

City's Homeless Sheltering Programs - Fact Book

Report# 2025/26-17|June 2026

Section 1. Shelter Profiles

Section 2. City Shelters Within the Sacramento Continuum of Care

Section 3. Overview of the City's Shelters

Section 4. Shelter Characteristics

Section 5. Shelter Costs

Section 6. Client Outcomes

Section 7. Outcome Trends

Section 8. Client Services



City of
SACRAMENTO
Office of the City Auditor

Performance Audit Division

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To provide a catalyst for improvements of municipal operations and promote a credible, efficient, effective, equitable, fair, focused, transparent, and fully accountable City government.

Our Vision

To improve City services by providing independent, objective, and reliable information regarding the City's ability to meet its goals and objectives and establish an adequate system of internal controls, root out improper governmental activities (i.e., fraud, waste, or abuse), and address racial, gender, and ethnic inequities.

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915 I Street
MC09100
Historic City Hall, Floor 2
Sacramento, CA 95814

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Introduction

As part of its broader homeless response efforts, the City of Sacramento (City) operates and funds a variety of homeless shelters to serve those experiencing homelessness. Addressing homelessness continues to be a concern for the community and a priority for the City Council, particularly in anticipation of funding constraints in upcoming years and the continued need for homeless services to assist those in need.

The objective of this Fact Book is to supplement our concurrently released *Audit of the City's Homeless Response: Evaluation of Costs and Outcomes of Homeless Shelter Types* (audit report) by providing an informative, educational overview of the City's homeless sheltering programs.¹ The Fact Book is designed to present information about the City's various shelters collectively to illustrate any differences and similarities in shelter characteristics, operational priorities, outcomes, and costs. While this Fact Book allows for comparison across shelters, it does not fully describe the operational context that may account for variations in performance metrics or other relevant measures. To that end, the audit report and this Fact Book together provide a more comprehensive understanding of the City's homeless shelters from both a factual and operational perspective.

The City Auditor's Office would like to thank the Department of Community Response and the various shelter operators for their cooperation and assistance during the audit process.

Scope and Methodology

More generally, the Fact Book focused on homeless sheltering programs operated or funded by the City during fiscal year 2022-2023 (FY23), fiscal year 2023-2024 (FY24), and fiscal year 2024-2025 (FY25). However, certain analyses focused primarily on FY24 and FY25 based on data availability and the relevance of more current information. Additionally, the nature of the audit work required that some information is from fiscal year 2025-2026 (FY26). For example, site visits and observations necessarily reflected current operating conditions, procedures and practices may have changed over time, and certain data was not consistently available for earlier periods.

To produce the Fact Book, we reviewed and integrated information from multiple sources through a variety of methods. We interviewed DCR staff and 10 service providers to understand current policies and procedures for managing daily operations, providing case management and other services to clients, maintaining client records, upholding program rules, and addressing onsite and neighborhood conditions. We visited all 13 active sheltering sites, reviewed 72 contracts that were effective between

¹ We refer to the City's homeless sheltering programs as "shelter programs," "shelters," or "programs" throughout the Fact Book. While some programs are more accurately classified as respite centers or transitional living programs, we use these terms interchangeably for ease of reference and readability.

FY23 and FY25, and requested additional client data on intermediate milestones for a one-month period in FY26.

We also conducted additional research on existing shelter types and identified characteristics associated with these sheltering programs, such as service models, target populations, physical configurations, staffing approaches, program size, and operational priorities—to support figures depicted in this Fact Book.

During our review process, we analyzed data from the Homeless Management Information System (HMIS), including shelter entry and exit records from the GNRL220 reports and client services data from the GNRL400 reports. We compared operational and performance metrics across sheltering programs, identified program characteristics that may influence these metrics, and analyzed whether services affected housing outcomes. The analysis covered 8,885 program stays across 12 of the 13² active programs for FY24 and FY25, as well as Miller Park³ for an alternative two-year period from approximately January 2022 through January 2024, which reflects the program’s full two years of operations.

To understand how the City allocates funding across shelter programs, we compiled and assessed cost information^{4, 5} for the two most recent fiscal years (FY24 and FY25) from a variety of sources, including service provider invoices, accounting journals, the City’s general ledger, the City’s main energy system, and information provided by the Department of Community Response (DCR). Similar to our HMIS analysis for Miller Park, we used an alternative two-year period that covered the program’s approximate two years of operations. Our analysis also included amortizing startup costs, primarily capital and facility-related costs, that were incurred prior to our review period to more accurately account for those expenditures over time. We determined the cost per stay, cost per bed per night, and proportional costs associated with each exit destination. We calculated the proportion of costs associated with typical cost categories, which include facilities, operations, staffing, direct client services, and administrative/indirect costs. Additionally, we estimated the proportion of costs associated with the two primary shelter program roles: stabilizing clients and providing services.

² Due to confidentiality reasons, WEAVE does not use HMIS to track client and services data and was therefore excluded from our HMIS analysis.

³ This was the City’s only safe camping/parking program in our review period and was included to provide context for currently proposed programs.

⁴ Our cost analysis only reflects City funding and does not capture supplemental funding sources that service providers may use to support operations. Additionally, cost information for two programs administered indirectly through the Sacramento Housing and Redevelopment Agency (SHRA) partially relied on estimates as detailed cost data for the review period was not fully available.

⁵ Our cost analysis does not include administrative costs incurred by DCR in administering these shelter programs and only includes programmatic costs attributable to each shelter.

Section 1. Shelter Profiles

This section introduces each of the City's sheltering programs in our full review period (July 1, 2022 through June 30, 2025).⁶

⁶ Some shelters have no performance and cost metrics as they were either not active during the F24 through FY25 review period or, in the case of one shelter, did not use HMIS for confidentiality reasons. Additionally, other information may also not be as readily available for shelters that were no longer active during F24 through FY25.

Meadowview Navigation Center

ABOUT THE SHELTER

The Meadowview Navigation Center provides safety to women experiencing homelessness in Sacramento. Women are often victims of violence when they are left to navigate the streets without housing or the resources to protect them. The Meadowview Navigation Center has created a space for up to 100 women to come out of the elements and heal from the trauma of homelessness. The focus of this shelter is moving individuals off the street, into shelter, and into permanent housing as quickly as possible through services and support that increase income and self-sustainability.

STATUS

Active as of June 30, 2025 (end of review period)
Active as of April 30, 2026

SERVICE PROVIDER

Volunteers of America

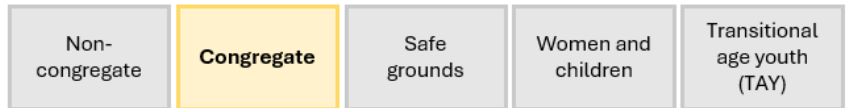
POPULATION SERVED

Women

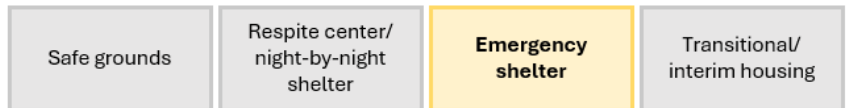
LOCATION

2700 Meadowview Road, Sacramento, CA 95822

DCR GROUPING



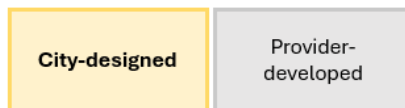
SHELTER TYPE



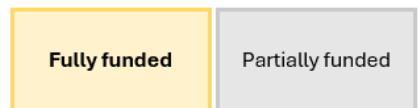
OPERATIONAL PRIORITY



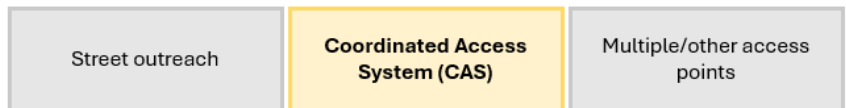
PROGRAM ORIGIN



PORTION FUNDED BY CITY



SHELTER ENTRY METHOD

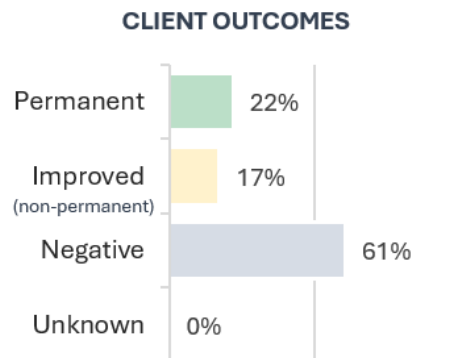


USED AS WEATHER RESPITE



PERFORMANCE AND COST METRICS (FY24-FY25)

TOTAL STAYS 752	TOTAL EXITS 666
LENGTH OF STAY (days) 115 (average) 61 (median)	
NIGHTLY OCCUPANCY 97 (average)	



TOTAL COST \$6.41 M
COST PER EXIT \$8,385
COST PER BED PER NIGHT \$90

X Street Navigation Center

ABOUT THE SHELTER

X Street Navigation Center is a 100-bed shelter that opened September 21st, 2021. Priority is given to unsheltered adults in the immediate vicinity of the shelter. All shelter clients are given access to a myriad of services that will meet them where they are and assist them in obtaining permanent housing.

STATUS

Active as of June 30, 2025 (end of review period)
Active as of April 30, 2026

SERVICE PROVIDER

Volunteers of America

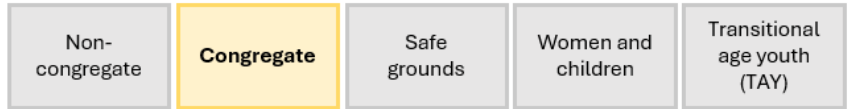
POPULATION SERVED

Co-ed adults

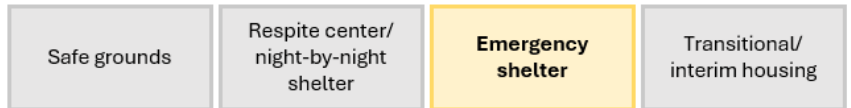
LOCATION

2970 X Street, Sacramento, CA 95817

DCR GROUPING



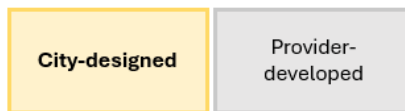
SHELTER TYPE



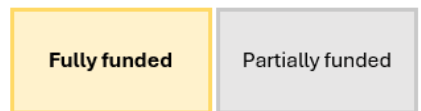
OPERATIONAL PRIORITY



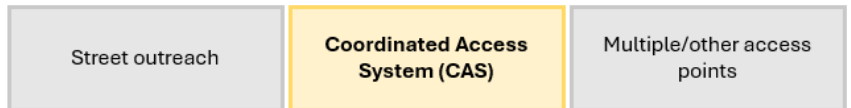
PROGRAM ORIGIN



PORTION FUNDED BY CITY



SHELTER ENTRY METHOD

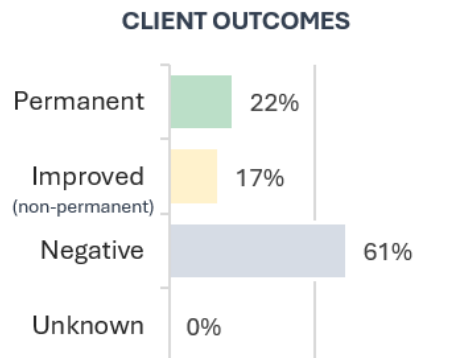


USED AS WEATHER RESPITE



PERFORMANCE AND COST METRICS (FY24-FY25)

TOTAL STAYS 719	TOTAL EXITS 627
LENGTH OF STAY (days) 104 (average) 49 (median)	
NIGHTLY OCCUPANCY 98 (average)	



TOTAL COST \$7.14 M
COST PER EXIT \$9,441
COST PER BED PER NIGHT \$100

North 5th Navigation Center

ABOUT THE SHELTER

The North 5th Navigation Center provides 24/7 shelter services for up to 163 adult men and women. Clients have access to meals and essential supportive services. Onsite case management connects clients to stable income, public benefits, and community support services, helping individuals prepare for a transition to permanent housing.

STATUS

Active as of June 30, 2025 (end of review period)
Active as of April 30, 2026

SERVICE PROVIDER

The Gathering Inn
(Previous Provider: SHELTER Inc.)

POPULATION SERVED

Co-ed adults

LOCATION

700 North 5th Street, Suite 200,
 Sacramento, CA 95811

DCR GROUPING

Non-congregate	Congregate	Safe grounds	Women and children	Transitional age youth (TAY)
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SHELTER TYPE

Safe grounds	Respite center/ night-by-night shelter	Emergency shelter	Transitional/ interim housing
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OPERATIONAL PRIORITY

Resolving a crisis	Sheltering	Resolving homelessness
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PROGRAM ORIGIN

City-designed	Provider-developed
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PORTION FUNDED BY CITY

Fully funded	Partially funded
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SHELTER ENTRY METHOD

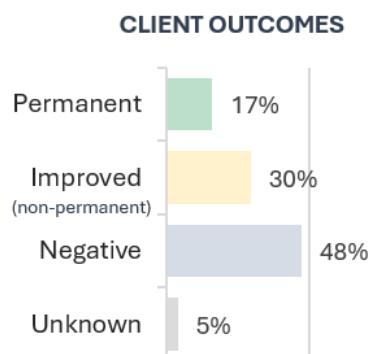
Street outreach	Coordinated Access System (CAS)	Multiple/other access points
-----------------	--	------------------------------

USED AS WEATHER RESPITE

Yes	No
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PERFORMANCE AND COST METRICS (FY24-FY25)

TOTAL STAYS 1,082	TOTAL EXITS 951
LENGTH OF STAY (days) 130 (average) 57 (median)	
NIGHTLY OCCUPANCY 146 (average)	



TOTAL COST \$5.59 M
COST PER EXIT \$5,218
COST PER BED PER NIGHT \$53

Outreach and Engagement Center

ABOUT THE SHELTER

The Outreach and Engagement Center provides overnight respite to people experiencing homelessness. While not a long-term shelter, it will assist people in identifying barriers to housing and match them up with the available resources. Caseworkers can help connect clients with health care, mental healthcare, substance abuse treatment, other services, and housing opportunities. The center is open 23 hours a day, seven days a week, and staffed around the clock.

STATUS

Active as of June 30, 2025 (end of review period)
Active as of April 30, 2026

SERVICE PROVIDER

Hope Cooperative

POPULATION SERVED

Co-ed adults/families

LOCATION

3615 Auburn Blvd, Sacramento, CA 95821

DCR GROUPING

Non-congregate	Congregate	Safe grounds	Women and children	Transitional age youth (TAY)
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SHELTER TYPE

Safe grounds	Respite center/night-by-night shelter	Emergency shelter	Transitional/interim housing
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OPERATIONAL PRIORITY

Resolving a crisis	Sheltering	Resolving homelessness
---------------------------	------------	------------------------

PROGRAM ORIGIN

City-designed	Provider-developed
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PORTION FUNDED BY CITY

Fully funded	Partially funded
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SHELTER ENTRY METHOD

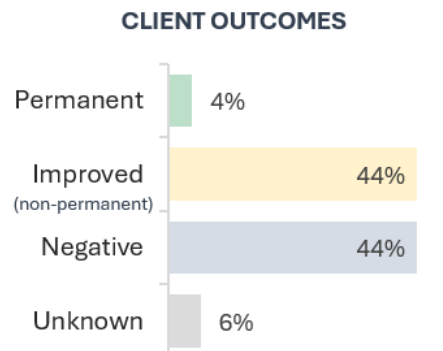
Street outreach	Coordinated Access System (CAS)	Multiple/other access points
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USED AS WEATHER RESPITE

Yes	No
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PERFORMANCE AND COST METRICS (FY24-FY25)

TOTAL STAYS 1,845	TOTAL EXITS 1,789
LENGTH OF STAY (days) 22 (average) 9 (median)	
NIGHTLY OCCUPANCY 56 (average)	



TOTAL COST \$6.57 M
COST PER EXIT \$3,336
COST PER BED PER NIGHT \$160

Roseville Road Campus (South)

ABOUT THE SHELTER

Roseville Road Campus is a pallet home and previously also a trailer shelter that provides a multitude of services, including basic necessities like meals and showers, case management, on-site therapy, medical care, and connection to mental health services. Clients are placed in this program through referrals from DCR's outreach team.

STATUS

Active as of June 30, 2025 (end of review period)
Active as of April 30, 2026

SERVICE PROVIDER

First Step Communities

POPULATION SERVED

Co-ed adults

LOCATION

3900 Roseville Rd, North Highlands, CA 95660

DCR GROUPING

Non-congregate	Congregate	Safe grounds	Women and children	Transitional age youth (TAY)
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SHELTER TYPE

Safe grounds	Respite center/night-by-night shelter	Emergency shelter	Transitional/interim housing
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OPERATIONAL PRIORITY

Resolving a crisis	Sheltering	Resolving homelessness
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PROGRAM ORIGIN

City-designed	Provider-developed
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PORTION FUNDED BY CITY

Fully funded	Partially funded
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SHELTER ENTRY METHOD

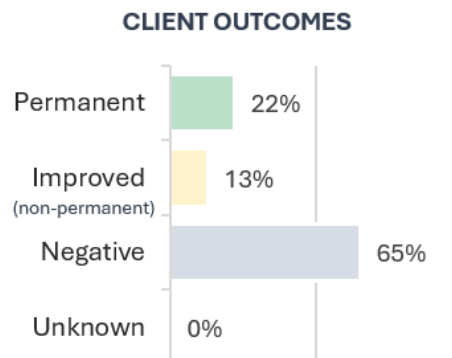
Street outreach	Coordinated Access System (CAS)	Multiple/other access points
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USED AS WEATHER RESPITE

Yes	No
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PERFORMANCE AND COST METRICS (FY24-FY25)

TOTAL STAYS 418	TOTAL EXITS 305
LENGTH OF STAY (days) 108 (average) 56 (median)	
NIGHTLY OCCUPANCY 112 (average)	



TOTAL COST \$5.78 M
COST PER EXIT \$11,275
COST PER BED PER NIGHT \$96

City Motel Program

ABOUT THE SHELTER

The City Motel Program was established in December 2020 as a non-congregate voucher-based shelter program intended to respond to both COVID-19 public health emergency and the continuous need for more shelter. The City has since shifted to operating the program more generally as a motel shelter program that primarily serves unhoused families with minor children. The lower cost per bed per night of the Motel Program is partly attributable to members of the same household, averaging 3.1 people per household, typically sharing motel rooms, which may not be replicable with other populations.

STATUS

Active as of June 30, 2025 (end of review period)
Active as of April 30, 2026

SERVICE PROVIDER

Step Up on Second Street
(Previous Concurrent Provider: City of Refuge)

POPULATION SERVED

Families (with minor children)

LOCATION

(only motel locations active as June 30, 2025 are listed below)

- (1) Arden Acres: 2421 Clay Street
- (2) Motel 6 Central: 7850 College Town
- (3) Paul & Sons: 3796 Northgate Boulevard
- (4) Motel 6 Sacramento Old North: 227 Jibboom Street

DCR GROUPING

Non-congregate	Congregate	Safe grounds	Women and children	Transitional aged youth (TAY)
----------------	------------	--------------	--------------------	-------------------------------

SHELTER TYPE

Safe grounds	Respite center/night-by-night shelter	Emergency shelter	Transitional/interim housing
--------------	---------------------------------------	-------------------	------------------------------

OPERATIONAL PRIORITY

Resolving a crisis	Sheltering	Resolving homelessness
--------------------	------------	------------------------

PROGRAM ORIGIN

City-designed	Provider-developed
---------------	--------------------

PORTION FUNDED BY CITY

Fully funded	Partially funded
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SHELTER ENTRY METHOD

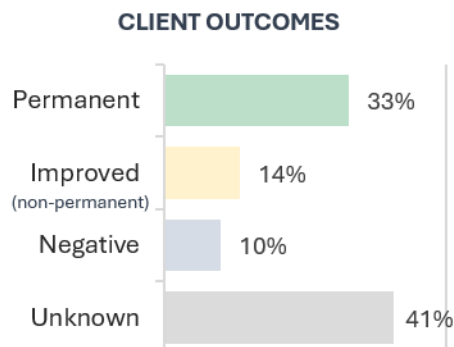
Street outreach	Coordinated Access System (CAS)	Multiple/other access points
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USED AS WEATHER RESPITE

Yes	No
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PERFORMANCE AND COST METRICS (FY24-FY25)

TOTAL STAYS 2,183	TOTAL EXITS 1,582
LENGTH OF STAY (days) 192 (average) 138 (median)	
NIGHTLY OCCUPANCY 546 (average)	



TOTAL COST \$14.97 M
COST PER EXIT \$6,997
COST PER BED PER NIGHT \$38

Emergency Bridge Housing at the Grove

ABOUT THE SHELTER

The Grove is a 50-unit tiny cabin community for TAY ages 18-24. It is a comprehensive shelter program designed to empower and uplift young people. The program offers wraparound services, such as case management, employment services, counseling, and group sessions, in addition to a rapid re-housing component.

STATUS

Active as of June 30, 2025 (end of review period)
Active as of April 30, 2026

SERVICE PROVIDER

First Step Communities

POPULATION SERVED

Transitional age youth

LOCATION

2787 Grove Avenue, Sacramento CA 95815

DCR GROUPING

Non-congregate	Congregate	Safe grounds	Women and children	Transitional age youth (TAY)
----------------	------------	--------------	--------------------	-------------------------------------

SHELTER TYPE

Safe grounds	Respite center/night-by-night shelter	Emergency shelter	Transitional/interim housing
--------------	---------------------------------------	--------------------------	------------------------------

OPERATIONAL PRIORITY

Resolving a crisis	Sheltering	Resolving homelessness
--------------------	------------	-------------------------------

PROGRAM ORIGIN

City-designed	Provider-developed
----------------------	--------------------

PORTION FUNDED BY CITY

Fully funded	Partially funded
---------------------	------------------

SHELTER ENTRY METHOD

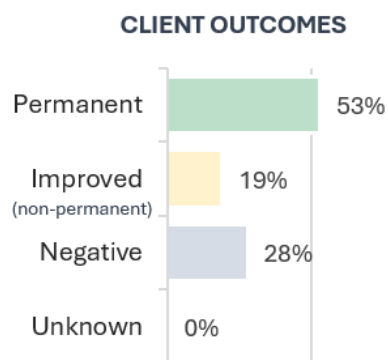
Street outreach	Coordinated Access System (CAS)	Multiple/other access points
-----------------	--	------------------------------

USED AS WEATHER RESPITE

Yes	No
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PERFORMANCE AND COST METRICS (FY24-FY25)

TOTAL STAYS 414	TOTAL EXITS 367
LENGTH OF STAY (days) 94 (average) 73 (median)	
NIGHTLY OCCUPANCY 50 (average)	



TOTAL COST \$4.74 M
COST PER EXIT \$10,701
COST PER BED PER NIGHT \$130

Short-Term Transitional Emergency Placement Program

ABOUT THE SHELTER

The Sacramento LGBT Community Center's Short-Term Transitional Emergency Placement Program provides shelter to youth ages 18-24. Youth will receive assistance from case managers and advocates to obtain identification documents, access medical and mental health services, and navigate next step in their transition to more permanent housing.

