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SUPERVISOR MAUREEN “MO” MULHEREN

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# 2ND DIST UPDATE

MaureenMulheren.Com

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## MONTHLY SECOND DISTRICT SUPERVISOR REPORT – JANUARY 2024

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Hi, I'm Mo Mulheren the Second District Supervisor. Each month the Board members submit a written report that updates the other Board members and the community on the work that we are doing. I would also like to use this as an opportunity to share with you all events I've attended as well as other updates from our community. Here is a list of pertinent meetings and links so that you can look at websites or videos and read about some of the topics that I work on, as always reach out if you have additional questions. [MulherenM@MendocinoCounty.Gov](mailto:MulherenM@MendocinoCounty.Gov)  
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As the Second District Supervisor it is very important that I work closely with the City of Ukiah. I meet with the City Managers Office and a Council member each month to discuss issues that affect my district and the City of Ukiah. If you are concerned about the construction projects please let me know and I can help you get signed up to receive updates. At the Board of Supervisors Organizational meeting I was named Chair of the Board and I look forward to serving the County and offering leadership to Board and community conversations. In January I had a lot of constituent meetings with other elected officials and organizations about the work that the Board and County are doing and how we could improve communication with the public.



**Pictured to the left: First 5 Mendocino Staff and Supervisors Mulheren, Haschak and Gjerde with a proclamation recognizing January as Positive Parenting Awareness Month in Mendocino County**



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# JANUARY 2024 - 2ND DIST SUPE UPDATE

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What happened at the Board of Supervisors meetings this month: Approved the 2024 calendar, named Chair and Vice-Chair, approved the Board of Supervisors Rules of Procedure and approved Board Special Assignments and Appointments. The Board approved an MOU with the Mendocino County Law Enforcement Management Association and Service Employees International Union Local 1021, these agreements will get our bargaining units to a process through which our employees are receiving a “market wage” as compared to other similar local jurisdictions. We received the report on the 2021/2022 Annual Comprehensive Financial Report. Approved another MOU with the Mendocino County Probation Employees Local 856, again to reach market rate. We also amended the 10A.17 Cannabis Ordinance to continue streamlining the process of licensed cultivation in Mendocino County.



## YOUTH LEADERSHIP COALITION, SHERIFF KENDALL & ASSESSOR/CLERK-RECORDER KATRINA BARTOLOMEI



PRISCILLA ON HER  
FIRST OFFICIAL TRASH CLEAN UP  
AT LAKE MENDOCINO

In 2017, when I was serving on the Ukiah City Council I worked with then First District Supervisor Carre Brown to meet with the Army Corp of Engineers to help improve the conditions of Lake Mendocino. We are currently in a situation where we have a very engaged lead Army Corp Ranger and team that are doing their best to serve the community with limited resources. On Martin Luther King Jr Day they hosted a volunteer clean up day. Priscilla is a one year old puppy now and this was her first volunteer day. There was actually very little trash to pick up and since it had recently raised our heaviest piece of trash was a wet towel. I'd like to thank the California Conservation Corp, the staff from Adventist Health, the Army Corp and the other community members that came out to celebrate a full lake and help make sure it stays cleaned up.



# JANUARY 2024 - 2ND DIST SUPE UPDATE

In January we said farewell to County Counsel Christian Curtis as he moved on to another jurisdiction. We have an Interim County Counsel, James Ross who is working to steer the Board and the department through the transition. The City of Ukiah, Ukiah Valley Trail Group and San Hedrin Chapter of the California Native Plant Society have worked to plant more trees on the Great Redwood Trail and on a very rainy Saturday they planted about thirty trees near Commerce Drive in Ukiah, pictured on next page. Pictured on the previous page is the Youth Leadership Coalition with Mendocino County Sheriff Matt Kendall and Assessor-Clerk Recorder/Registrar of Voters. We've invited other Elected officials so the youth can hear more about what the County does. I had the opportunity to meet with many community groups throughout January and to hear the concerns about the agency, I am working to address these each day as a Supervisor.



BELOW: VEHICLE ACCIDENT ON BRUSH ST. THANKS TO MCSO FOR HELPING REDIRECT TRAFFIC



SENATOR MCGUIRE HELD A REGIONAL

MEETING REGARDING CARE COURT AND THE TRANSITION THAT COUNTY BEHAVIORAL HEALTH DEPARTMENTS SHOULD EXPECT

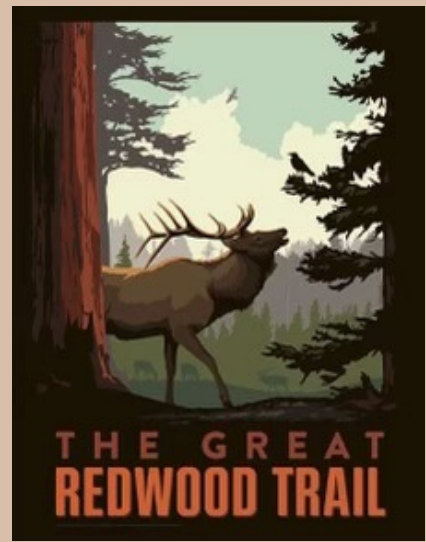
The Economic Development Finance Corporation continues to manage a diverse portfolio of business loans in our County, they are currently going through a website update and I look forward to more people in the community earning about their services and how they can help small businesses. The Cleaner California Coast working group is close to finalizing the graphic design and marketing plan for the organization. Other meetings I attended: NACO Arts and Culture, Stepping Up Initiative, Behavioral Health Advisory Board. I met with team members from County Department of Transportation and

the Russian River Watershed Association to discuss the County plans to meet State requirements for storm water run off. I met with the director of the Greater Ukiah Business and Tourism Alliance and attended the Dining with the Stars event for the Alex Rohrbaugh Center in Ukiah. At the end of this report I am including the documents that I gave in a meeting with the community members that came to Public Comment regarding an incident in Downtown Ukiah with a parolee. The group will continue to host meetings and invite stakeholders and County staff to attend. I thank Sheriff Kendall, Dr Jenine Miller and Megan Van Sant for attending their meeting and sharing information about homeless services, behavioral health and law enforcement.



