



**Tahoe Truckee**  
**Homeless Advisory Committee**

# **Tahoe Truckee Regional Homeless Action Plan**

*A Collaborative Roadmap and “North Star” to  
End Homelessness in the Tahoe Truckee Region*

January 22, 2025



**Developed by the Tahoe Truckee Homeless Advisory Committee**

A Project of the Homeless Resource Council of the Sierras with funding from the  
Tahoe Truckee Community Foundation

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# Gratitude

Thank you to the Tahoe Truckee Homeless Advisory Committee who developed the Tahoe Truckee Regional Homeless Action Plan.

## ADVISORY COMMITTEE CHAIRS

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**Placer County** | Supervisor, Cindy Gustafson

**Town of Truckee** | Vice Mayor, Jan Zabriskie

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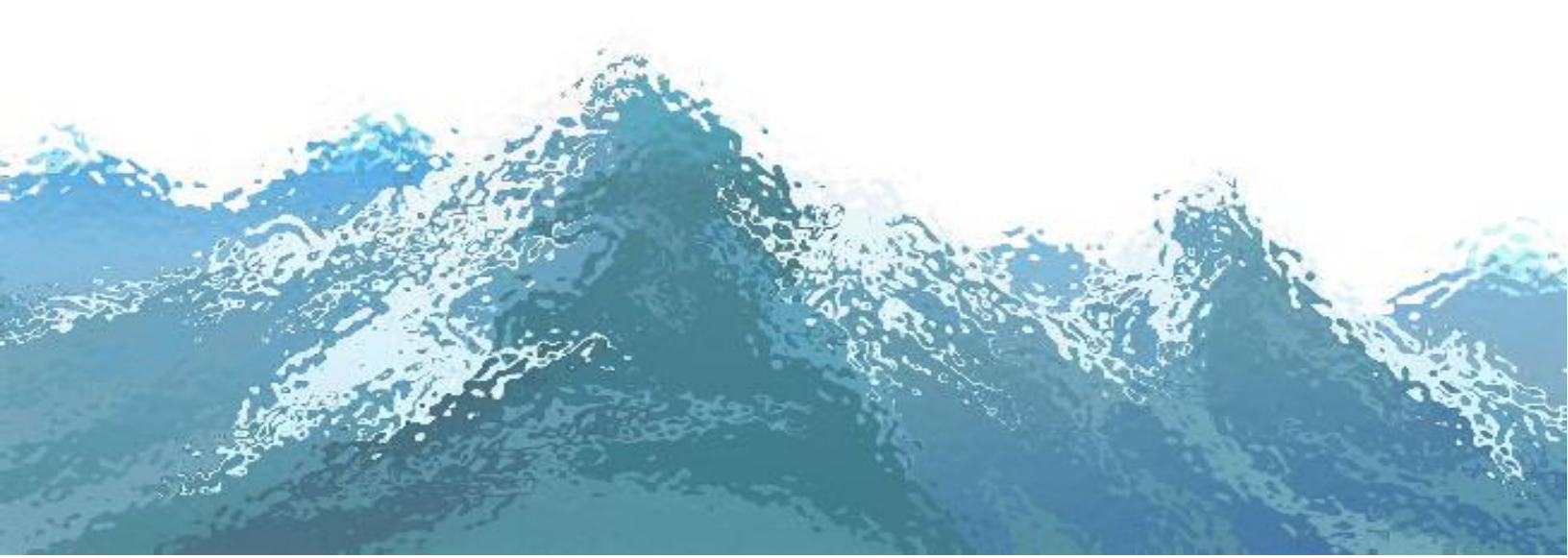
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## FACILITATION AND PROJECT SUPPORT

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**Bowling Business Strategies (BBS)** | Wyatt Schroder, Sophie Lamarche  
Gap Analysis and Recommendations (Attachment)



## Foreword | *A North Star for Homeless Solutions in the Region*

Addressing homelessness is a complex challenge that requires collective action, compassion, and persistence. As we work to create a better, more equitable future for those experiencing homelessness in our region, we also acknowledge the limitations of the resources available to us. These resources, both human and financial, must be shared across counties, requiring a collaborative approach to ensure that every individual has access to the support and services they need. This is not a journey we can take alone; it is a community-wide effort.

The Tahoe Truckee Regional Homeless Action Plan outlines a vision and a roadmap to guide our collective response and serves as a North Star for our actions. Implementing any of the strategies within this Action Plan, even if we do not reach every goal or ideal outcome, represents success. Progress is progress, no matter how incremental, and every step we take toward meeting the needs of our most vulnerable populations is a step in the right direction.

**While the outcome of ending homelessness may feel like a distant North Star, the success of this Action Plan lies in our ability to start, to act, and to keep moving forward together.**

No process is without challenges, and perfection is not a realistic expectation. What matters most is our willingness to begin, to learn, and to adapt as we go.

The road to ending homelessness is long, but it is a road worth pursuing. By working together—local governments, community organizations, businesses, and individuals—we can create a system of care that offers hope, dignity, and the promise of a better future to those in need. This plan is our commitment to starting that journey, with humility, optimism, and a shared vision of a community where homelessness is rare and brief. **Let us take this first step—together.**

Tahoe Truckee Advisory Committee Chairs

*Supervisor, Hardy Bullock, Nevada County, District 5*

*Supervisor, Cindy Gustafson, Placer County, District 5*

*Vice Mayor, Jan Zabriskie, Town of Truckee*

# I. About the Action Plan

## OVERVIEW

The Tahoe Truckee Regional Homeless Action Plan outlines a set of priorities, agreed upon by the Tahoe Truckee Homeless Advisory Committee (Advisory Committee) in 2023/2024, **aimed at ending homelessness in the Tahoe Truckee region over the next five years.** The Action Plan is built on the best available data from the past three years, as well as insights from those with lived experience and input from teams working with those with lived experience. This Action Plan does not assign specific responsibilities or obligations to any one partner. Instead, it provides a framework—a shared understanding of how we can best come together, pooling our resources and expertise—to provide a spectrum of services that meet people where they are and guide them toward stability and self-sufficiency.

## PURPOSE

The purpose of the Action Plan is to provide an agreed-upon roadmap for collective action to solve homelessness in the Tahoe Truckee region. This Action Plan does not assign specific responsibilities or obligations to any one partner but rather outlines for the community and our partners a framework for the best way to provide a set of services needed to meet people where they are and, ultimately, move them toward permanent, stable housing. The hope is that this plan motivates action and inspires local partners to prioritize homeless services and solutions when they allocate resources.

## PLANNING PROCESS

For over 20 years, various entities such as Nevada County, Placer County, Sierra Community House, North Tahoe-Truckee Homeless Services, and faith-based partners, as well as many others, have been providing homelessness services in the Tahoe Truckee region. As the number of unhoused individuals grew in the region over the past five years<sup>1</sup>, it became clear that a more coordinated plan, grounded in specific regional data and agreed-upon objectives, was needed to address the issue. In 2023, with funding from the Tahoe Truckee Community Foundation and other state resources, the Tahoe Truckee Homeless Advisory Committee became an official project of the Homeless Resource Council of the Sierras (HRCS), the nonprofit governing body over the Placer and Nevada County Continuums of Care (CoCs). The establishment of this official committee represents the beginning of the action planning process.

The mission of HRCS *is to bring people together to develop, coordinate, and support projects, services, and resources that will enhance partners' ability to prevent and end homelessness in Nevada and Placer Counties.* HRCS is a 501(c)(3) nonprofit and serves as the "collaborative applicant" and administrative entity for the Placer County CA-515 and Nevada County CA-531 CoCs. The main role of the HRCS is to support data tracking and apply for and distribute state and federal grant funding.

The Tahoe Truckee Homeless Advisory Committee, composed of diverse leaders from the region, worked for 18 months to develop this Action Plan. The purpose of the Advisory Committee was to define an approach and set of actions to build the coordination and capacity for long-term, sustainable solutions for our unhoused population.

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<sup>1</sup> The Community Collaborative. *Annual Point in Time Count for the Tahoe Truckee Region*. Clear Impact, 2025, <https://embed.clearimpact.com/Measure/Embed?id=99127450>.

These key actions took place over the 18-month planning process:



The action planning process involved setting regional goals based on data, existing homeless action plans from Placer and Nevada counties, the Town of Truckee Housing Element, best-practice research, and local expertise. While the formal homeless action plans in both counties, in coordination with the CoCs, guide decisions related to resource allocations, the Tahoe Truckee Regional Homeless Action Plan offers additional insights from our local analysis. This approach identified the unique needs of the Tahoe Truckee region, aiming to expand local homeless programs to address service gaps while leveraging resources from the larger county CoCs.

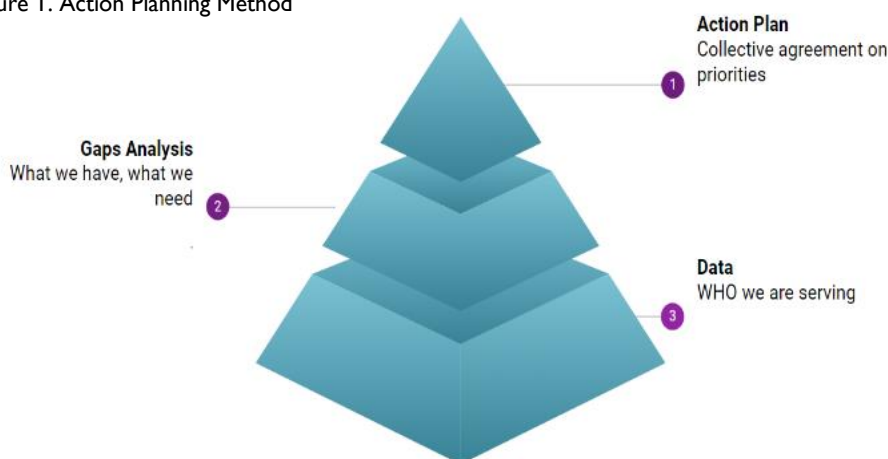
Several existing plans informed the development of the Action Plan, including:

- Nevada County-CoC Joint Homeless Action Plan (2024)
- Nevada County Homeless Action Plan Outcomes Goals (2022-2025)
- Placer County Homeless Response Project Summary Report (August 2021 – August 2023)
- North Tahoe-Truckee Homeless Services Annual Report (2023)
- Placer Regional Homeless Response Emerging Strategies Phase One Report (2022)
- Town of Truckee Housing Element (2019-2027)

The Action Plan is based on the Built for Zero Framework, which has proven successful in reducing homelessness through coordinated, data-driven strategies. It includes a multifaceted approach with clear strategies to prevent homelessness, provide interim housing, expand supportive services, and enhance supportive housing options.

Figure 1 illustrates the method used to develop this Action Plan.

Figure 1. Action Planning Method



## KEY TERMS

**Key to working together is establishing a shared vocabulary for the needs and the solutions.** Here are the terms used in this Action Plan and by the Advisory Committee to build a common vocabulary.

**Chronically Homeless:** A person who has experienced homelessness for at least a year or more repeatedly, or has been homeless on least four separate occasions in the last three years, while also dealing with a disabling condition. A disabling condition could be a serious mental illness, substance use disorder, or physical disability.

**Continuum of Care (CoC):** Designed to promote community-wide commitment to the goal of ending homelessness and to fund efforts by nonprofit providers and state and local governments to quickly rehouse homeless individuals and families.

**Built for Zero:** A methodology and national initiative that works to address and reduce homelessness in a way that is measurable and equitable. The initiative is supported by a network of organizations and communities that work together to create systems that can effectively track and reduce homelessness to the point of "functional zero," meaning that homelessness is rare, brief, and non-recurring.

**Crisis Response System:** A set of services that help unhoused people quickly exit homelessness and connect with housing and assistance.

**Homeless Management Information System (HMIS):** A local information technology system used to collect client-level data and data on the provision of housing and services to individuals and families at risk of and experiencing homelessness. Each CoC is responsible for selecting an HMIS software solution that complies with HUD's data collection, management, and reporting standards.

**Homelessness:** As defined by HUD's four categories: 1) Literal Homelessness, 2) Imminent Risk of Homelessness, 3) Homeless Under Other Federal Statutes, 4) Fleeing/Attempting to Flee Domestic Violence.

**Household:** In many contexts, particularly in homelessness services, a group of individuals who live together, regardless of whether they are a family or individuals. This term encompasses both single-person units and families.

**Housing First Model:** An approach to addressing homelessness that prioritizes providing immediate and permanent housing to individuals experiencing chronic homelessness, without requiring them to first meet certain conditions like sobriety or treatment completion. This allows them to stabilize their lives and address other challenges once securely housed with access to voluntary supportive services. Essentially, this puts housing first as the foundation to tackle other issues contributing to homelessness.

**Housing Navigation/Light Housing Support (LHS)** Services that help people rapidly identify a permanent or shared housing option; receive light case management; and receive one-time, move-in financial assistance with a security deposit and first month's rent.

**Interim Housing:** Temporary beds for those experiencing homelessness that provide the interim stability and support needed to successfully move to, and maintain, permanent housing.

**Literal Homelessness:** An individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:

- Has a primary nighttime residence that is a public or private place not meant for human habitation; or



- Is living in a publicly or privately operated shelter designated to provide temporary living arrangements (including congregate shelters, transitional housing, and hotels and motels paid for by charitable organizations or by federal, state, and local government programs); or
- Is exiting an institution where they have resided for 90 days or more and who had been living in an emergency shelter or a place not meant for human habitation immediately prior to entering the institution.

**Navigation Center:** Physical location for homeless services that provides overnight, emergency shelter beds and daytime assistance to people experiencing homelessness. Case management supports include access to basic needs (bathroom, food, safe place to be), support with relocating, help with updating government documents, a mailing address, and housing navigation.

**Permanent Supportive Housing:** Permanent housing for those experiencing chronic homelessness with a disabling condition. The housing is either integrated into a neighborhood or site-based with long-term rental assistance through vouchers or other sources. Additionally, services are offered to address behavioral health and housing stability needs. Permanent Supportive Housing in the Tahoe Truckee region:

- Pacific Crest Commons, Truckee: 10 units (expected to break ground June 2025)
- Brown Bear Studios, Kings Beach: 14 units (open)
- Single-family house in Truckee: 5-6 beds (in the works)

**Post-Housing Case Management:** Ongoing support and services provided to individuals and families after they have secured permanent housing, with the aim of ensuring their housing stability and preventing them from returning to homelessness.

**Prevention/Rental Assistance:** Typically, one-time financial aid to help individuals or families pay their rent, rent arrears, or utility bills to help prevent them from becoming homeless or to assist in securing and maintaining stable housing.

**Rapid Re-Housing (RRH):** Typically, rental assistance, security deposit, and services for 4-6 months (and up to 18 months) for tenants, with the goals of helping them obtain housing quickly, increase self-sufficiency, and stay housed.

**Self-Resolution:** Resolution of homelessness without intervention from homeless services.

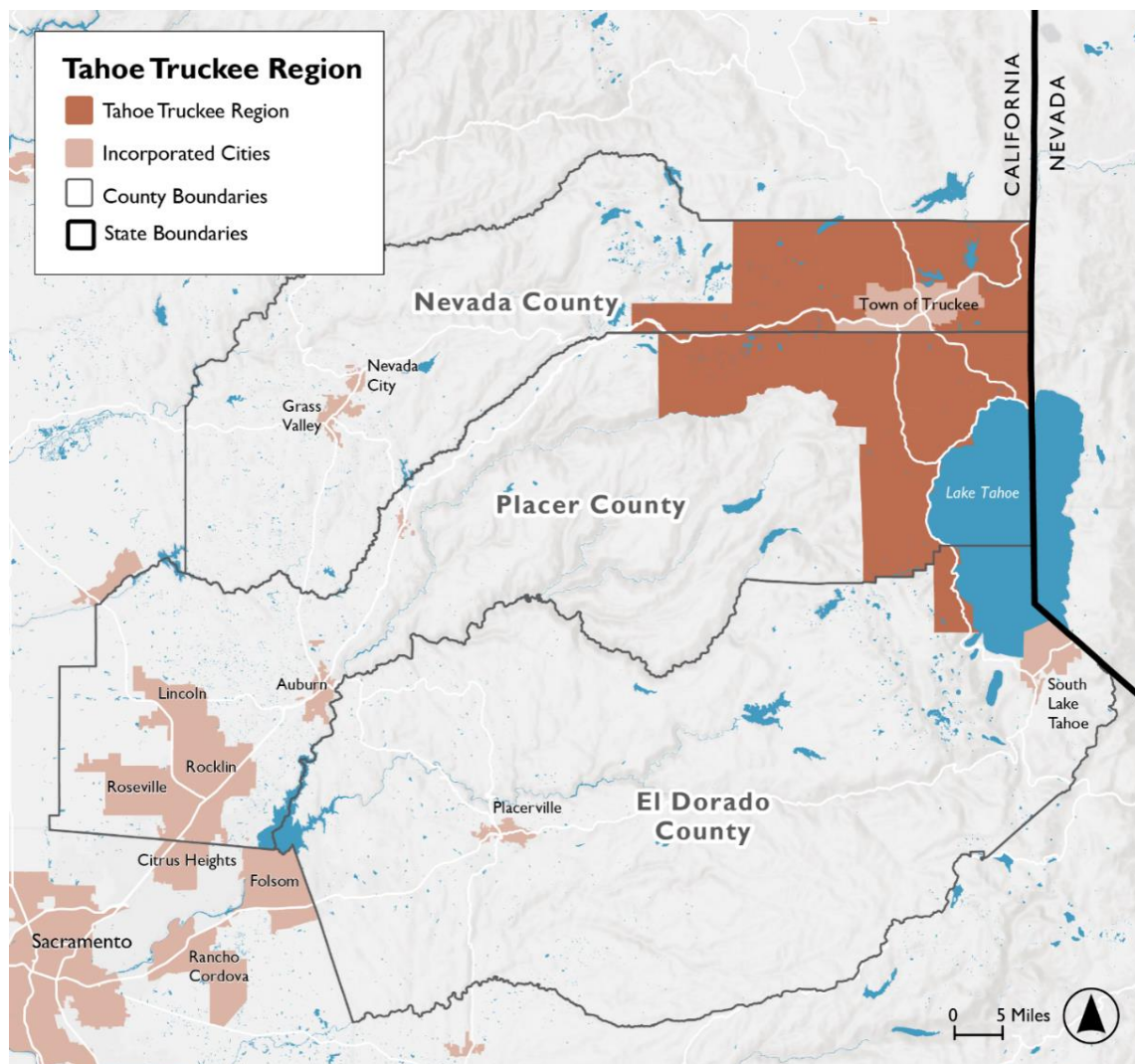
**Vulnerability Assessment:** A tool used to determine eligibility and allocate services and housing for adults experiencing homelessness based on their functioning level, health, and other characteristics relevant to their health and safety.

