



MEMO

October 23, 2025

To:

- Town of Truckee
- Tahoe Forest Hospital District
- Nevada County
- Placer County

CC: Coalition Members

From: TTHAC Coordinator, Seana Doherty, Senior Manager, Agnew::Beck

Topic: Tahoe Truckee Homeless Action Coalition Funding & Policy Request for a 1-Year Navigation Center Pilot Project in Truckee

ATTACHMENTS

- A. Updated Scope of Services from Volunteers of America to Operate the Navigation Center Pilot_102325
 - B. 2025 TTHAC and Community Summary of Input and Recommendations
 - C. 120 Day Community Engagement Plan for the 1 Year Navigation Center
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The Tahoe Truckee Homeless Action Coalition (TTHAC) respectfully submits this memorandum to request coordinated funding and policy support from the Town of Truckee, Tahoe Forest Hospital District, Nevada County, and Placer County to implement a 1-Year Navigation Center Pilot Project in Truckee (Pilot). The Pilot represents the next essential step in carrying out the [2025 Tahoe Truckee Regional Homeless Action Plan](#), transitioning from planning to direct action to address homelessness in our community.

The purpose of this memo is to outline the proposed model, location, and funding structure for the Navigation Center, and to describe the local policy mechanisms that enable its rapid implementation. The Navigation Center will serve up to 16 individuals at a time (with more via drop-in day services) through a combination of year-round interim beds, winter shelter capacity, and supportive services, providing a compassionate, evidence-informed pathway from homelessness to housing stability.

TTHAC's partner agencies have spent the past year aligning priorities, listening to public input and identifying shared solutions that meet urgent winter needs while building toward long-term regional capacity. This joint funding and policy request invites each agency to invest in a project that strengthens public health, safety, and community wellbeing — demonstrating that, together, our region can implement an effective, locally tailored model that restores stability and dignity for our unhoused neighbors.

TTHAC is led by three co-chairs:

- Cindy Basso, Founder, Fellowship of Compassion
- Hardy Bullock, District 5 Supervisor, Nevada County
- Jan Zabriskie, Mayor, Town of Truckee

Member organizations:

- AMI Housing/North Tahoe-Truckee Homeless Services
- Fellowship of Compassion
- Nevada County
- Placer County
- Sierra Community House
- Tahoe Forest Health Systems
- Tahoe Truckee Community Foundation
- Town of Truckee
- Truckee Chamber
- Truckee Library
- United for Action



Background and Community Input

TTHAC is a coalition of 11 local agencies, nonprofits, and community partners formed to implement the *2025 Tahoe Truckee Homeless Action Plan*. The Plan was shaped by extensive community engagement through public workshops, listening sessions, and coalition meetings attended by more than 100 residents, business owners, service providers, and faith leaders. The message was consistent: the community wants practical, compassionate, and coordinated solutions that meet people’s needs while protecting public safety and health.

Feedback from these sessions prioritized one clear goal — establishing a year-round facility where people can safely stabilize, connect to services, and transition toward housing. The Navigation Center model emerged as the preferred and most feasible solution based on successful examples statewide and strong local support. ***See Attachment B for a Summary of Community Input and Coalition Recommendations.***

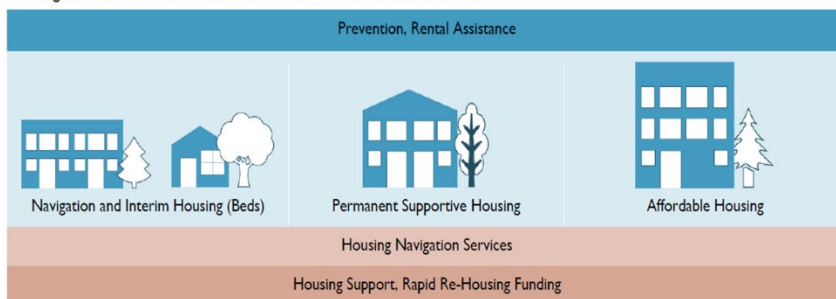
TTHAC has 11 member organizations that include:

1. Chamber of Commerce
2. Fellowship of Compassion
3. Nevada County
4. North Tahoe Truckee Homeless Services (A Program of AMI Housing)
5. Placer County
6. Sierra Community House
7. Tahoe Forest Hospital District
8. Tahoe Truckee Community Foundation
9. Town of Truckee
10. Truckee Library
11. United for Action

Tahoe Truckee Homeless Action Coalition Framework

The *2025 Tahoe Truckee Regional Homeless Action Plan* outlines the framework TTHAC is using to build a continuum of services to meet the range of needs of the unhoused population. The goal is to create a series of pathways that people can enter depending on their situation, with the goal always to move people towards stability. The graphic outlines the areas that TTHAC is working on to create an ecosystem of services for vulnerable people in our community.

