



**SACRAMENTO  
HOUSING AND REDEVELOPMENT  
AGENCY**



May 14, 1991

**APPROVED**  
BY THE CITY COUNCIL

MAY 14 1991

OFFICE OF THE  
CITY CLERK

City Council of the  
City of Sacramento  
Sacramento, California

Honorable Members in Session:

**SUBJECT:** Approval of and Authorization to Distribute the 1990 Annual Reports of the Sacramento Housing and Redevelopment Agency Homeless Program and Employment Services Program

SUMMARY

This report requests 1) approval of the Annual Reports submitted by both the Sacramento Housing and Redevelopment Agency Homeless Program and Employment Services Program, and 2) authority to distribute the reports for public information.

BACKGROUND

The Sacramento Housing and Redevelopment Agency (SHRA), through its Homeless and Employment Services Programs, provides a continuum of housing, supportive services and employment assistance to a variety of resident populations in SHRA-funded housing programs and targeted low income neighborhoods. The Homeless Program targets homeless populations including single men and women, families with children, battered women with children, the mentally ill, public inebriates and the severely physically disabled. The Employment Services Program targets residents of SHRA-funded emergency shelter and transitional housing programs, SHRA public housing, SHRA targeted low income neighborhoods, and specific recipients of SHRA Section 8 housing assistance.

Information presented in each annual report depicts the number of clients served, the services rendered and characteristics of the client population. Attachment A outlines the Homeless Program Annual Report while Attachment B describes the Employment Services Annual Report.

FINANCIAL DATA

The actions proposed in this report have no financial impact.

5-14-91  
All Districts

(1)

# SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY

City Council of the  
City of Sacramento  
May 14, 1991  
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## POLICY IMPLICATIONS

The actions proposed in this staff report have no policy implications. The information provided, for which approval is sought, is the result of implementing previously approved policy to assist the homeless and low income persons and families in this community.

## ENVIRONMENTAL REVIEW

NEPA: Exempt per 24 CFR Part 58.34 (a)(10).

CEQA: Exempt per Section 15378(b)(3).

## MBE/WBE REVIEW

This is an informational report only; MBE/WBE policy does not apply.

## VOTE AND RECOMMENDATION OF COMMISSION

At its regular meeting of May 1, 1991, the Sacramento Housing and Redevelopment Commission adopted a motion recommending approval of the attached resolution. The votes were as follows:

AYES: Cespedes, Diepenbrock, Pernell, Simon, Simpson, Williams,  
Wooley, Yew, Strong

NOES: None

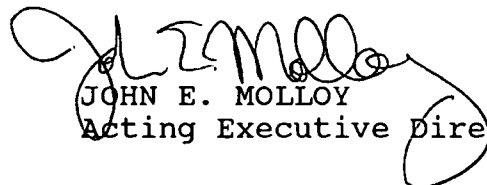
NOT PRESENT TO VOTE: Amundson

ABSENT: Moose

## RECOMMENDATION

Staff recommends adoption of the attached resolution which 1) approves the Homeless Program Annual Report and the Employment Services Annual Report as to form and content; and 2) authorizes distribution of the reports for public information.

Respectfully submitted,

  
JOHN E. MOLLOY  
Acting Executive Director

TRANSMITTAL TO COUNCIL:

  
WALTER J. SLIPE, City Manager

Contact Person: Maxine Cornwell, 440-1360  
P:\share\hmls.css\anrpt.st2

**RESOLUTION NO. 91-342**

ADOPTED BY THE SACRAMENTO CITY COUNCIL

ON DATE OF \_\_\_\_\_

**APPROVED**  
BY THE CITY COUNCIL

MAY 14 1991

OFFICE OF THE  
CITY CLERK

**APPROVAL OF AND AUTHORIZATION TO DISTRIBUTE  
THE 1990 ANNUAL REPORTS OF THE  
SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY  
HOMELESS PROGRAM AND EMPLOYMENT SERVICES PROGRAM**

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF  
THE CITY OF SACRAMENTO:

Section 1: The attached Sacramento Housing and Redevelopment Agency  
Homeless Program and Employment Services Program 1990 Annual Reports are hereby  
approved as to form and content.

Section 2: The Executive Director is authorized to distribute said Annual  
Reports for public information.

\_\_\_\_\_  
MAYOR

ATTEST:

\_\_\_\_\_  
CITY CLERK

**FOR CITY CLERK USE ONLY**

RESOLUTION NO.: \_\_\_\_\_

DATE ADOPTED: \_\_\_\_\_

**SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY**

**HOMELESS PROGRAM**

**Annual Report**

April, 1991

## PROGRAM DESCRIPTION

In 1984, the Sacramento City Council and the Sacramento County Board of Supervisors designated the Sacramento Housing and Redevelopment Agency (SHRA) as the agency responsible for the development, implementation, coordination, and administration of housing and support services for the homeless in these jurisdictions. Subsequently, SHRA created the Homeless Program as a component of the Agency to fulfill the directives of its governing bodies.

The Homeless Program provides a continuum of housing programs and support services to assist willing homeless individuals and families identify, address and resolve the factors which contributed to and/or prevent the resolution of their homelessness. The program targets homeless populations including single men and women, families with children, battered women with children, the mentally ill, public inebriates, and the severely physically disabled.

### Housing Services for the Homeless

In 1984, the Homeless Program consisted of only one shelter with a capacity of 70 men, no supportive services and an annual budget of \$250,000 (does not include CDBG allocations).

By 1990, the Homeless Program had expanded to include:

1. Ten (10) shelters serving 454 clients nightly and providing support services.
2. Transitional housing programs for single persons, families with children, the mentally ill and the severely physically disabled.
3. One HUD Annual Contributions Contract (ACC) funding a 20-unit Single Room Occupancy (SRO) Moderate Rehabilitation Program for the homeless and another ACC funding 40 Section 8 Housing Vouchers for the Homeless.
4. A discretionary set-aside of 80 Section 8 Certificates and Housing Vouchers by the Housing Authority for the City of Sacramento designated for use to assist the homeless.
5. Three winter overflow programs to provide 350 additional shelter spaces for homeless men, women and children and 1,550 motel vouchers for families with children during months of inclement weather which pose health and safety risks to those living outdoors.

In total, the Homeless Program budget for 1990, including administration costs and services contracts, totalled \$4.3 million (does not include CDBG allocations).