## II. Homeless Context

### OUR UNIQUE REGION

The Tahoe Truckee Region includes the eastern areas of Placer and Nevada counties as well as the Town of Truckee. Also known as the “resort triangle,” the region functions as one community despite these complex local government boundaries. The population of the region is approximately 33,000. Tourism is the main economic driver for the region, which offers a strong tax base but also makes housing costs extremely high. Winter in the region can be extremely cold, with heavy snowfall creating challenging travel and living conditions. Because the region is separated from the western end of the counties by a mountain range, collaboration between different agencies and organizations exists in many areas, including housing and community services. Establishing infrastructure to support a comprehensive array of services is necessary to ensure that these services can operate effectively despite the region's geographical and logistical challenges. It is important to understand this context as the backdrop to this Action Plan.

Figure 2. Map of the Tahoe Truckee Region



## HOMELESS IN THE REGIONAL HOUSING FRAMEWORK

Figure 3 below, from the regional housing coalition Mountain Housing Council, illustrates housing needs across income levels in the Tahoe Truckee area, from lower incomes (up to 80% of Area Median Income) to upper incomes (up to 245% of Area Median Income). This Action Plan focuses on creating solutions for those in the extremely low-income categories (30% of Area Median Income and below). It will coordinate with other housing efforts across the spectrum and integrate a broad range of services, from emergency shelter to long-term solutions like housing and healthcare. This will ensure that services are integrated and accessible both geographically and logistically, thereby lowering barriers to service for all residents in the region, as seen in Figure 4 below.

Figure 3. Unmet Housing Needs Across the Tahoe Truckee Housing Bridge

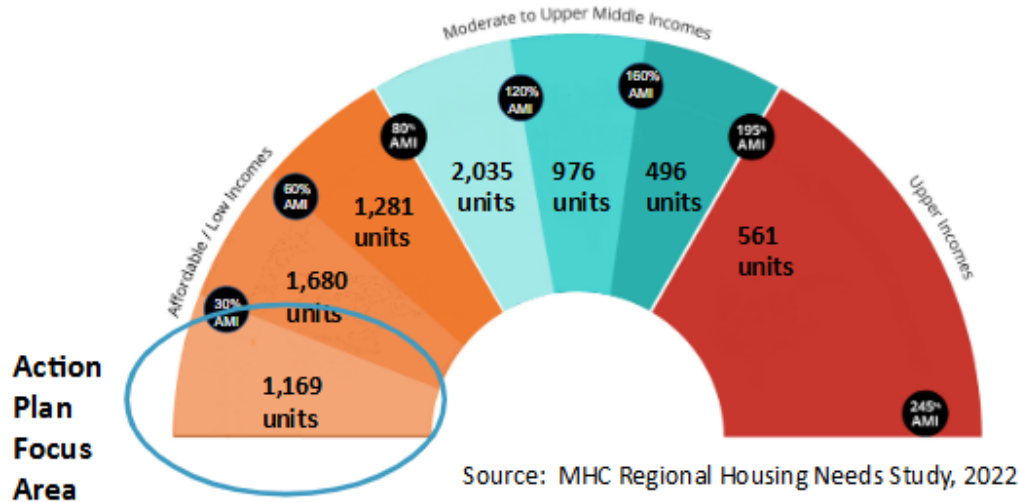
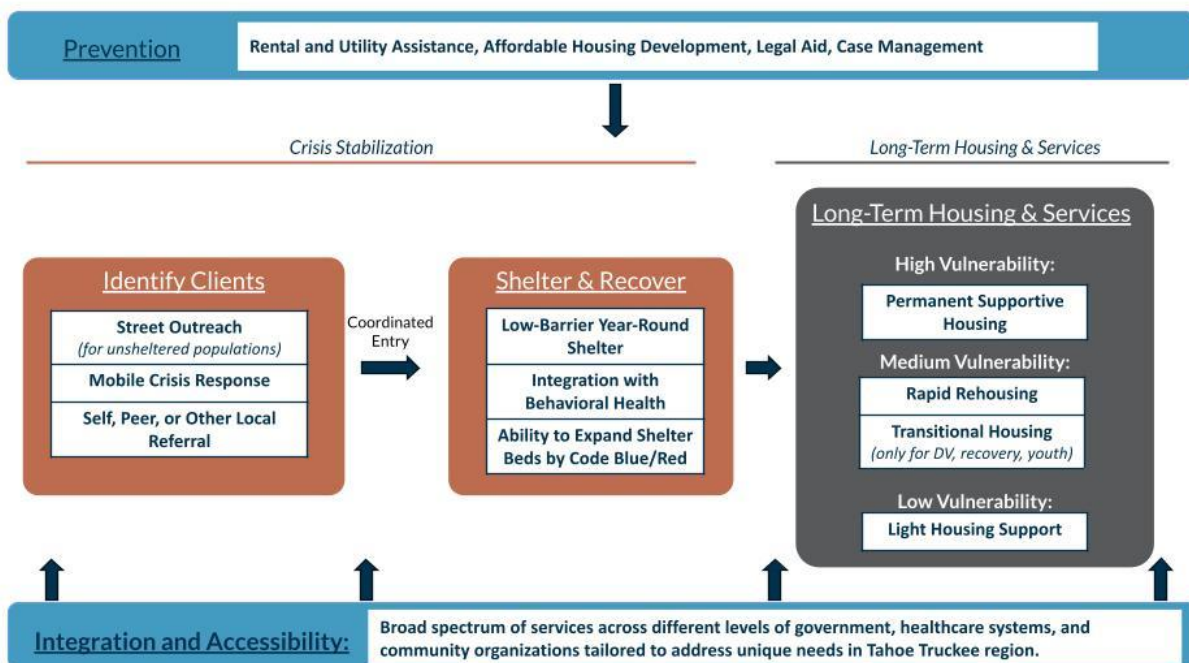


Figure 4. Tahoe Truckee System of Care



# III. Tahoe Truckee Homeless Data

## DATA METHODOLOGY

Typically, counties and CoC entities track homeless data from two sources: 1) Homeless Management Information System (HMIS) data, and 2) Annual Point-in-Time counts. Our current HMIS data do not include comprehensive information about the number of people in services provided by Sierra Community House, which serves individuals in domestic violence situations. Over the past year, updates have been made in the data tracking process to make it easier to pull specific Tahoe Truckee homeless data from the HMIS system, using the By-Name list. This tool enables service teams to account for people experiencing homelessness in real time and is a critical step in solving homelessness. It is important to note that data were pulled from various sources that do not communicate with each other. Additionally, data on homelessness are fluid and ever-changing. To have the most accurate homeless data for the action planning process, the Advisory Committee hired an outside firm to conduct an analysis of Tahoe Truckee data.

The Advisory Committee built the Action Plan based on data provided by the homeless services consulting firm Bowling Business Services (BBS). BBS was contracted in 2024, with CALAIM Technical Assistance funding from the state of California, to conduct the first-ever study of homeless services and needs in the Tahoe Truckee region. The study, titled *Tahoe Truckee Homeless Response System: Gap Analysis and Recommendations*, used the following methodology (attached):

- 1) Reviewed three years of HMIS data.
- 2) Conducted interviews with local homeless service providers.
- 3) Analyzed existing program-level data, including data from Sierra Community House (which serves those experiencing domestic violence) and North Tahoe-Truckee Homeless Services, U.S. Census Bureau data, and Point-in-Time Counts.
- 4) Applied a best practices methodology to identify the key needs and challenges facing the region.

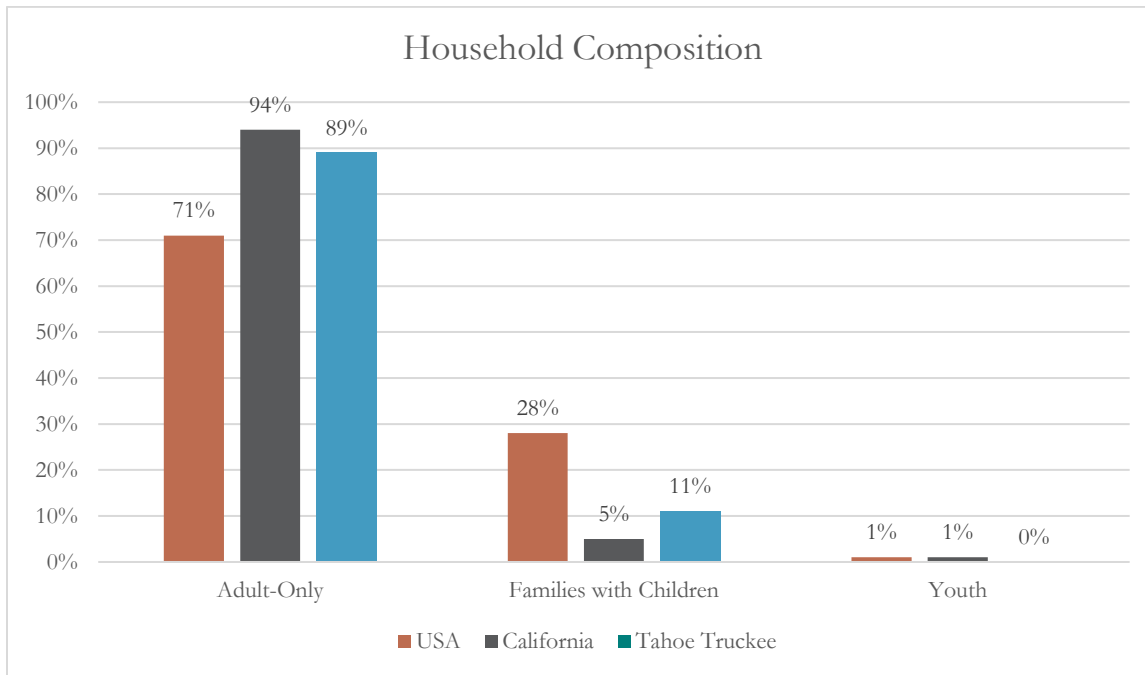
## HOMELESS DATA HIGHLIGHTS

Below are key data insights from the BBS Study that informed the target population in this Action Plan. (For a full review of the findings, please see the attached study.)

### Demographic Characteristics

For the purpose of this report, we use the term “household” to reflect regional and national reporting standards, while acknowledging that the majority of the homeless population in Tahoe Truckee are individuals, as seen in Figure 5.

Figure 5. Demographic Characteristics of People Experiencing Homelessness<sup>2</sup>



### Scale of the Need

BBS reviewed the last three years of local data to understand trends among people using homeless services. This was done by reviewing provider data from North Tahoe-Truckee Homeless Services and Sierra Community House, and three years of client-level data from the HMIS. The data showed the following annual averages between 2021 and 2024:

- **Homeless Service Intervention for Literal Homeless:** On average, 87 households per year received housing intervention through emergency shelters or North Tahoe-Truckee Homeless Services.
- **Homeless Service Intervention for Domestic Violence:** On average, 30 households per year used Sierra Community House's services for domestic violence-related homelessness.
- **Total Households Needing an Intervention:** On average, 117 households per year required housing intervention and used homeless services.

It should also be noted that there is significant variability between the years. For instance, 119 households used homeless services in 2021-2022, while 64 households used homeless services in 2023-2024, demonstrating a positive trend. However, during that same period, more households self-reported experiencing homelessness and using the Day Center (there was a 40% increase). This is a confusing trend but could be explained by the fact that COVID-19 funding ran out, and local providers were not able to serve as many people in 2023-2024 as they were in 2021-2022. This suggests that **the scale of the need is growing in Tahoe Truckee, while funding to respond to it decreases.**

<sup>2</sup> Source: 2023 HUD Annual Homeless Assessment Report



## Scale of Services

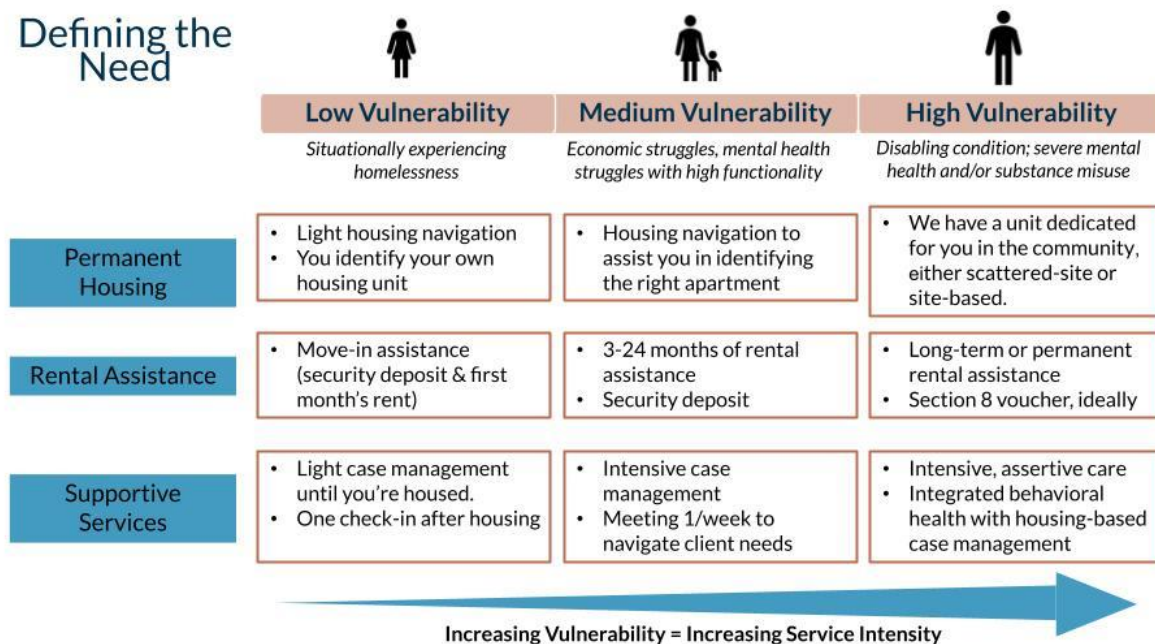
Using the same data sources and analysis as above, BBS determined how frequently individuals were achieving stable housing and permanently exiting homelessness. The findings revealed that, on average, only **39 out of the 117 households requiring housing intervention were housed each year**, distributed as follows:

- 6 households were housed by North Tahoe-Truckee Homeless Services using a light touch we called "light housing support," which usually involves support through the payment of an application fee, security deposit, and short-term case management.
- 6 households annually were housed by North Tahoe-Truckee Homeless Services using a "Rapid Re-Housing" model that combines rental assistance with short-term to medium-term case management.
- 27 households were housed by Sierra Community House, nearly achieving a 100% placement rate for the 30 households they serve annually, which is a notable achievement. They estimate that, at most, 3 individuals each year remain unable to be placed in permanent, stable housing.

Doing the math between the first two values (87 people using North Tahoe-Truckee Homeless Services' homeless services, of which 12 are housed annually, and 30 accessing Sierra Community House's services, of which 27 are housed), we arrive at an average annual gap of 78 households.

Households experiencing homelessness are matched with housing services based on their needs and the severity of those needs, with some offered either Rapid Re-Housing or light housing support. Rapid Re-Housing is coordinated by North Tahoe-Truckee Homeless Services, AMI Housing, or Sierra Community House, while light housing support is provided by North Tahoe-Truckee Homeless Services. These services are most effective for low- to medium-vulnerability households, while high-vulnerability households require more intensive support, such as Permanent Supportive Housing, as noted below in Figure 6.

Figure 6. Defining the Need



### **Permanent Supportive Housing**

By aggregating their risk score using the Vulnerability Assessment and their length of time experiencing homelessness, BBS found that 49% of households scored in the highest category on the vulnerability index, and 56% had been experiencing homelessness for over a year. These data points reinforce each other: half of the people experiencing homelessness require the highest level of care. With an average of 87 households using homeless services each year, 50% need this intensive support, meaning **44 households require Permanent Supportive Housing**.

### **Shelter Bed Calculation**

Relying on the local expertise of Tahoe Truckee service providers, BBS asked, "How long do we estimate someone would stay in shelter if we offered it year-round?" In most communities, this question is answered using local data on shelter stay durations. However, since no year-round shelter exists in the region, BBS had to make an assumption to guide this part of the data.

BBS' best guess approximation is that the 44 households experiencing chronic homelessness would likely require 180 days of shelter per year. Based on this, 22 year-round shelter beds would be needed to accommodate these 44 households. However, given that approximately 87 households use homeless services each year, many of whom may use shelter periodically—especially during extreme weather—it is recommended to design a shelter with flexible space to accommodate more beds (in addition to the year-round 22) for individuals in need during severe weather events.

### **Community Cost Calculation**

Two studies were reviewed to inform the community cost calculation: 1) *Homelessness In California, 2024 Audit Report* (an analysis of program documentation and homelessness cost estimates cited by the U.S. Interagency Council on Homelessness, the National Alliance to End Homelessness, and the Legislature), and 2) *Boise State University - New Path Community Housing Report* (a longitudinal study on the impact of chronic homelessness). Neither of these studies gives a community cost figure that is exact for Truckee, of course; only a local study could do that. But it allowed us to estimate.