To the left: Low impact development design gathering storm water run off in January at Orr Creek Commons on Brush Street





GREAT REDWOOD TRAIL  
VOLUNTEER DAY  
PLANTING TREES AT COMMERCE  
DRIVE IN UKIAH

**Recommendations for which at least 80% of committee members Agree or Partially Agree:**

*The following recommendations were incorporated into the final draft of the MCHSCOC Strategic Plan*

1. Develop a Community Understanding of the Scope, Scale, and Structure of the Problem, and Need to Use Common Nomenclature in Order to Improve Decision Making
2. Gain "Buy-in and Agreement" for One Overarching Strategic Action Plan with Specific Action Steps by Most of the Community and Key Stakeholders
4. Move from Agency-centric to System-centric Decision Making
6. Operate at Maximum Capacity by Increasing Utilization of the Overall System
7. Fully Build-out and Robustly Utilize HMIS
8. Encourage All Organizations and the General Public to Engage, Rather than Enable Individuals Experiencing Homelessness
9. Improve Strategic Coordination Between the County and Cities
11. Establish System-wide Service Eligibility and Triage Criterion with Emergency Protocols
12. Whenever Possible, Separate Children from Chronically Homeless Single Adults
13. Create a County-wide Virtual Master Case Management System
14. Create Street-Level Outreach Team Capacities, Especially in Ukiah
15. Create/Source Meaningful Mental Health and Substance Abuse Rehabilitation Slots
18. Need to Strategically Optimize Placement at Willow Terrace When it Opens
19. Source New Housing Opportunities of All Types Whenever Possible
23. Engage Car-campers
24. After Willow Terrace Opens, After Duplication is Reduced, and After Utilization is Increased, Re-look at the Overall System Volume Needs
25. Need to Conduct Deeper Data Dives into the Issues of Employment, Out-of-towners, and High Levels of Chronic Homelessness
26. Replicate the Data Analyses Within this Study in the Remainder of the County
27. Create/Implement a Public Relations Campaign in Order to Engage the General Public as a Proactive Partner with this Effort
28. Set Up a Feed Back Loop to Guide Ongoing Improvements...Set Up a Checkup Plan

**Recommendations for which less than 80% of committee members Agree or Partially Agree**

The following recommendations were excluded, but not specifically rejected, from the final draft of the MCHSCoC Strategic Plan. Committee members felt that these recommendations were unclear, or superfluous, or there was significant disagreement about them.

- 3. Move from Tactical One-off Decision Making to Strategic Decision Making Based on Data
- 5. Reduce Duplication of Services While Increasing Agency Specialization
- 16. Need Only One Day-Service-Center in Ukiah
- 17. Must Have a Winter Shelter in Ukiah. However it is Inconclusive if an Extreme Weather Shelter is Needed in Fort Bragg
- 10. Different Cohorts Need to be Treated Differently Based on Clinical Needs

The Committee noted that the following strategies are within the purview of law enforcement, and not the CoC. Thus, they were omitted from the final draft of the MCHSCoC Strategic Plan.

- 20. Have a Zero Tolerance Approach to Encampments
- 22. Engage Van-campers, and Impound Vehicle when Necessary
- 21. Address the Issue of Stolen Shopping Carts

**More than three-fourths (79.5%) or 35 of California’s 44 CoCs were allocated more funding for HHAP Round 5 when compared to HHAP Round 4 and 9 CoCs were allocated less funding**

*CoCs that were allocated **more funding** either had an increase in the number of persons counted as homeless in 2023 compared to 2022 or had a decrease of less than 7%*

*CoCs that were allocated **less funding** had a decrease of 8% or more in the number of persons counted as homeless in 2023 compared to 2022*

All CoC allocations for HHAP Round 5 were based on the 2023 homeless count. All CoC allocations for HHAP Round 4 were based on the 2022 homeless count. Of the 44 CoCs, 35 were allocated **more funding** for HHAP Round 5 when compared to HHAP Round 4 and 9 CoCs were allocated **less funding**.

The following table notes the following concerning the 44 CoCs:

A total of 9 CoCs, which had an 8% decrease or more in the number of people counted as homeless when their 2023 homeless count total was compared to their 2022 homeless count total, were allocated **less funding** for HHAP Round 5 when compared to HHAP Round 4. (*Note the decrease in number and percent are noted in red text below*).

A total of 7 other CoCs, which had less than a 7% decrease in the number of people counted as homeless when their 2023 homeless count total was compared to their 2022 homeless count total, were allocated **more funding** for HHAP Round 5 compared to HHAP Round 4.

A total of 28 other CoCs, which had an increase in the number of people counted as homeless when their 2023 homeless count total was compared to their 2022 homeless count total, were allocated **more funding** for HHAP Round 5 compared to HHAP Round 4.

CoC #	Continuum of Care	Round 5 Allocation	Round 4 Allocation	Allocation Difference (+ or -)	2023 Homeless Count Comparison to 2022 Count
					% Increase/ % Decrease
CA-500	San Jose, Santa Clara City & County CoC	\$14,240,417.80	\$13,339,052.88	+\$901,364.92	-1.2
CA-501	San Francisco CoC	\$10,902,842.35	\$10,307,262.67	+\$595,579.68	-2.2
CA-502	Oakland, Berkeley/ Alameda County CoC	\$14,033,347.21	\$12,956,524.27	+\$1,076,822.94	+0.1



