

Bridge to Housing Pilot Project

After Action and Outcomes Report



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Executive Summary

Motivations for Bridge to Housing

In August 2014 the Bridge to Housing Pilot Project was initiated in response to four significant issues occurring simultaneously in the City of West Sacramento.

- ⇒ Homelessness was (and is) a significant issue throughout Yolo County.
- ⇒ West Sacramento had the highest rate of unsheltered homelessness throughout the County.
- ⇒ West Sacramento's North Levee Encampment was the largest and most established encampment of people experiencing unsheltered homelessness in Yolo County.
- ⇒ The property along the North Levee was sold to a new owner, who requested that the area be cleared.

Convening a Collaborative Planning Process

After receiving the property owner's request to clear the property of campers, the West Sacramento Police Department (WSPD) reached out to representatives of public, private and faith-based agencies throughout Yolo County for help in addressing the issue. WSPD expressed an interest in developing a plan for clearing the encampment that would result in positive outcomes for all parties, including the people experiencing homelessness, the property owner and the City. WSPD convened a collaborative and comprehensive planning process that spanned more than two months, and included an extensive list of partners and participants.

Through this planning process the following framework for the Bridge to Housing Pilot Project was developed:

- ⇒ The project would relocate all willing participants of the North Levee Encampment into a single motel for a period of approximately four months (from November 12 to February 28).
- ⇒ Yolo County Housing would master lease a West Sacramento motel and provide property management services for the four month project, using a low-barriers Housing First model.
- ⇒ The City of West Sacramento would notify all people living along the riverbank that they needed to vacate the encampment prior to the beginning of the project, and offer the project as an alternative to camping somewhere else.
- ⇒ Participants would receive assistance in applying for Housing Choice Vouchers with Yolo County Housing, and would receive an additional preference point for vouchers due to being displaced from their previous home by government action.
- ⇒ The County would provide intensive case management services to all participants with an emphasis on quickly securing a housing voucher and permanent housing.

Assessment, Outreach and Preparation

Three initial participant assessments were conducted in September and early October. These assessments were used as the basis for determining eligibility for the Bridge to Housing Pilot Project, by identifying the individuals who were stable residents of the North Levee Encampment for the project list. The assessment team used a simple 1-page tool that gathered basic information regarding each resident of the encampment.

Following the initial assessments, outreach to residents of the encampment was conducted on a regular basis. Outreach was aimed at building relationships with the residents, keeping residents informed of progress on the project and soliciting input about the project.

Move Day

All residents of the encampment were relocated on November 12, 2014, also known as "move day". Those on the eligibility list for Bridge to Housing completed an intake process, including moving through a series of stations designed to address issues relating to hygiene, physical health, mental health and legal background, prior to being transported to the motel.

Individuals that would not be joining the project were still required to vacate the North Levee by the end of the day, or risk law enforcement action. A resource station was made available on-site with a variety of service providers present to connect individuals who would not be participating in the Bridge to Housing project with services.

Temporary Housing

Over a period of 109 days (November 12th to February 28th) program participants received temporary housing at the motel coupled with intensive case management services. Yolo County Housing provided on-site property management, including a structured housing program. Intensive wraparound services were provided to participants on-site through a variety of providers, focused towards helping participants accomplish the following task.

- ⇒ Securing important personal documents (such as birth certificates)
- ⇒ Applying for benefits (such as Cal Fresh and Medi-Cal)
- ⇒ Securing a source of income (such as employment or SSI)
- ⇒ Applying for a housing voucher
- ⇒ Securing permanent housing

Permanent Housing

A primary emphasis of any successful Housing First program is on moving people experiencing homelessness into permanent housing. In Bridge to Housing the intended permanent housing solution was placement in community-based housing with a Housing Choice Voucher to subsidize the participant's rent long-term.

Due to the circumstances of the relocation from the riverbank all participants who met federally mandated qualifications (relating to income and criminal background) for vouchers received prioritization on the voucher waitlist. The voucher program has several preferences that move people up the wait list, including Yolo County residency, employment, veteran status and being involuntarily displaced due to government action. All Bridge to Housing participants received preference due to involuntary displacement from the riverbank by government action.

After securing a housing voucher, participants had to identify and secure housing in order to use the voucher. Staff from the City of West Sacramento, the Housing Now Network and Turning Point Community Programs worked with participants to identify affordable housing options that met the needs of each participant. Case managers assisted residents with completing applications and addressing credit issues that might become barriers to housing.

After Care

The temporary housing period of the project ended on February 28th and all participants were moved out of the motel by that date. The majority of participants had not yet secured permanent housing by the end of February, but the 3.5 months of temporary housing and intensive case management allowed participants to stabilize, address health issues, secure important documents necessary to find employment or housing, and secure a housing voucher.

Case managers worked exhaustively during the final weeks of the project to identify the next steps for participants who had not secured permanent housing. Many participants successfully moved into one of the following options temporarily, while they continued their search for permanent housing.

- ⇒ Emergency shelter
- ⇒ Residential substance abuse treatment
- ⇒ Staying with family or friends
- ⇒ Motel vouchers

Some participants were unable to identify a workable temporary housing solution, and did return to homelessness upon exiting the motel.

Case managers and housing navigators continued working with the participants after they moved out of the motel, wherever they were living. In the following months many participants successfully secured permanent housing and ended their homelessness. Once housed, case managers and housing navigators continue working with participants to address any issues that arise, in order to ensure that they remain stably housed.

Outcomes

HOW MUCH DID WE DO?

⇒ Participants Served:

65 of the 71 stable residents of the North Levee Encampment entered the program in November 2014.

⇒ Temporary Bed Nights Provided:

The temporary housing component of the program operated for 109 days, and provided a total of 6,204 nights of temporary housing at the motel, for an average of 57 beds per night.

HOW WELL DID WE DO IT?

⇒ Retention Rate in Program:

82% (53 participants) remained engaged at the end of the program. 18% (12 participants) exited the program early due to rule violations (7), arrests (4) and death (1).

⇒ Engagement Rate After Program:

79% (42 of the 53 participants who completed the program) remained engaged in services with case manager 12 months after exiting the program.

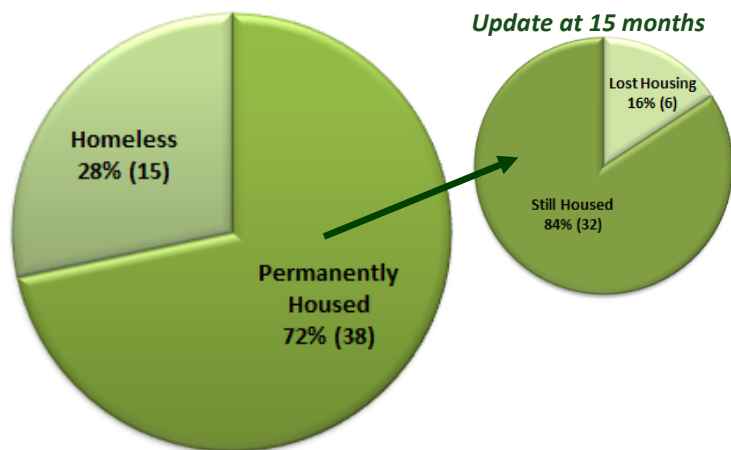
⇒ Issuance of Housing Choice Vouchers:

92% (49 of the 53 participants who completed the program) were successfully issued a Housing Choice Vouchers

IS ANYONE BETTER OFF?

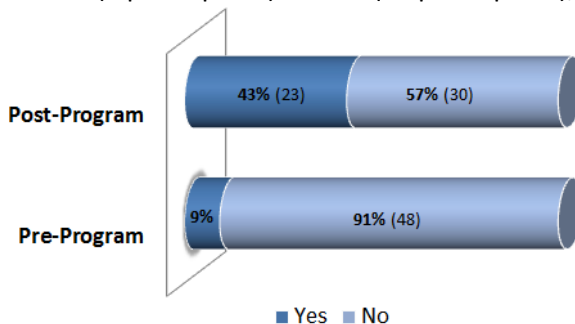
Housing Status:

68% (36 of the 53 participants who completed the program) secured permanent housing.



Income:

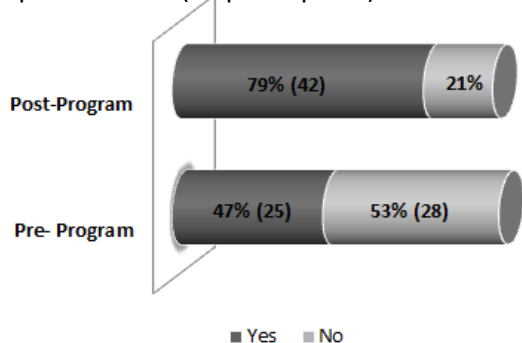
Increased participants receiving monthly income from 9% (5 participants) to 43% (23 participants),



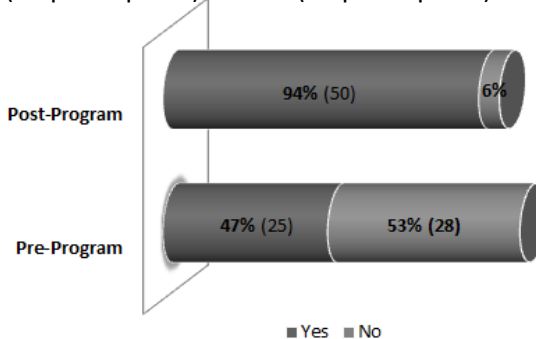
(1) Refugee Benefits; (1) Veterans Benefits; (1) Employment; (8) General Assistance; (11) Supplemental Security Income

Access to Benefits:

Increased participants on CalFresh from 47% (25 participants) to 79% (42 participants).



Increased participants with health insurance from 47% (25 participants) to 94% (50 participants)

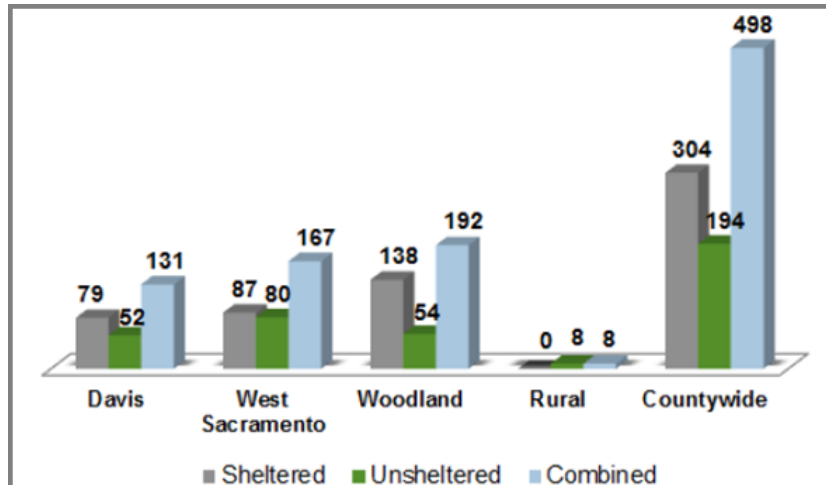


I. Motivations for Bridge to Housing

In August of 2014 the Bridge to Housing Pilot Project was initiated in response to four significant issues occurring simultaneously in the City of West Sacramento.

