

BUILDING A

BETTER TURLOCK:

HOW THE HOMELESS PROBLEM WILL

INEVITABLY CHALLENGE HEALTHCARE FOR

THE MIDDLE CLASS IN OUR COMMUNITY

AN ANALYSIS & RECOMMENDATION

LETTER FROM THE PRESIDENT



Legacy Health Endowment (LHE) is a nonprofit healthcare grantmaking foundation that works solely within Merced and Stanislaus Counties in the California Central Valley. LHE is not a hospital or healthcare services provider.

Dear Reader,

The report that follows is very straight forward. It discusses the problems of the homeless and our Community at large.

Turlock does not have a homeless “crisis,” but we do have a homeless problem. This problem impacts too many downtown businesses, healthcare providers, the police and fire departments and citizens generally. Our Community’s homeless problem must be addressed urgently and effectively.

This report examines all components of that problem. It concludes that with much better communication, collaboration, greater nonprofit homeless board involvement and a shared strategic vision we can address some of the more troubling aspects of the problem. The shared strategic vision should be driven by the organizations serving the homeless, not city government. It needs to be vetted across the community for people to decide to support, oppose or ignore.

In my opinion, our “crisis” is the growing number of middle-class Turlock families who are living on the edge of poverty, trying to survive from paycheck-to-paycheck. Some have a home to go to; some do not. I think the strategic vision needs to take into account this sector of our Community and offer strategies to ensure they have a strong safety net.

If we are to grow our economy, strengthen public schools and demonstrate that Turlock’s future is bright, we must address this crisis. In part, this requires the development of a longer-term, broader strategic plan by the City Council, greater nonprofit community and faith-based community. While we want our near-term focus to be on the homeless, we need to direct resources and long-term energy so that more working families do not become homeless.

A very special thank you to Allie Jeffery of our team for the excellent work she did in helping bring this report together. Her help has been invaluable. The recommendations are mine and are designed to challenge the Community to read and think about the report. The recommendations will annoy some, anger others, and satisfy only a few. Constructive strategies and criticisms are needed and welcomed. By assessing, evaluating, and recommending viable strategies and initiatives, we can solve real problems. This report and the debate that follows is a healthy part of the solution that can help move our Community forward.

To help with this challenge, our foundation has recently made three strategic grants. First, LHE will open a charitable pharmacy in Turlock. For any family who lacks health insurance coverage or prescription drug coverage, the charitable pharmacy will be available to help you with needed medications. Second, we have given a grant to the United Samaritans Foundation for families and individuals who are not homeless but need financial assistance with healthcare or access to needed medications. Finally, a grant to the Castle Family Health Centers has allowed for the creation and launch of a mobile health clinic van that is showing up in different communities. Again, the goal is to give people access to care, where payment is not an issue.

I hope you will join our Board of Directors and me as we help move our Community forward. The challenges are great, and the opportunities are enormous. As always, if you want to reach me, please email me at jeffrey@legacyhealthendowment.org or call me at the office 209/250-2315.

Sincerely,

Jeffrey R. Lewis
President and Chief Executive Officer

A handwritten signature in black ink, appearing to read "J. Lewis".

**TURLOCK DOES NOT
HAVE A HOMELESS
“CRISIS,” BUT WE DO
HAVE A HOMELESS
PROBLEM.**

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THE PROBLEM

TURLOCK AND ITS SURROUNDING COMMUNITIES NEED TO ADDRESS THE GROWING HOMELESS POPULATION. THE NEEDS ARE GREAT, AND THE CHALLENGE IS SIGNIFICANT, BUT NOT INSURMOUNTABLE.

As most people would agree, no one wants to be homeless, cold, or sick. Many homeless individuals are women and men who got lost in a depersonalized healthcare and mental health system—people whose lives changed when the economy took a dive and they lost their jobs. Others became part of a drug culture that has and continues to devastate their lives and the lives of their families and friends.

A handful of Turlock's nonprofit organizations have stepped up to address the needs of these people. The City of Turlock has offered its assistance, as well. Unfortunately, what's missing is a plan.

No single nonprofit or government agency has taken the lead in developing and implementing a strategy. Without a leader and a strategy, discussions continue to be circular, frustrations of downtown business owners grow, community members continue to raise safety concerns, and homeless women and men do not know where to turn. Acting without research wastes resources and time that the homeless and the members of our community do not have to spare. Our success as a community will depend upon our ability to integrate long-term and short-term planning as well as that maximizing available funding and services.



WHAT IS IN PLACE?

Numerous organizations provide a wide range of services. We Care provides housing solutions and nighttime shelter for homeless men. The Turlock Gospel Mission has focused on caring for homeless women and families. The Salvation Army is taking care of whomever walks through their door. United Samaritans Foundation feeds people lunch, and provides showers, outreach, and food boxes. The Turlock Gospel Mission offers free breakfast and other meals. Haven Women's Center provides care for homeless domestic-abuse survivors and their children. Prodigal Sons and Daughters focuses on teenagers who may be homeless and using drugs or alcohol; they also treat adults with addictions.

These are all functioning organizations that provide worthwhile services, all of which are greatly needed. However, let's look for a moment beyond the homeless community's basic need for food, shelter, and safety.

Are there training programs for which some homeless individuals may qualify?

Are there housing programs to help bring a sense of normalcy to the lives of homeless women, children, families, and men?

What is the role of Stanislaus County, and what have they done to help Turlock?

The questions are endless. The frustrations continue to mount across government, businesses, nonprofits, and those legitimately in need. Compounding these problems is the need for access to medical care and mental health services.

WE'VE ENTERED A NEW YEAR. LET'S MAKE 2019 THE YEAR WE TACKLED HOMELESSNESS HEAD-ON, WITH A COMPREHENSIVE STRATEGY TO ADDRESS ITS MYRIAD COMPONENTS. WE CAN CALL OUR PLAN, "BUILDING A BETTER TURLOCK."

TO ACCOMPLISH THIS, LEGACY HEALTH ENDOWMENT IS LEADING AN EFFORT TO BETTER UNDERSTAND THE NUMEROUS COMMUNITY AGENCIES THAT SERVE AND CARE FOR THE CHRONICALLY HOMELESS, AS WELL AS THOSE WHO ARE TEMPORARILY HOMELESS BECAUSE OF DOMESTIC ABUSE AND OTHER FACTORS.



WHO ARE THE HOMELESS IN TURLOCK?

