



TTHAC Proposal 2026

Compassionate Care Today, Healthy Communities Tomorrow



Introduction

The Tahoe Truckee region stands at a critical juncture in addressing homelessness. Volunteers of America Northern California & Northern Nevada (VOA NCNN) is ready to partner with the Tahoe Truckee Homeless Action Coalition to implement the 1-Year Navigation Center Pilot and help our community move from planning to action. We share TTHAC's vision of providing compassionate, evidence-informed pathways from homelessness to housing stability.

VOA NCNN exists to provide compassionate care today for healthy and thriving communities in the future. Right now, establishing a Navigation Center in Truckee is vital to protecting public health and safety while restoring dignity to our unhoused neighbors. Research shows that individuals experiencing homelessness face a mortality rate 3.5 times higher than those with stable housing. In our harsh mountain climate, these stakes become even more urgent. We are your experienced partner ready to implement solutions that work for our unique rural, high-altitude community.

Our work is guided by adaptability, compassion, exceptional service, and operational excellence. We understand the specific challenges of the Tahoe Truckee region—from extreme winter weather to limited housing stock to the need for culturally responsive services. As one of the state's most experienced shelter operators, serving over 3,500 people nightly across our network, we bring proven expertise while remaining flexible to local needs. We commit to working closely with TTHAC, adapting our approach based on community feedback, and ensuring accountability to all stakeholders.

Our organization has served Northern California and Northern Nevada since 1911, operating more than 40 programs including emergency shelters, interim housing, and comprehensive support services. We have successfully implemented Navigation Centers in multiple communities, each tailored to local conditions while maintaining high standards of care. As challenges emerge—and they will in any pilot program—we stand ready to innovate alongside TTHAC members to find solutions that work for the Tahoe Truckee region.

We are honored to be selected as the potential operator for this critical Navigation Center pilot. Our commitment extends beyond operations to being a true community partner, working collaboratively with the Town of Truckee, Nevada County, Placer County, Tahoe Forest Hospital District, and all TTHAC members to demonstrate what's possible when a region unites to address homelessness with both compassion and accountability.



Operational Scope

The Tahoe Truckee Navigation Center provides 24/7 shelter and essential services to help participants stabilize and secure permanent housing.

Services Provided:

- **Shelter:** 16 beds total (6 interim-housing style, 10 congregate shelter)
- **Basic Facilities:** Restrooms, hot showers, laundry
- **Mail Services:** Secure mail receipt—critical for maintaining benefits and housing applications
- **Housing Navigation:** One-on-one support to find and secure permanent housing
- **Case Management:** Individual support planning and regular check-ins to address barriers and set goals
- **On-Site Partner Services:** Regular visits from healthcare providers, benefits counselors, employment services, and behavioral health specialists
- **Day Access:** Participants can access services and meet with case managers during daytime hours
- **Property Storage:** Secure space for belongings and important documents

Year-Round Day Services

In addition to residential services, the Navigation Center will operate year-round day services for community members experiencing homelessness who are not residing at the shelter. This drop-in program extends our reach beyond the 16 beds, providing critical support to the broader unhoused community.

Day Services Available:

- **Case Management and Housing Navigation:** Scheduled appointments for individualized support in securing permanent housing
- **Hygiene Facilities:** Access to showers and laundry services by appointment
- **Mail Services:** Secure mail receipt providing a stable address for benefits, employment, and housing correspondence
- **Resource Connection:** Linkage to community services, benefits enrollment, and healthcare providers
- **Additional Services:** As partnerships develop, expanded services may include meal programs, computer access, and specialized support groups



Day services will operate during specified hours with appointment scheduling to ensure adequate staff coverage and maintain a safe environment for all participants. This model allows the Navigation Center to serve as a regional hub for homeless services, supporting individuals throughout their housing journey whether or not they are residing at the facility.

Staffing Structure and Ratios

The Navigation Center will operate 24/7/365 with a professional staffing model designed to ensure participant safety, program integrity, and quality service delivery. Our staffing plan includes:

- 1 Program Supervisor
- 1 Full-time Case Manager
- 7.4 FTE Support Staff positions

This staffing structure maintains a 1:25 staff-to-participant ratio during all shifts. However, safety protocols and best practices require a minimum of two staff members present at all times, creating operational redundancies that are essential for both staff and participant security.