1. Homelessness was (and is) a significant issue throughout Yolo County.

Homelessness is a significant issue in Yolo County, with the 2015 Yolo Homeless Count identifying 498 people experiencing homelessness on a single night. At the time of the count the City of West Sacramento had the second highest homeless population of the jurisdictions throughout the County, with 167 homeless individuals (or 34% of Yolo's total homeless population) living in West Sacramento.



2. West Sacramento had the highest rate of unsheltered homelessness in the County.

West Sacramento has historically had a high rate of people experiencing unsheltered homelessness, as compared to the other jurisdictions in Yolo County. In fact, during the 2013 Yolo Homeless Count 76% of the people identified as experiencing homelessness in West Sacramento were unsheltered, as compared to only 20% in Davis and 21.5% in Woodland. This issue was likely exacerbated by the fact that there is no homeless shelter located in West Sacramento, and very few housing programs targeted towards people experiencing homelessness. Instead, the majority of shelter and housing programs for the homeless in Yolo County are placed in either Woodland or Davis.

3. West Sacramento's North Levee Encampment was the largest and most established encampment of people experiencing unsheltered homelessness in Yolo County.

The bank of the Sacramento River has long been a popular camping area for people experiencing unsheltered homelessness in West Sacramento, especially along what is referred to as the North Levee, an area that includes several publicly and privately owned parcels located to the North of the public boat ramp. Prior to the Bridge to Housing Pilot Project the North Levee area contained an established community of people experiencing homelessness, including approximately 71 people, 48 dogs and 21 cats. The group living on the North Levee constituted the largest and most well-established encampment of people experiencing homelessness in Yolo County, with its own culture, social structure and de facto "Mayor."

DEFINITION OF HOMELESSNESS

For the purposes of this report the definition of homelessness will be aligned with the definition used by the United States Department of Housing and Urban Development (HUD). A person is considered homeless if he or she lacks a fixed, regular and adequate nighttime residence.

- ⇒ People experiencing sheltered homelessness include people living in an emergency shelter, transitional housing program, or hotel paid for by a public agency.
- ⇒ People experiencing unsheltered homelessness include people living in a public or private place not meant for human habitation.
- ⇒ People experiencing chronic homelessness include people who have experienced homelessness for a year or longer, or who have experienced at least four episodes of homelessness in the last three years, and have a disability.

4. Property along the North Levee was sold to a new owner, who requested that the area be cleared of campers.

In 2014 some of the parcels where the North Levee Encampment was located were purchased by a new property owner who requested that the West Sacramento Police Department provide assistance in removing the campers from the property. This meant that the 71 individuals living along the North Levee would be displaced, and would likely end up relocating to other places in the City of West Sacramento. Additionally, concerns were expressed that without providing housing options the campers would eventually return to the levee. The North Levee had been cleared of campers on several previous occasions, but despite measures taken to secure the property, the campers returned after several months.

II. Collaborative Planning Process

After receiving the property owner’s request to clear the property of campers the West Sacramento Police Department (WSPD) reached out to representatives of public, private and faith-based agencies throughout Yolo County. WSPD expressed an interest in developing a plan for clearing the encampment that would result in positive outcomes for the people experiencing homelessness, the property owner and the City.

WSPD convened a collaborative and comprehensive planning process that spanned more than two months, and included an extensive list of partners and participants. All interested parties were invited to participate in the planning process. The list of participants grew as planning progressed and additional stakeholders were identified.

The planning group split into several workgroups to accomplish tasks, reporting back at bi-weekly meetings of the full planning group. Workgroups included:

LEAD AGENCIES

City of West Sacramento

County of Yolo

Yolo County Housing

PARTNERS

California State Parks

CommuniCare Health Centers

Dog’s Best Friend Mobile Grooming

Dog Gone Mobile Grooming

Elica Health Centers

Ethan Conrad Properties

Legal Services of Northern California

Mercy Coalition

Northern California Construction Training (NCCT)

Sacramento Regional Coalition to End Homelessness

Shores of Hope

Turning Point Community Programs

UC Davis Aggie Animal Rescue Club

Yolo Community Care Continuum (YCCC)

Yolo Day Reporting Center

Yolo Food Bank

◇ The **Assessment Team**, which met on an ad hoc basis with the goal of defining the scope of the problem by identifying and completing a full assessment of each individual living on the river. See *Section III* for additional information regarding the assessment process.

◇ The **Housing Team**, which met on an ad hoc basis with the goal of identifying potential housing solutions for the individuals being relocated from the riverbank that were consistent with the Housing First model of addressing homelessness.

◇ The **Move Day Operations**, which met on an ad hoc basis with the goal of developing and implementing a plan for moving individuals living on the riverbank en masse into housing on the day they were evicted from the riverbank.

◇ The **Project Team**, which met on a weekly basis to ensure that the project planning continued to progress, and to address issues as they arose relating to planning, media and finances. The Team was composed of representatives from the three major project funders (City of West Sacramento; County of Yolo; and Yolo County Housing).

In the final month of the planning process an Incident Command Structure (ICS) was implemented, to help with coordinating the workgroups and partners more efficiently. See Appendix B to review the ICS for Bridge to Housing.

What is Housing First?

Housing First is a best practices approach to ending homelessness that centers on providing people experiencing homelessness with permanent housing as quickly as possible, and then providing a variety of supportive services as needed to promote housing stability and individual well-being. The federal government and State of California have endorsed this approach in addressing homelessness.

Bridge to Housing Project Framework

Through this planning process the following framework for the Bridge to Housing Pilot Project was put in place:



Low Barriers Housing

Low barriers housing programs place as few barriers as possible between people experiencing homelessness and the housing they need. This means that people are offered housing with no programmatic preconditions (such as sobriety or income requirements) other than signing a standard lease agreement.

- ◇ The project would relocate all willing participants of the North Levee Encampment into a single motel for a period of approximately 3.5 months (from November 12 to February 28).
- ◇ Yolo County Housing would master lease a West Sacramento motel and provide property management services for the 3.5 month project, using a low-barriers Housing First model.
- ◇ The City of West Sacramento would notify all people living along the riverbank that they needed to vacate the encampment prior to the beginning of the project, and offer the project as an alternative to camping somewhere else.
- ◇ Participants would receive assistance in applying for Housing Choice Vouchers with Yolo County Housing, and would receive an additional preference point for vouchers due to being displaced from their previous home by government action.
- ◇ The County would provide intensive case management services to all participants with an emphasis on quickly securing a housing voucher and permanent housing.

COLLABORATIVE PLANNING PROCESS LESSONS LEARNED

SUCCESSES	<ul style="list-style-type: none"> ◇ Wide range of stakeholders with varying perspectives were involved ◇ Strong and frequent communication among partners ◇ Potential barriers were quickly addressed through ad hoc groups with appropriate expertise ◇ Quickly appointed County as lead contact for media, and all media inquiries were funneled through County Information Officer
OBSTACLES	<ul style="list-style-type: none"> ◇ At times, the process became disorganized due to the large number of partners and committees ◇ At times, issues remained unidentified/unresolved until the project was in progress, which resulted in ongoing stress for staff and confusion for participants
RECOMMENDATIONS	<ul style="list-style-type: none"> ◇ Implement Incident Command Structure early in process, and ensure all parties clearly understand their roles ◇ Allow additional planning time; Two months was insufficient for a project of this scale

III. Assessment, Outreach and Preparation

Assessment

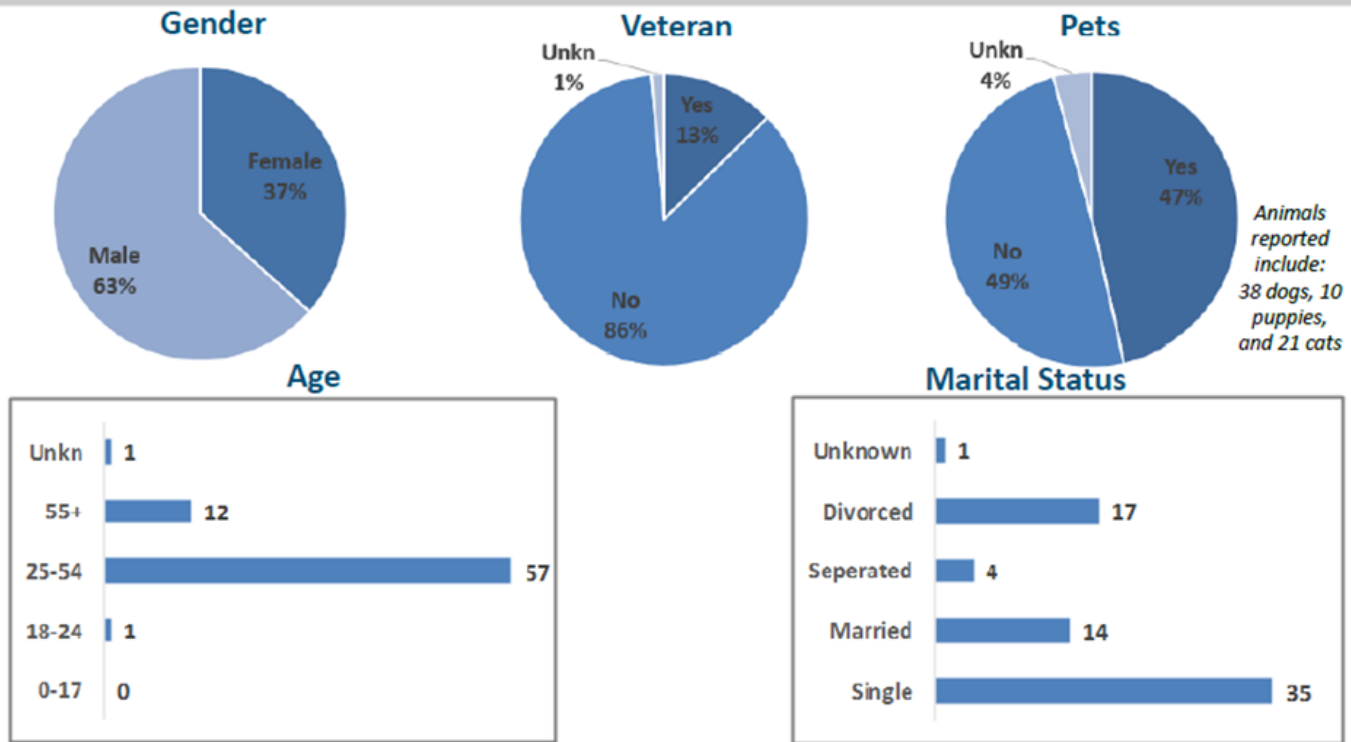
Three initial participant assessments were conducted in September and early October. These assessments were used as the basis for determining eligibility for the Bridge to Housing Pilot Project by identifying individuals who were stable residents of the North Levee Encampment for the project list.