CA-503	Sacramento City & County CoC	\$13,345,987.85	\$12,333,090.41	+\$1,012,897.44	0.0
CA-504	Santa Rosa, Petaluma/Sonoma County CoC	\$3,258,485.99	\$3,845,616.57	-\$587,130.58	-21.7
CA-505	Richmond/Contra Costa County CoC	\$3,410,912.96	\$4,111,473.23	-\$700,560.27	-30.4
CA-506	Salinas/Monterey, San Benito Counties CoC	\$3,180,834.51	\$3,195,597.04	-\$14,762.53	-8.0
CA-507	Marin County CoC	\$1,607,673.15	\$1,490,126.57	+\$117,546.58	0.0
CA-508	Watsonville/Santa Cruz City & County CoC	\$2,594,134.47	\$3,056,022.29	-\$461,887.82	-21.5
CA-509	Mendocino County CoC	\$910,247.84	\$1,103,305.13	-\$193,057.29	-23.7
CA-510	Turlock, Modesto/Stanislaus County CoC	\$3,006,837.69	\$2,468,479.08	+\$538,358.61	+12.6
CA-511	Stockton/San Joaquin County CoC	\$3,528,828.17	\$3,082,607.96	+\$446,220.21	+5.8
CA-512	Daly City/San Mateo County CoC	\$2,673,223.94	\$2,403,344.20	+\$269,879.74	+2.8
CA-513	Visalia/Kings, Tulare Counties CoC	\$2,113,845.72	\$1,641,664.87	+\$472,180.85	+19.0
CA-514	Fresno City and County/Madera County CoC	\$6,460,890.36	\$5,604,258.37	+\$856,631.99	+6.6
CA-515	Roseville, Rocklin/Placer County CoC	\$1,019,535.11	\$996,962.47	+\$22,572.64	-5.5
CA-516	Redding/Shasta, Siskiyou, Lassen, Plumas, Del Norte, Modoc, Sierra Counties CoC	\$3,625,173.51	\$2,441,893.41	+\$1,183,280.10	+37.2
CA-517	Napa City and County CoC	\$727,623.09	\$657,995.23	+\$69,627.86	+2.2
CA-518	Vallejo/Solano County CoC	\$1,725,588.34	\$1,567,225.00	+\$158,363.34	+1.8
CA-519	Chico, Paradise/Butte County CoC	\$1,778,793.98	\$1,337,258.99	+\$441,534.99	+22.9
CA-520	Merced City & County CoC	\$1,127,384.39	\$1,136,537.22	-\$9,152.83	-8.3
CA-521	Davis, Woodland/Yolo County CoC	\$1,059,798.84	\$991,645.34	+\$68,153.50	-1.2
CA-522	Humboldt County CoC	\$2,381,311.91	\$2,190,658.87	+\$190,653.04	+0.1
CA-523	Colusa, Glenn, Trinity Counties CoC	\$517,676.50	\$451,956.32	+\$65,720.18	+5.9
CA-524	Yuba City and County/Sutter County CoC	\$1,384,784.65	\$1,454,235.92	-\$69,451.27	-12.0



CA-525	El Dorado County CoC	\$706,053.23	\$679,263.76	+\$26,789.47	-3.9
CA-526	Amador, Calaveras, Mariposa, Tuolumne Counties CoC (Central Sierra CoC)	\$1,051,170.90	\$830,802.06	+\$220,368.84	+17.0
CA-527	Tehama County CoC	\$437,149.04	\$386,821.45	+\$50,327.59	+4.5
CA-529	Lake County CoC	\$661,475.53	\$450,627.04	+\$210,848.49	+35.7
CA-530	Alpine, Inyo, Mono Counties CoC	\$126,543.18	\$186,099.67	-\$59,556.49	-37.1
CA-531	Nevada County CoC	\$707,491.22	\$700,532.30	+\$6,958.92	-6.6
CA-600	Los Angeles City & County CoC	\$102,557,467.24	\$86,550,964.60	+\$16,006,502.64	+9.5
CA-601	San Diego City and County CoC	\$14,759,532.30	\$11,201,870.32	+\$3,557,661.98	+21.8
CA-602	Santa Ana, Anaheim/Orange County CoC	\$8,699,841.23	\$7,600,841.88	+\$1,098,999.35	+5.8
CA-603	Santa Maria/Santa Barbara County CoC	\$2,713,487.68	\$2,608,053.82	+\$105,433.86	-3.8
CA-604	Bakersfield/Kern County CoC	\$2,801,205.08	\$2,130,841.12	+\$670,363.96	+21.5
CA-606	Long Beach CoC	\$4,956,752.51	\$4,381,317.74	+\$575,434.77	+4.6
CA-607	Pasadena CoC	\$799,522.60	\$680,593.05	+\$118,929.55	+8.6
CA-608	Riverside City and County CoC	\$5,356,513.81	\$4,407,903.41	+\$948,610.40	+12.3
CA-609	San Bernardino City & County CoC	\$6,032,369.26	\$4,430,501.22	+\$1,601,868.04	+25.9
CA-611	Oxnard, San Buenaventura/Ventura County CoC	\$3,510,134.29	\$2,988,228.85	+\$521,905.44	+8.6
CA-612	Glendale CoC	\$280,408.11	\$299,088.75	-\$18,680.64	-13.3
CA-613	Imperial County CoC	\$1,873,701.34	\$1,405,052.44	+\$468,648.90	+23.3
CA-614	San Luis Obispo County CoC	\$2,203,001.12	\$1,924,802.21	+\$278,198.91	+5.8
	<b>Total:</b>	<b>\$260,850,000.00</b>	<b>\$228,009,000.00</b>	<b>\$32,841,000</b>	



# Homelessness in Mendocino County

An update to the Mendocino County Board of Supervisors – May 9, 2023

## INTRODUCTION

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The following report provides an overview of the Mendocino County Strategic Plan to Address Homelessness, a brief description of major projects related to homelessness accomplished within the past few years, and a high-level overview of the major funding sources available to address homelessness in Mendocino County.

At a community level, homelessness is created through a complex and numerous set of factors that are both societal and individual in nature. There is no single cause of homelessness. Contributing factors to homelessness include poverty, trauma, family crises, substance use, mental illness, unexpected financial crises, loss of employment, disability, complex physical health issues, loss of family/friend connections through death or fractured relationships, domestic violence, and many others. All of these factors are deeply amplified by a profound lack of housing stock in Mendocino County, and indeed, across the state of California.

