

SUBMISSION PORTAL OVERVIEW

Is the Application a "Test" Submission?

No, this is my official Submission.

Part 1: ADMINISTRATIVE INFORMATION

Application Window

This application is being submitted in the following application window:
Window #3, 5/1/2023 - 6/30/2023

Eligible Applicant

Select the eligible applicant's jurisdiction type.
County

What is the name of the city or county?
Sacramento County

Implementing Organization

Implementing Organization
Sacramento County Department of Homeless Services and Housing

Specific Unit or Office Within the Implementing Organization
N/A

Implementing Organization's Address
700 H Street

City Sacramento	Zip Code 957814	County Sacramento
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Implementing Organization's Tax ID
Number
94-6000529

Project Director

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Human Services Program Planner

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Grant Administrator

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Authorized Representative

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Emily Halcon

Title

Director of Homeless Services and Housing

⚠️ This Application uses character limits ⚠️

Reaching these limits is not required. Competitive responses may fall well short of these limits.

Part 2: PROPOSAL OVERVIEW

People Served

Number of people currently residing in prioritized encampment site
200

Of people currently residing in prioritized encampment site, how many will be served by this proposal?
120

Given the potential for inflow of people into the prioritized encampment site, how many people are projected to be served across the entire grant period?
400

Of people projected to be served across the entire grant period, number of people projected to transition into interim shelters
90

Of people projected to be served across the entire grant period, number of people projected to transition into permanent housing
60

Is the prioritized encampment site part of a larger encampment area?
No

Encampment Information

1. Briefly describe the characteristics of the people residing within the prioritized encampment site. The description must include demographics and may include household compositions, disabilities, and projected service and housing needs. (1500 character limit)

Approximately 200 unhoused residents are in the project area along Roseville Rd. as informed by field outreach. Residents in the encampments along Roseville Rd primarily live in single member households. There are few, if any, households with minor children and when families with minors are identified current services can provide emergency shelter. Most people who are living along Roseville Rd are homeless with

a cars, vans, trailers, or fifth wheel camper; most of these vehicles are in poor condition and are not suitable for habitation.

County demographics from the 2022 PIT Count align with the outreach reports from Roseville Rd: Most people have been homeless for 3 or more years; Black residents are 3 to 4 times over represented, as compared to housed communities; Most of the people in this encampment are older, many with physical disabilities, with 58% of unsheltered adults report at least one disability; 65% of the County homeless population are men and 35% are women.

Due to the high number of people with vehicles, many are not interested in traditional shelter, which often don't allow guest vehicles. Many vehicles need repair and may not be operable; historically, outreach and service teams have not had resources to assist people with vehicle repair, registration or insurance. Safe parking provides a new low-barrier strategy and centered on the individual's desire to keep their vehicle. This interim step will be part of the transition them out of homelessness.

2. Briefly describe physical characteristics of the prioritized encampment site in which the people you are proposing to serve are residing. The description must include the specific location, physical size of the area, the types of structures people are residing in at the site, whether vehicles are present, and any other relevant or notable physical characteristics of the site. (1000 character limit)

The prioritized location includes approximately 7.5 miles of roadway in the unincorporated County and City of Sacramento. The south boundary is the I-80 at the Marconi Ave exit. The north boundary is the I-80/Auburn Blvd on ramp. All of Roseville Rd includes CalTrans right-of-way. Some areas where encampments tend to locate include at Watt Ave, Tacomic Dr and behind Haggins Oaks Golf Complex. In the unincorporated areas, the camps border residences and businesses; in the City the camps are adjacent to industrial uses.

Encampments are dynamic, with movement between locations within the project area common. Encampments regularly move between freeway rights of way and adjacent neighborhoods and between jurisdictions. Accordingly, we have proposed a larger project area to ensure continuation of service even if camps move around. Most camps along Roseville Rd are within half a mile or less of a CalTrans right-of-way. Encampments are a combination of vehicles, tents and makeshift shelters.

3. Why is this particular encampment site being prioritized? (1000 character limit)

The Roseville Road encampment area is being prioritized for several reasons, notably proximity to freeway rights of way and unmet needs in the community. The Highway 80 along this area can be very busy and traffic counts on the freeways in this area can reach as high as 15,000 to 20,000 cars per hour at peak times. This volume of traffic in proximity to encampments of this scope present an obvious hazard. Encampments are often clustered around on and off ramps.

For several years the proposed project area has seen community members experiencing homelessness moved from CalTrans rights of way into adjacent neighborhoods and business districts and then over time relocating back into the rights of way, only to see the process begin again. Adequate shelter with safe parking has not been available to break this cycle. ERF funding represents an opportunity to turn the tide on this challenging dynamic within the city and unincorporated County of Sacramento.

Attachment: Map

Map of Roseville Road.docx

4. Is the prioritized site on a state right-of-way?

Yes - partially

Attachment: Caltrans Letter of Support

Proposal's Outcomes

5. What are the outcomes this proposal seeks to accomplish by the grant close (6/30/2026)? If funded, what are the primary activities you are planning to implement to achieve the proposal's outcomes? (1000 character limit)

Our project design is aligned with the primary objective of this funding opportunity, to resolve unsheltered homelessness for people residing on Roseville Road. Our teams will provide holistic wrap-around outreach and service navigation, free of punitive measures. We will center their housing plan to their desires and offer clear pathways to housing and low-barrier options for shelter. This process will be collaborative, and data informed with strong partnerships between jurisdictions and the CoC. We will collect descriptive information on services provided, the demographics of people engaged and the reason for why some people decline services and assess the efficacy and equity in our encampment resolution efforts. The three-year period of this grant, with the inclusion of these new funds focused for this priority community will provide us with the distinct resources to support these people with exiting homelessness into long-term stable housing.

6. How will the applicant measure progress towards the proposal's outcomes? (1000 character limit)

All outreach team members working in these targeted encampment areas will be trained on and required to input data within the Homeless Management Information System (HMIS). The grant administrator will meet regularly with critical project staff to review data on those individuals in the HMIS project for this encampment resolution initiative. This will include reviewing the number of outreach contacts, document readiness work, referrals into our local coordinated entry system, referrals to CalAIM, referrals to shelter, and the outcomes of those efforts.

7. Are there any local ordinances, resources, or other factors that may hinder achieving the proposal's outcomes? If so, how will the applicant navigate these challenges? (1000 character limit)

The proposed project area is within the City of Sacramento. The City of Sacramento has provided a letter of support for this proposal and the City and County have entered into a partnership agreement to work collaboratively to address homelessness. City staff will work diligently with grant program staff throughout the implementation of the project to coordinate outreach, collect data, and review progress toward project goals. Local ordinances are generally in alignment with the proposed outcomes to connect those experiencing unsheltered homelessness in encampments along Caltrans right-of ways with services, temporary shelter beds and intensive case management services focused on long-term supportive housing placement, health, and behavioral health services. Local ordinances are not expected to hinder achieving proposed outcomes.

8. Is this proposal a standalone project or part of a larger initiative?

Standalone

Part 3: IMPLEMENTATION

Core Service Delivery and Housing Strategies

9. Describe the proposed outreach and engagement strategy, case management, and / or service coordination for people while they are continuing to reside within the encampment site. Quantify units of service to be delivered including the ratio of staff to people served, frequency of engagement, and length of service periods. (2000 character limit)

This project area has been a priority focus for the recent City-County Collaborative partnership. Multidisciplinary teams consisting at minimum of an outreach specialist and a behavioral health specialist have been assigned to the project area for recent months and will remain active in the area throughout the project term. MDT Engagement will occur several days a week. Outreach and engagement services will be ongoing and expanding throughout the length of the project term. This summer, we will be adding Medi-Cal Managed Care Plan-funded Community Health Workers to provide assessments and referrals to Enhanced Care Management and Community Supports, funded by CalAIM and contracted with Sacramento Covered. This contracted outreach provider has provided a letter of support for this grant proposal.

Quantities of various services will vary; throughout the project term we expect to complete at least 200 mental health assessments. Outreach staff will complete more than 20,000 engagements, which are meaningful contacts that include service coordination and provision, throughout the span of the project timeline. These engagements can lead to referrals into coordinated entry, CalAIM referrals and ECM benefit coordination, and discussion of service provision with an unhoused community member. An individual in this prioritized encampment area may receive several hundred engagements with outreach staff over the duration of this initiative.

10. Describe the role of Coordinated Entry in the context of this proposal and how Coordinated Entry policies or processes will support and / or hinder the implementation of this proposal. (1000 character limit)

Sacramento Steps Forward (SSF), the lead agency for Sacramento's Continuum of Care, which manages our coordinated entry system is aware of and in support of this proposal and has provided us with a formal letter of support from their Chief Executive Officer. Many of our community's shelters have different guidelines and referral processes, and SSF staff work closely with County and City staff and other jurisdictional partners to develop those policies and processes. They will support the development of a referral system into our new shelter which prioritizes people from Roseville Road and tracks them as they may move to different service providers in our continuum of care.

11. Please describe the interim shelter and permanent housing opportunities proposed to support this proposal and provide evidence of the applicant's demonstrated ability and commitment to deliver permanent housing for people residing in the prioritized encampment. (2000 character limit)

This proposal will fund a Safe Stay parking location in Northern Sacramento, proximate to Roseville Road. In 2022, Sacramento County purchased a large warehouse on 13 acres which will be developed into a large campus of services for people experiencing homelessness. This site is in the design and planning phase for the larger vision of bringing tiny cabins and social services on site. As that work takes place, the County is planning to use part of the 9 acres of parking space for safe parking for this prioritized encampment community. The County is working towards construction of space for 30 people to park safely with services provided at this location. This safe parking model is a good interim step in meeting the needs of many people living unsheltered along Roseville Road with their vehicles. This site is approximately two miles from the prioritized encampments.