- ◇ The assessment team used a simple one page field assessment to survey residents of the encampment. The assessment gathered basic information regarding the residents' demographics, household composition, health, mental health, substance use, pets and property needs.
- ◇ Assessments were conducted at the encampment, either in resident campsites or at common meeting areas.

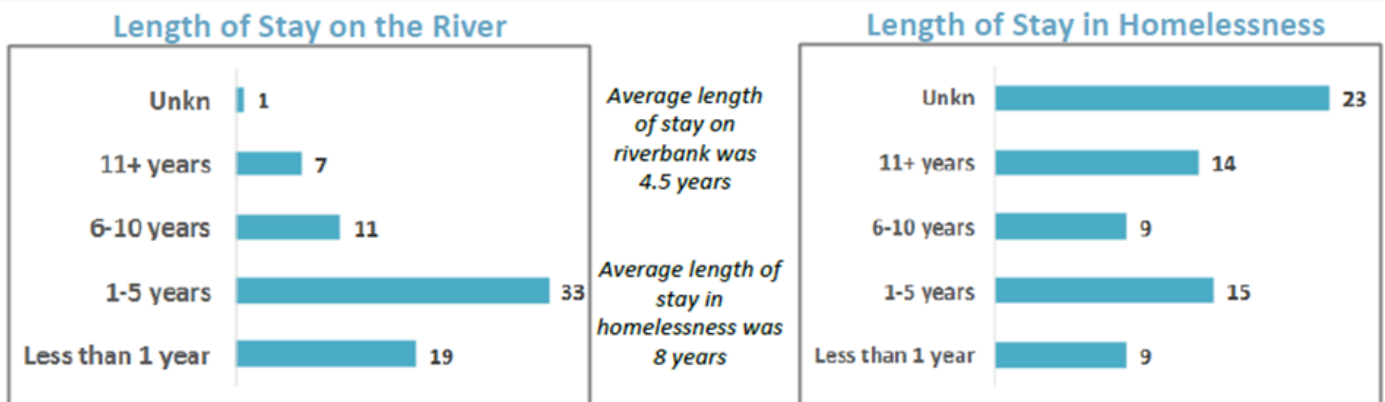
- ◇ Assessments were conducted in the early morning hours, to ensure that residents were reached before they left their camps for the day.
- ◇ Assessment teams initially included large contingents of personnel, including police officers, homeless outreach workers, social workers, mental health professionals and animal services officers. Initial concerns about the safety of the assessment teams resulted in a large presence of uniformed officers.
- ◇ The October assessments used smaller teams and far fewer uniformed law enforcement personnel to encourage engagement with residents who might otherwise shy away. Outreach workers had built relationships with residents at this point, and safety was less of a concern.
- ◇ The assessment process utilized the existing social structure and leadership of the encampment (including the involvement of the community’s de facto “Mayor”) to help navigate the encampment.
- ◇ A final assessment was conducted the week prior to the beginning of the project, and the list of participants eligible for the project was finalized based on who was still living on the riverbank.

Basic information regarding the 71 people identified in the assessments is provided below. Additional details can be found in Appendix A.

Demographic Information



Housing Information





Outreach

During the month before the project began outreach was conducted to residents of the encampment on a regular basis. Outreach was aimed at building relationships with the residents, keeping residents informed of progress on the project and soliciting input about the project.

- ◇ Daily outreach was conducted by staff from Shores of Hope and WSPD Senior Lead Officers.
- ◇ Outreach supplies were handed out, including hygiene kits, bottled water, snack bars and cleaning products.
- ◇ In some instances case managers were assigned and started meeting with participants prior to the move.
- ◇ Community leaders of the encampment were provided with updates on the framework and timeline for the project, to allow feedback and buy-in from the community.

Preparing to Move

During the two weeks before the project began the outreach workers initiated several actions to help residents of the encampment prepare to relocate.

- ◇ Residents were asked to bag up their belongings to expedite the moving process (garbage bags and duct tape were distributed to all residents). In some cases, residents were asked to “pare down” their belongings to a reasonable amount if they planned to participate in the project.
- ◇ Residents were asked to pack their clothing in separate garbage bags, which were picked up by a laundry service at the encampment on two scheduled dates. Clothing was laundered and returned to residents at the motel.
- ◇ Residents were offered the opportunity to complete a room sharing request prior to move-in, to indicate their preferred roommate in the motel.
- ◇ The weekend before the move the residents of the encampment and community volunteers participated in riverbank “clean-up day”, during which garbage was removed from camps and hazardous materials were flagged for Public Works to dispose of after the move. The clean-up day was an idea that originated from the residents, who expressed an interest in cleaning up their own camps.

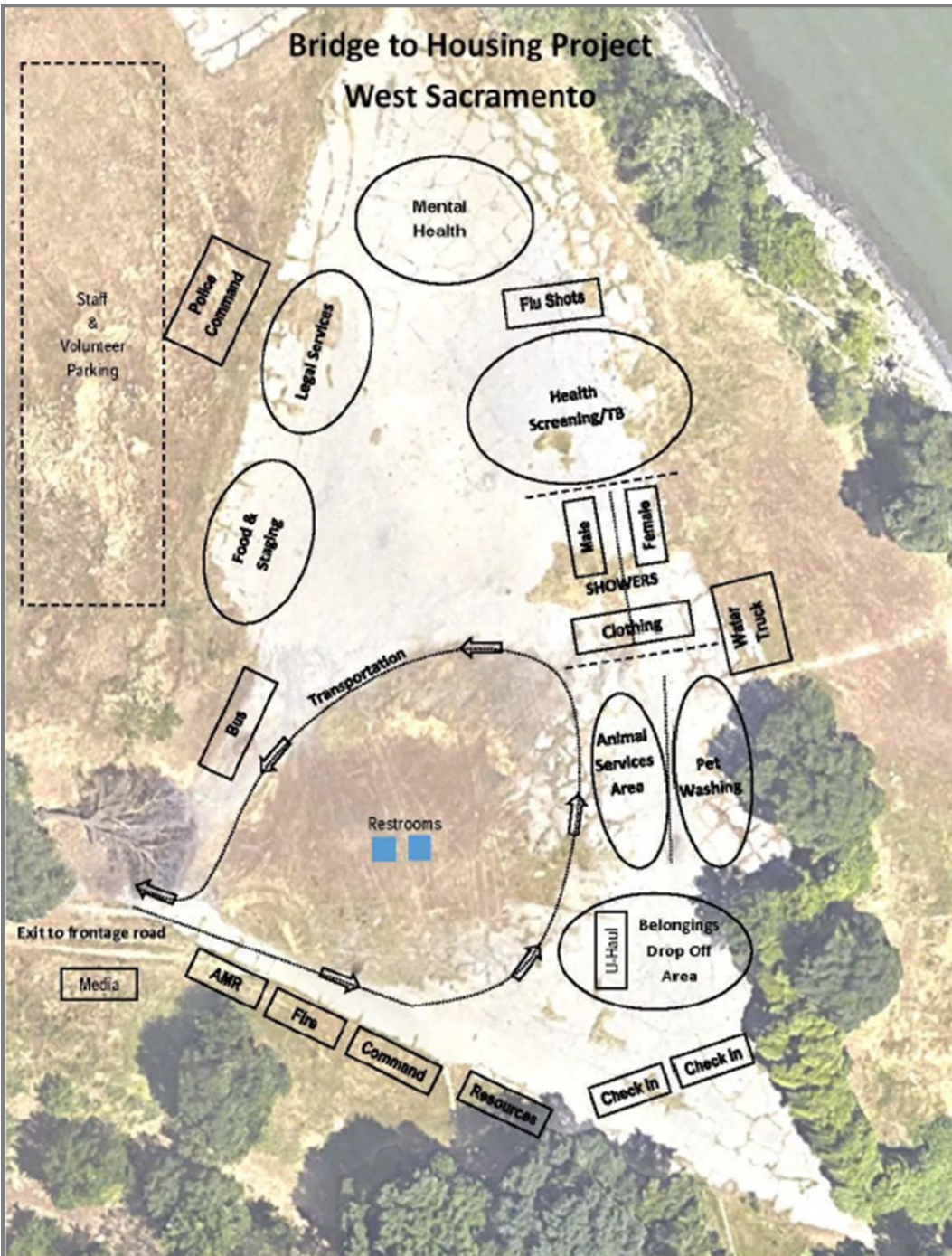
⇒ **More than 100 individuals volunteered their time to pick up more than 15 tons of trash. The post-move cleanup efforts collected another 100 tons.**

ASSESSMENT, OUTREACH AND PREPARATION LESSONS LEARNED

SUCCESES	<ul style="list-style-type: none"> ◇ Gained extensive knowledge of the homeless population in West Sacramento ◇ Outreach and communication with participants prior to move-in ensured that participants were willing to join the project ◇ Engaging community leaders in the process ensured that the project model was feasible
OBSTACLES	<ul style="list-style-type: none"> ◇ Substance use and mental health issues were significantly underreported during initial assessments ◇ Large presence of uniformed officers in initial assessments was overwhelming to participants
RECOMMENDATIONS	<ul style="list-style-type: none"> ◇ Conduct street outreach to the homeless (utilizing homeless or formerly homeless individuals as navigators) on an ongoing basis. As new projects are created, the necessary trust and relationships will already be in place.

IV. Move Day

All residents of the encampment were relocated on November 12, 2014, also known as “move day”. Those on the eligibility list for Bridge to Housing completed an intake process, including moving through a series of stations designed to address issues relating to hygiene, physical health, mental health and legal background, prior to being transported to the motel.