Resolving homelessness in Mendocino County requires a deep commitment to collaboration, creativity, communication, the sharing of resources, and a highly trained workforce. Within the County of Mendocino, multiple departments contribute to the patchwork of programs and services impacted by homelessness - including Social Services, Public Health, Behavioral Health, Probation, the Jail, the Sheriff's Department, Code Enforcement, and Planning and Building. Hardy and intrepid, but still relatively few, community based organizations contribute significantly to tackling the challenge of homelessness. Nonetheless, the County alone cannot solve the problems of homelessness, nor is the County solely responsible for resolution. Successful outcomes, both at an individual and societal level, require the full participation and engagement from all municipalities, relevant community-based organizations, public agencies, homeless services providers, homeless individuals themselves, and the public.

This report is written from the perspective of County of Mendocino staff. However, the Mendocino County Homeless Services Continuum of Care (CoC) merits considerable recognition as the entity tasked with coordinating a framework for addressing homelessness in a collaborative manner, as well as facilitating and providing oversight to some, but not all, of the funding dedicated to Mendocino County for homeless services. The CoC is composed of volunteer members who dedicate their time and energy to addressing these issues. The County is grateful for their ongoing commitment and support of collaboration, communication, and shared decision-making. More information at [www.mendocinococ.org](http://www.mendocinococ.org)

Over the past ten years, as the visibility of homelessness became increasingly apparent in our community, the County of Mendocino has attempted to approach this challenge with both compassion and clear-eyed honesty. Homelessness is deeply impactful to our cities and rural regions – in our schools, our business community, our community-based-organizations, our hospitals and clinics, our



jails, within our criminal justice system, and for many, within their own family networks. But ultimately, homelessness is above all, a tragedy for those experiencing it.

Our community has seen tremendous progress over the past five years in tackling the challenges of homelessness. We look forward to continued growth and success in the years to come.

## STRATEGIC PLAN OVERVIEW

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The Strategic Planning Committee of the Mendocino Homeless Services Continuum of Care met throughout a six month span of time in 2019, with the goal of developing a **unified strategic plan**. The first draft of this Plan was approved by the CoC Board in April 2020. The Plan was subsequently endorsed by the County of Mendocino, the City of Fort Bragg, the City of Point Arena, and the City of Ukiah. An update to the Plan was completed in August 2022, and approved by the Homeless Services Continuum of Care.

Of note, **the Strategic Plan incorporates twenty of the twenty-eight recommendations originally described by Dr. Robert Marbut** in his report to the County of Mendocino in March, 2018. The Continuum of Care’s Strategic Planning Committee carefully reviewed and largely endorsed Dr. Marbut’s recommendations, with a few exceptions that were omitted from the final plan because they were unclear and vague, and/or were not within the purview of the CoC.

The Strategic Plan to Address Homelessness was designed to be a useful tool for those engaged in the work of addressing homelessness. The primary audience for the Plan is not necessarily the public, and as such, many of the specific objectives and action steps within the plan will not be easily accessible to the public.

Both the CoC Board and County staff note that we have not dedicated enough time and resources to communicating with the public about the scope and scale of local homelessness issues, how they are being addressed, and the challenges and successes we have experienced. This report is a small first-step attempt to generate better public communication about an issue that is critically important to the health and well-being of our community.

For further information about the CoC, please visit [www.mendocinococ.org](http://www.mendocinococ.org).



## STRATEGIC PLAN SUMMARY

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### **Goal 1: Make Homelessness Rare**

- 1.1 Source new housing opportunities of all types whenever possible.
- 1.2 Identify and support programs that provide effective homelessness prevention and diversion services.
- 1.3 Review and evaluate overall system volume needs on a regular basis for continuous program improvement.

### **Goal 2: Make homelessness brief and one-time**

- 2.1 Identify the most effective homelessness programs within the County, particularly those that provide emergency, non-congregate, transitional, and permanent housing to individuals experiencing homelessness, and provide support to expand or maintain services.
- 2.2 Increase utilization of housing resources already available in the community.
- 2.3 Create quicker and seamless movement through the homelessness system for all individuals and families experiencing homelessness
- 2.4 Develop and implement collaborative strategies to engage individuals experiencing street-level homelessness.
- 2.5 Fully build out and robustly use our Homeless Management Information System.
- 2.6 Launch an initiative specifically focused on the unique needs of homeless families with children.

### **Goal 3: Improve community and policymaker engagement around homelessness**

- 3.1 Gain buy-in and agreement for one overarching strategic plan—with action steps.
- 3.2 Improve strategic coordination between the CoC, the County and cities.
- 3.3 Develop a community understanding of the scope, scale, and structure of the homelessness problem and to use common nomenclature to improve decision-making.
- 3.4 Increase engagement of persons with lived experience with homelessness in planning, implementation and decision-making for the CoC.

### **Goal 4: Improve the CoC's capacity to govern itself.**

- 4.1 Ensure governance charter, strategic plan, and board committees stay active, current, and relative to the mission of the organization.
- 4.2 Incorporate performance measures related to Strategic Plan in all contracts initiated by the CoC.
- 4.3 Continue the establishment of a diverse board that fills perspective, skills, and knowledge gaps

## THE PAST THREE YEARS – 2020 TO PRESENT

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The Covid-19 pandemic brought extraordinary challenges to the County's system of support for homeless households. Unexpectedly, the pandemic also brought extraordinary opportunities in the form of unanticipated funding, loosened regulations on the use of funds, and brand new project ideas from the State of California.

Since 2020, the County of Mendocino facilitated, or actively participated in, the following significant initiatives:

- ✓ The CoC approved HEAP funding for **new permanent housing projects for homeless households**. As the Administrative Entity for the CoC, County staff are responsible for administering funds and executing relevant contracts:
  - **Orr Creek Commons** in Ukiah – 20 units of housing for homeless individuals experiencing severe mental illness. Opened in summer of 2022.
  - **The Plateau** in Fort Bragg – 20 units of permanent supportive housing for homeless households. Opened in fall of 2022.
  
- ✓ Mendocino County purchased the Best Western Inn in Ukiah under Round 1 of **Project Homekey** in November 2020. The building re-opened as **Live Oak Apartments**, with 48 units of housing for households experiencing homelessness, in April 2021. More information is available at [www.projecthomekeymendocino.org](http://www.projecthomekeymendocino.org)
  
- ✓ **Project Roomkey**, with financial support from FEMA, sheltered hundreds of homeless County residents at risk of Covid-19 in local hotels. More than 50% of these participants exited the program to safe and secure housing.
  