The U.S. Department of Housing and Urban Development (HUD) released a regulation in 2012 which defined homelessness using four categories. These categories were created to establish a standardized definition of “homelessness” when it came to funding designated for this special population. The four categories are:

- People who are living in a place not meant for human habitation, in emergency shelter, in transitional housing, or are exiting an institution where they temporarily resided
- People who are losing their primary nighttime residence, which may include a motel or hotel or a doubled-up situation, within 14 days and who lack resources or support networks to remain in the housing
- Families with children or unaccompanied youth who are unstably housed and likely to continue in that state
- People who are fleeing or attempting to flee domestic violence, have no other residence, and lack the resources or support networks to obtain other permanent housing

Also, HUD clarified the definition of chronic homelessness to include “either an unaccompanied homeless individual with a disabling condition who has been continuously homeless for a year or more or an unaccompanied individual with a disabling condition who has had at least four episodes of homelessness in the past three years.” This definition is often hard to understand, but imagine for a moment a homeless person who may have lived in a homeless shelter, then shared a hotel room with a friend for a while, and then returned to a shelter when they could no longer afford the hotel. Maybe the person goes to jail, or spends time hospitalized, ending up back on the street or in a shelter within three years. Perhaps during bad weather their family allows them to stay at home, but they are without stable housing and must figure out where to sleep most of the time. This person, if they are still homeless, qualifies as a “chronic” homeless person. A person would also be homeless if he or she lived on the streets for more than a year, alternating between sheltered and unsheltered housing based on whether or not beds were available.

When speaking of homelessness in Turlock, most residents are referring to persons living in shelters or in temporary, unsheltered environments (such as a park). However, the assumption that all homeless people are chronically homeless isn’t reflected in the data. For example, the 2017 Point in Time (PIT) homeless count accounts for roughly 200 homeless individuals in the Turlock zip codes. But the 2017 Homeless Management Information System (HMIS) data tells us that more than 450 self-reported homeless people were in our area during that year. Taking a snapshot for a few hours of one day doesn’t capture all the people who become homeless during the year, or those who aren’t homeless yet but will be before the next count.

What we know is that not all homeless people remain chronically homeless.

Many families are one paycheck away from homelessness. Organizations such as the National Coalition for the Homeless report that the quicker a person is rehoused, the less likely they are to fall into chronic homelessness. Data collected from local homeless-service providers tell a story of people with low income who lack access to affordable housing and are utilizing services to maintain basic needs. These poor, working families can find themselves living in cars, hotel rooms, or friends’ houses until they can find a more permanent place to stay. These families share stories of food insecurity, lack of safe accommodations, and stigma during their time on the streets.



TURLOCK HOMELESS DEMOGRAPHICS

When looking at homeless demographics, it's important to recognize that a person can be counted more than once in the HMIS system if they use different providers for different services. For instance, if they are sheltered at the Turlock Gospel Mission but receive their mail services and support services at United Samaritans Foundation, they may be counted twice. For this reason, it's important to take a duplicated and unduplicated count from each provider.

A duplicated count records the number of times each participant uses a service at each provider. Using shelter as an example, if Bob and Steve stay at We Care Program, there are two unduplicated persons receiving services. If they stay for two weeks, their duplicated count of shelter nights is 28. These are also sometimes called "touches" and represent the number of times a service provider has contact with a client.

What does not change during unduplicated counting are client demographics. After surveying the clients at all five service providers in Turlock, the data on who is experiencing homelessness change our picture of the community's needs.



HAVEN:

The staff at Haven reported 253 women and 17 men utilized their services last year. The majority were adults ages 25-49 (51%), followed by those over 50 (15%), and those ages 18-24 (12%). The majority of clients were Latino or Caucasian, but all ethnic groups reported some usage.



SALVATION ARMY:

The Salvation Army reported less utilization by those experiencing homelessness; their primary clients are seniors, teens, and children at risk. They reported a high number of Caucasian, Hispanic, and Sikh clients.



TURLOCK GOSPEL MISSION:

TGM receives 1,049 homeless clients annually between the shelter and the day center. The TGM shelter serves primarily women and children. The TG Day Center is open to the community and serves everyone. During the cold months, the TG Day Center averages 150 people per day and 35 people per night utilizing the warming center.



UNITED SAMARITANS FOUNDATION:

USF has two unique lines of service. The USF homeless drop-in center sees about 450 homeless persons annually. The Daily Bread Food Truck sees almost 850 individuals per year in the Turlock area. The majority (over 75%) are Caucasian or Hispanic. Of the clients using the service, 10% are seniors, and another 10% are disabled. The bulk of clients are adults 18-70 years old.



WE CARE PROGRAM:

The shelter provided by the We Care Program only serves adult men over the age of 18. Last year, they housed 281 individuals. The age demographics of homeless men in Turlock reflect national statistics on homelessness: ages 18-30 (13%), ages 31-50 (37%), ages 51-61 (34%), and those over age 62 (16%).

We are seeing an increased number of seniors utilizing meal subsidy programs (food pantries, food boxes, or meal programs) who are also experiencing homelessness. The stereotype of drug addicts living on the street does not reflect the reality of homelessness today. Many without permanent housing are people fleeing domestic violence, families living in poverty, and seniors who lack a support network to care for them.



THE APPROACH WE TOOK

This report provides a comprehensive look at the service providers who are offering services in the three Turlock zip codes: [95380](#), [95381](#), and [95382](#). To provide transparency and consistency, all homeless-service providers were examined to determine their capacity, funding, and mission. We used two methods to gather the data for this report:

STANDARDIZED SURVEY INTERVIEW:

A standardized set of interview questions was provided. Designated leadership representatives from each agency were interviewed. Interviewed participants had the option to provide as much or as little information as they felt comfortable sharing. Participants could also request a specific question be emailed to them for research or board approval before responding.

BACKUP DOCUMENTATION VERIFICATION:

This information was compared to state Homeless Management Information System (HMIS), a local information technology system used to collect client-level data and data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness, Stanislaus County Point in Time Counts, and other peer-reviewed resources for information on homeless services. When necessary, service providers were also asked to forward documents that explained services in greater detail or supported their statements. Lastly, the Form 990s for each service provider were reviewed (if available) to verify the financial information provided.

The interview was composed of 26 questions, some with multiple parts. The interview questions were developed to provide a deep dive into the financial, operational, and development needs of the service providers. A sample of the Service Provider Survey is provided below:



SERVICE PROVIDER INTERVIEW SURVEY QUESTIONS

1. What services are you currently providing for those who are experiencing homelessness or near homelessness (preventative)? (Please describe each program)

- a. How many unduplicated homeless persons does your agency assist?
- b. How many duplicated services do you provide to residents of Turlock annually?
- c. What demographics do you serve primarily? (Race, Age, Gender, etc.)