Staffing Challenges in the Tahoe Truckee Region

Recruiting qualified staff in the Tahoe Truckee region presents unique challenges that impact both timeline and budget:

- **Housing Crisis:** Staff must find affordable housing in one of California's most expensive markets
- **Limited Labor Pool:** Competition with hospitality and ski resort employers
- **Geographic Isolation:** Distance from population centers limits candidate pool
- **Cost of Living:** Regional wages must account for significantly higher living costs
- **Compressed Timeline:** December 31, 2025 opening requires immediate recruitment upon funding approval

VOA NCNN will leverage our regional presence and established recruitment networks to address these challenges, including:

- Offering competitive wages adjusted for local market conditions
- Exploring shared housing options for staff
- Recruiting from within the region where possible
- Partnering with local workforce providers like the community college



Operational Economics and Scale

The staffing model for this 16-bed pilot reveals important insights about shelter operations:

Due to the requirement for minimum dual-staffing coverage, the support staff costs for operating a 16-bed facility are essentially identical to those for a 25-bed facility. This creates a higher per-bed cost for smaller operations but is necessary for safety and proper coverage. The staffing structure would only require adjustment at these thresholds:

- **At 25 beds:** Addition of a second case manager to maintain appropriate caseload ratios
- **At 50 beds:** Addition of a third support staff per shift to manage increased operational complexity

This staffing reality underscores why the Navigation Center model—combining year-round interim beds with seasonal overflow capacity—represents the most efficient use of resources while maintaining quality care standards.

24/7 Operations Management

Round-the-clock operations require:

- Three daily shifts with appropriate overlap for communication and continuity
- Supervisory coverage across all shifts
- On-call management support for emergencies
- Regular staff meetings and training to ensure consistency
- Coverage for planned time off, sick leave, and training

Policies and Procedures

VOA NCNN will work collaboratively with TTHAC and the designated lead agency to finalize all operational policies and procedures, including curfew times, participant expectations, safety protocols, and service delivery standards. This collaborative approach ensures that policies align with community standards and coalition goals while maintaining operational effectiveness. No alcohol, illegal drugs, or weapons will be allowed on site under any circumstances.

Quality Assurance and Training

Despite the accelerated timeline, VOA NCNN will not compromise on staff quality or preparation:



- Comprehensive orientation covering trauma-informed care, de-escalation, and local resources
- Ongoing professional development focused on evidence-based practices
- Regular supervision and performance management
- Integration with VOA NCNN's broader training resources and expertise

Operational Partnerships

To maximize efficiency and service quality, the Navigation Center will explore coordination and partnerships. A sample of those that might be approached:

- North Tahoe Truckee Homeless Services for outreach coordination
- Sierra Community House for behavioral health support
- Local law enforcement for safety protocols
- Tahoe Forest Hospital District for medical emergencies
- Regional employers for employment placement

This operational model balances the realities of running a small rural shelter with the need for professional, safe, and effective services. While the per-bed costs are higher than larger urban facilities, the investment provides critical infrastructure for addressing homelessness in our unique mountain community.

Case Management Service Overview

Housing-Focused Case Management Services

Participants at the Navigation Center are offered but not required to participate in services designed to help them obtain and stabilize in permanent housing. While all participants are expected to actively work toward permanent housing or other appropriate placement as a condition of program participation, our approach emphasizes building trust and rapport through evidence-based engagement techniques.

Case management at the Navigation Center is provided on a regular basis, with daily check-ins and more intensive weekly planning sessions. Core services include:

Individualized Housing Stabilization Planning



- Development of personalized plans addressing the unique challenges of finding housing in the Tahoe Truckee region's limited rental market
- Assessment of barriers including income, credit, rental history, and documentation status
- Identification of creative housing solutions including shared housing, employer-assisted housing, and connections to seasonal workforce housing
- Coordination with Nevada County Coordinated Entry System and regional housing resources

Housing Navigation and Location Services

- Direct connections with local landlords, property managers, and employers offering workforce housing
- Assistance navigating the region's unique housing challenges (high cost, limited inventory, seasonal fluctuations)
- Support with applications, appeals, and lease negotiations
- Exploration of transitional housing options in Nevada and Placer Counties
- Assistance with move-in costs through local assistance programs and faith-based partners