Our shelter, transitional housing, and permanent housing programs are broken down as follows:

**Emergency Shelters**

<b>Program</b>	<b>Number of Beds</b>
<u>Single Person Shelters</u>	
The Salvation Army Men's Lodge	80
The Salvation Army Men's Annex	60
The Salvation Army Women's Annex	20
The Salvation Army Aid-In-Kind Program	52
Volunteers of America Aid-In-Kind Program	62
South Area Emergency Housing Center Women's Shelter	<u>24</u>
Subtotal	298
<u>Family Shelters</u>	
South Area Emergency Housing Center Family Shelter	55
Women Escaping a Violent Environment	<u>24</u>
Subtotal	79
<u>Shelter for Those Under the Influence of Alcohol</u>	
Volunteers of America Public Inebriate Drop-In Center	<u>60</u>
Subtotal	60
<u>Shelter for the Mentally Ill</u>	
Transitional Living and Community Support for mentally ill men and women	<u>17</u>
Subtotal	17
<b>TOTAL EMERGENCY SHELTER BEDS</b>	<b>454</b>

Winter Overflow Programs (11/1 TO 3/31)

<b>Program</b>	<b>Number of Spaces</b>
Salvation Army Cal Expo Winter Program	180
Salvation Army Bishop Manogue Winter Program	50
Volunteers of America Winter Drop-In Center	120
<b>TOTAL WINTER OVERFLOW SPACES</b>	<b>350</b>
Traveler's Aid Motel Vouchers (October 1990 -December 1991)	1550

Transitional Living Programs

<b>Program</b>	<b>Number of Spaces</b>
Transitional Housing Program for families with children	32
Shared Housing and Resources Empowerment (SHARE) Program for single men and women	70
Independent Living Readiness Pilot Program ("Readiness") for single men	50
Resources for Independent Living, Inc. Transitional Living Center for severely physically disabled	6
Transitional Living and Community Support for the mentally ill	<u>43</u>
<b>TOTAL TRANSITIONAL HOUSING SPACES</b>	<b>201</b>

**Permanent Housing Opportunities**

<b>Program</b>	<b>Number of Spaces</b>
HUD Homeless Demonstration Program Section 8 Certificates/Vouchers	40
SHRA Homeless Allocation Section 8 Certificate/Vouchers	80
Section 8 Moderate Rehabilitation Project	<u>20</u>
<b>TOTAL PERMANENT HOUSING OPPORTUNITIES</b>	<b>140</b>

**Total Maximum Number of Individuals  
Housed Daily (Emergency, Transitional and  
Permanent) (Not including motel vouchers)** **1145**

**Support Services for the Homeless**

Support services to assist the homeless are crucial in ending current and preventing further episodes of homelessness. Support services offered by the Homeless Program include: a housing assistance program to the Aid-In-Kind Program, a housing assistance program for city/county-funded shelters as listed previously, alcohol and drug counseling and treatment; and case management services.

1. Housing assistance is provided to residents of the Department of Social Services (DSS) Aid-In-Kind Program (AIK). The Homeless Program provides on-site staff who: conduct a housing assessment of AIK clients referred by DSS for housing services; conduct a series of housing workshops pertaining to seeking, securing and maintaining housing, money management and tenant/landlord relationships; assist with completing applications for various SHRA housing programs; and provide a listing of low cost housing opportunities in Sacramento.
2. Housing assistance is provided to city/county-funded shelters. The Homeless Program provides on-site staff who: conduct a housing assessment of clients referred by shelter providers for housing services; assist with access to and completing applications for various SHRA housing programs; and provide a listing of low cost housing opportunities in Sacramento.



3. Alcohol/drug counseling and treatment is provided in a cooperative effort between the Homeless Program, the Sacramento County Health Department and Department of Social Services through the Sacramento County Homeless Alcohol and Other Drug Treatment Pilot Program. The program is available for residents of city/county-funded shelters, the Aid-In-Kind Program, and city/county-funded transitional housing programs. Clients wishing to participate in this program are assessed for degree and chronicity of substance abuse by DSS Master of Social Work staff using a standardized assessment instrument; referred to Homeless Program-subcontracted case management staff who assist the client in identifying and addressing the issues of his/her substance abuse and setting goals for a substance-free lifestyle; and then referred to accredited substance abuse counselors for weekly individual and group counseling sessions. The Homeless Program provides contract administration and monitoring for the case management services of this program.
  
4. Case management services are offered to residents of the city/county-funded transitional housing programs. With the client, caseworkers establish goals and objectives which specifically address the causal or contributing factors to the client's homelessness. In addition, the caseworker educates the client on money management, conflict resolution, daily independent living skills and community services available to meet his/her individual needs. The Homeless Program administers and monitors the contracts for case management services for the various transitional housing programs.

## NEW DEVELOPMENTS IN 1990

Four major events occurred during 1990.

First, the most significant event to affect the Homeless Program in 1990 was the reorganization of the Agency and the development of the Department of Community/Social Services. Prior to the reorganization, the Homeless Program was housed in the Community Development Department. In April 1990, the Homeless Program was divided into the Homeless Program and the Employment Services Program. All housing related activities including shelter, transitional and permanent housing, along with corresponding support services remained in the Homeless Program. The Just One Break Program (JOB) was moved to the newly developed Employment Services Program along with Operation Bootstrap and the Job Bank.

Second, the Homeless Program has participated in the Department of Social Services Aid-In-Kind Pilot Program since its inception in 1989, by providing housing assistance services to Aid-In-Kind recipients and administering the contracts for the shelter services. After a successful year of operation, in June 1990 the Board of Supervisors approved the Aid-In-Kind Program on a permanent basis.

Third, in late 1989, the Homeless Program staff developed the concept for a more structured and supportive transitional housing program for single persons. The pilot program modified the existing Shared Housing And Resources Empowerment (SHARE) Program from a scattered site concept to a centralized program in one apartment complex. The new program was entitled the Independent Living Readiness Pilot Program ("Readiness"). Staff acquired the exclusive use of an apartment complex by attrition of market tenants and housed the first Readiness participants on May 24, 1990. The program has successfully provided a smoother transition from the shelter to more independent living in SHARE or in permanent housing for clients whose lifestyle choices, if unchanged, would probably cause repetition of the cycles of homelessness. Readiness offers on-site case management services and 24 hour resident management staffing. Employment assistance, alcohol and drug counseling, and independent living skill workshops are conducted on-site. The Readiness Program fosters a sense of community with weekly group meals, meetings, and activities.

Fourth, on an annual basis, the Homeless Program administers a winter overflow program to provide additional shelter space to homeless individuals and families, and homeless public inebriates between November 1 and March 31. In 1990, this program expanded in two areas. The Homeless Program applied for and received a grant award from the State Department of Housing and Community Development to provide 1,550 nights of shelter for homeless families with children through the use of motel vouchers. However, even with the use of motel vouchers, the 1990-1991 winter program experienced an unprecedented demand for emergency shelter from women and women with children. Through a cooperative effort with public, private and non-profit agencies, the Homeless Program implemented an

additional winter program site for women and children. The Catholic Diocese of Sacramento provided the use of the Bishop Manogue High School cafeteria, the Capital Christian Center provided a cash donation of \$11,001 to fund the program and the City Fire Department and Building Inspections Department worked expeditiously to authorize the site for use as a shelter. The additional site can shelter up to 50 women and children nightly.

## ACCOMPLISHMENTS IN 1990

As previously discussed in the Program Description, the Homeless Program administers an array of services to assist the homeless. They include administering and operating shelter services, transitional housing programs, and housing assistance for the Aid-In-Kind shelter program and community based organization operated shelters. The accomplishments achieved by the Homeless Program and our contracted service providers will be presented according to the above service categories.

### Shelter Services

Through calendar year 1990, the various homeless shelters funded by the SHRA Homeless Program served a combined 7,569 clients. In the compilation of statistics within each program, staff have been able to eliminate duplication. However, within the number provided is the possibility of clients being served at more than one program and thus counted more than once. Staff estimate this duplication is minimal at approximately 10 to 15 percent. We are working with the County Health Department to bring on line a computer tracking system which would eliminate duplication between programs altogether.

In addition, the public inebriate drop-in center sheltered 3,832 unduplicated clients.

Please refer to Attachment A for a breakdown by shelter program of the number and characteristics of clients served.

### Winter Overflow Program

For winter 1989-1990, 5,103 individuals accessed the winter overflow program and 14,432 individuals utilized the public inebriate drop-in center. This number is highly duplicative and cannot be added to the shelter services count listed above, as these individuals were waiting for and were often admitted to regular shelter programs.

