

**MEMORANDUM  
PLACER COUNTY HEALTH AND HUMAN SERVICES**

**TO:** Honorable Board of Supervisors

**FROM:** Jeffrey S. Brown, M.P.H., M.S.W., Director of Health and Human Services  
Ken Grehm, Director of Public Works and Facilities  
Tammy Moss Chandler, Assistant Director, Health and Human Services

**DATE:** October 6, 2015

**SUBJECT:** Temporary Emergency Homeless Shelter – Request for Financial Contribution

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**ACTION REQUESTED:**

1. Consider a one-time contribution up to \$40,000 for construction and facility improvement costs associated with additional upgrades to the shelter consistent with the Site Access Agreement.
2. Consider a contractual agreement with Right Hand Auburn consistent with their service delivery agreement with Volunteers of America Northern California and Northern Nevada Inc. to jointly fund shelter services in an amount not to exceed \$225,216 for the period of November 1, 2015, to March 31, 2016.
3. Approve modifications to the Site Access Agreement that reflect any actions taken by the Board on the above considerations.

**BACKGROUND:**

On August 18, 2015, the Board of Supervisors (the Board) approved Amendment No. 1 to the Site Access Agreement with Right Hand Auburn (RHA) allowing for temporary homeless shelter services to continue through March 31, 2016, at the Placer County Government Center. The Site Access Agreement was originally approved on February 24, 2015, in accordance with the temporary conditional use permit (PLN15-00036) approved by the Board on February 3, 2015.

Additionally, on August 18, 2015, the Board was asked to consider a financial contribution in the amount of \$316,250. The Board directed staff to further review Right Hand Auburn's request for funding and to consider any other alternatives to RHA's request for one-time contributions of \$150,000 to reimburse construction costs associated with additional upgrades to the shelter to accommodate additional services, and \$166,250 for operating expenditures to serve 47 people through a 24 hours/day, 7 days/week service delivery model.

The financial considerations before your Board today reflect limited construction modifications that inform an operating budget that supports 47 people through a 24 hours/day, 7 days/week model with additional shelter space to provide winter weather overflow shelter for an average of 28 additional individuals nightly.

**Capital Improvements for the Temporary Shelter**

At the August 18 Board meeting, RHA requested the County reimburse them up to \$150,000 for capital improvements to the shelter to better accommodate shelter operations and the proposed increase in capacity. Proposed improvements fall into 3 general categories:

- Accessibility/Enhanced Exiting improvements associated with expanded occupancy (Initial RHA Cost Estimates - \$61,000).

- Electrical Upgrades to accommodate commercial food storage and meal preparation (Initial RHA Cost Estimates - \$5,000).
- Provide counseling room and new reception/intake area to enhance monitoring for 24/7 operations (Initial RHA Cost Estimates - \$84,000).

Staff and RHA representatives met at the temporary shelter to discuss the improvements and to brainstorm alternatives.

Accessibility/Enhanced Exiting Improvements – Some level of improvement is necessary to support an increase in occupancy; however, County staff have identified some lower cost solutions to RHA's initial cost estimates. Improvements include a walkway from the Shelter to E Avenue as well as improving path of travel between the Shelter entry and D Avenue. Staff believes that the new path towards E Avenue (approximately 400 square feet of concrete) could be installed for approximately \$12,500. The existing path outside the current entry towards D Avenue is slightly out of accessibility compliance. Staff believes that the current path could be removed (approximately 400 square feet) and replaced with concrete at an estimated cost of \$12,500. Modifications to an existing door to improve fire safety exits and related improvements could be accomplished for approximately \$5,000.

Electrical Upgrades – Improvements include upgrading the electrical service to allow for commercial kitchen appliances (refrigeration and microwaves). The estimated cost of these improvements may be achieved for the initial estimate of \$5,000, but could be up to \$10,000.

Provide counseling room and new reception/intake area – The original request proposed by RHA involved relocating an existing sheriff monitoring station adjacent to the shelter to a new location. The existing area would become a room for counseling as well as a controlled reception area for the new 24/7 operations. The reception area would provide space for shelter employees to monitor both men's and women's courtyard areas, the entry and exiting of shelter residents, and a small exam room that could be used for additional services. RHA estimated the cost at \$84,000. After field review, we believe the cost to relocate the Sheriff's monitoring station could be even more expensive. The monitoring room and associated laundry room is scheduled to be relocated to the South Placer Adult Correction Facility as part of this year's budget. Under the circumstances, we believe that the monitoring room should not be relocated at this time for shelter operations.