Figure 8. Tahoe Truckee Homeless Continuum – The Action Plan Focus



Tahoe Truckee Homeless Action Coalition Key Focus Areas and Priorities



The 2025 *Tahoe Truckee Regional Homeless Action Plan* (Action Plan) outlines the following four key focus areas.



The 1 Year Navigation Center Pilot: What It Is and Why Now

History of Local Homeless Services

From 2015–2023, the Truckee region operated a series of weather-triggered warming shelters and limited day services managed first by volunteers and later by North Tahoe Truckee Homeless Services (NTTHS), a program under AMI Housing. Over those eight winters, the shelters served an average of 61 unique individuals per year, offering a safe place during extreme weather, at night only, but with limited case management or consistency.

Day services were provided intermittently from small downtown locations, averaging 262 visits annually, where people could access basic supplies, showers, and referrals. As leases expired and funding fluctuated, both the shelter and physical location of the day center closed in 2023.

In 2023-24, Nevada County—supported by the Town of Truckee and Tahoe Forest Hospital District—temporarily reactivated a weather-triggered, night-only, emergency warming shelter at the Joseph Center, while outreach and basic day services continued in makeshift spaces. No shelter operated during the 2024–25 winter season.

In summary, even though the shelter and day services over the past 10 years have had the best of intentions and done amazing work to serve unhoused community members with deep compassion, it has been unable to provide the stability and consistency and pathway to housing that vulnerable populations really need to create stability in their own lives.

In 2023/2024, through a gap analysis of current needs in the Truckee-North Tahoe region, input from providers, community members, leaders, people with lived experience and researching best practices in other communities, TTHAC recommended, in the 2025 Action Plan, moving forward a navigation center



model to address the crisis response needs of the unhoused population and truly stand up a model that has proven, across the country, to move people out of crisis and onto more stable paths.

The Proposed New Model: Navigation Center

The Navigation Center model is a low-barrier, service-rich shelter model designed to help people experiencing homelessness stabilize and transition into permanent housing. Unlike traditional shelters, Navigation Centers provide interim beds alongside individualized case management, mental health and substance use support, employment assistance, and connections to healthcare and housing programs. Navigation Centers allow people to bring their partners, pets, and belongings, reducing the barriers to entry and fostering trust. The model is built on the Housing First approach, emphasizing rapid engagement and tailored support rather than strict compliance or time limits. Each participant works with a case manager to navigate available resources and remove barriers to long-term stability. Additionally, a big difference between the Navigation Center model and the weather triggered model we have had for the last 10 years in Truckee, is service levels. A Navigation Center is open year-round and people living at the Center are not asked to leave in the morning.

Proposed 1 Year Navigation Center Pilot Overview

The proposed 1 Year Navigation Center Pilot (Pilot) will provide a range of services for the unhoused population, focused on meeting people where they are. The Center would have the capacity to house up to sixteen (16) people at a time, offer case management and other related services during the day such as meals, showers, laundry and provide day services to more people not staying at the site. The 6 interim beds and 10 shelter beds would be offered year-round.

See Attachment A for an initial program scope from VOA for program operation details.

The Center would provide the following services:

- **6 interim housing spots (12-months):** Non-congregate, longer-term living situations (e.g. beds in individual cubbies with lockers) for those on the path to more permanent housing situations.
- **10 shelter beds (12-months):** Congregate beds for shorter term stays.
- **Services for Center residents (12 months):** Including individual case management, goal setting, connecting to services, laundry, showers, three meals a day, housing and employment navigation, etc.
- **Day Services for non-residents (12 months):** Mail services, access to laundry, case management support, resource connection, other drop-in services as needed.



Operator

The current proposal is that the Pilot would be professionally operated by an experienced provider, Volunteers of America (See Attachment A for an initial program scope from VOA). Volunteers of America Northern California & Northern Nevada (VOA), one of the state's most experienced shelter and housing operators, serves over 3,500 people nightly. VOA operates navigation centers in Reno and El Dorado and has been involved with TTHAC outreach and planning efforts over the past three years, bringing not only professional expertise but local awareness to their approach.

Pilot Timeline (Estimated)

Funding commitments finalized	October 28, 2025
Letter of Intent to Lease signed	November 19, 2025
Begin contract negotiations with Provider	November 1–15, 2025
Provider hiring process begins	
Lease executed	December 1, 2025
Tenant Improvement plans finalized	November 15, 2025
Permit applications submitted	November 15–30, 2025
Tenant Improvements begin	Late November 2025
Furniture and equipment purchased	Upon lease execution
Facility opening*	Early Jan 2026

**opening assumes funding commitments are made by November 1, 2025 and other timelines are met*

Location

Process for Identifying a Site for the Navigation Center

After months of community input and conversations at the TTHAC meetings about location, three points about the location emerged for the future Navigation Center. Direction from input recommended that the future location of a Navigation Center should be: 1) Close to services, 2) Close to public transportation/bus stop, 3) Not in a residential neighborhood, 4) In the Truckee commercial core area.