This encampment resolution initiative will leverage and braid together several permanent housing funding-streams and opportunities. Through partnership with the Sacramento Housing and Redevelopment Agency

(SHRA), this priority encampment has been allotted 47 housing choice vouchers. Additionally, California Advancing and Innovating Medi-Cal (CalAIM) Enhanced Care Management and Community Support benefits will be used to provide housing transition navigation services, housing depository, housing tenancy and sustaining services. This coupled with programs such as the County’s Landlord Engagement and Assistance Program (LEAP) which provides augmented services such as landlord incentives and the Flexible Supportive Re-Housing Program (FSRP) which provides collaborative intensive case management team for people who are homeless and are frequent users of several county systems, such as the County Jail, Behavioral Health, Child Support, etc. Additional flexible funding dollars have been requested in the budget to bolster those programs and be ensure funding availability for this encampment.

12. Describe how this proposal is tailored to meet the needs and preferences of people residing within the prioritized encampment. (1500 character limit)

The County of Sacramento declared a shelter crisis in 2022. This declaration not only allows our county staff to move with expediency with site developments for new Safe Stay shelter communities, but also provides direction to staff to pursue non-traditional options for providing shelter to help meet the needs of unsheltered people in our community. This includes offering more non-congregate sheltering, and safe parking options for couples and those with pets. We know that many of the people living along Roseville Road have been homeless for long-periods of time and have not been successful with exiting homelessness through other programs, like congregate shelters. Additionally, we have heard from the people living outside in these areas that they want to be able to bring their belongings and pets to shelter. The new Safe Stay parking that will be partially funded under this grant which will not only allow people to stay with their vehicles in a service-rich environment, but they will also remain in a community with familiar people from their previous encampment community. We often hear from people that are unhoused, that they don’t want to go to a shelter where they are separated from their “camp family” or chosen family, but this proposal model will allow for them to remain in community together with shelter.

Table 1: Projected Living Situations Immediately Following the Encampment

Briefly Describe Each Projected Living Situation Immediately Following the Encampment	Is This Permanent Housing?	Quantify The Capacity (e.g., number of beds/units, frequency of bed/unit availability)	Prioritized or Set-Aside for ERF-2-R?	Is this living situation funded by ERF-2-R and / or Leveraged Funds?	% of Served Persons Projected to Fall Within This Living Situation
Safe Parking	No	30	Yes	Funded by ERF-2-R	50
Supportive Living or Permanent Housing	Yes	30	Yes	Combination	50

Table 2: Projected Housing and Service Pathways to Permanent Housing

Describe Projected Housing and Service Pathway to Permanent Housing	Quantify the Capacity of the Housing and	Is this Housing and Service Pathway
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	Service Pathway	Funded by ERF-2-R and / or Leveraged Funds?
Rehousing Support (Financial Assistance & Housing Choice Vouchers & CalAIM Community Supports)	60	Both

Table 3: Strategies to Mitigate Displacement

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
Letter of Support from City of Sacramento	No
Letter of Support from CalTrans	No
Letter of Support from Sacramento Police Department	No

Table 4: Strategies to Mitigate Returns to Unsheltered Homelessness

Strategy	Is this Strategy Funded by ERF-2-R and / or Leveraged Funds?
Safe parking staff & outreach staff support	Both
CalAIM Enhanced Care Management & Community Supports	Leveraged

13. Describe how this proposal considers and plans for the dynamic nature of encampments including potential inflow of people into the geographically served areas. (1000 character limit)

Sacramento City's Department of Community Response manages the City's response to encampments, including: coordinating encampment specific needs (debris removal, safety concerns, service provision, etc.); tracking encampments where City staff deploy; planning for siting and operations of sanctioned encampments and other shelters. Sacramento County is responsible for coordinating provision of Countywide services to encampments throughout the County, including within cities. Multidisciplinary outreach teams, consisting of both City and County staff and community health workers, have been engaging with people living at this encampment for some time. They have tracked who lives in the geographic area, and those people will be prioritized with ERF grant funds. If people flow into this area, they will have access to service options and will be entered into the coordinated entry system for assistance with shelter access, and long-term housing opportunities.

14. Describe how this proposal will support individuals with continued access to and / or the storage of their personal property. (1000 character limit)

Funding from this grant will provide safe parking to people served in this area. Many people who live outside may decline more traditional congregate shelter options due to the limited space for storing personal items and keeping their vehicles. People will be able to keep their personal belongings with them in their vehicle, in a highly secure place, with 24-hour staff monitoring so that their belongings are safe. When appropriate, staff will work with individuals on setting goals and creating incentives to downsize their belongings which may be more in alignment with living indoors. People who have lived outside for years regard their outdoor camping gear as the means to their survival and it may be a process for them to transition and let go of certain belongings. Staff at the safe parking location and outreach staff that are

supporting individuals with their transition into housing are also available to assist with transportation of personal property.

15. Describe how this proposal will support individuals with service animals and/or pets. (1000 character limit)

DHS and its partners recognize the important relationship that exists between people experiencing homelessness and their companion animals. Front Street Animal Clinic, the City's public animal care provider, provides a free walk-up vaccination clinic once a month which includes a free microchip and pet license. Sacramento County's Animal Care Services has an outreach clinic, with a mobile van which holds events once a month in various community locations and collaborate with community partners on outreach site locations. During outreach they service up to 300 to 400 animals in a day with veterinary services and pet supplies. Outreach and case management staff can support people with animals with obtaining the necessary documentation to designate their pets as service animals, if needed, which may support with the reduction of barriers to housing. The people who stay at the ERF funded Safe Stay parking will also be allowed to bring their pets with them.

Budget and Resource Plan

16. State the total amount of ERF-2-R funds requested.

\$3,665,920.46

17. State the estimated dollar value of secured, non-ERF-2-R resources that will help meet this proposal's outcomes.

\$2,931,500.00

18. Identify and describe these non-ERF-2-R resources. (1000 character limit)

The non-ERF-2-R resources that we measured a dollar value for this estimate includes safe parking construction, re-housing funds, and outreach and navigation services.

Sacramento County Department of General Services provided an estimated quote of \$731,500 for cost of construction to develop safe parking, office trailer and furnishings. The County will fund this.

Approximately \$500,000 in outreach and navigation services will be leveraged by existing multi-disciplinary teams

Approximately \$1,500,000 in housing choice voucher subsidies will be leveraged

Approximately \$200,000 in CalAIM Enhanced Care Management and Community Support benefits which support in re-housing efforts will be leveraged.

19. Describe how the proposal is a prudent and effective use of requested funding relative to the number of people it seeks to serve and the types of services and housing to be provided in the proposal. Include an explanation of how the requested ERF-2-R amount was determined. (1000 character limit)

This project proposal is both prudent and effective since the encampment community along Roseville Road is historically one of the most challenging communities to resolve homelessness for. Many

of the people living in this area have cycled through numerous homeless services programs and shelters. The cost to the overall community system, to provide emergency services, crisis response, neighborhood clean-up and other social service programs to unsheltered communities is much greater than the cost of sheltering and re-housing them. Leveraging ERF-2-R funds for a new low-barrier, non-congregate shelter that is focused on serving this community will provide a new opportunity for these people to transition to a place of shelter and stability and work with a team of staff to achieve permanent housing.

Attachment: Standardized Budget

ERF-2-R, Budget Roseville Rd - Sacramento.06.23.xlsx

Key Entities and Staff

20. First, describe the implementing organization and specific unit or office within the implementing organization that would administer ERF-2-R. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500 character limit)

If awarded, the administrator for this grant will be the Sacramento County Department of Homeless Services and Housing (DHS). DHS is a new department within the County, however it holds staff and programs that have been providing services to our unhoused population for many years. Historically, most of the homeless programs, including outreach services, shelter program, weather respite and re-housing programs, were under the Department of Human Assistance. This past year many of those programs and staff transitioned to DHS, a smaller department which is solely focused on serving our homeless communities. Our County has managed many complex programs, and administered services funded through various grants including Homeless Housing, and Assistance Program (HHAP), American Rescue Plan Act (ARPA), and Housing and Homelessness Incentive Program (HHIP). Our department has the knowledge, expertise and skills to successfully manage, budget, assess and report on large-scale homeless programs with various funding sources.

Table 5: Key Staff

Title	Currently Filled Position?	FTE of Staffing for This Proposal	Funded by ERF-2-R and / or Leveraged Funds?	Brief Description of Duties
Human Services Program Specialist	No	.07	Yes	Policy and administrative support. Data tracking and reporting, application follow-up.
Human Services Program Planner	Yes	.55	Yes	(3 staff) Program development, execution, oversight, systems oversight and coordination.
Leadership Staff	Yes	.15	Leveraged	Combined oversight and leadership: Includes Program Manager, Assistant Director and Director

Administrative Services Officer 3	Yes	.05	Leveraged	Administrative leadership to oversee contracts, budget and administration team.
Administrative Services Officer 2	Yes	.1	Yes	Administrative Staffing: Contract and budget development, monitoring, support and coordination.
Accounting Technician	Yes	.025	Yes	Accounts payable, claiming review and processing.
Senior Accountant	Yes	.7	Yes	Oversight of accounting processes, contract monitoring, program and finance coordination.

21. First, describe key partners that will collectively pursue the proposal's outcomes. Then, describe their role and primary responsibilities for this proposal. Finally, if these entities have managed a complex homelessness project or grant, describe how those experiences informed this proposal. (1500 character limit)

The County Department of Homeless Services and Housing will work closely with the City Department of Community Response, County Behavioral Health Services, and Sacramento Covered, our contracted outreach provider, for continued outreach and navigation coordination.

The shelter program partner will be City Net, a seasoned homeless services provider, who we have several other homeless shelter contracts with where they have demonstrated the ability to manage complex programs. City Net has been in operation for 20 years, primarily in Southern California and has successfully assisted thousands of people in transitioning out of homelessness, with a retention rate of over 92%. City Net supports project design and believes that the Safe Stay parking at Watt Ave will provide stability and safety to residents and be a helpful step in the transition from unsheltered encampment living to permanent housing, with 24-hour staff and supportive services.

For re-housing, DSHS manages several programs including the Landlord Engagement and Assistance Program, the Housing for Healthy California grant and the Flexible Supportive Re-Housing Program. DSHS works closely with Sacramento Housing and Redevelopment Agency (SHRA) to coordinate services for people with housing subsidies and will continue to for the 47 housing choice vouchers under this proposal. DSHS will continue to collaborate with our CoC, to ensure proper documentation, tracking and coordination of people served.