2. What is your annual budget?

- a. What percentage is spent on administration?
- b. What percent on direct services?
- c. What percent on food?
- d. Are there other items that it is spent on that you want noted?
- e. Who are your largest five donors? (this information will not be shared)
- f. How much of your budget is “in-kind”?

3. Do you receive funding from the City of Turlock or Stanislaus County? What is it for?

4. Do you receive funding from any state or federal agencies? What is it for?

5. Tell us about your locations in Turlock.

6. Please describe your leadership for us.

- a. Do you have a Board? Is it local, regional, or national?
- b. How long has each person served on the board?
- c. Do you have an automatic point where board members must rotate off for some time?
- d. Are board members required to “give or get” to remain in good standing?

7. Tell us about your staffing?

8. How many service hours do you receive in volunteer time per month?

9. What is your largest asset provided to the community?

10. What is your greatest need?

11. If you could have a consultant come in and help you with one thing, what would it be?

12. How do you advertise or conduct outreach?

- a. How do people know about the services you provide?
- b. Do you market special events or programs in other ways?



13. Tell us about the groups that you collaborate with or are a part of?

- a. Tell us about what works and doesn't work in these partnerships.
- b. Do you partner with Focus on Prevention?
- c. Do you partner with United Way?
- d. Do you partner with Second Harvest?
- e. Do you receive funding or in-kind donations from any of these three sources?

14. What other services do you think are needed to assist those who are experiencing homelessness and near homelessness?

15. What do you think the solution is to the homeless crisis?

16. Do you have the ability to provide a written survey to your participants if asked?

17. How many homeless persons do they provide sleeping accommodations for nightly?

18. How many homeless families do you serve? (Family is defined as two or more persons who identify as a family)

19. Are you at capacity for overnight stays?

20. Do you provide housing or utility assistance?

21. Do you provide any health or mental health services?

22. Do you provide services to any other special populations (Veterans, Seniors, Migrant, Low-Income, etc.)? If so, tell us about them.

23. Are there a lot of people over 65 who find themselves homeless now?

- a. What do they report as the cause?

24. Is there a population of LGBT youth who find themselves homeless?

- a. What do they report as the cause?

25. What are the reasons that a person can be discharged or refused services from your organizations?

26. What percentage of your clients have the following:

- a. Income?
 - i. Do you know the source of their income?
- b. Health Insurance?
- c. CalFresh or food assistance other than free meals provided by your organization?



SERVICE PROVIDER SUMMARY

To understand the complicated network those experiencing homelessness must navigate to receive services, you need only look at the number of service providers covering this small segment of the population. While Turlock has five providers, each serves a unique population.

ANNUAL UTILIZATION	Haven	Salvation Army Turlock Corps	Turlock Gospel Mission	United Samaritans Foundation	We Care Program
Unduplicated Persons FY 17-18	8 (Turlock Only)	Not Provided	1,049	450 - Turlock Window Only	281 sheltered
Duplicated Persons FY 17-18	270 services	Not Provided	10,093 shelter nights	850 - All Programs	13,581 shelter nights
Client Demographics	Women & Men Fleeing Domestic Violence or Sex Trafficking Only	All Low-Income Seniors and Children	Homeless Women and Children – Shelter All Homeless – HAM Center	131,363 Turlock Points of Contact Only All Low-Income Persons	Homeless Adult Men- Shelter Specific Low-Income- Housing
Veterans Served	Yes	Yes	Yes	Yes	Yes
Senior Services Age 65+	Yes	Yes	Yes	Yes	Yes
Childrens Services	No	Yes	Yes	Yes	No
Clients with Income	Up to 80%	Not Provided	Not Provided	94%	35%
Clients with Insurance	About 50%	n/a	All eligible are signed up for Medi-Cal	32%	233
Clients with Food Assistance (CalFresh)	70%	n/a	Not Many	32%	129



TURLOCK GOSPEL MISSION (TGM)



Turlock Gospel Mission is currently operating at three locations in Turlock. Day Center Services are provided through the TGM Day Center at 432 South Broadway. Shelter and commercial kitchen services are provided at the 437 South Broadway building. The organization also has an undeveloped plot on the corner of D Street and 1st Street, which may be developed for transitional or long-term supportive-care housing once funding is available.

The overnight shelter program at TGM has up to 59 beds available for women and children. This location also provides respite for homeless women after discharge from the hospital, a one-year life recovery program (addiction recovery), and case management for families staying at TGM.

The TGM Day Center provides a place for homeless people to congregate safely during the day. This center provides a clothing closet; toiletries; shower and laundry services; case management; identification vouchers to obtain replacement state ID cards; some storage for those staying at the shelter or at the day center (for holding personal items); transportation to and from appointments or court; form completion assistance for those with low literacy rates; advocacy calling; tutoring for young adults, teens, and children; and assistance with GED courses or vocational training. These services are offered to both men and women. During winter months, the TGM Day Center also provides an Overnight Warming Center where guests can remain safe from the elements. This is open to sheltered and unsheltered persons.

Between both buildings, the TGM team provides four meals a day. Some are restricted to guests, and some are open to all homeless persons or persons who need assistance within the community. This raises the question about a system-wide feeding program to avoid duplication of services and fundraising for those services. TGM was able to partner with Second Harvest and Feeding America to repurpose food being disposed of by area Starbucks stores. TGM picks up these items and redistributes them to area providers through a work-share program.

The TGM team also works with local veterinarians to provide pet services (sick visits, spay and neuter, vaccinations) and provides for the pets of guests using donated food, treats, pet clothing, leashes and collars, tags, and even spaces to store pets safely overnight while owners use the shelter or warming center.

TGM also offers two contracted programs. The first is a diversion program in which homeless persons can complete supervised community service instead of jail time. This diversion program also incorporates vocational training and personal development. The second program provides a homeless navigator in Turlock to assist people transitioning into the shelter system at TGM or into the We Care Program.

TGM also provides train or bus tickets home for persons who may be homeless in our area but have resources in another town. This program allows homeless people from outside the area to return to their families and support systems.



TGM also collaborates with other local providers to increase services to the TGM Day Center. The TGM Day Center is a regular stop for the shower and laundry vehicles, Golden Valley Health Centers Nurse/Medic Van, and other programs. TGM expanded its scope last year by taking on the Meals on Wheels contract for Stanislaus County. This program provides pre-cooked meals to seniors throughout the area.