- ✓ The County of Mendocino completed the drafting and implementation of a **Homeless Encampment Coordination Protocol** with the City of Ukiah.
  
- ✓ The County of Mendocino supported a new model for an **Extreme Winter Shelter** through a partnership with the City of Fort Bragg, the Fort Bragg Police Department, and Motel 6.

In addition to the flagship projects described above, **homeless services providers continued to provide shelter and services to homeless households throughout the pandemic**. Much of this work was sustained through an allocation of federal pandemic-specific funding through the Emergency Solutions Grant – Coronavirus.



## CURRENT AND FUTURE PROJECTS

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In 2023, the County and homeless services providers are focused on the following objectives, in addition to continuing to strengthen and support existing projects:

- ✓ A **Request for Proposals** will be released through standard County processes by early May. This RFP will largely follow the funding parameters established by the Homeless Housing Assistance Program (HHAP) and will seek community-based proposals for: rental assistance programs, operating subsidies for existing homelessness projects, outreach, homeless prevention, and shelter diversion.
- ✓ In March, County of Mendocino launched a new initiative, **Front Door for Families**, that focuses specifically on addressing homelessness experienced by families with children. The project was funded by a Family Homelessness Challenge Grant (one of only 10 grants distributed statewide.) More information can be found at [www.frontdoormendocino.org](http://www.frontdoormendocino.org)

In addition to new funding sources and new projects related to homelessness, the Department of Social Services continues to accept, facilitate, and implement ongoing homelessness-related programs. These programs include:

- ✓ **Home Safe** – This program is targeted to elderly residents in need of housing support to gain housing or stay housed.
- ✓ **Homeless Disability Assistance Program (HDAP)** – This program is targeted to persons with disabilities who are homeless or at-risk of homelessness, and who not yet successfully enrolled in relevant Social Security benefit programs.
- ✓ **CalWorks Housing Support Program** – This program is targeted to households with children, eligible for CalWorks, and at-risk of or experiencing homelessness.
- ✓ **Temporary and Permanent Housing Assistance** – This program provides limited motel stays and direct financial assistance (through security deposits and one-time housing needs) to households with children experiencing homelessness.
- ✓ **Bringing Families Home** – This new program provides housing guidance and financial assistance to families involved with child welfare services and experiencing housing instability. The program is incorporated into the Front Door for Families project.

In the near future, the County anticipates the need to strategically focus on the following concepts:

- ✓ **New opportunities through CalAIM** to support homeless services:  
CalAIM seeks to address the social determinants of health, including a focus on housing and homelessness, through new benefits for eligible Medi-Cal recipients including Enhanced Care Management and housing-related Community Supports. Successfully engaging in housing-related CalAIM programs will require considerable coordination and communication amongst local stakeholders, as well as Partnership HealthPlan.

- ✓ Additional **permanent housing for families with children:**  
Over the past five years, new housing developments for people experiencing homelessness has largely focused on studio and 1-br units. The County recognizes that homeless families with children have limited opportunities to secure housing in these new developments, and that larger units are needed.
  
- ✓ Additional **housing options for persons experiencing severe mental illness:**  
The State of California is focused on supporting new initiatives related to new housing, including tenancy sustaining support, for homeless persons experiencing severe mental illness. Together with community-based providers, County staff in the Behavioral Health Department are carefully monitoring new funding sources that may be appropriate avenues for adding to county-wide housing stock with a focus on those experiencing severe mental illness.



## STRENGTHS AND CHALLENGES

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The County of Mendocino, in close partnership with municipalities, local agencies, and community-based organizations, has made remarkable progress in the last five years in addressing homelessness and its impact on our community. Recent areas of improvement include:

- ✓ **New permanent housing developments** for all income levels have boosted overall housing supply in our county, particularly in the Ukiah Valley.
- ✓ **Collaboration between the Mendocino Homeless Services Continuum of Care (CoC) and the County is excellent** and well-functioning.
- ✓ Collaboration and **communication between County of Mendocino, local cities, and local law enforcement agencies** has improved considerably.
- ✓ Our local Homeless Management Information System (**HMIS**) **has significantly improved**, in both capacity and level of use, within the past five years.
- ✓ **New funding sources** are allowing homeless service providers, and the County, to experiment and explore new models of support for homeless households.

Our collective ability to address homelessness is impacted, however, by the following areas of challenge:

- ✓ Like the County, **local community-based organizations are struggling with capacity and workforce issues**. As a result, County staff and programs have had to absorb an increased level of direct service work.
- ✓ We have **limited tools to support homeless individuals that are characterized as “hardest to serve.”** Despite significant investments of time, energy, and resources, a certain percentage of homeless individuals on our streets are not making positive progress toward self-sufficiency and stability. In most of these cases, although not all, severe mental illness and/or substance use conditions are deeply impacting growth toward wellness.
- ✓ The County, and the CoC, **has not communicated effectively or proactively with the public, including our local media partners**, about progress and limitations in the area of homelessness. The lack of communication contributes to frustration on the part of the public, business owners, and stakeholders interested in understanding how progress is being made.
- ✓ We have **a limited ability to accurately quantify the impact of homelessness in our community**. Our annual Point-in-Time Count is an imperfect tool, at best, to describe the depth and scope of the problem, nor is the PIT Count an accurate tool to measure progress.

## HOMELESSNESS FUNDING OVERVIEW

Over the past five years, the funding landscape for addressing homelessness has changed considerably. New funding sources, and increased allocations of long-standing funding sources, have enabled our County and community partners to expand and grow.

The following chart provides a birds-eye view of new and existing funding sources specifically designated for homelessness-related projects. This chart is not exhaustive, but does include the most significant new funding sources. This overview also does not include ongoing traditional Social Services Department programs described in “Current and Future Projects.”