BBS estimated that the community cost depended on the level of vulnerability in the population served. Based on the vulnerability breakdown from above, BBS estimated the average annual cost was:

- Low Vulnerability - \$15,000 per person per year
- Medium Vulnerability - \$30,000 per person per year
- High Vulnerability - \$50,000 per person per year

BBS multiplied these cost estimates by the number of people needing support in each category and estimated a current annual cost of \$3,070,000 for emergency and critical services in the region. This is a rough estimate, of course. A local By-Name study integrating police, public health, emergency services, and homeless services data would refine these numbers.

Based on the current state of services and needs, the following findings were presented to the TTHAC in August 2024:

- **People Experiencing Homelessness:** On average each year, 216 households are unhoused in the Tahoe Truckee region, with 117 of them needing an intervention to find permanent housing and services. Thirty-nine of those households find permanent housing each year, leaving a gap.
- **Gap:** There are 78 households needing long-term housing programming in Tahoe Truckee that are currently not being served.
- **Growth:** Homelessness is estimated to grow by 13% annually. With no action, the gap of 78 will grow to 85 households by 2028.
- **Shelter Need:** While Tahoe Truckee is investing in housing, there is currently no year-round location for people to shelter overnight. The data suggest that there is a need to address crisis stabilization by investing in 22 year-round shelter beds, with flexible space to accommodate an influx of up to 13 additional guests during severe weather events, for a total of 35 shelter beds.
- **Community Cost:** Leaving the gap population unhoused costs the community roughly \$3.1M annually.

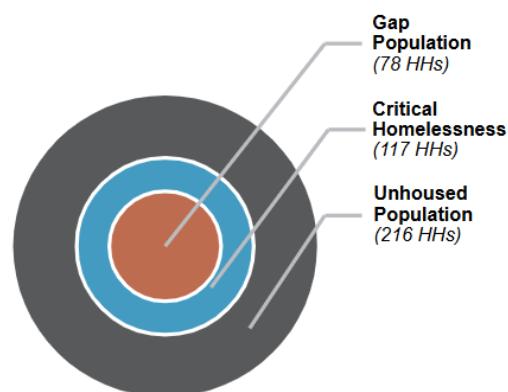


Figure 7. Subsets of the Tahoe Truckee Unhoused Population (based on 2021-2024).



## IV. Five-Year Action Plan to End Homelessness in the Tahoe Truckee Region

The Advisory Committee agrees that the following key goals and strategies are the most effective pathway to meet the homeless service needs in our region and end homelessness in five years.

### PRIORITY POPULATION

The following five-year priorities for ending homelessness in the region focus on building and strengthening services that the current system is unable to provide to the 78 households identified as needing, but not receiving, critical housing programming.

### ACTION PLAN OUTCOMES

- 1) **Homelessness ends within five years.** *Our region has a systemic response in place that ensures that homelessness is prevented when possible or is otherwise rare and brief.*
- 2) **Vulnerable individuals can access crisis intervention and housing services.** *A set of services exists that helps people experiencing homelessness quickly exit homelessness and connect with housing and assistance.*
- 3) **The region works collaboratively to address homelessness.** *Homelessness is accepted as a community-wide issue, and responsibility is shared among the Town and County jurisdictions, in addition to community partners.*

### GUIDING PRINCIPLES, WE BELIEVE

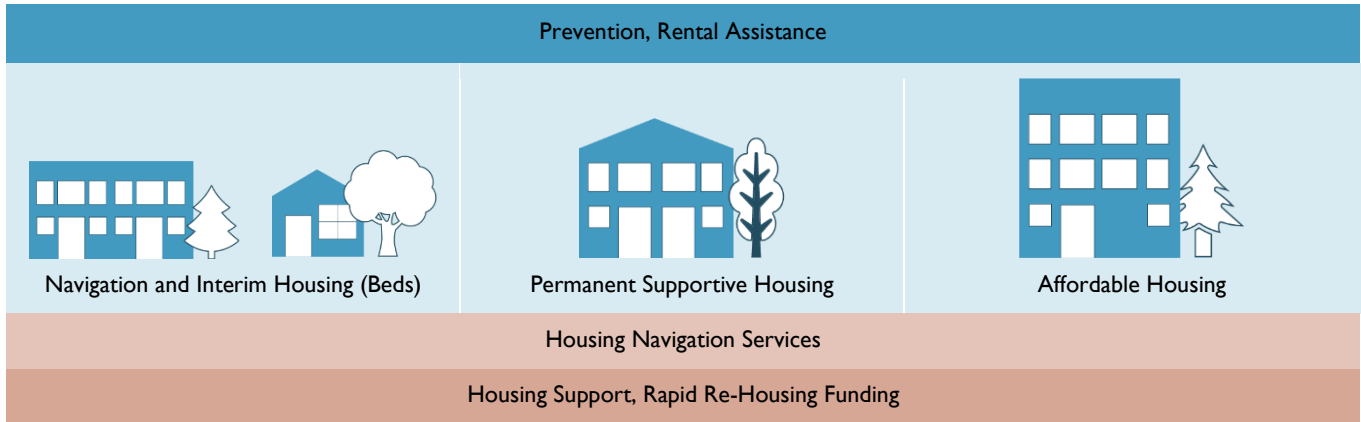
The Advisory Committee defined Action Plan priorities based on these beliefs:

Regional Collaboration Is Critical	Compassion Is Central	Housing Solves Homelessness	Doing Nothing Creates Significant Economic Impacts
Homelessness is a regional issue requiring a regional response. Everyone has a role to play; no one entity can solve this issue alone.	We strive to respond to needs with compassion first and build regional capacity for compassion for the unhoused.	We believe permanent housing solves homelessness and, as such, will prioritize housing over other investments.	We believe that the cost of doing nothing will have a significant impact on our local and regional agencies and economy.

## TAHOE TRUCKEE HOMELESS CONTINUUM

This Action Plan focuses on three key areas of service delivery: the Tahoe Truckee Homeless Continuum, shown in Figure 8. This approach meets unhoused neighbors where they are, providing them three pathways into stable housing, depending on their unique needs. As outlined below, the goal is to move individuals and families from crisis (Navigation and Interim Housing) into stable housing (Permanent Supportive and Affordable Housing).

Figure 8. Tahoe Truckee Homeless Continuum – The Action Plan Focus



## ACTION PLAN FRAMEWORK

Actions to address the service gaps for the 78 unserved households experiencing homelessness in our region have been organized into four focus areas, as illustrated in Figure 9. The goals and strategies for each area are detailed throughout the remainder of the plan.

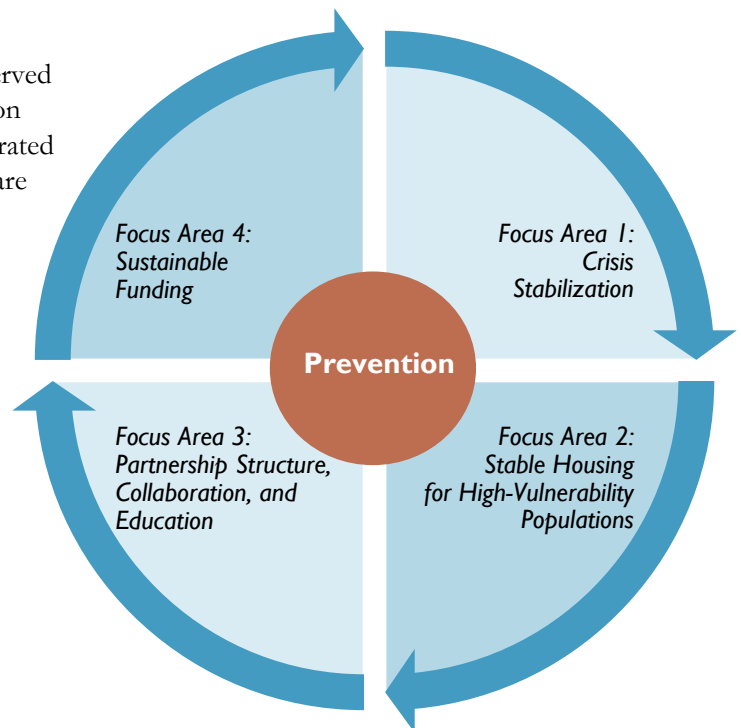


Figure 9. Action Plan Framework

## **Focus Area 1: Crisis Stabilization (Access to Services and Beds)**

### **Goal 1: Expand Housing Navigation Services, Including Providing an Adequate Number of Interim Beds in the Region, to Serve Community Needs**

#### **Overview**

Navigation services include street outreach and intensive case management aimed at helping individuals transition into permanent housing. Interim housing offers a temporary place to stay while people work toward securing permanent housing. Our goal is to provide these services year-round, seven days a week, throughout the region.

Until 2023, the region had limited day center and winter emergency shelter services, which were provided at a church in Truckee and managed by North Tahoe-Truckee Homeless Services (AMI Housing). Nevada County also operated a temporary warming shelter during the 2023/2024 winter season in a conference room at the Government Center.

Currently, housing navigation services are available on a limited basis in Kings Beach, supplemented by street outreach. The goal is to identify a provider to manage both housing navigation and interim housing services for the region.

According to the BBS Study (attached), there is a need to provide 22 shelter beds year-round over the next five years. While further analysis is required to assess the exact year-by-year needs, the BBS data serves as a useful starting point. The future operator of a potential navigation center will need to conduct a feasibility study to finalize the needs and associated costs.

#### **Strategy**

**Create a navigation center with interim beds based on detailed analysis and a funding plan.**

- Tactic: Work with partners to define a process to secure a service provider for housing navigation and interim housing services, including funding and procurement.
- Tactic: Secure a provider to manage housing navigation and interim housing services (e.g., Volunteers of America).
- Tactic: Engage partners and service providers in developing service strategies that meet ongoing needs.

### **Goal 2: Sustain and Continue to Expand the Funding for Current Rapid Re-Housing and Rental Assistance Programs**

#### **Overview**

Rapid Re-Housing provides short- to medium-term rental assistance and services to help qualifying individuals (those making less than 80% of Area Median Income) move into housing. Rental Assistance is generally one-time funding for rent to prevent people from becoming homeless and to stay in existing housing. Both programs exist in the region, but need outpaces available funding. The goal is to raise significant public and private dollars to fill the unmet need.

Currently, Sierra Community House operates a rental assistance program in the region, and both Sierra Community House and North Tahoe-Truckee Homeless Services administer Rapid Re-Housing funds. Both receive funding from public and private sources. Figure 10 provides a comparison of the amount of financial assistance provided and the number of households served in two distinct time periods: 2022-2023 and 2023-

2024. Across these two time periods, the amount of assistance provided increased, and the number of households served also increased significantly. It should be noted that Sierra Community House received a three-year grant from the TOT-TBID Dollars At Work program in the amount of \$900,000 in 2023 to support rent payments and landlord-tenant legal services to help meet the 500% increase in demand for assistance<sup>3</sup>.

Figure 10. Rental Assistance Provided in 2022-2023 and 2023-2024 by Sierra Community House and North Tahoe-Truckee Homeless Services

	Amount of Assistance (2022-2023)	Households Served (2022-2023)	Amount of Assistance (2023-2024)	Households Served (2023-2024)
Rapid Re-Housing (North Tahoe-Truckee Homeless Services and Sierra Community House)	\$252,703	83	\$292,008	110
Rental Assistance	\$234,591	119	\$415,567	217
Total	\$487,294	202	\$707,575	327

### Strategy 1

#### Bolster prevention funding through rental assistance.

- *Tactic:* Continue supporting Sierra Community House's regional financial assistance fund and legal tenant counseling program beyond the funding provided by the TOT-TBID Dollars At Work program.
- *Tactic:* Leverage future funds available through new legislation including Medi-Cal's Transitional Rent benefits.
- *Tactic:* Increase prevention funding 13% annually to \$765,655.26 by 2030 to meet growth projections of future need (based on \$415,567 in assistance for 2023-2024 in Figure 10).

### Strategy 2

#### Increase Rapid Re-Housing funding to meet the gap in services.

- *Tactic:* Through a blend of federal and state funding and local philanthropy, raise an additional \$183,430 by 2028 to meet targets for client housing outcomes in the BBS Study (based on average spending of \$2,822 per household in Figure 10 above).
- *Tactic:* Ensure adequate staffing is in place with homeless services providers to provide the appropriate range of services to support housing retention and housing outcomes.

<sup>3</sup> 2025, 'Sierra Community House Workforce Housing Advocacy & Direct Assistance Program' North Tahoe Community Alliance, viewed 22 January 25, <https://www.northtahoecommunityalliance.com/project/sierra-community-house-workforce-preservation-program/>

## **Focus Area 2: Stable Housing for High-Vulnerability Populations** **(Increase Inventory of Permanent Supportive Housing Units)**

### **Goal 1: Add 30 New Permanent Supportive Housing Beds to the Current Inventory of 14 (Brown Bear Studios in Kings Beach) to Reach a Total of 44 Units by 2030**

#### **Overview**

Permanent Supportive Housing pairs subsidized housing with case management services—an evidence-based model proven to help decrease the number of individuals experiencing chronic homelessness.

Fifty percent of the Tahoe Truckee homeless population has been determined to have intensive service needs paired with long histories of homelessness. Data show that individuals with this history are unlikely to resolve their homelessness on their own and require formalized support services to do so.

The BBS Study (attached) highlights the need to make a total of 44 Permanent Supportive Housing units available in this community to serve local needs over the next five years.

#### **Strategy 1**

**Move forward with securing a single-family residence in Truckee, leveraging state funds (Homekey funding) to create 5-6 units of Permanent Supportive Housing.**

- *Tactic:* Apply for Homekey funding by meeting specific application deadlines and preparing the necessary documentation.
- *Tactic:* Raise local capital (through public agencies, nonprofits, and foundations) to enhance the eligibility and competitiveness of the application in the selection process.

#### **Strategy 2**

**Continue to support the Pacific Crest Commons affordable housing project in Truckee, which will provide up to 10 units of Permanent Supportive Housing.**

- *Tactic:* Foster a strong partnership with the Regional Housing Authority to benefit our high-vulnerability community members.

#### **Strategy 3**

**Identify future opportunities to create Permanent Supportive Housing inventory based on need as our system evolves.**

- *Tactic:* Work with partners to support the development of affordable housing, specifically those that include Permanent Supportive Housing units

### **Goal 2: Ensure Post-Housing Services and Adequate Funding to Serve Individuals Living in Expanded Permanent Supportive Housing**

#### **Overview**

Currently, the region has some capacity to provide case management services, but not enough. The best-practice ratio for serving chronically homeless individuals is one case manager to 25 individuals. As individuals become more stable, they may require fewer services.

#### **Strategy 1**

**Ensure adequate staffing matches the growing inventory of units.**

- *Tactic:* Develop a staffing plan that scales with the increase in Permanent Supportive Housing units.

***Strategy 2***

**Ensure adequate funding from public and private sources covers needed resident services and upkeep of buildings.**

- *Tactic:* Leverage future benefits available through Medi-Cal and other state and federal funding programs to support service delivery.
- *Tactic:* Build partnerships with individuals, foundations, and local businesses to secure additional financial resources.

## **Focus Area 3: Partnership Structure, Collaboration, and Community**

### **Goal 1: Establish a Formal Regional Homeless Partnership Structure to Ensure Long-Term Coordination and Commitment**

#### **Overview**

Meeting the goal of ending regional homelessness in five years requires a formal partnership structure so that services are coordinated and responsibilities are shared. The Advisory Committee was the first step in this direction. Currently, many partners provide a myriad of services, but no one entity pulls all these efforts toward a common goal. The Advisory Committee recommends establishing a backbone agency or organization that can provide fiscal and administrative support to a regional homeless partnership structure. The next steps would then be to build the partnership structure, with clear roles and responsibilities, and to secure local funding from grant sources and various partners to staff the partnership and implement this Action Plan. There are many successful collaborative models in the region, such as the Mountain Housing Council, the Community Collaborative of Tahoe Truckee, United for Action, and the Tahoe Truckee Workforce Housing Agency, which can help inform the homeless partnership work.

#### **Strategy 1**

**Continue the formation of the Homeless Advisory Committee under the Homeless Resource Council of the Sierras.**

- *Tactic:* Continue to hold quarterly meetings with Advisory Committee members.
- *Tactic:* Regularly evaluate progress of the Action Plan and adjust strategies as needed in response to evolving regional needs.
- *Tactic:* Establish a more concrete collaborative partnership between Town of Truckee and Nevada County to address zoning issues that will continue to influence where future services can be secured..
- *Tactic:* Update local zoning regulations within the Town of Truckee to allow more flexibility with service provisions that align with the California state guidance.

#### **Strategy 2**

**Identify the lead agencies that will drive the programming, including:**

- **Housing Lead to develop master leases and Permanent Supportive Housing units.**
- **Services Lead that will integrate homeless services and behavioral health.**
- *Tactic:* Establish a backbone agency or organization that can provide fiscal and administrative support to a regional homeless partnership structure. This organization would have the infrastructure to bill Medi-Cal and capitalize on other direct-services revenue sources.
- *Tactic:* Perform a comprehensive assessment of local agencies, nonprofits, and service providers to evaluate their capacity, experience, and resources to take on the roles of Navigation Services Lead, Housing Lead and Services Lead.
- *Tactic:* Collaborate with the identified lead agencies to develop a comprehensive resource and funding plan that outlines both public and private funding sources—leveraging federal, state, and local programs—as well as private sector partnerships.

## **Goal 2: Continue to Build Community Awareness, Support, and Understanding of Solutions to Regional Homelessness**

### **Overview**

Addressing homelessness in the Tahoe Truckee region requires a concerted effort to raise awareness, build local support, and foster a deeper understanding of both the challenges and solutions surrounding this issue. It is crucial to ensure that community members are well-informed about the causes and impacts of homelessness, including vital solutions such as Permanent Supportive Housing, Rapid Re-Housing programs, homelessness prevention, and integrated services that address both housing and behavioral health needs.

### ***Strategy 1***

**Work with community partners to push out new and existing information to raise awareness through community events, media, and social media campaigns.**

- *Tactic:* Host regular public meetings and forums to discuss homelessness, share data, and present successful models and stories.
- *Tactic:* Collect new and share existing personal stories from individuals who have experienced homelessness or benefited from affordable housing and supportive services. Share these through videos, written testimonials, and social media. An example of this approach is the press release and video created by Brown Bear Studios.
- *Tactic:* Encourage local businesses to take an active role in addressing homelessness by contributing to housing initiatives.