Please refer to Attachment A for data regarding utilization by single persons, families with children and public inebriates.

### Transitional Housing Programs

All transitional housing/living programs administered and/or operated by the Homeless Program served a total of 544 participants.

The Homeless Program directly operates two transitional living programs for homeless single individuals: the Shared Housing and Resources Empowerment (SHARE) Program and the Independent Living Readiness Pilot ("Readiness") Program. On a daily basis, the

SHARE Program can serve 70 individuals while the "Readiness" Program can serve 22. The "Readiness" Program will increase its daily capacity to 58 in 1991. Participants of the SHARE Program can remain in the program a maximum of nine months while the maximum length of stay for "Readiness" is six months. From January through December 1990, a total of 175 clients were served in the SHARE Program with 111 of that number new clients. The "Readiness" Program opened in May 1990 and a total of 38 participants were placed through December 31, 1990. See Attachment C for a breakdown of placements, terminations and characteristics of the program participants.

In addition, the Homeless Program administers transitional housing programs for the mentally ill, physically disabled and families with children.

Transitional Living and Community Support operates transitional housing for the homeless mentally ill and served 121 individuals.

Resources for Independent Living served three severely disabled clients in their transitional living center.

The Transitional Housing Program for families comprised of Lutheran Social Services, Travelers Aid, South Area Emergency Housing Center, and the SHRA Homeless Program, served 57 families with children during 1990. Those families were comprised of 78 adults and 129 children.

### **Permanent Housing Opportunities**

The SHRA Homeless Program provides permanent housing assistance services to the shelter and transitional housing programs discussed above. Throughout the year a limited number of federally-subsidized permanent housing opportunities are offered to the clients of these programs.

In 1990, the Homeless Program processed:

97 applications for Section 8 Certificates/Vouchers;

68 applications for SHRA Family Conventional Housing;

34 applications for SHRA Elderly Conventional Housing; and

9 placements into the Section 8 Moderate Rehabilitation Project for the Homeless.

## UNMET NEEDS

The Homeless Program has identified three areas of service provision which are currently underdeveloped or not yet developed. They are: a continuum of housing services for homeless families with children, homelessness prevention, and a security deposit guarantee assistance program for homeless General Assistance cash grant recipients.

### **Homeless families with children**

Since mid-1990, service providers for homeless families with children have experienced an approximate 25 percent increase in demand for service. During 1989 and 1990, the Homeless Program implemented an intensive continuum of care for homeless single persons which includes emergency shelter, two levels of transitional housing, subsidized permanent housing, and supportive services which include case management, substance abuse treatment and mental health services. The Homeless Program desires to develop and implement a continuum of similar intensity for homeless families with children and thus expand our current services. To this end, the Homeless Program sponsored a workstudy on homeless family issues in March 1991 entitled, "Program Initiatives for Homeless Families in Sacramento". The workstudy identified client needs based on the estimated number of homeless families in Sacramento, their characteristics, current available services and service voids. A result of this workstudy and staff concentration will be a grant proposal to the U. S. Department of Housing and Urban Development for an expanded and service intensive transitional housing program, a policy and program design recommendation for the City Council and Board of Supervisors to consider and a review of funding needs and available revenue.

### **Homelessness Prevention**

As the number of homeless increase annually, the Homeless Program realizes the need to implement a homeless prevention program for residents of this community facing loss of housing. In an effort to stem the tide of demand for shelter, the program seeks to prevent the disruption to families and their children that even a single episode of homelessness causes. The staff have reviewed several national models and recommend replicating the New Jersey model, which couples immediate and limited cash assistance to retain housing with case management services to assist with money management and the resolution of those issues that have put the family at risk of losing its housing. A staff report recommending implementation and funding for this proposal will be presented later this year.

### **Security Deposit Guarantee Assistance Program**

The cost of securing permanent housing is often prohibitive for low - and very low-income individuals. Move-in expenses often include a security deposit, and first and last month's rent. It has been argued that General Assistance cash grant recipients have been unable

to meet these costs within their grant allocation. To assist these individuals obtain permanent housing, the Homeless Program, in conjunction with the Department of Social Services, has developed a plan for a security deposit guarantee program. The program would guarantee the cost of the security deposit to the participating landlord in the event of tenant default. In return, the tenant will agree to make monthly installments to the landlord toward the deposit cost. SHRA, in conjunction with the Department of Social Services, will present this proposal to the Board of Supervisors this summer.

## 1991 GOALS AND OBJECTIVES

The Homeless Program has established goals and objectives which reflect the new development and implementation of various projects and the on-going administration and operation of existing activities. Presented as Attachment D are the goals and objectives for new programs with a corresponding time frame for development and implementation. Attachment E lists the goals and objectives for the on-going maintenance of the Homeless Program. As can be seen, we have planned the most expansive and innovative year since the program's inception.



## 1990 HOMELESS PROGRAM STATISTICS

## I. NUMBER OF CLIENTS SERVED

Single-Person Shelter

Salvation Army Lodge	1,746
Salvation Army Modularity (men & women)	2,324
Salvation Army Aid-In-Kind Annex	349
South Area Emergency Housing Center (women)	592
Transitional Living and Community Support	297
Volunteers of America Residence Program	334
<b>Subtotal</b>	<b>5,642</b>

Volunteers of America Inebriate Reception Center	3,832
<b>Subtotal</b>	<b>3,832</b>

Family Shelter

South Area Emergency Housing Center (family)	1,531
St. John's Shelter for Women & Women with Children	396
<b>Subtotal</b>	<b>1,927</b>

Winter Overflow Shelter (11/1/89- 4/12/90)

Volunteers of America Winter Program	14,432
Salvation Army Winter Overflow Program	2,445
Travelers Aid Winter Program (11/90-12/90)	2,658
<b>Subtotal</b>	<b>N/A</b>

Transitional Housing Programs

Transitional Living and Community Support	121
Resources for Independent Living	3
Shared Housing and Resources Empowerment	175
Independent Living readiness Pilot Program	38
Transitional Housing Program for Families	207
<b>Subtotal</b>	<b>544</b>

Support Services

Sacramento County Homeless Alcohol and Other Drug Treatment Pilot Project	1,013
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## II. NUMBER OF MEALS SERVED

Salvation Army Lodge (2/day)	56,648
Salvation Army Mens Modulares (2/day)	42,486
Salvation Army Women's Modulares (2/day)	14,162
Salvation Army Aid-In-Kind Annex (3/day)	48,969
Winter Overflow (11/1/89-4/12/90) (2/day)	55,500
Volunteers of America Residence Program (3/day)	59,743
Volunteers of America Winter Program	43,296
Volunteers of America Inebriate Reception Center	58,605
South Area Emergency Housing (family) (3/day)	45,771
South Area Emergency Housing (women) (3/day)	18,396
St. John's Shelter (2/day)	15,418
Transitional Living and Community Support (3/day)	707
<b>Subtotal</b>	<b>459,701</b>

## II. COST PER PROGRAM (funding received through SHRA, not necessarily total program cost)

Salvation Army Lodge	\$ 338,116
Salvation Army Modulares (men & women)	363,000
Salvation Army Aid-In-Kind Annex	373,516
Winter Overflow (11/1/89-4/12/90)	102,460
Volunteers of America Residence Program	393,780
Volunteers of America Winter Program	23,700
Volunteers of America Inebriate Reception Center	165,000
South Area Emergency Housing Center	472,490
St. John's Shelter (Case Management Only)	25,185
Travelers Aid Winter Program (10/90-10/91)	62,533
Transitional Living and Community Support	297,375
Resources for Independent Living	82,793
Shared Housing and Resources Empowerment	288,312
Independent Living Readiness Pilot Program	143,402
Transitional Housing Program for Families	110,753
Alcohol and Drug Pilot Program	221,011