Comprehensive Service Coordination

Given our region's geographic isolation and limited services, the Navigation Center emphasizes warm handoffs and accompanied referrals to ensure successful connections:

Health and Wellness:

- Explore partnership with Tahoe Forest Hospital District for health assessments
- Connection to regional mental health and substance use services
- Verification and enrollment assistance for Medi-Cal and CalAIM

Benefits and Income:

- On-site assistance applying for Cal-Fresh, SSI/SSDI, and General Relief
- Connection to Nevada County and Placer County benefits offices
- Specialized support for seasonal workers navigating unemployment insurance
- Partnership with local workforce development programs

Employment and Life Skills:

- Connections to major regional employers (ski resorts, hospitality, construction)



- Seasonal employment navigation and year-round job placement
- Partnership with Sierra College for vocational training
- Financial literacy support addressing the high cost of mountain living
- Driver's license reinstatement assistance and assistance obtaining other identification documents

Transportation Solutions:

- Bus passes for Tahoe Truckee Area Regional Transit (TART)
- Coordination with volunteer driver programs
- Assistance accessing medical transportation for specialist appointments in Reno or Sacramento
- Support obtaining/maintaining vehicle registration for those with vehicles

Regional Service Integration

Case managers maintain strong relationships with service providers across both Nevada and Placer Counties, recognizing that participants may need to access services throughout the region.

Documentation and Outcomes

All services are documented in HMIS according to regional Continuum of Care standards, with regular reporting to TTHAC on participant progress, housing placements, and service connections. Case managers track not only housing outcomes but also progress in addressing the multiple challenges facing unhoused individuals in our high-cost, geographically isolated mountain community.

This comprehensive approach recognizes that ending homelessness in the Tahoe Truckee region requires addressing unique local challenges while building on the strength of our collaborative community partnerships.

Appendix A: Similar Projects

Volunteers of America, Northern California & Northern Nevada brings extensive experience operating Navigation Centers and emergency shelters across diverse communities and populations. Our current and recent operations demonstrate our capability to successfully implement the Tahoe Truckee Navigation Center model:



Bannon Family Shelter (River District - Sacramento)

The family shelter serves single adults with minor children and couples with minor children. Clothing, meals and a host of support services are provided, including case management, transportation of children to and from school, permanent housing referrals, and education and job-search information.

Funder: Sacramento County Department of Homeless Services and Housing
Capacity: 68 Beds
Duration: Flexible depending on family need
Contact: Kansas Simmons, Sacramento County (916) 214-6715
Closed September 2024

Sacramento Senior Safe House (Arden Arcade - Sacramento)

This emergency shelter serves as a safe, comfortable, and confidential refuge for abused and neglected seniors aged 60 and older. Working with a host of referring agencies, the program provides 30 days of shelter while connecting these seniors with community resources.

Funder: Sacramento County Adult Protective Services
Capacity: 6 beds (Male/Female/Couples/Individual with Home Health Aide)
Duration: 30 days
Contact: Irene Chu, APS, (916) 875-0675

Nottoli Place for Seniors (Sacramento – Hwy 50 and Bradshaw)

This emergency shelter serves as a safe, comfortable, and confidential refuge for abused and neglected seniors aged 60 and older. Working with APS, the program provides 30 days of shelter while connecting these seniors with community resources. The shelter can accommodate couples or individuals with a caregiver. Pets are allowed.

Funder: Sacramento County Adult Protective Services
Capacity: 15 beds (Male/Female/Couples/Individual with Home Health Aide)
Duration: 30 days with possibility of extension
Contact: Irene Chu, APS, (916) 875-0675

Meadowview Women's Shelter and Navigation Center (South Sacramento)

This shelter serves up to 100 homeless and chronically homeless women. The goal is to re-house individuals as soon as they are ready. The program provides Case Management services, which prepare individuals for rehousing and links them to on-site supportive services including alcohol and other drug interventions, mental health assessments, physical health care,



medication management and connection to housing resources. Volunteers of America and SHRA have partnered with community health care agencies such as Elica, Wellspace, the Veterans Administration, and Sacramento County Department of Health Services to provide on-going mental and physical health assessments and care.