Alternative Considerations –

After thorough review, County staff members have identified an alternative that will require no significant structural modifications to the building while providing space to improve counseling and service accessibility for 24/7 services, as well as provide additional space for winter weather overflow services. While not as ideally suited as the Sheriff's monitoring office and reception area for 24/7 services and increased occupancy, access to the space only requires the relocation of supplies that are currently stored onsite, ensuring exits are properly indicated and that every required exit is accessible per California Building Code. The relocation of these supplies to an alternative warehouse would free up adequate space to better accommodate an inclement weather overnight sleeping area while maintaining the integrity of a 24/7 service delivery model.

Staff recommends that an adjacent office that is currently being used to store emergency supplies for the Department of Health and Human Services be converted for counseling and related services immediately, and that other supplies that are currently warehoused onsite be relocated by November 1<sup>st</sup> in order to accommodate an adequate winter overflow shelter area.

Conclusion regarding Capital Improvements – Due to the current short term nature of the shelter agreement and the pending relocation of Sheriff facilities, staff recommends that if the Board wishes to make a financial contribution for capital costs that it be limited up to \$40,000 for accessibility/exiting improvements as well as electrical upgrades. If the Board chooses to make this financial contribution, it is recommended that work be performed by County directed forces.

**Operational Budget for the Temporary Shelter**

At the August 18 Board meeting, RHA requested a County contribution of \$166,250 for operating expenditures to serve 47 guests with 24/7 shelter services through March 31, 2016. Since then, RHA has submitted an updated budget, which provides for 24/7 shelter services for 47 people, coupled with overflow shelter capacity to serve another 28 individuals on average due to inclement weather. This new budget includes costs associated with monitoring, food and basic overnight services for inclement weather guests; costs which were not included in the August 18<sup>th</sup> budget request. The total annualized cost of this proposal is \$726,132 resulting in a total of \$348,382 for the five month time period from November 1, 2015 – March 31, 2016. The requested County contribution for this five month period is \$225,216.

Staff have reviewed the operating budget in detail and discussed cost sharing and fiscal leveraging opportunities with RHA and their operational partner, Volunteers of America of Northern California. Staff have also compared these costs to comparable 24/7 shelter programs in other communities and reviewed the cost structure with Marbut Consulting, and have considered the cost benefits of adding basic overnight services for inclement weather guests. As a result, County staff have determined that the proposed costs are reasonable, resulting in an average daily cost per person for the five month funding period of less than \$31 per day.

The current shelter with its 47 bed capacity is full most nights, requiring the operator, Volunteers of America, to turn away a small number of individuals seeking shelter. Volunteers are principally being used to assist with the preparation, delivery and serving of meals. Volunteer services will be further expanded to provide additional services if the program expands to a 24/7 model. Additional hours, staffing and space will allow for onsite services that include confidential screening and assessment, case management, and therapeutic and volunteer group activities. Case management includes initial needs assessment and the development of a comprehensive client-driven case plan with both short-term and long-term goals. The case manager will monitor progress towards goals, empowers clients to become involved in their own planning and goals setting, and refers clients to additional resources to assist in meeting their goals.

The Department of Health and Human Services continues to work with the Homeless Resource Council of the Sierras (HRCS) to develop implementation plans that build on Marbut Consulting's April 2015 Report to the Board of Supervisors. Dr. Marbut's recommendations for strengthening Placer County's homeless continuum of care included: 1) the development of a coordinated case management system, 2) implementation of 24/7 homeless shelter and services centers in both Auburn and South County and 3) the creation of permanent housing placements for homeless and formerly homeless individuals and families. Community stakeholder meetings are in process and an update will be provided to the Board in early 2016.

Community meetings regarding the current shelter operations continue to be held on a monthly basis. Feedback from community members is mixed, with some supporting the shelter while other objecting to its location, noting the perceived increase of homeless individuals in the North

Auburn area and the increase in the percentage of calls for service that involve "transients" as reported by the Sheriff's Office.

Conclusion regarding Operational Expenses – In addition to the County, RHA is seeking funding from the City of Auburn to help support this collaborative effort with a request for the period from November 1, 2015 – March 31, 2016 of \$20,834. They anticipate investing \$89,832 of their own funds to procure food for shelter residents for the upcoming November through March period. The proposed five month budget also anticipates leveraging \$12,500 through the CalFresh program to help offset expenses.

Depending on Board spending priorities, staff can support a financial contribution to operating costs given that the proposed shelter operations are consistent with the Marbut Consulting Report, meet demonstrated community needs, are being responsibly managed, and leverage public and private resources.

**ENVIRONMENTAL CLEARANCE:**

Your Board's fiscal actions, if any, are exempt from environmental review pursuant to the California Environmental Quality Act (CEQA) Guidelines Section 15378(b)(4) – Fiscal Activities. Modification to the Site Access Agreement is categorically exempt from environmental review pursuant to provisions of Section 15301 of the CEQA Guidelines – Existing Facilities and Section 18.36.030 of the Placer County Environmental Review Ordinance (Class 1, Operation, leasing, licensing or alteration of existing public or private facilities). Any approved modification of the Site Access Agreement would result in operations within existing facilities and be temporary in nature.