- ◇ The **Check-In Station** was the first stop for all participants, where they were paired with a volunteer navigator and completed all intake paperwork. See Appendix C for the intake forms (including Community House Rules and Contract; Informed Consent; Pet Agreement; Release of Information). Before moving on to the next station all resident belongings were labeled and placed on a U-Haul to be delivered to the motel at the end of the day. The station was staffed by outreach workers who were familiar with the residents.
 - ⇒ **65 participants were processed through the Check-In Station, and joined the Pilot Project.**
- ◇ The **Animal Services Station** provided all pets with a health screening, micro-chip and flea medication. The station provided food, leashes, collars and identification tags as needed. After completing the health screening all pets were bathed by professional groomers in mobile grooming stations.
 - ⇒ **40 pets (including 28 dogs and 12 cats) were served at the Animal Services Station.**
 - ⇒ **1 dog was transported to a veterinary clinic due to health concerns.**
- ◇ The **Hygiene Station** provided participants with clean clothing and hygiene products. Participants were asked to take a shower in a mobile shower trailer before moving to the motel. Dirty clothes were laundered and returned to residents at the motel.
- ◇ The **Health Station** provided brief health screenings (conducted by a public health nurse), as well as optional flu and Tdap immunizations. The screenings focused on identifying any health issues that might be contagious and needed to be addressed before the person entered a communal living environment (such as lice and scabies).
 - ⇒ **30 flu vaccines and 32 Tdap shots were provided to participants.**
- ◇ The **Mental Health Station** provided short mental health assessments to individuals who did not self-report as having a mental illness during the outreach period.
 - ⇒ **30 mental health assessments were conducted.**
- ◇ The **Legal Services Station** had representatives from the District Attorney and Public Defender's offices available to meet with participants who had outstanding legal issues. This effort was targeted towards answering questions about what needed to happen with cases and setting court dates. No arrests were made.
- ◇ The **Food Station** (staffed by the Mercy Coalition) provided free breakfast and lunch for all participants and volunteers. Food was kept at the Food Station but was distributed around the site. After completing all stations residents were asked to wait at the food station until transportation was available to take them to the motel.
- ◇ The **Transportation Station** used several large vans to shuttle participants from the riverbank to the motel.
- ◇ The **Receiving Station** assisted all participants as they arrived at the motel. Participants were provided with room assignments, linens and help with settling in.
- ◇ The **Media Area** was where media representatives were asked to remain during the event, unless escorted by the Public Information Officer. The event was high-profile, and many media outlets came on-site to cover the event. The Public Information Officer escorted media representatives around the site, although some areas were entirely restricted due to privacy issues (such as the hygiene, health and mental health stations).
- ◇ The **Police Station** was where uniformed WSPD officers were placed during the event. Uniformed officers were on-site to address any safety concerns that might arise.
 - ⇒ **No safety related incidents occurred that required police intervention.**
- ◇ The **Emergency Medical Response Station** had an ambulance with first responders on-site in order to quickly respond to any urgent medical issues that might arise.
 - ⇒ **Two participants were transported to the hospital by ambulance due to urgent health concerns identified in the screening.**

Individuals that would not be joining the project were still required to vacate the North Levee by the end of the day, or risk law enforcement action. A **resource station** was made available on-site with a variety of service providers present to connect individuals who would not be participating in the Bridge to Housing project with services.

MOVE DAY LESSONS LEARNED	
SUCCESES	<ul style="list-style-type: none"> ◇ Familiarity with the individuals being served, helped move the process along quickly ◇ Resource table was available to re-direct individuals who arrived at site, but could not be accommodated in the project; A clinician was available to provide help if needed ◇ Pet care and pet grooming were early stations, as participants were often more concerned with getting care for their pets than themselves ◇ Volunteer navigators helped relieve the stress of participants and kept the process moving
OBSTACLES	<ul style="list-style-type: none"> ◇ Participants were uncomfortable at health, mental health and hygiene stations because they had little privacy ◇ Pet grooming station took longer than expected, and slowed progress through stations ◇ Volunteers were unsure of their roles at first ◇ Participants were uncomfortable due to large police presence ◇ Participants were uncomfortable due to media presence
RECOMMENDATIONS	<ul style="list-style-type: none"> ◇ Use screens to separate stations and obscure visibility from the media ◇ Provide volunteers with training before the event ◇ Locate police where they are able to respond quickly, but less visible to participants

V. Temporary Housing

Over a period of 109 days (November 12th to February 28th) program participants received temporary housing at the motel coupled with intensive case management services aimed at:



- ◇ Securing important personal documents (such as birth certificates)
- ◇ Applying for benefits (such as Cal Fresh and Medi-Cal)
- ◇ Securing a source of income (such as employment or SSI)
- ◇ Applying for a housing voucher
- ◇ Securing permanent housing

Temporary Housing

Yolo County Housing provided on-site property management during the four months at the motel, including a structured housing program.

- ◇ Staff facilitated weekly Community Meetings, which were an opportunity for residents to learn about upcoming events and to address community concerns.
- ◇ Staff offered ongoing guidance and lessons on living indoors and maintaining an indoor unit. Housekeeping inspections were conducted on a weekly basis.
- ◇ Yolo County Housing maintained a point system to address rule violations on-site. Each rule violation was assigned a point value, and staff issued a Notice of Violation when issues occurred. See Appendix D for a full description of the point system. Accumulation of four points could lead to termination from the program, though residents had the opportunity to earn points back through participation in program activities.
- ◇ Decisions regarding terminating a participant from the program due to point accumulation were made collaboratively by case managers, the County’s Mental Health Director and Yolo County Housing staff. Three major

offenses (felony arrest, sexual abuse or sexual offenses, and threatening to use or use of a weapon) resulted in immediate termination from the program.

- ◇ If a participant was terminated from the program due to behavioral issues related to their substance abuse issues, they were offered the opportunity to enter residential substance abuse treatment. If they successfully completed 30 days of treatment they were able to preserve their place in the program to keep their voucher preference. If they declined this opportunity, or did not complete treatment, they were not able to keep their housing voucher.
- ◇ Property management responded to emergency situations on-site, and notified appropriate program staff of emergency events as needed.
- ◇ Participants were allowed to have pets, but were asked to sign a pet agreement.

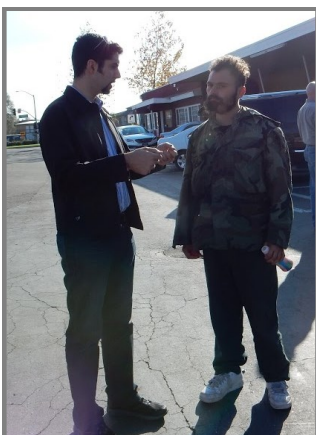
Intensive Wraparound Services

Intensive wraparound services were provided to participants on-site through a variety of providers, with supervision from the County's Mental Health Director. Residents were assigned a case manager prior to entering the program based on the initial needs assessment, and in many instances the case managers were already connected with their clients before they moved into the motel. Each case manager carried a caseload of no more than 10-13 participants due to the high intensity needs of this population.

- ◇ In the weeks following move-in case managers spent a lot of time getting to know the residents and conducting assessments of their needs. Most residents were assessed to determine any health, mental health, dental and substance abuse issues that needed to be addressed in the program.
- ◇ Case managers placed particular emphasis on accomplishing the tasks necessary to obtain permanent housing (including securing identification documents, securing benefits and income, obtaining a housing voucher and finding housing).
- ◇ Participants went off site to complete some of their case management activities, but the program placed emphasis on providing services on-site or nearby as frequently as possible.

SERVICES PROVIDED ON-SITE INCLUDED:

- ◇ Assistance with obtaining benefits (including Cal Fresh, General Assistance, Medi-Cal, Social Security Income, and Veterans Benefits)
- ◇ Assistance with obtaining identification (including birth certificates, California identification cards, and social security cards)
- ◇ Case management
- ◇ Christmas "Adopt-A-Household" and holiday meals
- ◇ Daily lunches provided by the Mercy Coalition
- ◇ Employment training and supports
- ◇ Free haircuts
- ◇ Harm Reduction classes with Turning Point Community Programs
- ◇ Health care in the Elica mobile health van
- ◇ Intensive case management (*provided by CommuniCare, County mental health staff, Turning Point Community Programs, West Sacramento Homeless Coordinator, and Yolo Community Care Continuum*)
- ◇ Mental health services



TEMPORARY HOUSING LESSONS LEARNED	
SUCCESES	<ul style="list-style-type: none"> ◇ Multiple local agencies worked collaboratively on providing services to participants, which built lasting partnerships that continued after the program ended ◇ Many services were available on-site, which helped participants follow through on the things they needed to get done ◇ Participants were moved as a community, and already had relationships with each other before moving into the motel. Participants were able to encourage each other as they moved through the program.
OBSTACLES	<ul style="list-style-type: none"> ◇ Initial confusion among multiple case management providers regarding their roles and caseloads ◇ Not enough security on-site during initial months, while participants settled into their new environment ◇ No dedicated space was available on-site for conducting programming and services (such as case management, groups and community meetings) ◇ No legal services were provided on-site ◇ Response for behavioral infractions was not organized enough. Motel site had many repair needs and infestation issues that had to be addressed by Yolo County Housing ◇ For some participants, 3.5 months was not enough time to secure the necessary verification documentation (IDs), receive voucher, identify affordable housing, and transition into housing ◇ Frequent issues with participants inviting overnight guests
RECOMMENDATIONS	<ul style="list-style-type: none"> ◇ Ensure site has space for individual and group programming ◇ Ensure site is safe and sanitary before leasing/acquiring ◇ Extend program to approximately six months to achieve better outcomes ◇ Ensure clarity of staff roles and program requirements before the project begins ◇ Engage legal service providers in on-site services ◇ Provide a clear response for each type of infraction (such as requiring substance abuse treatment for substance abuse related infractions or anger management for violence related infractions)

VI. Permanent Housing

Housing Choice Vouchers

A primary emphasis of any successful Housing First program is on moving people experiencing homelessness into permanent housing. In Bridge to Housing the intended permanent housing solution was placement in community-based housing with a Housing Choice Voucher to subsidize the participant's rent long-term.

Housing Choice Vouchers

The Housing Choice Voucher program is the federal government's major program for assisting low-income households to afford decent, safe and sanitary housing in the private market. When participants receive a housing voucher, they are free to choose any housing that meets the requirements of the program. The local housing authority pays a housing subsidy directly to the landlord on behalf of the participating household. The household then pays the difference between the actual rent charged by the landlord and the amount subsidized by the voucher program.

Due to the circumstances of the relocation from the riverbank all participants who met federally mandated qualifications (relating to income and criminal background) for vouchers received prioritization on the voucher waitlist. The voucher program has several preferences that move people up the wait list, including Yolo County residency, employment, veteran status and being involuntarily displaced due to government action. All Bridge to Housing participants received preference due to involuntary displacement from the riverbank by government action.

To ensure that this process would work for participants, several steps were taken before the residents were relocated from the river.

- ◇ Several weeks prior to the move Yolo County Environmental Health visited the site, and confirmed that the location was not fit for human habitation. Environmental Health staff found that continued occupation of the property posed a danger to health, safety and well-being for the residents.
- ◇ WSPD visited the site 2 days before Move Day to post a Notice to Vacate. The Notice stated that all residents must vacate the property by November 12, 2014 due to (1) health and safety concerns and (2) illegal trespassing. All residents of the encampment were provided a copy of the Notice to Vacate.
- ◇ The City of West Sacramento directly referred all residents of the riverbank to Yolo County Housing, and confirmed that they were displaced due to government action.