STATUS

Active as of June 30, 2025 (end of review period)
Active as of April 30, 2026

SERVICE PROVIDER

Sacramento LGBT Community Center

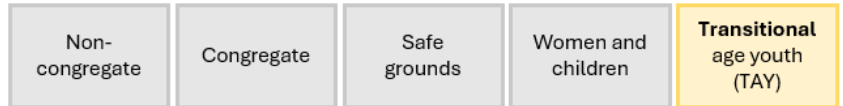
POPULATION SERVED

Transitional age youth

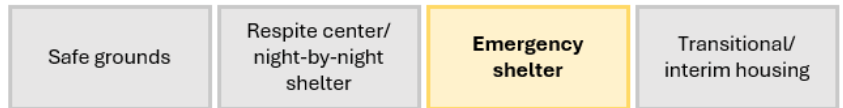
LOCATION

2031 P Street Sacramento CA, 95811

DCR GROUPING



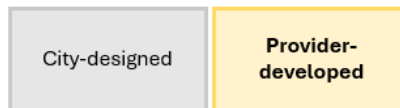
SHELTER TYPE



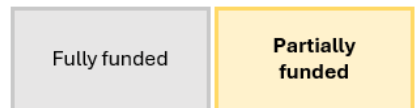
OPERATIONAL PRIORITY



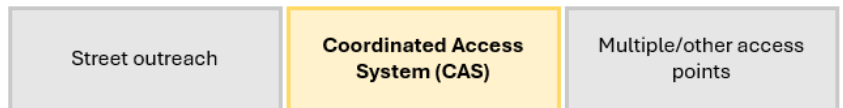
PROGRAM ORIGIN



PORTION FUNDED BY CITY



SHELTER ENTRY METHOD



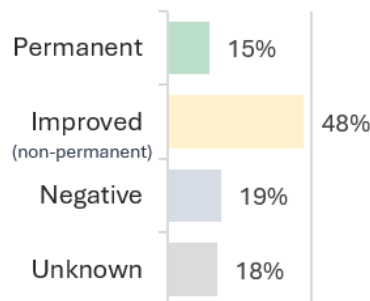
USED AS WEATHER RESPITE



PERFORMANCE AND COST METRICS (FY24-FY25)

TOTAL STAYS 139	TOTAL EXITS 126
LENGTH OF STAY (days) 54 (average) 54 (median)	
NIGHTLY OCCUPANCY 10 (average)	

CLIENT OUTCOMES



TOTAL COST \$1.27 M
COST PER EXIT \$8,518
COST PER BED PER NIGHT \$176

Transitional Living Program

ABOUT THE SHELTER

The Sacramento LGBT Community Center's Transitional Living Program provides youth ages 18-24 with stable housing in community for up to 24 months. Services include meals, clothing, transportation assistance, intensive case management, counseling, transportation, education and employment services, life skills workshops, and establishment of a support system that they can maintain after exiting the program.

STATUS

Active as of June 30, 2025 (end of review period)
Active as of April 30, 2026

SERVICE PROVIDER

Sacramento LGBT Community Center

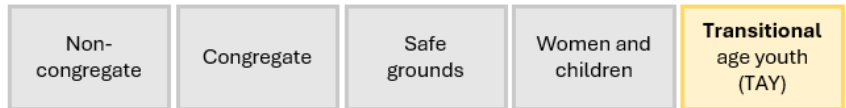
POPULATION SERVED

Transitional age youth

LOCATION

Confidential

DCR GROUPING



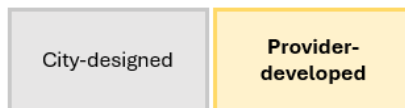
SHELTER TYPE



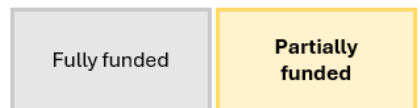
OPERATIONAL PRIORITY



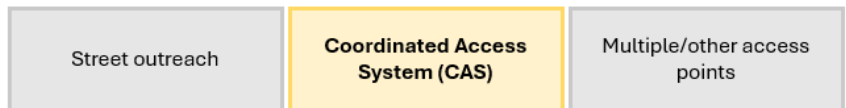
PROGRAM ORIGIN



PORTION FUNDED BY CITY



SHELTER ENTRY METHOD



USED AS WEATHER RESPITE



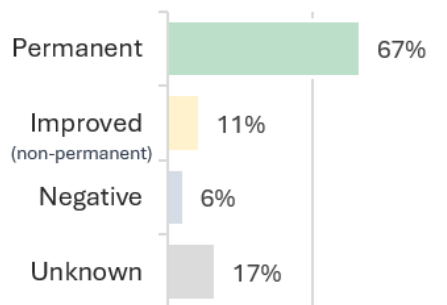
PERFORMANCE AND COST METRICS (FY24-FY25)

TOTAL STAYS	TOTAL EXITS
9	7

LENGTH OF STAY (days)	
175 (average)	143 (median)

NIGHTLY OCCUPANCY
2 (average)

CLIENT OUTCOMES



TOTAL COST
\$0.17 M

COST PER EXIT
\$18,508

COST PER BED PER NIGHT
\$130

Host Homes

ABOUT THE SHELTER

The Sacramento LGBT Community Center's Host Homes program served transitional aged youth who are experiencing homelessness or at-risk of becoming unhoused by matching them with community members in the Sacramento area who can provide housing within their home for 4-6 months. During their stay, youth could attend one-on-one case management, participated in educational workshops, and received employment resources.

STATUS

Inactive as of June 30, 2025 (end of review period)
Inactive as of April 30, 2026

SERVICE PROVIDER

Sacramento LGBT Community Center

POPULATION SERVED

Transitional age youth

LOCATION

Confidential; multiple locations

DCR GROUPING

Non-congregate	Congregate	Safe grounds	Women and children	Transitional age youth (TAY)
----------------	------------	--------------	--------------------	-------------------------------------

SHELTER TYPE

Safe grounds	Respite center/ night-by-night shelter	Emergency shelter	Transitional/ interim housing
--------------	--	-------------------	--------------------------------------

OPERATIONAL PRIORITY

Resolving a crisis	Sheltering	Resolving homelessness
--------------------	------------	-------------------------------

PROGRAM ORIGIN

City-designed	Provider-developed
---------------	---------------------------

PORTION FUNDED BY CITY

Fully funded	Partially funded
---------------------	------------------

SHELTER ENTRY METHOD

Street outreach	Coordinated Access System (CAS)	Multiple/other access points
-----------------	---------------------------------	-------------------------------------

USED AS WEATHER RESPITE

Yes	No
-----	-----------

PERFORMANCE AND COST METRICS (FY24-FY25)

TOTAL STAYS n/a	TOTAL EXITS n/a
LENGTH OF STAY (days) n/a (average) n/a (median)	
NIGHTLY OCCUPANCY n/a (average)	

CLIENT OUTCOMES

Permanent
 Improved (non-permanent)
 Negative
 Unknown

TOTAL COST n/a
COST PER EXIT n/a
COST PER BED PER NIGHT n/a

Common Ground

ABOUT THE SHELTER

Common Ground offers low-barrier, emergency overnight shelter services to transitional age youth experiencing homelessness. In addition to basic necessities like shelter and food, the program integrates comprehensive case management, counseling services, individualized service plans, and access to resources such as healthcare, education, mental health, and housing assistance. Additionally, it offers a job readiness program aimed at equipping young adults with essential skills such as resume writing, job search techniques, attire provision, and on-the-job training.

STATUS

Active as of June 30, 2025 (end of review period)
Active as of April 30, 2026

SERVICE PROVIDER

Wind Youth Services

POPULATION SERVED

Transitional age youth

LOCATION

3671 5th Avenue Sacramento, CA 95817

DCR GROUPING

Non-congregate	Congregate	Safe grounds	Women and children	Transitional age youth (TAY)
----------------	------------	--------------	--------------------	-------------------------------------

SHELTER TYPE

Safe grounds	Respite center/night-by-night shelter	Emergency shelter	Transitional/interim housing
--------------	---------------------------------------	--------------------------	------------------------------

OPERATIONAL PRIORITY

Resolving a crisis	Sheltering	Resolving homelessness
--------------------	------------	-------------------------------

PROGRAM ORIGIN

City-designed	Provider-developed
---------------	---------------------------

PORTION FUNDED BY CITY

Fully funded	Partially funded
---------------------	------------------

SHELTER ENTRY METHOD

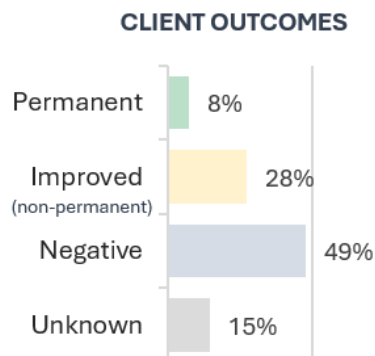
Street outreach	Coordinated Access System (CAS)	Multiple/other access points
-----------------	--	------------------------------

USED AS WEATHER RESPITE

Yes	No
-----	-----------

PERFORMANCE AND COST METRICS (FY24-FY25)

TOTAL STAYS 318	TOTAL EXITS 303
LENGTH OF STAY (days) 39 (average) 27 (median)	
NIGHTLY OCCUPANCY 17 (average)	



TOTAL COST \$1.04 M
COST PER EXIT \$3,029
COST PER BED PER NIGHT \$83

The Village

ABOUT THE SHELTER

The Village is a program for pregnant and parenting transitional age youth and their children. Located in a safe home in a quiet neighborhood, The Village centers on a daily program of engagement with the goal of discerning best housing fit and creating traction toward long term wellness and stability. The program's youth development teams ensure housing connections happen quickly and youth are matched with the housing program that best fits their support needs while also connecting to supports in wellness, employment, education, and parenting.

STATUS

Active as of June 30, 2025 (end of review period)
Active as of April 30, 2026

SERVICE PROVIDER

Waking the Village

POPULATION SERVED

Parenting transitional age youth

LOCATION

Confidential

DCR GROUPING

Non-congregate	Congregate	Safe grounds	Women and children	Transitional age youth (TAY)
----------------	------------	--------------	--------------------	-------------------------------------

SHELTER TYPE

Safe grounds	Respite center/night-by-night shelter	Emergency shelter	Transitional/interim housing
--------------	---------------------------------------	--------------------------	------------------------------

OPERATIONAL PRIORITY

Resolving a crisis	Sheltering	Resolving homelessness
--------------------	------------	-------------------------------

PROGRAM ORIGIN

City-designed	Provider-developed
---------------	---------------------------

PORTION FUNDED BY CITY

Fully funded	Partially funded
---------------------	------------------

SHELTER ENTRY METHOD

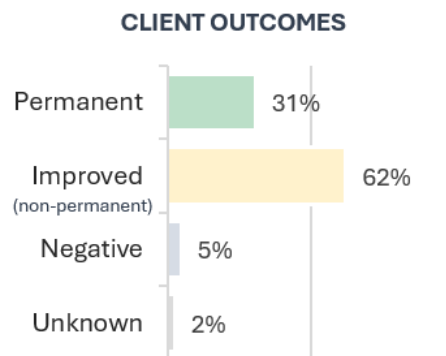
Street outreach	Coordinated Access System (CAS)	Multiple/other access points
-----------------	--	------------------------------

USED AS WEATHER RESPITE

Yes	No
-----	-----------

PERFORMANCE AND COST METRICS (FY24-FY25)

TOTAL STAYS 96	TOTAL EXITS 85
LENGTH OF STAY (days) 120 (average) 83 (median)	
NIGHTLY OCCUPANCY 14 (average)	



TOTAL COST \$1.28 M
COST PER EXIT \$12,392
COST PER BED PER NIGHT \$124

Saint John's Emergency Shelter Program

ABOUT THE SHELTER

Saint John's Program for Real Change assists women struggling with homelessness in combination with other challenges, like poverty, substance use disorder, mental health, violence, and abuse, on their journey to healthy and independent lives for themselves and their children. The 12-month residential program provides wraparound services and is designed to support women in taking responsibility for themselves and their families, specifically to give women the ability to rise above past struggles and achieve job-readiness, self-sustainability and life-long stability.

STATUS

Active as of June 30, 2025 (end of review period)
Active as of April 30, 2026

SERVICE PROVIDER

Saint John's Program for Real Change

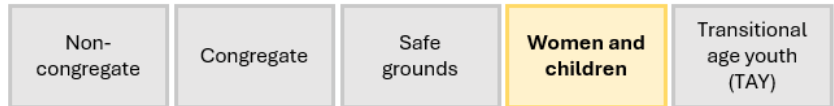
POPULATION SERVED

Women and children

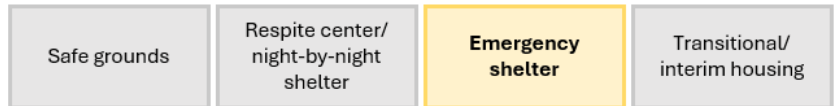
LOCATION

Confidential

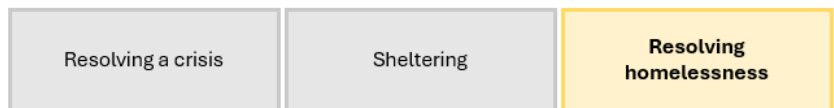
DCR GROUPING



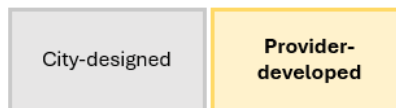
SHELTER TYPE



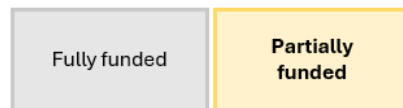
OPERATIONAL PRIORITY



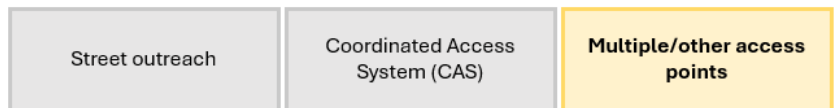
PROGRAM ORIGIN



PORTION FUNDED BY CITY



SHELTER ENTRY METHOD

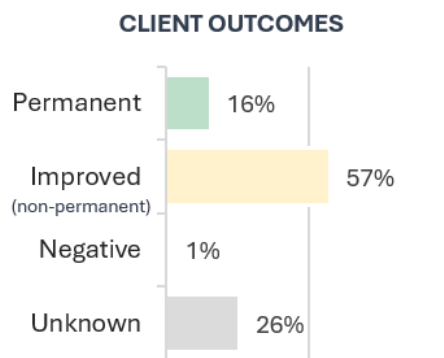


USED AS WEATHER RESPITE



PERFORMANCE AND COST METRICS (FY24-FY25)

TOTAL STAYS 115	TOTAL EXITS 98
LENGTH OF STAY (days) 146 (average) 82 (median)	
NIGHTLY OCCUPANCY 18 (average)	



TOTAL COST \$2.31 M
COST PER EXIT \$20,532
COST PER BED PER NIGHT \$175

WEAVE Emergency Safehouse Program

ABOUT THE SHELTER

WEAVE operates a confidential Emergency Safehouse Program for survivors of domestic violence, sexual assault, and sex trafficking and their children. The Emergency Safehouse Program is the entry point to all other housing services provided by WEAVE.

STATUS

Active as of June 30, 2025 (end of review period)
Active as of April 30, 2026

SERVICE PROVIDER

WEAVE

POPULATION SERVED

Women and children

LOCATION

Confidential

DCR GROUPING

Non-congregate	Congregate	Safe grounds	Women and children	Transitional age youth (TAY)
----------------	------------	--------------	---------------------------	------------------------------

SHELTER TYPE

Safe grounds	Respite center/night-by-night shelter	Emergency shelter	Transitional/interim housing
--------------	---------------------------------------	--------------------------	------------------------------

OPERATIONAL PRIORITY

Resolving a crisis	Sheltering	Resolving homelessness
--------------------	------------	-------------------------------

PROGRAM ORIGIN

City-designed	Provider-developed
---------------	---------------------------

PORTION FUNDED BY CITY

Fully funded	Partially funded
--------------	-------------------------

SHELTER ENTRY METHOD

Street outreach	Coordinated Access System (CAS)	Multiple/other access points
-----------------	---------------------------------	-------------------------------------

USED AS WEATHER RESPITE

Yes	No
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PERFORMANCE AND COST METRICS (FY24-FY25)

TOTAL STAYS n/a	TOTAL EXITS n/a
---------------------------	---------------------------

LENGTH OF STAY (days) n/a (average) n/a (median)

NIGHTLY OCCUPANCY n/a (average)

CLIENT OUTCOMES

Permanent		
Improved (non-permanent)		
Negative		
Unknown		

TOTAL COST \$1.05 M

COST PER EXIT n/a

COST PER BED PER NIGHT \$53

City of Refuge Women and Family Shelter Project

ABOUT THE SHELTER

City of Refuge's Women and Family Shelter program serves women and families experiencing homelessness. The service provider has designed the shelter program to be a space for connection that feels like a home, and believes in the power of choice and personal decisions to break harmful patterns and create new possibilities.

STATUS

Inactive as of June 30, 2025 (end of review period)
Inactive as of April 30, 2026

SERVICE PROVIDER

City of Refuge

POPULATION SERVED

Women and families

LOCATION

Confidential

DCR GROUPING

Non-congregate	Congregate	Safe grounds	Women and children	Transitional age youth (TAY)
----------------	------------	--------------	---------------------------	------------------------------

SHELTER TYPE

Safe grounds	Respite center/night-by-night shelter	Emergency shelter	Transitional/interim housing
--------------	---------------------------------------	--------------------------	------------------------------

OPERATIONAL PRIORITY

Resolving a crisis	Sheltering	Resolving homelessness
--------------------	------------	-------------------------------

PROGRAM ORIGIN

City-designed	Provider-developed
---------------	---------------------------

PORTION FUNDED BY CITY

Fully funded	Partially funded
---------------------	------------------

SHELTER ENTRY METHOD

Street outreach	Coordinated Access System (CAS)	Multiple/other access points
-----------------	---------------------------------	------------------------------

USED AS WEATHER RESPITE

Yes	No
-----	-----------

PERFORMANCE AND COST METRICS (FY24-FY25)

TOTAL STAYS n/a	TOTAL EXITS n/a
LENGTH OF STAY (days) n/a (average) n/a (median)	
NIGHTLY OCCUPANCY n/a (average)	

CLIENT OUTCOMES

Permanent		
Improved (non-permanent)		
Negative		
Unknown		

TOTAL COST n/a
COST PER EXIT n/a
COST PER BED PER NIGHT n/a

Next Step Transitional Living Center

ABOUT THE SHELTER

The Next Step Transitional Living Center Program is a clean and sober transitional living program with vocational training opportunities. The average length of program participant stay in the program is 12-15 months, although participants can stay between 6 to 24 months. The program requires a fee of \$500 per month, of which the City will cover costs for the first two months for each City-referred participant.

STATUS

Active, not utilized as of June 30, 2025 (end of review period)

Active, not utilized as of April 30, 2026

SERVICE PROVIDER

The Salvation Army

POPULATION SERVED

Co-ed adults

LOCATION

500 9th Street, Sacramento, CA

DCR GROUPING

Non-congregate	Congregate	Safe grounds	Women and children	Transitional aged youth (TAY)
----------------	------------	--------------	--------------------	-------------------------------

SHELTER TYPE

Safe grounds	Respite center/night-by-night shelter	Emergency shelter	Transitional/interim housing
--------------	---------------------------------------	-------------------	-------------------------------------

OPERATIONAL PRIORITY

Resolving a crisis	Sheltering	Resolving homelessness
--------------------	------------	-------------------------------

PROGRAM ORIGIN

City-designed	Provider-developed
---------------	---------------------------

PORTION FUNDED BY CITY

Fully funded	Partially funded
--------------	------------------

SHELTER ENTRY METHOD

Street outreach	Coordinated Access System (CAS)	Multiple/other access points
-----------------	---------------------------------	------------------------------

USED AS WEATHER RESPITE

Yes	No
-----	-----------

PERFORMANCE AND COST METRICS (FY24-FY25)

TOTAL STAYS n/a	TOTAL EXITS n/a
LENGTH OF STAY (days) n/a (average) n/a (median)	
NIGHTLY OCCUPANCY n/a (average)	

CLIENT OUTCOMES

Permanent
Improved (non-permanent)
Negative
Unknown

TOTAL COST n/a
COST PER EXIT n/a
COST PER BED PER NIGHT n/a

Miller Park SafeGround

ABOUT THE SHELTER

Miller Park SafeGround was a safe camping site for people experiencing homelessness in a small section of the “peninsula” parking lot at Miller Park. The site was used on a temporary basis to provide safety, security, shelter, sanitary services, and access to other resources for people who had been living unsheltered in the area. This site provided 60 tents and up to 17 trailers at one point in time.

STATUS

Inactive as of June 30, 2025 (end of review period)
Inactive as of April 30, 2026

SERVICE PROVIDER

First Step Communities

POPULATION SERVED

Co-ed adults

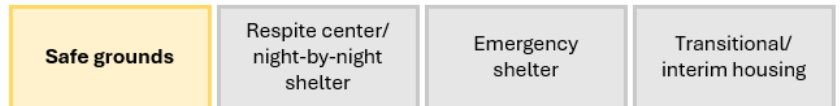
LOCATION

2701 Marina View Drive, Sacramento, CA 95818

DCR GROUPING



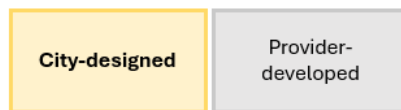
SHELTER TYPE



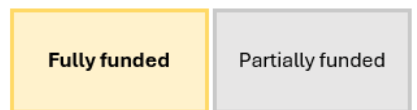
OPERATIONAL PRIORITY



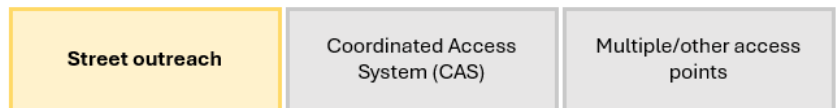
PROGRAM ORIGIN



PORTION FUNDED BY CITY



SHELTER ENTRY METHOD

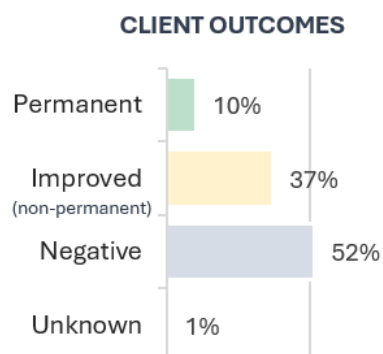


USED AS WEATHER RESPITE



PERFORMANCE AND COST METRICS (EARLY 2022 – EARLY 2024)

TOTAL STAYS 368	TOTAL EXITS 368
LENGTH OF STAY (days) 65 (average) 30 (median)	
NIGHTLY OCCUPANCY 60 (average)	



TOTAL COST \$4.66 M
COST PER EXIT \$12,669
COST PER BED PER NIGHT \$107

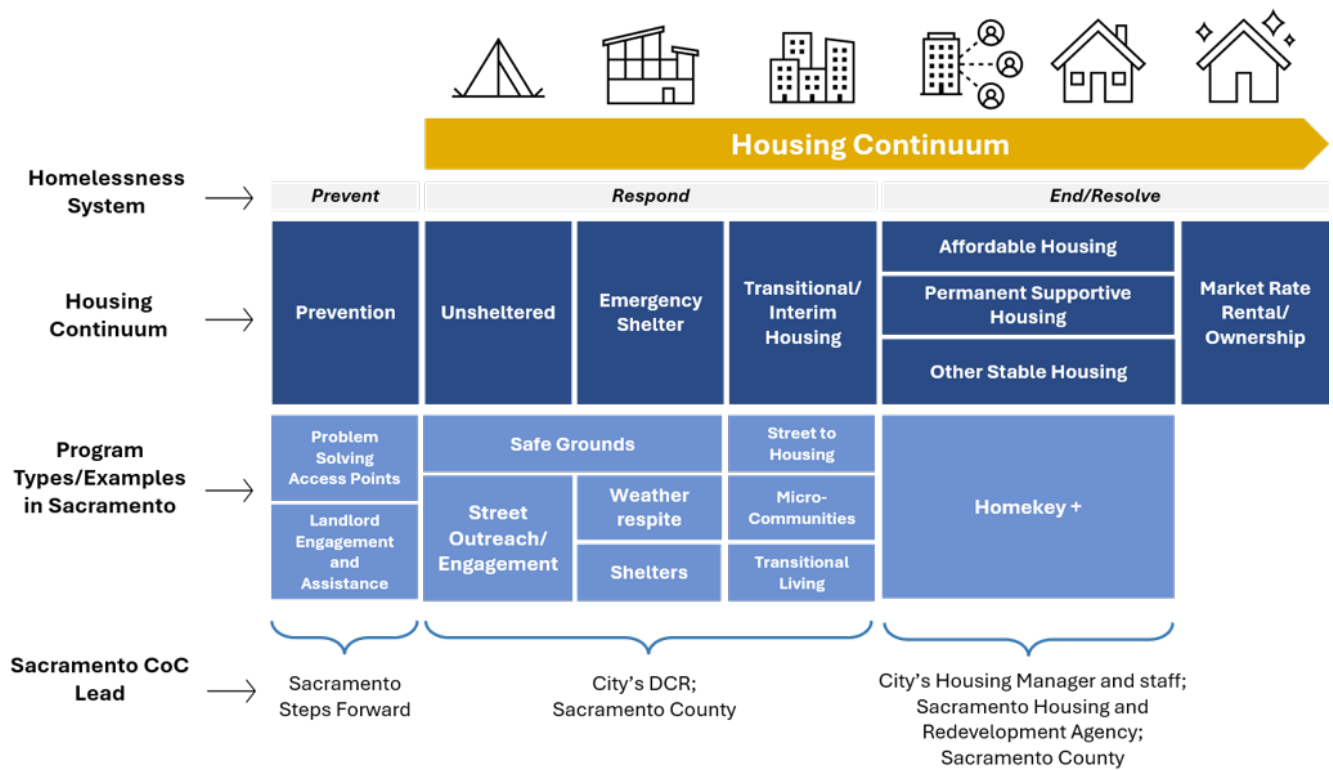
Section 2: City Shelters Within the Sacramento Continuum of Care

This section describes how the City's sheltering programs fit into Sacramento's broader homelessness system and provides context on the scope of programs within our review period.

