partners. New Haven is a permanent supportive housing (PSH) complex in Yuba City with 39 units for people experiencing chronic homelessness and/or severe mental health issues. Partners in this project include Regional Housing Authority, Hands of Hope, Sutter Yuba Behavioral Health, and Telecare. An additional 41 units of PSH are being developed in Yuba County. Adjacent to those units, for families, is Cedar Lane, a 40-unit income-based apartment complex. The East Lake Apartments are 71 units of low-income housing being constructed in Marysville, CA. This project is nearing completion and is expected to be operational by the end of 2022.

However, while these projects have been instrumental in housing homeless persons, the need for affordable housing has only grown in the last few years⁶. In addition to overcrowding, overpayment is a significant issue. Overpayment is an issue for both renters and homeowners. HUD's Comprehensive Housing Affordability Strategy (CHAS) data estimates that approximately 43.8 percent of lower-income (< 80% HAMFI) renter households are paying more than 30 percent of their income toward housing expenses compared to 16.3 percent of lower-income owner households. Households that are paying more than 50 percent of their household income toward housing expenses are severely overpaying. For lower-income households (< 80% HAMFI), high rates of severe overpayment can indicate a lack of availability of more affordable housing options. Rates of overpaying among lower income households are similar in Yuba City and surrounding areas. Homelessness prevention projects are known to be

⁵ CHP Yuba and Sutter County Housing Need Report 2022

⁶ Yuba County 2022 Affordable Housing Needs Report & Sutter County 2022 Affordable Housing Needs Report
Sutter Yuba Local Homeless Action Plan | 2023 - 2026

extremely successful at preventing new cases of homelessness and stopping people from ever becoming homeless⁷. However, ongoing support is still a high priority. The longer a person is homeless, the harder and more expensive it becomes to re-house this person. It is more costly to provide services to an individual or family who has become homeless than it is to assist these persons while they are still housed and on the verge of losing their housing⁸. By providing support to persons and families in crisis, many will avoid the trauma and disruption of homelessness and there will be less drain on limited public and private resources. There has been an influx of persons at-risk of losing housing into the system. The influx is often much higher than the Point in Time (PIT) report details because it only accounts for those counted a single day and HUD does not require a count of persons at imminent risk of homelessness. While we are seeing an increase in numbers of persons experiencing homelessness, there are multiple underlying reasons for the increase. Namely, over the last few years, Coordinated Entry and interagency support have improved immensely, giving us a more accurate view of homelessness in our community. Additionally, the PIT report does not include those insecurely housed individuals, who are reaching out for assistance/receive services. Due to the COVID-19 pandemic, the most recent full sheltered and unsheltered PIT count was conducted in 2021 using alternative data set. At this time, it is anticipated that a full PIT will be completed in January 2023. While we are seeing an increase in numbers, there are multiple underlying reasons for the increase. Namely, over the last few years, Coordinated Entry and interagency support have improved immensely, giving us a more accurate view of homelessness in our community.

Interim Shelter

Interim shelter is a critical issue that continues to be a priority for our community. While permanent housing is a predominant need, creating long-term housing solutions takes time and emergency shelter is critical. Emergency shelter beds have expanded to 296 available for the Sutter and Yuba region. Approximately 11.5% households live in poverty in Sutter County, and 16.3% in Yuba County (the national average is 11.4%)⁹. Less than 10% of adults who are experiencing homelessness are employed. While many individuals have some level of income through SSI or SSD, this often is not enough cover rising housing needs, even when low-income housing is available. Over the past five years, there has been an increase in the number and locations of shelter beds. In the last 6 years, several emergency shelters options have been made available and/or expanded for the local homeless population. 14Forward, located in Marysville, launched in 2016 as a 20-unit village of Tuff Sheds providing temporary shelter with supportive program elements to residents experiencing homelessness. 14Forward is a low-barrier shelter. An additional 5 units were added in 2021. Better Way Shelter, located in Yuba City, was created

⁷ Burt, M.R., Pearson, C. & Montgomery, A.E. Community-Wide Strategies for Preventing Homelessness: Recent Evidence. *J Primary Prevent* 28, 213–228 (2007). <https://doi.org/10.1007/s10935-007-0094-8>

⁸ <https://www.samhsa.gov/homelessness-programs-resources/hpr-resources/housing-shelter>

⁹ <https://www.census.gov/quickfacts/fact/table/suttercountycalifornia,US/PST045221>

to mirror 14Forward as a Tuff Shed village providing on-site services and support for Sutter County residents. Better Way is a low-barrier homeless shelter that provides 40 individuals with a temporary place to stay for up to 3 months. Participants in the shelter work alongside a case manager and housing navigator to find transitional or permanent housing. The Life Building Center, located in Marysville, is a Coordinated Entry site and provides a 25-bed overnight shelter. The Life Building Center offers many programs that help support self-sufficiency, from medical services to education and casework. The Twin Cities Rescue Mission is a temporary housing shelter for men only, 18 years and older in Marysville, CA. Staff provides breakfast, dinner, showers, and clothes to men and women. Temporary housing is for men only; women are directed to nearby shelter programs. In addition to programs developed in the last 6 years, there are other shelters that continue to support the local community. The Salvation Army Depot Family Crisis Center for families, couples, and single women with 66 beds. The Depot also provides substance use rehab services. Treatment includes cognitive/behavioral therapy, substance use counseling, and trauma-related counseling. The Regional Emergency Shelter Team (REST) serves those who are seeking emergency housing in the Yuba-Sutter region. REST rotates at churches throughout Yuba City and Marysville, to provide cold weather shelter and warm meals to families, single women, and couples who are experiencing homeless in the Yuba-Sutter area. Casa de Esperanza is a domestic violence shelter for individuals and children fleeing domestic violence, sexual assault, stalking, dating violence, and human trafficking. Both Sutter County and Yuba County administer the CalWORKs Temporary Homeless Assistance Programs for up to 16 nights in a motel. They also administer motel vouchers for clients through programs such as the Housing Support Program, Housing and Disability Advocacy Program, Home Safe, and Bringing Families Home.

Despite the increase in the number of beds, however, the 2021 Point In Time (PIT) Count revealed that there were still 519 individuals experiencing unsheltered homelessness, indicating that there is still a shortage of shelter beds in the community. It is essential to understand that the PIT Count only provides a one-day snapshot of the situation in the community. There are likely many more individuals who are experiencing unsheltered homelessness who were not counted in the PIT Count. The current shelter bed vacancy rates of only 3% also suggest that there is an exceptional need for more shelter beds in the community. The high demand for shelter beds, combined with the low vacancy rates, highlights the importance of continuing to increase the number of available beds. The need for interim shelter is especially pressing for those who are experiencing unsheltered homelessness. Homelessness can be a traumatic experience that can lead to numerous physical and mental health issues, as well as social and economic challenges. Unsheltered homelessness exacerbates these problems, as individuals are exposed to dangerous and unsanitary conditions, which can lead to further physical and mental health problems. Interim shelter provides a safe and secure environment for individuals experiencing unsheltered homelessness. This type of shelter offers temporary housing and services that can help individuals get back on their feet. For many, interim shelter is the first step in their journey towards permanent housing

and a better life. The shelter can provide individuals with a safe and secure place to sleep, food, and access to healthcare services and other essential resources.