Voucher Attainment

Yolo County Housing handled the voucher obtainment process for participants, using the following plan:

- ◇ On the first full day at the motel all participants completed a voucher application and were placed on the waitlist.
- ◇ In December Yolo County Housing pulled 100 applications from the waitlist in accordance with federally mandated legal requirements. All Bridge to Housing residents were on that list of 100 applicants due to their preference points.
- ◇ Yolo County Housing staff issued voucher eligibility packets to all participants and provided assistance with completing the complex paperwork.
- ◇ All completed eligibility packets were processed and vouchers were issued as participants were approved.
 - ⇒ **At the end of the 3.5 month temporary housing period 49 of the 53 participants (92%) who successfully completed the program had been issued a voucher.**
 - ⇒ **Only 4 residents (8%) were denied, due to eligibility issues.**

Finding Housing

After securing a housing voucher each participant had to identify and secure housing in order to use the voucher. Staff from the City of West Sacramento, the Housing Now Network and Turning Point Community Programs worked with participants to identify affordable housing options that met the needs of each participant. Case managers assisted residents with completing applications and addressing credit issues that might become barriers to housing.

PERMANENT HOUSING LESSONS LEARNED	
SUCCESES	<ul style="list-style-type: none"> ◇ Voucher application process was handled quickly and efficiently ◇ Many participants successfully secured vouchers and permanent housing
OBSTACLES	<ul style="list-style-type: none"> ◇ Project resulted in a high volume of individuals trying to transition into a limited stock of affordable housing in community at same time. ◇ Case mangers struggled to understand the voucher process and paperwork initially, which slowed the submission process ◇ During the voucher application process some participants overstated their income levels due to fear of not receiving a voucher. This caused problems later when they were unable to pay their portion of the rent.
RECOMMENDATIONS	<ul style="list-style-type: none"> ◇ Hold workshops with case managers to explain the voucher paperwork and process to ensure a smooth process ◇ Serve fewer people in projects at a single time, or stagger their timelines so that fewer people are exiting into permanent housing at the same time

VII. After Care

The temporary housing period of the project ended on February 28th, and all participants were moved out of the motel by that date. The majority of participants had not yet secured permanent housing by the end of February, but the four months of temporary housing and intensive case management allowed participants to stabilize, address health issues, secure important documents necessary to find employment or housing, and secure a housing voucher.

Case managers worked during the final weeks of the project to identify the next steps for participants who had not secured permanent housing. Many participants successfully moved into one of the options listed below temporarily, while they continued their search for permanent housing.

- ⇒ Emergency shelter
- ⇒ Residential substance abuse treatment
- ⇒ Staying with family or friends
- ⇒ Motel vouchers

Some participants were unable to identify a workable temporary housing solution, and did return to homelessness upon exiting the motel.

Case managers and housing navigators continued working with the participants after they moved out of the motel, wherever they were living. In the following months many participants successfully secured permanent housing and ended their homelessness. Once housed, case managers and housing navigators continued working with participants to address any issues that arose, to ensure that they remain stably housed.



AFTER CARE LESSONS LEARNED

SUCSESSES	<ul style="list-style-type: none"> ◇ Some participants were able to secure housing after the temporary housing ended, even if they had briefly returned to homelessness
OBSTACLES	<ul style="list-style-type: none"> ◇ Some participants did not remain engaged with case managers after returning to homelessness ◇ Individuals with substance abuse issues and/or mild to moderate mental illness struggled to find housing. Few resources are available for these populations in Yolo County. ◇ Some participants struggled with displaying appropriate behaviors for living inside, and continue to require intensive support from case managers
RECOMMENDATIONS	<ul style="list-style-type: none"> ◇ Ensure that adequate funding is provided for ongoing after care services

VIII. Budget and Resources

Bridge to Housing Pilot Project Budget		
<i>Category</i>	<i>Budgeted</i>	<i>Actual</i>
Expenditures		
Salaries and Benefits		
Program Staffing	26,734	20,784
Property		
Rent	84,000	84,000
Deposit	5,000	5,000
Services and Supplies		
Insurance	1,500	1,500
Integrated Pest Management	1,570	950
IT Support and Equipment	1,533	5,266
Linen Service	2,796	1,718
Maintenance, Repairs & Supplies	8,000	5,811
Move Day Restrooms	1,257	1,257
Move Day Showers	2,992	2,992
Move Day Transportation	840	840
Office Supplies	590	229
Security Camera (Replacement)	1,200	649
Utilities	20,475	21,242
Total Expenditures	158,487	152,238
Revenues		
City of West Sacramento	60,000	60,000
County of Yolo	80,000	80,000
Donations	5,000	5,562
Security Deposit Refund	5,000	5,000
Tenant Rent	2,000	2,000
Total Revenues	152,000	152,562
<i>Net Amount</i>	<i>-6,487</i>	<i>324</i>

The budget for the project was developed through a partnership of the County of Yolo, City of West Sacramento, and Yolo County Housing. As displayed in the project budget the direct costs of the four month program equaled a total of \$152,562. However, this budget includes only direct costs associated with the project that would not have been incurred had the Bridge to Housing Project not been implemented. Each of the three major partners, and many of the non-profit partners, also incurred significant “in-kind” costs through the re-designation of staff resources and existing services towards this project.

In-kind resources contributed by partners to help the project succeed included:

- ◇ **Senior staff time** at Yolo County Housing, County of Yolo and City of West Sacramento
- ◇ **Case management services** for each participant (provided partly by County staff, and partly through existing County contracts with non-profit providers)
- ◇ **Housing Choice Vouchers** provided by Yolo County Housing, and staff time associated with issuing the vouchers
- ◇ **Daily meals** provided by the Mercy Coalition
- ◇ **Construction services** provided at motel site by Northern California Construction Training
- ◇ **Assistance with eligibility paperwork** by Yolo County staff
- ◇ **Medical services** provided by Elica Health Centers and CommuniCare
- ◇ **Clothing and food donations** provided by Yolo County residents
- ◇ **Safety and security assistance on-site** from the West Sacramento Police Department as needed

BUDGET AND RESOURCES LESSONS LEARNED	
SUCSESSES	◇ Project successfully solicited many cash and in-kind donations to better serve participants
OBSTACLES	◇ The project required more resources than originally planned, both in direct costs and staff time
	◇ Funding process was chaotic and there was uncertainty regarding what agency would act as fiscal agent
RECOMMENDATIONS	◇ Build in a larger contingency for unexpected costs, and more dedicated staff time
	◇ Ensure clarity regarding funding roles and timelines

IX. Outcomes

HOW MUCH DID WE DO?

⇒ Participants Served:

65 of the 71 stable residents of the North Levee Encampment entered the program in November 2014.

⇒ Temporary Bed Nights Provided:

The temporary housing component of the program operated for 109 days, and provided a total of 6,204 nights of temporary housing at the motel, for an average of 57 beds per night.

HOW WELL DID WE DO IT?

⇒ Retention Rate in Program:

82% (53 participants) remained engaged at the end of the program. 18% (12 participants) exited the program early due to rule violations (7), arrests (4) and death (1).

⇒ Engagement Rate After Program:

79% (42 of the 53 participants who completed the program) remained engaged in services with case manager 12 months after exiting the program.

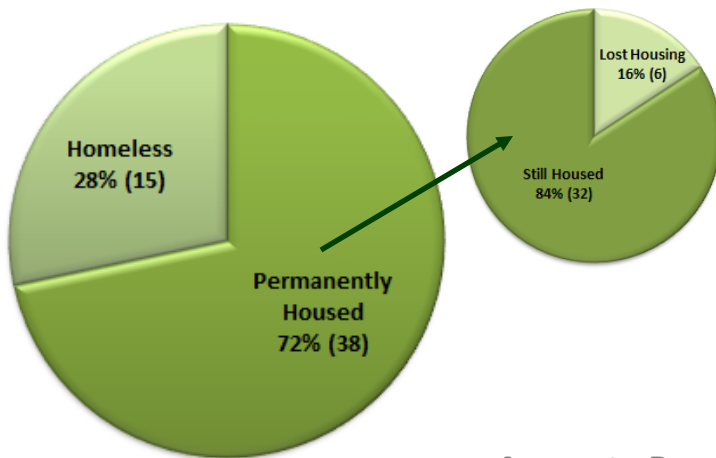
⇒ Issuance of Housing Choice Vouchers:

92% (49 of the 53 participants who completed the program) were successfully issued a Housing Choice Voucher

IS ANYONE BETTER OFF?

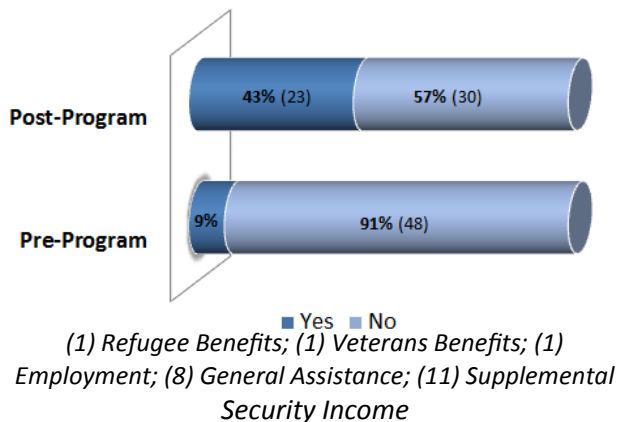
Housing Status:

68% (36 of the 53 participants who completed the program) secured permanent housing.



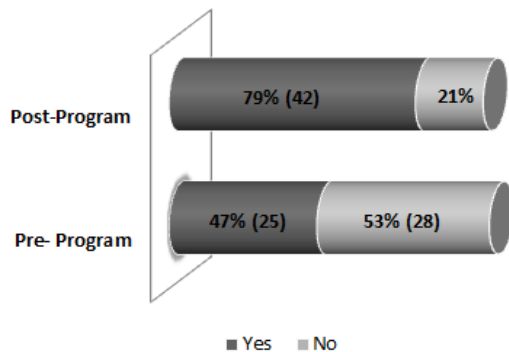
Income:

Increased participants receiving monthly income from 9% (5 participants) to 43% (23 participants), including:

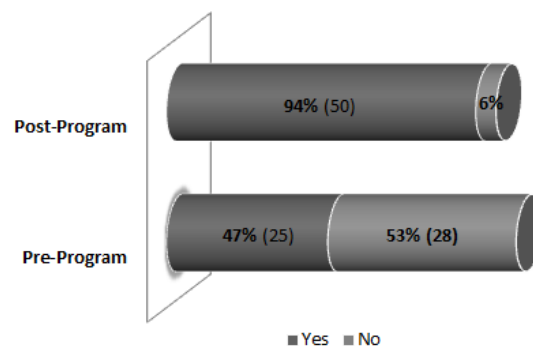


Access to Benefits:

Increased participants on CalFresh from 47% (25 participants) to 79% (42 participants).