**FISCAL IMPACT:**

A one-time contribution of \$40,000 for construction and facility improvement costs associated with upgrades to the facility could be provided by the County's Capital Projects Fund.

A contribution up to \$225,216 to support operational costs for the period from November 1, 2015, through March 31, 2016, could be provided by a one-time cancellation of General Fund reserves given the temporary timeframe of the current agreement.

**ATTACHMENTS**

Budgets and shelter floor plan provided by Right Hand Auburn and Volunteers of America.

Correspondence received by the Board of Supervisors is on file with the Clerk of the Board



VOLUNTEERS OF AMERICA, NORTHERN CA AND NORTHERN NV  
 AUBURN SHELTER OPERATIONS PROPOSAL  
 PROVIDES SERVICES 24/7 FOR 47 CLIENTS  
 AND OVERNIGHT SHELTER FOR AN ADDITIONAL 28 CLIENTS NOV 1 -MARCH 31

**ATTACHMENT 2**  
 BOS Meeting 10/6

SALARIES	STAFF	DAYS PR WK	HRS WEEK	FTE	RATE	SALARY
<b>OVERSIGHT</b>						
Program Manager	1	5	40	1	\$ 20.00	17,600.00
Case Manager	1	5	40	1	\$ 18.00	15,840.00
<b>DAYS - Monitor Staffing</b>						
Monitors	2	5	80	2	\$ 10.50	18,480.00
<b>AFTERNOONS - Monitor Staffing</b>						
Monitors	2	5	80	2	\$ 10.50	18,480.00
Monitors - Overflow	1	5	40	1	\$ 10.50	9,240.00
<b>NIGHTS - Monitor Staffing</b>						
Monitors	2	5	80	2	\$ 10.50	18,480.00
Monitors - Overflow	1	5	40	1	\$ 10.50	9,240.00
<b>WEEKENDS - Monitor Staffing</b>						
Morning Staff	2	2	32	0.8	\$ 10.50	7,392.00
Afternoon Staff	2	2	32	0.8	\$ 10.50	7,392.00
Night Staff	2	2	32	0.8	\$ 10.50	7,392.00
Afternoon - Overflow	1	2	16	0.4	\$ 10.50	3,696.00
Night - Overflow	1	2	16	0.4	\$ 10.50	3,696.00
Relief/Vacation			6%			8,215.68
Total						145,143.68
Benefits/Taxes/Workers Comp			31%			44,994.54
<b>TOTAL SALARIES &amp; BENEFITS</b>						<b>190,138.22</b>
<b>Other Costs:</b>						
Staff Training						500.00
Client Assistance						1,563.00
Food & Beverage (based on 47 clients - 3 meals per day @ \$3 per day)						64,296.00
Food & Beverage (based on 28 winter overflow clients - 2 meals per day @ \$3 per day - 152 d						25,536.00
Program Supplies: Paper Products						2,100.00
Cleaning, Linen & Laundry						11,250.00
Equipment Expense						5,700.00
Utilities						9,000.00
Facilities ( taxes, repair and maintenance)						2,000.00
Office Supplies						625.00
Telephone						1,200.00
Insurance ( liability and auto)						750.00
Administrative Expense						BELOW
<b>OTHER SUPPORT COSTS</b>						<b>124,520.00</b>
<b>Direct Program Expenses</b>						<b>314,658.22</b>
<b>Admin Allocation -15%</b>						<b>33,723.93</b>
<b>TOTAL EXPENSES</b>						<b>348,382.15</b>

**ATTACHMENT 3**  
**BOS Meeting 10/6**

VOLUNTEERS OF AMERICA, NORTHERN CA AND NORTHERN NV  
 AUBURN SHELTER OPERATIONS PROPOSAL  
 SERVICES 24/7 FOR 47 CLIENTS - 5 MONTHS PER YEAR  
 AND OVERNIGHT SHELTER FOR AN ADDITIONAL 28 CLIENTS NOV 1 -MARCH 31

**FUNDING PROVIDED BY:**

	<b>TOTAL COST</b>	<b>PLACER COUNTY</b>	<b>CITY OF AUBURN</b>	<b>RHA/CHURCHES</b>	<b>EBT</b>	<b>TOTAL FUNDING</b>
<b>TOTAL SALARIES &amp; BENEFITS</b>	<b>190,138.22</b>	<b>190,138.22</b>				<b>190,138.22</b>
<b>FOOD AND BEVERAGE</b>	<b>89,832.00</b>			<b>89,832.00</b>		<b>89,832.00</b>
<b>OTHER OPERATING EXPENSE</b>	<b>34,688.00</b>	<b>1,354.00</b>	<b>20,834.00</b>		<b>12,500.00</b>	<b>34,688.00</b>
<b>TOTAL OPERATING EXPENSE</b>	<b>124,520.00</b>					<b>124,520.00</b>
<b>DIRECT PROGRAM EXPENSES</b>	<b>314,658.22</b>					<b>314,658.22</b>
<b>ADMINISTRATIVE EXPENSE</b>	<b>33,723.93</b>	<b>33,723.93</b>				<b>33,723.93</b>
<b>TOTAL EXPENSES</b>	<b>348,382.15</b>	<b>225,216.15</b>	<b>20,834.00</b>	<b>89,832.00</b>	<b>12,500.00</b>	<b>348,382.15</b>