How do the City’s shelter programs fit into Sacramento’s broader homelessness system?

The City contribution to addressing homelessness spans multiple parts of the homelessness system and the housing continuum. Some examples of programs that DCR leads include street outreach and sheltering programs.

Figure 1. Programs and Lead Agencies in Sacramento’s Homelessness System and Housing Continuum



Source: Auditor generated based on *All in Sacramento* and other online sources.

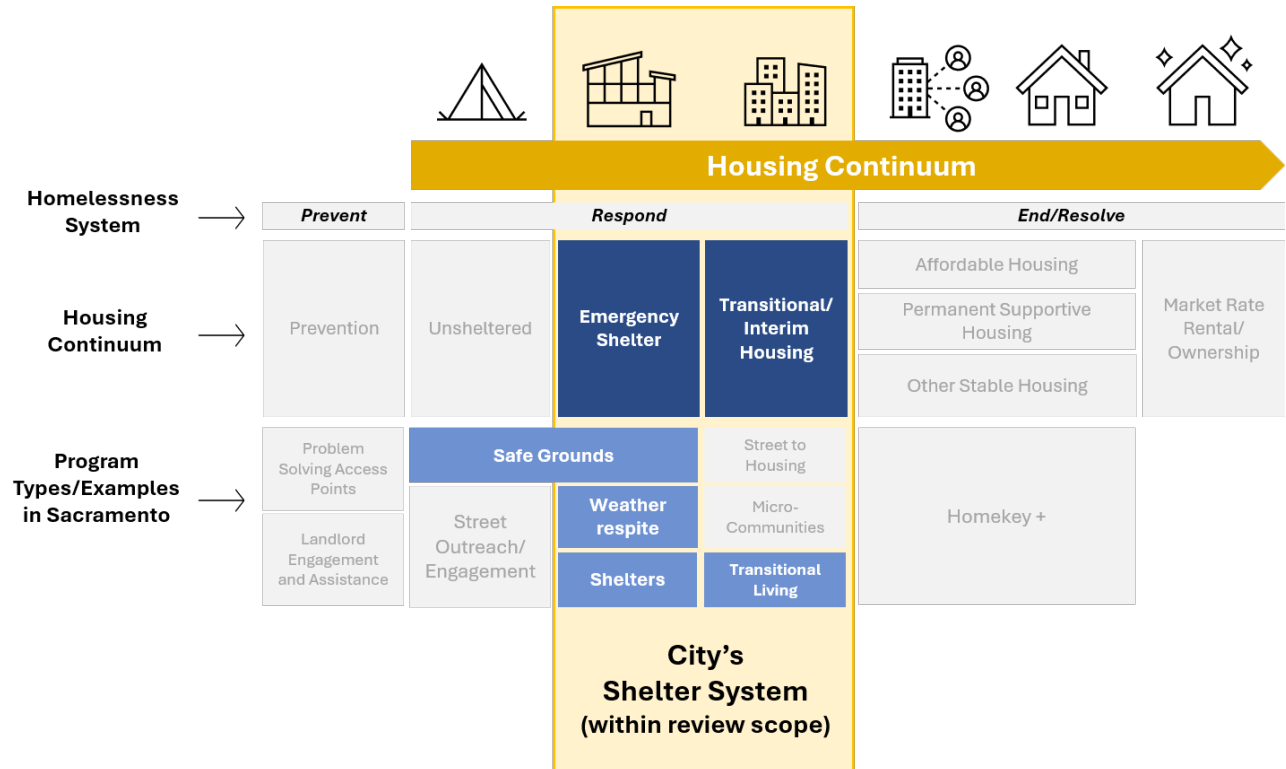
Note: Prevention is not typically considered part of the housing continuum but is included as a “step” in this figure to better show overlap with the homelessness system and an individual’s housing status.

Section 2: City Shelters Within the Sacramento Continuum of Care

What program types in the City’s shelter system are in the review scope?

The City’s sheltering system focuses on responding to homelessness and covers a variety of program types, including safe grounds, weather respite, shelters, and transitional living programs. Some programs, such as micro-communities and street-to-housing, are not part of this review scope.

Figure 2. City’s Shelter System Within Sacramento’s Homelessness System and Housing Continuum



Source: Auditor generated based on *All in Sacramento*, other online sources, and audit scope.

Note: Prevention is not typically considered part of the housing continuum but is included as a “step” in this figure to better show overlap with the homelessness system and an individual’s housing status.

Section 2: City Shelters Within the Sacramento Continuum of Care

The number of shelters within each these program types ranges from one through 12, with the City having the most emergency shelters and only one to two of each of the other program types. Of all the shelters, only two are used as weather respites: OEC and North 5th.

Figure 3. City Shelters by Shelter Type

Program Types	Shelter Program	Used as Weather Respite
Safe Grounds	Miller Park	No
Respite Center/ Night-by-Night Emergency Shelter	OEC	Yes
Emergency Shelter	Roseville Road	No
	X Street	No
	Meadowview	No
	North 5th	Yes
	City Motel Program	No
	EBH at the Grove	No
	CoR	No
	STEP	No
	The Village	No
	Common Ground	No
	WEAVE	No
Saint John's	No	
Transitional Housing	TLP	No
	Next Step TLC	No
Interim Housing	Host Homes	No

Source: Auditor generated based information provided by DCR and review of service provider contracts.

Section 2: City Shelters Within the Sacramento Continuum of Care

Do all shelters serve the same function?

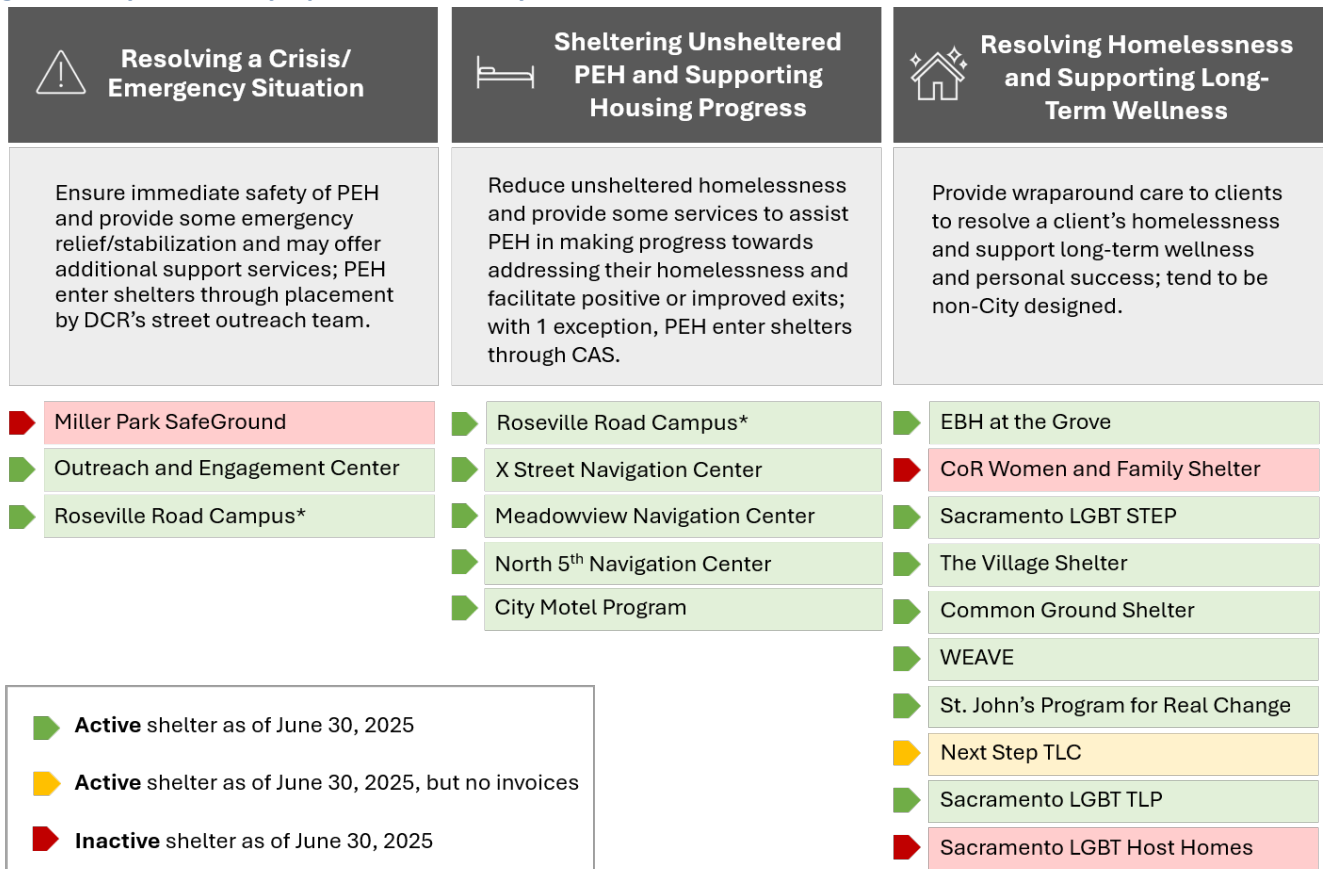
The City’s shelter system appears to have three perceived purposes or objectives:

1. Shelter as many unsheltered PEH as possible;
2. Assist them in their path towards stable housing; and
3. Provide them with services that ensure individual wellbeing.

The City’s shelters reflect these objectives to different degrees in practice based on their own operational priority. The three operational priorities include:

- a. Resolving a crisis/emergency situation;
- b. Sheltering unsheltered PEH and supporting housing progress; and
- c. Resolving homelessness and supporting long-term wellness.

Figure 4. City Shelters by Operational Priority



* Roseville Road Campus exhibits similarities to both groups that it included under and may be compared to both groups during our analysis.

Source: Auditor generated based on interviews with DCR management and service providers, shelter site visits, shelter contracts, and programmatic information on service providers’ website.

Section 3: Overview of the City's Shelters

This section provides an overview of the City's shelters, such as how many shelters were included in our review period, whether they were active as June 30, 2025, which service provider they were operated by, how many clients it can serve, and how many clients it has served.

Section 3: Overview of the City's Shelters

How many shelters were active between July 1, 2022 and June 30, 2025 (FY23-FY25)? Who were they served by? Are they currently active?

The City contracted for 17 shelters in this time period and were operated by 13 different service providers, with several providers operating more than one shelter. One shelter specializing in alcohol treatment was contracted on a reimbursement basis. Because no City-referred clients utilized the program during the review period, the City incurred no costs under the contract.

As of June 30, 2025, only 14 shelters remained active⁷ and were operated by 11 different service providers (see figure on next page). These shelters remained active as of April 30, 2026.

⁷ Active refers to whether the shelter is part of the City's portfolio of sheltering programs. Some programs no longer exist, such as Miller Park, while others may still be operational, but are no longer funded by the City.

Section 3: Overview of the City’s Shelters

Figure 5. Shelter Programs and Service Providers Active Between July 1, 2022 and June 30, 2025

	Shelter Program	Service Provider *	Active (as of June 30, 2025)
1	Meadowview Navigation Center (Meadowview; MNC)	Volunteers of America (<i>Prior Administrator: SHRA</i>)	Active
2	X Street Navigation Center (X Street; XNC)	Volunteers of America (<i>Prior Administrator: SHRA</i>)	Active
3	North 5th Navigation Center (North 5th)	The Gathering Inn (<i>Prior Provider: Shelter Inc.</i>)	Active
4	Outreach and Engagement Center (OEC; Auburn)	Hope Cooperative	Active
5	Roseville Road Campus (South) ** (Roseville Road; RR; RRC)	First Step Communities	Active
6	City Motel Program (CMP; Motel Shelter Program)	Step Up on Second Street (<i>Prior Concurrent Provider: City of Refuge</i>)	Active
7	Emergency Bridge Housing at Grove Ave (EBH at the Grove; The Grove)	First Step Communities (<i>Prior Administrator: SHRA</i>)	Active
8	Short-Term Transitional Emergency Placement Program (STEP; LGBT Center STEP)	Sacramento LGBT Community Center	Active
9	Transitional Living Program (TLP; LGBT Center TLP)	Sacramento LGBT Community Center	Active
10	Common Ground (Wind Youth Services)	Wind Youth Services	Active
11	The Village (Waking the Village; WTV)	Waking the Village	Active
12	Saint John's Emergency Shelter Program (Saint John's; SJC; Saint John's Program for Real Change)	Saint John's Program for Real Change	Active
13	WEAVE Emergency Safehouse Program (WEAVE)	WEAVE Inc.	Active
14	Next Step Transitional Living Center (Next Step TLC)	The Salvation Army	Active, not utilized
15	City of Refuge Women and Family Shelter Project (CoR)	City of Refuge	Inactive
16	Sacramento LGBT Host Homes (Host Homes)	Sacramento LGBT Community Center	Inactive
17	Miller Park Safegrounds (Miller Park)	First Step Communities	Inactive

* Service providers listed reflect the current provider or, where indicated, a prior provider operating within the review period.

** Roseville Road Campus was expanded in FY26, adding a Roseville Road Campus (North) portion that is operated by The Gathering Inn. This program is not in our review scope and excluded from this report.

Source: Auditor generated based on sheltering program contracts and City Council Report 2026-00777.

Section 3: Overview of the City’s Shelters

Where are these shelters located?

The City's shelter programs operate at multiple locations throughout the City. The following table lists each shelter location.

Figure 6. City Shelter Addresses

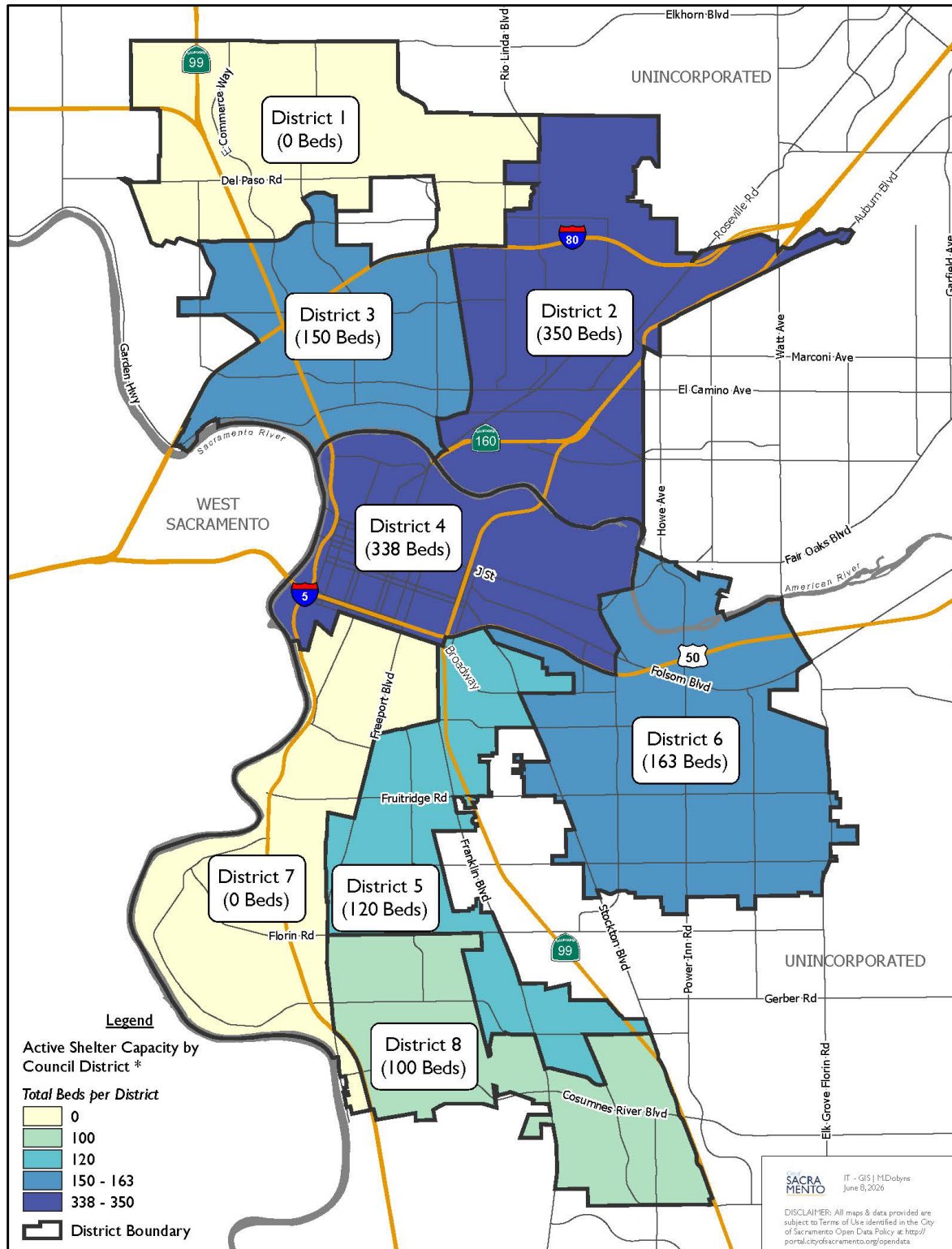
Shelter Program	Address
Meadowview	2700 Meadowview Road, Sacramento, CA 95822
X Street	2970 X Street, Sacramento, CA 95817
North 5th	700 North 5th Street, Suite 200, Sacramento, CA 95811
OEC	3615 Auburn Blvd, Sacramento, CA 95821
Roseville Road	3900 Roseville Rd, North Highlands, CA 95660
City Motel Program	(1) Arden Acres: 2421 Clay Street, Sacramento, CA 95815; (2) Motel 6 - Central : 7850 College Town Dr Sacramento, CA 95826 (3) Motel 6 - Northgate: 3796 Northgate Blvd, Sacramento, California 95834 (4) Motel 6 - Sacramento Old North: 227 Jibboom Street, Sacramento, CA 95811
EBH at the Grove	2787 Grove Avenue, Sacramento CA 95815
STEP	2031 P Street Sacramento CA, 95811
TLP	Confidential
Common Ground	3671 5th Avenue Sacramento, CA 95817
The Village	Confidential
Saint John’s	Confidential
WEAVE	Confidential
Next Step TLC	500 9th Street, Sacramento, CA
CoR	Confidential
Host Homes	Confidential
Miller Park	2701 Marina View Drive, Sacramento, CA 95818

Source: Auditor generated based on service provider contracts, information provided by service providers, and the Sacramento County Assessor Parcel Viewer.

City-funded shelters are located across most of the City. Shelter beds are generally concentrated in the more central parts of the City, while there are no City-funded shelter beds in two City Council districts, Districts 1 and 7 (see figures on next two pages). In the first map, six shelter locations (four active and two inactive) are not shown due to privacy and confidentiality considerations. Similarly, their combined capacity of 94 beds is omitted from the second map, which only shows capacity by Council district for active, non-confidential shelter programs as of June 30, 2025.

Section 3: Overview of the City's Shelters

Figure 8. City-Funded Shelter Capacity By Council District for Active Shelters as of June 30, 2025



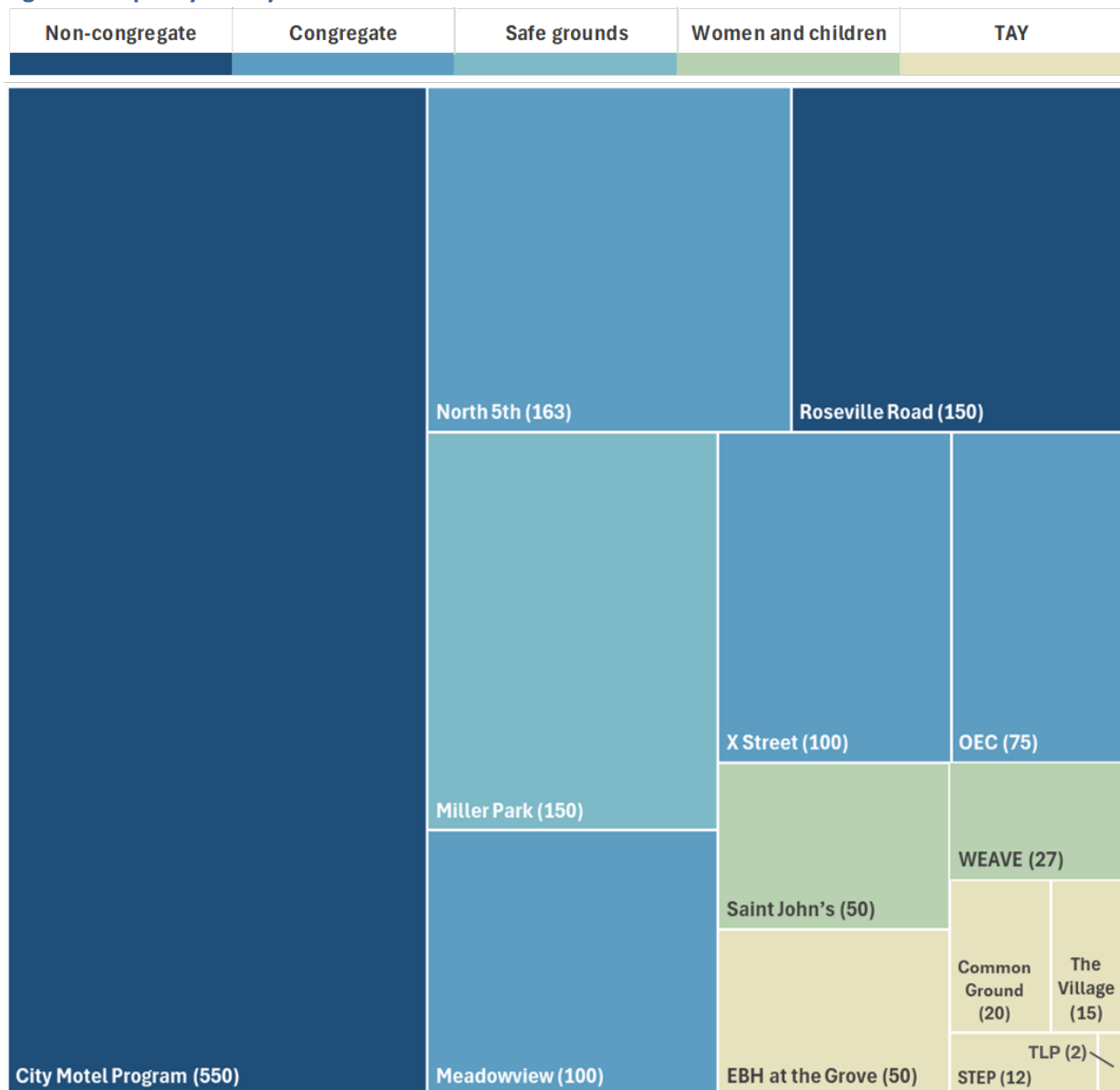
Source: Auditor generated in collaboration with the Information Technology Department’s GIS team based on information from DCR, from service providers, and in program contracts.

Section 3: Overview of the City’s Shelters

How many clients can each shelter serve at any given time? How much is actually being utilized?

The total operational capacity of the City’s shelters active between FY24 and FY25 was 1,314 shelter beds, ranging from 2 beds in TLP to 550 in the City Motel Program. Miller Park adds another 150 in capacity, although the program was inactive in FY24 through FY25. This total only includes the City-funded portion of available shelter capacity, such that 10 programs are fully-funded by the City, including all the congregate, non-congregate, and safe ground programs.