**IV. COST PER PERSON PER DAY** (based on funding received from SHRA-  
not necessarily total program cost)

Salvation Army Lodge	\$ 11.58
Salvation Army Modulares (men & women)	12.43
Salvation Army Aid-In-Kind Annex	19.69
Winter Overflow (11/1/89-4/12/90)	
Volunteers of America Residence Program	17.40
Volunteers of America Winter Program	1.64
Volunteers of America Inebriate Reception Center	4.79
South Area Emergency Housing Center	16.39
St. John's Shelter (Case Management Only)	2.88
Travelers Aid Winter Program	9.41
Transitional Living and Community Support	15.98
Transitional Housing Program for Families (does not include apartment leases)	9.48
Resources for Independent Living	75.61
Shared Housing and Resources Empowerment	11.29
Independent Living Readiness Pilot Program	10.33
Alcohol and Drug Pilot Program	5.97

**V. 1990 UTILIZATION RATE**

Salvation Army Lodge	97%
Salvation Army Modulares (men & women)	97%
Salvation Army Aid-In-Kind Annex	86%
Salvation Army Winter Overflow	100%
Volunteers of America Residence Program	88%
Volunteers of America Winter Program	100%
Volunteers of America Inebriate Reception Center	96%
South Area Emergency Housing Center (family)	76%
South Area Emergency Housing Center (women)	70%
St. John's Shelter	88%

Transitional Living and Community Support	87%
Transitional Housing Program for Families	81%
Resources for Independent Living	50%*
Shared Housing and Resources Empowerment	99%
Independent Living Readiness Pilot Program	99%

\* SHRA purchased the building in which RIL operates its transitional housing program in the Summer 1990. Staff discovered the presence of asbestos and closed 1/2 of the building for remediation. Thus, the low occupancy rate.

**TRANSITIONAL LIVING PROGRAMS FOR SINGLE PERSONS  
SHARE and "READINESS" PROGRAM  
ANNUAL STATISTICS  
JANUARY 1 through DECEMBER 31, 1990**

**CLIENTS SERVED DURING 1990**

**SHARE PROGRAM**

Entered 1989, terminated during 1990	64
Entered 1990, terminated during 1990	58
Entered 1990, residing in program 12/31/90	53
Total	<b>175</b>
 Average length of stay (term of 9 months)	 5.7 mos.

**"READINESS" PROGRAM (start up date 5/24/90)**

Entered 1990, terminated during 1990	21
Entered 1990, residing in program 12/31/90	17
Total	<b>38</b>
 Average length of stay (term of 6 months)	 3.1 mos.

## APPLICATIONS/NEW PLACEMENTS

	SHARE (AIK) (For Aid-In-Kind Shelter Clients)	SHARE (CBO) (For Non-Aid-In-Kind Shelter Clients)	"READINESS" PRG
Number of Applications	107	72	60
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Number Accepted	91 (85%)	47 (65%)	58 (97%)
Number Declined	11 (10%)	8 (11%)	1 (2%)
Appealed	1	1	0
Did not keep appt.	5 (5%)	16 (22%)	1 (1%)
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Accepted/Not Placed	22 (24%)	5 (11%)	20 (34%)
Placed	69 (76%)	42 (89%)	38 (66%)
Transfers from SHARE to "READINESS" Program		2	
Transfers from "READINESS" Program to SHARE		5	

**TERMINATIONS FOLLOWING PLACEMENT  
IN SHARE AND READINESS PROGRAMS**

	SHARE (AIK/CBO)	READINESS (AIK)
TOTAL TERMINATIONS	122 100%	21 100%
VOLUNTARY TERMINATIONS	88 72%	14 67%
To SHARE Program	N/A	5 (24%)
To ILRP Program	2 ( 2%)	N/A
SHRA Conventional Housing	0	0
SHRA Section 8	10 ( 8%)	1 ( 5%)
Permanent Housing on Own	30 (24%)	4 (19%)
Unknown (no forwarding address)	32 (26%)	3 (14%)
Other Programs (Altua, TLCS, Shelter)	12 (10%)	0
Arrests	2 ( 2%)	1 ( 5%)
INVOLUNTARY TERMINATIONS	34 28%	7 33%
Failure to Pay Rent	26 (21%)	2 ( 9%)
Program Infractions	8 ( 7%)	5 (24%)

Average length of Stay SHARE (term 9 mos.) 5.7 months

Average Length of Stay READINESS (term 6 mos.) 3.1 months

**HOUSING ASSISTANCE PROGRAM  
AID-IN-KIND PROGRAM  
ANNUAL STATISTICS  
JANUARY 1 through DECEMBER 31, 1990**

**SHELTER UTILIZATION**

Total Number of Clients Served in 1990	776	100%
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Total Number of clients who exited in 1990	680	88%
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## Length of Stay Prior to Exit

15 days or less	166	24%
16 to 30 days	135	20%
31 to 45 days	116	17%
46 to 60 days	79	12%
61 to 90 days	102	15%
91 to 120 days	55	8%
121 plus days	27	4%

Number of clients stayed in AIK more than once	73	9%
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**SHRA HOUSING PROGRAM UTILIZATION**

Total Number of Clients who exited to SHRA Housing programs	119	18%
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SHARE	69	
"Readiness"	39	
Midtown Manor	9	
Conventional Housing	1	
Section 8 Housing	1	

## Length of stay in AIK prior to entering SHRA housing programs

15 days or less	1	
16 to 30 days	12	



31 to 45 days	11		
46 to 60 days	33		
61 to 90 days	31		
91 to 120 days	17		
121 plus days	1		
Number of clients who exited to planned, permanent housing		35	5%
Number of clients who exited to another service program		29	4%
TLCS	3		
Altua Village	19		
Board and care	3		
Jail	4		
Number who exited to different locale without address		149	22%
Number who exited to unknown destination		362	53%

#### **SHRA HOUSING ASSISTANCE PROGRAM UTILIZATION**

Number of housing assessments conducted in 1990		382	56%
Completed	360		
Incomplete	22		
Number of clients who left shelter prior to assessment		298	44%
Number of client contacts conducted this year		832	
Average 2.17 contracts per assessed client			

**HOMELESS PROGRAM**

**1991 OBJECTIVES**

1. Lease Additional Readiness Units: February 1991
2. Acquire Transitional Family Units: October 1991
3. Finalize Plans-Detox/Homeless Complex
  - Prepare Preliminary Design Concept: February 1991
  - Present Concept Plan/Buy Property: May 1991
  - Prepare Preliminary Program Concept: April 1991
  - Obtain Program Approval: October 1991
  - Develop Facility Design Concept: October 1991
4. Develop Transitional Housing Program
  - Eviction/Termination Legislation: December 1991
5. Develop Security Deposit Guarantee Program (DSS): August 1991
6. Development Family Preservation Program/DSS: July 1991