**ATTACHMENT 4**  
**BOS Meeting 10/6**

VOLUNTEERS OF AMERICA, NORTHERN CA AND NORTHERN NV  
 AUBURN SHELTER OPERATIONS PROPOSAL

**\*\*PROVIDES SERVICES 24/7 FOR 47 CLIENTS - 365 DAYS PER YEAR AND OVERNIGHT SHELTER FOR AN ADDITIONAL 28 CLIENTS**

SALARIES	DAYS		HRS		RATE	SALARY
	STAFF	PR WK	WEEK	FTE		
<b>OVERSIGHT</b>						
Program Manager	1	5	40	1	\$ 20.00	41,600.00
Case Manager	1	5	40	1	\$ 18.00	37,440.00
<b>DAYS - Monitor Staffing</b>						
Monitors	2	5	80	2	\$ 10.50	43,680.00
<b>AFTERNOONS - Monitor Staffing</b>						
Monitors	2	5	80	2	\$ 10.50	43,680.00
Monitors - Overflow	1	5	40	1	\$ 10.50	9,240.00
<b>NIGHTS - Monitor Staffing</b>						
Monitors	2	5	80	2	\$ 10.50	43,680.00
Monitors - Overflow	1	5	40	1	\$ 10.50	9,240.00
<b>WEEKENDS - Monitor Staffing</b>						
Morning Staff	2	2	32	0.8	\$ 10.50	17,472.00
Afternoon Staff	2	2	32	0.8	\$ 10.50	17,472.00
Night Staff	2	2	32	0.8	\$ 10.50	17,472.00
Afternoon - Overflow	1	2	16	0.4	\$ 10.50	3,696.00
Night - Overflow	1	2	16	0.4	\$ 10.50	3,696.00
Relief/Vacation				6%		17,302.08
Total						305,670.08
Benefits/Taxes/Workers Comp				31%		94,757.72
<b>TOTAL SALARIES &amp; BENEFITS</b>						<b>400,427.80</b>
<b>Other Costs:</b>						
Staff Training						500.00
Client Assistance						3,750.00
Food & Beverage (based on 47 clients - 3 meals per day @ \$3 per day)						154,395.00
Food & Beverage (based on 28 winter overflow clients - 2 meals per day @ \$3 per day - 152 days)						25,536.00
Program Supplies: Paper Products						5,000.00
Cleaning, Linen & Laundry						27,000.00
Equipment Expense						5,700.00
Utilities						21,600.00
Facilities ( taxes, repair and maintenance)						4,800.00
Office Supplies						1,500.00
Telephone						2,880.00
Insurance ( liability and auto)						1,800.00
Administrative Expense						BELOW
<b>OTHER SUPPORT COSTS</b>						<b>254,461.00</b>
Direct Program Expenses						654,888.80
Admin Allocation -15%						71,243.67
<b>TOTAL EXPENSES</b>						<b>726,132.48</b>

**ATTACHMENT 5**  
**BOS Meeting 10/6**

VOLUNTEERS OF AMERICA, NORTHERN CA AND NORTHERN NV  
 AUBURN SHELTER OPERATIONS PROPOSAL  
 SERVICES 24/7 FOR 47 CLIENTS - 365 DAYS PER YEAR  
 AND OVERNIGHT SHELTER FOR AN ADDITIONAL 28 CLIENTS

	FUNDING PROVIDED BY:					TOTAL FUNDING
	TOTAL COST	PLACER COUNTY	CITY OF AUBURN	RHA/CHURCHES	EBT	
TOTAL SALARIES & BENEFITS	400,427.80	394,957.80			5,470.00	400,427.80
FOOD AND BEVERAGE	179,931.00			179,931.00		179,931.00
OTHER OPERATING EXPENSE	74,530.00		50,000.00		24,530.00	74,530.00
TOTAL OPERATING EXPENSE	254,461.00					254,461.00
DIRECT PROGRAM EXPENSES	654,888.80					654,888.80
ADMINISTRATIVE EXPENSE	71,243.68	71,243.68				71,243.68
TOTAL EXPENSES	726,132.48	466,201.48	50,000.00	179,931.00	30,000.00	726,132.48