Figure 9. Capacity of City Shelters

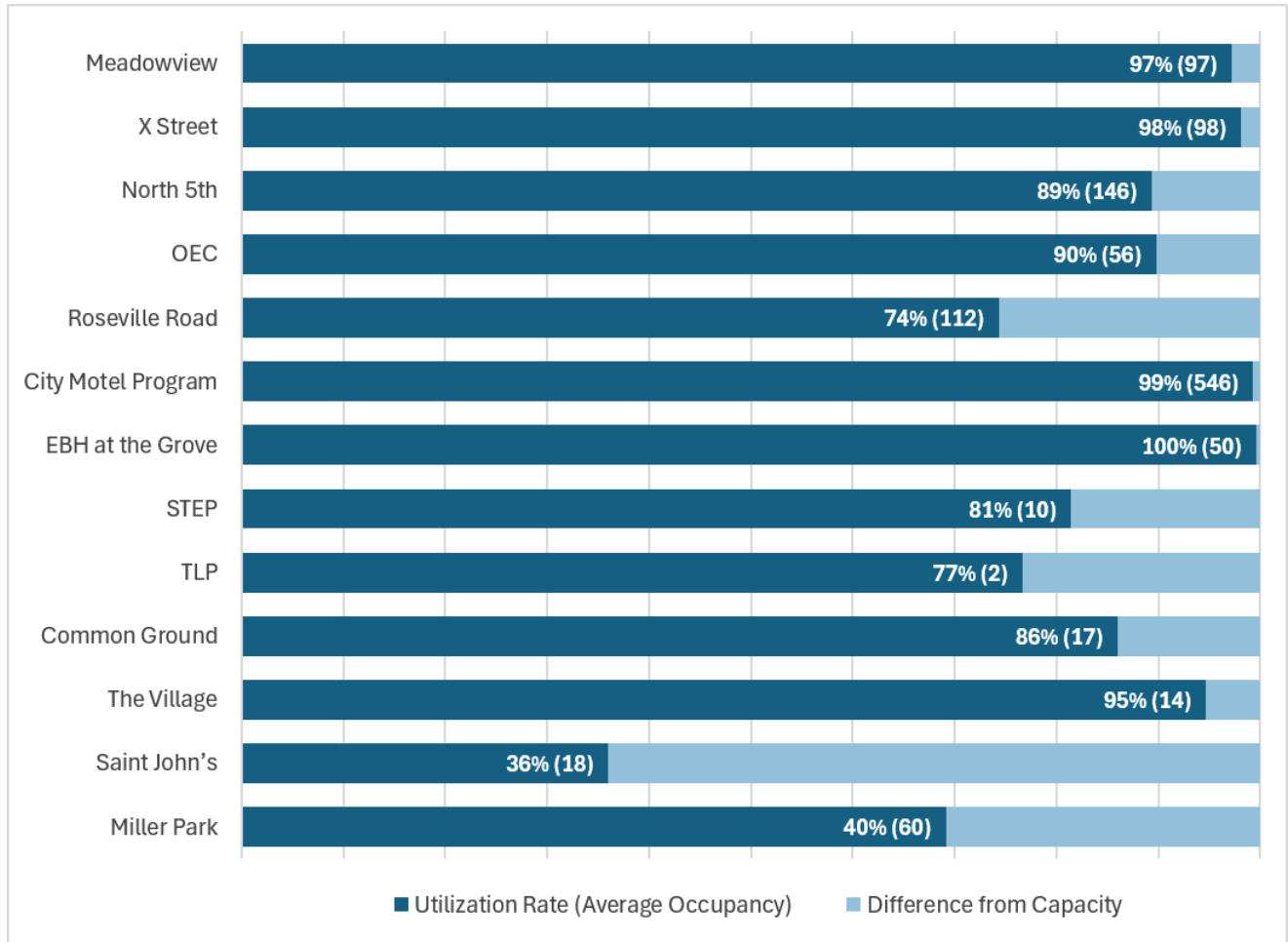


Source: Auditor generated based on service provider contracts, information provided by DCR, and Coordinated Access System data.

Section 3: Overview of the City’s Shelters

The average utilization rate is 82 percent across all shelters in FY24 through FY25 for City-funded beds. This ranges from 36 percent at Saint John’s to 100 percent at EBH at the Grove.

Figure 10. Average Occupancy Per Night Compared to Capacity in FY24 through FY25



Source: Auditor generated based on HMIS analysis, service provider contracts, and information provided by service providers.

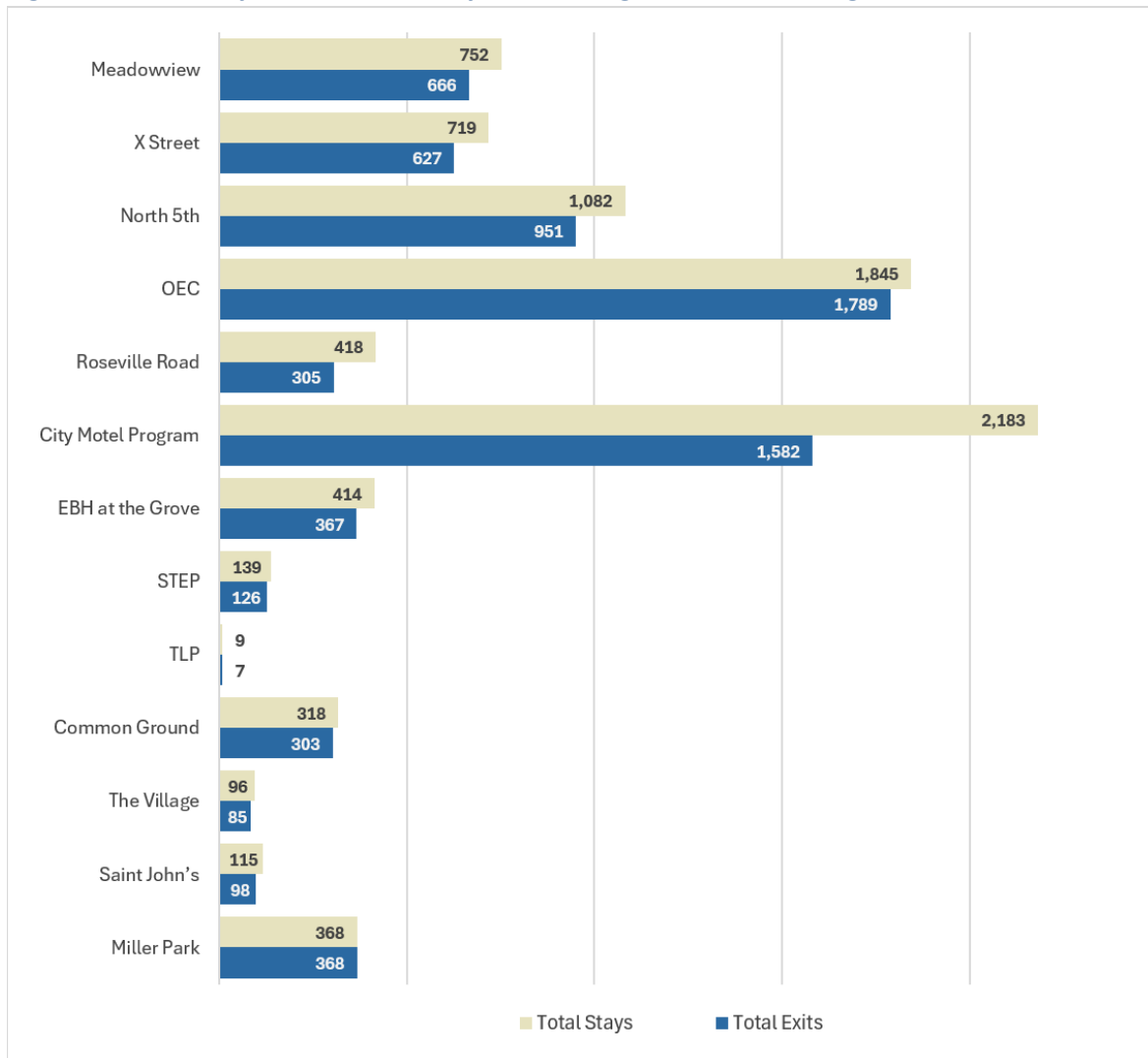
Note: These reflect only City-funded beds. Additionally, Roseville Road’s capacity assumes three clients per trailer, but that did not always reflect operational concerns, such as client privacy if they are not part of the same household. Moreover, Roseville Road underwent operational changes throughout the review period, including phasing out the trailers, which ultimately affected utilization rates.

Section 3: Overview of the City’s Shelters

How many people have the City’s shelters served?

The City’s shelters accounted for 8,458 total stays and 7,274 total exits in FY24 through FY25. This accounts only for City-funded beds. During the same period, 6,661 unique individuals⁸ were served across all shelter programs, regardless of City funding. The total stays range between 9 in TLP and 2,183 in the City Motel Program, while total exits range from 7 in TLP to 1,789 in OEC.

Figure 11. Total Stays and Total Exits by Shelter Program in FY24 through FY25



Source: Auditor generated based on HMIS analysis, service provider contracts, and information provided by service providers.

Note: These reflect only City-funded beds.

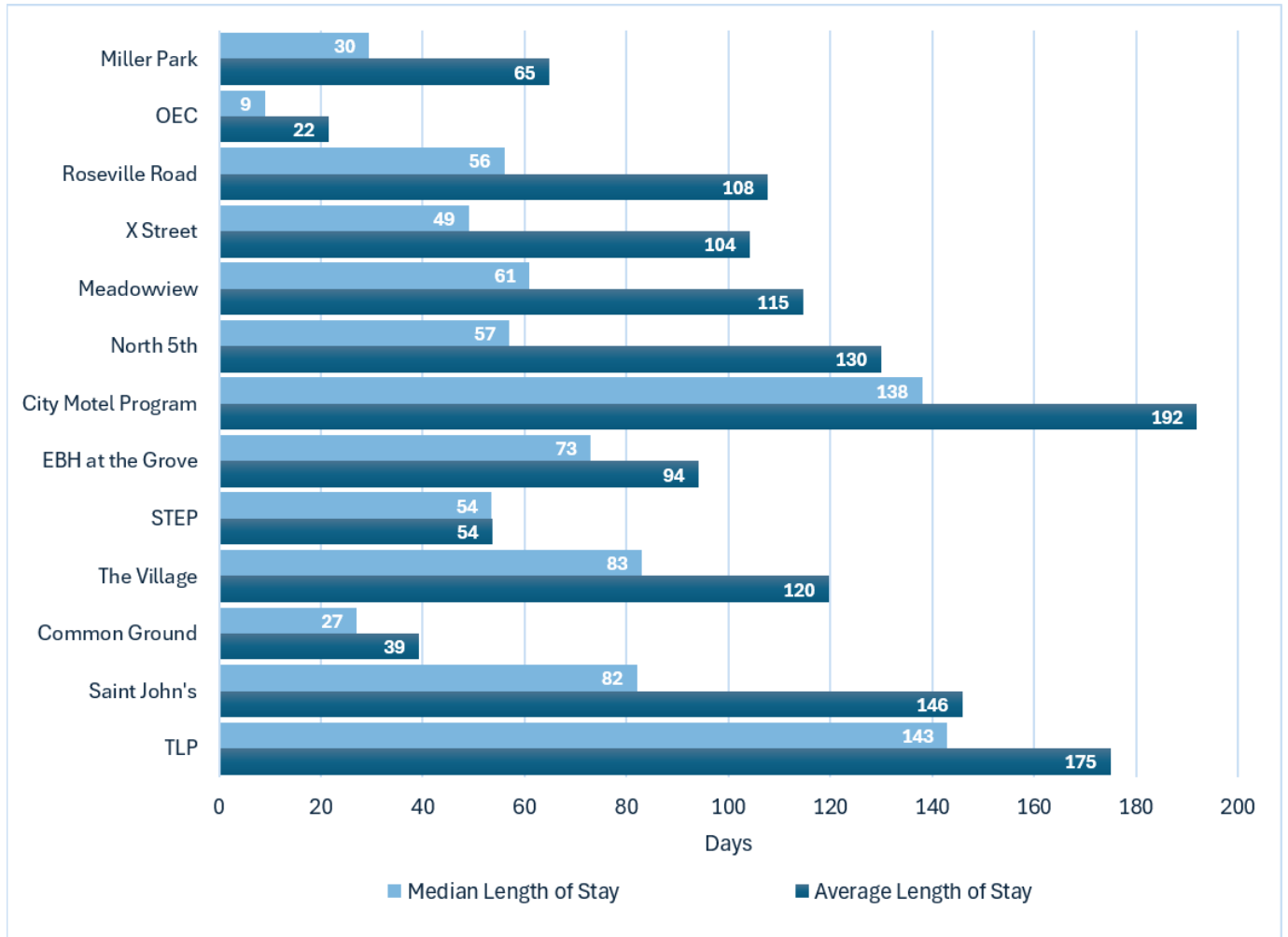
⁸ An adjusted amount to reflect a City-funded distinct client count could not be reliably calculated because clients may access multiple programs with differing levels of City funding.

Section 3: Overview of the City's Shelters

How long do people stay in shelter?

The length of stay varies greatly across programs, ranging from short-term stays in OEC at 22 days on average, with a median of 9 days, to much lengthier stays in the City Motel Program at 192 days on average, with a median of 138 days.

Figure 12. Average and Median Lengths of Stay by Shelter Program



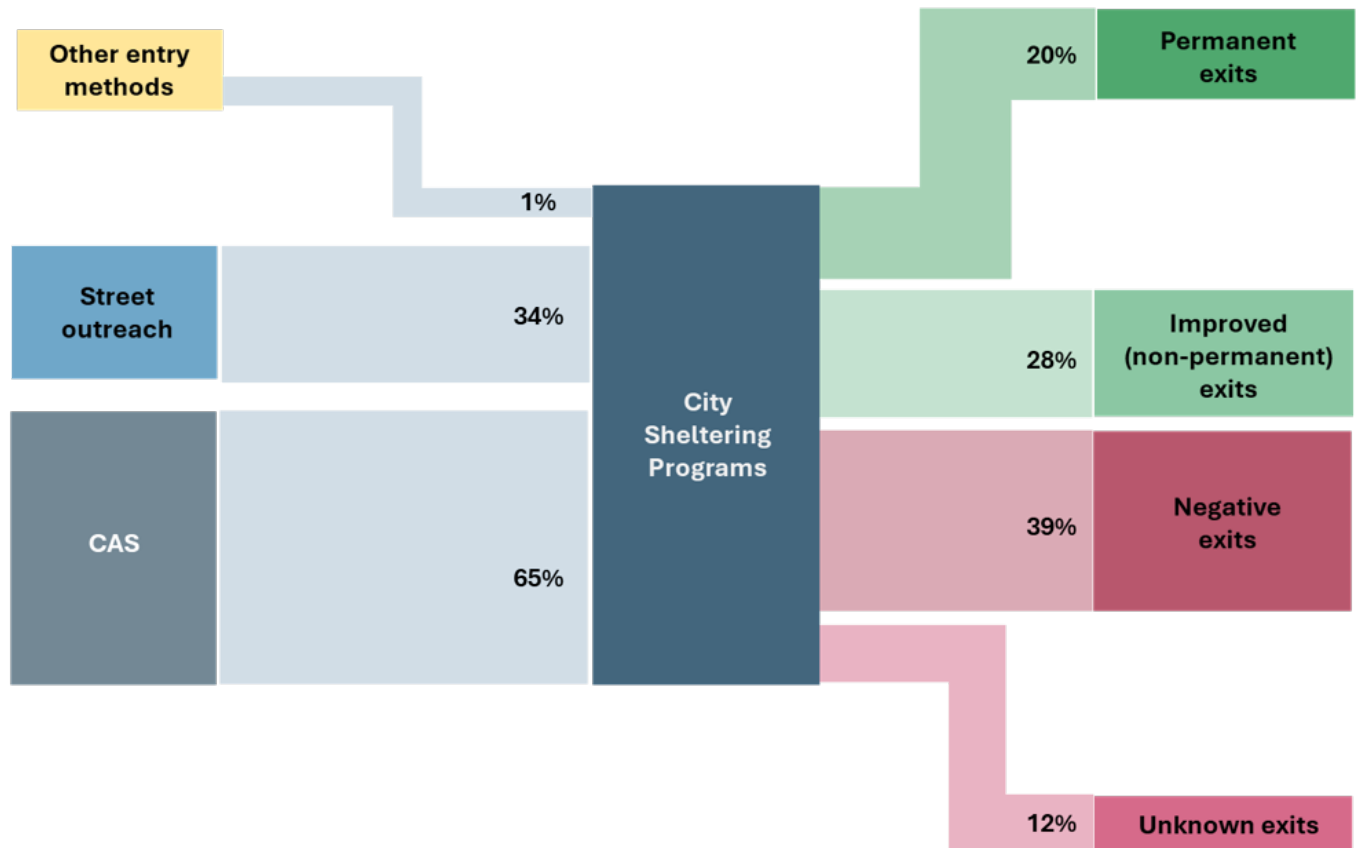
Source: Auditor generated based on analysis of HMIS data.

How do clients move through the City's shelter system?

Clients enter and exit the City's shelter system through a variety of pathways and exit to a variety of outcomes.

Approximately 65 percent of stays are associated with clients entering the City's sheltering programs through CAS, followed by approximately 34 percent entering directly from street outreach. The remaining clients entered through other methods. Across all programs, approximately 20 percent of exits were to permanent destinations, 28 percent were to improved but not permanent destinations, 39 percent were to negative exits, and 12 percent were to unknown destinations.

Figure 13. Example of Client Flow Through the City's Sheltering Programs



Source: Auditor generated based on service provider contracts, information provided by DCR, Coordinated Access System data, and analysis of HMIS data.

Note: WEAVE is excluded from this figure due to limited use of HMIS for confidentiality considerations.

Section 4: Shelter Characteristics

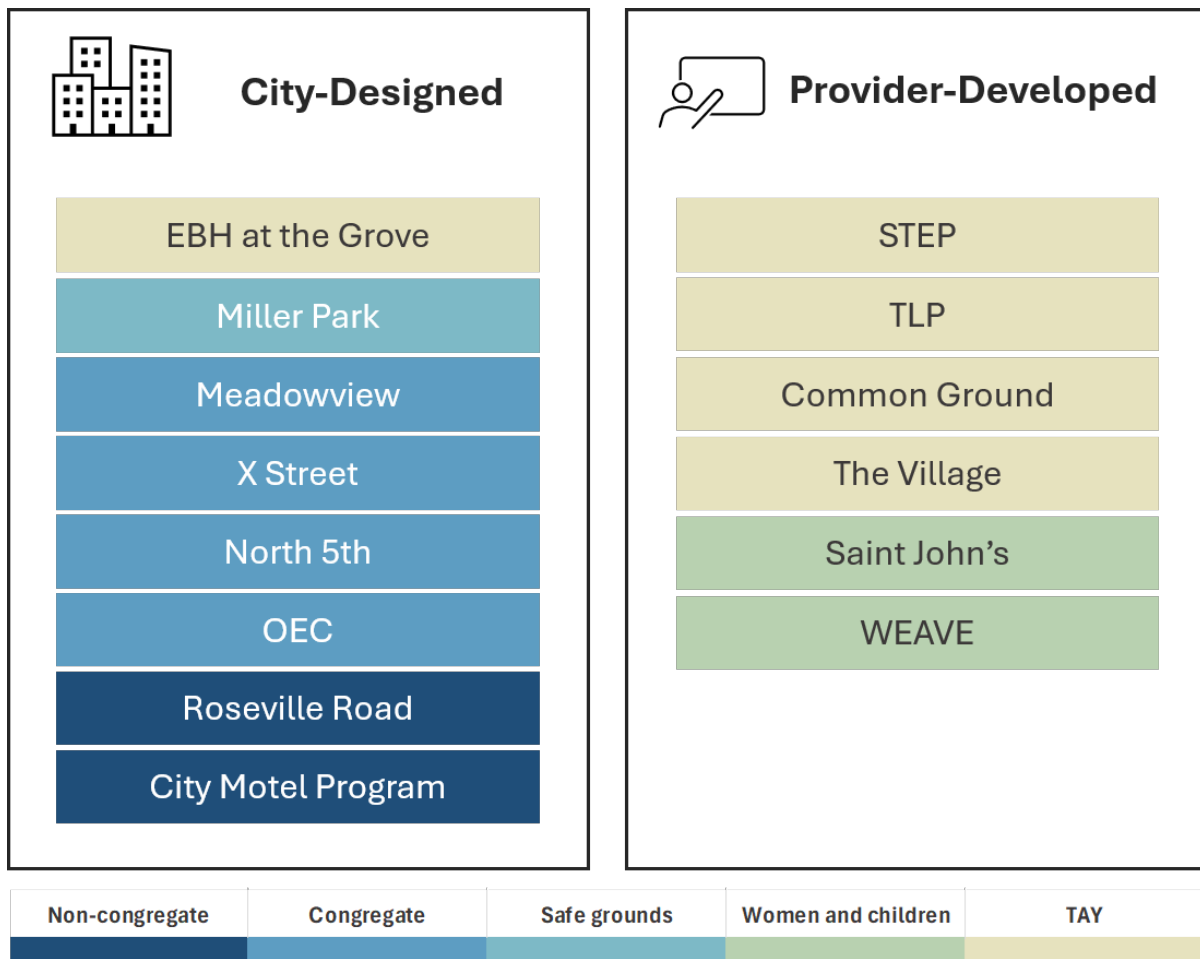
This section depicts the various shelter characteristics that may affect how the shelters operate, including the shelter design approach, shelter entry method, physical site, sleeping arrangements, and population served.

Which shelters are designed or stood up by the City?

Some of the City shelters are City-designed shelters—that is, programs developed by or in collaboration with the City to advance specific homelessness response objectives. In contrast, other shelters were originally developed by providers and later funded by the City.

Of the shelters that were active as of June 30, 2025, with the addition of Miller Park, eight are City-designed—including all safe grounds, congregate, and non-congregate programs—while 6 are provider-developed, including all but one TAY shelter (EBH at the Grove) and all women and family shelters.

Figure 14. Shelter Programs by Development Model



Source: Auditor generated based on service provider contracts, interviews with DCR, and information provided by service providers.

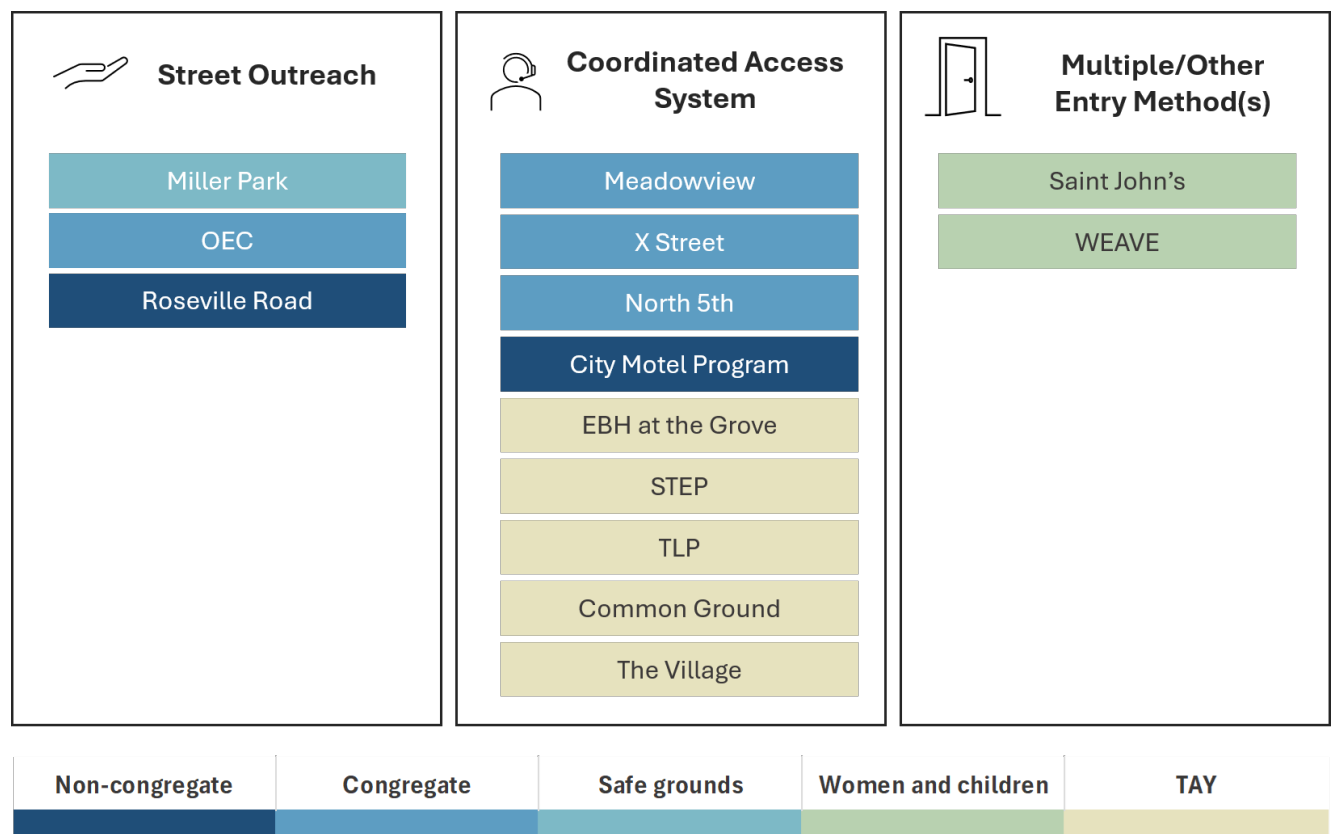
Section 4: Shelter Characteristics

How do clients enter each shelter?