On the night before our interview, Christian Curby, CEO, reported 95 people sheltered between the women's program and the warming center. When asked where he would like to dedicate more resources for his programs, he spoke about adding beds, developing a volunteer program, and hiring a consultant to help with staff development so he could focus on other TGM priorities. Also, TGM reported it pays the county more than \$200 per week for detox services required for those who wish to enter their recovery program. Christian stated, "There are three big things needed for the solution to the homeless crisis: behavioral health services, addiction recovery, and affordable detox programs." As noted in the recommendation section of this report, it is important for individuals, corporations, and foundations to help lead an effort to ensure that fundraising for all of these programs follows a logical and consistent path forward.



UNITED SAMARITANS FOUNDATION (USF)



United Samaritans Foundation is currently operating at three locations in Turlock. Their main office is located at 220 South Broadway. The other two locations, 213 and 221 South Broadway, are used for food services and the food box. USF also lease space to the We Care Program for its men's overnight shelter at 219 South Broadway and provides them administrative office space free of charge. USF also owns 235 B Street but leases it to the county for their services; it is not used for USF programs.

The USF office provides homeless people with a mailing address (a requirement for most assistance programs), showers, laundry services, breakfast five days a week, a clothing closet, phone privileges, pet food, and vet care. These services are not limited to those experiencing homelessness and are available for all those in need. USF provides case management and referral services with a drop-in center for the homeless.

Beverly Hatcher, Executive Director (and former Turlock City Council Member), spoke of the USF dedication to providing for people's basic needs: "Whatever they need, we try to give them the information and assistance to help them remain safe and cared for." For the last three months, USF has hosted the Cattle Family Health Center Mobile Health Unit, staffed with UCSF-Fresno Medical Residency providers, to provide walk-in health services to those at risk in the community.

USF primarily provides food security for the community. Their emergency food box program is open twice a month, and their Daily Bread lunch truck operates in 11 towns in Stanislaus County. Congregate meals are also provided daily at the Senior Center for those over the age of 60. Eighty percent of the people fed by the Daily Bread truck have housing, while 20% are homeless. All the food recipients are low income, with a high number of disabled and fixed-income seniors. USF maintains only a small paid staff, utilizing hundreds of volunteer hours from groups, individuals, and local businesses to supplement their food-service program.

USF also hosts two Sierra Vista staff members. One clinician works with the Daily Bread lunch truck, and the other provides service at the USF office. USF relies on partnerships to keep programs running, often working with the Boys and Girls Club, MJC, CSU Stanislaus, United Cerebral Palsy, Emanuel Medical Center, local agricultural providers, grocery stores, and religious groups to meet the needs of the food programs and to support the volunteer kitchen and donation distributions (items and food). In Turlock alone, USF provided more than 131,363 encounters with low-income, homeless, and at-risk individuals last year. Whether people came in one time or multiple times, their needs were addressed by a combination of volunteer and staff support.



When asked what resources USF needed, Beverly Hatcher spoke about community awareness: "We need people to understand what we do and who we serve so that they can be more engaged and can use us when they need us." She feels strongly that if the community knew what was needed, the volunteer time and donations needed to help people would increase. Open to suggestions, she also stated she'd love a consultant to help them capacity build because there is so much unmet need. It is important to note that the USF program has been in place for many years but has no marketing program to educate the community about the role that it plays or the population it serves.

Of particular note is the fact that USF demonstrated exceptionally strong involvement in creating and implementing numerous collaborations. USF was a founding partner in the Turlock Community Collaborative and Focused on Prevention, when it was the Stanislaus County Continuum of Care. The group still has staff participating in both groups, as well as with the Stanislaus Community System of Care (CSOC). What's more, the leadership at USF goes out of its way to ensure an easy exchange of information with other community leaders.

When asked what solutions USF would like to see to address the homeless crisis, they listed: a local access center not located at the courthouse in Modesto; transportation, including fixed bus routes that make it easier for people to access certain areas respite for health recovery; and addressing mental health more deeply.





WE CARE PROGRAM (WCP)



The We Care Program currently operates three locations in Turlock. The WCP Shelter is located at 219 South Broadway with 49 beds available. The WCP kitchen and dining room are located at 213 South Broadway. There is also an administrative suite provided in-kind at 221 South Broadway.

The WCP shelter provides men's emergency shelter throughout most of the year (occasionally shutting for a few weeks in the summer for repairs or maintenance). This year, they opened on August 13th and will remain open until mid-June. They provide services to homeless men ages 18 and older. Doors open 6:15 pm - 7:00 pm for check-in (unless a person with a job makes prior arrangements). WCP shelter provides overnight accommodations, including the storage of personal items, showers, clothing closet, clean linens, and a safe place to stay until 8:00 am the following morning. Those staying at the shelter also participate in the cleaning, serving, and day-to-day tasks needed to keep the shelter open.

A caseworker is on site twice a week to work with the homeless men. Last year, the WCP was full 100 of the 303 nights they provided shelter. They turned away people 240 times due to lack of capacity and are typically over 90-92% full. The program also recently started offering respite for homeless men recently released from the hospital.

Meals are provided at WCP through the generosity of the community. Dinner is served every night by volunteers who donate their time as well as the food being served. Last year, the WCP paid for less than 5% of the food served through its program by being resourceful and inviting community support. Nutrition bags or breakfast are also sometimes offered by the volunteers who serve the food.



The work of the volunteers is exceptional. However, considering that The Gospel Mission has a fully operational kitchen, we must ask why there isn't a system-wide evening meal program. Why isn't their kitchen open to volunteer groups to cook for all of the homeless? WCP also provides auxiliary services that are open to men, women, and families. These programs are provided through grant-funding sources and have strict guidelines for placements.

The WCP Homeless prevention program provides one-time assistance with rent or utilities. WCP's Rapid Rehousing program has funds to help pay deposits to get homeless people into permanent housing. This service can include up to six months of rental assistance and case management assistance to work with landlords to find appropriate housing.

The WCP Permanent Supportive Housing program has three units that are open to families or single adults who are chronically homeless (disabled and homeless for one year or more). WCP also provides low-income housing. They currently have two duplexes (four units total) which house families or single adults. This housing cannot be used for their existing clients and is open to other program referrals from the community.