Physical and Mental Health Services

Physical Health concerns have remained consistent in the area. The County Health Rankings assess the overall health of counties in the United States based on various factors, including health behaviors, access to care, social and economic factors, and physical environment. The ranking provides a snapshot of the health of a county to help communities understand their health and identify areas where they can improve, so they can create healthier places to live, learn, work, and play. While health concerns are representational at the State level, the county health rankings for the Sutter and Yuba region were in the lower quartiles for the state. According to the County Health Ranking in 2021, Yuba County was ranked 52 out of the 58 counties in health outcomes and Sutter County was ranked 37¹⁰. The County Health Ranking considers more than just physical health, including the prevalence of substance use and mental health concerns.

Substance use and mental health continue to be pressing barriers that make obtaining and maintaining stable housing difficult for our community, and especially our homeless population. The number of individuals identifying themselves as having Serious Mental Illness (SMI) has increased, mounting their perceived visibility in the community¹¹. Barriers include understaffed providers and the need for respite locations for people to have a safe location during daylight hours. In addition, long-term substance use and/or mental health concerns can make it difficult for individuals to meet the requirements of service providers that may seem simple to most people. For example, coming into a clinic or office, filling out paperwork, going through a lengthy examination or testing, or keeping appointments. In 2022, Sutter Yuba Behavioral Health provided 2,281 consults for patients in the local emergency room being evaluated for 5150 and emergency psychiatric service needs. A high percentage of these consults are for individuals with chronic behavioral health conditions, living with homelessness, or justice involved.

Expanding Mental Health Services for homeless persons is greatly needed in Sutter and Yuba region. Based on County Health data, mental health has been assessed as a critical need in our community. An average of 16% of Sutter and Yuba County residents reported experiencing more frequent mental distress, chronic and likely severe mental health issues than the rest of California (11%)¹². According to the Health Resources and Services Administration Agency, both Counties were designated as a mental health professional shortage area¹³. In 2020, the local mental health provider ratio was roughly 400 to 1

¹⁰ 2021 County Health Rankings for California: Measures and National/State Results

¹¹ Feedback from Community Meetings and Interviews

¹² California. County Health Rankings and Roadmaps. Accessed March 15, 2022

¹³ <https://data.hrsa.gov/tools/shortage-area/hpsa-find>

mental health provider, which is worse than the California average (280 patients to 1 provider)¹⁴. These mental health barriers are only further exacerbated for unhoused individuals with fewer resources to obtain services. People experiencing homelessness are more likely to have substance use concerns, mental and behavioral health conditions, physical disabilities¹⁵, or chronic medical conditions than residents who are housed¹⁶. According to the 2022 Continuum of Care for Behavioral Health Services Assessment in California, there are currently no sobering center locations and only 32 Psychiatric Health Facility beds, 44 Mental Health Rehabilitation Center beds, 12 Crisis Stabilization Unit slots, 12 Acute Psychiatric Inpatient Beds for the entire Sutter and Yuba region.

In addition to health professionals, mental health services were identified as a high-level need by persons experiencing homelessness in the Sutter and Yuba region. Based on the results of surveys, in-person meetings, and information gathered from CoC meetings, mental health services were identified as the most pressing need in the area, following closely behind housing placement and retention, when asked about the services that are in high demand but challenging to access.¹⁷ The 2021 Annual Performance Report (APR) for the Sutter/Yuba area showed that 1058 of the 3334 persons in who utilized Coordinated Entry during the calendar year, indicated that they have a mental health disorder (32% of the annual homeless population in Sutter and Yuba.) It is worth noting that access to mental health services is a national issue. At least 25% of people who are experiencing homelessness across the region have a serious mental illness, such as schizophrenia, bipolar disorder, post-traumatic stress disorder, or major depression. Most of these individuals with serious mental illness also have a substance use issue¹⁸. Based on the Sutter County and Yuba County Health Reports, persons experiencing homelessness are more likely to have substance use problems, mental and behavioral health conditions, physical disabilities, or chronic medical conditions than residents who are housed¹⁹.

Community Engagement

Visible homelessness has been a growing concern for the local population and business community. The sight of individuals experiencing homelessness sleeping in doorways and interfering with businesses has become all too common, and many community members have expressed their desire to be part of the solution but do not know how to be helpful or where to start. There is a need for continued robust informational campaigns and ongoing support for businesses and community partners to address this issue.

¹⁴ California. County Health Rankings and Roadmaps. Accessed August 20, 2022.

<https://www.countyhealthrankings.org/app/california/2021/rankings/sutter/county/outcomes/overall/snapshot>

¹⁵ 2019 Adventist Health and Rideout CHA Report

¹⁶ 2022 Sutter County CHA Report

¹⁷ 2022 Action Plan Consumer Survey

¹⁸ <https://www.hchmd.org/homelessness-makes-you-sick>

¹⁹ 2022 Sutter County CHA Report & 2022 Adventist Health and Ride out CHNA

During the community meetings and general community input, many community members have expressed concerns with the number of individuals sleeping in doorways or interfering with businesses. Specifically, garbage, human excrement, and property damage are the primary concerns of business owners. These concerns are valid and need to be addressed to ensure the safety and well-being of the community. However, the visibility of homeless persons in public areas might lead some to assume that the increased presence of homelessness is connected to the influx of homeless persons from outside the community. This assumption is inaccurate. All data indicates that over 84% of persons experiencing homelessness in the Sutter and Yuba region originated from the local community²⁰. This means that the problem is not caused by an influx of individuals from outside the area but is instead a local problem that requires local solutions.

While discussing visible homelessness with law enforcement and public health, it was noted that many disruptive calls with individuals living outdoors are repeatedly committed by a small number of persons. These individuals often require medical or law enforcement intervention but are currently not receptive to accepting services. These individuals may have mental health or substance use disorders that require specialized care, and they may need to be engaged through assertive outreach and engagement programs. To address visible homelessness, it is important to have a coordinated community response that involves all stakeholders, including businesses, community members, service providers, and law enforcement. This response should include robust informational campaigns to educate the community on the issue of homelessness and ways that they can be part of the solution. It should also include ongoing support for businesses and community partners to ensure that they have the resources they need to address the issue effectively. Ultimately, by working together, the community can address visible homelessness and ensure the safety and well-being of all its members.

²⁰ Homelessness In Yuba and Sutter Counties by The Numbers,
<https://www.suttercounty.org/home/showpublisheddocument/5708/637928036734830000>
Sutter Yuba Local Homeless Action Plan | 2023 - 2026

GOALS FOR ADDRESSING HOMELESSNESS



Strategy A. Homelessness Prevention

1. Reduce the number of first-time homelessness cases by 15% by June 30, 2026.
2. Stabilize the number of people who return to homelessness (13%) by June 30, 2026.



Strategy B. Shelter & Housing Support

1. Develop at least 30 units of affordable housing units for low-income households by June 30, 2026.
2. Expand interim housing by 10% by June 30, 2026.
3. Expand system support by June 30, 2026.



