

**COMMUNITY MASTER PLANNING TASKFORCE  
COMMUNITY ANALYSIS &  
ATTACHED COMMUNITY MASTER PLANNING MATRIX**

**Community Lead Advocacy Program [CLAP]  
First Step Communities  
Loaves & Fishes  
Resources for Independent Living [RIL]  
Sacramento Area Black Caucus  
Sacramento Homeless Organizing Committee [SHOC]  
Sacramento Homeless Union  
Sacramento Housing Alliance [SHA]  
Sacramento Poor Peoples Campaign  
Sacramento Regional Coalition to End Homelessness  
Sacramento Services Not Sweeps Coalition  
South Sacramento HART  
Sacramento Youth Homelessness Taskforce  
Waking the Village  
Women's Empowerment**

**SYSTEMIC ISSUES & RECOMMENDATIONS:**

**▪ SYSTEMIC RACISM:**

As the community knows, people experiencing homelessness are disproportionately people of color, with Black and Indigenous people in particular, over-represented in the homeless population by a factor of four. The Master Plan needs to ensure all the programs are implemented with a focus on racial equity. This includes the design and operations, including staffing and the tracking of outcomes, to ensure that issues of racial equity are fully advanced by the City's Master Plan.

**▪ A PLAN FOR ALL OUR UNHOUSED NEIGHBORS:**

The Master Plan will fail if we prioritize one segment of the homeless population over another.

Instead, the priority must be to provide shelter, housing and services for all our unhoused neighbors including families of all configurations, unaccompanied youth and adults.

We cannot settle for achieving "functional zero" for any segment of the homeless population. Functional zero means the same number of homeless people exit homelessness as enter. In fact, our community has achieved "functional zero" – roughly 3,000 people exited homelessness and roughly 3,000 people became homeless in our community in the past year.

While we are grateful 3,000 people exited homelessness, we have not achieved our goal until no individual or family is without shelter and affordable housing.

Our goal in the Master Plan is to build the infrastructure for short-, mid- and longer-term solutions to end and prevent homelessness in our City and County

## **MORE SPECIFIC RECOMMENDATIONS**

- **THE COUNTY NEEDS TO PARTNER WITH THE CITY:**

The Master Plan will only succeed if the County is a full partner in the implementation. The City must engage and create a formal partnership with the County to provide the needed social services to the range of programs in the Master Plan.

- **FIX THE CURRENT FRAGMENTED HOMELESS LEADERSHIP STRUCTURE:**

The current homeless system, i.e., Sacramento Steps Forward [SSF], City's Office of Community Response, SHRA, and the County's Office of Homeless Initiatives is too fragmented and disjointed to successfully implement the Master Plan and provide the necessary services. The City and County must agree on how these different offices will work together in a seamless manner including identifying the entity in charge for the implementation of the Master Plan, ensuring coordination, the delivery of the social services and data collection.

Each individual jurisdiction must work to integrate the Master Plan with all relevant planning documents such as the Housing Element, and other strategic documents such as the City of Sacramento's Citywide Racial Equity Initiative. In addition, implementation of the planned actions should be synchronous across planning documents when feasible.

- **HOMELESS PREVENTION STRATEGIES:**

The Master Plan needs to incorporate universal homeless prevention and targeted prevention and diversion programs to minimize the number of people that become homeless on an annual basis.

- **EQUITY PRINCIPLES:**

- ✓ A key guiding principle for the Community Master Plan Taskforce was that all eight council districts have the full range of short-term shelter, medium-term housing and income-based affordable housing programs. While the number of programs in each district can change, it is imperative that each district have at least one of each of the programs.
- ✓ Another key guiding principle is that each Council district address the needs of homeless families, regardless of the family's configuration, transitional age youth and homeless adults.
- ✓ All programs described below should operate on the principles of trauma-informed care as well as harm reduction.

- **CRIMINALIZATION OF PEOPLE EXPERIENCING HOMELESSNESS:**

Implementation of the Master Plan must be grounded in our community's sense of justice and equity, and not as a way to finally circumvent the *Martin v Boise* decision. If we are successful in the implementation of the Master Plan, we cannot then turnaround and criminalize people experiencing homelessness. Over the past nearly 40 years of mass homelessness in our nation, attempting to "arrest our way out of homelessness" has been proven over and over again to be counterproductive.

- **ACCESSIBILITY:**

The Master Plan must ensure all the programs described below are accessible to people with disabilities, including physical, mental and developmental disabilities.

- **OMBUDSMEN:**

The City and County should hire several Ombudsmen, especially for the implementation of the Short-Term Housing programs. The role of the Ombudsman will be to work in the field and investigate complaints of discrimination and lack of services. The Ombudsman should be independent of the City and County system as well as any particular program. The role of the Ombudsmen will be to hold programs accountable for implementation and evaluate the quality of the programs. The Ombudsman report should accompany an evaluation of the outcomes of these programs.