WCP is operating on a tight budget, which does not include in-kind donations of food or time. We Care Program's Executive Director is an unpaid position. Members of the Board of Directors all remain active at the shelter or in administration, sharing jobs from manual labor to grant writing. Hundreds of hours of labor each month are provided from service groups that come in to serve, clean, cook, or work on projects. The group even contracts out security services to keep overhead and administrative costs low.

Maris Sturtevant, Executive Director, feels that WCP provides a safe and supportive place for those who need it. WCP serves as an asset to the community by keeping people healthy, safe, and off the streets. Maris and Board Chair Kelvin Jasek-Rysdahl agree that the greatest need for WCP is a full-time paid Executive Director that could build capacity. Those at WCP believe that the solution to the homeless crisis centers on the housing. "Emergency shelter, affordable rent... you have to start somewhere," Maris stated. Kelvin agreed: "The amount of federal dollars to build and maintain affordable housing has been declining for years and funneled to rental assistance, but the vacancy rate is so low that there is no way to get people into housing they can afford."

In the new fiscal year (since August 13th), WCP has already turned away 153 people and housed 182 unduplicated people for a total of 6,623 shelter nights. Due to winter weather, they recently have been at capacity most nights. Low-income housing and shelter are in high demand.

Finally, it is important to underscore the value that Maris Sturtevant provides both We Care and the community. Like her colleague, Bev Hatcher, she is a tireless advocate and passionate strategist, known for working 70-80 hours a week. Her dedication is unparalleled.



THE SALVATION ARMY TURLOCK CORPS(SA)



The Salvation Army (SA) Turlock Corps provides services at one location on 893 Lander Ave. Most SA programs are for seniors and children. On Sunday mornings, however, the meal program is open to the community. Also, the daily food pantry is always open, and water bottles are offered in the summer. When they are available, blankets and other items are also distributed. Breakfast attendance varies weekly; higher attendance typically occurs at the end of the month when those on a fixed income or with no income run out of resources. Attendance also increases in the winter when people need nutrition and to keep warm. The SA group also provides a meal at WCP once a month as a service opportunity.

SA does provide a hotel voucher and works with the Homeless Emergency Aid Program (HEAP) funding for utility assistance. This homeless prevention service is open to anyone in the area who meets HEAP requirements.

SA also owns and operates the Silver Crest low-income senior apartment complex. This housing is budgeted separately and has separate leadership. Silver Crest has 250 units. When openings are available, homeless persons on the wait list for this program are given priority. To be eligible, the applicant must be 62 years of age or older. The program currently has a 30-person wait list; due to high demand and low turnover, people may wait for years for an opening.

The Turlock location provides a Senior Adults Learning Together (SALT) program, a children's after-school program; youth summer camp (seven-week Bible camp with recreation), karate classes, teen and young-adult volleyball, youth and teen soccer, adult school with ESL courses and GED assistance, Family Resource Center promotoras group programs, food pantry services, utility assistance, social services, and a variety of weekly programs that do everything from leading Zumba classes to visiting rest homes. These senior and children's programs fill a need for working poor families that is not being met elsewhere. SA feels it offers a safe place that is comforting for the seniors and children in their programs.

Major Debi Shrum, Core Officer, noted that the Salvation Army could benefit from increased funding or a volunteer retired police officer or fire department staff member who could assist them with reopening the warming center. The Salvation Army was forced to close the program when they were unable to secure overnight volunteer support. The program requires two to four people each night to keep the service running and the occupants safe. Major Debi stated, "We need an option for the rule breakers that have to constantly move around because they are unable to adapt to the requirements of overnight programs." Whether this is in the form of an extended warming center or more housing, she could not say. She thinks Turlock should look at other cities that have adopted tiny house communities and other innovative solutions.

The work of the Salvation Army in this community, and frankly every community across America, is exceptional. But, in an era of limited funds, the community should look carefully at the role the Salvation Army plays in addressing the needs of the homeless to ensure that duplication of efforts is minimized.



HAVEN



Haven currently provides services at two locations in Turlock. The program operates the Turlock Women's Center and Sage House for victims of domestic violence (DV) and those fleeing sex trafficking. The Women's Center is located at 301 Starr Avenue and is open weekdays. Due to the sensitive nature of its clients, and to maintain their safety, we will not disclose the address for Sage House.

Haven's homeless clients are high risk, and special accommodations must be made for their safety. The program offers case management, restraining-order assistance, safety planning, peer counseling with advocates, support groups, police advocacy, court accompaniment, and any other assistance they can relate to their DV services. Haven provides women in their care with wrap-around services, which could include GED or job assistance and help setting up banking or getting replacement identification.

Housing is provided, when available, through Sage House or the shelter in Modesto. Women are also sometimes referred to TGM for shelter. Referrals for housing, Community Housing and Shelter Services (CHSS), addiction counseling, legal counseling, immigration assistance, and other services are provided daily.

The Women's Center also provides support groups and youth programs. This includes Kids Count (ages 5-11) and Teens Count (ages 12-17), the TRUST Program for sexual assault survivors, and healthy relationship programs at area schools.

Although it is the smallest homeless program in Turlock, Haven's ability to use Victims of Crime Act (VOCA) funding to help DV victims makes it possible for them to quickly rehouse people or shelter them when needed. The program can provide up to three months of assistance, including rent, deposits, utilities, and even help with household items needed to start over. The program also uses an iPhone app called Safe Night to provide hotel vouchers when last-minute needs arise.

Best known for the Modesto location and "Walk a Mile" fundraiser, Turlock Program Manager Joshua Palmer says the Turlock locations have struggled with stable funding and staffing. "People just don't know we are there." Palmer and Executive Director May Rico stated that their emergency shelter in Modesto is often at capacity. Helping those who are homeless from DV often involves helping them to get back into the job market, access training programs, or build work experience to ensure stable, long-term solutions

OTHER COMMUNITY PROGRAMS

Our inquiry sought to evaluate all programs in Turlock that provide services for the homeless. Four programs not interviewed in detail, but are still worth mentioning, are below:

WESTSIDE MINISTRIES (WSM):

WSM provides after-school programming for youth on the west side of Turlock. Currently, no homeless programs are offered there, but some of the children at WSM are at risk for homelessness. The program provides ministry, child care, arts and education classes, as well as dinner on weekdays.

CATHOLIC CHARITIES OF THE DIOCESE OF STOCKTON (CCDS):

CCDS provides the VetFam program for Stanislaus County and helps veterans who are homeless obtain their HUD-VASH vouchers for housing assistance. Clients from the Turlock area are referred by other service providers to Supportive Services for Veteran Families (SSVF) or CCDS directly, and they are assigned a case manager who assists them until they are housed. This is a one-time voucher system managed through the HMIS system.