Strategy C. Homeless & Community Partnerships

1. Increase community efforts to engage with individuals experiencing homelessness by 50% by June 30, 2026.
2. Increase unhoused community engagement by 20% by June 30, 2026.
3. Add resources for local community by June 30, 2026.
4. Increase lived experience presence in regional planning by 100% by June 30, 2026.
5. Increase homeless engagement by 50% by June 30, 2026.



Strategy D. Health Services Expansion

1. Increase mobile engagement by 25% by June 30, 2026.
2. Develop recuperative location by June 30, 2026.
3. Implement local managed care plans by June 30, 2026.

STRATEGIES AND GOALS

STRATEGY A – HOMELESSNESS PREVENTION

The outcome goals of Homeless Prevention are focused on limiting first-time homelessness and preventing returns to homelessness. The goals include working with landlords to keep individuals and families housed, reevaluating the current Coordinated Entry (CE) system, incorporating best practices in prevention/diversion programs, fully integrating Prevention/Diversion into the Coordinated Entry System, identifying the appropriate number of supportive services after placement into permanent housing, ensuring newly housed individuals know how to access support resources, increasing and improving access to behavioral health/substance use treatment.

1 REDUCE FIRST-TIME HOMELESSNESS BY 15% BY JUNE 30, 2026

1. Lower the number of evictions that can be prevented by rental assistance.
2. Increasing the number of landlords accepting housing vouchers.
3. Reevaluate the current CE system and its effectiveness in matching at-risk individuals and families to the correct housing intervention.
4. Implement best practices in prevention/diversion programs. Incorporate diversion practices into current systems. Educate residents at risk of eviction of rights and resources available.
5. Fully integrate Prevention/Diversion into the Coordinated Entry System.

2 STABILIZE RETURNS TO HOMELESSNESS (13%) BY JUNE 30, 2026

1. Identify the appropriate number of supportive services after placement into permanent housing.
2. Ensure newly housed individuals know how to access support resources.
3. Increase and improve access to behavioral health/substance use treatment and services.
4. Refer individuals to CalAIM Community Support Program, Housing Sustainability to assign newly housed homeless individuals a care manager to ensure they can sustain their housing.

STRATEGY B – SHELTER AND HOUSING SUPPORT

The outcome goals of Shelter and Housing is identifying new affordable housing projects for those with extremely low income, promoting collaboration between key stakeholders, affordable housing developers, and improving temporary housing options by increasing the number of shelter beds, ensuring 24-hour access to day-center locations, and exploring ways to help people at-risk of homelessness stabilize in housing.

1 DEVELOP 30 UNITS OF HOUSING BY JUNE 30, 2026

1. Identify new housing projects that are affordable for people with extremely low income.
2. Encourage collaboration between homeless service providers, health and mental health providers, affordable housing developers and other community partners.
3. Research alternative forms of housing options, including accessory dwelling units, tiny houses, campus-style facilities, mobile home parks, and trailer parks.

2 EXPAND INTERIM HOUSING BY 10% BY JUNE 30, 2026

1. Increasing the number of new shelter beds.
2. Ensure that all day-center locations provide 24-hour access.
3. Explore temporary housing options that help people who are at-risk of homelessness stabilize in housing.

3 EXPAND SYSTEM SUPPORT BY JUNE 30, 2026

1. Support for The Homeless Data Management Information System (HMIS) including the addition of quality assessment and improvement.
2. Support for Coordinated Entry (CE) including the addition of quality assessment and improvement.

STRATEGY C – HOMELESS/COMMUNITY PARTNERSHIP

Connected to housing and prevention, it is important that individuals living outdoors have a clear path to integrating into the community. Connections between housed and unhoused neighbors build community, allows everyone to contribute to identifying solutions, and humanize the issues surrounding homelessness. Persons with lived experience provide unique and necessary insight into homelessness. Further collaboration with the local homeless community will be critical to addressing issues in our area. We advocate that homeless individuals need to be integrated into various levels of projects, including collaboration with the CoC and county agencies.

1 INCREASE COMMUNITY-LED PROJECTS BY 50% BY JUNE 30, 2026

1. Support community-lead projects that align current homeless objective in the region.
2. Increase the overall number of individuals and community groups participating in volunteer opportunities.
3. Increase the effectiveness of individuals and community groups participating in the resolution of homelessness.

2 INCREASE UNHOUSED COMMUNITY ENGAGEMENT BY 20% BY JUNE 30, 2026

1. Develop a volunteer work-experience program which invites people experiencing homelessness to participate in community improvement activities.
2. Develop additional opportunities where persons experiencing homelessness, both sheltered and unsheltered, can have positive interactions during the day.
3. Create opportunities for persons with lived experience of homelessness to serve on committees or boards where decisions are made regarding the homeless services delivery system.

3 ADD RESOURCES FOR LOCAL COMMUNITY BY JUNE 30, 2026

1. Create liaison position that will serve as a bridge between the business community, service providers, and law enforcement.
2. Maintain social media campaign that provides accurate information and resources to the community.
3. Develop resources in city areas for community members. This will include links to services, contact information, and ongoing support for locals.

4 INCREASE LIVED EXPERIENCE PRESENCE IN REGIONAL PLANNING BY 100% BY JUNE 30, 2026

1. Hire persons with lived experience in outreach and engagement roles.
2. Reserve at least one CoC board seat for a person with recent lived experience.
3. Create a homeless action board that provides feedback to CoC projects and goals.

5 INCREASE HOMELESS ENGAGEMENT BY 50% BY JUNE 30, 2026

1. Interact with local homeless advocacy groups.
2. Integrate a process to solicit direct feedback from persons with lived experience. Ensure local homeless population is made aware of current / upcoming projects through outreach. Provide opportunities for individuals with lived experience to engage in CoC meetings.
3. Designate resources and transportation to ensure access for all people to engage in discussions.

STRATEGY D – HEALTH SERVICES EXPANSION

The goal of this strategy is to enhance consumer participation in outpatient behavioral health care services and target individuals suffering from severe and chronic behavioral health issues relying on emergency, crisis, and inpatient services. Emphasis will be given to addressing persons who suffer from untreated mental illness, to invite these individuals into the mental health system to receive appropriate services. We will expand the capacity of mobile health services for outreach, engagement, and support persons dealing with challenging circumstances. Individuals living outdoors face especially difficult challenges when they are sick, injured, or discharged from the hospital and in need of a secure, supportive place to recuperate. The needs fall across the spectrum of illnesses.

1 INCREASE MOBILE ENGAGEMENT BY 25% BY JUNE 30, 2026

1. Expand support for mobile health programs such as the Homeless Engagement And Resolution Team, iCARE Mobile Engagement Team and Street Medicine Team.
2. Facilitate ongoing monthly conversations between stakeholders with mobile providers to solidify “boots-on-the-ground” perspective and information.
3. Expand Start to Finish project, assisting those requesting substance use treatment in obtaining shelter, treatment, and after-care including housing.