### ***Strategy 2***

**Work with local organizations to develop consistent messaging about the causes of homelessness, the benefits of affordable housing, and the importance of integrating health and social services.**

- *Tactic:* Bring together organizations focused on housing, such as the Tahoe Truckee Community Foundation, Tahoe Housing Hub, Truckee Tahoe Workforce Housing Agency, United for Action (advocacy), Sierra Community House, and North Tahoe-Truckee Homeless Services, along with public agencies, to create storytelling that increases community support for affordable housing projects and supportive services.
- *Tactic:* Develop messaging that emphasizes the need for housing for those at 80% AMI or below, just as much as for the "missing middle" demographic.

### ***Strategy 3***

**Track and support all affordable housing projects.**

- *Tactic:* Provide regular updates on projects in progress, such as Dollar Creek Crossing, Estates Meadows, and Pacific Crest Commons.
- *Tactic:* Host events or discussions that highlight these ongoing projects, providing a platform for community members to stay informed.



## **Focus Area 4: Sustainable Funding**

### **Goal 1: Develop a Funding Plan for Implementing Action Plan Strategies**

#### **Overview**

The success of this Action Plan depends on securing public and private funding. Several of the Advisory Committee's public agency partners (Placer and Nevada counties), and nonprofit partners (AMI Housing, Sierra Community House), have a strong track record of securing grants from state and federal sources. Additionally, the HRCS plays a key role in securing funds for homeless work in the region and will be instrumental in braiding funding for local efforts. Efforts are already underway to find public funding for several Action Plan goals, as outlined below.

#### **Strategy 1**

**Develop an implementation budget for the Action Plan strategies, covering both capital and operational costs.**

#### **Strategy 2**

**Work with partners to identify funding sources and close funding gaps using a mix of public and private funds (see Figure 11 for funding currently being pursued).**

- *Tactic:* Utilize funding commitments from jurisdictions to prove community buy-in and shared ownership to leverage additional funds.

### **Goal 2: Launch a Regional Campaign to Raise Private Philanthropic Dollars for Homeless Services**

#### **Overview**

Once it creates an implementation budget and identifies the funding gap, the regional partnership will need to find ways to close it. This will require public agencies working to secure state and federal funds, as well as a local campaign to raise private funds. The BBS Study (attached) recommends launching a campaign to raise \$1M over the next five years. This flex funding would support both the partnership's work and short-term solutions while longer-term solutions are being developed.

#### **Strategy**

**Raise \$1M in private philanthropic support for a Homelessness Support Fund and gap financing that aligns with public funding.**

- *Tactic:* Appoint a dedicated person or agency to lead and manage the fundraising campaign so that the goal of \$1M from private philanthropy is coordinated, focused, and achieved.
- *Tactic:* Ensure that fundraising efforts align with the following key priorities in the Action Plan:
  - **Prevention:** Raise funds to sustain and increase prevention funding.
  - **Rapid Re-Housing and Light Housing Support:** Raise funds to support the expansion of Rapid Re-Housing and light housing options for individuals transitioning out of homelessness.
  - **Permanent Supportive Housing:** Secure funding to develop and maintain Permanent Supportive Housing for individuals with long-term housing and support needs.

### Goal 3: Apply for State and Federal Funding for Homeless Services Using a Partnership Approach

#### Overview

Both state and federal governments provide funding opportunities that cities and counties can leverage to address homelessness within their jurisdictions. The Homelessness Task Force Report put together a table that highlights the funding sources most commonly used by local governments in California, along with details about the targeted populations and service types, where applicable ([Institute for Local Government 11](#)). While our region might not be eligible for all of the funding sources listed, it is important to be aware of the available options when collaborating with other community partners.

In addition to federal and state funding, local governments are utilizing their own resources to support homelessness responses, programs, and services. A survey conducted by the League of California Cities and California State Association of Counties reveals that cities and counties are drawing on the following local funding sources: public safety funding and resources, local sales and use taxes, development fees, transient occupancy taxes, bond proceeds, and General Funds.

Figure 11 outlines current efforts to pursue funding for various Action Plan priorities, highlighting the collaborative efforts to access state and federal resources for homeless services.

Figure 11. Current Funding for Action Plan Focus Areas 1 and 2

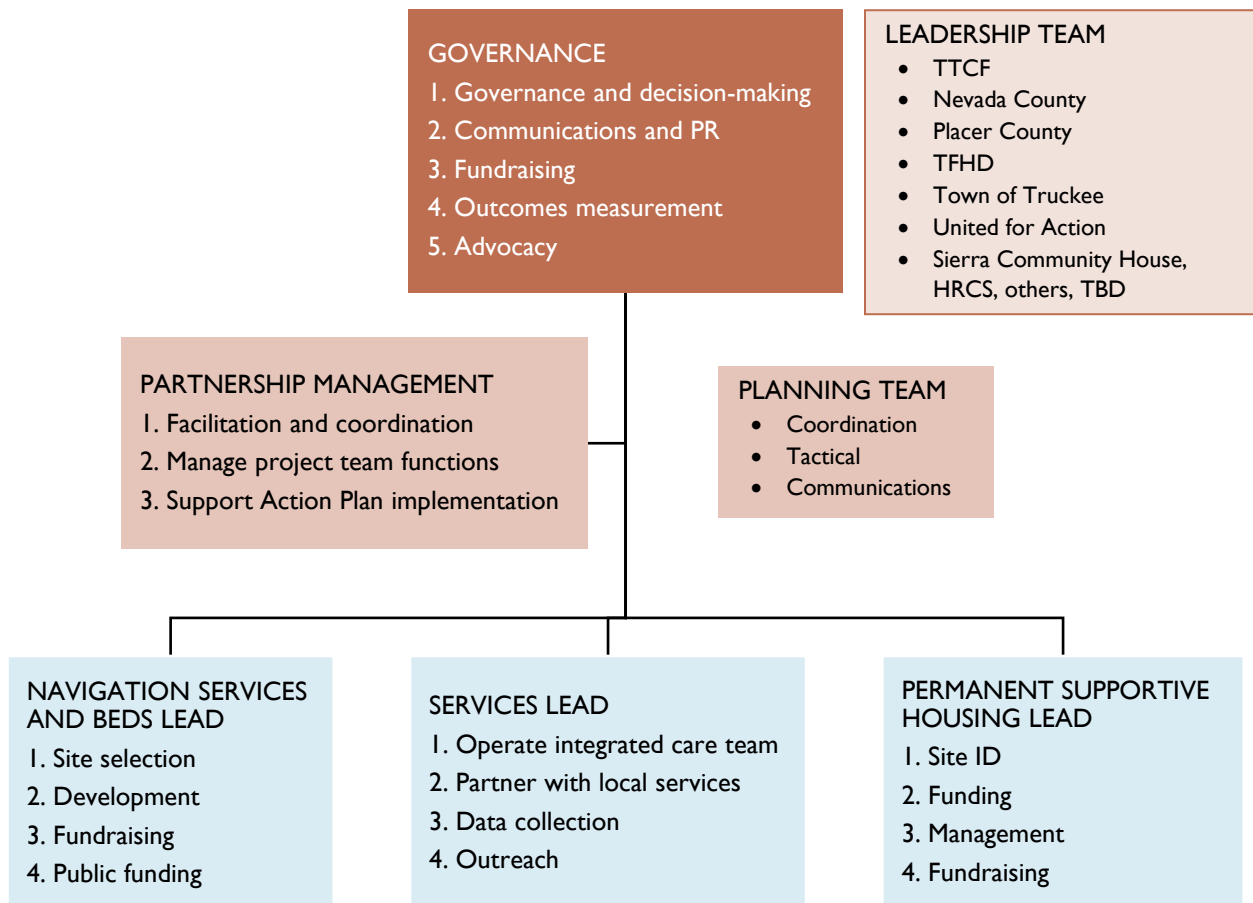
Action Plan Focus Area and Goal	Public Funding	Private Funding
<b>Focus Area 1, Goal 1</b> Expand housing navigation services, including providing an adequate number of interim beds in the region to serve community needs.	Volunteers of America is pursuing PATH CITED funding – an initiative that provides funding to enable the transition, expansion, and development of Enhanced Care Management (ECM) and Community Supports	Funding for short-term solutions will be needed while longer-term solutions are in development.
<b>Focus Area 2, Goal 1</b> Add 30 new Permanent Supportive Housing beds to the current inventory of 14 (Brown Bear Studios in Kings Beach) to reach a total of 44 units by 2030.	Nevada County is moving forward to apply for Homekey funds in early 2025 (to purchase a residential property in Truckee to create 5-6 PSH units).  Nevada County is applying for No Place Like Home funding in partnership with the Regional Housing Authority to secure funding for 10 PSH units (within a 55-unit complex).	Additional funding will be needed to close the gap between the cost of property, rehab needs, and Homekey funding. <i>Amount TBD</i>  Additional funds were secured from the Town of Truckee to support the project moving forward.

## V. Implementation Steps for Consideration

### PARTNERSHIP STRUCTURE AND BACKBONE ORGANIZATION

Figure 12 outlines a potential future partnership structure to advance Action Plan work. Although it will be up to the partners to determine the final structure, this framework illustrates how collective work might continue to move forward, if there is willingness to do so. Key to moving the partnership work forward is securing a backbone organization that is willing and motivated to support the regional collaborative work for at least three years.

Figure 12. Homeless Network Partnership Framework



## ROLES

As part of the action planning process, we conducted research on the roles of various public agencies in advancing homeless solutions, specifically the roles of towns versus counties. Because homelessness is a complex, challenging issue that impacts many organizations—from emergency rooms to police departments, from libraries to counties and towns—successful models of collaboration clearly articulate roles and responsibilities. No entity can solve homelessness alone.

We identified several models where various towns within a county contributed funds to match county funds to address regional homelessness. Figure 13 illustrates how Los Angeles County is funding homeless services via a joint agreement, matching funds between city and county contributions.

Figure 13. Example of Shared Funding Plan for Homeless Services in LA County

	PIT count	CoC Allocation	City Allocation	County Allocation
Glendale CoC PIT	175	\$208,408		
Pasadena CoC PIT	556	\$799,523		
Long Beach CoC PIT	3,376	\$4,956,753	\$1,047,680	
LA City/County CoC PIT	71,201	\$102,557,467	\$164,335,500	\$97,384,000
<b>Totals</b>	<b>75,308</b>	<b>\$108,522,150</b>	<b>\$165,383,180</b>	<b>\$97,384,000</b>

Grand Total: \$371,289,330.80

Funding per PIT: \$4,930.28

Figure 14 presents a preliminary outline of the roles various partners might play to move the Action Plan forward, given their mission, resources, capacity, and will. Over the coming year, these roles and responsibilities will be further discussed and refined by the Advisory Committee.

Formalizing partnerships, roles, and responsibilities could be an effective step to deepen commitment to solving homelessness in the region. The sample MOU in Attachment 3 outlines the agreements partners are making to the work long-term.

Figure 14. Sample Lead and Support Roles

Action Plan Priorities	Example: Lead Role	Example: Support Role
<b>Focus Area 1: Crisis Stabilization</b>		
Goal 1: Expand housing navigation services, including providing an adequate number of interim beds in the region to serve community needs.	Volunteers of America	Faith-based community, Town of Truckee, Tahoe Forest Hospital District, Community Organizations Active in Disaster
Goal 2: Expand funding for current Rapid Re-Housing and Rental Assistance programs.	Sierra Community House, North Tahoe-Truckee Homeless Services	Martis Fund, Others TBD
<b>Focus Area 2: Stable Housing for High-Vulnerability Populations</b>		
Goal 1: Add 30 new Permanent Supportive Housing beds to the current inventory of 14 (Brown Bear Studios in Kings Beach) to reach a total of 44 units by 2030.	Nevada County, Placer County	AMI Housing, Volunteers of America, Town of Truckee, Tahoe Forest Hospital District
Goal 1: Work with partners to support the development of affordable housing, specifically those that include Permanent Supportive Housing units	Tahoe Housing HUB	All
Goal 2: Ensure post-housing services and adequate funding to serve individuals living in expanded Permanent Supportive Housing.	Nevada County, Placer County	AMI Housing, Volunteers of America
<b>Focus Area 3: Partnership Structure, Collaboration, and Education</b>		
Goal 1: Establish a formal regional homeless partnership structure to ensure long-term coordination and commitment.	Homeless Resource Council of the Sierras, Tahoe Truckee Community Foundation, TBD	Chamber of Commerce, Truckee Library
Goal 2: Continue to build community awareness, support, and understanding of solutions to regional homelessness.	Homeless Resource Council of the Sierras, Nevada County, Placer County, Town of Truckee	Chambers, Libraries, United for Action, Tahoe Truckee Community Foundation
<b>Focus Area 4: Sustainable Funding</b>		
Goal 1: Develop a funding plan for implementing Action Plan strategies.	AMI Housing, Volunteers of America, Placer County, Nevada County, Town of Truckee	Homeless Resource Council of the Sierras,
Goal 2: Launch a regional campaign to raise private philanthropic dollars for homeless services.	All	Homeless Resource Council of the Sierras, Tahoe Truckee Community Foundation
Goal 3: Apply for state and federal funding for homeless services using a partnership approach.	Public agency partners, Homeless Resource Council of the Sierras	Town of Truckee

## Appendices

1. Tahoe Truckee Homeless Response System: Gap Analysis and Recommendations (BBS Study)
2. Community and Lived Experience Survey Results
3. Example MOU for shared responsibility of homeless services between partners
4. Other homeless plans, summary of policy actions in the Town of Truckee Housing Element related to homelessness

# Appendix I

## Tahoe Truckee Homeless Response System: Gap Analysis and Recommendations (BBS Study)

# **Tahoe Truckee Homeless Response System: Gap Analysis and Recommendations**

Prepared by Bowling Business Strategies  
January 2025



## Contents

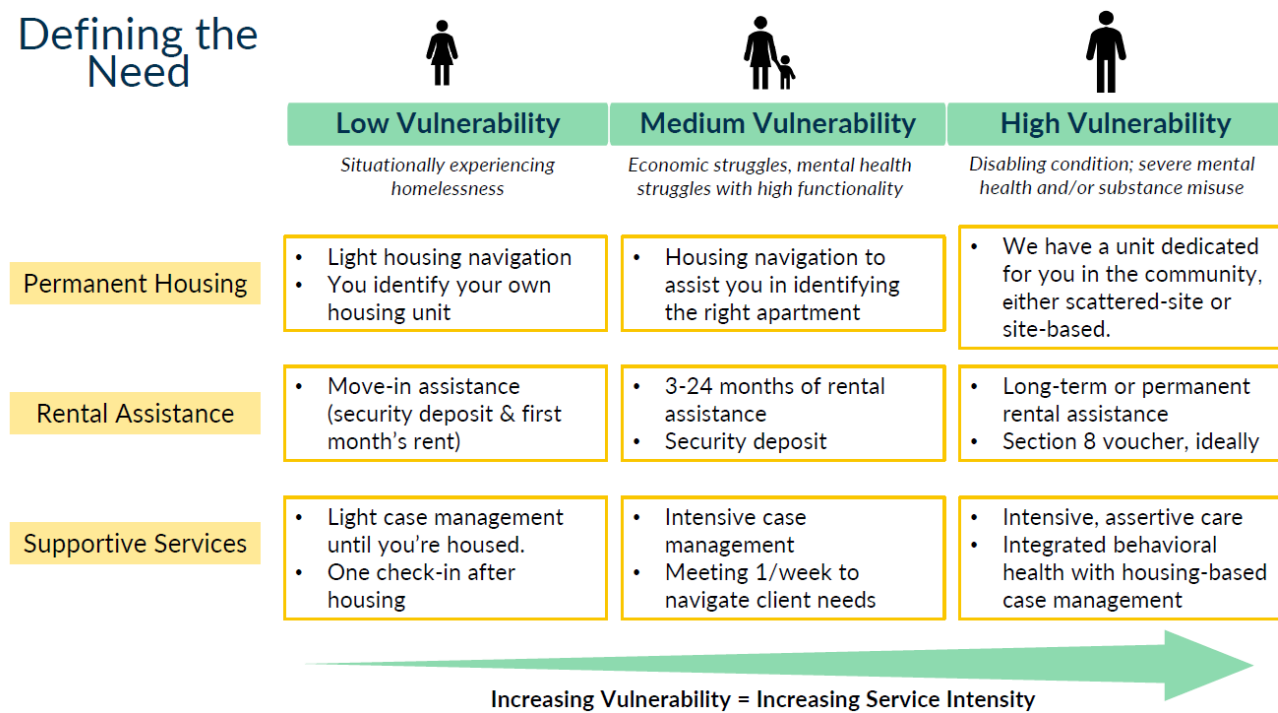
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## Key Definitions

- **Light Housing Support (LHS)** – Housing navigation services to help people rapidly identify a permanent or shared housing option. Provides light case management and one-time, move-in financial assistance with security deposit and first month’s rent.
- **Navigation Center** – Physical location for homeless services that provides overnight, emergency shelter beds and daytime location to assist people experiencing homelessness with updating government documents, housing navigation, and basic needs.
- **Permanent Supportive Housing (PSH)** - Permanent housing for those experiencing chronic homelessness with a disabling condition. The housing is either integrated into a neighborhood or site-based with long-term rental assistance through vouchers or other sources. Services are provided to address behavioral health and housing stability needs.
- **Rapid Rehousing (RRH)** – Typically provides rental assistance and services for 3-24 months with the goals of helping people obtain housing quickly, increase self-sufficiency, and stay housed.
- **Self-Resolution** - Resolution of housing insecurity without the use of homeless services.

- **Transitional Housing** - Provides temporary shelter to those experiencing homelessness with the goal of interim stability and support to successfully move to and maintain permanent housing.