Additionally, TTHAC recommended at the September meeting to prioritize a winter 2025/2026 opening for the Navigation Center Pilot. ***See Attachment B for community and coalition input summary.***

Using the location criteria, and direction to open services in the winter of 2025/2026, TTHAC members worked with a local realtor to conduct an exhaustive search of potential, suitable locations. The only site that fit the criteria and was available for move in this winter, was 12315 Deerfield Drive location.



About the 12315 Deerfield Drive Proposed Location

The proposed site for the 1 Year Navigation Center is the commercial building located at 12315 Deerfield Drive, in Truckee, behind the Taco Bell. It is a commercial site located on a transportation line near services. The property is currently empty, and the proposal is to rent 50% of the building, offering 3,000 square feet for services. The site includes a fenced commercial property that will require some tenant improvements to serve the needs of the Navigation Center guests. The owner has agreed to a one-year lease, contingent upon funding commitments.

1 Year Navigation Center Overview of Roles

Property Lease Holder

Based on a request from TTHAC at the October 8th Coalition meeting, Nevada County has stepped up and is willing to negotiate the lease for the 1 Year Navigation Center Pilot, located at 12315 Deerfield Drive in Truckee. A key benefit of having Nevada County hold the lease of the property is that it enables the project to move forward at a very fast pace by leveraging existing policies for community benefit services.

Fiscal Agent/Contract Administrator for Operator

Discussions are underway regarding fiscal oversight and contract management of the Volunteers of America contract. Potentially Nevada County is considering serving as the contract administrator for VOA to operate the Pilot if certain assurances are in place prior to signing the contract such as an MOU that outlines roles, responsibilities and shared accountability for operational success amongst local partners.

Navigation Center Operator

Volunteers of America is one of the nation's largest, established comprehensive human services organizations with 15,000 mission-driven professionals, dedicated to helping those in need rebuild their lives and reach their full potential. Founded in 1896, the faith-based nonprofit has programs in more than 400 communities and serves more than 2.5 million people per year. The Northern California & Northern Nevada affiliate of Volunteers of America (VOA NCNN) was founded in 1911 and is one of the largest providers of social services in the region, operating more than 40 programs including housing, employment services, substance abuse and recovery services to families, individuals, veterans, seniors, and youth. In fact, VOA NCNN provides shelter or housing to over 3,500 men, women and children every night.



1 Year Navigation Center ESTIMATED Budget

The following estimated budget includes costs for both the building and the operator for the Navigation Center for one year. **This budget is for year-round, 24/7 services including offering 6 interim beds, 10 shelter beds, and drop-in day services for both residents and non-residents.**

All listed prices are subject to change and are estimates only. Final costs for the lease and operations will be determined in the next month during the contracting phase of work. Some costs may end up being higher, especially expenses related to staffing and tenant improvements.

1 Year Navigation Center Pilot Budget	
POTENTIAL REVENUE	
Town of Truckee	360,000
Nevada County	360,000
Tahoe Forest Hospital	360,000
Placer County	75,000
Community + Church Giving Goal	230,000
TOTAL	1,385,000
ANTICIPATED EXPENSES	
Lease/Rent	90,000
Tenant Improvements	65,000
Utilities	19,000
Insurance/Prop Tax	31,528
Salaries and Benefits	730,284
Other Support Costs	49,206
Start Up Costs	12,176
Admin Allocation	116,473
Food costs (3 meals/day / 7 days/week)	210,240
Furniture	50,000
Contingency	11,093
TOTAL	1,385,000



Why Support This Now

1. For Tahoe Forest Hospital District – A Public-Health Investment

- The Hospital has experienced growing emergency-department demand for individuals without stable shelter—often for non-emergent, weather-related, or behavioral-health reasons.
- The Navigation Center will offer 24/7 monitored care and case management, reducing ER use.
- National data show that providing stable, short-term shelter and coordinated care reduces hospital costs by 30–50% per person per year.
- This partnership aligns with TFHD’s community-benefit mission to advance health and wellness beyond hospital walls.
- Volunteer of America shared the following data re: reduction of ER visits from a navigation center-type model in Reno that they operate:
 - 15 bed program at the Village on Sage Street (Reno) that pairs intensive case management and care coordination with dormitory style housing.
 - 2024 Data
 - 50% of exits were to stable, permanent housing
 - Inpatient admissions decreased 91% and readmissions by 95%
 - ER visits decreased by 89%

2. For the Town of Truckee – A Public Safety and Housing Solution

- Provides a safe, legal location for people to go during winter, improving downtown safety and emergency services efficiency.
- Directly supports the Town’s Housing Element and Homeless Action Plan goals by adding “interim housing” that bridges people from street to permanent homes.
- Creates a proof-of-concept pilot that the Town can help shape, evaluate, and scale.