22. Describe specific examples of how Local Jurisdiction(s) and the CoC have collaborated on the design and implementation of this proposal. (1000 character limit)

In December 2022, Sacramento County and the City of Sacramento entered into a new Homeless Services Partnership Agreement, a formal contract which outlines how cross-jurisdictional collaboration for homeless services will occur. The staff involved in these efforts will provide leadership on the implementation of this proposal. The proposed Roseville Road encampment project is indicative of this partnership, in that the encampments span both jurisdictions, with people frequently moving between jurisdictions. Given the complex jurisdictional boundaries along Roseville Road, the only way to truly address these encampments is with a formal and coordinated partnership between the two jurisdictions. The Local Homeless Action Plan (LHAP), a three-year plan from 7/1/22, to 6/30/25, is a cross-jurisdictional roadmap for system coordination. The CoC led the drafting and coordination of this homeless plan and have provided a letter of support outlining their role in project implementation.

Optional Upload: Evidence of Cross-Jurisdictional Collaboration

ERF-2-R Letters of Support - Roseville Rd.pdf

SSF-Sacramento-Local-Homeless-Action-Plan.pdf

Sacramento City County Partnership Agreement -Executed Contract.pdf

23. Identify any entities that have a right to and/or control of the property upon which the encampment site resides and discuss whether each of these entities committed allowing the implementation of this proposal. If they have not committed, please explain how you have or plan to engage with this entity to implement your proposal. Additionally, describe how you collaborated with Caltrans on your program design, implementation plans, and timeline. (1000 character limit)

CalTrans and the Sacramento Police Department have both provided letters of support for this encampment resolution initiative.

Centering People

24. How were persons with lived experience meaningfully incorporated into the planning and proposed implementation of this proposal? Please identify whether any perspectives were incorporated from persons that are currently unsheltered and / or formerly or currently residing within the prioritized encampment. (1000 character limit)

Sacramento County and the partners on this project proposal work to incorporate housing first approaches in all our homeless services programs and to broaden our low-barrier programs. For this proposal, tenant screening for shelter or housing will not be contingent upon sobriety or use of substances. People with poor credit, and criminal history will still be provided options and will be allowed to stay at the shelter, funded by ERF grant funds. Outreach and shelter staff recognize that case management is a collaborative process that is client-centered, seeing clients as full partners in the development of their case plans based on strengths and self-identified goals. Our CoC's coordinated entry system has triaged service based on vulnerability, rather than a first-come-first-serve approach. With the inclusion of these funds, we will be leveraging rental and service assistance, to set them up for long-term success and stability.

25. Briefly describe how the proposal exemplifies Housing First approaches as defined in Welfare and Institutions Code section 8255. (1000 character limit)

Sacramento County and the partners on this project proposal work to incorporate housing first approaches in all our homeless services programs and to broaden our low-barrier programs. For this proposal, tenant screening for shelter or housing will not be contingent upon sobriety or use of substances. People with poor credit, and criminal history will still be provided options and will be allowed to stay at the shelter, funded by ERF grant funds. Outreach and shelter staff recognize that case management is a collaborative process of assessment, planning, facilitation, care coordination, evaluation and advocacy that is client-centered, seeing clients as full partners in the development of their case plans and interventions based on strengths and self-identified goals. Our CoC's coordinated entry system has triaged service based on vulnerability, rather than a first-come-first-serve approach. With the inclusion of these funds, we will be leveraging rental and service assistance, to not on

26. Briefly describe how this proposal will center an individual's choice and provide trauma informed services and supports. (1000 character limit)

Outreach navigators employ strengths-based problem-solving techniques to identify shelter and housing solutions most aligned with clients' goals. Shelter and outreach staff understand and honor that clients have the option to refuse housing and service offers but will continue to support those individuals as appropriate through non-coercive strategies.

Staff consider the trauma impacting those residing in encampments and how this affects their daily functioning. To reduce the risks and effects associated with substance use and addictive behaviors, staff recognize that individuals can be at different stages of recovery and that effective interventions should be

tailored to each person's stage and identified needs and goals. Behavioral Health Services staff offer one-on-one brief counseling, assessments for mental health treatment needs and facilitate warm hand-offs to behavioral health providers once referrals have been made and support enrollment into ongoing services.

27. Describe how this proposal will operationalize harm reduction and provide services that improve a person's health, dignity, and safety while they continue to reside within the prioritized encampment site. (1000 character limit)

Public health services which include prevention, risk reduction and health promotion are available to residents of this encampment, and staff will continue to coordinate access to these vital programs. Our County's Public Health provides free and low-barrier mobile medicine outreach which includes physician evaluations of acute and chronic health care and health education. Their teams include communicable disease investigators and provide sexually transmitted infection screenings. Safer Alternatives thru Networking and Education (SANE) and Harm Reduction Services (HRS), are CBOs who provide syringes, naloxone, water delivery and education to people living outside. Our County will also be opening a community outreach recovery empowerment (CORE) program on X Street on this encampment corridor this summer. This CORE Wellness Center is a walk-in center where people can go for assistance with health challenges and support with accessing housing and other support services.

28. For encamped locations that are objectively dangerous, describe how the proposal will seek to prevent harm for people experiencing unsheltered homelessness in these locations. (1000 character limit)

The City of Sacramento, who oversees the local Police Department, meets regularly with local law enforcement and emergency response providers to discuss encampment locations and the needs of those communities. Our local Police have been working to protect people living outside and recognize that they are a highly vulnerable community that are often the victims of violence and crime.

In instances when we have extreme weather events, such as intense heat or rainstorms, weather respite centers and services are deployed. This includes either increased availability of temporary shelter, respite centers for cooling and warmth and wider availability of transportation to assist people with access to these locations. Our County has an active RFQ open now for weather respite which we hope will both increase and improve the availability and access to services for people living outside during these extreme climate conditions.

29. Identify what controls are or will be in place to ensure that all ERF-2-R funded parties will not penalize homelessness. The term "penalize homelessness" means to impose, by a governmental unit, criminal or civil penalties on persons who are homeless in a manner that is related to those persons' engagement in necessary human activities, including sleeping, resting, and eating. (1000 character limit)

Letters of support have been provided by several partners who understand and support the project design, timeline and they support a service-driven approach to addressing encampments. Our partners will notify us if an enforcement action is needed, due to critical circumstances such as imminent threat to life, health, safety or infrastructure, they will provide adequate notice, ideally 2-weeks ahead of time, when they are able to. If a person in the encampment is blocking a sidewalk or violating other City codes, City staff will talk with the individuals to address the concern. Staff will visit individuals and work to redirect them to compliance with city ordinances multiple times, and the City's Department of Community Response reports that this outreach and communication is an effective intervention method. No funds from the ERF-2-R grant will be used to penalize homelessness in this encampment area.

30. Describe how this proposal considers sanitation services for people residing in the prioritized encampment. This may include but is not limited to non-intrusive, curbside waste removal and access to clean and available bathrooms. (1000 character limit)

Both the City and County of Sacramento have an existing contract with local garbage remediation provider, Forensiclean. They work in close partnership with outreach teams, and the community members residing

in the encampments to uplift their autonomy by asking them to identify trash items that they would like to be picked up, as well as pick up abandoned trash items. This is done on a timely basis, within 24 hours via the 311 systems, or via referrals from outreach coordinators. This approach provides both timely and non-intrusive garbage removal within encampments.

Accelerated Timeline

31. How is your community currently supporting and / or engaging with people residing within the prioritized encampment? (1000 character limit)

The multidisciplinary outreach teams have been working in this prioritized encampment area for years and will continue to do outreach several times a week through the duration of the grant period. If our community is awarded the grant, our outreach teams would collaboratively engage with residents in this area to share information about project and opportunities through this funding. Additionally, the outreach team will share areas of the implementation and program design that can have the opportunity to provide feedback on implementation.

32. If this proposal is selected, in advance of receiving funding, what steps will your community take to support the people living in the encampment and swift implementation of this proposal? (1000 character limit)

Our community is committed to supporting the people living on Roseville Road and the work outlined in this proposal is already underway. Outreach and navigation to shelter and re-housing programs is presently happening, and the relationship between service coordinators and residents have been established and are continuing to be cultivated and deepened. The design process and planning for the development of the Safe Stay parking on Watt Avenue is in progress, and our hope is that it will be opening shortly after the receipt of funds for this project.

Table 6: Projected Milestones

Outreach to the people residing in the prioritized encampment site began / will begin in month ____.	This proposal will reach full operating capacity in month ____.	The first planned exit of a person or household from the prioritized encampment will occur in month ____.	The last planned exit of a person or household from the prioritized encampment will occur in month ____.
September 2023	January 2024	December 2023	June 2026

Attachment: Standardized Timeline

ERF-2-R Project Timeline Roseville - Sacramento.06.23.xlsx

Applicants must use the [ERF-2-R Timeline Template](#) available on box.com

CERTIFICATION

Before certifying, applicants are strongly encouraged to review the NOFA.