TURLOCK FAMILY RESOURCE CENTER (TFRC):

TFRC is operated by Aspiranet and is located on Geer Road in Turlock. This walk-in service center is open to all low-income families in Turlock and provides parenting classes, service referrals for those with small children, and access to social-work assistance.

NEW LIFE FOOD PANTRY:

This program is operated by New Life Church and has a food pantry that is open twice a month, serving between 100-125 families with food insecurities.



BREAKDOWN OF HOUSING AND MEALS SUMMARY

HOUSING & MEALS	Haven	Salvation Army Turlock Corps	Turlock Gospel Mission	United Samaritans Foundation	We Care Program
Shelter Services (Number of Beds)	3	0	51	0	49
Limited Population?	Victims of Domestic Violence or Sex Trafficking Only	No	Shelter – Homeless Women and Children Only	No	Shelter – Homeless Men Only
Meals & Nutrition Services	Provided for Clients Only	Breakfast Sundays Senior Congregate Meals	HAM- Breakfast and Lunch Daily TGM Shelter – Dinner for Residents Meals on Wheels – Senior Home Delivery	Walk Up Window – Meals Food Bank USDA Food Boxes Daily Bread Meal Truck Delivery	Shelter Guest – Dinner Provided Nightly Shelter Guest – Breakfast Provided When Available
Case Management	Yes – Victims of Domestic Violence or Sex Trafficking Only	Yes	Yes	Yes	Yes
Rapid Rehousing Funding (Special Populations)	Yes	No	Yes	No	Yes
Utility Assistance or Rental Assistance (Homeless Prevention)	Yes – Victims Only	No	No	No	Yes
Low-Income Housing	No	Yes – Silvercrest Housing for Seniors	No	No	Yes - 4 Units
Transitional Housing	Yes	No	Yes	No	Yes
Voucher Program for Temporary Shelter	Yes	Yes	No	No	No
Homeless Respite	No	No	Yes – 2 Beds	No	Yes – 2 Beds



FUNDING SOURCES AND PROGRAM LIMITATIONS

The five programs operating in Turlock are not only limited by capacity, but also by their funding limitations. Reasons for funding limitations can include inability to meet the required guidelines, disallowed services, and special population requirements. Also, the programs do not all budget and report using the same format. Some agencies include in-kind funding, while some do not. Some agencies run on a fiscal year and some on a calendar year. Budgets provided for reference may include more than just Turlock (such is the case for Haven and United Samaritan's Foundation) if the agency operates throughout the county.

The following types of funding are being used by more than one of the service providers are listed below:

- **EFSP:** The Emergency Food and Shelter Program allocates federal funds to local communities for programs such as soup kitchens, food banks, shelters, and homelessness-prevention services. This program was formerly known as FEMA and is sometimes still referred to in that way by providers.
- **ESG:** Emergency Shelter Grants provide homeless persons with basic shelter and essential supportive services. Grantees are state governments, large cities, and urban counties that distribute the funding to service providers by awarding grants or contracts.
- **CDBG:** The Community Development Block Grant is a HUD program that provides communities with resources to address a wide range of unique community-development needs.
- **HUD:** The U.S. Department of Housing and Urban Development (HUD) is a federal agency created in 1965 to increase homeownership, support community development, and ensure housing free from discrimination. Since 1987, HUD has been responsible for homeless-funding programs, which today comprise the COC, or Continuum
- **SAMHSA:** The Substance Abuse Mental Health Services Administration (SAMHSA) is a public health agency within the U.S. Department of Health and Human Services. The mission of the agency is to improve the accountability, capacity, and effectiveness of the nation's substance-abuse prevention, addictions treatment, and mental health services delivery system.
- **HEAP:** The Homeless Emergency Aid Program was established by statute to provide localities with flexible block grant funds to address their immediate homelessness challenges. To obtain funds from HEAP a city, county, or joint power must declare an emergency shelter crisis and demonstrate a collaboration to end that crisis.

Some of the providers also contract for services with the city or county. These contracts are awarded through a Request for Proposal (RFP). After receiving a Notice of Fund Award (NOFA), they provide a specific service that meets the required guidelines. An example would be senior meal services: this funding can only be used for Meals on Wheels services for seniors and qualified disabled adults.

Nonprofits often supplement services by applying for funding from private foundations or community donors. Most organizations are reluctant to share donor information, but these donations usually come with specific requirements as well.

The chart below includes budget information that was provided by each local agency. Legacy Health Endowment was encouraged by the transparent data sharing from all of the organizations. This data was compared to available federal Form 990 data; we found it consistent with tax reporting.

Most notable are the agencies that are operating with minimal administrative costs, reporting without in-kind donations, and relying 100% on community support for non-essential services. For instance, We Care does not pay its Executive Director, the position is volunteer; United Samaritans Foundation donates buildings to other programs; and Turlock Gospel Mission does minimal tracking of in-kind donations.



BUDGET TRACKING

FUNDING	Haven	Salvation Army Turlock Corps	Turlock Gospel Mission	United Samaritans Foundation	We Care Program
Annual Budget	\$2 Million (includes entire service area)	\$750,000 (not including Silver Crest)	\$700,000	\$1.7 Million	\$430,000 (all programs)
% Spent On Admin	9%	6.8%	Under 10%	Between 8.5%	7% (Exec. Director is not paid)
% Spent On Direct Services	91%	86.3%	80%	45.6%	93%
% Spent On Food	n/a – part of direct services budget	15%	\$100,000	5.6%	Budget \$1,000 but typically it's done w/ donations and not spent
% Spent on Other - Noted	n/a	Programs for Senior Adults and Children	Building Mortgage for Shelter	n/a	\$2,500 Month Shelter Building Lease
In-Kind Donations	1.6% (included in budget)	21%	About \$100,000 not included in budget amount	13.4% (included in budget)	All our grants require a 100% match which is done with in-kind (\$300,000)
Funding From Stan County	Yes – Grants	No	Yes - Direct Contracts	No	Yes – ESG Funds
Funding From City of Turlock	No – But lease property from city	No	Yes - Direct Contracts	Yes - CDBG & HUD Funds	Yes - CDBG & HOME Funds
Funding From Focus on Prevention Projects	No	No	No	No	No
Funding From United Way	Yes - donations	No, but we are a member organization	No	Yes- donations	Yes- donations
Federal Funding	Yes - 60% VOCA Funding	Yes – F.E.M.A. Funds	No	Yes - HUD & USDA (in kind)	Yes- HUD
State Funding	Yes – EFSP Funds	Yes – EFSP Funds	No	Yes - EFSP Funds	Yes - EFSP Funds
Five Largest Funding Sources/ Donors	State and Federal Grants	Declined to Provide	Declined to Provide	Grants, Family Foundations, Private Foundation, and Kaiser	Grant Programs