2 DEVELOP RECUPERATIVE LOCATION BY JUNE 30, 2026

1. Form Committee of Health and Service providers to identify best practices for a recuperative care location.
2. Create a safe respite location for homeless persons with serious health conditions to access upon exiting hospital.
3. Develop policies and procedures to identify what conditions qualify for safe respite location services and how to measure impact and success.

3 IMPLEMENT LOCAL MANAGED CARE PLANS BY JUNE 30, 2026

1. As a region, implement the services offered under CalAIM, to include the Housing and Homelessness Incentive program (HHIP)
2. Continue partnerships with health networks in our community, including Anthem and California Health and Wellness (CHW) as well as Partnership Health in 2024.

APPENDIX

Partnerships

Sutter Yuba Homeless Consortium

The Sutter Yuba Homeless Consortium (SYHC) is the region's Continuum of Care (CoC) and is responsible for conducting the annual Point-In-Time Count, Coordinated Entry, and other HUD regulated activities. Representatives from SYHC run the Government Affairs Committee (GAC) to ensure that the two bodies are aligned to the greatest extent possible. The GAC took the place of the former Bi-Counties Homeless Group. SYHC maintains monthly stakeholder meetings and is the administrative entity for Federal and State funding.

Housing And Homeless Service Providers

Representatives from nonprofits from across the region— including Habitat for Humanity, The Salvation Army, Casa de Esperanza, Hands of Hope, and many others – have been integrally involved in the regional strategic planning process. Staff from many of these agencies are involved in committees that evaluate and work to improve the homeless services delivery system in Yuba Sutter. Additional housing and homeless service partners in this effort include Regional Emergency Shelter Team (REST), Bridges to Housing, the United Way, and FREED Center for Independent Living.

Health and Human Services Departments

Yuba County and Sutter County Health and Human Services, including Sutter-Yuba Behavioral Health and Sutter County and Yuba County Public Health, and have been vital partners in creating a regional approach to addressing homelessness among persons with health, behavioral health and substance use issues. These agencies are involved in the regional Coordinated Entry process, provide outreach to the entire geographic area, support ongoing initiatives such as 14Forward and Better Way, and have membership on the SYHC and several committees. Sutter Yuba Behavioral Health leads the Homeless Engagement And Response Team, linking unsheltered people to the Coordinated Entry program and local shelter agencies. Both Yuba County and Sutter County run Housing Support programs (HSP), Sutter County operates Better Way and provides wrap around services.

Homeless Engagement And Resolution Team (HEART)

HEART is a multidisciplinary street outreach team consisting of a mental health therapist, an intervention counselor, a peer mentor, and an outreach worker. The goal of the program is to engage and build relationships, connect people to services and ultimately to assist them to end their homelessness. HEART partners with local law enforcement and code enforcement during outreach activities. HEART is a part of Sutter Yuba Behavioral Health.

Regional Health Providers

Regional health providers are important partners in addressing the needs of individuals living with serious mental illness who are homeless, chronically homeless, or at-risk of chronic homelessness. Adventist Health + Rideout, Ampla Health, Harmony Health and Peach Tree Health have been involved as partners in the regional strategic planning process and had representatives in attendance at the Sutter Yuba Strategic Planning Community Alignment Session. A representative from Adventist Health + Rideout serves as a member of the SYHC board of directors and leads a street nursing team to improve the health of people living outdoors and connect them to services.

Public Housing Authority

The Regional Housing Authority of Sutter, Nevada, Colusa, and Yuba Counties plays an important role in creating and increasing housing opportunities for people experiencing or at-risk of homelessness in Sutter, Nevada, Colusa, and Yuba Counties. The Regional Housing Authority offers Housing Choice Vouchers, Emergency Housing Vouchers, and income-based housing. They have adopted a general homeless preference to help increase accessibility to housing for persons experiencing homelessness

Faith-Based Organizations

Faith-based organizations provide access to many basic needs for people in the Sutter and Yuba region, including food, clothing, and access to a safe place to stay. Hope Point Nazarene Church, New Beginnings Wesleyan Church, and the Church of Glad Tidings are some of the faith-based partners working with the SYHC to help inform regional strategic planning and coordination.

Education System Partners

Partners within the education system can help connect children and youth experiencing homelessness to the homeless system of care and provide valuable resources to support children and youth in achieving wellness and stability. Current partners in the regional strategic planning process have included representatives from early childhood education (E Center Head Start), local school districts (Sutter County Superintendent of Schools, Yuba City Unified School District, Marysville Joint Unified School District), local Boards of Education (Yuba County Office of Education), and county-led education-based initiatives (Yuba County First Five Commission).

Employment Providers

Both Yuba and Sutter County One Stop Workforce Centers are involved at the Coordinated Entry sites and are partners in ending homelessness in the region. The One Stop locations provide employment and training services to individuals who are unemployed, including those experiencing homelessness, which may include pre-employment classes, on-the-job training, occupational skills training, work experience,

and job seeker assistance. Both county's One Stops are actively involved in linking people from shelters and day centers to employment.

Law Enforcement

Law enforcement officers are important partners in addressing homelessness, as they are often the first point of contact for someone experiencing unsheltered homelessness and can provide an access point for connecting people in need to coordinated entry and community-based resources. For example, the Yuba and Sutter Counties' Sheriff's Departments, Yuba County Probation Department, Yuba County Victim Services and Sutter County Victim Witness Assistance Program are all partners in the work to create a regional approach and initiatives to address homelessness through the strategic planning process. Local law enforcement works closely with the HEART team to ensure that persons experiencing chronic homelessness are linked to services to help them move towards housing stability. Yuba City Police has two Homeless liaison officers that acts as the central point of contact for unhoused individuals, community members, and the City.