I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Gina Patterson

Title

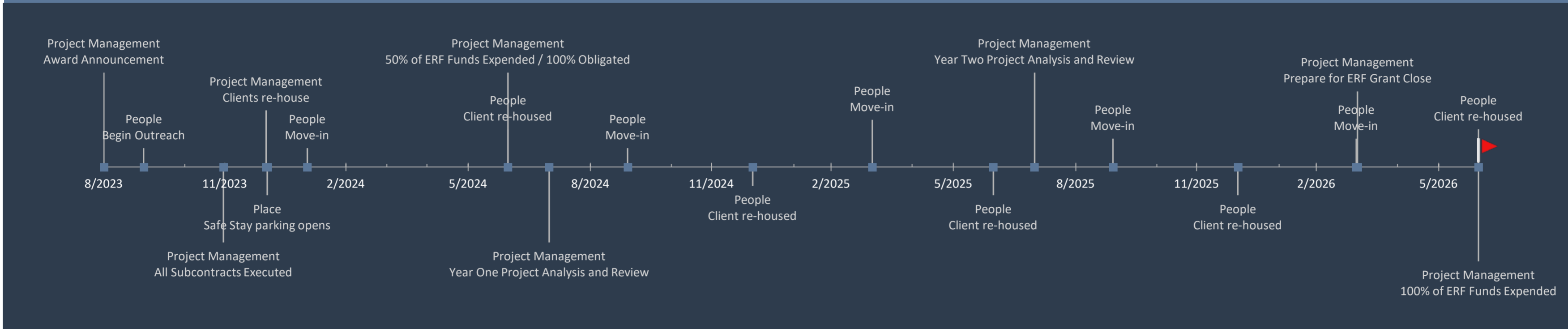
Human Services Program Planner

Email

pattersongi@saccounty.gov

ERF-2-R Project Timeline

Sacramento.06.23



Project Milestones

Date	Milestone	Category	Vertical Position	Additional Detail for Milestone
8/31/2023	Award Announcement	Project Management	50	
9/30/2023	Begin Outreach	People	10	
11/29/2023	All Subcontracts Executed	Project Management	-40	
12/31/2023	Clients re-house	Project Management	30	5 clients transition to supportive living or permanent housing
1/1/2024	Safe Stay parking opens	Place	-15	Shelter opens and first 15 people move in
1/31/2024	Move-in	People	10	Shelter filled to capacity and full utilization with 30 people
6/30/2024	50% of ERF Funds Expended / 100% Obligated	Project Management	50	Statutory Deadline for 50% of ERF funds to be spent and 100% Obligated
6/30/2024	Client re-housed	People	20	15 clients transition to supportive living or permanent housing
7/31/2024	Year One Project Analysis and Review	Project Management	-40	In-depth analysis of service provision & outcomes with key partners
9/28/2024	Move-in	People	10	15 clients move-in to shelter, and receive intensive case management
12/31/2024	Client re-housed	People	-10	15 clients transition to supportive living or permanent housing
3/31/2025	Move-in	People	25	15 clients move-in to shelter, and receive intensive case management
6/30/2025	Client re-housed	People	-15	15 clients transition to supportive living or permanent housing
7/31/2025	Year Two Project Analysis and Review	Project Management	50	In-depth analysis of service provision & outcomes with key partners
9/28/2025	Move-in	People	15	15 clients move-in to shelter, and receive intensive case management
12/31/2025	Client re-housed	People	-15	15 clients transition to supportive living or permanent housing
3/30/2026	Move-in	People	15	15 clients move-in to shelter, and receive intensive case management
3/31/2026	Prepare for ERF Grant Close	Project Management	40	Convene project partners to prepare for final spending and planning.
6/30/2026	Client re-housed	People	20	10 clients transition to supportive living or permanent housing
6/30/2026	100% of ERF Funds Expended	Project Management	-50	Statutory Deadline for 100% of ERF funds to be spent

PROJECT TIMELINE TIPS

- Fill in the light blue cells to customize this template with your project's specific milestones.
- Insert entire rows to the Project Milestones table to add additional milestones.
- Column B should be a date
- Column C should be the milestone name- however your team refers to it.
- Column D provides a dropdown menu with options to help categorize milestones into broad groups. To add an option, go to sheet 1 and add the option in one of the green calls at the bottom of the list.
- Column E Indicates the *Vertical Position* of milestone markers in the Project Milestones table at the top of the sheet. Changing this number allows you to change the vertical position of the milestone relative to the horizontal axis. Use positive numbers to position them above the axis and negative numbers to position them below.
- Column F is a space to provide additional context, detail, or description for a specific milestone.

ELIGIBLE USE CATEGORY	<5 WORD DESCRIPTION	NAME OF ENTITY OR PART OF PROPOSAL	ERF-2-R PROPOSED BUDGET	2 SENTENCE DESCRIPTION
Use dropdowns. See NOFA, III. A.	Enables Cal ICH to immediately understand the line item.	Enables Cal ICH to associate the line item with specific entities or parts of a proposal.	Only ERF-2-R Funds	Enables Cal ICH to better understand the line item, context, and / or other pertinent information related to the proposed line item.

PERSONNEL COSTS				FULLY LOADED SALARY	FTE	MONTHS			
Interim Sheltering	Regional Shelter Manager	City Net		\$ 104,395.20	0.30	30	\$	78,296.40	Project compliance with management, operations and public safety standa
Interim Sheltering	Site Manager	City Net		\$ 89,814.40	1.00	30	\$	224,536.00	Project supervision and program implementation
Interim Sheltering	Residential Coordinator	City Net		\$ 52,436.80	8.00	30	\$	1,048,736.00	Support client needs, facility oversight, meals, etc.
Interim Sheltering	Data Analyst	City Net		\$ 72,134.40	0.20	30	\$	36,067.20	HMIS data entry, reporting, data compliance
Interim Sheltering	Executive Leadership	City Net		\$ 198,952.00	0.20	30	\$	99,476.00	Project oversight, quality control, staff deployment, problem solving
Interim Sheltering	Community Engagement	City Net		\$ 69,076.80	0.20	30	\$	34,538.40	Align activities with community stakeholders and generate resources for c
Interim Sheltering	Finance non-exempt	City Net		\$ 76,169.60	0.20	30	\$	38,084.80	Payroll, billing, financial controls
Interim Sheltering	Finance exempt	City Net		\$ 162,988.80	0.10	30	\$	40,747.20	Payroll, billing, financial controls
Interim Sheltering	Human resources non-exempt	City Net		\$ 70,907.20	0.20	30	\$	35,453.60	Staff recruiting, hiring, training, disputes
Interim Sheltering	Human resources exempt	City Net		\$ 148,990.40	0.10	30	\$	37,247.60	Staff recruiting, hiring, training, disputes
Interim Sheltering	Operations non-exempt	City Net		\$ 66,372.80	0.20	30	\$	33,186.40	Inventory, purchasing, technical support
Interim Sheltering	Operations exempt	City Net		\$ 81,928.00	0.10	30	\$	20,482.00	Inventory, purchasing, technical support
Interim Sheltering	Security	City Net		\$ 165,000.00	3.00	30	\$	412,500.00	Security staff
Subtotal - Personnel Costs								\$ 1,726,851.60	

NON-PERSONNEL COSTS			UNIT	RATE	TIME				
Interim Sheltering	Equipment	City Net			2.5 years	\$	39,009.60	Phones, computers (hardware and software) and equipment	
Interim Sheltering	Materials & Supplies	City Net			2.5 years	\$	9,396.00	Uniforms, copies, forms, office supplies, equipment, etc.	
Interim Sheltering	Materials & Supplies	City Net			2.5 years	\$	11,340.00	IT support and client management software licenses	
Interim Sheltering	Materials & Supplies	City Net			2.5 years	\$	6,480.00	Financial audit	
Interim Sheltering	Materials & Supplies	City Net			2.5 years	\$	4,860.00	Liability Insurance	
Interim Sheltering	Site Contingency	City Net			2.5 years	\$	61,197.18	At 2.5% of labor, client services and operations to cover cost increases/disruptions/shortages in materials, supplies, labor, security, travel, etc.	
Interim Sheltering	Local Transportation	City Net		\$ 24,960.00	2.5 years	\$	62,400.00	Client/staff transport (1 vehicle): vehicle lease, gas, vehicle insurance, maintenance	
Interim Sheltering	Meals	City Net	30 people	\$100/week	2.5 years	\$	390,000.00	Meals, snacks and beverages (@ \$100/week/resident)	
Interim Sheltering	Meals Supplies	City Net		\$ 4,250.00	2.5 years	\$	10,625.00	Paper goods for meals and other meal supplies	
Interim Sheltering	Pet Supplies	City Net		\$ 4,250.00	2.5 years	\$	10,625.00	Pet supplies, equipment, vaccinations	
Interim Sheltering	Materials & Supplies	City Net		\$ 50,000.00	2.5 years	\$	125,000.00	Security cameras: purchase, installation and maintenance	
Interim Sheltering	Materials & Supplies	City Net		\$ 10,000.00	2.5 years	\$	25,000.00	Toiletries, paper goods, trash bags, non-janitorial supplies, automotive supplies	
Interim Sheltering	Materials & Supplies	City Net		\$ 2,120.00	2.5 years	\$	5,300.00	Personal Protective Equipment (PPE) for staff and clients (masks, gloves, safety footwear, trash bags, etc.)	
Interim Sheltering	Janitorial/landscaping	City Net		\$ 6,000.00	2.5 years	\$	15,000.00	General upkeep, cleanliness, notification of outside maintenance needs	
Interim Sheltering	Facilities	City Net		\$ 2,400.00	2.5 years	\$	6,000.00	Pest control	
Interim Sheltering	Indirect Costs	City Net			10% Shelter provider contract			Per 2 CFR 200.414-11, de minimis rate established for non-Federal entities who do not have negotiated Indirect Cost Rate. This fee is charged at a rate of 10% to offset expenses incurred by the organization but not billable as direct project expenses.	
Interim Sheltering	Indirect Costs	City Net			2.5 years	\$	244,668.44	Fees, rental assistance and move-in costs for: rapid rehousing, sober living homes, room and board, rooms for rent, relocations, etc. Fees for documentation, local transportation, work expenses, etc.	
Rapid Rehousing	Flexible Funds	DHSH				\$	800,000.00		
Subtotal - Non-Personnel Costs								\$ 1,764,501.22	

ADMINISTRATIVE COSTS							
Administrative Costs	Administrative Costs	DHSH				\$	174,567.64
Subtotal - Administrative Costs							\$ 174,567.64

TOTAL BUDGET						\$	3,665,920.46
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California Department of Transportation

OFFICE OF THE DISTRICT 3 DIRECTOR
703 B STREET | MARYSVILLE, CA 95901-5556
(530) 741-4545 | FAX (530) 741-4245 TTY 711
www.dot.ca.gov



June 16, 2023

EMILY HALCON
DIRECTOR OF HOMELESS SERVICES AND HOUSING
SACRAMENTO COUNTY
700 H STREET, 7TH FLOOR
SACRAMENTO, CA 95814

Dear Emily Halcon:

Subject: Letter of Support for Encampment Resolution Fund (ERF) Grant for Roseville Road in Sacramento

As the District 3, Deputy District Director of Maintenance, I am writing in support of the Sacramento County Department of Homeless Services and Housing's (DHS) proposal to the State of California's Encampment Resolution Program. This grant will connect those experiencing unsheltered homelessness in encampments along Caltrans rights-of-way with services, temporary shelter beds and intensive case management services focused on long-term supportive housing placement, health, and behavioral health services. We strongly support this grant application for the duration of its activities through June 2026 and the focus on this extremely vulnerable community as well as the DHS's broader encampment resolution strategy.