## Defining the Need



**Figure 1.** Suggested service offerings by household vulnerability.

## Summary of Gaps Analysis

Bowling Business Strategies (BBS) was contracted by the Tahoe Truckee Homeless Advisory Committee (TTHAC) to conduct a gaps analysis of the local homeless response system. The purpose of this analysis is to provide data and information for the Council to use as they determine priorities for their Regional Homeless Action Plan.

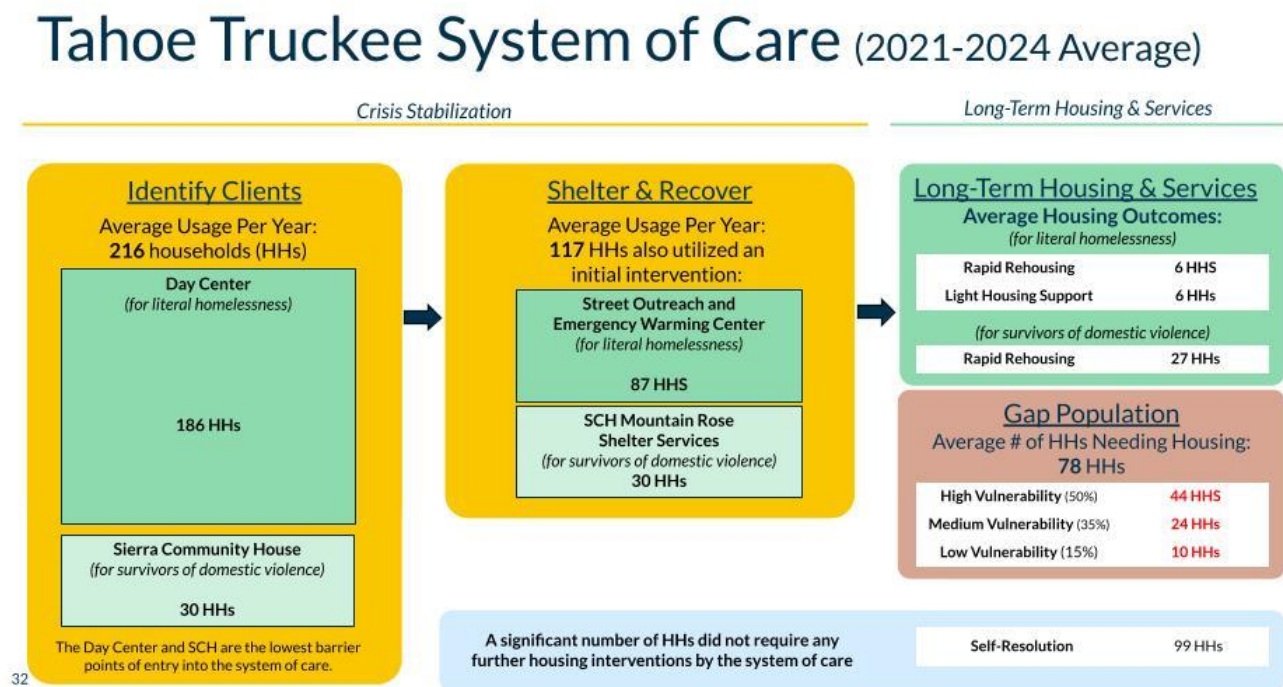
Beginning in June 2024, BBS worked with representatives from the TTHAC to assess the current conditions and services available, and not available, to people experiencing homelessness in the region. The planning team chose to study a 4-year data period from 2021-2025, because prior to that period not enough resources were available to process quality data. The following sources were considered:

- **Homeless Management Information System (HMIS)** – centralized reporting on encounters and outcomes for people experiencing homelessness
- **Provider-level data** from North Truckee Tahoe Homeless Services (NTTHS) and Sierra Community House (SCH)

- **U.S. Census Bureau** – regional data reported through the American Community Survey
- **Point in Time Count** – the annual count of people experiencing homelessness in January

The current state of the homeless response system, with the average number of households served from 2021-2024, is summarized below.

**Figure 2.** Tahoe Truckee Homeless Response System, Average Service Volume and Gaps (2021-2024)



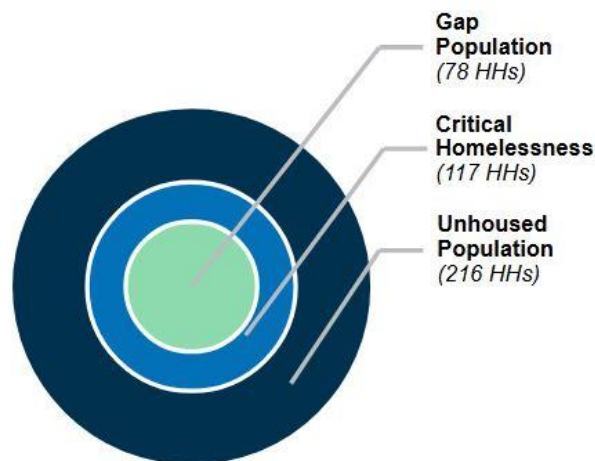
This figure depicts the typical flow of clients experiencing homelessness through the local system of care. Between 2021-2024, clients typically had their first interaction with the system through interface with the North Tahoe-Truckee Homeless Services (NTTHS) Day Center (which closed August 15, 2024), or with Sierra Community House (SCH), which offers emergency shelter and other supportive services specifically for victims of domestic/intimate partner violence, sexual assault, and child abuse. Of the average 216 households who engaged with the Day Center or SCH each year, 117 required further intervention to identify permanent housing and/or supportive services. A significant number of households did not require any further housing interventions, with an annual average of 99 self-resolving their homelessness.

Depending on the severity of needs and type of homelessness experienced by these households, they were offered either rapid rehousing or light housing support. Rapid rehousing support was coordinated by NTTHS, AMI Housing, or SCH. Light housing support was coordinated by NTTHS. While these services

are most effective for low and medium vulnerability households, households that meet the threshold for high vulnerability should be offered more intensive services such as permanent supportive housing (PSH). Tahoe-Truckee is already expanding its ability to serve these high vulnerability populations with the expansion of the Brown Bear Studios and upcoming Pacific Crest Commons development.

Based on the current state of services and needs projected by the gaps model, the following findings were presented to the TTHAC in August 2024:

- **People Experiencing Homelessness:** On average, 216 households are unhoused in the Truckee-Tahoe region with 117 of them needing an intervention to find permanent housing and services. Thirty-nine of those households find permanent housing each year, leaving a gap.
- **Gap:** There are 78 households that need long-term critical supportive housing programming in Tahoe Truckee that are currently not being served.
- **Growth:** Critical homelessness is estimated to grow by 13% annually. With no action, the gap of 78 becomes 85 households by 2028.
- **Shelter Need:** While Tahoe Truckee is investing in housing, there is currently no year-round location for people to shelter overnight. The data suggests that there is a need to address crisis stabilization by investing in 22 year-round shelter beds, with flexible space to accommodate an influx of up to 13 additional guests during weather events, for a total of 35 shelter beds.
- **Community Cost vs. Investment:** Keeping the gap population experiencing homelessness costs the community roughly \$3.1M annually. It would cost \$2M in up front program investment to house and serve the gap population.



**Figure 3.** Subsets of the Tahoe Truckee unhoused population (based on 2021-2024).

## Methodology

To understand the scale of homelessness and housing needs in the Truckee-Tahoe area, BBS analyzed three years of local data from providers NTTHS and SCH, along with HMIS client data. This approach helped identify trends, gaps, and service needs to guide effective planning for community support.

### *Scale of the Need*

BBS reviewed the last three years of local data to understand the trend of people using homeless services. This was done by reviewing provider data from NTTHS and SCH, and three years of client-level data from the HMIS. The data showed the following annual averages between 2021-2024:

- **Day Center:** In the last three years, an average of 186 households self-reported experiencing homelessness and used the Day Center each year
- **Homeless Services:** An annual average of 87 households used a homeless service program (street outreach or the emergency warming center)
- **Domestic Violence:** An annual average of 30 households used Sierra Community House

The Day Center data is self-reported and not tracked by an itemized client. BBS did not want to disregard it, but it was less concrete than the 87 average households using homeless services. With those numbers, we were able to deduplicate the data to ensure they were unique households.

We should also note that there is significant variability between the years. For instance, 119 households used homeless services in 2021-2022, while 64 households used homeless services in 2023-2024, demonstrating a positive trend. But during that same period, more households self-reported experiencing homelessness and using the Day Center (there was a 40% increase). This is a confusing trend but could be explained by the fact that COVID-19 funding ran out and local providers were not able to serve as many households in 2023-2024 as they were in 2021-2022. This suggests that **the scale of the need is growing in Truckee while our funding to respond to it decreases**. That supported the use of 87 households as a planning number to define the scale of the problem in Truckee-Tahoe.

### *Scale of Services*

If there are 87 households using homeless services each year in Truckee-Tahoe, then it begs the question: how many are getting housed? BBS used the same data sources and analysis as above to determine how frequently people were receiving stable housing and permanently exiting homelessness. What we found is that on average only 12 households were housed out of those 87 households each year, distributed among the following:

- 6 households were housed by NTTS using a light touch that we called "light housing support", which usually involves support through the payment of an application fee, security deposit, and engaging in short-term case management.
- 6 households annually were housed by NTTS using a "rapid rehousing" model that combines rental assistance with medium-term case management.
- SCH reports being able to house almost 100% of the 30 households they serve each year, which is an exciting feat. They estimate that at most, there are 3 households they are not able to place in permanent, stable housing each year.

## *Scale & Nature of the Gap*

Doing the math between the first two values (87 households using NTTHS homeless services, of which 12 are housed annually, and 30 accessing SCH services, of which 27 are housed), we arrive at an average annual gap of 78 households.

## PSH Calculation

While seeing the magnitude of the gap is useful in its own right, what is most useful for identifying an effective solution is understanding the level of intensity of services that the people in that gap need. When client information is entered in the HMIS, two pieces of data are collected which help us understand their level of need:

1. **Risk Score** - a client risk assessment provides a score along a "vulnerability index" to understand the level of intensity of their need
2. **Length of Time Experiencing Homelessness** - how long the client has been experiencing homelessness. Public health research unequivocally shows that health outcomes are inversely related to the length of time without housing stability. The longer you are on the street, the less healthy you are.

By aggregating these two data measures, BBS learned that 49% of households rated in the highest category along the vulnerability index, and 56% of households were experiencing homelessness for longer than a year. These two data points corroborated each other: half of the people experiencing homelessness need the highest level of care you can offer. This is how we arrived at the critical 44 household number in our analysis. There are 87 households, on average, each year that use homeless services, 50% of them needing the highest level of care. This means that 44 of them need an intensive intervention called Permanent Supportive Housing.

## Shelter Bed Calculation

Relying on the local expertise of Truckee-Tahoe's service providers, we asked: "how long do we estimate someone would stay in shelter if we offered it year-round?" This question, in most communities, is met with local data that would show how long people are staying in shelter. Since no year-round shelter exists, we had to use an assumption to guide this piece of the data.

We agreed that the 44 households experiencing chronic homelessness would likely stay for 180 days per year in a shelter. If this is the case, then you need 22 year-round shelter beds to accommodate those 44 households. However, as discussed, there are roughly 87 households experiencing homelessness each year. Many of them might use shelter periodically throughout the year, especially during extreme weather. Thus, we recommended designing a shelter with 22 year-round beds, but having the flexible space to accommodate *more* people during severe weather events.

### Community Cost Calculation

Two studies were reviewed to inform the community cost calculation: 1) [Homelessness In California, 2024 Audit report](#) (An analysis of program documentation and homelessness cost estimates cited by the U.S. Interagency Council on Homelessness, the National Alliance to End Homelessness, and the Legislature), and 2) [Boise State University - New Path Community Housing Report](#) (a longitudinal study on the impact of chronic homelessness). Neither of these studies give a community cost figure that is exact for Truckee, of course; only a local study could do that. But it allowed us to estimate.

We estimated that the community cost depended on the level of vulnerability. Based on the vulnerability breakdown from above, we estimated the average annual cost was:

- Low Vulnerability (15%) - \$15,000 per person per year
- Medium Vulnerability (35%) - \$30,000 per person per year
- High Vulnerability (50%) - \$50,000 per person per year

We multiplied these cost estimates by the level of the gap population and estimated a current annual cost of \$3,070,000 for the emergency and critical services in the region. This is a rough estimate, of course. A local by-name study that integrates police, public health, emergency services, and homeless services data would focus these numbers.



## Summary of Recommendations

Given the findings of the gaps analysis, the following recommendations were developed by BBS to meet the described needs:

1. **Develop 44 Permanent Supportive Housing Units:** Functionally address homelessness among high vulnerability households by aggressively expanding supportive housing programming in two major ways:
  - a. Identify 44 units of PSH through a combination of developing new units and dedicating units across existing (or soon-to-be leased up) buildings.
  - b. Expand rental assistance and services for Rapid Rehousing and Light Housing Support by launching a Homelessness Support Fund (using primarily private funding) to flexibly fund program needs.
2. **Raise \$1,000,000 in Philanthropic Support and Align with Public Funding:**
  - a. Launch charitable campaign of \$1,000,000 for Homelessness Support Fund and gap financing for capital.
  - b. Align state, county, and local funding toward achieving these recommendations.
  - c. Work with public housing authorities to dedicate project-based Housing Choice Vouchers for the 44 units of permanent supportive housing.
3. **Create a Navigation Center with 22 Year-Round Shelter Beds:** Develop a year-round shelter that has room for 22 year-round beds and flex space to serve additional people during extreme weather. Priority should be put on creating beds that have privacy and including community space for low-income and unhoused populations to utilize during the day.
4. **Launch an Action-Oriented Partnership Structure at the Intersection of Housing, Homelessness, and Behavioral Health:** Building off the momentum of the TTHAC, launch a long-term governance and operational structure to implement the recommendation framework. To maintain the ongoing sustainability and adaptability of the partnership, the following groups should be identified:
  - a. Governing Committee – A leadership group comprised of key stakeholders that ensures accountability, leads fundraising, and drives communications and community engagement
  - b. Action Team – A group of agency leaders responsible for implementing core programs within the partnership, including a Housing Lead and a Services Lead
  - c. Backbone Support Organization – The central coordinating entity or project manager that supports the operational functions of the partnership, and serves as the liaison between the Governing Committee and Action Team



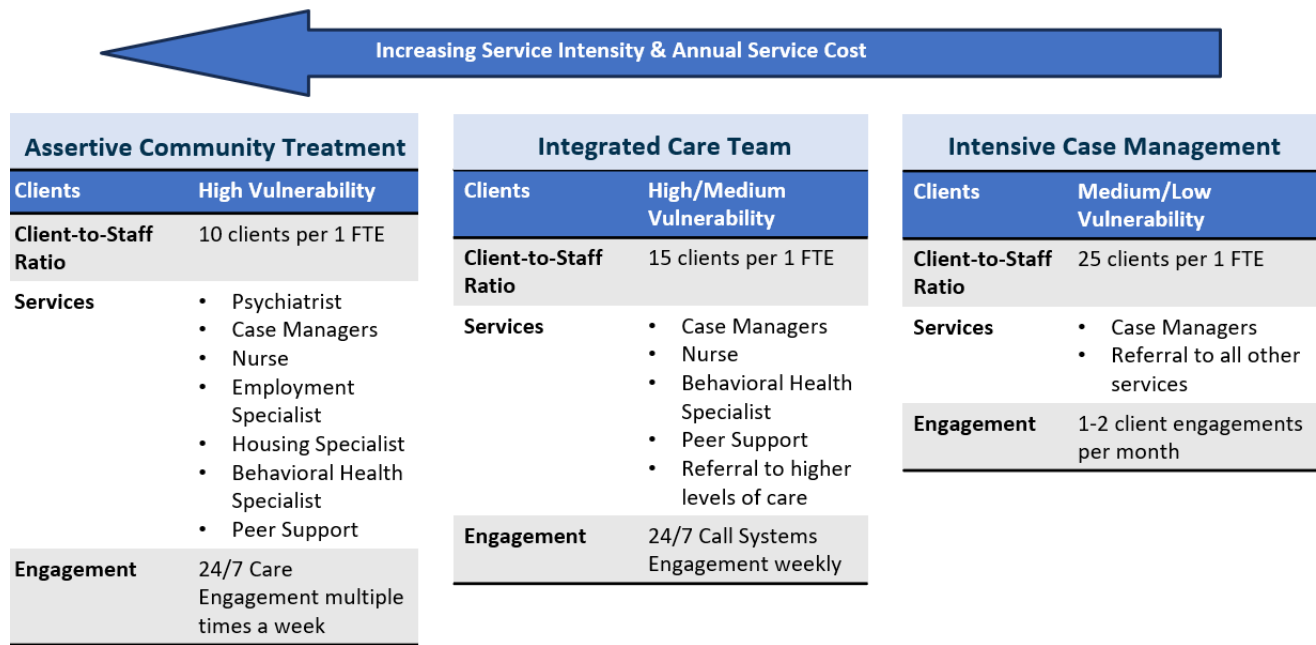
## Recommendation 1:

### Develop 44 Units of Permanent Supportive Housing

Goal: Functionally address homelessness by aggressively expanding supportive housing programming over the next four years.

Timeframe: By May 2026, identify or develop 44 units for PSH, which can be accomplished through a construction project (like Brown Bear Studios) or by dedicating units within either existing or soon-to-be leased apartment building. Also scale light housing support (LHS) and rapid rehousing (RRH) through the launch of a Homelessness Support Fund that pays rental assistance and increase case management program support.

- **Housing:**
  - Master Lease: Partner with landlords to dedicate units for PSH (e.g., design landlord incentives like a signing bonus and damage mitigation fund).
  - New PSH Development: Develop one (or partner with a series of) property to secure units of PSH.
- **Rental Assistance:**
  - Launch a campaign to raise funds to support expansion of Light Housing Support and Rapid Rehousing programming.
  - Work with the housing authority to align tenant-based Housing Choice Vouchers for master leased units and project-based Housing Choice Vouchers for the 44 PSH units.
- **Supportive Services:**
  - Support an intensive case management approach to RRH/LHS caseloads.
  - Hire a new integrated care team to support the PSH caseloads (see Figure 3 and Figure 4 to understand the potential staffing array).