<b>Funding Source</b>	<b>Amount and Time Span</b>	<b>Status</b>
<b>Homeless Emergency Assistance Program (HEAP)</b>	Approximately \$5 million. Issued in 2018. Must be spent by 2023.	Largely complete. Majority of funding supported The Plateau and Orr Creek II developments.
<b>Emergency Solutions Grant- CV (ESG-CV)</b>	Approximately \$5 million. Pandemic-specific. Must be complete by Sept 2023.	Funding supported homeless services during the pandemic. Could not be used for capital projects.
<b>Homeless Housing Assistance and Prevention Program (HHAP)</b>	Five rounds of funding authorized in the State Budget. Approximately \$7 million total with a spending timeline of 2020 through 2027.	Must be collaboratively allocated between the County and the CoC. Roughly 30% of this funding has been obligated. New RFP in the spring will seek proposals for HHAP projects. With a few specific exceptions, funds are not designed for capital projects.
<b>Housing and Homelessness Incentive Program (HHIP)</b>	Approximately \$5.4 million. Must be spent by the end of 2027.	Funds administered by Partnership HealthPlan. Specific uses for these funds are still in development. Very few of these funds have been obligated at this time.
<b>Family Homelessness Challenge Grant</b>	\$1 million. Must be spent by 2025.	Funds support Front Door for Families – with a focus on homeless families with children. Competitive grant. Mendocino County will be eligible for Round 2 in 2024.
<b>Project Homekey – Round 1</b>	Specific to the housing project. Funding was generally targeted at \$100,000 “per door.”	County was a successful recipient of Round 1 of Project Homekey in 2020. Funding supported the purchase of the Best Western Inn in Ukiah.



Please note that all of these grants have differing guidelines about the use of funds, differing requirements in terms of spending and obligation deadlines, and differing structures for reporting and fiscal management. Thus, a note of caution: **Simply compiling the total amounts of the awards will provide misleading, incomplete, and inaccurate information.** In addition, the cost of providing services varies dramatically. For example, new housing construction could have significant up-front costs, but lower long-term operating needs. Congregate sheltering is relatively expensive to provide in a safe and secure environment, and does not typically lead to high rates of transition to permanent housing. Nonetheless, sheltering is a critically important humanitarian and community service. Non-congregate sheltering (i.e. providing motel room shelter) is exceedingly expensive, but critical for specific situations involving high-priority populations.

## CONCLUSION

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In the past five years, the County of Mendocino, together with community partners and local agencies, has made significant progress in building collaborative and creative solutions to addressing homelessness in our county. We have much work still ahead. Resolution of homelessness requires commitment, dedication, communication and a willingness to participate from every stakeholder in our community – public, private, faith-based, and individual. The conditions that bring individuals and families to a state of housing instability are numerous and intertwined. Our solutions, in response, must be both complex and creative. We are up to the challenge.

*Report prepared by:*

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# Homelessness in Mendocino County

An update to the Board of Supervisors

May 9, 2023





# overview

Part 1: Strategic Plan Overview

Part 2: The Past Three Years

Part 3: Current and Future Projects

Part 4: Strengths and Challenges

Part 5: Funding Overview

# Strategic Plan to Address Homelessness

## Timeline

CoC's Strategic Planning Committee met in 2019 to develop the plan.

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First draft approved in April 2020. Update completed in August 2022.

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## Underlying Themes

Strategic Planning Committee carefully reviewed all existing reports, including the "Marbut Report" from 2018.

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Twenty of the twenty-eight recommendations from Mr. Marbut were incorporated into the Strategic Plan.

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## Endorsements

Plan was endorsed by County of Mendocino, City of Fort Bragg, City of Point Arena, and City of Ukiah.

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# Strategic Plan Goals

Goal 1

Make homelessness rare.

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Goal 2

Make homelessness brief and one-time.

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Goal 3

Improve community and policymaker engagement around homelessness.

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Goal 4

Improve the Mendocino County Homeless Services Continuum of Care's (CoC) capacity to govern itself.

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Detailed version of the plan available at [www.mendocinococ.org](http://www.mendocinococ.org)

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# the past three years....

## 2020

- Completed Strategic Plan to Address Homelessness in Mendocino County
- CoC approves funding for new housing for homeless households
  - Orr Creek Commons II in Ukiah
  - “The Plateau” in Fort Bragg
- County purchases Best Western Inn in Ukiah under Round 1 of Project Homekey
- Project Roomkey shelters hundreds of County residents at risk of Covid-19 in local hotels



# the past three years....

## 2021

- Project Homekey opens as Live Oak Apartments after Phase 1 Remodel
- County staff facilitates the allocation and distribution of Emergency Solution Grant - CV, specifically for Covid-related impacts on homelessness
- Project Roomkey continues to shelter hundreds of County residents at risk of Covid-19 in local hotels
- Homeless Encampment Coordination Protocol implemented with City of Ukiah

the past three  
years....

2022

- Permanent housing projects open to new homeless residents
  - Orr Creek Commons II – 20 units
  - “The Plateau” in Fort Bragg – 20 units
  - Live Oak Apartments – 48 units
- Local shelters and rapid rehousing projects sustained through ESG-CV funding
- Special project: Extreme winter shelter in Fort Bragg

# Spotlight: Project Homekey



- ✓ Live Oak Apartments was originally funded through a Project Homekey grant from the State of California
- ✓ After remodel, the project provides housing to over 80 formerly homeless adults and children in 48 self-contained units
- ✓ Focus populations include: veterans, elderly, families with children, people experiencing complex physical and mental health conditions
- ✓ Project provides a runway to stability and self-sufficiency in a healthy, supported living environment

[www.projecthomekeymendocino.org](http://www.projecthomekeymendocino.org)





# Spotlight: Housing Programs in Social Services Dept.

## Home SAFE

- ✓ Targeted to elderly residents in need of housing support to gain housing or stay housed

## CalWorks Housing Support Programs

- ✓ Targeted to households with children experiencing homelessness

## HDAP – Homeless Disability Assistance Program

- ✓ Targeted to persons with disabilities who have not yet enrolled in relevant Social Security programs