Through this letter, we acknowledge specific roles and responsibilities we will fulfill in this partnership. In the event this proposal is funded, we would expect our role in the project to include:

- Deepening our partnership with the DHS and other Sacramento County departments in support of longer-term strategies for connecting individuals currently residing in encampments along Roseville Road with pathways to safe and stable housing
- Committing to take action on an encampment site in collaboration with Sacramento County and with at least two weeks' notice, unless critical circumstances exist when an encampment poses an imminent threat to life, health, safety, or infrastructure and must be immediately addressed

EMILY HALCON, DIRECTOR OF HOMELESS SERVICES AND HOUSING

June 16, 2023

Page 2

We understand that the DSHS will take responsibility for overall oversight of the Cal ICH Encampment Resolution Program and how this project ties into the County's broader encampment resolution strategy, including the coordination of community health workers and navigators for initial and ongoing needs assessments, referrals into the coordinated entry system and warm hand-offs to shelter staff, as well as deployment of other County services when appropriate.

We look forward to working with you in providing robust services to the unsheltered community living along Roseville Road in Sacramento.

Sincerely,

Mauricio Serrano

Mauricio Serrano

Deputy District Director, Maintenance

C:

Steve Hardie, Caltrans, Maintenance Manager II

Rudy Raya, Caltrans, Maintenance Manager I

County Executive

Ann Edwards

Deputy County Executive

Chevon Kothari
Social Services



Department of Health Services

Timothy W. Lutz, Director

Divisions

Administration
Behavioral Health
Primary Health
Public Health

County of Sacramento

May 31, 2023

Emily Halcon
Director of Homeless Services and Housing
Sacramento County
700 H Street, 7th Floor
Sacramento, CA 95814

Dear Emily Halcon:

As the Director of Sacramento County's Behavioral Health Services, I am writing in support of the Sacramento County Department of Homeless Services and Housing's (DHS) proposal to the State of California's Encampment Resolution Program. This grant will connect those experiencing unsheltered homelessness in encampments along Caltrans right-of-ways with services, temporary shelter beds and intensive case management services focused on long-term supportive housing placement, health and behavioral health services. We strongly support this grant application and the focus on this extremely vulnerable community as well as the DHS's broader encampment resolution strategy.

As the County's Behavioral Health Director, it is my responsibility to ensure that people throughout the County have access to mental health and substance abuse treatment. Those experiencing homelessness are especially difficult to connect with these resources, and the County has made efforts in recent years to expand access and linkages by co-locating behavioral health clinicians with outreach teams and in shelter settings, and by using peer specialists, many of whom have experienced homelessness themselves. We find that this field-based approach is more client centered for our homeless clients, and results in more willingness to engage in services as a critical component of helping people transition out of homelessness.

Through this letter, we acknowledge specific roles and responsibilities we will fulfill in this partnership. In the event this proposal is funded, we would expect our role in the project to include:

- Deepening our partnership with the DSHS and other County departments in support of longer-term strategies for connecting individuals currently residing in encampments on W/X corridor in downtown Sacramento with pathways to safe and stable housing.
- Deploying our behavioral health staff to conduct mental health assessments and referrals in the field, at temporary shelters where this community is placed, and continuing to offer behavioral health services once they are housed.

We understand that the DSHS will take responsibility for overall oversight of the Cal ICH Encampment Resolution Program and how this project ties into the County's broader encampment resolution strategy, including the coordination of community health workers and navigators for initial and ongoing needs assessments, referrals into the coordinated entry system and warm hand-offs to shelter staff, as well as deployment of other County services when appropriate.

We look forward to working with you in providing robust services to the unsheltered community living along Roseville Road.

Sincerely,



Ryan Quist, Ph.D.
Behavioral Health Director
Division of Behavioral Health Services



BOARD OF DIRECTORS

June 5, 2023

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Board President

*Kaiser
Permanente*

Phil Horn
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Ellen Brown

UC Davis Health

Kim Williams

*Sacramento Building
Healthy Communities*

Emily Halcon
Director of Homeless Services and Housing
Sacramento County
700 H Street, 7th Floor
Sacramento, CA 95814

Dear Emily Halcon:

As the Founder and CEO of Sacramento Covered, I am writing in support of the Sacramento County Department of Homeless Services and Housing's (DHS) proposal to the State of California's Encampment Resolution Program. This grant will connect those experiencing unsheltered homelessness in encampments along Caltrans right-of-ways with services, temporary shelter beds and intensive case management services focused on long-term supportive housing placement, health and behavioral health services. We strongly support this grant application and the focus on this extremely vulnerable community as well as the DHS's broader encampment resolution strategy.

As the Founder and CEO of Sacramento Covered, it is my responsibility to ensure that we are serving the most vulnerable members of our community to health coverage, health care, housing and other supports. As one of the largest field-based outreach teams in the region, our Community Health Workers provide intensive outreach and care coordination to individuals experiencing homelessness and/or those who have complex health issues and connect them to comprehensive health and social care.

Through this letter, we acknowledge specific roles and responsibilities we will fulfill in this partnership. In the event this proposal is funded, we would expect our role in the project to include:

- Deepening our partnership with the DHS and other County departments in support of longer-term strategies for connecting individuals currently residing in encampments along Roseville Road with pathways to safe and stable housing
- Deploying contracted community health workers to identified encampment areas to build relationships with people living outside, make referrals to the coordinated entry system, assist with CalAIM referrals, assist with document readiness, and enter data into HMIS.





We understand that the DSHS will take responsibility for overall oversight of the Cal ICH Encampment Resolution Program and how this project ties into the County's broader encampment resolution strategy, including the coordination of behavioral health services and deployment of other County services when appropriate.

We look forward to working with you in providing robust services to the unsheltered community living along Roseville Road.

Sincerely,

A handwritten signature in blue ink that reads "Kelly Bennett". The signature is written in a cursive style with a long, sweeping tail on the letter "t".

Kelly Bennett
Chief Executive Officer





**SACRAMENTO
STEPS FORWARD**

June 07, 2023

Emily Halcon
Director of Homeless Services and Housing
Sacramento County
700 H Street, 7th Floor
Sacramento, CA 95814

Dear Emily Halcon:

As the Chief Executive Officer of Sacramento Steps Forward, I am writing in support of the Sacramento County Department of Homeless Services and Housing's (DHS) proposal to the State of California's Encampment Resolution Program. This grant will connect those experiencing unsheltered homelessness in encampments along Caltrans right-of-ways with services, temporary shelter beds and intensive case management services focused on long-term supportive housing placement, health, and behavioral health services. We strongly support this grant application and the focus on this extremely vulnerable community as well as the DHS's broader encampment resolution strategy.

Sacramento Steps Forward is the lead agency for Sacramento's Continuum of Care (CoC), which is the regional planning body that coordinates housing and services for homeless families and individuals in Sacramento. As the Chief Executive Officer at SSF, it is my responsibility to ensure we are providing leadership in the administration of the Homeless Management Information System (HMIS), data sharing, managing the coordinated entry system and monitoring homeless program systems.

Through this letter, we acknowledge specific roles and responsibilities we will fulfill in this partnership. In the event this proposal is funded, we would expect our role in the the project to include:

- Deepening our partnership with the DHS and other County departments in support of longer-term strategies for connecting individuals currently residing in encampments along Roseville Road with pathways to safe and stable housing
- Collaborate with DHS to develop streamlined data tracking systems within HMIS and assist with the development of reports to monitor project outcomes

We understand that the DHS will take responsibility for overall oversight of the Cal ICH Encampment Resolution Program and how this project ties into the County's broader encampment resolution strategy, including the coordination of community health workers and navigators for initial and ongoing needs assessments, referrals into the coordinated entry



**SACRAMENTO
STEPS FORWARD**

system and warm hand-offs to shelter staff, as well as deployment of other County services when appropriate.

We look forward to working with you in providing robust services to the unsheltered community living along Roseville Road.

Sincerely,

Lisa Bates

Lisa Bates
Chief Executive Officer
Sacramento Steps Forward

City of
SACRAMENTO
Police Department

KATHERINE LESTER
Chief of Police

5770 Freeport Blvd., Suite 100
Sacramento, CA 95822-3516

June 27, 2023

(916) 808-0800
Fax: (916) 808-0818
www.sacpd.org

Emily Halcon
Director of Homeless Services and Housing
Sacramento County
700 H Street, 7th Floor
Sacramento, CA 95814

Dear Emily Halcon:

As the City of Sacramento's Chief of Police, I am writing in support of the Sacramento County Department of Homeless Services and Housing's (DHS) proposal to the State of California's Encampment Resolution Program. This grant will connect those experiencing unsheltered homelessness in encampments along Caltrans right-of-ways with services, temporary shelter beds and intensive case management services focused on long-term supportive housing placement, health and behavioral health services. We strongly support this grant application for the duration of its activities through June 2026 and the focus on this extremely vulnerable community as well as the DHS's broader encampment resolution strategy.

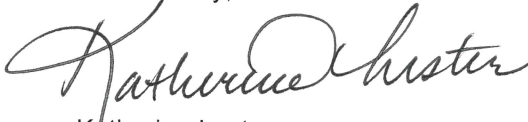
Through this letter, we acknowledge specific roles and responsibilities we will fulfill in this partnership. In the event this proposal is funded, we would expect our role in the project to include:

- Deepening our partnership with the DHS and other homeless services system providers in support of longer-term strategies for connecting individuals currently residing in encampments along Roseville Road with pathways to safe and stable housing
- Commit to only taking enforcement action on the encampment site in the event of imminent threat to life, health, safety or infrastructure, and will provide at least two weeks notice to any enforcement actions.