**Figure 4.** Potential Service Array Options Based on Level of Vulnerability of Clients

Phasing Plan: This approach proposes a phasing of the number of clients exiting to permanent housing through a supportive housing program. By achieving these client outcomes, Truckee-Tahoe would be moving towards a capacity that could functionally address homelessness.

If the following client outcomes are achieved in the next four years, then Truckee-Tahoe will be close to achieving ‘functional zero’ for homelessness, where it is able to house every household that requires supportive housing programming.

(NOTE: Achieving the following outcomes depends on staffing, funding, and operational excellence)

### *Goal Targets for Client Housing Outcomes*

# of Households Working with a Program to Secure Permanent Housing	2025	2026	2027	2028	Total
Light Housing Support (LHS)	10	10	3	2	25
Rapid Rehousing (RRH)	10	20	5	5	40
Permanent Supportive Housing (PSH)	12	22	6	4	44

## Recommendation 2:

### Raise \$1,000,000 in Private Philanthropic Support & Align with Public Funding

Goal: Secure financial resources through aligning state, county, and local funding, launching a charitable campaign for a Homelessness Support Fund and gap financing, and identifying project-based vouchers to support PSH clients.

Timeframe: Raise first \$500,000 for the Homelessness Support Fund by December 2025, and second \$500,000 by December 2026. Align timing of funding priorities with recommendations 1 and 3.

- **Charitable Fundraising Campaign**: Launch a fundraising campaign that raises \$1,000,000 in programmatic funding to support the larger initiative. This will seed the creation of the Homelessness Support Fund.
- **Funding Lead**: Appoint one person and agency as the lead in project managing the fundraising efforts.
- **Align with CoC Funding**: Align the priorities with HUD Continuum of Care dollars with the programmatic priorities recommended, especially in support the service cost for RRH and LHS.
- **Medicaid**: Review through a rate study the ability of the PSH Integrated Care Team to bill Medicaid for its services.
- **County and Health System Support for Behavioral Health**: Determine a partnership with Counties and the Health Systems on dedicated funding or in-kind staff for the Integrated Care Team.
- **Project-Based Vouchers from Housing Authority**: Align with the housing authority on project-based vouchers for the PSH units.

## Recommendation 3:

### Create a Navigation Center with 22 Year-Round Beds

Goal: Develop a Navigation Center that includes service-based care to rapidly navigate guests to permanent housing and emergency shelter space for a peak of 22 beds. This should include 22 private beds, and flex space to serve additional people during periods of higher need.

Timeframe: Open shelter by December 2025.

- **Population Focus**: The 22 private beds are targeted toward households experiencing chronic homelessness, with flex space for additional beds to serve other populations who need

overnight shelter. These temporary accommodations could offer respite to those needing additional support following hospital discharge, or people needing shelter during extreme weather events.

- **Program Philosophy:**

- Privacy and psychological safety should be prioritized in the physical design of the space (e.g., private beds).
- Housing-orientation should be the goal of every service interaction, working to move each client into long-term housing.
- Co-location: allow other agencies to work with clients in the shelter setting, especially for behavioral health and workforce development.

- **Program Considerations:**

- **Staffing:** Determine the correct staffing array that can meet the basic needs of guests while remaining committed to housing navigation, whereupon the urgent goal is find permanent housing placement.
- **Day Center:** As possible, the shelter should have community space that is open during daytime hours so that people have a place to be during the day and at night.
  - Providing a supportive environment for those experiencing housing, food insecurity, and/or other vulnerabilities to access can help them identify resources and facilitate social connections. Day spaces reduce the likelihood of vulnerable individuals spending time in unsafe or inappropriate public spaces, offering them dignity and a consistent place to rest, socialize, or seek help. It may also offer the benefit of community integration, serving as a bridge between housed and unhoused community members, helping to break down stigma, increase mutual understanding, and encourage broader community support for addressing homelessness.
- **Site Location:** Work with the current committee dedicated to identifying a suitable site. The ideal site would connect to transit corridors and encourage access to community services with the building allowing for private space to be developed for guests, suitable bathroom facilities, confidential office space for case management, and storage space for guests' belongings.

## Recommendation 4:

### Launch Action-Oriented Partnership Structure

Goal: Building off the work of the TTHAC in 2024, launch a governance and operational structure that pulls off this recommendation framework, including identifying a Governing Committee, Action Team, and Backbone Support Organization.

Timeframe: Launch governance framework by July 2025

- **Governing Committee:** Form a committee including members from the county, town, health system, housing authority, CoC, and private foundations to govern this operational partnership that will:
  - Hold the Action Team accountable
  - Spearhead fundraising, communications, and community engagement
- **Action Team:** Identify the lead agencies that will drive the programming, including:
  - Housing Lead to develop master lease and PSH units
  - Services Lead that will integrate homeless services and behavioral health
- **Backbone Support Organization:** Identify who will serve as the project manager and backbone of the entire partnership, which could be one of the Action Team Agencies or another group.

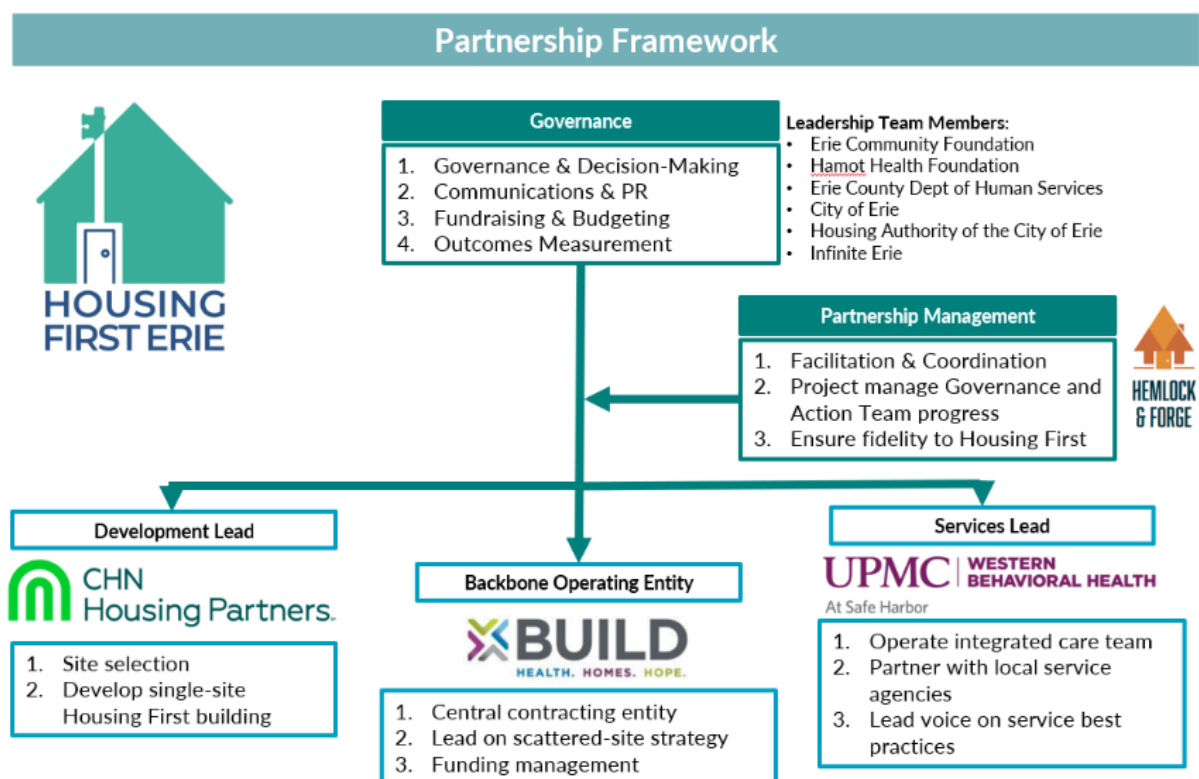


Figure 5. Case Study: A sample partnership structure used in Erie, PA

## Estimated Budget

Below represents a dynamic, assumptions-based model for the capital, services, and operating costs to deliver the above recommendations. The following should be viewed as an estimating tool.

### Capital Budgeting

#### Assumptions

Cost assumptions should be updated as planning develops, and cost details become clearer.

Assumption	Cost
Incentive Funding Per Master Leased Unit	\$2,500
Cost per square foot (for new construction or rehab)	\$550
Square Footage per residential unit	550
% of square footage beyond residential units	+50% (not including parking)
Total Development Cost Per Unit	\$453,750

			Development #1	Development #2	Development #3	TOTAL
			Navigation Center	Master Leasing Units	PSH Building	
Timeline for Units to Come Online			2025	2025-2028	2026	
# of Units Procured			0	22	22	44
Financial Assumption						
Sources	Low Income Housing Tax Credit	70% of new development cost			\$ 6,987,750	\$ 6,987,750
	Federal Government					\$ -
	State Government				\$ 1,000,000	\$ 1,000,000
	Local Government				\$ 500,000	\$ 500,000
	Philanthropy			\$ 55,000	\$ 500,000	\$ 555,000
	Deferred Developer Fee				\$ -	\$ -
	Debt (banking/loan partner)				\$ 1,000,000	\$ 1,000,000
Total Sources			\$ -	\$ 55,000	\$ 9,987,750	\$ 10,042,750
Capital Needs	Acquisition Costs	incentive for master leased units	\$ -	\$ 55,000		\$ 55,000
	Hard/Soft Development Costs	\$550 per sq.ft	\$ 1,700,000	\$ -	\$ 9,982,500	\$ 11,682,500
	Financing Costs		\$ -	\$ -		\$ -
	Other Capital Expenses*			\$ -	\$ -	\$ -
	Total Capital Needs		\$ 1,700,000	\$ 55,000	\$ 9,982,500	\$ 11,737,500
Gap in Funding			\$ (1,700,000)	\$ -	\$ 5,250	\$ (1,694,750)

Figure 6. Proposed capital budget model

## Services and Operations Budgeting

### Assumptions

Cost assumptions should be updated as planning develops, and cost details become clearer.

Assumption	Cost
Rent for 1BR	<b>\$1,217</b>
Rent for 2BR	<b>\$1,596</b>
# of Months of Rental Assistance to each Client (by program)	<ul style="list-style-type: none"> <li>Light Housing Support <b>(2 months)</b></li> <li>Rapid Rehousing <b>(9 months)</b></li> <li>Permanent Supportive Housing <b>(12 months each year)</b></li> </ul>
Staffing for Light Housing Support	• <b>Case Manager</b> (1 FTE per 35 clients)
Staffing for Rapid Rehousing	• <b>Case Manager</b> (1 FTE per 20 clients)
Staffing for Permanent Supportive Housing	<ul style="list-style-type: none"> <li><b>Case Manager</b> (1 FTE per 15 clients)</li> <li><b>Behavioral Health Counselor</b> (0.5 FTE per 15 clients)</li> <li><b>Peer Specialist</b> (1 FTE per 15 clients)</li> <li><b>Nurse</b> (0.25 FTE per 15 clients)</li> </ul>
Navigation Center	Staffing considerations for a Navigation Center are not included in the following budget model
Admin & Operations	<b>25% assumption</b> on top of staffing and rental assistance expenses

		Description & Assumption	TOTAL	TOTAL	TOTAL	TOTAL
			2025	2026	2027	2028
<b>Cases</b>	<b>TOTAL (All Clients)</b>		<b>32</b>	<b>64</b>	<b>50</b>	<b>57</b>
<b>Income</b>	Federal (HUD Funding)		\$ -	\$ -	\$ -	\$ -
	State (TBD)		\$ -	\$ -	\$ -	\$ -
	County (TBD)		\$ -	\$ -	\$ -	\$ -
	Local (TBD)		\$ -	\$ -	\$ -	\$ -
	Health Systems (In-Kind or Contribution)		\$ -	\$ -	\$ -	\$ -
	Medicaid	50% cost of peer, nurse, counselor	\$ 76,186	\$ 76,186	\$ 76,186	\$ 76,186
	Philanthropy		\$ 500,000	\$ 500,000	\$ -	\$ -
	Housing Authority (dedicating Housing Choice Vouchers)	Project-base vouchers for PSH clients	\$ 179,796	\$ 505,632	\$ 617,916	\$ 734,748
	<b>Gross Revenue</b>		<b>\$ 755,982</b>	<b>\$ 1,081,818</b>	<b>\$ 694,102</b>	<b>\$ 810,934</b>
<b>Expenses</b>	Case Management - salary + 30% fringe benefits	\$ 85,080	\$ 170,160	\$ 170,160	\$ 170,160	\$ 170,160
	Peer Specialist - salary + 30% fringe benefits	\$ 60,610	\$ 60,610	\$ 60,610	\$ 60,610	\$ 60,610
	Behavioral Health Counselor - salary + 30% fringe benefits	\$ 99,800	\$ 49,900	\$ 49,900	\$ 49,900	\$ 49,900
	Nurse Practitioner - salary + 30% fringe benefits	\$ 167,447	\$ 41,862	\$ 41,862	\$ 41,862	\$ 41,862
	Total Personnel Expenses		\$ 322,531	\$ 322,531	\$ 322,531	\$ 322,531
	Rental Assistance		\$ 317,835	\$ 756,612	\$ 683,394	\$ 808,745
	Total Program Expenses		\$ 317,835	\$ 756,612	\$ 683,394	\$ 808,745
	Admin & Operations Allocation	25%	\$ 160,091	\$ 269,786	\$ 251,481	\$ 282,819
	Total Admin & Operations Expenses		\$ 160,091	\$ 269,786	\$ 251,481	\$ 282,819
	<b>Total Expenses</b>		<b>\$ 800,457</b>	<b>\$ 1,348,929</b>	<b>\$ 1,257,406</b>	<b>\$ 1,414,095</b>
	<b>Net Operating Income</b>		<b>\$ (44,476)</b>	<b>\$ (267,111)</b>	<b>\$ (563,305)</b>	<b>\$ (603,161)</b>

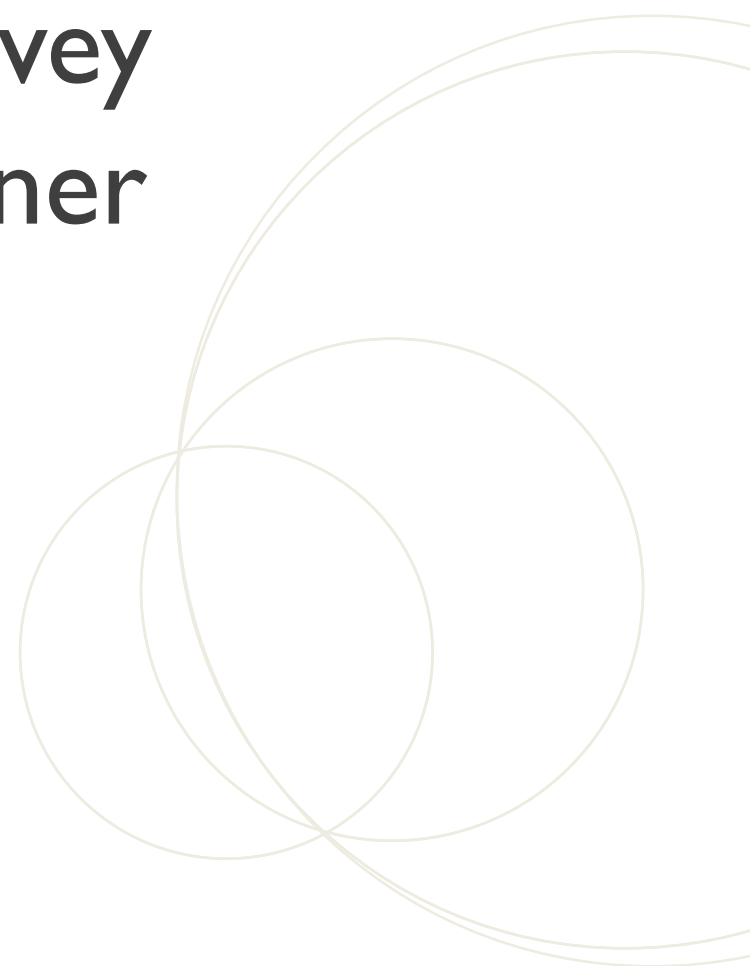
Figure 7. Proposed service and operations budget model

## Appendix 2

### Community and Lived Experience Survey Results



# Lived Experience Survey and Community Partner Questionnaire



Updated November 30, 2023

# Purpose of the Input

To bring the voice of those with lived experience around homelessness as well as other community member perspectives into the kick-off meeting of the Tahoe Truckee Homeless Advisory Committee, the Planning Team collected input prior to the November 1 session.

The input is not comprehensive but offers a small sample of a range of opinions on the topic of homelessness.

Following is a summary of the feedback collected. The input will be used to inform future planning efforts of the Advisory Committee.





# Lived Experience Input Survey Summary

*25 respondents (mix of recently housed and unhoused folks)*

*8 question survey*

# Lived Experience Survey Findings | What's working well?

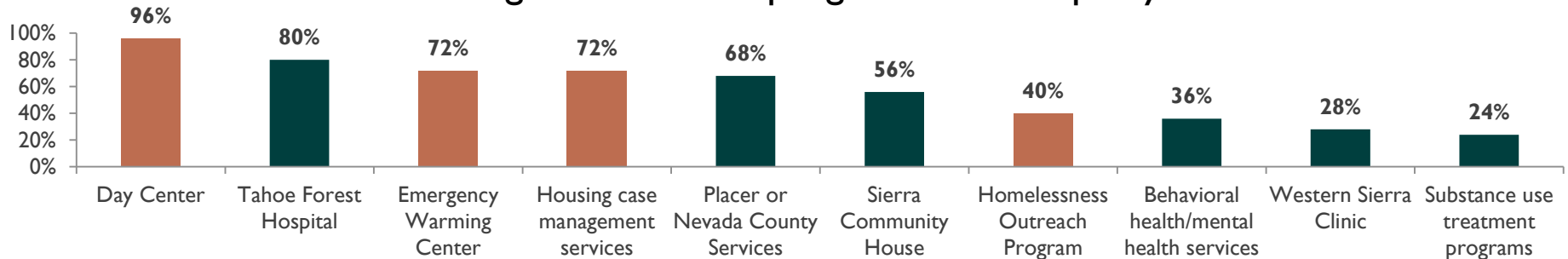


## What's working well

- Access/finding resources
- Several helpful services and resources exist (*NTTHS, Nevada County, SCH, TFHD*)
- More availability of affordable units

\*All brown options are NTTHS programs.