Funder: City of Sacramento/Department of Community Response
Capacity: 100 Beds
Duration: Flexible depending upon the needs of the clients
Contact: Rodolfo Davidson, (916) 808-3703

X Street Navigation Center (Oak Park - Sacramento)

This shelter serves up to 100 homeless and chronically homeless men and women. The goal is to re-house individuals as soon as they are ready. The program provides Case Management services, which prepare individuals for rehousing and links them to on-site supportive services including alcohol and other drug interventions, mental health assessments, physical health care, medication management and connection to housing resources, employment resources and job training opportunities. Volunteers of America and SHRA have partnered with community health care agencies such as Elica, Wellspace, the Veterans Administration, and Sacramento County Department of Health Services to provide on-going mental and physical health assessments and care.

Funder: City of Sacramento/Department of Community Response
Capacity: 100 Beds
Duration: Flexible depending upon the needs of the clients
Contact: Rodolfo Davidson, (916) 808-3703

Open Arms (Sacramento)

Singles diagnosed as HIV-positive, or those who are living with AIDS, are eligible for this emergency housing facility which offers case management for life-skills training, health education, and permanent housing assessment and referrals to needed other services.

Funder: Sacramento Housing and Redevelopment Agency
Capacity: 20 Beds (Male/Female)
Duration: 90 days
Contact: Scott Fong, SHRA, (916) 449-1274

Grant and Per Diem Program (GPD) for Veterans (Mather)

The Grant and Per Diem Program is specific to homeless veterans who are eligible under the VA guidelines. The program offers three models: Service Intensive



Transitional Housing (SITH) model, Low Barrier Model and Bridge Model. There 40 units for both men and women – double occupancy, thus a total of 80 clients. The program offers temporary housing while assisting clients with locating permanent housing, employment and other supportive services that will increase both earned and benefits income and allow them to return back to the community and sustain their independence.

Funder: U.S. Department of Veterans Affairs
Capacity: 80 Beds (Male/Female)
Duration: Up to 24 months
Contact: Gerry Reynoso, Dept. of Veterans Affairs (916) 890-5528

El Dorado Navigation Center (Placerville)

This shelter serves up to 60 homeless and chronically homeless men and women. The goal is to re-house individuals as soon as they are ready. The program provides Case Management services, which prepare individuals for rehousing and links them to on-site supportive services including alcohol and other drug interventions, mental health assessments, physical health care, and connection to housing resources, employment resources and job training opportunities. Shelter accommodates pets.

Funder: El Dorado County Health and Human Services
Capacity: 60 beds (Male/Female)
Duration: 30 days with possibility of extension
Contact: Timalynn Jaynes, Dept of Health and Human Services (530) 573-3230

Home Start in Roseville (Downtown Roseville)

Shelter and Transitional housing for families in Roseville, providing support services including referrals for permanent housing, health care, and education. Other services provided on site such as financial literacy and ready-to-rent classes.

Funder: Placer County/HRCS/City of Roseville
Capacity: 5 units for shelter/22 units for transitional housing
Duration: 90 days
Contact: Kristen Faelz, City of Roseville (916) 775-5451

Nevada CARES Campus Shelter (Downtown Reno)

The emergency shelter for 600 plus individuals, couples (pets allowed), providing support services including referrals for jobs, permanent housing, health care, and education. Currently contracted for 549 beds + 110 beds of winter overflow.

Funder: Washoe County
Capacity: 549 beds for individuals/couples
Contact: Sabrina Sweet, Washoe County 775-386-5451



Appendix B: Cost Proposal

Note that the final cost will depend on the final agreed upon scope of services and contract. A detailed cost breakdown of each line item will be provided during contract negotiations. We will work collaboratively to reduce costs where possible. The estimated food cost can likely be reduced. Only actual expenses are billed.

Proposed Budget (16 Beds Year Round)	2026		
Salaries & Benefits		\$ 730,284.16	
Other Support Costs		\$ 49,206.20	
Start Up Costs		\$ 12,176.00	
Admin Allocation (15%)		\$ 116,042.45	
Total Operating Expenses		\$ 907,708.81	
Estimated Food Cost		\$ 210,240.00	
TOTAL EXPENSES		\$ 1,117,948.81	

*Other Support Costs include training, client support costs (bus passes etc.), office supplies, client linens, general liability insurance