We understand that the DHS will take responsibility for overall oversight of the Cal ICH Encampment Resolution Program and how this project ties into the County's broader encampment resolution strategy, including the coordination of community health workers and navigators for initial and ongoing needs assessments, referrals into the coordinated entry system and warm hand-offs to shelter staff, as well as deployment of other County services when appropriate.

We look forward to working with you in providing robust services to the unsheltered community living along Roseville Road in Sacramento.

Sincerely,



Katherine Lester
Chief of Police

KL:th

Mario Lara
Assistant City Manager

City Hall
915 I Street, Fifth Floor
Sacramento, CA 95814-2604
916-808-5704

June 26, 2023

Emily Halcon
Director of Homeless Services and Housing
Sacramento County
700 H Street, 7th Floor
Sacramento, CA 95814

Dear Emily Halcon:

As the Assistant City Manager for the City of Sacramento, I am writing in support of the Sacramento County Department of Homeless Services and Housing's (DHS) proposal to the State of California's Encampment Resolution Program. This grant will connect those experiencing unsheltered homelessness in encampments along Caltrans right-of-ways with services, temporary shelter beds and intensive case management services focused on long-term supportive housing placement, health, and behavioral health services. We strongly support this grant application and the focus on this extremely vulnerable community as well as the DHS's broader encampment resolution strategy.

As the Assistant City Manager for the City of Sacramento, it is my responsibility to ensure that a broad range of city services and activities, including addressing homeless crisis, are carried out in fiscally prudent manner, in compliance with relevant laws and regulations, and in partnerships with other governing bodies including the State and County.

Through this letter, we acknowledge that we have specific roles and responsibilities we will fulfill in this partnership. In the event this proposal is funded, we would expect our role in the the project to include:

- Continue to collaborate, in accordance to the City/County Homeless Services Partnership Agreement, to ensure the safety and wellness of people experiencing homelessness in encampments and support longer-term strategies for connecting individuals currently residing in encampments along Roseville Road with pathways to safe and stable housing

- The City of Sacramento's Department of Community Response staff will work alongside the grant program staff to provide direction in outreach coordination, data collection and review of identified grant project outcome goals

We understand that the DSHS will take responsibility for overall oversight of the Cal ICH Encampment Resolution Program and how this project ties into the County's broader encampment resolution strategy, including the coordination of Behavioral Health Services and other County services when appropriate.

We look forward to working with you in providing robust services to the unsheltered community along Roseville Road.

Sincerely,

Mario E. Lara

Mario Lara
Assistant City Manager



June 2, 2023

Emily Halcon
Director of Homeless Services and Housing
Sacramento County
700 H Street, 7th Floor
Sacramento, CA 95814

Dear Emily Halcon:

I am writing in support of the Sacramento County Department of Homeless Services and Housing's (DHS) proposal to the State of California's Encampment Resolution Program. This grant will connect those experiencing unsheltered homelessness in encampments along Caltrans right-of-ways with services, temporary shelter beds and intensive case management services focused on long-term supportive housing placement, health and behavioral health services. We strongly support this grant application and the focus on this extremely vulnerable community as well as the DHS's broader encampment resolution strategy.

Sacramento Housing and Redevelopment Agency (SHRA) supports work in our local community which aids our mission of providing affordable housing opportunities to low-income households throughout the City and County of Sacramento. SHRA administers the Housing Choice Voucher program and other rental assistance programs for Sacramento County. We value our established partnership with DHS and are committed to continuing to collaborate on projects which help develop more access to safe and affordable housing in Sacramento County.

Through this letter, we acknowledge specific roles and responsibilities we will fulfill in this partnership. In the event this proposal is funded, we would expect our role in the project to include:

- Continuing to work in partnership with the DHS and other County departments in support of longer-term strategies for connecting individuals currently residing in encampments along the W/X corridor with pathways to safe and stable housing
- Providing 47 housing choice vouchers specially reserved for this targeted encampment resolution and work with DHS to develop administrative tracking process



We understand that the DSHS will take responsibility for overall oversight of the Cal ICH Encampment Resolution Program and collaborating with the County's broader encampment resolution strategy, including the coordination of community health workers and navigators for initial and ongoing needs assessments, referrals into the coordinated entry system and warm hand-offs to shelter staff, as well as deployment of other County services when appropriate.

We look forward to working with you in providing robust services to the unsheltered community living along the W/X corridor.

Sincerely,


LaShelle Dozier
Executive Director





Sacramento City
and County
Continuum of Care



2022

Developed in partnership with:

Sacramento Steps Forward
Sacramento City and County Continuum of Care
Sacramento County
City of Sacramento
Sacramento Housing and Redevelopment Agency

Sacramento

Local Homeless Action Plan

In our pursuit of addressing homelessness within the Sacramento region, we wish to acknowledge that Sacramento is the homeland of the Southern Maidu, Valley, and Plains Miwok, the Nisenan people, the Patwin Wintun people, and members of the Wilton Rancheria Tribes, who have inhabited this landscape since time immemorial.

We extend our gratitude to the ancestors of all California Native American Tribes and their descendants, as we recognize that wherever we are joining from in our virtual community, we are all on California Native American land.

We recognize the systemic inequities created by the negative impacts of colonization, past and present. We stand committed to dismantle ongoing legacies of oppression that have dispossessed California Native Americans of their lands and denied their rights to self-determination.

Written by the Wilton Rancheria Tribe



LAND ACKNOWLEDGEMENT

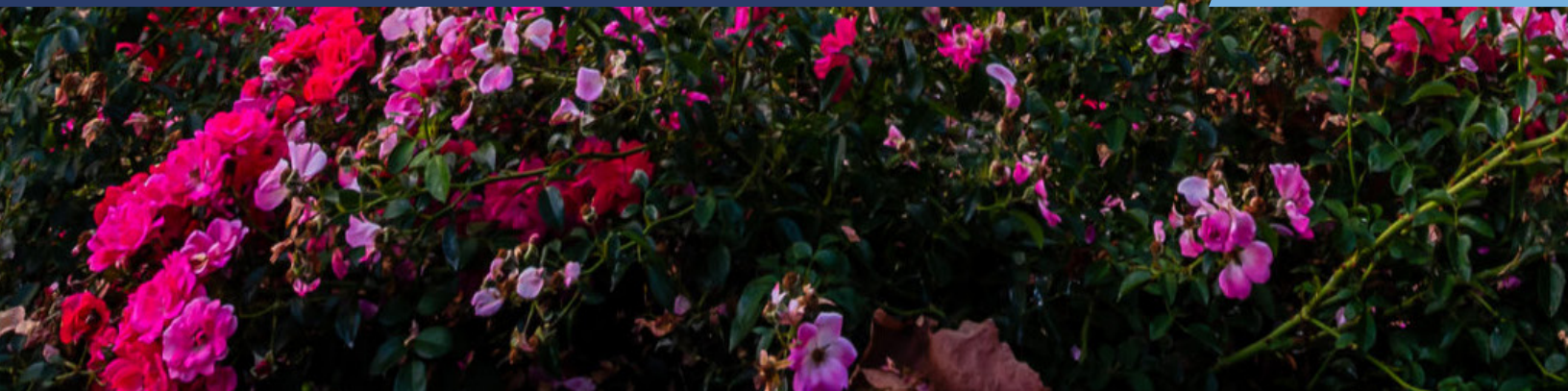


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INTRODUCTION

This local homeless action plan creates a cross-jurisdictional unified approach to addressing homelessness across Sacramento County. This is a three-year plan beginning on July 1, 2022 through June 30, 2025. It is actionable, relatable, and provides a roadmap for future funding. Outlined in the plan are key system components that are in alignment with national best-practices and if resourced and implemented consistently across funders and providers, will bring the local response system to scale with capacity to move the needle on homelessness. Through these efforts, homelessness in the County over time will become preventable whenever possible, brief, and non-recurring.

Specifically, this plan envisions making a collective impact in the following performance measures:

➤ Reducing the number of people experiencing homelessness	➤ Reducing the number of people who become homeless for the first time	➤ Increasing the number of people exiting homelessness into permanent housing
➤ Reducing the length of time persons remain homeless	➤ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing	➤ Increasing successful placements from street outreach

5 Core Strategies

The plan is organized around five core strategies that facilitate a system-focused, equitable framework:



1 Build and Scale a Countywide Coordinated Access System (CAS)

2 Ensure Current and New Emergency Shelter and Interim Housing is Focused on Rehousing

3 Increase Permanent Housing Opportunities

4 Expand Prevention and Diversion Resources

5 Invest in Community Capacity-Building and Training

These strategies were designed to be scaled up (or back) over time within the confines of local resources including funding, workforce availability, and stakeholder agreement. At present, they are presented as a framework that will require additional community conversations to identify supporting activities on an annual basis that will shape the implementation of these five strategies.

Implementation of the plan is supported by guiding principles identified by the broader community and includes a commitment to racial equity, inclusion of partners with lived expertise, improved data collection, and continuation of collaborative planning and decision-making across jurisdictions.

Initial seed funding to begin implementation of the plan include state allocations from the Homeless Housing, Assistance and Prevention (HHAP) program, a recognition of emerging opportunities with CalAIM, leveraged with federal, county, city, and private funding sources.

This plan was developed in partnership between Sacramento City and County Continuum of Care, the City of Sacramento, the County of Sacramento and Sacramento Housing and Redevelopment Agency (SHRA). These entities, and in close collaboration with the neighboring cities will be the primary stewards of this plan.

BACKGROUND

A recently completed gaps analysis indicates that the estimated number of persons experiencing homelessness annually in Sacramento County ranges from 16,500 to 20,000 people. Falling into homelessness is often described by partners with lived expertise as a downward spiral of broken safety nets. In Sacramento, rising rents and limited affordable housing options is a leading driver into homelessness. This dynamic may have been exacerbated during the Coronavirus Pandemic due to loss of employment and/or COVID related health conditions. Other drivers include histories of foster care and domestic/intimate partner violence.