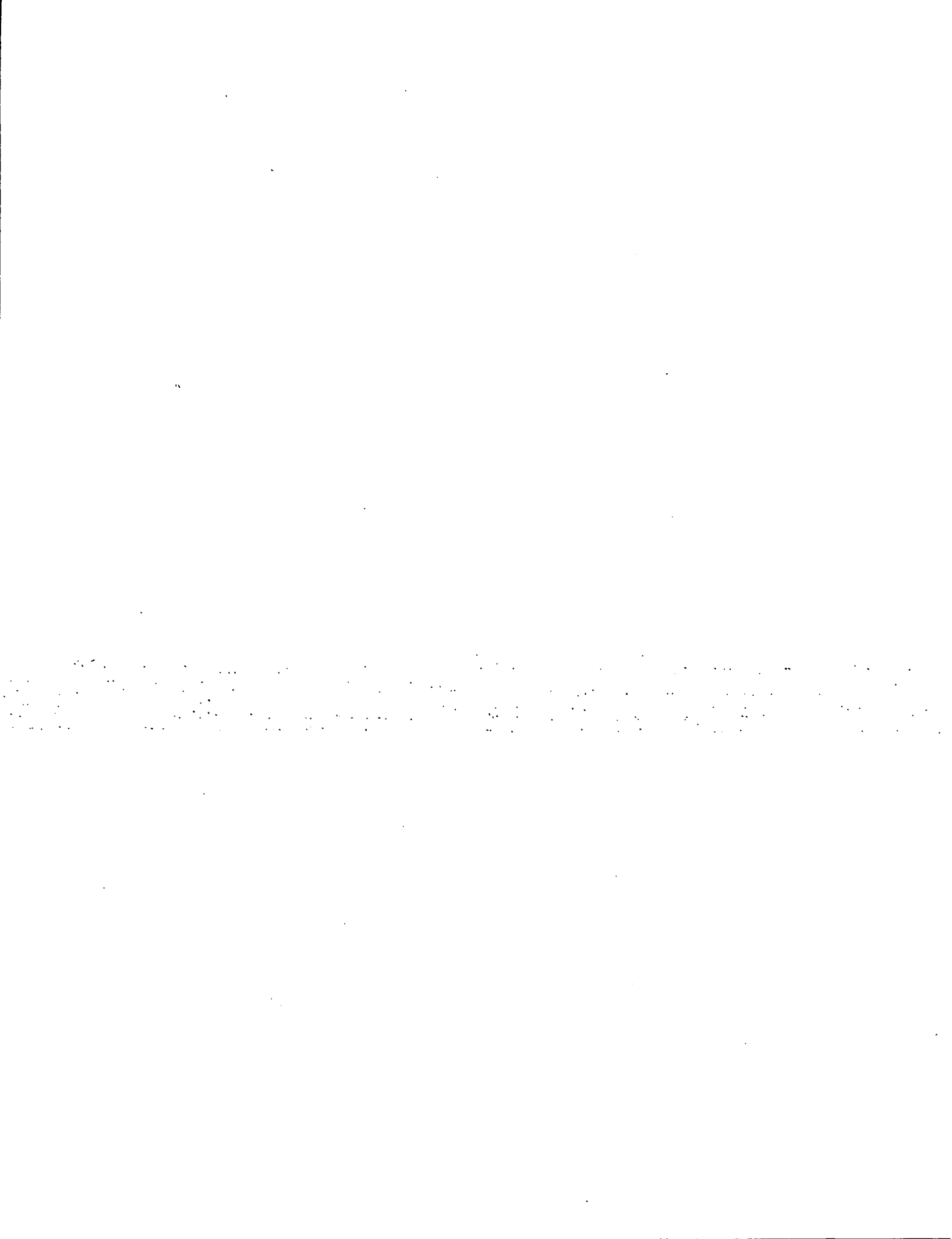
**HOMELESS PROGRAM****1991 Goals and Objectives**

Goals and objectives for the Homeless Program will be presented according to the three functions fulfilled by the Program as described in Section A. 1. Program Description.

Administrative Purpose

To ensure consistent and quality program delivery, the Homeless Program will provide financial technical and administrative assistance to and conduct fiscal and program monitoring of the various homeless programs and support services funded by the Agency. To accomplish this purpose, the Homeless Program will meet the following goals and objectives. Using monies secured from eight (8) sources, the Homeless Program currently funds 15 shelter and service programs operated by eight (8) agencies.

1. To monitor SHRA funded housing and support services programs to ensure compliance with all federal, state and local regulations and requirements. To date, the Homeless Program has no formalized monitoring procedure. Given the tremendous growth in funding allocations to subcontractees in the past year, it is imperative the Homeless Program develop and implement consistent fiscal and program monitoring procedures for compliance with contractual agreements.
  - a. Collect from each program a copy of the following documents: list of Board members, agency bylaws, Articles of Incorporation, organizational charts, mission and goal statements, salary scales, personnel procedures, annual reports, annual audits, program brochures, program rules and regulations, grievance procedures, newsletters and flyers.
  - b. Develop a comprehensive monitoring questionnaire including but not limited to evaluation of administrative controls, physical plant, program operations, and fiscal reporting.
  - c. Conduct quarterly site visits using monitoring questionnaire.
  - d. Report back to service providers with findings of monitoring visit within 30 days of site visit.
  - e. Compile and submit all required reports to funding sources including but not limited to monthly,



quarterly and annual program and fiscal reports, annual service plans, final and close out reports.

2. Provide technical assistance to homeless program providers to assure effective and quality program operation and service delivery.
  - a. Meet quarterly with service providers to review pertinent issues, assess program and client needs, and develop and implement new and/or additional and/or adapt existing services.
  - b. Sponsor quarterly workshops on such topics as program planning, management issues, staff development, and entrepreneurship.
  - c. Provide grant writing, budgeting program planning and contract management assistance as needed.
  
3. Develop new funding sources and maximize existing resources from federal, state and local governments and private foundations to assure continuation and, if need, expansion of homeless programs.
  - a. Identify unmet client and program needs through the quarterly meetings with service providers, bi-weekly meetings with Homeless Program staff, assessments by SHRA administration and governing bodies.
  - b. Research applicable federal, state, local and private funding sources appropriate for subject programs.
  - c. Respond to Request for Proposals, prepare and submit grant proposal and applications.
  - d. Inform governing bodies of unmet program needs, and request authorization to apply for grant funding.
  - e. During 1991, prepare and submit the following grant applications:
    - State: Community Service Block Grant,  
State-allocated Stewart. B. McKinney  
Homeless Assistance Act
    - Federal: Emergency Shelter Grant,  
Transitional Housing Demonstration  
Program,  
Section 8 Homeless Voucher  
Program,  
Section 8 Homeless Moderate Rehabilitation

Program  
Local: County General Funds  
County Health Department

In addition, the Homeless Program will research possible grant proposals with the U.S. Department of Health and Human Services, Department of Education, State Department of Social Services, State Department of Housing and Community Development and private foundations such as Sierra Foundation.

4. Develop and implement a competitive Request for Proposals (RFP) process and procedure for funding allocated by the Homeless Program.
  - a. Research and review appropriate RFP procedures and policies governing allocation of shelter and services program monies.
  - b. Establish applicable and appropriate RFP policies and procedures.
  - c. Report information to governing bodies and request authorization to implement.
  - d. Design individual RFPs respective to shelter and service operations.
  - e. Instate RFP process for fiscal year 1991-92 funding cycle.
  