## What organizations and programs have helped you?



## "Other" Responses Included

TART	Project Go
Various Churches	Local Businesses
AMI Housing	Uplift
Tahoe Bike Coalition	Tahoe Forest Urgent Care

# Lived Experience Survey Findings | What's NOT working well?

## What's NOT working well

- Not enough resources and services
- Lack of community support or compassion
- Lack of permanent solutions



## Needed Supports Expressed by Respondents

- Expanded counseling, substance use treatment services
- Permanent shelter
- More case management support
- Expanded day center hours

## People Don't Recognize

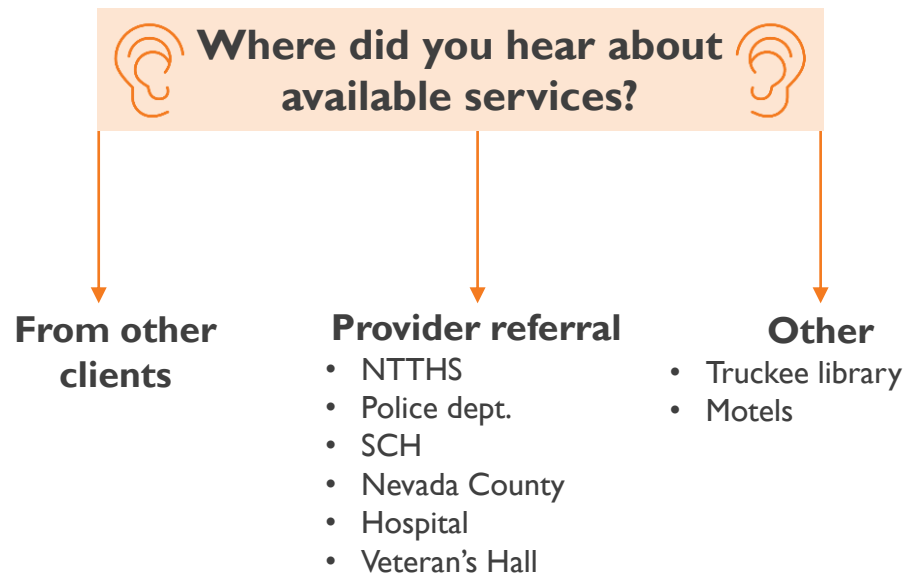
- Constantly living in survival mode
- Little things are incredibly difficult
- It's unsafe, especially in freezing temps
- I'm not lazy, I have a job
- It hurts to be turned away from my community

**How easy or hard is it to find information about available services?**



## What would make it *easier* to find information about services?

- More flyers in more public places
- More outreach & education efforts
- Increased internet access
- Resource navigation phone line
- Lack of comfort accessing resources





# Community Partner Questionnaire Findings

*17 discussions*

*10 question questionnaire*

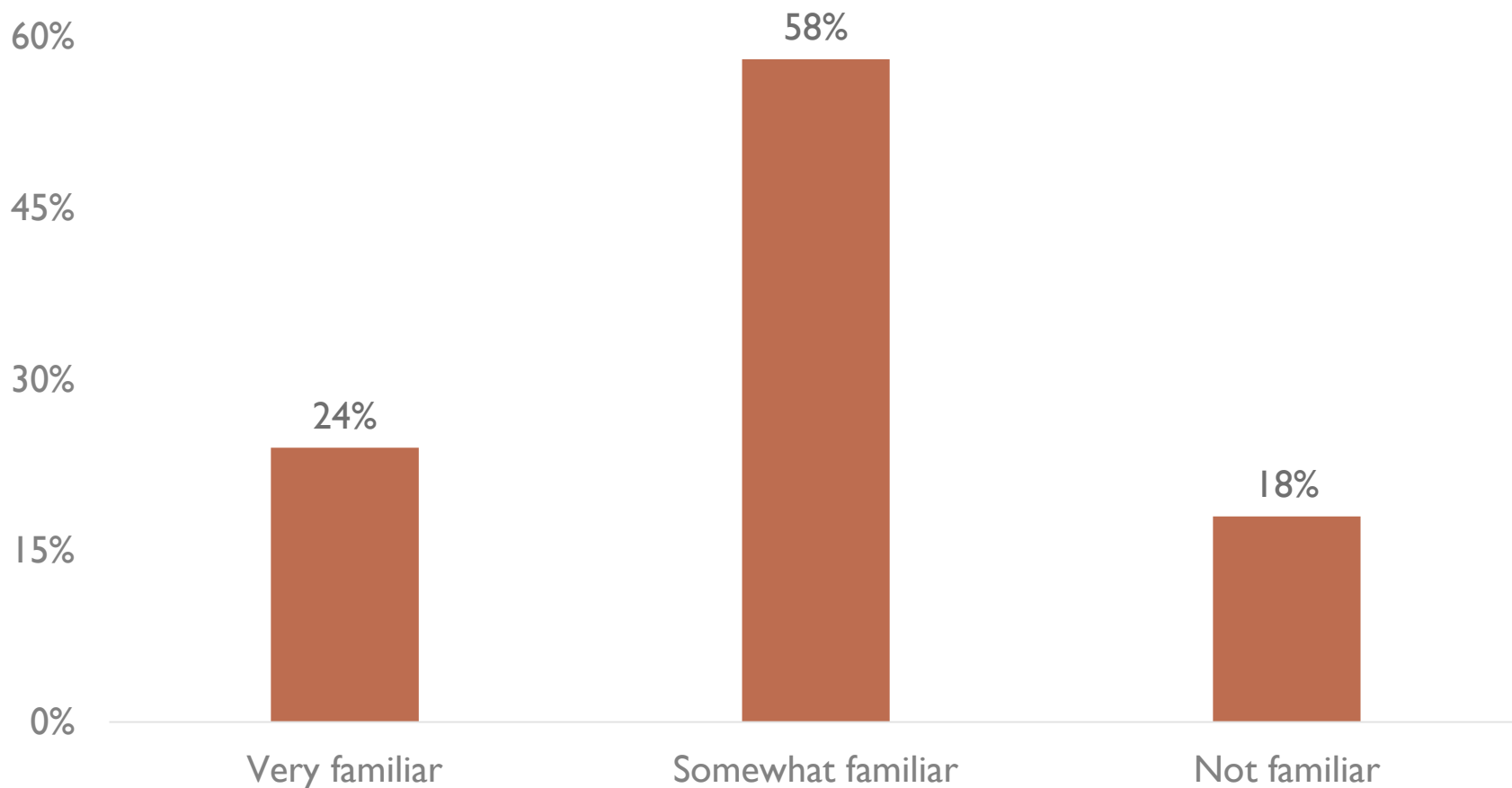


# Community Questionnaire Findings | Participants

Participating Organizations	
Pass It On Thrift	Placer Sheriff and Placer TART
Coldstream Commons & Meadow View Place	Tahoe Neighborhood Table
First Baptist Church, Tahoe City	Truckee Donner Rec & Park District
Hot Diggity Dog & Cat, Kings Beach	Truckee North Tahoe Transportation Management Association
Lake Tahoe United Methodist Church & Retreat Center, Kings Beach	Truckee Chamber Visitor Center
Lost Sock	Truckee Library
Safeway, Kings Beach & Tahoe City	Truckee Transportation
SaveMart	United for Action

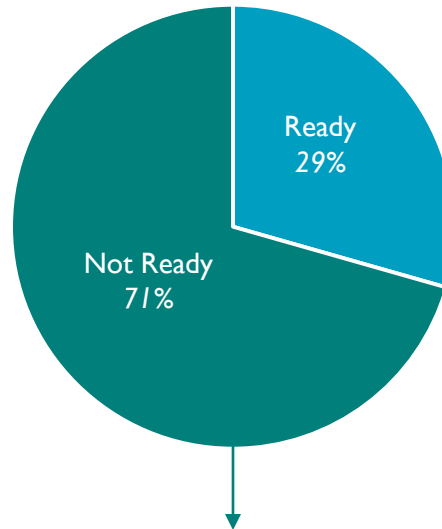
## Community Questionnaire Findings | Service Familiarity

How familiar are you with available services?



# Community Partner Questionnaire

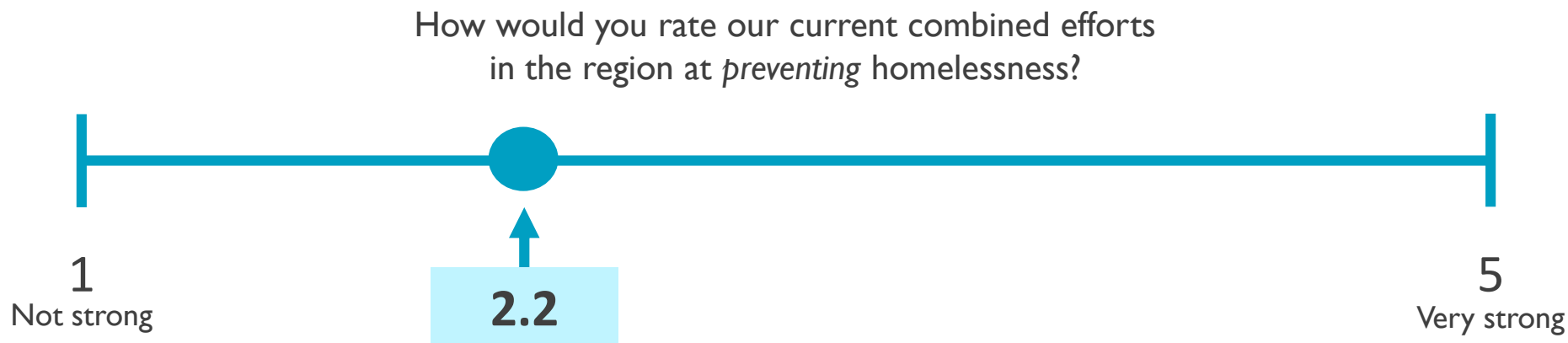
How ready is the community to collaborate on homelessness response?



## Biggest Barriers and Inhibitors

- NIMBYism, stigma
- Lack of collaboration, alignment
- Unawareness
- Jurisdictional and bureaucratic red tape
- Short-Term Rentals

# Community Questionnaire Findings | Prevention Collaboration



Additional Comments		
Need wrap-around preventative care and services (x5)	Current services are helpful/sufficient for current need	Housing costs are unmanageable – this is unsolvable (x3)
Need alignment/shared understanding and enhanced collaboration (x4)	Community is unaware of available services	People need to prevent their own homelessness
Need political teeth to accomplish true prevention		Homelessness isn't preventable

# Community Questionnaire Findings | Service Support

How would you rate our current combined efforts in the region at *supporting* those experiencing homelessness?



## Additional Feedback

Need more buy in and collaboration (x6)	Current services are at capacity – doing the best they can (x6)	Lack of resources limits progress (x4)
Need more funding for available services		Bureaucratic red tape is hindering progress (x2)

# Community Questionnaire Findings | Homelessness Perception

lack of services

systemic issue

supporting these folks is the issue

cost of housing is too high

“it’s not my problem”

stigma hurts solutions mindset

institutionalization will solve the issue

unsolvable problem

it’s too difficult

businesses are burdened by supporting folks experiencing homelessness

the problem keeps growing

STRs fragment our community

## Community Questionnaire Findings | Suggestions

- Improve communications (x3)
- We want to help – Please stay in touch! (x2)
- Emergency Warming Center will have an impact
- Engage community for input
- Create equitable outcomes for folks served
- Need more affordable housing
- Look at other jurisdictions and see collaborative opportunities
- Integrate a community police department officer
- Decision makers need to support homelessness services

## Appendix 3

Example MOU for shared responsibility of homeless services between partners





## **MEMORANDUM OF UNDERSTANDING**

### **Parties**

This Memorandum of Understanding (MOU) is made between the County of San Diego ("County") by and through its Health and Human Services Agency ("HHSA") and Cities of El Cajon, La Mesa, Lemon Grove, and Santee (collectively, the "Cities"). The parties to this MOU may be referred to herein collectively as the "Parties" or individually as a "Party".

### **Recitals**

WHEREAS, the County provides a broad range of health and social services to its clients promoting wellness, self-sufficiency, and a better quality of life for all individuals and families in San Diego County.

WHEREAS, the Cities provide a range of local government services to residents within their jurisdictions.

WHEREAS, the Parties of this MOU desire to increase access to low-barrier emergency housing and facilities, and permanent housing solutions for people experiencing homelessness within the municipal boundaries of the Cities and/or unincorporated areas of the County.

WHEREAS, the Parties of this MOU desire to establish a shared network of housing solutions for people experiencing homelessness through mutual collaborative efforts; and

WHEREAS, the Parties of this MOU desire to memorialize their understanding of each Party's conduct in working toward such solutions and, where appropriate, enter into MOUs for the responsibility for the operation, maintenance, capital improvement, and ongoing services of multiple low-barrier emergency housing and facilities locations, permanent housing and/or permanent supportive housing within the municipal boundaries of El Cajon, La Mesa, Lemon Grove, and Santee and unincorporated areas of East San Diego County.

THEREFORE, in consideration of the foregoing recitals and the mutual covenants and promises to set forth below, and for other good and valuable consideration, receipt of which is hereby acknowledged, the Parties hereto agree as follows:

1. **Incorporation of Recitals.** The Recitals set forth above are incorporated herein by this reference.
2. **Administration of MOU:**
  - 2.1. Each party identifies the following individual to serve as the authorized administrative representative for that Party.

<b><u>County of San Diego</u></b>	<b><u>City of El Cajon</u></b>
Barbara Jiménez Community Operations Officer Health and Human Services Agency, Department of Homeless Solutions and Equitable Communities (HSEC) 1255 Imperial Ave, San Diego, CA 92101 Phone (619) 338-2722; Fax (619) 338-2967 Barbara.Jimenez@sdcounty.ca.gov	GRAHAM MITCHELL City Manager 200 Civic Center Way El Cajon, CA 92020 (619) 441-1716 GMitchell@elcajon.gov



<p><b><u>City of La Mesa</u></b> GREG HUMORA City Manager 8130 Allison Ave La Mesa, CA 91942 (619) 463-6611 GHumora@cityoflamesa.us</p>	<p><b><u>City of Lemon Grove</u></b> LYDIA ROMERO City Manager 3232 Main St Lemon Grove, CA 91945 (619) 825-3800 lromero@lemongrove.ca.gov</p>
	<p><b><u>City of Santee</u></b> MARLENE BEST City Manager 1601 Magnolia Ave Santee, CA 92071 (619) 258-4100 mbest@cityofsanteeca.gov</p>

- 2.2. Any Party may change its administrative representative at any time by notifying the other Parties in writing of such change. Any such change shall become effective upon receipt of such notice by the other Parties in this MOU.

**3. Program Service Delivery Elements:** All programs shall embrace the following practices:

- 3.1. The Parties of this MOU agree that it is beneficial for all of them to pursue efforts that align with Housing First principles as defined by California Welfare and Institutions Code Section 8255.
- 3.2. To be most effective, the programs should participate in and utilize the 2-1-1 database and Community Information Exchange ("CIE"), which is a multidisciplinary network of community-based organizations that provide information to individuals in need regardless of their current homeless status to help prevent new or recurring homeless experiences, to the maximum extent possible that aligns with a program's objectives and services and is appropriate for the model of service delivery.
- 3.3. The Parties of this MOU recognize the importance of collaborating with each other and the Regional Task Force on the Homeless ("RTFH"), to be advised of performance standards and requirements, including recommendations from the RTFH regional planning process for creation of a Homeless Crisis Response System.
- 3.4. The Parties of this MOU understand that as a part of their collective efforts it is important for each of them to participate in the RTFH's Homeless Management Information System ("HMIS") and Coordinated Entry System ("CES"), or successor system(s) of HMIS or CES, for the purpose of enabling emergency housing and facilities provider(s) to find permanent housing options for individuals experiencing homelessness and will coordinate when applicable with their contractors.
- 3.5. The Parties of this MOU recognize that each Party prefers non-congregate emergency housing and facilities that provides individuals or families with their own personal space, at the discretion of the individual Party. Potential sites identified for non-congregate emergency housing and facilities should be supported by all Parties.
- 3.6. The Parties of this MOU acknowledge that successfully establishing and operating appropriate emergency housing and facilities services is a multi-faceted endeavor that requires varied involvement by different entities, depending on the location of such emergency housing and facilities. The Parties of this MOU recognize that:



- 3.6.1. A Party of this MOU where facilities are proposed to be located ("Host Jurisdiction") should support priority efforts to seek all necessary land use approvals for the authority to locate appropriate emergency housing and facilities within its jurisdictional boundaries through its staff and permit and approval processes.
- 3.6.2. The Host Jurisdiction should, as part of its efforts in this MOU, work with Parties of this MOU to determine the appropriate number of emergency housing and facilities beds, rooms, or other units based on the needs of the Host Jurisdiction, other Parties of this MOU, and other local constraints specific to the Host Jurisdiction.
- 3.6.3. The Host Jurisdiction should use best efforts to lead all community outreach, process of any necessary amendments or revisions to local ordinances, and the identification of sites within its jurisdictional boundaries.
- 3.7. The Parties of this MOU understand that it is important that each of them works together to identify resources provided by federal, state, and local resources for the initial acquisition, rehabilitation, construction, and/or ongoing operations and maintenance of the emergency housing and facilities, interim or permanent housing, and/or permanent supportive housing, as well as any applicable community engagement or public process needs.
- 3.8. The Parties of this MOU will work collaboratively to determine which entity based on funding sources and identified roles shall identify and procure provider(s) for the purposes of supporting programs, including property management, operations, and behavioral health support services, especially where their individual strengths in programs and experiences can benefit any one or all of the Parties of this MOU.
- 3.9. The Parties of this MOU are expected to monitor programmatic outcomes of their respective contractors to ensure compliance with the U.S. Department of Housing and Urban Development ("HUD") regulations, statutes, guidelines, best practices and other relevant state and local requirements to ensure program integrity and continuous quality improvement.
- 3.10. The Parties of this MOU each recognize that they should seek broad options for permanent and permanent supportive housing opportunities including but not limited to making surplus property available in compliance with state laws; streamlining processes for zoning, land use and/or General Plan Amendments (GPAs) when possible; whenever possible, explore expediting environmental review processes; and reducing other barriers which may limit housing opportunities.
- 3.11. The Parties of this MOU intend to collaborate to identify housing which may have expiring long-term covenants.
- 3.12. The Parties of this MOU commit to work together to increase outreach and community engagement in each respective jurisdiction whenever possible.
- 3.13. **Schedule A** is attached hereto and made a part of this MOU, as it outlines the specific commitments of the Parties of this MOU.
- 3.14. All Parties shall provide outcome reports as agreed upon or as appropriate





4. **Insurance:** Each Party shall obtain at their own cost and expense and keep in force and effect during the term of this MOU, including all extensions, policies of insurance or programs of self-insurance with policy limits in sufficient amounts to cover any and all potential liability of that Party. Minimum policy limits maintained by the Parties shall in no way limit the Party's indemnification obligations to the County.
5. **Conformance with Rules and Regulations:** All Parties shall be in conformity with all applicable federal, State, County, and local laws, rules, and regulations, current and hereinafter enacted, including facility and professional licensing and/or certification laws and keep in effect any and all licenses, permits, notices, and certificates as are required. All Parties shall further comply with all laws applicable to wages and hours of employment, occupational safety, and to fire safety, health, and sanitation.
6. **Permits and Licenses:** The Parties each certify that they possess and shall continue to maintain or shall cause to be obtained and maintained, at no cost to the other Parties, all approvals, permissions, permits, licenses, and other forms of documentation required for them and their employees to comply with all existing foreign or domestic statutes, ordinances, and regulations, or other laws, that may be applicable to performance of services hereunder. Each Party reserves the right to reasonably request and review all such applications, permits, and licenses prior to the commencement of any services hereunder.
7. **Governing Law:** This MOU shall be governed, interpreted, construed, and enforced in accordance with the laws of the State of California.
8. **Third Party Beneficiaries Excluded:** This MOU is intended solely for the benefit of the Parties listed herein. Any benefit to any third party is incidental and does not confer on any third party any rights whatsoever regarding the performance of this MOU. Any attempt to enforce provisions of this MOU by third parties is specifically prohibited.
9. **Amendments to MOU:** Any Party may propose amendments to this MOU by providing written notice of such amendments to the other party. This MOU may only be amended by a written amendment signed by all Parties.
10. **Severability:** If any terms or provisions of this MOU or the application thereof to any person or circumstance shall, to any extent, be held invalid or unenforceable, the remainder of this MOU, or the application of such term and provision to persons or circumstances other than those as to which it is held invalid or unenforceable, shall not be affected thereby and every other term and provision of this MOU shall be valid and enforced to the maximum extent permitted by law.
11. **Full MOU:** This MOU represents the full and entire MOU between the parties and supersedes any prior written or oral MOUs that may have existed.
12. **Scope of MOU:** This MOU only applies to the program described herein and does not set forth any additional, current, or future obligations or MOUs between the parties, except that the parties may by written amendment amend the scope of this MOU. Nothing herein contained shall be interpreted as a commitment or obligation on the part of a Party; each of the Parties of this MOU understand that this MOU makes no binding obligations to perform any of the programs where funding has not been approved by its legislative body, and that none of the Parties of this MOU can commit to legislative actions in the performance of its collaborative efforts described in this MOU.



13. **Information Privacy and Security Provisions:** The Parties of this MOU agree to follow all federal, state, and local laws related to privacy of protected information and security of data, and to keep individual(s) information confidential, in the performance of any programs undertaken in collaboration with one or all of the Parties.
14. **Counterparts:** This MOU may be executed in any number of separate counterparts, each of which shall be deemed an original but all of which when taken together shall constitute one and the same instrument.
15. **Term:** This MOU shall become effective on the date all parties have signed this MOU and be in force for a maximum of five (5) years from last signature date below. This MOU should be used to support and provide interpretation in any resulting contracts or MOUs among the Parties of this MOU, which contracts and MOUs will take effect only upon express written approval signed by all Parties.
16. **Termination for Convenience:** Any Party to this MOU may, by written notice stating the extent and effective date, terminate this MOU for convenience in whole or in part, at any time.

***Remainder of this page is intentionally left blank.***



IN WITNESS WHEREOF, this MOU is entered into by the Parties, by and through the signature of the parties' authorized representative(s), all as set forth below.

**County of San Diego**

Dated: 7/15/22

By: 

NICK MACCHIONE, FACHE, Agency Director  
Health and Human Services Agency

**City of El Cajon**

Dated: April 26, 2022

By: 

GRAHAM MITCHELL, City Manager

**City of La Mesa**

Dated: \_\_\_\_\_

By: \_\_\_\_\_

GREG HUMORA, City Manager

**City of Lemon Grove**

Dated: \_\_\_\_\_

By: \_\_\_\_\_

LYDIA ROMERO, City Manager

**City of Santee**

Dated: \_\_\_\_\_

By: \_\_\_\_\_

MARLENE BEST, City Manager

ATTACHMENT: Schedule A, Specific Objectives of MOU Parties



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7/15/22

By: \_\_\_\_\_

NICK MACCHIONE, FACHE, Agency Director  
Health and Human Services Agency

**City of El Cajon**

Dated: \_\_\_\_\_

By: \_\_\_\_\_

GRAHAM MITCHELL, City Manager

**City of La Mesa**

Dated: \_\_\_\_\_

5/16/22

By: \_\_\_\_\_

GREG HUMORA, City Manager

**City of Lemon Grove**

Dated: \_\_\_\_\_

By: \_\_\_\_\_

LYDIA ROMERO, City Manager

**City of Santee**

Dated: \_\_\_\_\_

By: \_\_\_\_\_

MARLENE BEST, City Manager

ATTACHMENT: Schedule A, Specific Objectives of MOU Parties





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**County of San Diego**

Dated: 7/15/22

By: [Signature]

NICK MACCHIONE, FACHE, Agency Director  
Health and Human Services Agency

**City of El Cajon**

Dated: \_\_\_\_\_

By: \_\_\_\_\_

GRAHAM MITCHELL, City Manager

**City of La Mesa**

Dated: \_\_\_\_\_

By: \_\_\_\_\_

GREG HUMORA, City Manager

**City of Lemon Grove**

Dated: June 8, 2022

By: [Signature]

LYDIA ROMERO, City Manager

**City of Santee**

Dated: \_\_\_\_\_

By: \_\_\_\_\_

MARLENE BEST, City Manager

ATTACHMENT: Schedule A, Specific Objectives of MOU Parties



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**County of San Diego**

Dated: \_\_\_\_\_

*7/17/22*

By: \_\_\_\_\_

*[Signature]*

NICK MACCHIONE, FACHE, Agency Director  
Health and Human Services Agency

**City of El Cajon**

Dated: \_\_\_\_\_

By: \_\_\_\_\_

GRAHAM MITCHELL, City Manager

**City of La Mesa**

Dated: \_\_\_\_\_

By: \_\_\_\_\_

GREG HUMORA, City Manager

**City of Lemon Grove**

Dated: \_\_\_\_\_

By: \_\_\_\_\_

LYDIA ROMERO, City Manager

**City of Santee**

Dated: \_\_\_\_\_

*June 13, 2022*

By: \_\_\_\_\_

*[Signature]*  
MARLENE BEST, City Manager

ATTACHMENT: Schedule A, Specific Objectives of MOU Parties



## **Schedule A**

### **Specific Objectives of MOA Parties City of El Cajon, City of La Mesa, City of Santee, City of Lemon Grove, and the County of San Diego**

Through the MOU, the Parties have established goals and objectives that include guidelines to collectively work together to secure low barrier, housing-placement focused emergency housing and facilities, and associated supportive services for people experiencing homelessness within the Parties' jurisdictions. These goals and objectives may include the development of low-barrier emergency housing and facilities, transitional/interim housing, permanent housing, permanent supportive housing and such other housing and services as identified by the Parties, as well as coordination of data gathering and street outreach efforts.

**1. The Parties agree, as indicated according to jurisdiction, to the following initial Phase I objectives through the MOU:**

- 1.1 All Parties desire to support the siting of low barrier emergency housing and facilities within each jurisdiction (i.e., be a "Host Jurisdiction") to be reserved for people experiencing homelessness within their jurisdictions.**
- 1.2 Support the development of Requests for Proposals to solicit suitable providers(s) or operator(s) of low barrier emergency housing and facilities, and to identify staff who will review proposals and participate on a Source Selection Committee for the selection of such emergency housing and facilities provider(s) or operator(s). It is anticipated that one or more operator(s) will be selected through open and competitive process and that all Parties will consider the contribution of resources as outlined in specific program MOUs among the participating Parties. Nothing in this MOU and these objectives shall prevent any of the Parties, together or individually, from seeking to establish facilities or housing to address needs within one or more Host Jurisdiction.**
- 1.3 The development and siting of low barrier emergency housing and facilities, transitional housing, bridge housing, permanent housing and permanent supportive housing should be, to the greatest extent permissible by applicable laws, reserved for individuals experiencing homelessness within the respective jurisdictions of the Parties. Each Host Jurisdiction shall retain the right to reserve emergency or other homeless facilities, subject to applicable laws, within its municipal boundaries.**
- 1.4 To participate in ongoing data coordination efforts, including but not limited to developing and identifying legally appropriate modifications to single or multi-party authorizations for release of information; coordinating submittal of data to the County of San Diego on a frequency to be determined by the Parties; and to allow or permit the public sharing of de-identified data regarding the coordinated information in such fashion; all as shall be reasonably calculated to communicate with members of the public and elected and appointed decision-makers within the Parties' respective jurisdictions.**

**2. City of La Mesa Objectives:**

- 2.1 To identify potential locations within the municipal boundaries of the City of La Mesa for the siting of low barrier emergency housing and facilities, either as a single building, individual rooms or units, or other suitable emergency housing and facilities for associated on site services. Site approval, along with any required entitlement actions, shall be subject to the final approval or concurrence of the La Mesa City Council.**



- 2.2 To seek the establishment of permanent and permanent supportive housing within the municipal boundaries of the City of La Mesa in sufficient number to house persons identified as experiencing unsheltered or sheltered homelessness within the city of La Mesa.
  - 2.3 Project the needs of low barrier emergency housing and facilities according to the data available for this jurisdiction.
3. City of El Cajon Objectives:
- 3.1 To identify potential locations within the municipal boundaries of the City of El Cajon for the siting of low barrier emergency housing and facilities, either as a single building, individual rooms or units, or other suitable emergency housing and facilities for associated on site services. Site approval, along with any required entitlement actions, shall be subject to the final approval or concurrence of the El Cajon City Council.
  - 3.2 To seek the establishment of permanent and permanent supportive housing within the municipal boundaries of the City of El Cajon in sufficient number to house persons identified as experiencing unsheltered or sheltered homelessness within the city of El Cajon.
  - 3.3 Project the needs of low barrier emergency housing and facilities according to the data available for this jurisdiction.
4. City of Santee Objectives:
- 4.1 To identify potential locations within the municipal boundaries of the City of Santee for the siting of low barrier emergency housing and facilities, either as a single building, individual rooms or units, or other suitable emergency housing and facilities for associated on site services. Site approval, along with any required entitlement actions, shall be subject to the final approval or concurrence of the Santee City Council.
  - 4.2 To seek the establishment of permanent and permanent supportive housing within the municipal boundaries of the City of Santee in sufficient number to house persons identified as experiencing unsheltered or sheltered homelessness within the city of Santee.
  - 4.3 Project the needs of low barrier emergency housing and facilities according to the data available for this jurisdiction.
5. City of Lemon Grove Objectives:
- 5.1 To identify potential locations within the municipal boundaries of the City of Lemon Grove for the siting of low barrier emergency housing and facilities, either as a single building, individual rooms or units, or other suitable emergency housing and facilities for associated onsite services. Site approval, along with any required entitlement actions, shall be subject to the final approval or concurrence of the Lemon Grove City Council.
  - 5.2 To seek the establishment of permanent and non-permanent supportive housing within the municipal boundaries of the City of Lemon Grove in sufficient number to house persons identified as experiencing unsheltered and sheltered homelessness within the city of Lemon Grove.
  - 5.3 Project the needs of low barrier emergency housing and facilities according to the data available for this jurisdiction.





6. County of San Diego Objectives:

- 6.1 To identify locations within the unincorporated areas of the County of San Diego for the siting of low barrier emergency housing and facilities, either as a single building, individual rooms or units, or other suitable emergency housing and facilities for associated on site services and to site such emergency housing and facilities in the unincorporated area covered by this MOU in the East County communities of the County of San Diego. Site approval, along with any required entitlement actions, shall be subject to the final approval or concurrence of the County of San Diego Board of Supervisors.
- 6.2 To coordinate with other Parties on determining the equitable financial share of RFP contributions based on formula of persons experiencing homelessness in each jurisdiction, availability of external state/federal resources, and other non-monetary contributions.
- 6.3 To continue to collaborate on homeless outreach and social work street outreach services by engaging, connecting, and referring persons experiencing homelessness in the Cities' jurisdictions for the purpose of providing assessment, support, and housing appropriate for the individual's needs.
- 6.4 To work collaboratively with jurisdictions of the Cities upon identification of need for behavioral health services within the participating jurisdictions to maximize efficient availability of, and connection to, appropriate services for people experiencing homelessness.
- 6.5 To seek the establishment of permanent and permanent supportive housing within the unincorporated areas of the County of San Diego in sufficient number to house persons identified as experiencing unsheltered homelessness within the Cities' jurisdictions.
- 6.6 Project the needs of low barrier emergency housing and facilities according to the data available for the jurisdictions of the Cities.
- 6.7 Administer federal, state, and local funded housing programs that are awarded to the County, throughout the region as dictated by each funding source in a manner consistent with the MOU.
- 6.8 As funding is available, solicit proposals from qualified housing developers for the creation of affordable housing, permanent housing, and permanent supportive housing in a manner consistent with the MOU.
- 6.9 In accordance with applicable state laws, consider making surplus property in the unincorporated area available for the production of low barrier emergency housing and facilities, and in accordance with applicable laws and ordinances, consider means to streamline processes for zoning and or General Plan Amendment(s) when possible.

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## Appendix 4

Other homeless plans, summary of policy actions in the Town of Truckee  
Housing Element related to homelessness



## Town of Truckee Housing Element (2019-2027)

Below is a short analysis of the alignment between the **Truckee Tahoe Homeless Action Plan** and the **Town of Truckee Housing Element**

### SUMMARY

The Town of Truckee Housing Element is a required section of the Town's General Plan that focuses specifically on housing needs, policies, and programs for the planning period of 2019-2027. It is guided by California State Law, which mandates that all jurisdictions periodically update their housing elements to address existing and projected housing demands for all income levels, including special needs populations such as the elderly, people with disabilities, and the homeless.

### Housing Element Focus Areas:

- **Affordable Housing:** Promote the development and retention of housing affordable to all income levels, especially very low-, low-, and moderate-income households.
- **Special Needs Housing:** Address the needs of homeless individuals, seniors, persons with disabilities, and large households.
- **Supportive and Transitional Housing:** Facilitate the development of housing with supportive services to assist vulnerable populations.
- **Housing Stock Preservation:** Maintain and improve existing housing, including mobile home parks.
- **Environmental Sustainability:** Balance housing needs with environmental and infrastructure considerations.

### Why Is It Important?

The Housing Element serves as a roadmap for meeting Truckee's housing challenges and fulfilling its obligations to state housing requirements. It aims to:

- Ensure adequate housing opportunities for all residents.
- Address the housing shortage, particularly for lower-income groups and the local workforce.
- Align local policies with state laws and funding opportunities.

### KEY ALIGNMENT AREAS BETWEEN THE HOUSING ELEMENT AND THE REGIONAL HOMELESS ACTION PLAN

The Town of Truckee Housing Element demonstrates a structured approach to addressing homelessness through:

- Policy support (Policy H-3.3).
- Implementation of zoning adjustments to facilitate supportive housing (Program H-3.3).
- Integration of regional efforts to combat homelessness.

- Analysis of demographics to better understand and cater to the homeless population's needs.

### 1. Goal H-3 (Page H-17)

- **Context:** The Town of Truckee establishes this goal to address the housing needs of various vulnerable populations, including the homeless.
- **Details:** This goal emphasizes the importance of providing a range of housing opportunities for residents with special needs, such as elderly individuals, people with disabilities, single-parent households, large households, and the homeless. The goal ensures the integration of diverse housing solutions into the community fabric.

### 2. Policy H-3.3 (Page H-18)

- **Context:** A policy commitment to engage in efforts targeting homelessness.
- **Details:** This policy explicitly supports regional efforts to address the needs of the homeless population. By emphasizing collaboration with regional organizations and stakeholders, the Town aims to ensure that homelessness is approached through a community-driven and integrated process.

### 3. Program H-3.3 (Page H-19)

- **Context:** A detailed program focusing on transitional and supportive housing for the homeless.
- **Details:**
  - The program mandates the amendment of the Development Code to:
    - Permit transitional and supportive housing in all zones that allow residential uses.
    - Ensure that such housing developments are subject only to the same requirements and restrictions as other residential uses in the same zones.
    - Permit supportive housing by-right in zones that allow multi-family housing and mixed-use development.
  - This aligns with **Government Code Article 11, Section 65651**, which specifies standards for supportive housing developments.