BOARD LEADERSHIP

LEADERSHIP	Haven	Salvation Army Turlock Corps	Turlock Gospel Mission	United Samaritans Foundation	We Care Program
Board of Directors	Yes	Yes	Yes	Yes	Yes
Board Type	Local	Local, Regional, & National	Local	Local	Local
Leadership Team	Executive Director Associate Director	Core Officer Business Manager Office Manager Maintenance Manager	CEO Director of Women's Programs Assistant Director Food Services Manager Development Officer	Executive Director Director of Operations Director of Finance Assistant Director	Executive Director (Unpaid Position)
Staffing Breakdown	Turlock Program Manager Turlock Admin Assistance Turlock Advocate	P/T Maintenance Worker Social Services P/T Senior Programs After School Program Volunteer Coordinator	Shelter Attendants Ministry Coordinators (Day Center) Homeless Navigator Bookkeeper Executive Administrative Assistant	Kitchen Staff/Food Delivery Warehouse Grant Writer Volunteer Coordinator Receptionist Fund Development Clothing Closet Coordinator	Shelter Manager Case Manager HMIS Data Entry 11 Shelter Attendants Administrative Coordinator (Security through Contract)
Volunteer Hours Monthly	Up to 40 (Turlock Only)	Not Provided	1,000	600+ (Almost all labor is done by volunteers and volunteer groups)	Hundreds (All Meals are Hosted by Volunteers)
Board Term Limits	No, but officers have limits to two terms	No	No	No	No
Board Current Terms	Ranging 10 years to 1 year	All have served 10+ years	Ranging 11 years to 1 year	Ranging 25 years to 1 year	Ranging 10+ years to around five years
Board Giving Requirements	Yes – But can be time or financial	No	Yes – No specific amount	Informally – Most volunteer	No – But all are active in daily operations

When looking at the programs and how their funding and service distribution works, it is also necessary to look at their leadership. The Board of Directors and Executive Directors of each of these organizations carry extensive community experience, but none of the organizations use mandatory term limits (some members have served for decades), have a boot camp or training for newly elected representatives, or offer transparency to the community at the behest of their leadership. Several of the agencies have Boards of Directors that are hands-on in the day-to-day operation of shelters and service programs, doing everything from providing services to writing grants. While some organizations utilize formerly homeless individuals for staffing, none of the organizations currently has a homeless or formerly homeless (CK) person serving on its Board of Directors.



MENTAL HEALTH AND HEALTH SERVICES

In Turlock, the number of providers who can administer healthcare to the homeless is limited. Traditionally, this role is taken on by Federally Qualified Health Centers or Community Health Centers that receive subsidized funding to treat the homeless. There are no homeless health centers located in Turlock. The town instead fills the gap in care with the following service providers:

▪ HEALTH PROGRAMS

- Golden Valley Health Centers (Federally Qualified Health Centers – three locations in Turlock)
- Golden Valley Health Centers Mobile RN Unit (traveling RN services)
- Castle Family Health Centers Mobile Health Unit (monthly visit to United Samaritans Foundation)
- Health Services Agency (HSA) Turlock Family Practice Office
- Limited Medi-Cal providers in private practice

▪ MENTAL HEALTH PROGRAMS

- South Stanislaus Behavioral Health and Recovery Services (BHRS)
- Sierra Vista Clinician located at United Samaritans Foundation
- Sierra Vista Clinician located on Daily Bread Truck (monthly location varies)
- Golden Valley Health Centers (some sites provide behavioral health)

▪ ADDICTION TREATMENT PROGRAMS

- Prodigal Sons & Daughters
- Turlock Gospel Mission – Women’s Recovery Program
- Turlock Recovery Access Center

▪ ASSISTANCE PROGRAMS

- Community Services Agency (CSA) South County Service Center
- Aspiranet Family Resource Center

▪ HOSPITAL (EMERGENCY SERVICES)

- Emanuel Medical Center

There is only one mental health treatment facility that can accept children in Stanislaus County. There are limited locations that provide detox services before addiction treatment. The number of healthcare providers per 100,000 residents in Stanislaus County is 39, while the California average is 78. Lack of providers is leading to increased emergency room utilization. Children’s preventable emergency room visits in the LHE area is 62%—almost double that of the rest of the state.

The lack of qualified mental health providers and access to care is most evident when looking at provider ratios. In California, there are 14.5 psychiatrists per 100,000 residents, but in the LHE geographic area, that number is 4.5. Children are often transported to cities as far away as Fresno or Bakersfield for long-term care.

While some states fill this gap with other qualified providers, the number of mental health providers in California is 289 per 100,000 residents, while in the LHE area it drops to 150 per 100,000 residents

There are extremely limited health services provided by homeless organizations. The chart below provides examples of the health and social work assistance available through those providers.



HEALTH & SOCIAL WORK	Haven	Salvation Army Turlock Corps	Turlock Gospel Mission	United Samaritans Foundation	We Care Program
Health Services Provided	No	No	GVHC Mobile Nurse	CFHC Mobile Van	No
Mental Health Services Provided	No	No	No	Yes – Sierra Vista Counselor	No
Addiction Recovery Services	Yes	No	Yes	No	No
Support or Peer Groups	Yes	Yes	Yes	No	No
Case Management Provided	Yes	Yes	Yes	Yes	Yes
Children's Programs	No	Yes	Yes	No	No
Senior Programs	No	Yes	Yes	Yes	No
Clothing Closet	Yes	Yes	Yes	Yes	Yes
Referral Services (Medi-Cal, Cal-Fresh, Legal, Housing)	Yes	Yes	Yes	Yes	Yes
Mail Services	Yes	No	Yes	Yes	No
State ID Vouchers	No	No	Yes	No	No
Transportation	Yes	No	Yes	No	Yes
Pet Services	No	No	Yes	Yes	Yes
Showers or Laundry Services	Yes – Clients Only	No	Yes – Clients Only	Yes – Open	Yes – Clients Only

According to a report provided by Golden Valley Health Centers (GVHC), between July 1 and December 31, 2018, their Turlock Street Outreach team served 672 people. Primary health care was provided to 668 homeless individuals (of which 599 had health insurance). The mobile unit also assisted 671 people with behavioral health or dental requests. The unit also offered snacks, winter gear, blankets, and hygiene kits to those in need. The mobile unit has provided 99 nurse assessments and scheduled 25 people for appointments at a local GVHC site. The mobile van began its outreach in May, and it visits USF, TGM Day Center, We Care, and several alleys and parks frequented by the homeless. The unit is in Turlock every Wednesday.