By most observations, unsheltered homelessness continues to increase. At the time of this writing, it is anticipated that the 2022 Point-in-Time Count data (available later in June 2022) will likely show an increase from 2019. This trend reflects communities statewide who are also grappling with post-pandemic increases in the number of households experiencing homelessness. Solutions to addressing homelessness, however, are locally driven.

2022 Needs Assessment and Gaps Analysis

Among people who experience literal homelessness annually, it is estimated that¹:

- One out of four people (~23%) are adults and children in family households
- Almost half of all people (~45%) are unsheltered (1 or more days) and do not or cannot access shelter
- Two out of three (~66%) access homeless assistance (outreach, shelter, re-housing, etc.) but the remainder do not due to insufficient capacity, access, quality of services, or other issues
- Black and African American people are significantly overrepresented among people who experience homelessness: 39% of all people experiencing homelessness compared with 11% overall in Sacramento County²
- Just over half of all adults (~54%) report having one or more severe and persistent disabling condition:
 - One out of five adults (~22%) report having a severe mental illness
 - One out of ten adults (~11%) report having a substance use disorder
 - One out of four adults (~24%) adults are chronically homeless (disabled and homeless for 12 months or more), most are adult only households

¹2022 Needs Assessment and Gaps Analysis report

²American Community Survey, Sacramento County Population Estimates, July 2021 (V2021)

The gaps analysis approach involved the following:



The gaps analysis estimates that among people who experience homelessness each year in Sacramento, approximately 15% of individual and family households experience only a brief episode of homelessness and are able to self-resolve and return to housing with limited assistance, if any. An additional approximately 38% *could* avoid homelessness with timely and targeted homelessness prevention assistance or could otherwise be diverted from the homeless response system with one-time or short-term problem-solving, financial assistance and/or housing navigation services.

Among the 47% who cannot avoid or quickly exit homelessness, it is estimated that 65% of all households will need individualized short- to medium term housing navigation and financial assistance, while 33% will need ongoing rental assistance and supportive services to quickly resolve their homelessness and remain stably housed. Overall, over 90% of all households experiencing literal homelessness also need temporary housing (emergency shelter or interim/transitional housing) while they are working to resolve their homelessness.



This data reveals a need for increased investments in and expanded access to prevention, rehousing assistance, and affordable housing, including permanent supportive housing and other forms of ongoing housing and service assistance outside of the homeless response system. When fully scaled and available, such investments can effectively reduce homelessness and the need for more costly crisis responses, including emergency shelter.

In the near-term however, until prevention and rehousing resources are more fully scaled, more emergency shelter is needed to reduce harm experienced by people who are unsheltered and to provide a safe, stable, and temporary shelter to access rehousing assistance and address other critical health and wellness needs more readily.

The Sacramento Continuum of Care Needs Assessment and Gaps Analysis: Summary Findings can be found in [Appendix A](#).

Addressing Racial Disparities

Nationally and locally, race and ethnicity are additional risk factors of homelessness. Several national organizations such as the National Alliance to End Homelessness and the federal Housing and Urban Development (HUD) have developed toolkits to assist local continuum of cares to identify and mitigate racial disparities within their homelessness programs. Addressing racial disparities within the countywide homeless response system is a priority for all the sponsoring partners and further advances the County's *Resolution Declaring Racism a Public Health Crisis*³ and the City's *Race & Gender Equity Action Plan 2020-2025*⁴.

In Sacramento, the CoC formed a Racial Equity Committee in 2020 after reviewing the local data that revealed persons identifying as Black and American Indian/Alaskan Native communities experience homelessness at disproportionate rates.

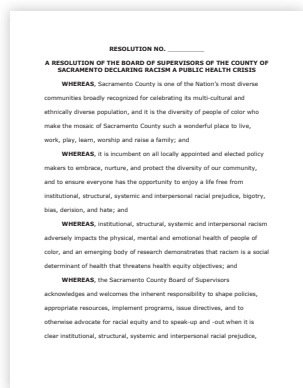
While persons identifying as Black only represent 11% of the population in our CoC's geographic area, they represent approximately 39% of individuals who are experiencing homelessness and approximately 39% of families with children experiencing homelessness have a Black head of household⁵. Additionally, local data reflecting persons identifying as American Indian/Alaskan Native are not accessing homeless services in proportion to the number of people believed to be experiencing homelessness from that community.

³https://www.saccounty.gov/news/Documents/RES_-_Racism_Public_Health_Crisis.doc.pdf

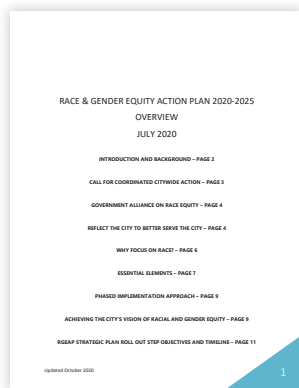
⁴<https://www.cityofsacramento.org/-/media/Corporate/Files/CMO/RGEAP-20202025-Overview-v710012020.pdf?la=en#:~:text=Racial%20Equity%20Statement8%20%E2%80%93%20The,service%20all%20our%20diverse%20communities>

⁵HUD' CoC Racial Equity Analysis Tool and Gaps Analysis CA-503 Sacramento City and County CoC: <https://www.hudexchange.info/resource/5787/coc-analysis-tool-race-and-ethnicity/>

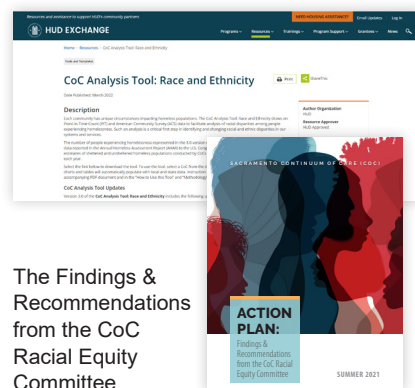
County's Resolution Declaring Racism a Public Health Crisis



City's Race & Gender Equity Action Plan 2020-2025



HUD' CoC Racial Equity Analysis Tool and Gaps Analysis



The Findings & Recommendations from the CoC Racial Equity Committee

The Racial Equity Committee conducted a community analysis including quantitative and qualitative data that identified contributing factors that highlighted a wide range of disparities that culminated into an action plan titled, *The Findings & Recommendations from the CoC Racial Equity Committee*⁶. Key report findings included: disparities in access to homeless services, undercounting and poor data collection within historically under-resourced communities, negative impacts of racial biases across the system including the assessment and prioritization processes for the allocation of resources, implementation of a trauma-informed and racial equity approach to engage landlords to reduce historical discriminatory tenant leasing practices, and a lack of racial/ethnic, and lived expertise participation across all levels of the homelessness workforce.

The Racial Equity Action Plan also identified a number of initial steps to begin redressing systemic harm. These include increasing access points in historically under-resourced communities; diversifying language and literacy levels on key documents to improve participants' understanding and consent for services; increase hiring of diverse staff including partners with lived expertise across all organizational levels within the homeless response system; engaging in practices of restorative justice; and replacing the current common assessment tool with a culturally responsive design. These recommendations may become activities under one or more strategies within the plan.

Cross-Jurisdictional Coordination under the Coronavirus Pandemic

During the Coronavirus pandemic, the County, Sacramento Steps Forward on behalf of the Continuum of Care (CoC), City of Sacramento, neighboring cities, and Sacramento Housing and Redevelopment Agency (SHRA) came together in unprecedented coordination to provide safe sheltering to Sacramento's most vulnerable experiencing homelessness⁷. These leaders leveraged an infusion of state and federal relief dollars to operate 522 units of temporary sheltering that served nearly 2,000 people through Project Roomkey; reduced evictions for over 12,000 people from falling into homelessness through the Sacramento Emergency Rental Assistance program; and deployed an additional 30+ regional outreach workers. The plan sustains this demonstration of cross-jurisdictional planning, decision-making, and action.

⁶https://sacramentostepsforward.org/wp-content/uploads/2021/08/10_SSF-Racial-Equity-Action-Plan-12-copy.pdf

⁷Persons aged 65 and older and/or with a chronic health condition.

METHODOLOGY

The development of this plan leveraged existing efforts to address homelessness and included the following process:

- Reviewed current City, County, and CoC plans including:
 - City of Sacramento Comprehensive Siting Plan (2021)
 - County of Sacramento Homeless Plan (2018)
 - County Programs exclusively Serving Homeless Population (May 2021, February 2022)
 - Sacramento CoC Action Plan: Findings & Recommendations from the CoC Racial Equity Committee (2021)
 - Sacramento CoC Gaps Analysis (2021)
- Synthesized key points and created an inventory of all current and planned programs and activities.
- Designed a recommended theory of change in alignment with national best-practices to meet required state and national system performance outcomes by clustering activities into five key strategies.
- Held an in-person visioning session with strategic partners to further refine the theory of change model.
- Sought input from select CoC Committees and the larger community during the Annual CoC public meeting held on April 21, 2022.

Concurrent to these steps, the Continuum of Care also commissioned the 2022 Needs Assessment and Gaps Analysis referenced above. Emerging data from this effort has been integrated into this plan. See **Appendix A** for a summary of the 2022 Needs Assessment and Gaps Analysis.

NATIONAL BEST PRACTICES FOR OPTIMAL HOMELESS RESPONSE SYSTEMS

Communities across the country are implementing national best practices identified by leading entities such as the U.S. Interagency Council on Homelessness and the National Alliance to End Homelessness to optimize their homeless response systems.

Key elements supported by evidence-based research include the following components:

- Coordinated Access System (CAS)
- Prevention, diversion, and problem-solving resources
- Crisis Response focused on rehousing participants
- Permanent housing opportunities dedicated to persons exiting homelessness
- A robust, diverse workforce reflective of participants experiencing homelessness and inclusive of partners with lived expertise
- Quality HMIS data with participation and coverage of all homelessness programs
- Collaborative & coordinated cross-jurisdictional planning and implementation process

These system elements were considered in the development of the proposed countywide strategies and activities outlined in the plan.

GUIDING PRINCIPLES

Stakeholders identified several qualitative principles in addition to the quantitative measures to apply across all proposed strategies in support of a shared vision for a more collaborative, accessible, equitable, and transparent homeless response system.