5. Computerize the Homeless Program.
  - a. Develop list of information, data and statistics the Homeless Program desires to track, such as demographics of clients, utilization trends of services, personal and lifestyle information of clients, cycles of homelessness and tracking a clients movement through various programs and services.
  - b. Consult with Data Processing to establish a collection system relevant to Homeless Program needs.
  - c. Develop instruments to gather desired data and information.
  - d. Educate service providers on proper collection of information.

- e. Collect and analyze data.
- f. Prepare annual report of statistical findings.

Program Development and Implementation

1. To assess the special needs of the homeless population in order to adopt new or adapt existing emergency, transitional and permanent housing programs and support services.
  - a. Meet at least quarterly with service providers to evaluate current program operations and services available against current client needs.
  - b. Collect at least on a quarterly basis appropriate statistical and casework information to justify current operation or the need to increase or decrease services. A trend affecting or a pattern exhibited by at least 25% of the client population will constitute an issue requiring scrutiny and remediation.
2. To develop new or adapt existing housing programs to address the identified service needs of the client population.
  - a. Research and review similar programs serving similar populations or innovative programs to determine effective, efficient and creative approaches to provide needed services.
  - b. Prepare required reports detailing the policies and procedures of proposed programs and/or program changes for critique and approval by supervising staff and governing bodies.
  - c. Meet with service providers responsible for program operation to refine procedures prior to preparation of final report and approval.
3. To implement new programs and/or changes to existing programs.
  - a. Prepare step by step procedures, develop necessary forms, establish intra- and inter agency lines of communication, complete data base, and establish goals and objectives prior to implementation.
  - b. Meet with appropriate service providers to coordinate start-up and operation prior to

implementation.

- c. Determine implementation date.
  - d. Prepare reports, contracts and subcontracts necessary to implement program prior to actual implementation.
  - e. Conduct informational meetings with service providers and target client population to market the program.
4. Develop and implement a project based single room occupancy program with on-site social services for higher risk shelter clients.
  5. Develop and implement a more comprehensive and intensive transitional housing program for families with children.
  6. Development and implement a public relations plan directed for three media, the general public, the client population and college and volunteer organizations.
    - a. Design a slide show presentation of SHRA Homeless Program housing and support services.
    - b. Develop and air a Public Service Announcement regarding the homeless and services needs in the community.
  7. Update and redesign Community Service Directory for the homeless listing available services in the community.
    - a. Research all community services specific to homeless client needs. Collect organization name, address, telephone number, hours of operation, fees if any and procedure for accessing.
    - b. Reformat information into booklet form.
    - c. Send original to printer.
    - d. Disburse final product to service providers and community at large.
  8. Develop a volunteer program.
    - a. Coordinate with the Community Services Department regarding their volunteer program to avoid duplication of effort.
    - b. Solicit assistance from area colleges and service



organizations.

- c. Coordinate with service providers to assess their need for volunteers.
  - d. Develop a list of tasks to be accomplished by volunteers such as data collection and analysis, updating the community service directory, producing the slide presentation, phone assistance to the client in need, direct service to shelters.
9. Develop and implement an Independent Living Readiness Program for residents of the community based shelters.
- a. Secure a funding source.
  - b. Seek and secure a twelve to eighteen unit apartment complex.
  - c. Execute lease agreements with owner and contract with service provider for residential management staff and case work staff.
  - d. Furnish each apartment, initiate utilities.
  - e. Secure participants through established criteria and application procedures.

#### Direct Service Housing Assistance

1. Continue to provide the Housing Assistance Program to Aid-In-Kind shelter clients.
  - a. Conduct a series of 4 workshops on housing related topics. Conduct a maximum of 50 workshops annually with an average attendance of 25 persons per workshop.
  - b. Conduct individual interviews to assess housing preparedness. Conduct approximately 40 to 45 monthly for a total of 480 to 540 annually.
  - c. Conduct 30 day reassessments of clients remaining at the shelter to evaluate on-going preparedness for housing. Conduct a maximum of 60 reassessments monthly for a total of 360 annually.
  - d. Assist clients in completing applications for various SHRA housing programs.

SHARE: Accept 6 to 8 applications monthly.

- d. Assign a proportionate number of available vouchers/certificates to transitional housing and shelter programs under contract according to program size.
4. Continue operation of SHARE Program and ILRP Program.
- a. Conduct informational presentations to community and service providers on the two programs.
  - b. Execute all program agreements with clients and correspondence prior to client move-in.
  - c. Collect rent and deposit according to schedule.
  - d. Maintain client files and correspondence.
  - e. Secure sufficient housing stock for 80 SHARE participants and up to 50 ILRP program participants.
  - f. Meet with case management staff to review client status and program and fiscal issues.

Place a maximum of 5 clients monthly.  
Maintain 90-100% occupancy of 30 spaces  
designated for aid-in-kind.

Independent Living Readiness Pilot Program:

Accept approximately 12-13 applications  
monthly for a maximum 150  
annually.

Place approximately 6-7 clients monthly  
for a total of 78 clients annually.  
Maintain 90-100% occupancy.

2. Continue to provide Housing Assistance Program to  
community based shelter residents.
  - a. Conduct weekly presentations of housing programs  
available to shelter residents.
  - b. Assist clients in completing applications for  
various SHRA housing programs.

SHARE: Accept 16 to 20 applications monthly.  
Place a maximum of 10 clients monthly.  
Maintain 90-100% occupancy of 50 spaces  
designated for community based  
shelter residents.

Conventional Housing Program:

Accept approximately 5 applications  
monthly (3 families, 2 single).

(Currently, the Homeless Program has been  
given no limit on the number of families  
and disabled and elderly we can refer for  
conventional housing. Conceivably,  
Homeless Program could use a considerable  
amount of available units.)

3. Maintain full utilization of the Homeless Section 8  
Voucher/Certificate and Section 8 Moderate Rehabilitation  
Programs.
  - a. Maintain 97-100% occupancy of the Section 8 Mod  
rehab complex, Midtown Manor. Accept applications  
form city/county-funded single persons shelter.
  - b. Maintain ethnic and racial balance of residents at  
the Midtown according to HUD directives.
  - c. Accept and process applications for  
voucher/certificates as the Leased Housing  
Department makes allocations available.

**SACRAMENTO HOUSING AND REDEVELOPMENT AGENCY**

**EMPLOYMENT SERVICES PROGRAM**

**Annual Report**  
**April 1991**

## PROGRAM DESCRIPTION

The Sacramento Housing and Redevelopment Agency (SHRA), through its newly-formed Employment Services Program, provides a continuum of employment assistance services to several resident populations of SHRA housing and neighborhood programs. Target populations include:

- Participants of SHRA-funded homeless shelters and transitional living programs;
- Tenants of SHRA public housing;
- Residents of SHRA targeted low income neighborhoods; and
- Designated tenants of a SHRA Section 8 housing program.