The City’s shelter programs offer multiple entry points, including street outreach, the Coordinated Access System (CAS),⁹ or through other entry methods, such as calling in directly or walking into the shelter to be placed on shelter-specific waitlists. Some shelters offer entry through CAS and one or more of these other entry methods.

Of the shelters in our review period, three shelters used the street outreach approach, nine used CAS, and two used multiple and/or other entry methods.

Figure 15. Shelter Programs by Shelter Entry Method



Source: Auditor generated based on service provider contracts, interviews with DCR, and information provided by service providers.

⁹ For more CAS, please refer to the section titled “Supporting the Homeless Response System” starting on page 13 (PDF page 14) of our [Preliminary Report on the City's Homeless Response](#).

What types of shelter facilities does the City use? How big is each site?

City shelters operate from a variety of facility types that differ in ownership structure, available infrastructure, and parcel size. However, parcel size is not necessarily indicative of either the size of the shelter facility or the amount of space dedicated to sleeping areas, which could not be consistently determined based on available information.

Of the shelters in our review period, seven are located on sites owned by the City or provided by another entity for use as a shelter (see figure on next page). Of these seven shelters, two operate from newly constructed facilities, two are located on sites with existing and newly constructed infrastructure, two utilize existing infrastructure, and one is located on a site without infrastructure suitable for sheltering purposes (Miller Park). Of the remaining seven shelters, six operated out of provider-owned or leased facilities, while the City Motel Program is considered contracted commercial lodging.

Section 4: Shelter Characteristics

Figure 16. Shelter Facility Ownership, Infrastructure, and Parcel Size

City-Owned or Other Provided Site – Newly Constructed Infrastructure	Meadowview	171,626 sq. ft.
	X Street	77,101 sq. ft.
City-Owned or Other Provided Site – With Existing and Newly Constructed Infrastructure	Roseville Road	326,700 sq. ft.
	EBH at the Grove	13,939 sq. ft.
City-Owned or Other Provided Site – With Existing Infrastructure	North 5 th	211,702 sq. ft.
	OEC	3,343,666 sq. ft.
City-Owned or Other Provided Site – No Infrastructure	Miller Park	2,320,876 sq. ft.
Provider-Owned or Leased Facility	STEP	3,246 sq. ft.
	TLP	Confidential location
	Common Ground	4,792 sq. ft.
	The Village	Confidential location
	Saint John’s	Confidential location
	WEAVE	Confidential location
Contracted Commercial Lodging	City Motel Program	39,770 - 106,722 sq. ft.

Non-congregate	Congregate	Safe grounds	Women and children	TAY

Source: Auditor generated based on service provider contracts, site visits, information provided by DCR, and the Sacramento County Assessor Parcel Viewer.

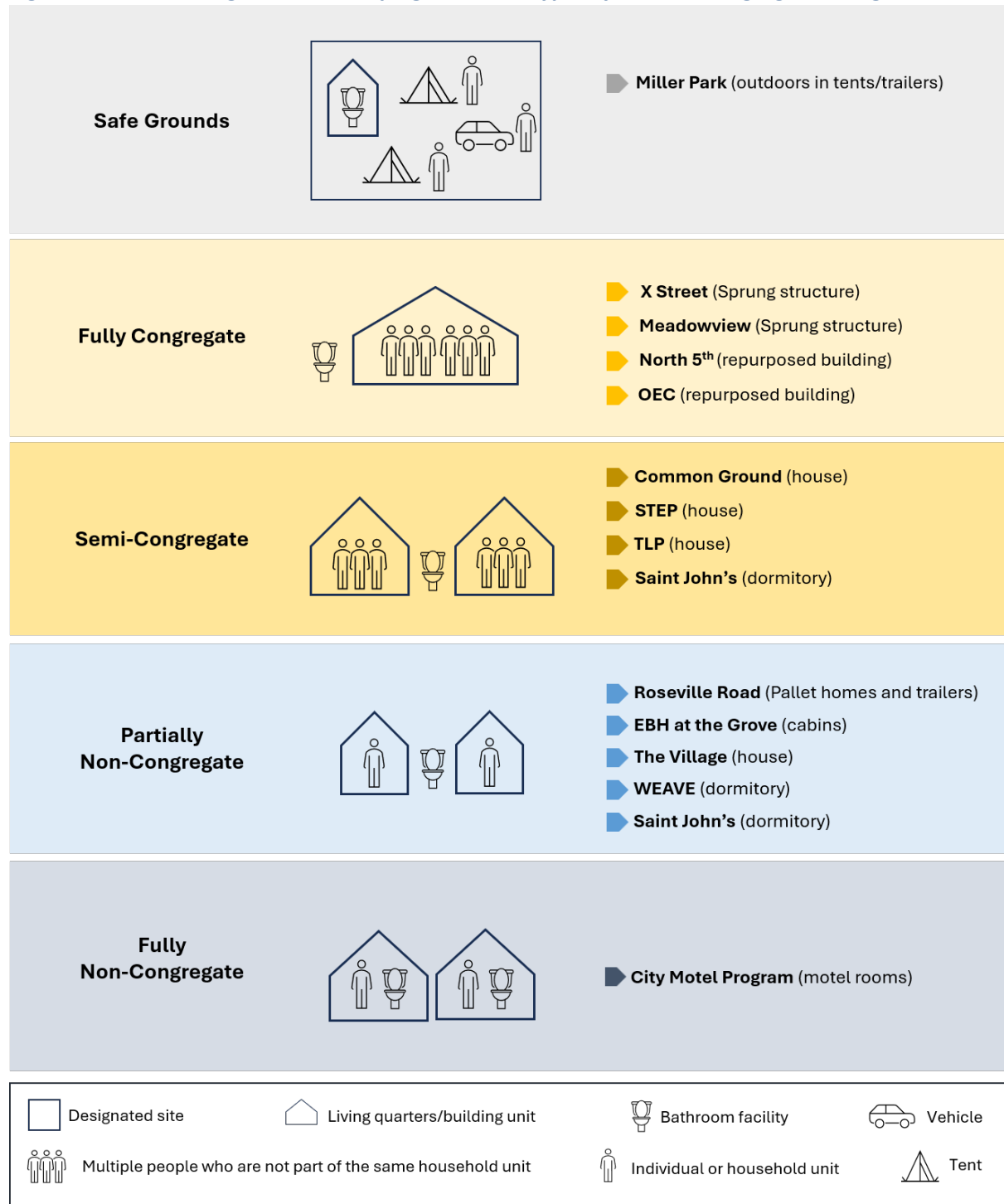
How are shelter sites configured? What are sleeping arrangements like?

The City's shelters differ considerably in their physical configuration, specifically their level of congregate living and the type of sleeping structure. City shelters in our review scope can be grouped into five levels of congregate living ranging from fully congregate (such that both sleeping and common spaces are shared) to fully non-congregate settings (such that both rooms and bathrooms are not shared with non-household members), as well as safe ground programs. Sleeping structures range from large sleeping facilities in Sprung structures or repurposed buildings, to motel rooms, pallet homes, cabins, houses, dormitory-style buildings, and safe ground sites.

The four fully congregate shelters use Sprung structures or repurposed buildings as their sleeping structure, while shelters with lower levels of congregate living—that is, those that are semi-congregate, partially non-congregate, or fully non-congregate—utilize a wider variety of sleeping structure types.

Section 4: Shelter Characteristics

Figure 17. Shelter Programs and Sleeping Structure Type, by Level of Congregate Living



Source: Auditor generated based on site visits and service provider contracts.

Note: Saint John's is included in two categories as it depends on the client's household size. For example, a single-person household may have roommates while someone with multiple children may get their own room. Additionally, trailers at Roseville Road were being phased out during our review period.

Section 4: Shelter Characteristics

What population does each shelter serve?

City shelters primarily serve different populations, including adults, women, families, and transitional age youth. Each shelter serves a designated target population and multiple shelter programs serve each population group.

Figure 18. Shelter Population by Shelter Program

Shelter Program	Shelter Population
Meadowview	Women
X Street	Co-ed adults
North 5th	Co-ed adults
OEC	Co-ed adults/families
Roseville Road	Co-ed adults
City Motel Program	Families
EBH at the Grove	Transitional aged youth (TAY)
STEP	Transitional aged youth (TAY)
TLP	Transitional aged youth (TAY)
Common Ground	Transitional aged youth (TAY)
The Village	Parenting transitional aged youth (TAY)
Saint John's	Women and children
WEAVE	Women and children
Miller Park	Co-ed adults

Source: Auditor generated based information provided by DCR, service provider contracts, and service provider websites.

Note: WEAVE is specifically a shelter for survivors of domestic violence.

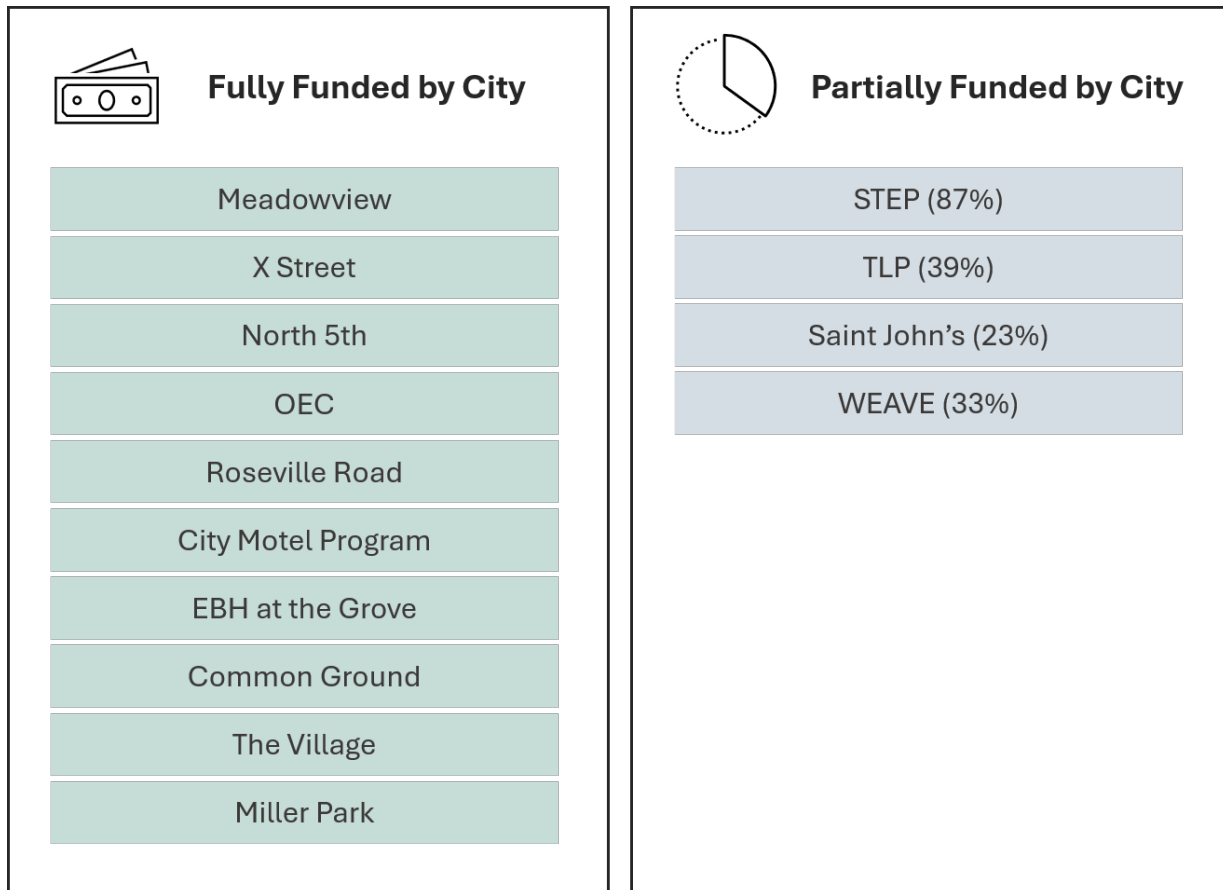
Section 5: Shelter Costs

This section presents various cost measures associated with operating shelters—including total cost, cost per bed per night, cost per stay, and cost per exit—and breaks down program costs by cost categories and shelter function.

How are shelters funded?

The City fully funds 10 shelter programs and partially funds four based on available budget information. In addition, fully funded programs may further supplement some program costs with other sources, such as donations.

Figure 19. City-Funded Portion of Shelter Programs' Budget

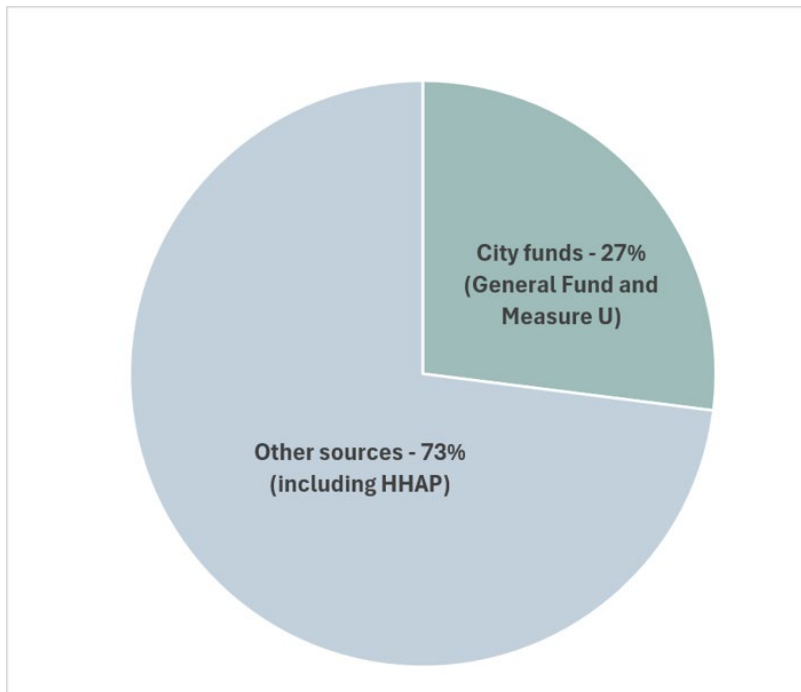


Source: Auditor generated based service provider contracts and information provided by service providers.

How much of the City’s money was spent on these shelters?

The City has spent approximately \$63.2 million on its sheltering programs in fiscal years 2023-24 (FY24) through 2024-25 (FY25).^{10, 11} An estimated 27 percent came from City funds, specifically the General Fund and Measure U Fund, while the remaining 73 percent came from other sources, including Homeless Housing, Assistance, and Prevention (HHAP) funds.

Figure 20. Estimated Share of Shelter Costs by Funding Source



Source: Auditor generated based on information provided by DCR.

Note: These are estimates provided by DCR and do not correlate directly with our cost analysis. For example, startup costs from previous years were amortized into our cost analysis and not captured by these percentages. However, these percentages provide a frame of reference for funding sources that support homeless shelter programs.

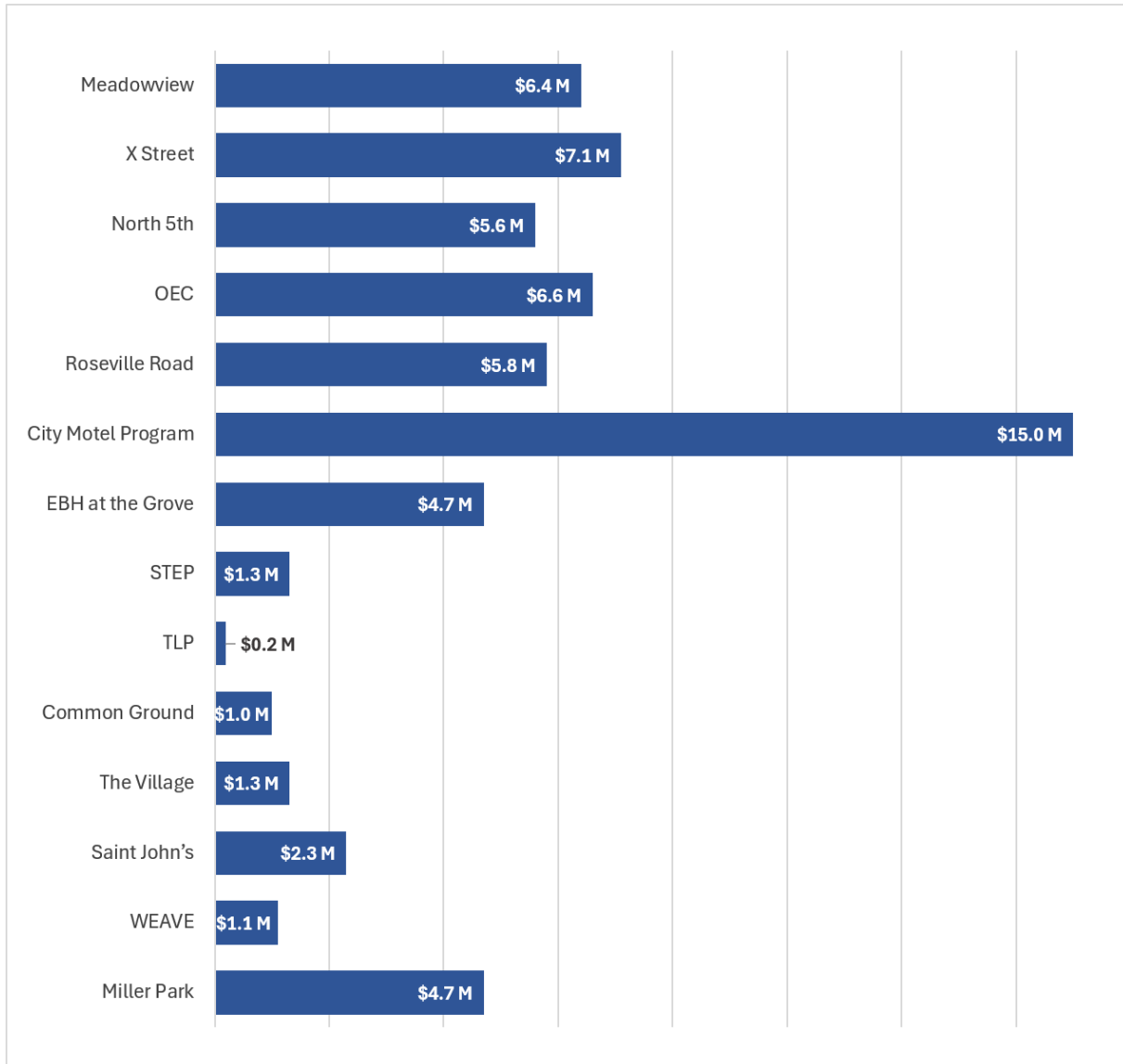
¹⁰ We included Miller Park in our cost analysis as it is the only safe camping and safe parking model in our group of shelters and accordingly adjusted the review period for Miller Park to their approximate two years of operations, with invoices covering February 2022 through March 2024. As such, the timeframe for Miller Park’s costs is not reflective of the entirety of these two fiscal years, but we still include the program’s cost in this total.

¹¹ We included the City of Refuge’s Women and Family Shelter Project in this total cost analysis because invoice data was available for the first two months of FY24. However, because the contract ended in August 2023, no additional costs were incurred during the remainder of FY24 or FY25. Therefore, the program is excluded from shelter-level comparative analyses to ensure consistent comparisons across shelters with more complete cost data.

Section 5: Shelter Costs

Shelter programs funded by the City vary in total cost. The City Motel Program has the highest program expenditure at \$15 million, while TLP has the lowest program expenditure at \$0.2 million in FY24 through FY25.

Figure 21. Total Program Expenditures by Shelter for FY24-FY25

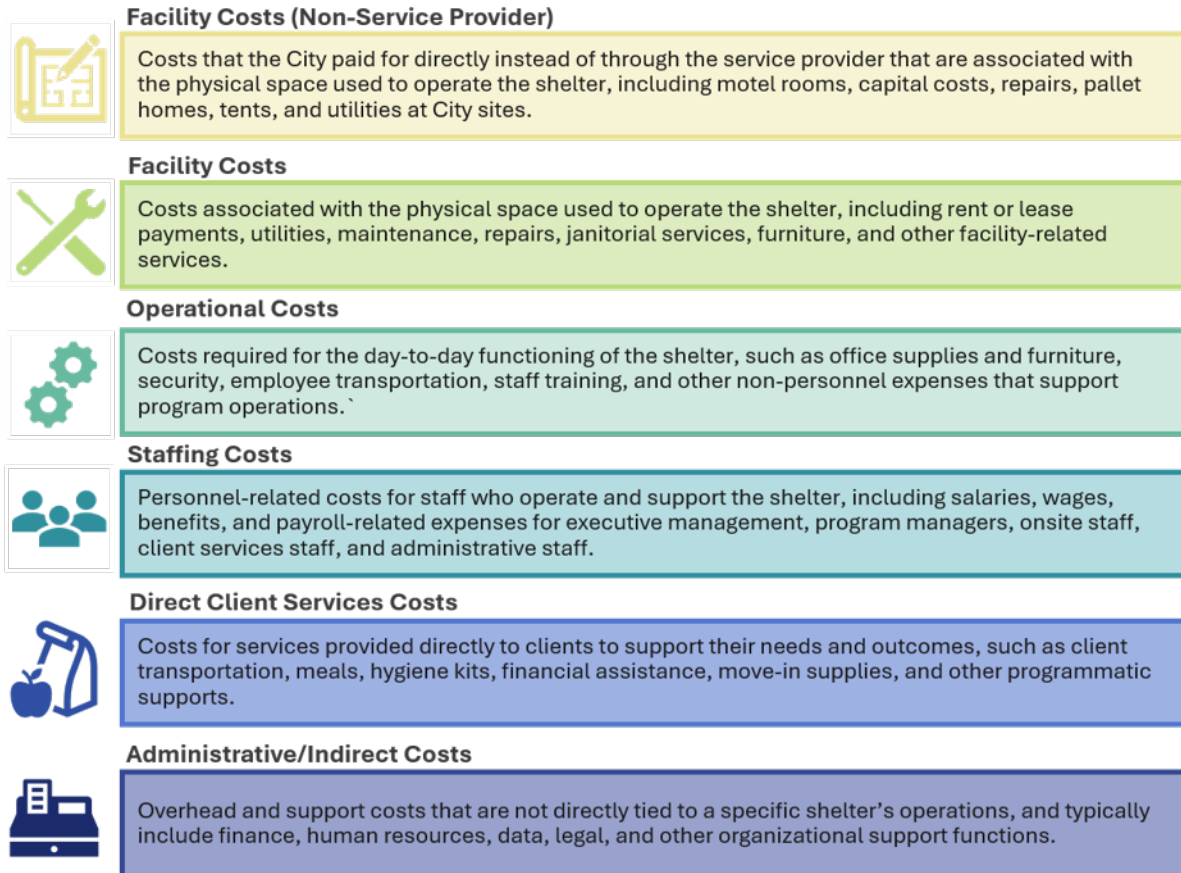


Source: Auditor generated based on service provider invoices, accounting journals, the City's general ledger, the City's primary energy system, and information provided by DCR.

What type of costs do shelters incur?

Costs incurred by shelter programs generally fall into six categories: facility (non-service provider¹²), facility, operations, staffing, direct client services, and administrative/indirect costs.