GAPS & NEEDS ASSESSMENT

After reviewing programs and resources available through homeless service providers in Turlock, we recommend that the City of Turlock and its residents investigate the following four gap areas:

1. ANNUAL WEATHER PLANNING:

We recommend creating a city-wide plan for overflow sheltering when the weather makes warming or cooling centers necessary. This should be a plan that can be implemented each year so that time is not wasted each season starting from scratch, as this puts many residents (homeless and sheltered) at risk. Many cities have a Community Overflow Weather Shelter System that automatically kicks in under certain circumstances.

2. COORDINATED ENTRY AND INTEGRATED SERVICES:

Turlock should look at creating a centralized leadership team for the development of a unified Turlock system of care. This Homeless Outreach, Planning, and Evaluation (HOPE) Team should be responsible for uniting grant programs across multiple providers; creating service interventions in partnership with county and local providers; looking at measurable outcomes; creating centralized fundraising opportunities; and using a diversified taskforce approach to coordinate service providers, mental health services, and healthcare needs.

3. SHELTERING GAPS:

Whether you use the Point In Time count or the actual unduplicated count from HMIS, it is clear that there aren't enough shelter beds in Turlock. Instead of developing a new shelter, we recommend working with existing shelter programs to prioritize the housing of families and veterans and to maximize bed usage. This means looking at respite needs and shelter needs (by gender), as well as addressing the need for "return to home programs" to keep shelter bed usage from becoming permanent housing for homeless persons. Also, prioritization of families will limit teen boys and dads from being separated from moms and younger children. This is currently an issue in the Turlock area due to shelter guidelines.

4. LONG-TERM HEALTH AND WELLNESS PROVIDERS:

The City of Turlock should coordinate an opportunity with a Federally Qualified Health Center to open a community health center on the west side of Turlock, with staff trained to work with the homeless and those at risk for homelessness.

In the end, it is the personal responsibility of a homeless individual to choose to end their homelessness. But, without the resources necessary to succeed, recidivism will remain high. By providing a limited safety net, putting a system in place to provide continuous support, and using accountability measures, the community can mitigate the prolonging or increasing of the problem. The following strategy recommendations could also have an immediate impact on the effectiveness of homeless-service providers in Turlock.



RECOMMENDATIONS

- 1.** The Turlock Gospel Mission Warming Center should be converted into a facility that addresses the physical and mental health needs of homeless people in the Westside community, run by local nonprofit healthcare providers. A combination urgent care / primary care clinic would provide a needed boost to the community.
- 2.** The Turlock Gospel Mission has a fully operational industrial kitchen. Finished with the assistance of the EMC Health Foundation, it provides meals to sheltered populations both in the home and in congregate sites. Centralizing cooking for the homeless should be a priority. The Gospel Mission staff has capacity and training to deliver meals that can be tailored to client needs and would therefore be the logical choice for a centralized kitchen program. Centralizing this service would not preclude other providers from feeding the homeless, but rather maximize the value of every dollar given to these programs.
- 3.** If it can make the business case for doing so, the kitchen should operate seven days a week. If the TGM is not going to use this wonderful kitchen Saturday and Sunday, it should become an established community resource to ensure community members have access to one or two hot meals at least on weekends. It should also be used to provide meals to those who are homebound, as access to hot meals can benefit both physical and mental health and help to maintain and enhance independence for this population.
- 4.** Regardless of how the new TGM facility may have been initially marketed to the Greater LHE Community, it serves women and children exclusively – not men. Rather than requiring these families to pack up every day, those who are likely to be longer-term residents should be allowed to keep books by their beds.

The real question for the The Gospel Mission is, what happens to the male spouses or partners of the women in the shelter? Does TGM want to promote and build strong family units? These issues impact the health and mental health of the children, whose needs must come first.
- 5.** Cooking and serving breakfast should be centralized, just as we are recommending for other meals. Today, meals are provided through multiple programs, which is a very inefficient approach. Using one kitchen reduces costs and maximizes charitable and public funds.



- 6.** The Salvation Army provides services to everyone. Their value to the Greater LHE Community is historic and significant. Their facility should be designated as the community's sole Warming and Cooling Center: more than one such facility is not needed. As the sole Warming and Cooling Center, it would receive all public and private funds to fulfill these needs. Food could be provided through the Gospel Mission centralized kitchen. The City of Turlock should establish a committee to provide a Community Overflow Weather Shelter System, which serves as an annual plan for when and how warming and cooling services operate.
- 7.** We need a Board Member boot camp for nonprofits. Ever-changing federal and state tax laws and state requirements for nonprofit organizations are hard to keep up with. And, given the similar mission of all the organizations serving the homeless, it would be valuable to have board members from each of these organizations meet at least once a year for strategic purposes. Given the similar missions and limited donor base, strategic alliances are paramount to maximize the efficient use of funds and prevent redundant efforts.
- 8.** It is important to ensure that individuals and families who are homeless or transitioning out of being homeless have access to needed medications to protect them against both acute and chronic diseases. We are recommending that the United Samaritans Foundation serve as the hub for this program, working with Boies Pharmacy to help families and individuals in need. A fund should be established to help cover the cost of these medications.
- 9.** Similarly, at Haven Women's Center, a healthcare fund should be established to ensure that women and children have access to low- or no-cost healthcare and mental health services. One solution could be for homeless organizations to collaborate on a mobile healthcare option through partnerships with local providers such as Golden Valley Health Centers, Livingston Community Health, Castle Family Health Centers, and others.
- 10.** Given the state of mental health in the community and the challenges facing many who are homeless, there is a clear need for greater physical and mental health services accessible to this population. The recommendation is to start with those under 26 years of age and children living in homeless shelters, transitional housing, and foster care.
- 11.** Some of the homeless population receive federal or state support such as Veterans Benefits, SSI, Social Security, etc. it is important that we create a true database so that we can fully understand who receives benefits, who is eligible for benefits, and who is refusing benefits. The generosity of communities like Turlock is far too often taken for granted.



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