## Bringing Families Home

- ✓ Targeted to families involved with child welfare

# current projects...

2023

- Request for Proposals will be released this spring for homelessness related projects using Homeless Housing Assistance Program (HHAP) funds
- Front Door for Families formally launched in March 2023
  - Project specifically focused on providing a one-stop shop for families with children experiencing or at-risk of homelessness  
[www.frontdoormendocino.org](http://www.frontdoormendocino.org)

## Spotlight: Front Door for Families

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- ✓ Funded by a Family Homelessness Challenge Grant from State of California
- ✓ Provides a single point of entry for families with children seeking guidance on resolving homelessness

[www.frontdoormendocino.org](http://www.frontdoormendocino.org)





# what lies ahead....

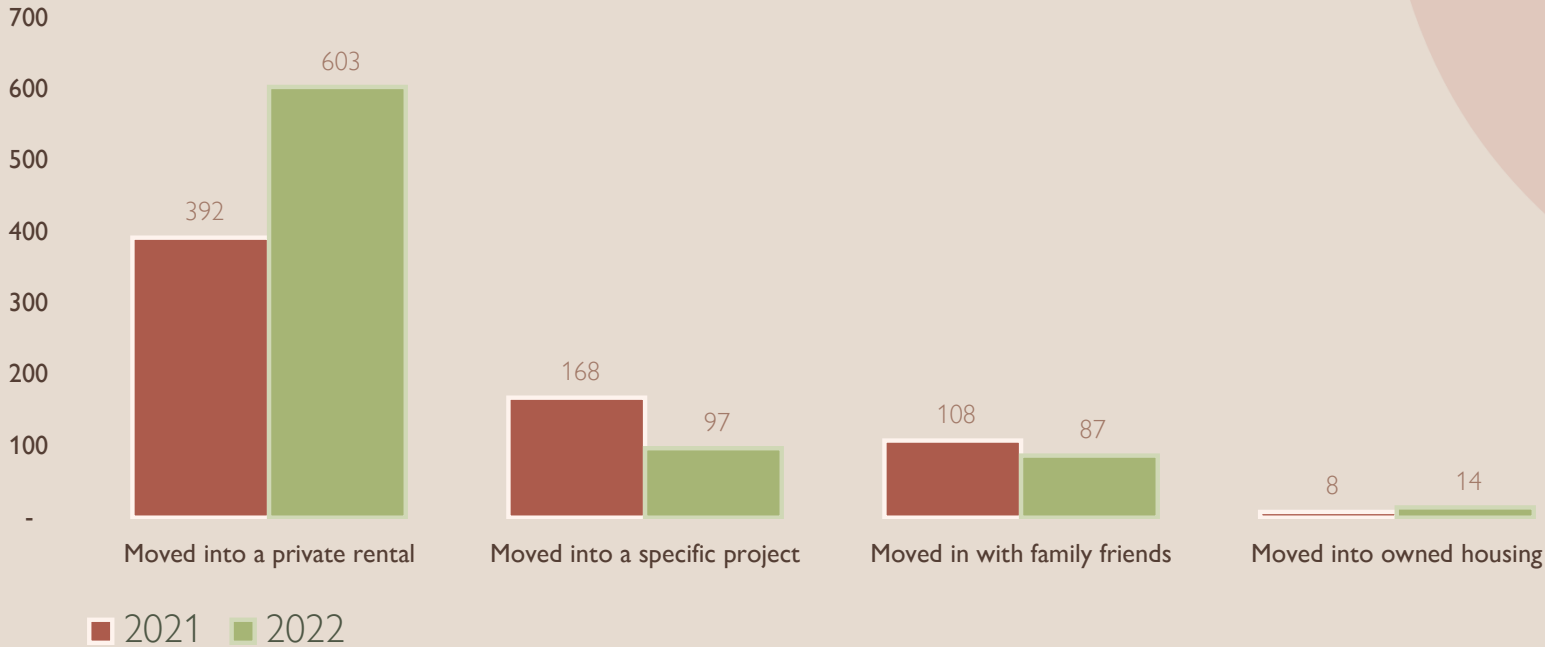
## 2024 and beyond

- ✓ Seek to develop new housing that can support larger families
- ✓ Explore sustainable funding opportunities through CalAIM to support engagement services for homeless individuals
- ✓ Possible new housing opportunities for people experiencing severe mental illness

# what is working well....

- ✓ New permanent housing developments for all income levels are boosting housing supply
- ✓ Collaboration and communication between the Homeless Services Continuum of Care (CoC) and the County is excellent and positive
- ✓ Collaboration of the County with cities and local law enforcement agencies is improving
- ✓ Significant improvements in our HMIS systems (Homeless Management Information System)

# Homeless Individuals Moving In To Permanent Housing – All Sites and All Programs (data from HMIS)





## areas of challenge...

- ✓ Locally, we are struggling with capacity and workforce issues.
- ✓ We have limited strategies and tools to support homeless individuals that are the hardest to serve.
- ✓ County and CoC have not communicated effectively or proactively with the public about progress and limitations.
- ✓ We have a limited ability to accurately quantify the impact of homelessness in our community. Yet the public is justifiably concerned and frustrated.

# funding sources

## HOMELESS EMERGENCY ASSISTANCE PROGRAM - HEAP

Complete. Primarily focused on capital improvement projects, including Orr Creek II, the Plateau.

## HOUSING AND HOMELESSNESS INCENTIVE PROGRAM - HHIP

Funded via Partnership HealthPlan.  
Appx \$5 million available.  
Can be spent through 2027.

## HOMELESS HOUSING ASSISTANCE PROGRAM - HHAP

Collaboration with CoC and County.  
\$7 million available from 2020 through 2026.

## ESG-CV

Complete. Pandemic-specific funding.  
Will end in September 2023.

## MISCELLANEOUS

Bringing Families Home  
Family Homelessness Challenge Grant  
CalWorks Housing Support  
HDAP  
Home Safe



for more information...

[www.mendocinococ.org](http://www.mendocinococ.org)



# Strategic Plan Goals

from the Plan to Address Homelessness in Mendocino County

1

Make homelessness rare

1.1 Source **new housing opportunities** of all types whenever possible.

1.2 Identify and support programs that provide effective homelessness **prevention and diversion services.**

1.3 **Review and evaluate** overall system volume needs on a regular basis for continuous program improvement.