The Employment Services Program is comprised of three components:

1. Just One Break (JOB) Program.
2. Enterprise Zone/Job Bank.
3. "Operation Bootstrap" Program.

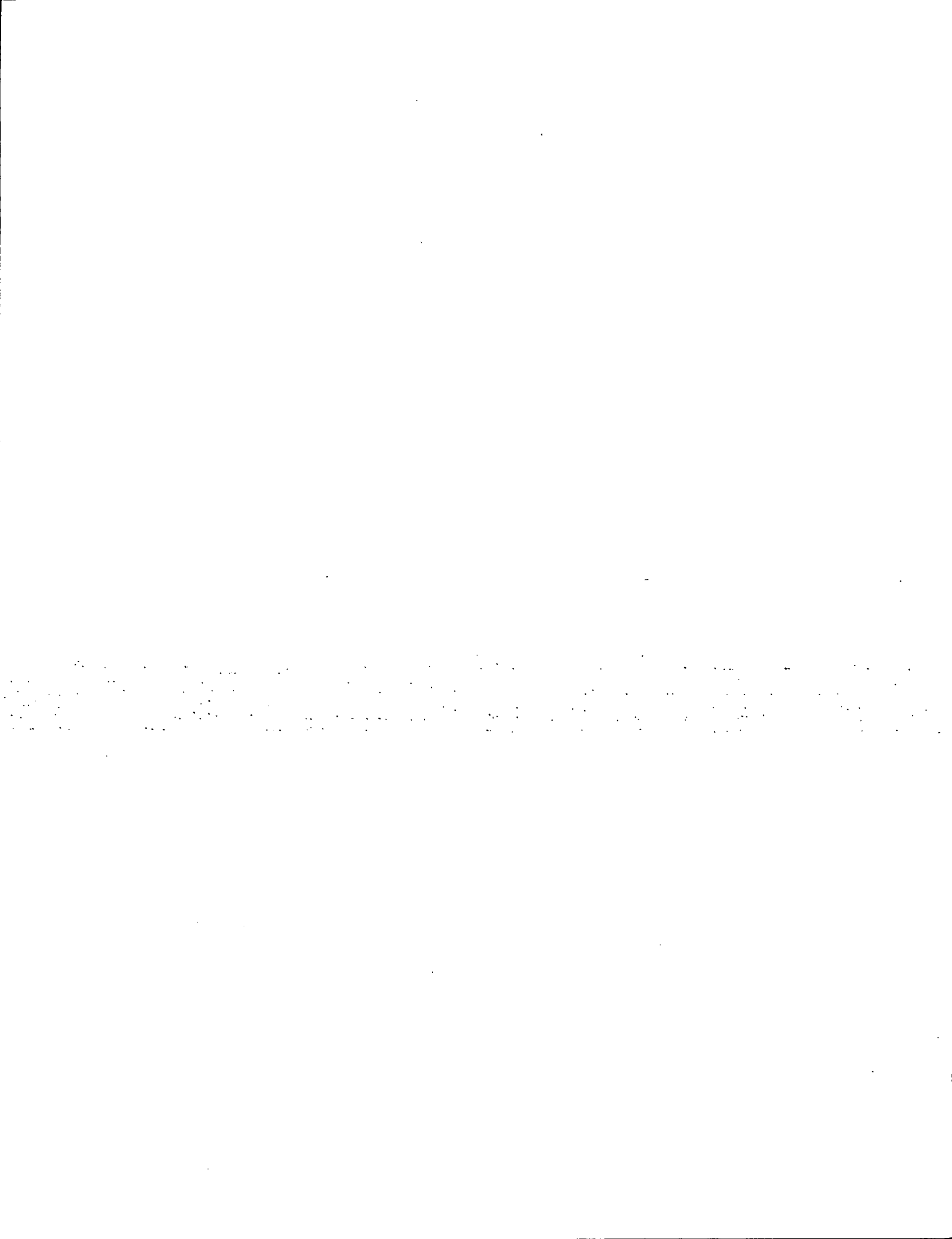
### Just One Break (JOB) Program

The Just One Break (JOB) Program was implemented by SHRA in December 1985 recognizing that employment for the homeless individual was critical in the resolution of his/her homeless situation. It was also recognized that the employable homeless faced major barriers in finding employment through the more traditional job agencies. Thus, the JOB Program was developed to specifically target the high-risk homeless population.

The JOB Program provides employment services to 184 residents of city/county-funded shelters, 114 recipients of the Sacramento County Aid-in-Kind Program, and 108 participants of SHRA single person transitional living programs.

Through an extensive network of public and private affiliation, the JOB Program offers:

- Educational and vocational assessment;
- Pre-employment skills training;
- Referral and supportive services
- Subsidized on-the-job training;
- Direct referral;
- Job development and job match; and
- Follow-up.



### Operation Bootstrap

The SHRA-operated "Operation Bootstrap" is one of 71 demonstration programs nationwide funded by the U.S. Department of Housing and Urban Development (HUD). This program targets unemployed and underemployed low income families who possess the initiative to become economically independent. By initially providing affordable housing (through the federally subsidized Section 8 housing program), education, training, employment development and supportive services, the program seeks to meet a two-fold long term goal: 1) assist low income families to become economically independent of any kind of government assistance program; and 2) to initiate and instill the concepts of self empowerment.

### Enterprise Zone Job Bank

In March 1987, SHRA established the Enterprise Zone/Job Bank to provide employers located in designated Enterprise Zones with a pool of potential employees from high density unemployment areas (HDUAs). Job Bank services positions those employers to take advantage of potential tax credit incentives by hiring HDUA residents.

Services provided by the Job Bank includes:

- Recruiting potential neighborhood job applicants;
- Increasing HDUA residents' participation in existing job training and placement programs;
- Ensuring that applicants are prepared for interviews; and
- Referring applicants to existing training programs.

## NEW DEVELOPMENTS IN 1990

First, the most significant event to occur in 1990 was the genesis of the Employment Services Program. This occurred as a result of the reorganization of SHRA and the development of the Department of Community/Social Services. Prior to the reorganization, the JOB Program was a component of the Homeless Program, and the Enterprise Zone/Job Bank and "Operation Bootstrap" were components of the Department of Community Development. In April 1990, the Homeless Program was divided into the Homeless Program and the Employment Services Program. All housing related activities including shelter, transitional and permanent housing, and corresponding support services related to the homeless remained with the Homeless Program. The JOB Program was moved to the newly formed Employment Services Program along with Job Bank and Operation Bootstrap.

Second, the base number of clientele served by the JOB Program expanded considerably as a result of the increase shelter and transitional housing capacity of the Homeless Program. In February 1990, an additional 52 shelter beds were brought on-line for the Aid-In-Kind Program. In addition, the Homeless Program, in May 1990, developed and implemented an innovative transitional living program called the Independent Living Readiness Pilot Program ("Readiness") with the goal to serve up to 58 participants by mid-1991. The Employment Services Program provides on-site workshops and employment services to "Readiness" participants.

Finally, the Employment Services Program applied for and received two grant awards to implement two new components of the JOB Program: On-the Job Training; and Pre-Employment Skills Training. The addition of these services allows the Employment Services Program staff to better assist their clients transition into the mainstream work force.



## ACCOMPLISHMENTS IN 1990

### 1. JUST ONE BREAK (JOB) PROGRAM

#### Employment Services to City/County-funded Shelter Residents

Demand for employment services increased significantly in this component of the JOB Program. In 1990, the Program served 1191 residents of city/county-funded shelters. This represents an increase of 21% over 1989.

Residents receive a full range of employment services, including skills assessment, vocational guidance, job search and readiness activities, and job referrals. Individuals deemed appropriate may be referred to JTPA-subsidized On-The-Job training (OJT) or educational programs. Individuals who present themselves as unemployable are often referred to State of California Vocational Rehabilitation or to local Social Security offices.

With the aid of linkages to the State of California Employment Development Department (EDD), every effort is made to assist the employable, motivated homeless individual in his/her job search and early stages of employment. This includes providing bus passes, appropriate clothing and help in securing necessary identification. Especially noteworthy is the decision by EDD to station a veterans employment counselor at the JOB program offices.