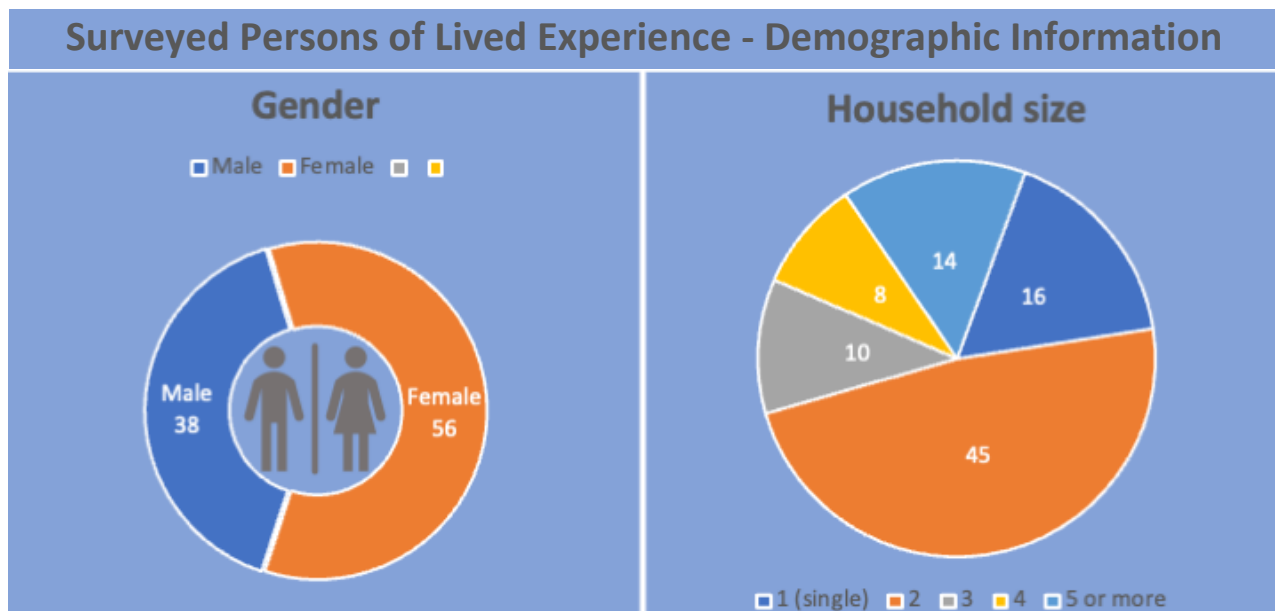
A current committee consisting of law enforcement, code enforcement, Health and Human Services Departments and outreach teams meets monthly to coordinate compassionate enforcement, review best practices and relevant legal actions, and develop regional practices for addressing encampments. This team brought legislation forward in 2020 to form a Regional homeless multi-disciplinary team. They also created a regional camping ordinance, a memorandum of understanding, and spearheaded an awareness campaign in 2021 to shed light on the work being done to address issues surrounding homelessness in Yuba Sutter.

Other Partners

Several other organizations and agencies that interact with persons experiencing homelessness including California Rural Legal Assistance, Inc. and Yuba-Sutter Economic Development Corporation who are involved partners in ending homeless in the Sutter and Yuba region, through their participation in the regional strategic planning process and their ongoing commitment to improving the lives of those who lack housing stability through access to services and resources.

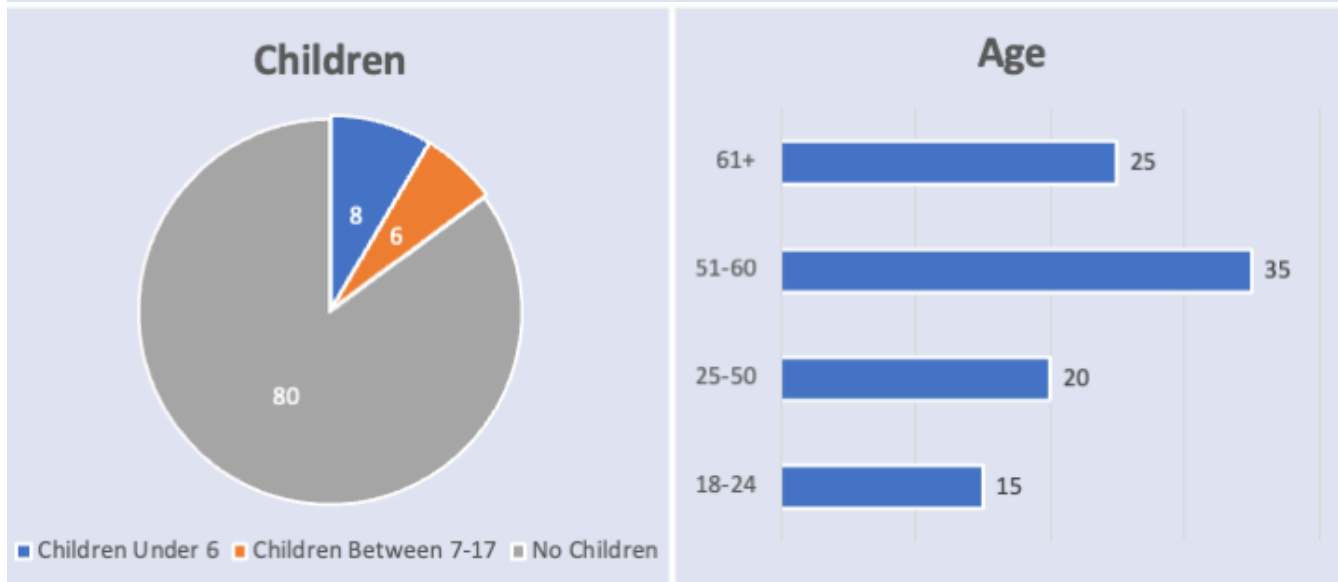
Consumer Survey

We surveyed 94 persons of lived experience to learn their perspectives on service needs, current gaps, and helpful demographic information. General demographic information was collected for reference purpose only. 38 respondents identified as male and 56 identified as female (no other gender identities were selected by respondents.) It is important to note that this demographic information is not comprehensive report of the landscape of persons experiencing homelessness in Sutter and Yuba County, but rather a non-biased sampling of that population.



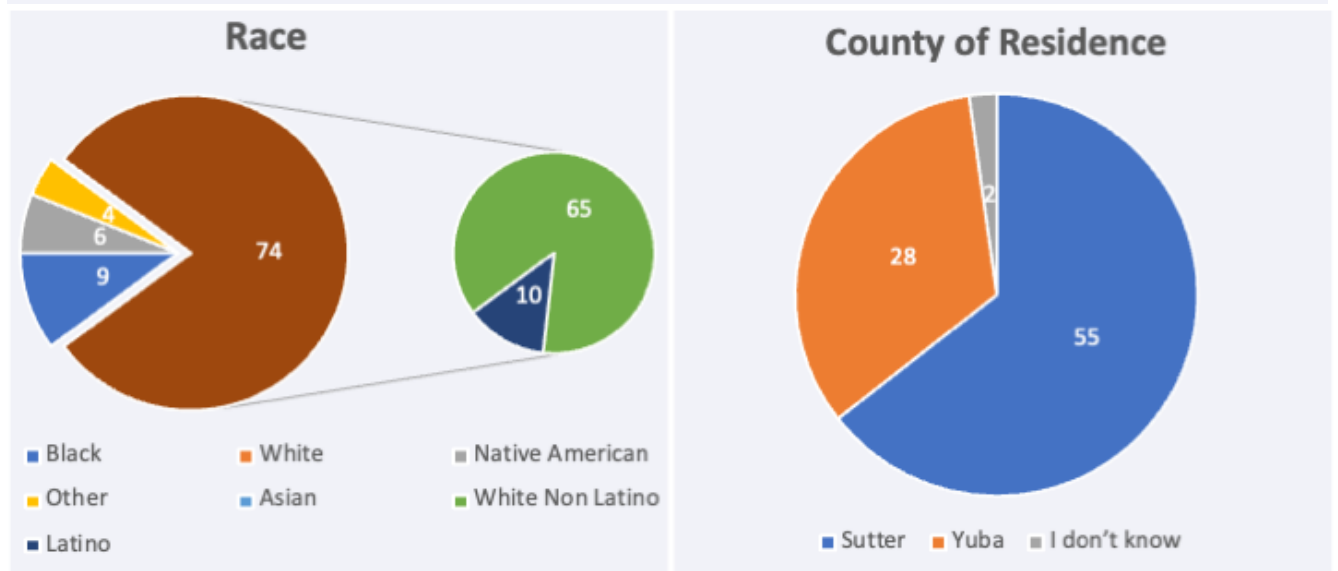
To ensure a diverse range of perspectives, surveyors collected data from individuals who completed the survey at Coordinated Entry locations as well as shelter locations in Sutter County. In addition to the survey, Thurmond Consulting also conducted interviews with many of the individuals who completed the survey. Through these interviews, people who had experienced homelessness were given the opportunity to share their personal anecdotes and experiences. These interviews helped to add a human dimension to the survey data, allowing the consulting firm to understand the lived experiences of those who are currently or have previously experienced homelessness. It is worth noting that while many of these interviews and surveys were administered in Sutter County, both residents of Sutter County and Yuba County were identified and interviewed.