Figure 22. Types of Shelter Costs



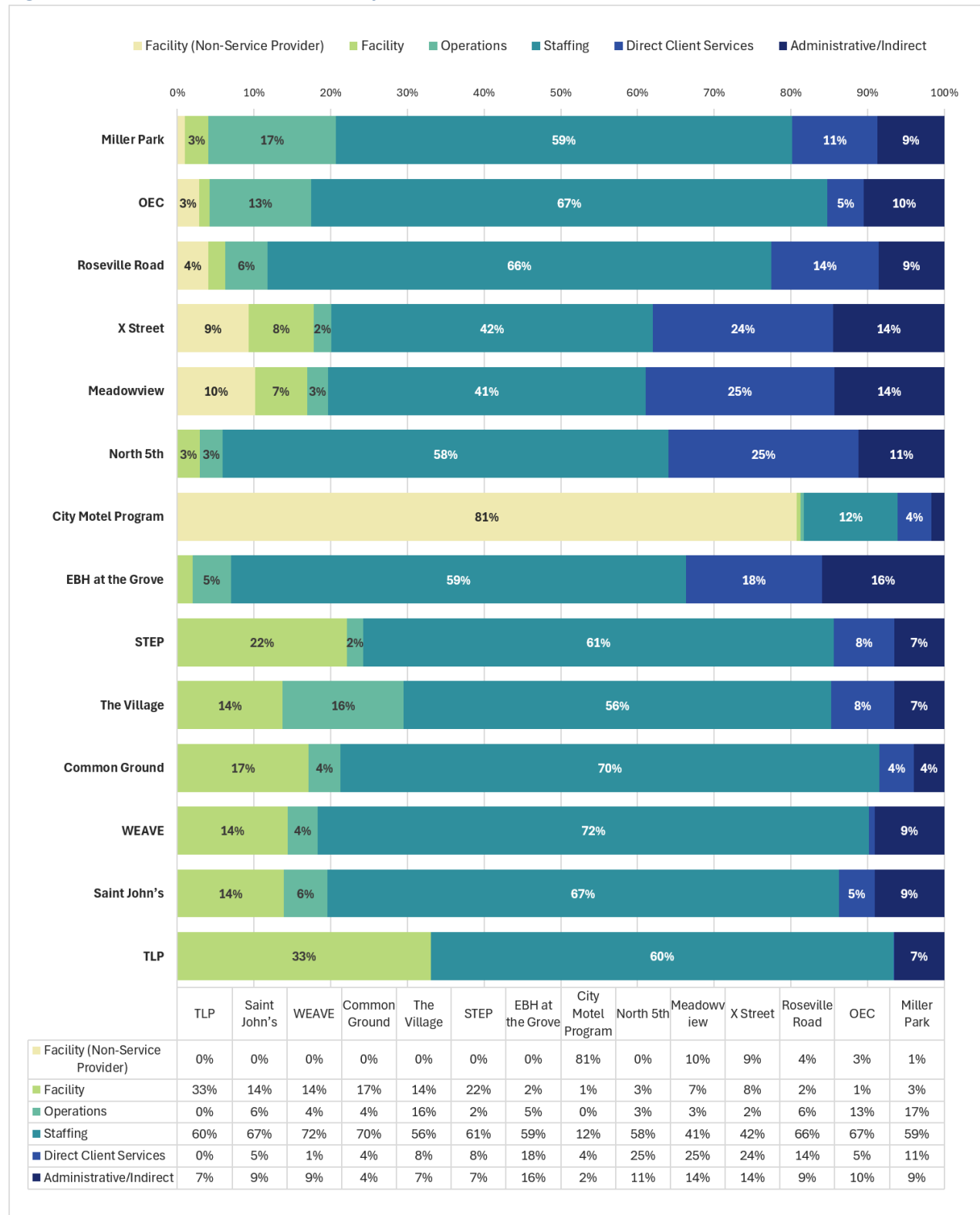
Source: Auditor generated based on service provider invoices, accounting journals, the City's general ledger, the City's primary energy system, and information provided by DCR.

The distribution of costs across these six major cost categories varies by shelter program, resulting in different cost structures (see figure on next page). Despite these differences, some common patterns are evident. The City Motel Program has the highest combined share of facility costs at 81 percent of total costs, including both costs incurred separately and by the service provider, while all other shelters average 13 percent. Additionally, with the exception of the City Motel Program, staffing costs represent the largest share of total program costs at every shelter, averaging 60 percent across these shelters.

¹² This is the only category that the City pays for directly. All other costs were incurred and paid through service provider invoices.

Section 5: Shelter Costs

Figure 23. Cost Structure Breakdown by Shelter for FY24-FY25

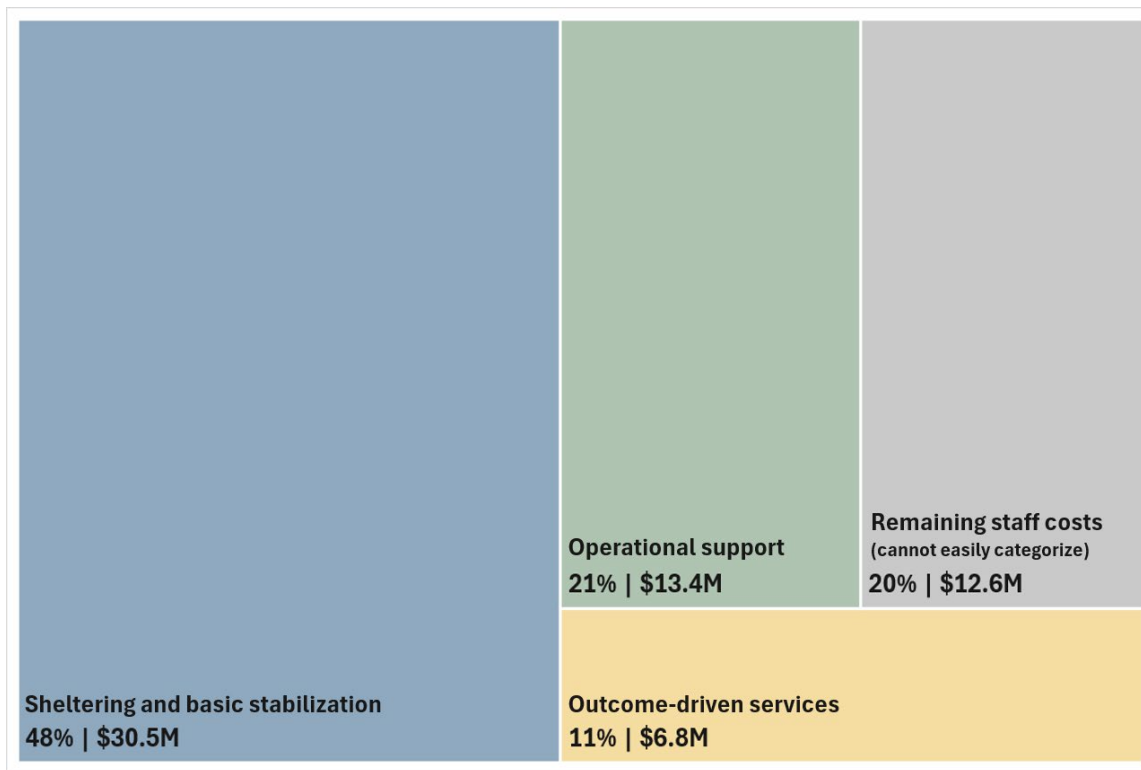


Source: Auditor generated based on service provider invoices, accounting journals, the City's general ledger, the City's primary energy system, and information provided by DCR.

How much of the total cost is spent on helping the client?

Inclusive of general operational support at 21 percent of program costs, approximately 69 percent of total program expenditures, totaling \$43.9 million, were attributable to sheltering and basic stabilization functions. Specifically, approximately 48 percent of expenditures (\$30.5 million) across all shelters directly supported sheltering and stabilization activities, including facilities-related costs, clients’ basic needs such as meals, and onsite staffing. In comparison, approximately 11 percent of expenditures (\$6.8 million) were dedicated to outcome-oriented services, including housing financial assistance, case management, and specialized service staff. Finally, approximately \$12.6 million in staffing-related expenditures could not be readily categorized based on the level of review.

Figure 24. Allocation of Shelter Program Costs by Functional Role



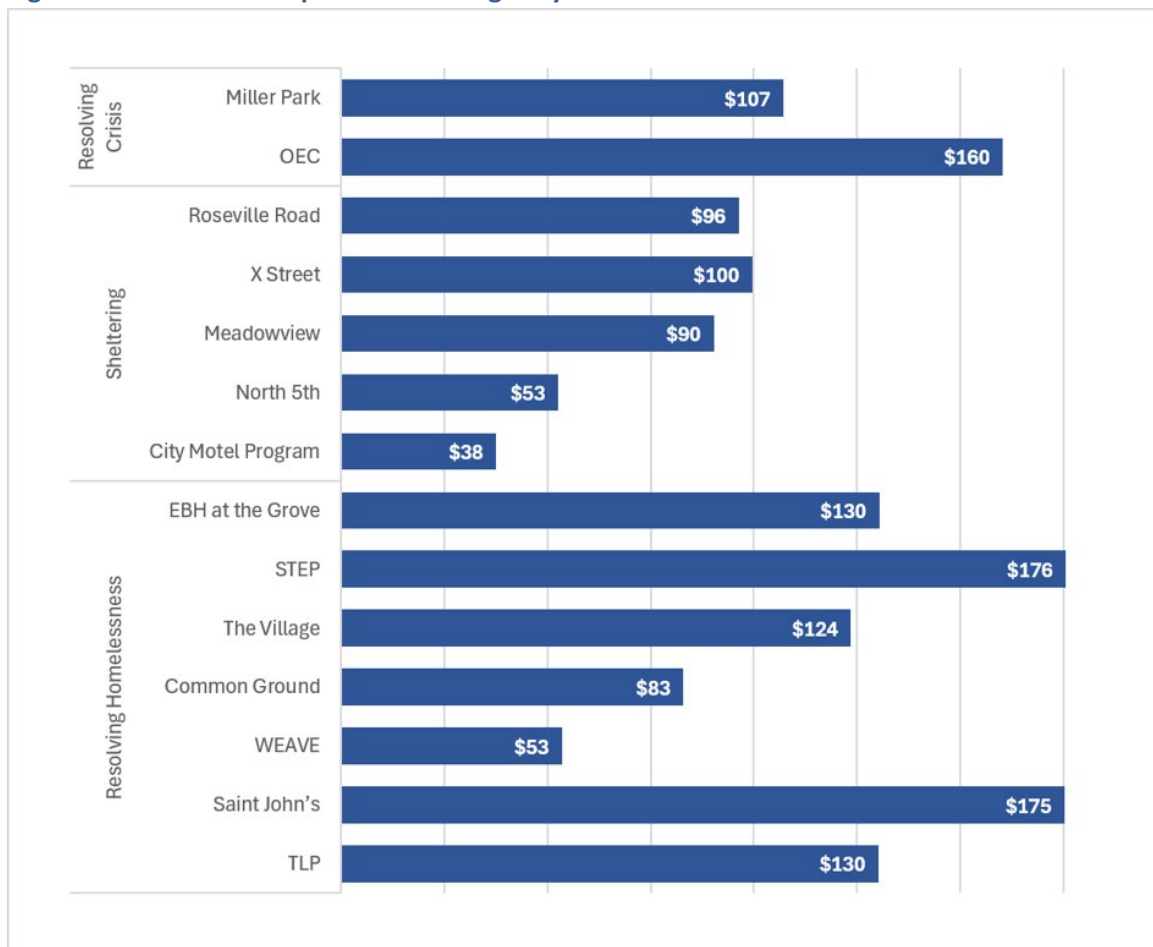
Source: Auditor generated based on service provider invoices, accounting journals, the City’s general ledger, the City’s primary energy system, and information provided by DCR.

Note: We included the City of Refuge’s Women and Family Shelter Project in this total cost analysis because invoice data was available for the first two months of FY24. However, because the contract ended in August 2023, no additional costs were incurred during the remainder of FY24 or FY25. Therefore, the program is excluded from shelter-level comparative analyses to ensure consistent comparisons across shelters with more complete cost data.

How much does it cost to serve one individual?

The cost per bed per night varies across operational priority groups and within those groups. STEP and Saint John’s had the highest cost per bed per night at \$176 and \$175, respectively, while the City Motel Program had the lowest cost per bed per night. However, the lower cost of the Motel Program is partly attributable to members of the same household, averaging 3.1 people per household, typically sharing motel rooms. Based on the number of contracted rooms and the average occupancy during our review period, each room averaged 2.5 occupants. These cost efficiencies may not be directly replicable in a motel program serving single adults, who would likely require individual rooms or lower room occupancy levels.

Figure 25. Cost Per Occupied Bed Per Night by Shelter



Source: Auditor generated based on service provider invoices, accounting journals, the City’s general ledger, the City’s primary energy system, and information provided by DCR.

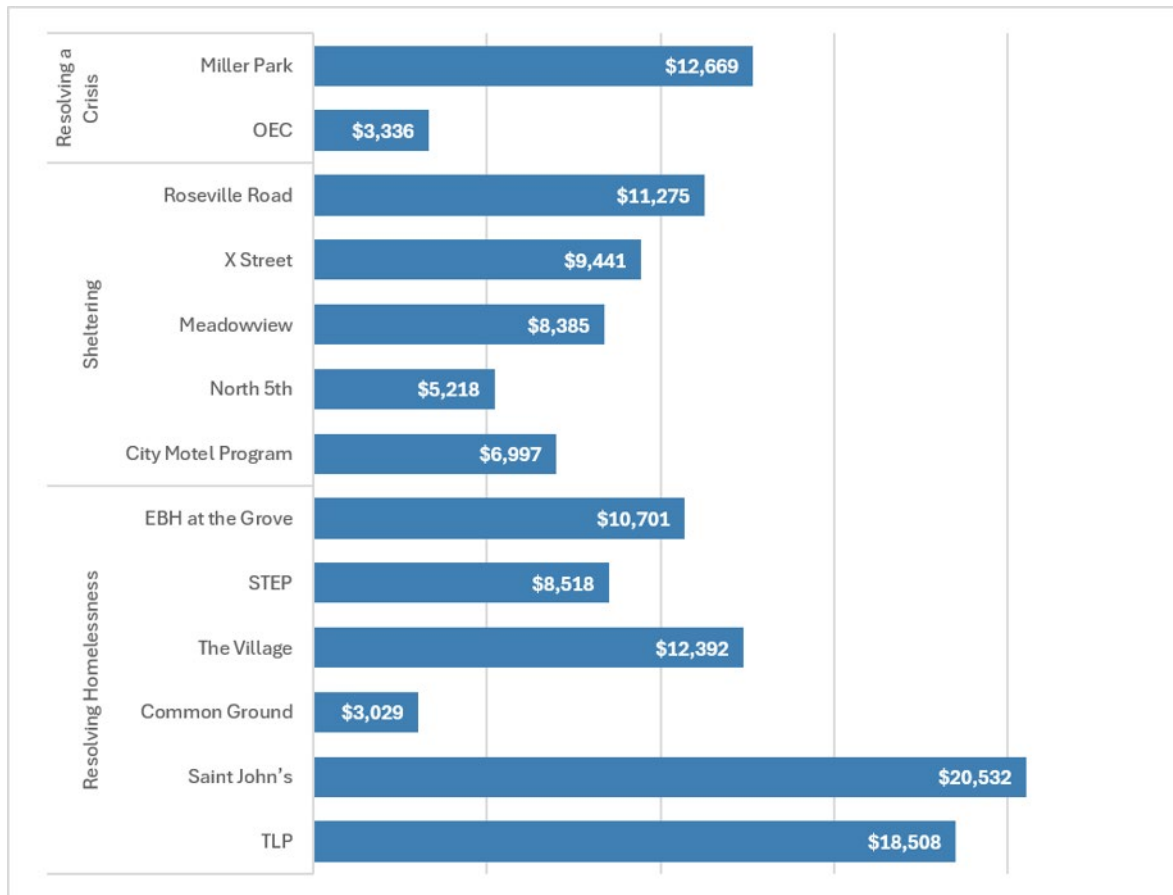
Note: The cost per occupied bed per night was calculated using average occupied beds (utilization) rather than total bed capacity to reflect actual shelter use during the reporting period. For programs where City funding supported only a portion of total beds, occupied bed nights were proportionally attributed based on the City-funded share of beds. Due to limited HMIS data related to confidentiality considerations, we used bed capacity for WEAVE rather than average utilization for this calculation.

Section 5: Shelter Costs

In addition to the cost per bed per night, the cost per exit, or the average cost associated with each client who exited from the program during the scope period, is an additional per client cost measure.

There is also substantial variation in the cost per exit both across and within the operational priority groups. Common Ground has the lowest cost per exit, followed by OEC. Saint John's has the highest cost per exit, followed by TLP.

Figure 25. Cost Per Exit by Shelter



Source: Auditor generated based on service provider invoices, accounting journals, the City's general ledger, the City's primary energy system, and information provided by DCR.

Note: For programs where City funding supported only a portion of total beds, occupied bed nights were proportionally attributed based on the City-funded share of beds. Additionally, some exited clients were enrolled before the start of the review period, and their total length of stay includes days outside the cost period. As a result, cost per exit estimates may be understated.

Section 5: Shelter Costs

Which client outcomes account for the largest share of shelter expenditures?

Shelter costs can be attributed to each client outcome by considering the length of stay of each client who exited to a specific outcome—essentially, the total bed-nights associated with each outcome type—and the cost per bed per night for each shelter program.

The City Motel Program accounts for both the highest cost attributed to positive exits as well as the highest cost attributed to negative and unknown exits. Saint John’s accounts for the highest improved cost out of all shelters, with the Outreach and Engagement Center (OEC) accounting for the highest costs related to neutral outcomes across all shelters.

Figure 26. Cost Distribution of All Outcomes by Shelter



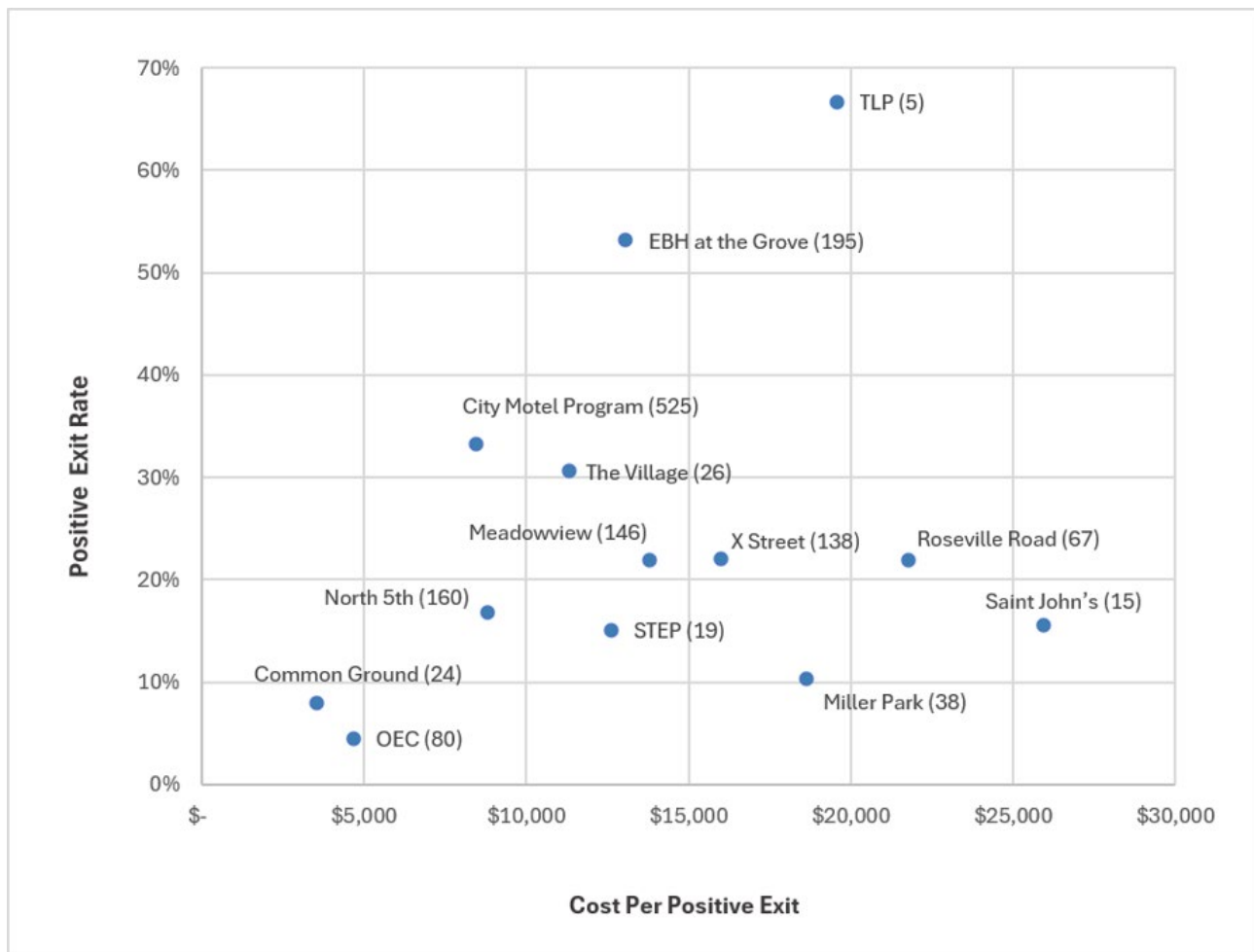
Source: Auditor generated based on analysis of HMIS data, service provider invoices, accounting journals, the City’s general ledger, the City’s primary energy system, and information provided by DCR.

Note: Some exited clients were enrolled before the start of the review period, and their total length of stay includes days outside the cost period. As a result, cost per exit estimates may be understated.

Do higher-cost shelters achieve better outcomes?

The relationship between cost per positive exit and positive exit rates varies across shelter programs. While some higher-cost shelters achieved higher positive exit rates, other similarly costly programs did not. OEC and Common Ground had the lowest positive exit rates (4 percent and 8 percent respectively) but also the lowest costs per exit (approximately \$4,700 and \$3,600 respectively). In comparison, TLP had the highest positive exit rate at 67 percent, but had a higher cost per exit at approximately \$19,600 and only 5 positive exits. Saint John’s had the highest cost per exit (approximately \$25,900) but a lower positive exit rate at 16 percent and the second lowest number of positive exits.

Figure 27. Cost Per Positive Exit Compared to Positive Exit Rate by Shelter



Source: Auditor generated based on service provider invoices, accounting journals, the City’s general ledger, the City’s primary energy system, information provided by DCR, and analysis of HMIS data.

Note: The number in parentheses is the number of positive exits, adjusted for the proportional number of beds funded by the City. Additionally, some exited clients were enrolled before the start of the review period, and their total length of stay includes days outside the cost period. As a result, cost per exit estimates may be understated.

Section 6: Client Outcomes

This section summarizes how clients exit City shelter programs, including their overall outcome distributions and contrasting success rates of voluntary versus involuntary exits.

Where are people exiting to?

Housing outcomes are typically determined based on clients’ exit destinations upon leaving sheltering programs, and include positive exits, improved exits, neutral exits, negative exits, unknown, and other exit types.

