

From: Sherman Haggerty <shaggerty@voa-ncnn.org>
Sent: Monday, April 1, 2019 4:11 PM
To: Joy, Kelly@BCSH; HCFC@bcsh.gov
Subject: Request for White Papers

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To: Kelly Joy

Please consider this email response, a modified proposal for, impactful , evidence-based strategies for addressing the problem of homelessness in California. After 30 years as a real estate executive for a National Homebuilding Company with US Home/Lennar, I have assumed a second career in Social Services with Volunteers of America (VOA). I was elected in the California Building Foundation Hall of fame in 2012 and served on the VOA, Northern California, board of directors from 2005 through the end of 2013. I left their board to become an employee and assume responsibility for several transitional housing programs serving the homeless population in Sacramento County, which I have now been doing for six years. I chose to do this because VOA was building an employment initiative as the potential road out of homelessness. I felt that I could have an impact in building on that idea. These programs are operated at the former Mather Air Force Base which was decommissioned in the 1990's and I believe be one of the best models available to replicate for providing measurable results in reducing homelessness.

We serve single homeless adults (up to 183 at full occupancy) as well as homeless families (up to 70 with an average of 110 children at full occupancy). We serve adults from 18 years old to 75. The average age here is 43. Most come from shelters or from off the street. Not a single client, I have seen in six years, has had an active bank account; 80% have history of substance abuse; 75% have some form of criminal record. Very few have significant work history and all have either no credit or bad credit. The majority have been chronically homeless. Our program is a 12 month program that provides the following:

- Individual apartments
- Case management (Individual Service Plans and Employment planning)
- Interest and educational assessments.
- Life skills training
- Alcohol and Drug Recovery
- Barrier reduction (criminal background, driver's license, drug court, etc.)
- Credit repair
- Pre-employment training
- On-site Vocational training programs
- On-site job fairs and hiring events
- Job placement
- Job retention
- Housing placement and preparation planning.

All Services on are on-site so no transportation is necessary for access to services.
We leverage 6 different programs on this campus to work with 200 plus business for job placements for our clients.

Our success is based on increased income (most from employment) and placement into to some form of market rate housing. During the 6 years I have been on this campus 75% of our clients left successfully housed. More have managed to find housing after they left. Our recidivism rate (as measured through the community homeless system, HMIS) was the lowest of any program in the County for years (at or under 5%).

The cost to serve a single adult at Mather is approximately \$25,000 per year and I am pretty sure that we turn more homeless tax users into tax payers than any program in the state of California.

These programs were totally funded through HUD when I started here in 2014. That same year HUD announced the "Housing First" initiative with the underlying narrative that they were no longer going to fund transitional housing and the services that are connected to these programs. The Sacramento "Continuum of Care" advisory council chose not to support Mather for an additional funding request to HUD past 2014, so these programs lost that funding in 2015. All of us at VOA worked to solicit new, smaller programs at Mather to keep the doors open and the services available. Our agency is currently supporting an annual loss of \$700,000 for these programs; a loss which cannot continue beyond this June. The County of Sacramento which funds approximately 33% of the total costs out here has made the statement that there are no additional funds available.

If that statement is true, VOA will either have to reduce the population served significantly or close the doors on the singles program. I strongly recommend that someone from the Governor's office tour this facility and this model for homeless services. There are plans to increase the number of shelters in our area, which will end up costing the taxpayer, more money per client than this program, with virtually none of the services or business relationships in place to get the homeless employed. The cost to serve the homeless in the community is probably close to 3 times what is spent annually here.

Strictly analyzing this situation as a taxpayer and a member of the community at large, any decision to not fund these existing facilities, with a proven track record of results, with a critical comparison to any existing model for services or future model for services, would be a monumental error. We still continue to move people out of homelessness permanently at a higher rate than any program in the region. Our costs are extremely low for the results produced. Our agency is CARF accredited and among the leaders in pursuing training for employees in trauma informed care, motivational interviewing and progressive engagement with our clients. I strongly recommend two considerations. The first is to fill the funding gap to keep these programs operating. The second is to consider this model for building successful solutions for our homeless populations.

Sincerely,

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