Surveyed Persons of Lived Experience – Number of Children in Household

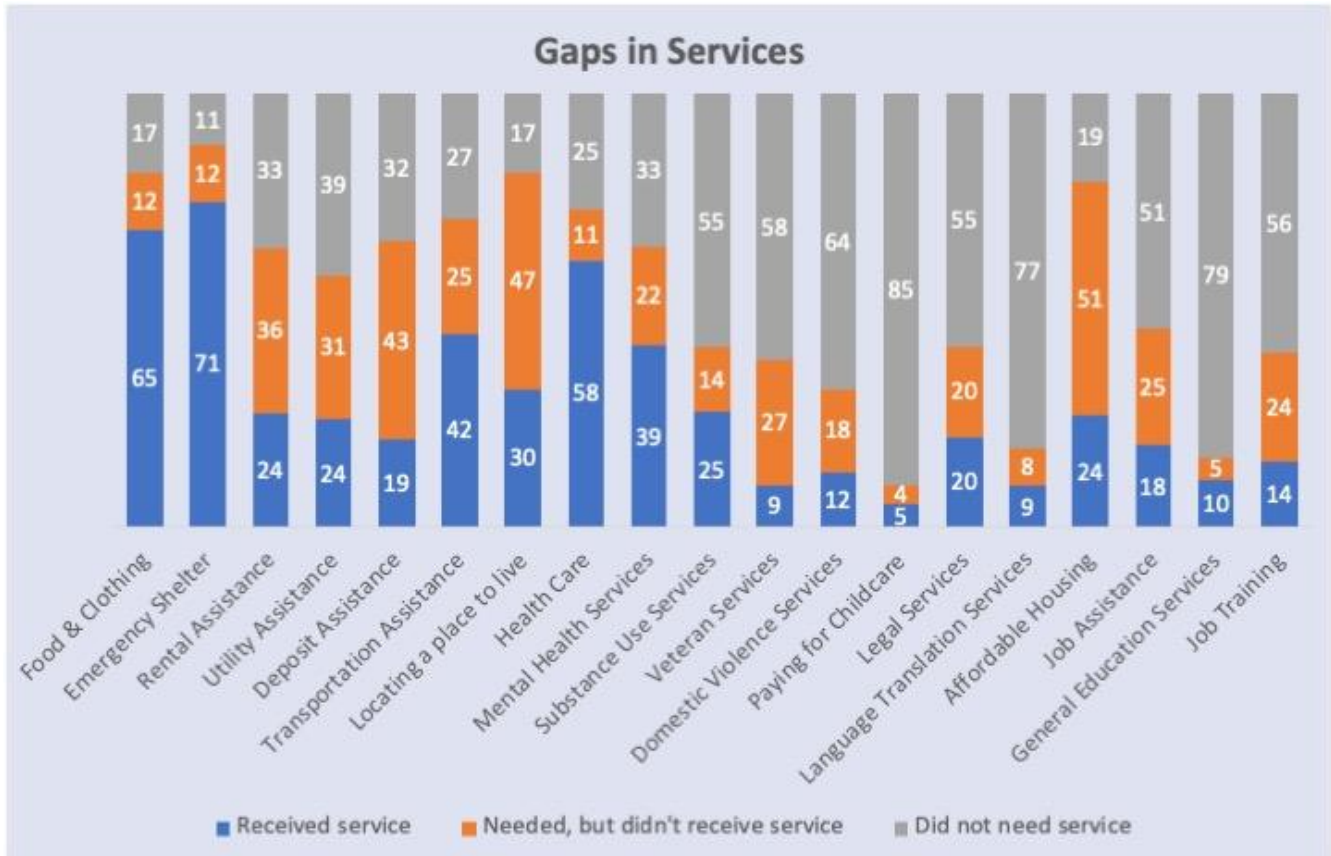


The survey aimed to gather information on a range of topics, including the reasons why individuals become homeless, the services that they require to regain stable housing, and their experiences with discrimination. The individuals who participated in the survey were asked to share their perspectives on the local homeless services system, including what worked well and what areas needed improvement.

Surveyed Persons of Lived Experience – Race / Ethnicity and Residency

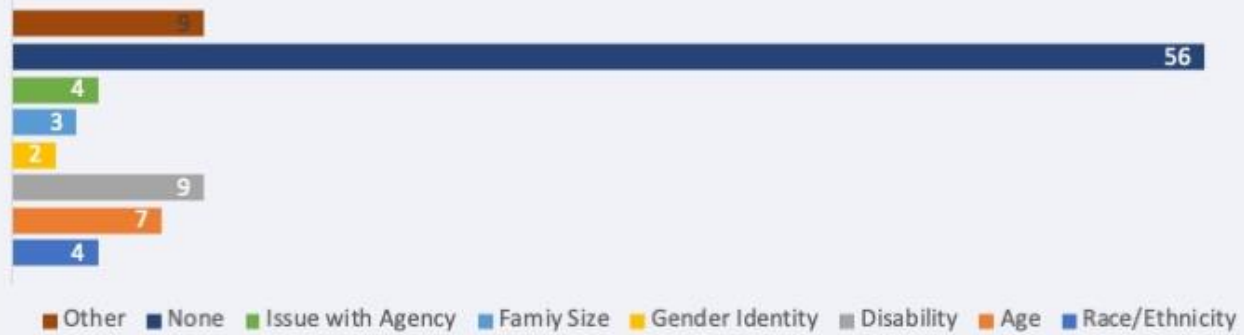


For service questions, persons with lived experience could select from multiple needs and gaps, as well as providing additional comments. When asked what services were most needed but hardest to find, almost 70% reported needing help locating a place to live and 30% reported needing mental health services.



For service questions, persons with lived experience could select from multiple needs and gaps, as well as providing additional comments. When asked what services were most needed but hardest to find, almost 70% reported needing help locating a place to live and 30% reported needing mental health services. This information aligned with the interviews we conducted with persons of lived experience.