Figure 28. Housing Outcome Definitions

	Housing Outcome	Definition
Improved (non-permanent)	Positive Exits	Exits to permanent housing destinations or other stable long-term living situations.
	Improved Exits	Exits to temporary but more stable or supportive environments, such as transitional housing, interim housing, or treatment-focused facilities.
	Neutral Exits	Exits to another shelter program, institutional settings (jail, prison, or juvenile detention facilities), or program re-enrollees.
	Negative Exits	Exits to homelessness, other less stable housing situations, or client death.
	Unknown Exits	Clients’ exit destinations were not known or communicated to the service provider at the time of exit.
	Other	<ol style="list-style-type: none"> 1) Exits to destinations outside the region, including out-of-state relocations or other locations outside the local service area; and 2) Exits associated reflect administrative data entry errors or other non-outcome-related system actions. <p>These two types of exit destinations represent a comparatively small percentage of overall exits with minimal impact on our analysis.</p>

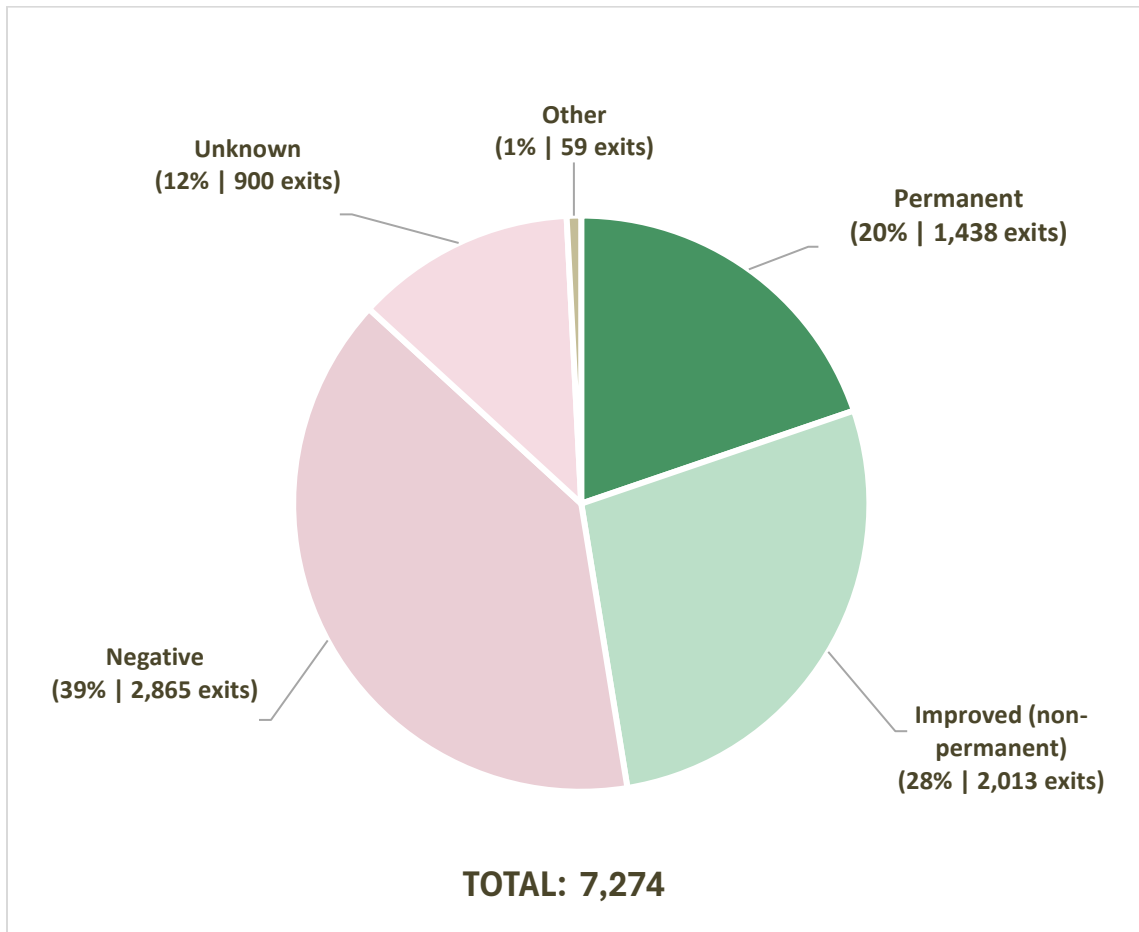
Source: Auditor generated based on analysis of HMIS data.

Note: Improved (non-permanent) exits include both improved and neutral exits; this term is consistent with how DCR categorizes exit destinations. We use both types of categorizations in this report and the accompanying Audit Report depending on the analysis.

Section 6. Client Outcomes

Across the City's shelters, permanent (or positive) exits make up 20 percent of all exits, improved (non-permanent) exits make up 28 percent, while negative and unknown exits together make up 52 percent of all exits.

Figure 29. Total Exits by Destination Type



Source: Auditor generated based on analysis on HMIS data.

Note: Other exit destinations include exits out of the Sacramento region and administrative data entry errors.

Section 6. Client Outcomes

The distribution of these client outcomes varies across shelter programs. Based on total exits, the City Motel Program accounted for the largest number of positive exits while OEC and North 5th accounted for the highest number of improved exits. However, OEC and the City Motel program also accounted for the highest number of negative and unknown exits.

Figure 30. Outcome Distribution of All Exits by Shelter



Source: Auditor generated based on HMIS data.

Section 6. Client Outcomes

How many people choose to self-exit and where do they go?

Clients may exit shelters for several reasons. In some cases, clients choose to voluntarily leave the program. We captured 1,410 client self-exits across all City programs that occurred within the first month of the shelter stay.

Generally, these voluntary exits vary across shelter programs and across client outcomes. Based on voluntary exit counts, the City Motel Program accounted for the highest number of positive exits, with 508 exits resulting in permanent destinations. X Street, Meadowview, North 5th, and EBH at the Grove also had higher voluntary, positive exits compared to other shelters.

In comparison, OEC reported the highest number of all other types of exits, with 217 self-exits to improved destinations, 555 neutral exits, and 178 exits categorized as negative or to unknown destinations.

Figure 31. Outcome Distribution for Voluntary Exits by Shelter



Source: Auditor generated based on HMIS data.

Section 6. Client Outcomes

Clients may also be exited from the program for a variety of reasons, such as not following program rules. Client outcomes based on involuntary exits also vary across shelter programs.

Most involuntary exits result in negative or unknown outcomes, with the City Motel Program contributing to the highest number of negative outcomes at 563 involuntary exits.

Figure 32. Outcome Distribution for Involuntary Exits by Shelter



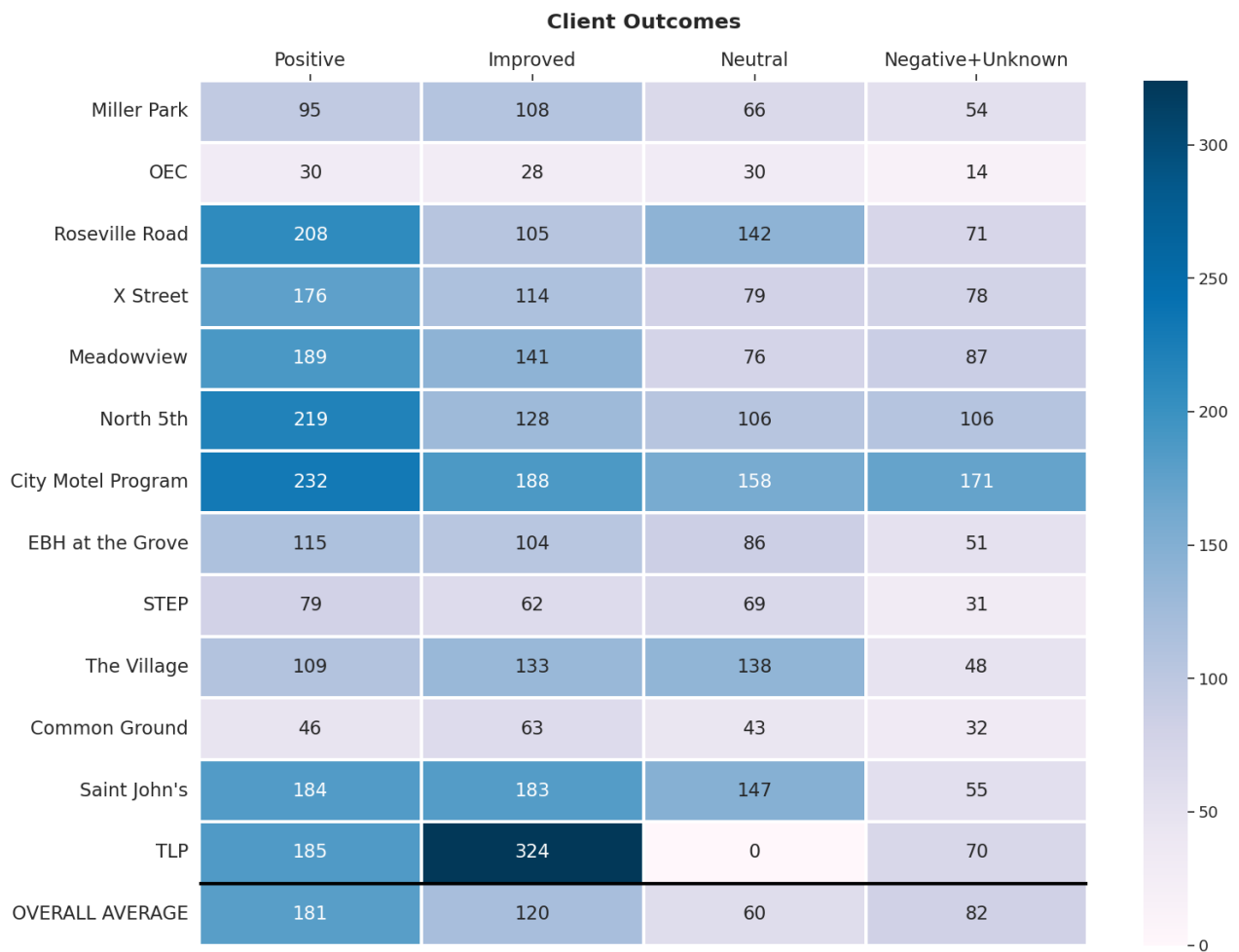
Source: Auditor generated based on HMIS data.

Section 6. Client Outcomes

Do people who stay longer exit to better outcomes?

For most programs, clients who stay longer exit positively, followed by exiting to improved destinations. Clients who exited negatively had the shortest average length of stay across most shelters. TLP is an exception, with clients who exited to improved destinations having the longest length of stay on average across all shelters and all outcomes.

Figure 33. Average Length of Stay Distribution by Outcome and by Shelter



Source: Auditor generated based on analysis of HMIS data.

How many people are making progress towards being housed or getting the help they need?

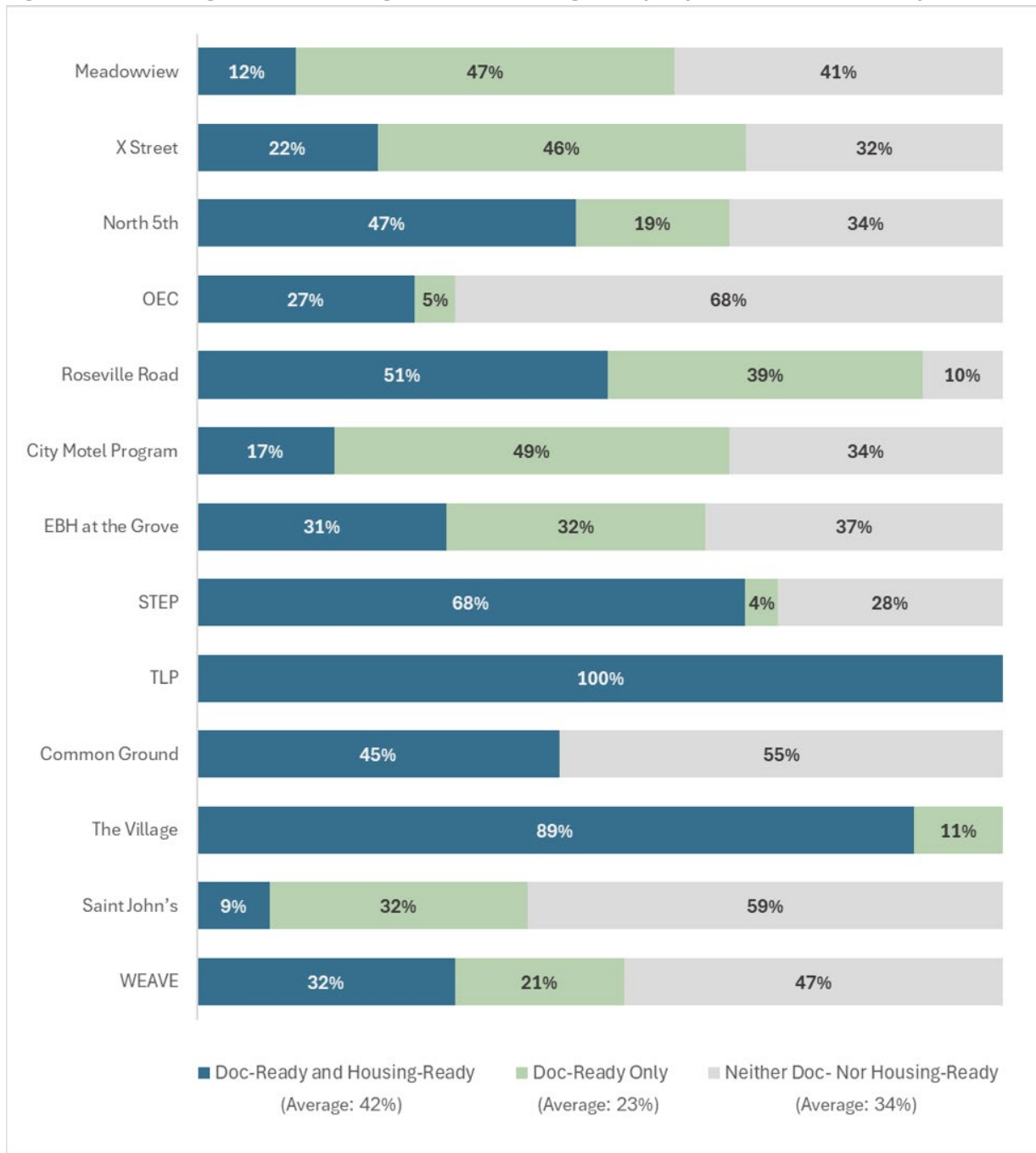
Being “doc-ready” and subsequently “housing-ready” is often an indicator of intermediate progress towards being housed. Generally, doc-ready means that a client has obtained the documents needed to access services or housing opportunities, representing an important first step toward housing placement. Housing-ready means that they are ready to transition to permanent or permanent supportive housing yet remain in the shelter because no immediate, suitable housing option is available to them.

During a one-month period in early 2026,¹³ a portion of clients enrolled at each shelter have been designated as housing-ready. This proportion averages 42 percent across all shelters and several are above the 50 percent threshold (see figure on next page).

¹³ This includes all clients enrolled in the shelter program on and between January 12, 2026, through February 12, 2026.

Section 6. Client Outcomes

Figure 34. Percentage of Clients Designated as “Housing-Ready” by Shelter as of February 2026

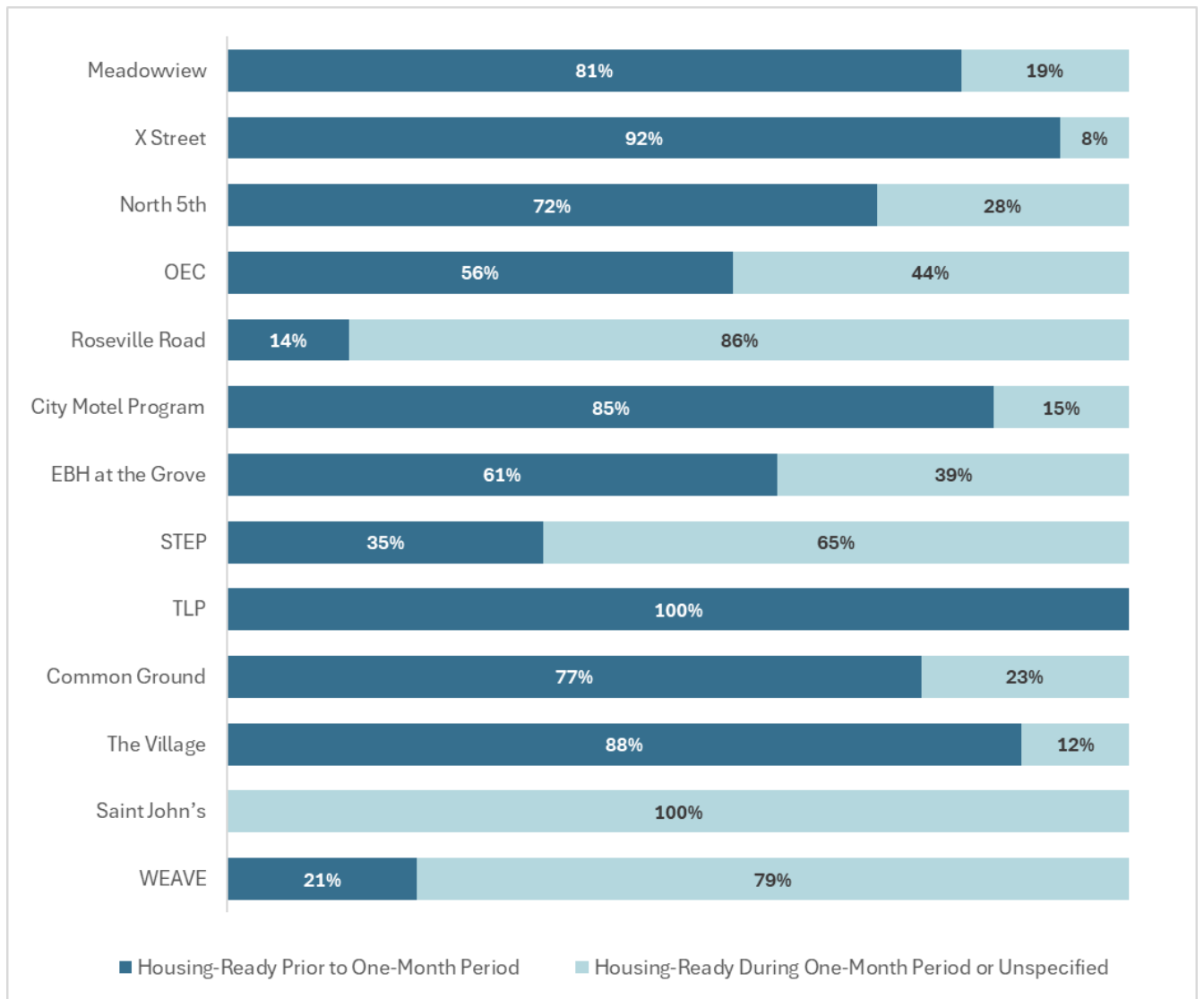


Source: Auditor generated based on information provided by service providers.

Note: Clients who are housing-ready are also typically doc-ready. We identified 5 clients across three programs who were housing-ready but not doc-ready due to unique or undisclosed circumstances, impacting only 1.1 percent or less of clients in each of those programs. These are not shown in this figure due to the minimal impact. Of the clients that are housing-ready, at least an average of 60 percent of housing-ready clients across all shelters were housing-ready before the start of this one-month period, with some clients being housing-ready before even entering the shelter program.

Section 6. Client Outcomes

Figure 35. Percentage of Clients Designated as “Housing-Ready” Prior to January 12, 2026 by Shelter



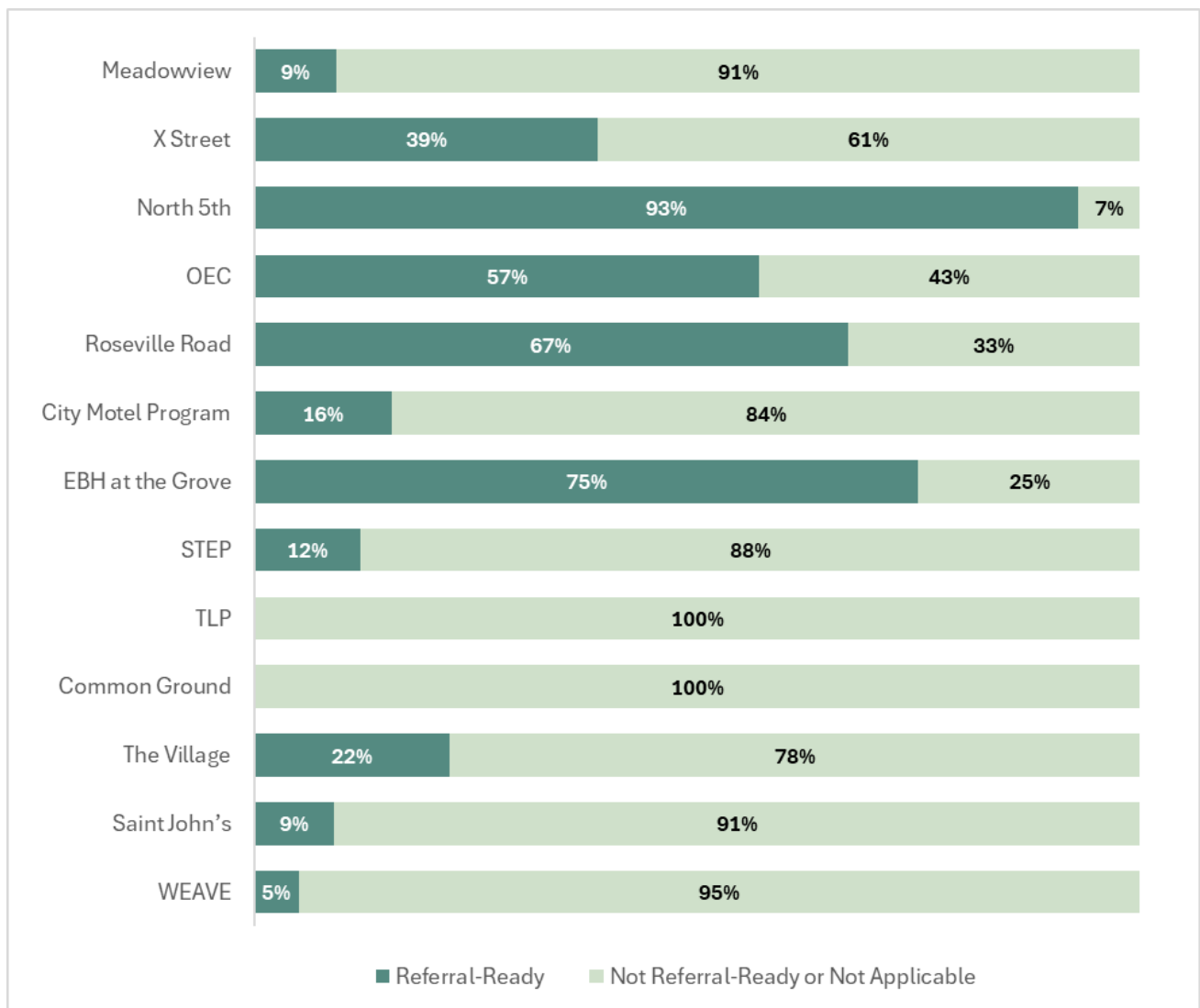
Source: Auditor generated based on information provided by service providers.

Section 6. Client Outcomes

Clients can also be designated as “referral-ready”, meaning the client requires a referral to a behavioral, medical, or substance abuse facility as part of their service plan and is ready to be referred, but may be waiting for an open spot. These clients have completed the necessary screening or assessment, have agreed to engage in the referred services, and completed administrative requirements. Not all clients require a referral as part of their housing journey.

The percentage of referral-ready clients varied widely across programs, with some larger programs, such as North 5th, OEC, Roseville Road, and EBH at the Grove, generally having higher referral-ready rates (57 percent or higher).

Figure 36. Percentage of Clients Designated as “Referral Ready” by Shelter as of February 2026



Source: Auditor generated based on information provided by service providers.

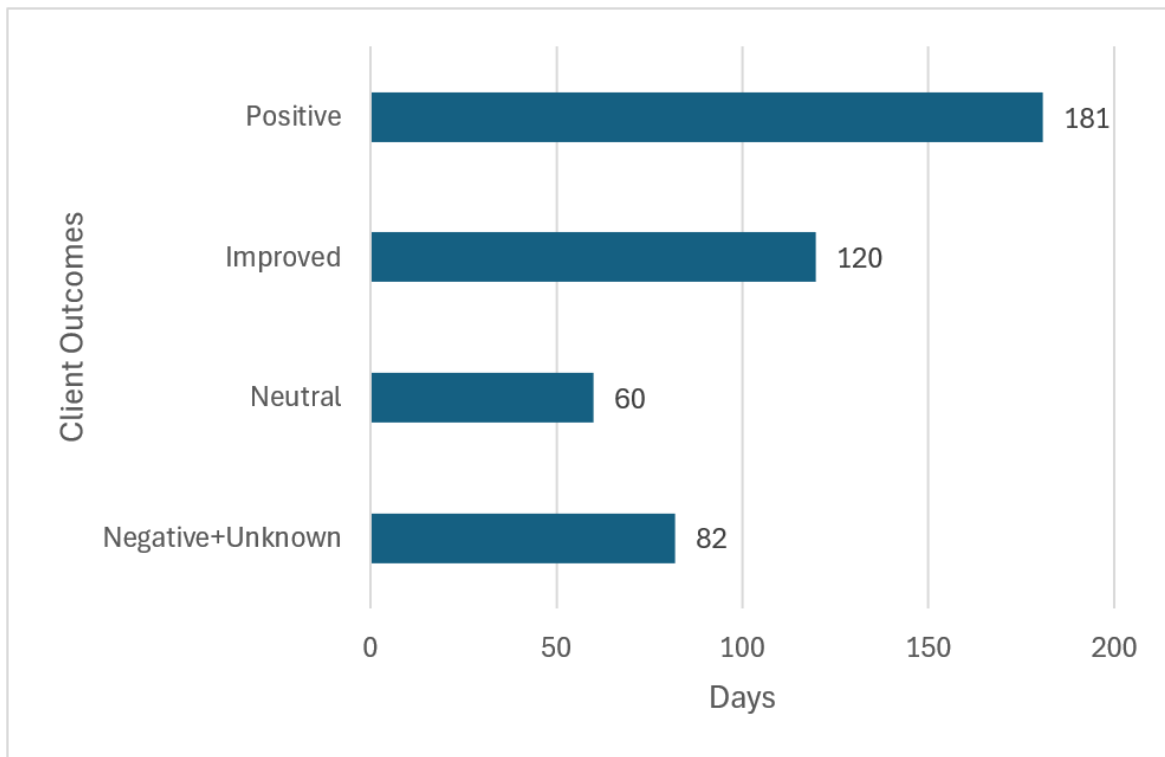
Section 7: Outcome Trends

This section illustrates some trends associated with client outcomes, including length of stay and age.