Increased participants with health insurance from 47% (25 participants) to 94% (50 participants)



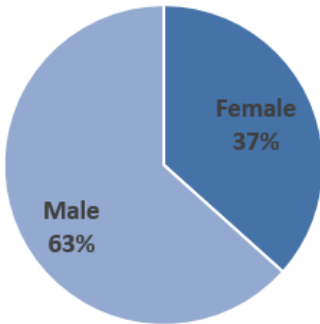
West Sacramento North Levee Encampment Assessment

September & October 2014

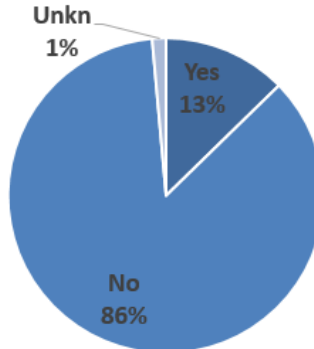
Total Individuals Surveyed: 71

Demographic Information

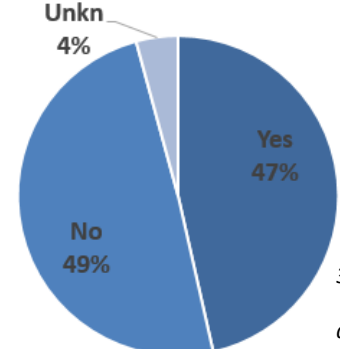
Gender



Veteran

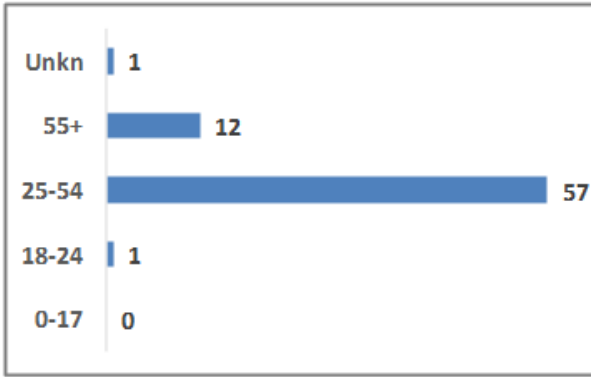


Pets

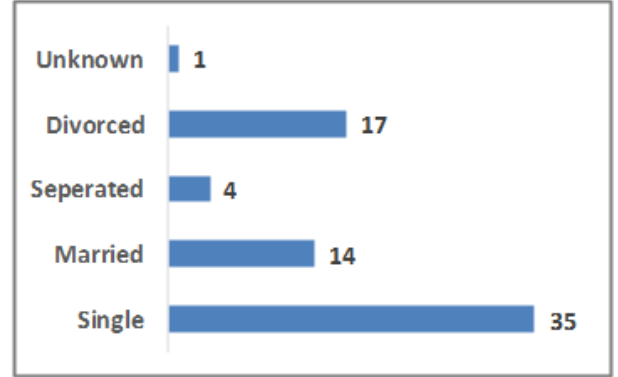


Animals reported include: 38 dogs, 10 puppies, and 21 cats

Age

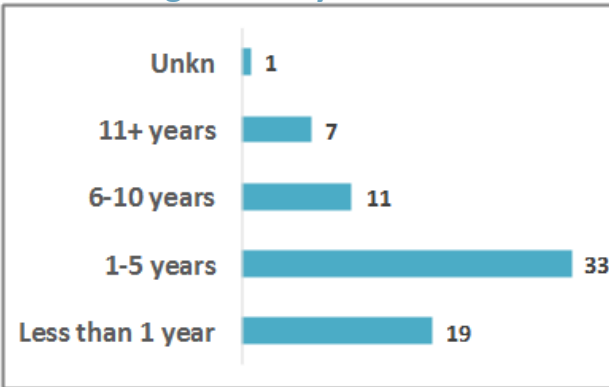


Marital Status



Housing Information

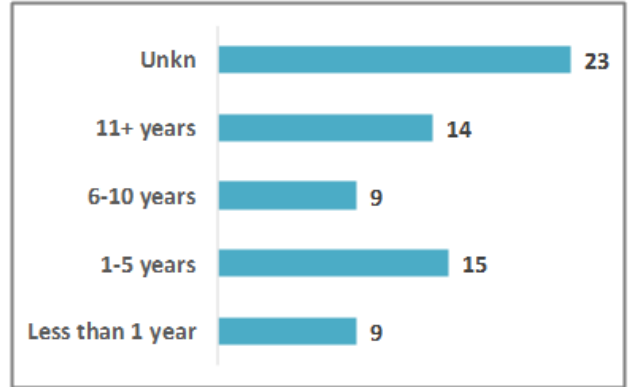
Length of Stay on the River



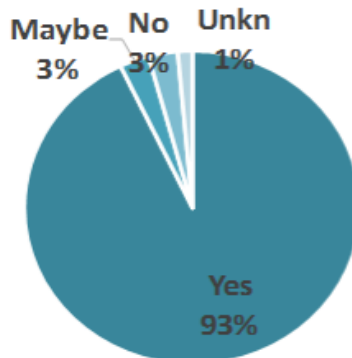
Average length of stay on riverbank was 4.5 years

Average length of stay in homelessness was 8 years

Length of Stay in Homelessness



Desire to Move into Permanent Housing

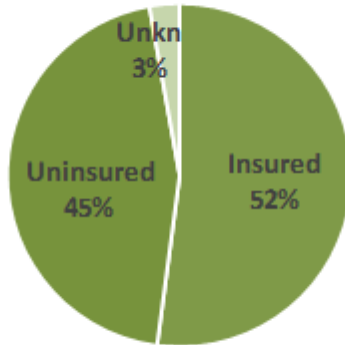


West Sacramento North Levee Encampment Assessment

September & October 2014

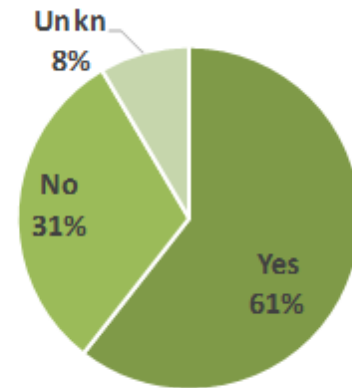
Health Status

Health Benefits



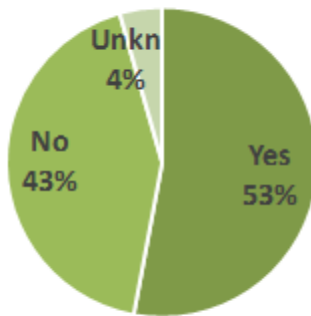
Of those with health insurance, 23 had Medi-Cal, 1 had Medicare, 2 had VA, 1 had Blue Cross and 2 had Kaiser.

Physical Health Issues



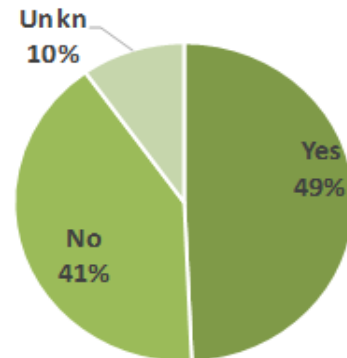
Disabilities and chronic illnesses reported included– back, elbow, jaw, hip and leg issues, PTSD, Hepatitis C, hypertension, fibromyalgia, heart conditions, spondylitis, asthma, osteoporosis, nerve damage, diverticulitis, arthritis, dental issues, COPD, cancer, hydrocele, pancreatic cancer, seizures, tumor in stomach, tumor in uterus.

Mental Health Issues



Mental health issues reported included ADHD, Bipolar Disorder, Illiteracy, head injuries, memory difficulties, and Schizophrenia.

Substance Abuse Issues



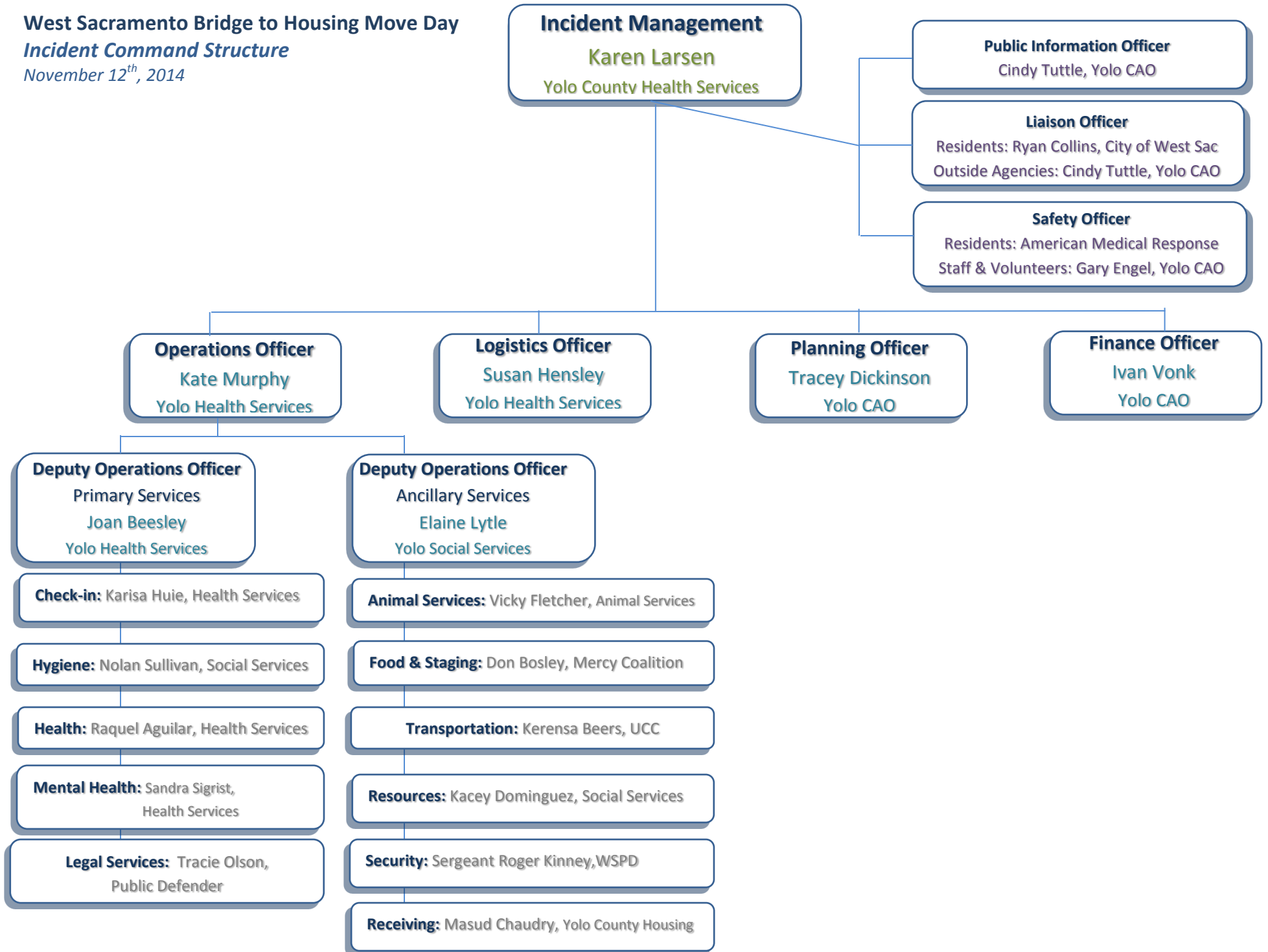
Substance abuse issues reported included alcohol, cannabis/marijuana, and methamphetamine