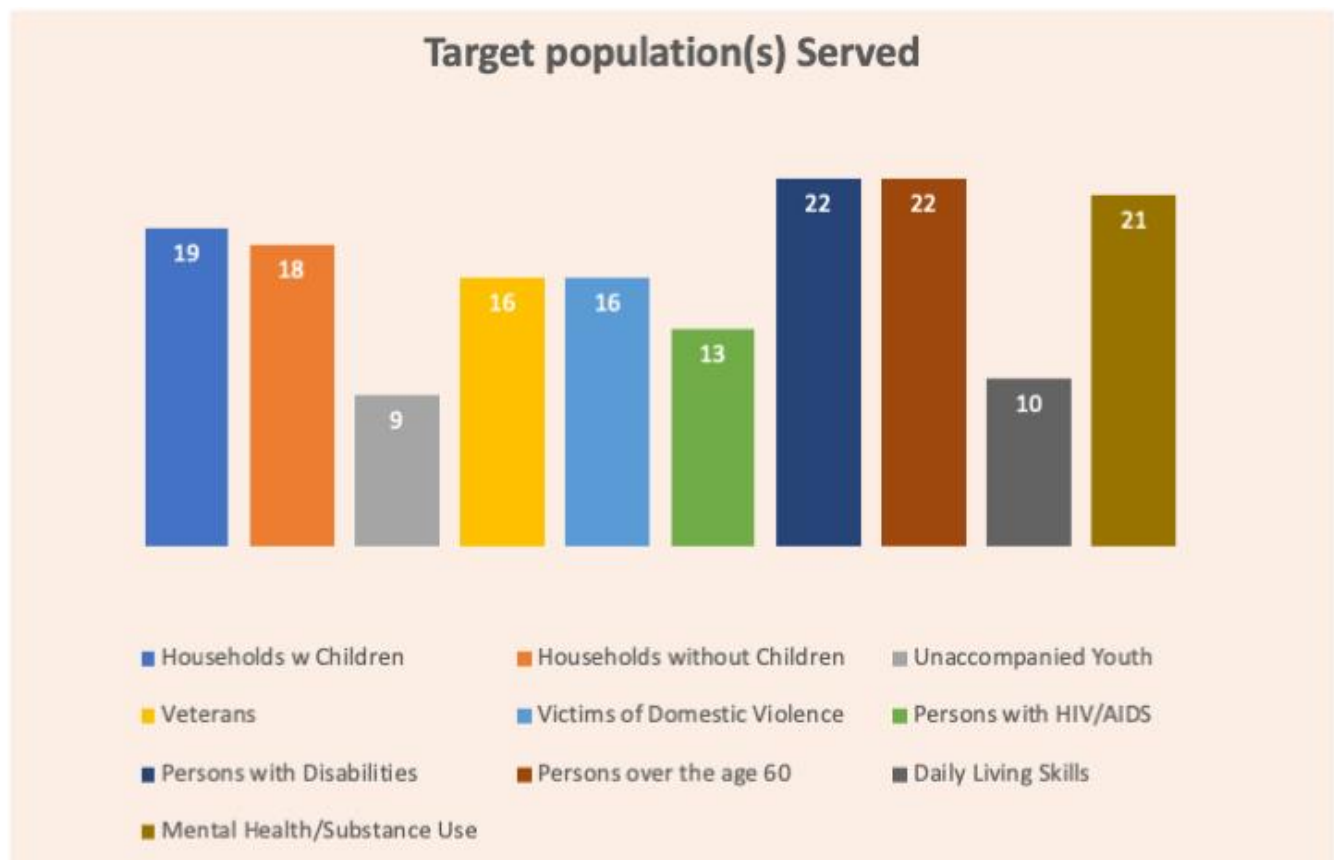
Felt Denied Services Based On:



Several individuals experiencing homelessness reported that they perceived discrimination against them when applying for services and or shelter. Specifically, approximately 40% of those surveyed indicated that they had been denied services, with the primary basis being age and disability. While these individuals may have perceived discrimination, it is not an objective fact that they were discriminated against. Discrimination against individuals experiencing homelessness is a complex issue that can take many forms. The fact that a significant number of respondents reported being denied services based on perceived age or disability discrimination highlights the need for increased awareness and sensitivity among service providers and community members. It is critical that service providers are trained to recognize and address discrimination and ensure that all individuals, regardless of their age or disability, have equal access to services.

Agency Survey

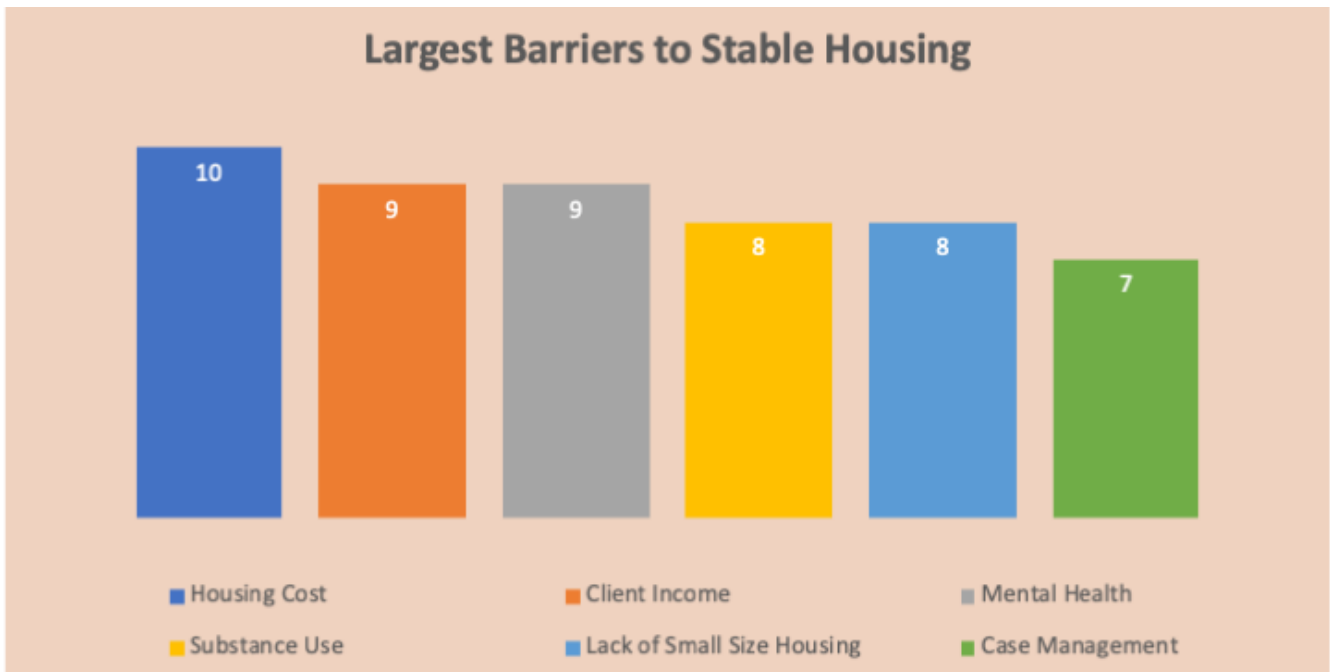
To gain a comprehensive understanding of the challenges facing service providers in Sutter and Yuba Counties when it comes to addressing homelessness, Thurmond Consulting conducted a series of one-on-one interviews and surveys with 32 partner agencies that provide services to homeless individuals. The agencies were selected based on their engagement in the homeless services world, including those that collaborate with the Counties and Continuum of Care (CoC). These agencies provide a wide range of services, including housing assistance, mental health counseling, substance abuse treatment, case management, and employment support, among others.