Are people who stay longer more likely to exit to better destinations?

There is generally a positive association between the length of a client's shelter stay and their type of exit outcome. Clients who achieve a positive outcome remain in the shelter system the longest, averaging 181 days—more than double the average length of stay for those who exit negatively or to unknown destinations, who stay for an average of 82 days.

Figure 37. Average Length of Stay by Client Outcome

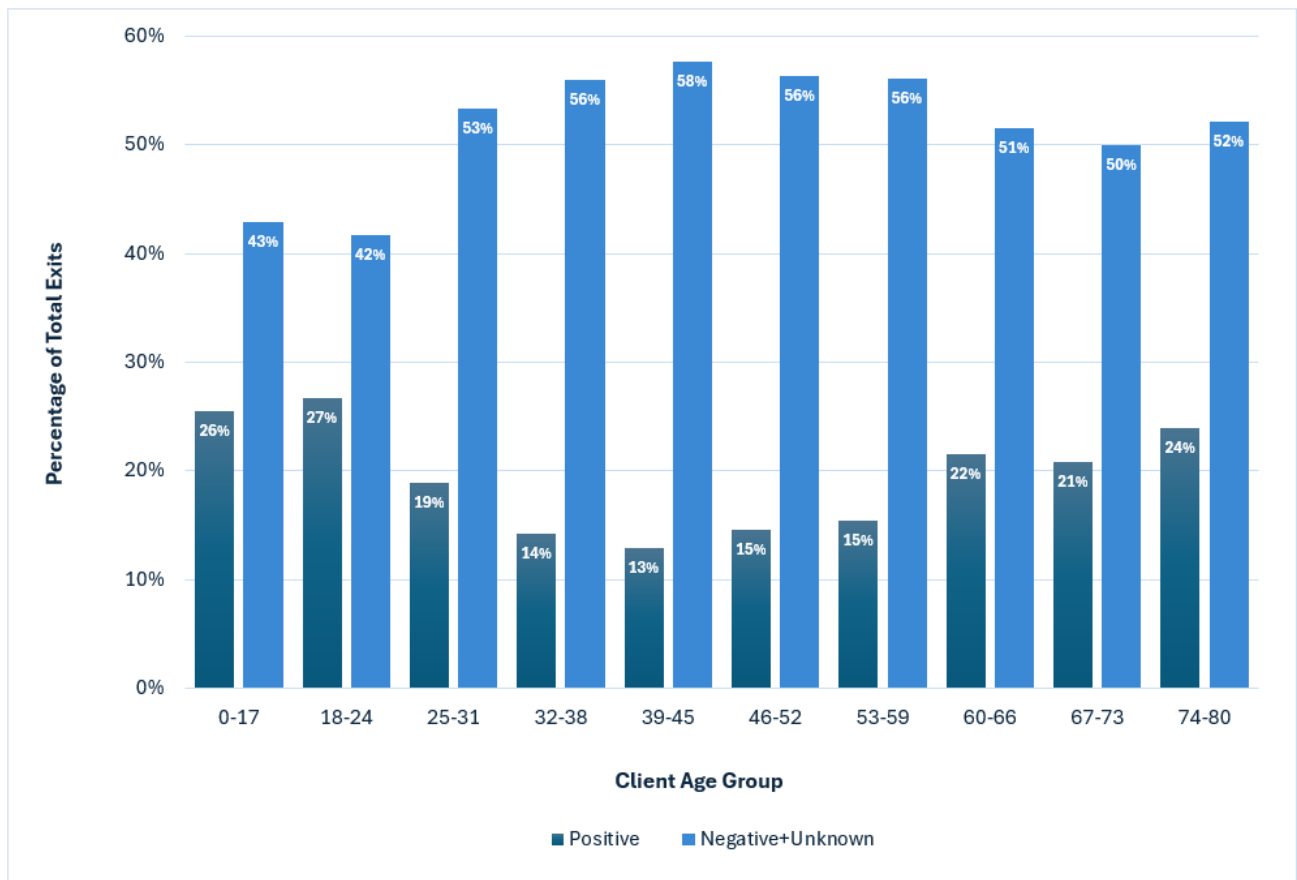


Source: Auditor generated based analysis of HMIS data.

Does age affect whether a person exits positively?

Positive and “negative+unknown” outcomes vary by age group. The youngest and oldest clients across all shelters generally have the highest rates of positive outcomes. Transitional age youth (ages 18 to 24) have the highest positive exit rate across all age groups, at 27 percent. In contrast, adults between the ages of 32 and 59 experience the fewest positive outcomes and more negative and unknown outcomes. Exits to negative or unknown destinations are highest for adults in the 39 to 45 age group at 58 percent.

Figure 38. Percentage of Total Exits by Age Group

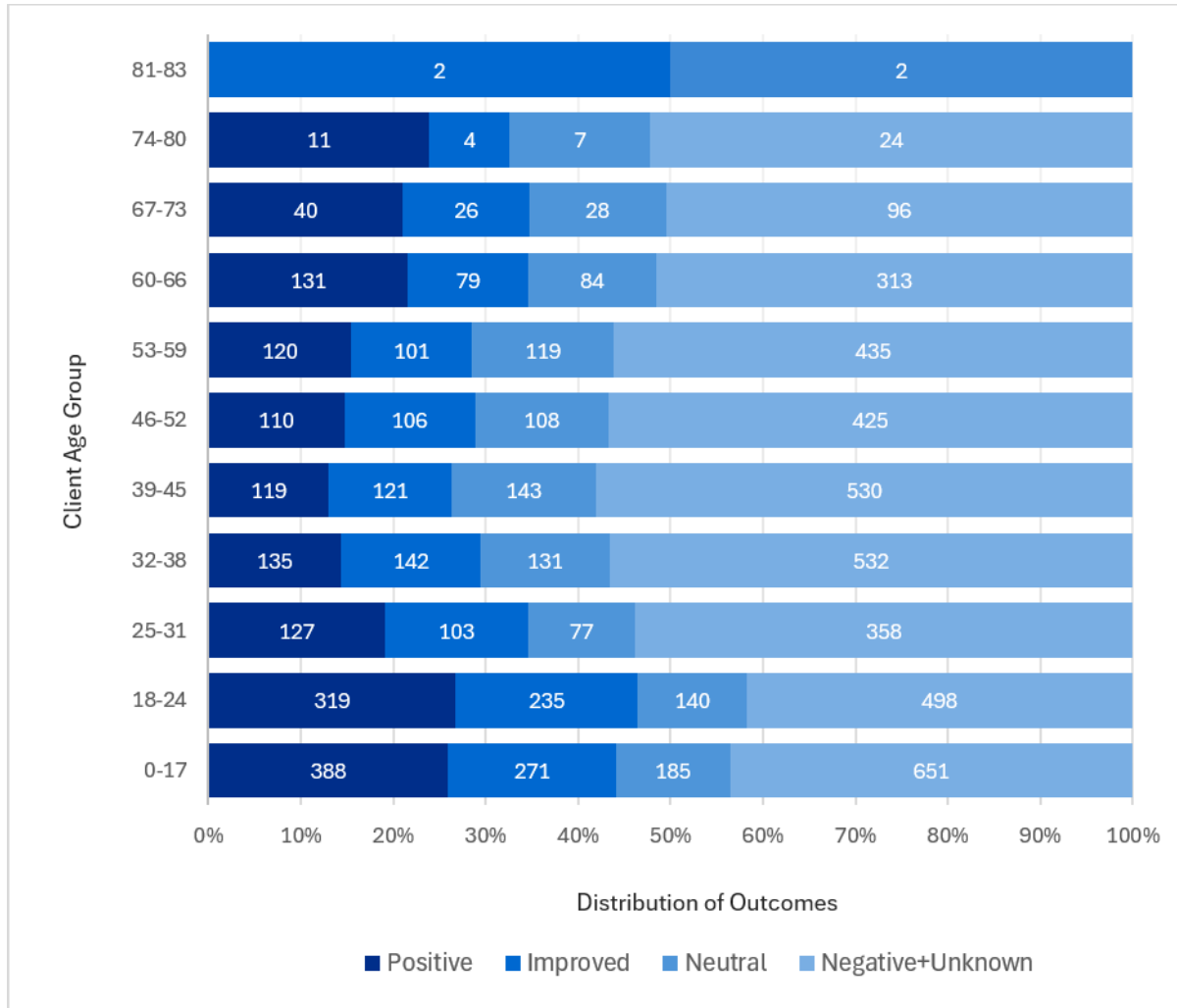


Source: Auditor generated based analysis of HMIS data.

Section 7: Outcome Trends

The distribution of client outcomes also varies across age groups. Younger age groups account for a larger number of clients, while negative and unknown outcomes represent the largest share of outcomes across all but one age groups, specifically ages 81 to 83.

Figure 39. Distribution of Outcomes Across Age Groups



Source: Auditor generated based analysis of HMIS data.

Section 8: Client Services

This section provides information on shelter services, including service volume, average daily service counts, participation rates, case manager ratios, service providers, and the types of services offered.

What types of services are provided to clients?

Shelters provide a variety of services to support their clients. Services that are tracked in HMIS range across approximately 340 unique service types. To account for differences in the number and type of services reported across shelters, we identified the five most common service categories by first selecting the top ten services reported by each shelter and then counting the frequency with which service categories appeared across those lists. When grouped together, the top five service categories recorded in HMIS across all shelters are:

1. Case management;
2. Documentation;
3. Life skills;
4. Shelter nights; and
5. Client support.

Figure 40. Top 5 Services Recorded in HMIS Across All Shelters

	Service Category	Examples
①	Case Management	Check-ins, crisis management, conflict resolution, coordination with other community providers, application assistance, appointment reminders, and more.
②	Documentation	Assistance with obtaining documents like a birth certificate, identification/driver’s license, social security card, or other documentation.
③	Life Skills	Basic housekeeping, home maintenance, food storage and preparation, communication skills, financial literacy, exercise and nutrition, medication reminders, and more.
④	Shelter Nights	Bed-nights provided
⑤	Client Support	Emotional support check-in, information support, and coaching.

Source: Auditor generated based on analysis of HMIS data.

Which shelter programs reported the highest volume of services?

Shelter services can be measured in both the total services provided and the average number of services provided per bednight¹⁴. Overall, the number of services recorded in HMIS for exited clients totals almost 2.3 million, but the number of services recorded by each shelter differs substantially. Four of the 13 shelters (X Street, Meadowview, EBH at the Grove, and OEC) accounted for the majority of total services in HMIS during our review period. TLP recorded the lowest total number of services at 16 and the lowest number of services per bednight at 0.01. Conversely, X Street recorded the highest total number of services at just over 1.1 million, averaging 16.97 services per bednight.

Figure 41. Total Bednights, Total Services, and Services Reported Per Day by Shelter

Shelter Program	Bednights	Total Services Reported	Services Reported Per Bednight
Miller Park	23,856	4,459	0.19
OEC	38,473	249,462	6.48
Roseville Road	32,871	7,805	0.24
X Street	65,308	1,108,096	16.97
Meadowview	76,320	628,960	8.24
North 5th	123,589	7,015	0.06
City Motel Program	303,668	11,691	0.04
EBH at the Grove	34,531	264,159	7.65
STEP	6,783	140	0.02
The Village	10,174	1,093	0.11
Common Ground	11,893	349	0.03
Saint John's	14,268	350	0.02
TLP	1,231	16	0.01
Total	742,965	2,283,595	

Source: Auditor generated based on analysis of HMIS data.

Note: This only includes services associated with exited clients.

¹⁴ Total bednights represented the total number of bed-nights for all clients, which accounts for their length of stay, and total services represents the total services provided to all clients in that program.

Do clients with different outcomes receive different levels of services?

Overall, client outcomes across shelters are not consistently associated with a certain number of services per day. For example, if a client exited positively, the number of services they received on average is not consistently higher or lower than a client who exited to a different outcome when compared across shelters.

X Street reported the highest number of services per day across all outcomes, ranging from 16 for improved outcomes to 18.34 for neutral outcomes. OEC is the only shelter that provided the highest number of services per day for its positive outcomes at 7.27 compared to its other outcomes, which range from 5.69 to 6.91 services per day.

Figure 42. Average Services Per Day by Outcome and by Shelter

Shelter Program	Positive	Improved	Neutral	Negative +Unknown
Miller Park	0.20	0.10	0.21	0.19
OEC	7.27	6.65	6.91	5.69
Roseville Road	0.25	0.22	0.26	0.23
X Street	16.91	16.00	18.34	17.20
Meadowview	8.69	9.01	10.27	7.48
North 5th	0.04	0.06	0.06	0.06
City Motel Program	0.04	0.05	0.05	0.04
EBH at the Grove	7.44	8.54	8.06	7.53
STEP	0.02	0.02	0.01	0.03
The Village	0.14	0.09	0.16	0.18
Common Ground	0.03	0.02	0.04	0.03
Saint John's	0.02	0.02	0.03	0.08
TLP	0.01	0.00	0.00	0.03

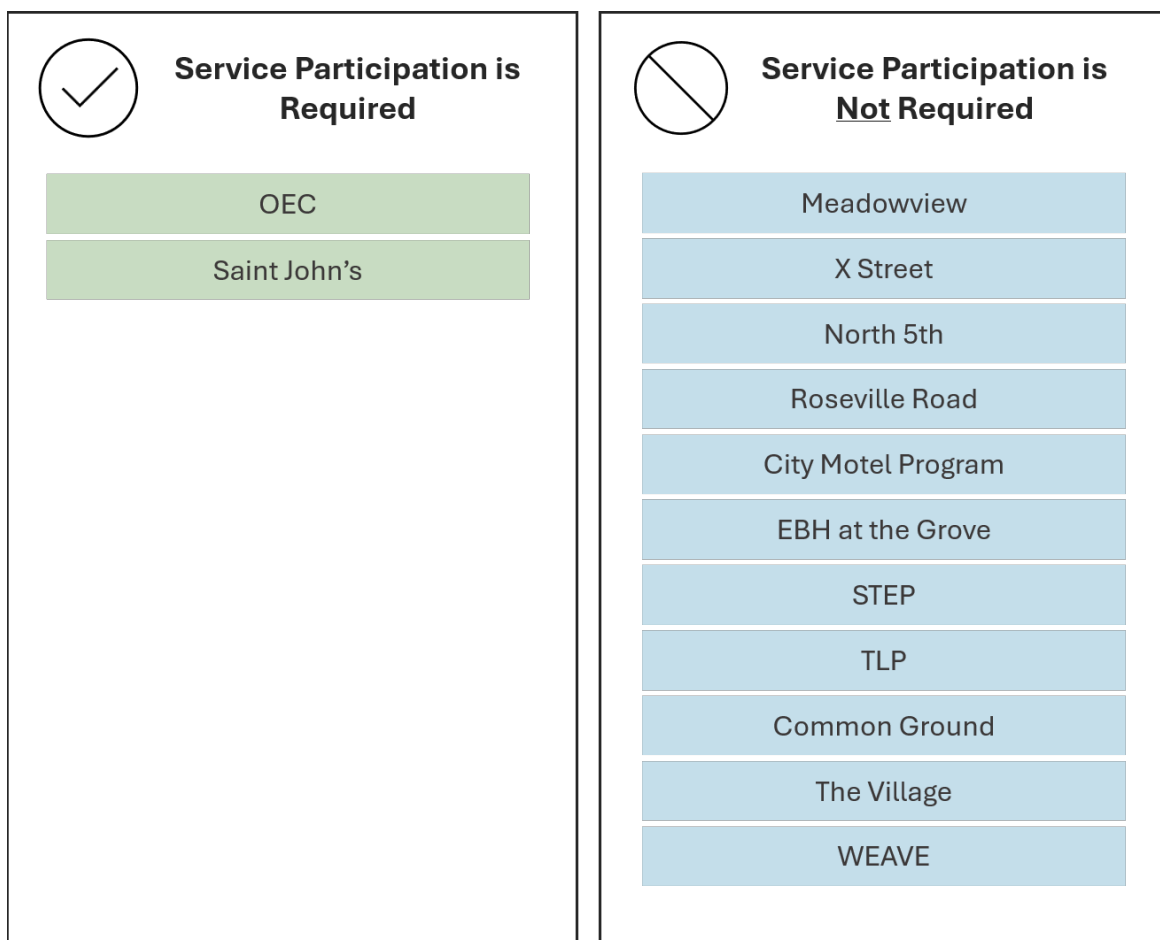
Source: Auditor generated based on analysis of HMIS data.

Are clients required to participate in services?

Some shelters require clients to participate in services as part of their program, while others do not. Programs that are funded through HHAP may be prohibited from requiring service participation under Housing First requirements. Accordingly, “No” designations for this metric may reflect funding requirements rather than program-level policy choices.

Of the shelters that were active as of June 30, 2025, and continued to be active as of April 30, 2026, service participation is required at two shelters and are not required at eleven.

Figure 43. Shelter Programs by Service Participation

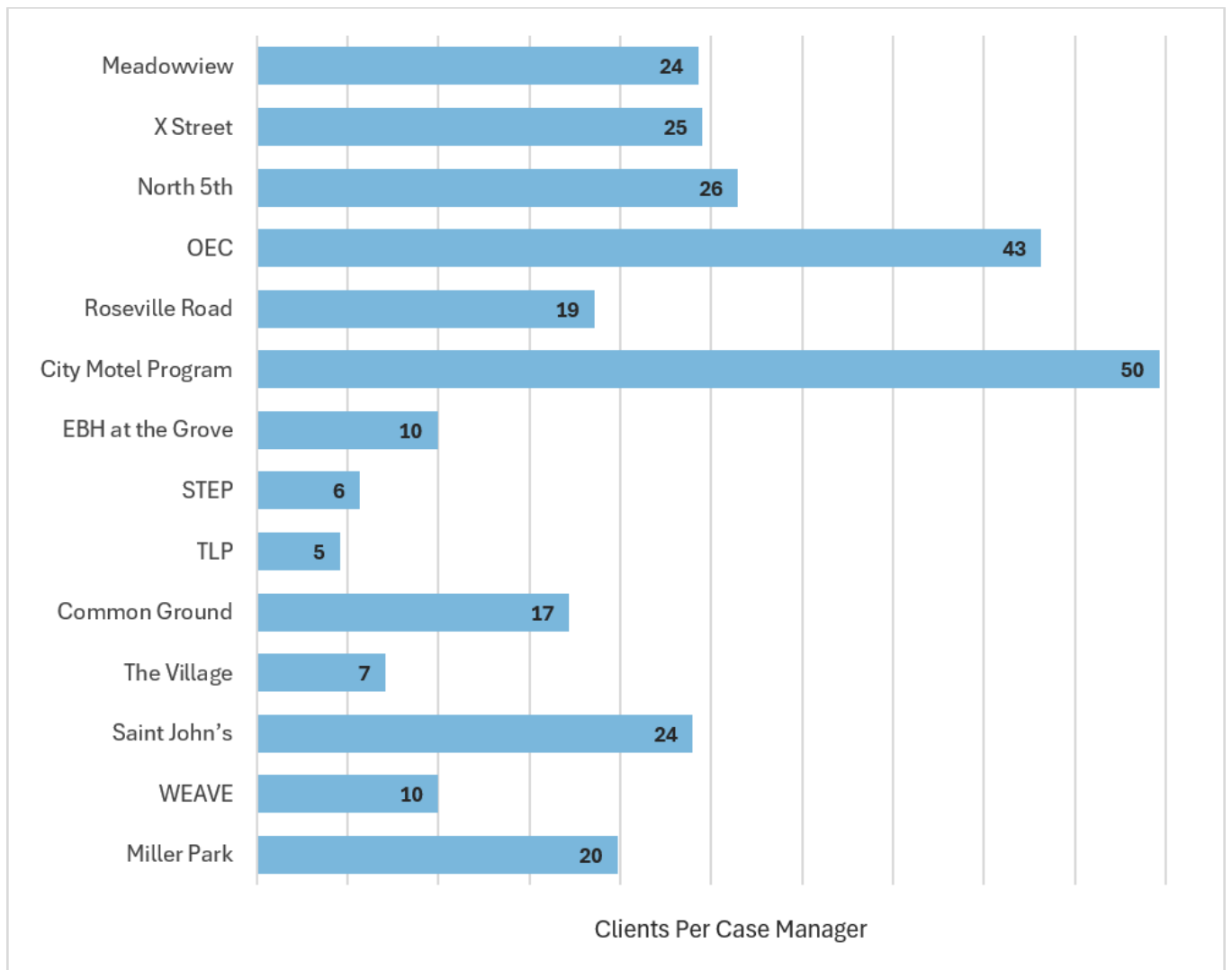


Source: Auditor generated based on information provided by DCR and by service providers.

How many people are assigned to each case manager?

Case managers support clients in obtaining documents, accessing benefits or other services, and moving into housing. Of the 14 shelters in our review period, six shelters assigned 24 or more clients per case manager, from between 24 at Meadowview and Saint John’s to 50 in the City Motel Program. The remaining eight assigned between five and 20 clients per case manager.

Figure 44. Number of Clients Per Case Manager by Shelter



Source: Auditor generated based on information provided by service providers and analysis of HMIS data.





Note: These were determined based on average occupancy and does not adjust for City-funded beds. Some programs support services with positions other than case managers or with non-City resources.

Does the service provider offer services to their clients that are not funded by the City?

Beyond services that are funded through the City’s contract with each service provider, some shelters offer additional resources to their clients, including through partnerships with other agencies, drop-in centers, and more.

Of the shelters that were active as of June 30, 2025, and continued to be active as of April 30, 2026, most shelters were either supported by a drop-in center, which is part of the service provider’s portfolio of programs, or through the County coming onsite to provide behavioral health or other services. Three programs—Meadowview, City Motel Program, and Saint John’s have neither a drop-in center nor does the County come onsite to provide additional services, while one program, Common Ground, had both.

Figure 45. Availability of County-Provided Services and Drop-In Centers by Shelter

	 County-Provided Services	 No County-Provided Services		
 Drop-In Center	<div style="background-color: #d9ead3; padding: 5px; margin-bottom: 5px;">Common Ground</div>	<div style="background-color: #d9ead3; padding: 5px; margin-bottom: 5px;">STEP</div> <div style="background-color: #d9ead3; padding: 5px; margin-bottom: 5px;">TLP</div> <div style="background-color: #d9ead3; padding: 5px; margin-bottom: 5px;">The Village</div> <div style="background-color: #c6e0b4; padding: 5px;">WEAVE</div>		
 No Drop-In Center	<div style="background-color: #4f81bd; padding: 5px; margin-bottom: 5px;">X Street</div> <div style="background-color: #4f81bd; padding: 5px; margin-bottom: 5px;">North 5th</div> <div style="background-color: #4f81bd; padding: 5px; margin-bottom: 5px;">OEC</div> <div style="background-color: #1f4e79; padding: 5px; margin-bottom: 5px;">Roseville Road</div> <div style="background-color: #d9ead3; padding: 5px;">EBH at the Grove</div>	<div style="background-color: #4f81bd; padding: 5px; margin-bottom: 5px;">Meadowview</div> <div style="background-color: #1f4e79; padding: 5px; margin-bottom: 5px;">City Motel Program</div> <div style="background-color: #c6e0b4; padding: 5px;">Saint John’s</div>		
Non-congregate	Congregate	Safe grounds	Women and children	TAY

Source: Auditor generated based on information provided by service providers and DCR, as well as service provider websites.