Income and Benefits

Individuals who reported having income or benefits:		
CalFresh	36	51%
CalWORKs	1	1%
Employment or Odd Jobs	6	8%
General Assistance	5	7%
Social Security Income	11	61%
Veterans Benefits	1	1%

Appendix B

**West Sacramento Bridge to Housing Move Day
Incident Command Structure**
November 12th, 2014



BRIDGE TO HOUSING COMMUNITY HOUSE RULES AND CONTRACT

Living in a large community is not always easy. Each of us comes from different backgrounds and has a different set of expectations for living in a group environment. **Our policies and practices are designed to ensure a safe, comfortable environment and a positive living experience.** Responsibility for one's behavior is an integral part of the residential experience. **Anyone who chooses to live in or visit our temporary, transitional residential community must abide by Community rules.**

Enforcement of these rules and management of the property will be the responsibility of the management team. The management team consists of the onsite property managers, volunteer liaison and supervisors. The property manager is responsible for the overall management of the property.

House rules do not attempt to define every acceptable/unacceptable form of behavior. In situations not covered by specific policies, occupants are expected to use common sense and to conduct themselves in a responsible manner at all times.

Aerial Objects

Safety concerns prohibit throwing anything from or at the buildings, windows, or balconies. Additionally, patio areas and public walkways are not to be used for play involving throwing or kicking of any object. Residents are responsible for damages or clean-up charges that result from such action; repeated or serious offenses can result in losing transitional housing.

Alcohol

Open containers of alcohol, such as a can, bottle or cup, are always prohibited in public areas (including grounds, parking lots and patios/balconies). A public place is anywhere other than a room.

All occupants and their guests must be 21 years of age to possess, transport, store, or consume alcohol. Storage of alcohol in a room where a minor resides is prohibited. Occupants who are 21 and older may consume alcohol within the privacy of their own room. All individuals present where there are open alcohol containers must be at least 21 years of age. Any occupants who are under 21 and their guests may not consume alcohol. In all cases, all those present must adhere to housing policies governing noise, behavior and common courtesies.

Drugs

Federal law, state law, and Community rules prohibit the use, solicitation, procurement, sale, or manufacture of narcotics or controlled substances except as expressly permitted by law. Any occupant known or suspected to be in possession, using or distributing drugs is subject to disciplinary action and criminal action under state and/or federal law.

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Smoking Policy

Smoking is prohibited inside all residential facilities and on any balcony or patio. Smoking is permitted outside, at least 15 feet away from any building if the smoke does not bother others. Smokers are responsible for the proper disposal of all smoking materials.

Pets

Due to the need for pest control, the potential for disruption, and for safety reasons, only pets and other animals who have been approved by management may reside with you. (See separate pet rules.)

Entry and Stairways

The sidewalk entries, passages, and stairways shall not be obstructed or used for any other purpose than for ingress and egress to and from respective units.

Heating, Lighting and Water Services

No occupant shall interfere in any manner with any portion of the heating, lighting or water service apparatus in or about the housing nor about buildings and enclosures containing same.

Noise Ordinance

Occupants shall not play musical equipment or instruments at such hours and at such volume as to disturb other occupants in the temporary housing campus. Local city noise ordinance law shall apply, which prohibits loud noise in residential areas between the hours of 9:00 pm and 7:00 am.

Housekeeping

Occupants agree that the cleanliness of rooms and common areas is important. Rooms are expected to be neat, clean, safe and healthy. The property manager may conduct health and safety inspections with notice. Any violations will need to be corrected within 48 hours and the room will be re-inspected.

Damage to Room & Property

The cost of repairs will be due and owing upon completion of repairs. Occupants are not allowed to perform any repair work in the housing units unless it is with prior written permission of YCH. Depending on level of damage, this could result in immediate termination of your temporary transitional housing.

Fire Extinguishers

Any tampering with this equipment will result in disciplinary action and the cost of replacement equipment will be billed to the occupant.

Flammable Materials

There shall be no flammable materials or explosives stored in or about the temporary housing area. This includes petroleum products, fireworks, etc.

Weapons

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The occupant shall not display, use, possess or allow household members or guests to display, use or possess any illegal firearms, (operable or inoperable) or other illegal weapons, as defined by the laws and courts of the State of California, on the property. Other dangerous items or implements used aggressively or for violent purposes are also prohibited and should be reported to the City of West Sacramento police department at (916) 372-3375. In an emergency, call 911.

Guest Visitation

Occasionally, occupants may wish to have a family member or friend visit or stay with them overnight. As this is temporary housing, for the most part, this will not be allowed. In rare instances where it might be approved, guests may not sleep in public (common) areas. Any situation involving disruptive behavior or frequent guests will be considered a rule violation. Guests who cause a disruption or violate policies are the responsibility of their host. The property manager has the right to restrict specific guests if they have been disruptive or have violated housing rules. All occupants are expected to respect the rights of people with whom they live.

Visiting Hours

Visiting hours for non-occupant visitors are from 8:00 a.m. to 10:00 p.m. Sunday through Thursday, and 8:00 a.m. to 11:00 p.m. Friday and Saturday. Visitors are only allowed in the housing units and the common areas while their host is also present. Any other person found to be on the property or people on the premises after visiting hours shall be considered trespassing.

Furnishings

Furniture in the common areas and other public areas is the property of the owner and is for the use of all occupants. Moving furniture from public areas to individual rooms is considered theft. The relocation of furniture to balconies, patios, and storage rooms or anywhere outside of the buildings is prohibited. Window screens, desks, beds, and furnishings assigned to individual rooms are not to be dismantled or removed from their proper place.

Breakage

Occupants shall pay for all breakage, damage and cleaning beyond normal wear and tear to the premises or any furnishings in the premises. This includes, but is not limited to kitchen equipment, laundry room equipment, bathroom facilities, bedroom furniture, and common area furnishings.

Exterior Attachments

No wires, aerials, antennas or satellite dishes for radio or television, or wires, ropes, or other material or device for clothes drying, or other personal use shall be installed on the roof, decks, patios or other parts of the building. No attachments to the building structure are permitted without the property manager's prior written consent. No extension cords are allowed beyond the occupant's private rental space.

Keys and Facilities Access

Access or attempted access to a room or facility without authorization is not permitted; nor is access or attempted access through a window permitted. Occupants may not reproduce housing keys, loan keys to another party, manipulate locks or door handles to gain entry without a key, or misuse a key in any way. Unauthorized room changes and key exchanges are a violation of the rules and of this

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contract. Occupants are expected to report all lost and stolen keys to property management immediately, since it compromises the safety of other occupants and the facilities.

Locked out

Any occupant who is locked out and needs entry into the room can do so by contacting the property manager or the after-hours volunteer liaison. Lock out charges may apply.

Door Locks

Additional entry door locks shall not be placed upon any door of the building without written consent from the property manager.

Parking

Gasoline powered motor vehicles, including mopeds, scooters, and motorcycles, are to be parked, stored or driven only in designated areas (parking lots and public roads) and not in the housing facilities. Electric powered vehicles should follow the manufacturer's recommendation for use, storage, and charging.

All vehicles must be in working condition and have valid registration tags. Violators may be towed at owners' expense.

Vehicle Repair

Automobile repair work is prohibited on the property and shall not be performed in the parking lot.

Used batteries must be disposed of in accordance with local, state and federal regulations. Please see your manager for assistance.

Transfers

Occupants are not allowed to move to another unit without prior written permission from the property manager.

Alterations

Changes to any fixture, wiring, wall, cabinetry, or any other part of the unit, including painting or applying wallpaper or contact paper inside or outside the unit is strictly prohibited without the advance written consent approval of the property manager.

- Alterations include but are not limited to:
 - .a. Installing screen doors, or other permanent hardware;
 - .b. Changing or removing any part of appliances, fixtures or equipment in the unit;
 - .c. Installing awnings or window guards or security bars in the unit.

Theft

Respect for property, management and of other community occupants is valued. The theft, conversion, damage or destruction of any personal property or property of other occupants is prohibited.

Violence, Abuse, and Threatening Behavior

Both direct and indirect forms of verbal and written abuse, threats, physical harassment, intimidation,
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and violence against another person or their property, as well as conduct that threatens the health and safety of self (including threats or attempts of suicide), are prohibited within the Bridge to Housing Community. Violations of this policy can be reported to the City Police of West Sacramento at (916) 372-3375, and may result in action by the property manager as well as criminal charges. In an emergency, call 911.

Damages

The owner or the property management is not responsible for fire, theft, water or any other damage to a resident's personal belongings when the damage is caused by the occupant's intentional, negligent or reckless behavior. It is suggested that occupants consider obtaining apartment renter's insurance to cover loss of their personal property.

Grocery Carts

Leaving commercial grocery carts on or about the premises is prohibited. Any costs incurred in returning a cart may be charged to the occupant.

Conclusion

The occupants and management at the Bridge to Housing Community acknowledge that the above mentioned rules and regulations are in full force and effect for the leased premises. These rules are to promote the convenience, safety, peace and welfare of the occupants on the premises, preserve the property from abusive use, and make a fair distribution of services and facilities held out for the occupants generally. **The occupant acknowledges that these rules are sufficiently explicit in the prohibition, direction, or limitation of the occupant's conduct to fairly inform the occupant of required conduct and the occupant acknowledges notice of these rules. This acknowledgement is indicated by the occupant's signature below.**

Failure to abide by the above rules and regulations may result in disciplinary action up to and including termination of participation in the temporary transitional housing provided under the Bridge to Housing Program. I acknowledge that I have read these Rules and Regulations and agree to abide by them.