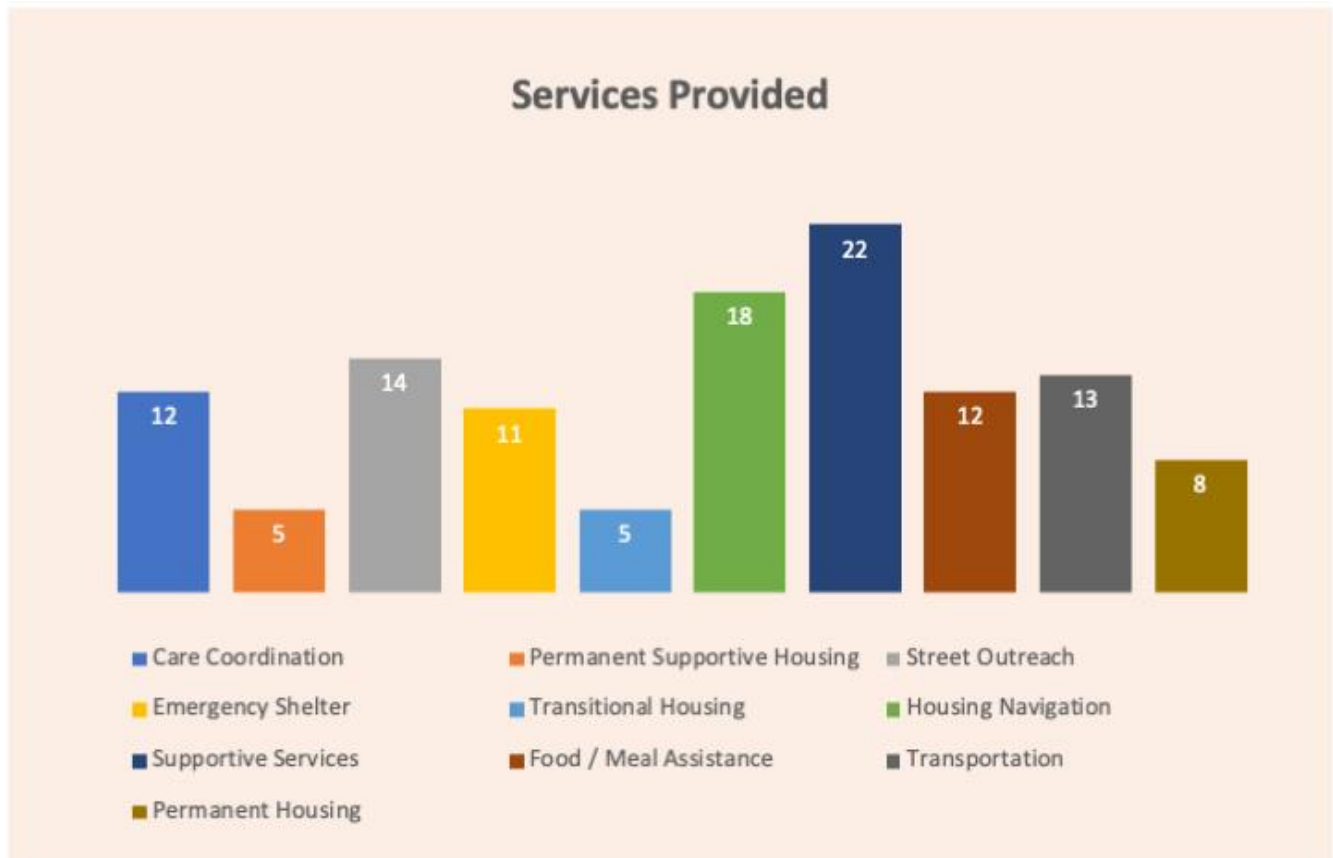


The surveyors asked the agencies to identify the services they provide and the target populations they serve. They also inquired about the general barriers that they have identified related to stable housing. Through these interviews and surveys, Thurmond Consulting gained a valuable perspective on the specific challenges that these service providers face in addressing homelessness in the area. The data collected from these interviews and surveys revealed that the most significant service needs identified by service providers are affordable housing, substance use, and mental health services. These are the areas that require the most attention and resources from the community in order to effectively address homelessness.



Affordable housing has become increasingly difficult to find in Sutter and Yuba Counties, particularly for individuals and families with lower incomes. Many households spend more than 30% of their income on housing costs, leaving little room for other expenses such as food, healthcare, and transportation. This makes it difficult for individuals and families to secure stable housing when unexpected expenses arise.





Service providers in Sutter and Yuba Counties have identified affordable housing, substance use, and mental health services as the highest service needs. These needs reflect the complex nature of homelessness and the multiple factors that contribute to it. Without adequate affordable housing, individuals are unable to secure stable living situations, which can perpetuate homelessness. Substance use and mental health issues are also significant factors that can contribute to and exacerbate homelessness.

Summary of Meetings

| Meeting Type | Location | Organization / Host |
|-----------------------------|-----------------------------------|---|
| Lived Experience Interviews | 909 Spiva Avenue, Yuba City | N/A |
| Lived Experience Interviews | 131 F Street Marysville, CA 95901 | N/A |
| 1 on 1 Meeting | Zoom | 4JCON |
| 1 on 1 Meeting | Zoom | Yuba Sutter Community Taskforce |
| 1 on 1 Meeting | Zoom | Bi-County Behavioral Health |
| Community Meeting | 616 C Street, Marysville, CA | Thurmond Consulting Staff |
| Community Meeting | Zoom | Thurmond Consulting Staff |
| Government Affairs Meeting | Zoom | Government Affairs |
| 1 on 1 Meeting | Zoom | Hands of Hope |
| 1 on 1 Meeting | Zoom | Adventist Health + Rideout |
| Group Meeting | Zoom | Sutter Co Deputy Sheriff |
| Group Meeting | Zoom | Yuba City Police Department |
| Group Meeting | Zoom | Marysville Police Department |
| City Managers / CAO Meeting | Zoom | City of Yuba City, City of Marysville |
| 1 on 1 Meeting | Zoom | Salvation Army |
| 1 on 1 Meeting | Zoom | R.E.S.T. |
| 1 on 1 Meeting | Zoom | Sutter County Health & Human Services |
| 1 on 1 Meeting | Zoom | Yuba County Office of Education |
| 1 on 1 Meeting | Zoom | Anthem Blue Cross Medicaid |
| 1 on 1 Meeting | Zoom | Sutter County Homeless Services Coordinator |
| 1 on 1 Meeting | Zoom | Yuba City Council |
| 1 on 1 Meeting | Zoom | Sutter/ Yuba Board of Supervisors |
| 1 on 1 Meeting | Zoom | Sutter Yuba Homeless Consortium Board |
| 1 on 1 Meeting | Zoom | Yuba County Health and Human Services |