*Note: the methodology below [short term housing; medium-term housing and income-based, affordable housing] was adopted from the Working Groups in D4 & D6.*

## SHORT TERM HOUSING:

- **YEAR-ROUND TRIAGE CENTERS:**

We need to ensure there are roughly an equal number of Year-Round Triage Centers that operate during the day, the evening and 24/7 in each district. It is important that these centers be centrally located in each district, that the City provides transportation to these centers, and that each center be “service-enriched.”

- **SAFEGROUND [TENTS AND TINY HOMES] & SAFE PARKING PROGRAMS:**

In order to succeed, the SafeGround Communities, including tents and tiny homes, as well as Safe Parking Programs, must be “service enriched.” The City needs to support SafeGround communities with full-service infrastructure, including electricity, sanitation, garbage pick-up service on a regular schedule, funds to hire staff and operated on the principle of Resident Councils. Additionally, the Safe Parking Programs must be service enriched and accommodate people living in their RV’s as well as their cars. One solution that works well in Oakland is to have a separate Safe Parking Program just for RV’s and another for cars. Services need to include access to sanitation, as well as food.

- **EMERGENCY MOTEL VOUCHERS:**

Each Council district must have access to approximately 25 emergency motel vouchers – 20 for families and adults and 5 for transitional age youth (TAY).

- **INTEGRATED CAMPUS:**

It is critical to address the behavioral health needs of our unhoused neighbors and support an integrated campus along the lines being proposed by UC Davis and Sierra Health Foundation – motel conversion for about 200 people, along with behavioral health street outreach.

We do not support an integrated campus along the lines of Haven for Hope proposed by Hope for Sacramento, which is a “step program” of services with hundreds of people experiencing homelessness living outside in a “courtyard,” waiting for services.

## MID-TERM HOUSING

- **TRANSITIONAL HOUSING [TH] TO INDEPENDENCE:**

HUD defines transitional housing as “a project that is designed to provide housing and appropriate supportive services to homeless persons to facilitate movement to independent living. The housing is short-term, typically less than 24 months. In addition to providing safe housing for those in need, other services are available to help participants become self-sufficient.”

This program model has proven to be particularly successful in support for exit from homelessness for Transitional Age Youth [TAY], as they often need time to mature, learn and grow.

- **SCATTERED SITE:**

Scattered Site Housing as operated by Sacramento Self Help Housing has been successful for some homeless populations and we should continue to pursue this strategy in each district.

- **BOARD & CARE:**

Board and Care facilities are an important asset in housing unhoused single adults who need the additional care that these facilities provide. The City should implement supplemental payments [e.g. \$300 monthly payments pdf residents] to these facilities to reduce barriers to entry for people experiencing homelessness and provide additional services. The County Division of Mental Health has operated these supplemental payments in the past.

- **MOTEL CONVERSIONS:**

We support converting motels that are not being used in the pandemic to medium-term housing. This could include renovating the motels and turning the rooms into permanent SRO “Efficiency Units.” Over the past thirty or more years our City has lost hundreds of SRO units in the downtown core due to gentrification.

- **MANUFACTURED HOMES:**

Manufactured homes can provide long-term housing in a very short time frame. In addition to being economical, manufactured housing is a dignified option that can be configured in a variety of ways to meet the needs of the occupant[s].

## INCOME-BASED, AFFORDABLE HOUSING

- **PERMANENT SUPPORTIVE HOUSING (PSH) & HOUSING @ 30% - 50% OF A PERSON'S INCOME**

We support the recommendations of the D4 Working group as it relates to "expanding permanently affordable/supportive housing stock." These strategies include:

- ✓ Community Opportunity to Purchase Act, including down payment assistance programs as needed
- ✓ Inclusionary Housing Policy
- ✓ Align streamlining and other incentives with affordability requirements
- ✓ Master leasing properties [i.e. Sacramento Self-Help Housing Models]
- ✓ Using the Affordable Housing Trust Fund and other resources to purchase existing buildings when they are listed for sale

In addition to the D6 recommendations, we would add "Subsidizing the development of new affordable rental homes for people at 30-50% AMI. Identify additional funding sources to increase the Affordable Housing Trust Fund to enable a significant increase in the construction of new affordable rental homes."

**NOTE: *In the attached Community Master Plan Matrix, we used the figure of 5,200 Extremely Low-Income [ELI] units which is taken from the Sacramento City Housing Element 2021 – 2029 draft.***

- **HOMELESS EMPLOYMENT PROGRAM [MARKET RATE BASED ON LIVING WAGE]**

The City and County should partner with local unions to create a robust Homeless Employment Program. This will ensure that those homeless people who begin to earn a living wage can afford market rate housing, which means, in turn, the fewer new units of income-based housing Sacramento City will need to build.