Signature of Occupant

Date

Property Manager

Date

INFORMATION AND CONSENT

Welcome to the Bridge to Housing Program. Our goal is to support you in improving your quality of life. We are a confidential program and will not release your personal information to anyone without your written permission. The exceptions to this rule are as follows:

1. If we have any reason to believe that **child abuse and/ or elder abuse** is occurring in your family; we are required by law to report that to the proper authorities.
2. If you tell us you are planning to **physically harm another person**, we are required by law to warn that person and law enforcement, in writing, of your threat.
3. If you are a **danger to yourself** (i.e. suicidal), we will inform the appropriate mental health or public safety resources. If necessary they may place you on a 72 hour hold for your protection.
4. If you have **injuries that we believe may be the result of domestic violence**, medical staff are required by law to report it.
5. If you are in need of **emergency medical services**, we will contact the appropriate medical agency.

If you are being served by Mental Health, CommuniCare Health Centers, Yolo County Care Continuum or Veterans' Services, Yolo County Housing, we will ask you to sign a release of information allowing the team to discuss your attendance, status, progress and/or problems.

The Bridge to Housing Program is a collaborative of County, City, Housing Authority and non-profit providers all dedicated to ensuring your success. We will share information with one another toward this end.

I have read and understand the Information and Consent of the Bridge to Housing Program. I understand that my treatment records are confidential under HIPAA, Confidentiality Laws, and Federal regulation (42 CFR-Part 2) and that information can be released only under my written consent. I choose to participate in the Bridge to Housing Program.

Client's Printed Name

Client's Signature

Date

Witness Signature

Date

CONSENT TO RELEASE CLIENT INFORMATION

Client's Full Name:
DOB:

<p>I, authorize exchange of information by Bridge to Housing Pilot Program,</p> <p style="text-align: center;"><input checked="" type="checkbox"/> To <input checked="" type="checkbox"/> From</p> <p style="text-align: center;">the following agency and/or representatives within agency .</p>

This information is being requested for and will be used for the referral and coordination of medical, health, mental health, substance use disorder and/or housing services as part of the Bridge to Housing Pilot Program. I may choose to provide, at a future date and at my sole discretion, further consent to the individual entities listed below to share information for later services or treatment.

MARK ALL THAT APPLY:

- Yolo Co. Alcohol, Drug and Mental Health (Contact & Phone #): _____
- Yolo County Housing (Contact & Phone #): _____
- Yolo Co. Dept. of Employment and Social Services - GA, Medi-Cal, CalFresh, Cal Works, Employment (Contact & Phone #): _____
- Yolo Co. Probation: (Contact & Phone #) _____
- Veterans' Services: (Contact & Phone #) _____
- CommuniCare Health Centers (Contact & Phone #) _____
- YCCC (Contact & Phone #): _____
- Turning Point Community Programs (Contact and Phone #): _____
- Partnership Health Plan _____
- Family Member : (Name, Relationship & Phone #) _____
- Other (Name, Relationship & Phone #) _____

INFORMATION TO BE RELEASED. MARK ALL THAT APPLY

- | | |
|--|--|
| <input type="checkbox"/> Psychosocial history | <input type="checkbox"/> Medical History, diagnosis, treatment, and progress summary |
| <input type="checkbox"/> Treatment plan | <input type="checkbox"/> Psychiatric Eval./Diagnosis |
| <input type="checkbox"/> Attendance record | <input type="checkbox"/> Toxicology screens for the period of treatment |
| <input type="checkbox"/> Discharge summary | <input type="checkbox"/> Progress Notes |
| <input type="checkbox"/> Emergency Contact | <input type="checkbox"/> Housing Status and Information |
| <input type="checkbox"/> Other (Specify) _____ | |

_____ Federal Regulations (42 CFR Part 2) prohibit you from making further disclosure of this information without specific written consent of the person to whom it pertains, or as otherwise permitted by such regulations. A general authorization for the release of medical or other information is not sufficient for this purpose. The federal rules restrict any use of the information to criminally investigate or prosecute any drug or alcohol abuse client/patient.

This authorization is effective immediately and is subject to revocation at any time, except to the extent that action has already been taken. Otherwise, this authorization shall remain in effect for (12) months from the date of signature. I am aware of and have been advised of the provisions of existing State and Federal Statutes, Rules and Regulations that provide for my right to confidentiality of the information in the records. Before any records can be released my authorization and consent is required.

I refuse to sign. My records cannot and will not be released.

Client Signature: _____	Date: _____
Parent/Guardian Signature: _____	Date: _____
Witness Signature: _____	Date: _____

A copy of this authorization shall be as valid as the original.
PLEASE RETURN A COPY OF THIS RELEASE WITH THE REQUESTED INFORMATION

PET AGREEMENT

This agreement is attached to and is part of the House Rules between Yolo County Housing (YCH), and _____, (occupants). It becomes effective on _____ (date).

Occupants desire to keep the following described pet(s) in the room they occupy:

Type and breed: _____

Sex: _____

Name: _____

Weight: _____

Spayed/Neutered? Y N

Type and breed: _____

Sex: _____

Name: _____

Weight: _____

Spayed/Neutered? Y N

Type and breed: _____

Sex: _____

Name: _____

Weight: _____

Spayed/Neutered? Y N

The occupants agree to the following terms and conditions in exchange for permission to keep these pets:

- 1) Occupants agree that they are solely responsible for the maintenance of the above described pet(s), and agree to keep pet(s) under control at all times.
- 2) Occupants agree to keep pet(s) restrained, but not tethered, when s/he/they is/are outside the room.
- 3) Occupants agree to adhere to local ordinances, including leash and licensing requirements.
- 4) Occupants agree not to leave pet(s) unattended for unreasonable periods.
- 5) Occupants agree to clean up after pet(s) and to dispose of pet waste properly and quickly.
- 6) Occupants agree not to leave food or water for pet(s) or any other animal outside the room where it may attract other animals.
- 7) Occupants agree to keep pet(s) from being unnecessarily noisy or aggressive and causing any annoyance or discomfort to others and will remedy immediately any complaints made through the YCH or Manager.
- 8) Occupants agree not to breed or allow the pet to reproduce, but if this should occur, the pet's offspring will be placed elsewhere within eight weeks of birth.
- 9) Occupants agree to immediately pay for any damage, loss, or expense caused by pet(s).
- 10) Occupants agree that this Agreement applies only to the specific pet(s) described above and that no other pet may be substituted. Occupants agree to furnish YCH with a picture of pet(s) at occupancy.
- 11) Occupants agree that YCH reserves the right to revoke permission to keep the pet(s) should the Occupants break this agreement. Occupants will be given 3 days to remove pet(s) from the premises under these circumstances.
- 12) Any animals on the property not registered under this Pet Agreement will be presumed to be strays and will be disposed of according to law, at the option of YCH.

Signature (Yolo County Housing)

Date

Signature (Occupant)

Date

Signature (Occupant)

Date



CITY HALL

1110 West Capitol Avenue
West Sacramento, CA 95691

City Council
(916) 617-4500

City Manager's Office
City Clerk
Early Learning Services
Information Technology
(916) 617-4500
Economic Development
(916) 617-4535

Community Development
Planning/Development Engineering
(916) 617-4645
Housing & Community Investment
(916) 617-4555
Building
(916) 617-4683
Code Enforcement
(916) 617-4925

Public Works
Administration
Transportation
Engineering
Flood Protection
(916) 617-4850
Environmental Services
(916) 617-4590
Utility Billing
(916) 617-4589

Administrative Services
Finance
(916) 617-4575
Human Resources
(916) 617-4567

Parks & Recreation
Administration
(916) 617-4620
Recreation Center
2801 Jefferson Boulevard
West Sacramento, CA 95691
(916) 617-4770
Community Center
1075 West Capitol Avenue
West Sacramento, CA 95691
(916) 617-5320

FIRE
2040 Lake Washington Boulevard
West Sacramento, CA 95691
(916) 617-4600
Fax (916) 371-5017

POLICE
550 Jefferson Boulevard
West Sacramento, CA 95605
(916) 617-4900

PUBLIC WORKS
Operations
1951 South River Road
West Sacramento, CA 95691
(916) 617-4850

November _____, 2014

NOTICE TO VACATE

To: _____

You are hereby notified that you must vacate the property located north of 103 4th Street (boat-ramp) along the levee area up to Old River Road no later than Wednesday, November 12, 2014 at 8:00 A.M.

The City has found that:

1. You are camping on private or public property in violation of City of West Sacramento Municipal Code section 8.36.040.

The County of Yolo Division of Environmental Health has inspected the property and determined that it is unfit for human habitation, and that continued occupation of the property poses a danger to health, safety and well-being for the following reasons:

- a. Solid waste from discarded food and other garbage was observed and can be an attractant to vermin.
- b. The conditions present serve as an attractant for rodents and insects which are a "reservoir for communicable diseases" and parasites.
- c. Camp site fires that were observed present a fire hazard.
- d. The source of water appears to be the Sacramento River. Untreated water contains bacteria, viruses and other contaminants that impact public and environmental health. There is no potable running water for personal hygiene such as hand washing. "Lack of hand washing is a primary way communicable disease is spread."
- e. No public toilet facilities are present and occupants are improvising by digging holes and covering human



excrement with soil. Given the proximity to the Sacramento River this has the potential of being a source of contamination.

- f. Food storage and safety measures are not safe and sanitary.
2. The conditions found by the County of Yolo Division of Environmental Health constitute a public nuisance pursuant Civil Code sections 3479 and 3480, and are subject to abatement pursuant to Civil Code section 3494.
3. You are hereby directed to vacate the property no later than 8:00 a.m. on Wednesday, November 12, 2014. Please take your belongings. The City will impound any of your personal property that is not removed from the property by that time. Property that appears to have been discarded by its owner which does not appear to have any apparent value will be thrown away (trash.). **The impounded property will be stored for a period of 90 days at the Police Department which is located at 550 Jefferson Boulevard in the city of West Sacramento. The property must be claimed in person at the West Sacramento Police Department by February 10, 2015. Property not claimed by February 10, 2015 will be considered abandoned and disposed of per the legal statute.**

YOU HAVE ANOTHER OPTION THAT IS STRICTLY VOLUNTARY

To assist with your transition as a result of having to vacate the property, the County of Yolo, the City of West Sacramento and Yolo County Housing have joined together in a pilot program called "Bridge to Housing." Bridge to Housing offers temporary housing for up to 90 days while you participate in a program to find you more permanent housing. This program is strictly voluntary. While the City is requiring you to leave your camp, you are not required to participate in Bridge to Housing. Attached is more information about the program and the expectations and requirements.

If you choose not to participate in Bridge to Housing, as noted in #3 above please take all of your belongings when you leave. Again, the City will impound any personal property remaining on the Property after 8:00 a.m. on Wednesday, November 12, 2014. Any impounded property will be stored for a period of 90 days at the Police Department; Trash as defined in #3 above will be thrown away. The City is not responsible for any items inadvertently disposed of as trash.