#### Employment Services to the Aid-In-Kind Program

Operating under a contract with Sacramento County Department of Social Services (DSS), the Employment Services Program provides employment services to recipients of the Aid-In-Kind Program. In 1990, the number of Aid-In-Kind recipients which could be served on a daily basis increased 83%, from 62 residents to a total of 114.

Because the Aid-In-Kind Program is employment driven, recipients residing in these shelters are required to meet with employment services staff to determine employability. During the assessment, many of the important factors that determine employability are examined. These include work history, education, skills level, appropriate identifications, personal history, behavioral issues and any physical limitations. Upon being deemed employable, recipients are expected to begin their own self-directed job search and are required to apply for a minimum of ten job openings per month. Recipients are required to report job search information to Employment Services Program staff.

Employment Services staff conduct weekly job search workshops at both the Salvation Army and Volunteers of America shelter sites for Aid-In-Kind recipients. These workshops are designed to equip the recipients with job search skills necessary to gain employment. Topics include search techniques, job interviewing strategies, application procedures, labor market information, skills inventory, and self esteem building.

In addition to the clients own job search, Employment Services staff are actively involved in providing assistance and support to the Aid-In-Kind recipient. Clients are encouraged to check with Employment Services staff on a daily basis for job referrals and leads which are generated through the EDD and JOB systems. In addition, vocational counseling, testing, and access to job training information are available. Recipients also receive assistance in the form of bus passes, haircut vouchers, clothing, and financial assistance to purchase required identification cards.

#### Employment Services to SHRA Transitional Living Programs

Services to participants of SHRA Transitional Living Programs increased significantly in 1990. SHRA operates two transitional living programs for single persons: the Shared Housing and Resources Empowerment (SHARE) Program, and the new Independent Living Readiness Pilot Program ("Readiness"). In 1990 a total of 79 SHARE and "Readiness" participants were served by the Employment Services Program. Services to the "Readiness" Program are especially noteworthy in that workshops and some individual employment counseling are brought directly to the program site. The "Readiness" and SHARE Programs have extended stays of six months and nine months, respectively. These stabilizing factors contribute to a significantly higher rate of employability and success in the resolution of their homeless situation.

#### On-The-Job Training (OJT)

In 1989-1990, the JOB Program requested and received \$300,000 in State Set-Aside Title III Job Training and Partnership Act funds. The funds came through Sacramento Employment and Training Agency (SETA) and were designated to provide OJT and classroom training for one hundred (100) homeless adults. Enrollees in both of these programs were required to participate in self management and job search workshops to assist them to find and maintain employment.

Despite some initial start-up problems, 61 homeless individuals were placed in On-The-Job training and 17 in classroom training activities.

In 1990-91 the OJT program was refunded under a JTPA Title IIA contract. This calls for eleven (11) OJT slots for eligible individuals at a cost of \$43,010.

#### Pre-Employment Skills Training

In August 1990, the Employment Services Program implemented the Pre-Employment Skills Training Program for the homeless, funded through the Stewart B. McKinney Homeless Assistance Act funds. Working with the Sacramento Employment and Training Agency (SETA), the grant administrator, the program required that : 1) 25 participants enter and complete the pre-employment training module, and 2) a minimum of 10 participants be placed in unsubsidized employment by December 31.

The Employment Services Program far exceeded all expectations by assisting 57 participants in completion of the program, utilizing a wide array of supportive services and methodologies. A total of 25 individuals were placed in employment.

## 2. Enterprise Zone/Job Bank

Administration of the Enterprise Zone/Job bank contract was transferred from the Economic Development Department to the Employment Services Department in August 1990. The Job Bank mission is to recruit, assess and refer high density unemployment area (HDUA) residents to Enterprize Zone employers for tax credits and other benefits.

Probably the most significant event in 1990 was the establishment of the Enterprize Zone Employment Systems (EZES) . This unique employment mechanism links the resources of SHRA, SETA, EDD and twenty five employment, training, and education institutions. Their goal being to place more economically disadvantaged individuals in jobs with Enterprize Zone employers. The system provides a more coordinated job referral and placement system. Enterprize Zone employers also benefit by having a more efficient system to meet their hiring needs. Some incentives to employers to participate in this system include: Job Match automated referral, JTPA On the Job Training subsidies, Enterprize Zone Tax Credit, and Targeted Job Tax Credit.

Accomplishments for 1990 are as follows:

HDUA Residents served	2011
HDUA Job Bank Job referrals	1251
HDUA Job Bank Placements	127
*HDUA Job Bank Placements	241

\* In coordination with other agencies

## 3. "Operation Bootstrap" Program

The SHRA "Operation Bootstrap" Program is one of 71 demonstration projects nationally funded by the United States Department of Housing and Urban Development (HUD). The purpose being to encourage communities to develop and implement innovative self sufficiency programs which target unemployed and underemployed families. These families should possess the initiative and motivation to become independent of any public assistance. While Sacramento Housing and Redevelopment Agency is the primary facilitator of the program, many other members of the public and private sector play a key role.

Management responsibility of the program transferred from the Economic Development Department to Employment Services in August 1990. New staff was hired and the initial operational phase of the program began. Because housing, employment, and education are key elements, a coordinating council was established with SHRA, the Department of Social Service Gain Program, the State of California Employment Development Department, and the Sacramento Employment and Training Agency as members. Qualifying criteria, eligibility process, case management systems and support system networks in accordance with program design were also established.

The 5000 individuals who were on the SHRA Section 8 Waiting List were targeted as the initial group to be served. After an intensive screening process 100 Section 8 certificates were issued in December 1990. The program requires participants to be actively involved in developing their own individual self sufficiency program. This includes working with the SHRA Operation Bootstrap staff and attendance at a variety of self sufficiency work shops.

## EMPLOYMENT SERVICES STATISTICS FOR 1990

### CLIENTS ASSESSED

Aid-In-Kind	776
Non Aid-In-Kind	1191

CLIENT CONTACTS 5901

CLIENTS REFERRED 2286

### HIRES

Aid-In-Kind	698
Non Aid-In-Kind	709

Permanent	330
Temporary	1077

AVERAGE WAGE \$5.18 per hour

### ETHNICITY (BASED ON EDD APPLICATIONS)

White	52%
Black	39%
Hispanic	9%
Asian	2%

### EDUCATION

8th Grade Only	12%
Some High School	27%
High School	51%
Some College	8%
College Grad	2%

### SEX

Male	93%
Female	7%

## EMPLOYMENT SERVICES PROGRAM GOALS 1991

1. Continue to provide employment services to homeless shelter residents and to SHRA transitional living programs.
2. Place 11 JTPA certified homeless individuals into On-The Job Training Programs.
3. Working with other components of community services, the program will begin to deliver employment and training services to SHRA public housing residents.
4. Enterprize Zone Job Bank will recruit and enter 300 HDUA eligible applicants into the EZES referral system based on a memorandum of understanding between SHRA, EDD, SETA and the Program Operators Association (POA).
5. Research development possibilities of entrepreneurial and self sufficiency programs for targeted populations.
6. Aggressively pursue funding and grant opportunities in order to maintain and expand services.
7. Design and implement computer assisted client tracking and management information system for employment program. Additionally, train staff in use of the system.
8. Utilizing the EDD Mobile Unit, develop employability assessment component for Public Housing, HDUA, and other targeted populations.
9. Acquire 100 additional certificates for Operation Bootstrap.
10. Seek private funds for support services for Operation Bootstrap.