3. For Nevada and Placer Counties – Meeting Continuum of Care and County Plan Goals

- Advances both counties’ adopted Homeless Action Plans and Homeless Resource Council of the Sierras (CoC) strategies to expand crisis-response capacity in East County.
- Addresses a major geographic service gap—currently, no year-round beds exist in our region. The closest shelter beds are located in Grass Valley and Auburn.
- Builds a stronger, coordinated pathway to housing stability for unsheltered residents who already access county services in Truckee.



4. For the Community – Practical and Compassionate

- Replaces the inconsistent winter-only “warming center” model with a stable, professional operation that offers safety, dignity, and accountability.
- Reduces police and EMS calls, public-safety risks, and encampment concerns.
- Builds trust between service providers and unhoused neighbors—essential for long-term housing outcomes.

Request

TTHAC respectfully requests the following from each organization to jointly fund a 1 Year Navigation Center Pilot as outlined in this Memo.

- Town of Truckee: \$360,000
- Tahoe Forest Hospital District: \$360,000
- Nevada County: \$360,000
- Placer County: \$75,000
- Community Fundraising Effort (Kicking Off Nov 1, 2025)
 - Goal: \$230,000
- Requests to other TTHAC members
- Request to general community
- Request to local foundations, service organizations, churches

Future Funding (Year 2 and beyond)

This funding request outlined in this memo is for one year. The goal is to work with Volunteers of America and TTHAC partners over the next year to apply for state and federal funding to support the Navigation Center.

ADDITIONAL POLICY REQUEST

Town of Truckee Only

- Approve the TTHAC-identified preferred location at 12315 Deerfield Drive, Truckee for a one-year pilot Navigation Center with interim beds and winter shelter beds.
- Accept TTHAC’s recommendation that Nevada County exercise superior jurisdiction pursuant to Government Code Sections 53090-53091. Town Council recognizes that no Town action is required for Nevada County to take such action.
- Adopt Resolution 2025-67 waiving the statutory 60-day notification period related to Government Code Section 25351 (B) and (D).
- Authorize the Town Manager to execute a contract with Nevada County, or a trusted community partner, in an amount not to exceed \$360,000 in one-time funds for a one-year pilot Navigation Center (Model B) providing up to 6 interim beds (year-round) and up to 10 drop-in shelter beds (24/7, year-round) at 12315 Deerfield Drive.

- Authorize budget adjustment up to \$360,000 from one-time federal funds remaining from American Rescue Plan Act (ARPA) to fund one-year pilot program
- Authorize Town staff to expedite tenant improvement permit processing if necessary to facilitate a January 2026 target opening
- Provide direction and approve the proposed 120 Day Navigation Center pilot community engagement and communications plan
- Provide direction to TTHAC to evaluate the success of the pilot after six months to determine if the pilot navigation center is a successful service model.
- Provide direction regarding a call to action for TTHAC to raise additional funds to support the pilot program and prioritize developing a long-term sustainable funding source to support the continuation of the pilot navigation center, should it be extended

Nevada County Only

- TTHAC recommends that Nevada County place a closed session item on the October 14, 2025 Board Agenda that would seek authority for Nevada County to be allowed to negotiate a lease on 12315 Deerfield Drive property
- Accept TTHAC's recommendation that Nevada County exercise superior jurisdiction pursuant to Government Code Sections 53090-53091. Town Council recognizes that no Town action is required for Nevada County to take such action.
- This unified regional investment and policy making will demonstrate that Truckee-Tahoe can come together—across jurisdictions and sectors—to protect public health, safety, and dignity while building a sustainable model for future years.

Conclusion | Why This Matters – Regional Return on Investment

Investing in the 1 Year Navigation Center is both a helping hand and a smart investment. It addresses a visible community challenge while saving public resources in the long run. The pilot model has widespread community support and delivers measurable returns:

- **Public Health:** Reduces emergency-room visits and uncompensated care. National data show coordinated shelter and case management can reduce hospital costs by 30–50% per person annually.
- **Public Safety:** Provides a safe, legal place for individuals to go, reducing police calls, EMS responses, and impacts of encampment.
- **Housing Outcomes:** Connects people directly to services, improving stability and reducing chronic homelessness.
- **Fiscal Efficiency:** Shared funding distributes cost across jurisdictions and attracts state and philanthropic funds.
- **Community and Neighborhood Impact:** Demonstrates regional leadership and responsiveness to public input calling for tangible action.



- **Strategic:** This is not a handout — it is a strategic investment in the wellbeing, safety, and fiscal health of the Truckee-Tahoe region.