4

Improve CoC's Capacity to Govern

4.1 Ensure **governance charter**, strategic plan, and board committees stay **active and current.**

4.2 Incorporate **performance measures** related to Strategic Plan in all contracts

4.3 Continue the establishment of a **diverse board** that fills knowledge gaps.

2

Make homelessness brief and one-time

2.1 Identify **the most effective homelessness programs** within the County, particularly those that provide emergency, non-congregate, transitional, and permanent housing, and provide support to expand or maintain services.

2.2 **Increase utilization** of housing resources already available in the community.

2.3 Create **quicker and seamless movement through the homelessness system**

2.4 Develop and implement collaborative strategies to **engage individuals experiencing street-level homelessness.**

2.5 Fully build out and robustly use our **Homeless Management Information System.**

2.6 Launch an initiative specifically focused on the unique needs of **homeless families with children.**

3

Improve community and policymaker engagement

3.1 Gain **buy-in and agreement** for one overarching strategic plan—with action steps.

3.2 Improve **strategic coordination between the CoC, the County and cities.**

3.3 Develop a **community understanding** of the scope, scale, and structure of the homelessness problem and to use common nomenclature to improve decision-making.

3.4 Increase **engagement of persons with lived experience** with homelessness in planning, implementation and decision-making for the CoC.

*Developed in 2020 by the Mendocino County Homeless Services Continuum of Care*

*Endorsed by the Mendocino County Board of Supervisors*

*Updated: August 2022*

# Who to call & when?



Printable Homeless Services Outreach Guides  
Can be found at [MendocinoCOC.org](http://MendocinoCOC.org)



**Building Bridges**  
**Homeless Resource Center**  
**707-234-3270**



For families experiencing homelessness  
**707-830-0789**



Problem with City Streets or services?  
Call or use their website to report  
[CityOfUkiah.com/Streets](http://CityOfUkiah.com/Streets)



For problems on a County Road call or use the  
website Email:[dot@mendocinocounty.org](mailto:dot@mendocinocounty.org)  
Phone:(707) 463-4363

In case of emergency call 911



Illegal camping should be reported to law  
enforcement using the non-emergency line  
In the City of Ukiah: 707-463-6262  
Outside of the City Limits: 707-463-4086



**@Mo4Mendo**  
**2nd District Supervisor**  
**Mendocino County**



Problem on a local Highway  
Contact Cal Trans website  
<https://csr.dot.ca.gov/>



When someone is a danger to themselves  
or others Crisis: 855-838-0404  
Overdose Hotline/SUDT : 707-472-2637  
Mobile Outreach Prevention Services  
**707-472-7750**



Illegal trash dumping can be reported by using  
the online portal at  
[CityofUkiah.com](http://CityofUkiah.com) or  
[MendocinoCounty.gov](http://MendocinoCounty.gov)

If you find a syringe it should be reported to  
MCAVHN: 707-462-1932



Mattress recycling is free; take it to the Transfer  
Station in Ukiah during normal business hours .  
HAZMAT Info avail at the Transfer Station



Still looking for more information?  
Visit [211Mendocino.Org](http://211Mendocino.Org)

Here are some relevant links that I provided at the meeting with community Members:

What is Heads Up? The Heads Up project is a pathway for law enforcement agencies in Mendocino County to alert the Behavioral Health and Social Services departments about individuals in our community whose needs are not in alignment with the structure of the criminal justice system. The overarching goal of the project is to provide early identification and diversion of individuals in need of behavioral health and social services support so as to avoid unnecessary and unproductive use of criminal justice resources. This is an unfunded pilot project that is still being evaluated for sustainability and value. The project is limited to partners from within Mendocino County, California  
<https://headsupmendocino.org/>

#### PROJECT HOMEKEY

Hundreds of individuals and families in Mendocino County are homeless or at-risk-of homelessness. Many of these individuals are not particularly visible on our streets – they are living in their cars, or hidden under bridges, or staying at our emergency shelters, or living in garages and sheds and camping in tents outside of town.

These homeless individuals include seniors, veterans, families with children, those suffering from mental health challenges, those experiencing physical disability, and those who have slowly lost connection to their loved ones and their natural sources of support.

Some of these individuals and parents are employed in local businesses. Some of them are living on Social Security income of less than \$1,000 per month. And some of them have no income right now, but are willing and able to seek employment, once they have the stability to do so.

The majority of these households are Mendocino County natives – they have grown up in our communities; attended our high schools; and many of them still have friends and family in our communities.

The excessive cost of housing, traumatic experiences in childhood, a descent into addiction, mental health issues, simple bad luck, and a whole host of systemic problems have put these community members at risk of financial and social collapse. They need the support of our community to recover the pieces of their lives and become hopeful and thriving members of our community.

If our community provides these households with a safe and secure place to live, they will finally have the opportunity to rebuild their lives and become self-sufficient. If we forego opportunities to house and support these people, the community problems caused by homelessness and the resulting personal human tragedies will only increase over time.

<https://projecthomekeymendocino.org/>

#### Measure B Updates

The mission of the Mental Health Treatment Act Citizens Oversight Committee is to ensure the effective, efficient, and transparent use of those funds provided for by and as defined by Mendocino County Ordinance 4387 for the benefit of the community.

<https://www.mendocinocounty.gov/community/mental-health-oversight-committee/projects>

YouTube channels for Measure B and the Mendocino Homeless COC

<https://www.youtube.com/@measureb9040>

<https://www.youtube.com/@mendocinohomelesscoc7980>

Mendocino County Sheriffs Office Transparency Portal

<https://mendocinocountyca-sheriff-transparency.connect.socrata.com/>

City of Ukiah Police Department Graffiti Abatement Program

<https://www.ukiahpolice.com/resources/graffiti-abatement-paint-supplies-reimbursement/>

It's important that residents know who is living in their neighborhood so here is a link to the Megan's Law website  
<https://www.meganslaw.ca.gov/Default.aspx>