These principles include:

- Strive to make homelessness in Sacramento rare, brief, and non-recurring
- Implement a person-centered, trauma-informed countywide response system, which provides access to immediate and on-going supportive service needs (i.e., mental health, substance use, housing retention)
- Promote housing-first policies and practices
- Address racial disparities across programs and system outcomes
- Create partnerships that value the experience, voice, and contribution of Partners with Lived Expertise
- Collect quality data and use to inform decisions on program prioritization and resource allocation
- Facilitate collaborative planning and decision-making across jurisdictions

STRATEGIES & ACTIVITIES

The local homeless action plan is arranged into five core strategies that represent essential components to build an effective and coordinated homelessness response system with capacity to move the needle and make homelessness rare, brief, and non-recurring within the Sacramento community. Each strategy is supported by sub strategies to provide additional strategic direction.

Strategies can be thought of as strategic initiatives or focus points to guide investments by local decision-makers in the deployment of resources including funding, workforce, capital investments, and cross-jurisdictional planning. The five strategies presented in this plan are offered as foundational steps and create a transitional roadmap towards the development of an optimal Countywide response system that can be scaled up over time, while creating measurable impact during these first three years of implementation.

The sub strategies support the strategies and are designed to evolve each year with increased understanding of local needs through processes of continual feedback, system refinement, and improved data-collection. First Steps are presented as a year one guidepost to track progress. As data is collected during the first-year numerical targets may be added to the First Steps to measure progress over years 2 and 3. The partners will continue to work with the community to identify annual activities that will advance these strategies.

These core strategies and sub strategies listed below align with national best practices to address homelessness, integrate in the guiding principles, and provide a critical path toward making a collective impact in addressing homelessness.





➤ **Strategy 1: Build and Scale a Countywide Coordinated Access System (CAS)**

- **Sub Strategy 1.a:** Increase targeted participation in homeless crisis response services.
- **Sub Strategy 1.b:** Grow and embed problem-solving/diversion in all system access sites, safe grounds, respite centers and emergency shelters.
- **Sub Strategy 1.c:** Provide comprehensive and aligned outreach Countywide.

➤ **Strategy 2: Ensure Current and New Emergency Shelter and Interim Housing is Focused on Rehousing**

- **Sub Strategy 2.a:** Align the Cities' and County's current and emerging shelter and interim housing programs with the Coordinated Access System to increase access and occupancy of available units.
- **Sub Strategy 2.b:** Increase permanent housing exits across all emergency shelter & interim housing programs.

➤ **Strategy 3: Increase Permanent Housing Opportunities**

- **Sub Strategy 3.a:** Increase rehousing assistance and improve access to existing and new units in market and subsidized programs.
- **Sub Strategy 3.b:** Increase the stock of permanent supportive housing units and other dedicated affordable housing units for people experiencing homelessness.
- **Sub Strategy 3.c:** Develop a regional landlord engagement partnership program to increase the number of participating landlords across all homelessness rehousing programs.

➤ **Strategy 4: Expand Prevention and Diversion Resources**

- **Sub Strategy 4.a:** Coordinate and leverage prevention resources across jurisdictions to connect households at imminent risk of homelessness to stabilization resources to avoid literal homelessness.
- **Sub Strategy 4.b:** Scale existing prevention and diversion programs into a countywide rehousing program.

➤ **Strategy 5: Invest in Community Capacity-Building and Training**

- **Sub Strategy 5.a:** Create an inclusive & supportive working environment to retain the current workforce and attract new staff from historically under-resourced communities and partners with lived expertise.
- **Sub Strategy 5.b:** Increase community stakeholder support for countywide homelessness activities through increased engagement.

A matrix of all strategies and sub strategies can be found in **Appendix B**.

1

Build and Scale a Countywide Coordinated Access System (CAS)

Sub Strategy 1.a: *Increase targeted participation in homeless crisis response services*

Sub Strategy 1.b: *Grow and embed problem-solving/diversion in all system access sites, safe grounds, respite centers and emergency shelters*

Sub Strategy 1.c: *Provide comprehensive and aligned outreach Countywide*

Currently, a person seeking homeless services in Sacramento County must potentially navigate over 100 “front-doors” to find the right assistance to meet his/her/their need. There is not one single access point at this time that can connect a person experiencing homelessness to the right shelter and/or housing resource and there is not sufficient capacity that results in a positive exit from homelessness even if the person could find the right door. Instead, programs are siloed, and services are limited to the offerings of a particular service provider without a systemwide mechanism for uniform assessment and to make referrals to or directly provide crisis services, including temporary housing, and rehousing assistance based on identified client needs. Additional barriers to services include limited or no access points in key under-resourced communities and mono-lingual materials on homelessness services that are not inclusive of all the key languages reflective of the diverse demographics of people experiencing homelessness.

A countywide coordinated access system is a mechanism and national best practice that will centralize access to and improve the efficacy of homeless and rehousing services across a variety of geographically and virtual access points and within all existing and future shelter sites. When fully implemented, it will: increase access to immediate housing crisis screening, problem-solving, and navigational support through expansion of 211 and partnerships with trusted cultural community partners; allow for more streamlined and standardized assessment, prioritization, triage and intake processes across all available forms of rehousing assistance currently and as new rehousing capacity is added; and improve accuracy and timeliness in matching the right person to the right resourced pathway for successful rehousing.

First Steps:

- Increase dedicated coordinated access navigators to support diversion and system access
- Increase dedicated 211 coordinated access staff

2

Ensure Current and New Emergency Shelter and Interim Housing is Focused on Rehousing

Sub Strategy 2.a: *Align the Cities' and County's current and emerging shelter and interim housing programs with the Coordinated Access System to increase access and occupancy of available units.*

Sub Strategy 2.b: *Increase permanent housing exits across all emergency shelter & interim housing programs.*

According to the 2019 Point-in-Time Count, approximately 70% of people experiencing homelessness within the County are unsheltered, residing in places not meant for human habitation such as vehicles and street encampments, increasing visibility and raising concern over the health and safety of all. Unsheltered homelessness was exacerbated by the Coronavirus pandemic when traditional safety-nets closed or transferred services to online platforms, leaving many under-resourced homeless communities without access to basic needs.

Local jurisdictions have responded with investments in temporary sheltering initiatives including safe grounds and safe parking programs, Respite Centers, increased use of motel vouchers, and plans to open and/or expand emergency shelters and navigation centers. An estimated 2,200 to 2,700 total emergency shelter and transitional housing beds for individuals and 300 to 350 units for families will be needed once the system has fully developed prevention, diversion, and various forms of rehousing assistance. This is roughly equal to the amount of shelter and transitional housing currently available in Sacramento County. In the near-term, current shelter and transitional housing capacity is only available for approximately one out of four individuals and families in need. Investments are needed in the short-term to meet local crisis response needs for shelter and other forms of temporary housing, while investments to increase prevention and permanent housing options are secured that will reduce this need.

This strategy highlights the need to identify additional resources required to ensure that current and new emergency shelter options have access to and/or provide pathways to rehousing opportunities for all clients. It also outlines a plan to develop additional units (congregate and non-congregate) of flexible, emergency shelter and interim housing in the near-term that can later be repurposed into permanent housing options as the demand for shelter falls when new permanent housing options come online.

First Steps:

- Increase emergency shelter, interim, and transitional housing full-service beds dedicated to rehousing
- Increase dedicated housing navigators in contracted shelters

3

Increase Permanent Housing Opportunities

Sub Strategy 3.a: *Increase rehousing assistance and improve access to existing and new units in market and subsidized programs.*

Sub Strategy 3.b: *Increase the stock of permanent supportive housing units and other dedicated affordable housing units for people experiencing homelessness.*

Sub Strategy 3.c: *Develop a regional landlord engagement partnership program to increase the number of participating landlords across all homelessness rehousing programs*

Access to affordable housing is a central reason why many people fall into homelessness in the Sacramento region. The homeless response system cannot solve the County's affordable housing crisis on its own; however, it can leverage homelessness funding to expand rehousing opportunities dedicated to this population. Housing opportunities include ongoing rental assistance, permanent supportive housing, time-limited rehousing services and rental assistance (including individualized housing navigation) and other forms of affordable permanent housing dedicated or prioritized for people experiencing homelessness.

According to the Gaps Analysis, the County's homeless response system optimally needs 2,800 to 3,400 short/medium term rehousing service slots for individuals and 250 to 320 service slots for families, leaving a current gap of 600-750 total rehousing service slots. Additionally, approximately 5,900 to 7,100 total units of permanent supportive housing (PSH) are needed for individuals and families with at least one severely and persistently disable household member, particularly for people who are disabled and experience chronic homelessness. This capacity would address PSH needs among households who are currently chronically homeless, as well as those who become chronic homeless each year. After accounting for current and planned PSH capacity coming online in the next three years, it is estimated that an additional 2,700 to 3,300 PSH units are needed.

For other disabled individuals and families with a disabled adult or child, approximately 1,600 to 2,000 annual placements in permanent housing that is subsidized and provides access to supportive services (e.g., assisted living, service-enriched housing, skilled nursing facility) are needed beyond what individuals and families are currently able to access.

Housing discrimination remains a barrier to housing for many persons identifying with historically under-resourced communities. Landlord engagement programs coming online under this initiative will implement a trauma-informed and racial equity lens in working with participating landlords.

First Steps:

- Increase housing exits for households connected to outreach, shelter, and other crisis response programs through a landlord engagement & rehousing initiative

4

Expand Prevention and Diversion Resources

Sub Strategy 4.a: *Coordinate and leverage prevention resources across jurisdictions to connect households at imminent risk of literal homelessness to stabilization resources to avoid literal homelessness.*

Sub Strategy 4.b: *Sub Strategy 4.b: Scale existing prevention and diversion programs into a countywide rehousing program.*

Investment in the expansion of prevention and diversion resources presents the greatest opportunity to reduce inflow into homelessness and minimize cost in crisis services, including the unnecessary trauma caused by loss of housing. It is estimated that there are approximately 3,200 individuals and 350 families that could be prevented from becoming homeless if the homeless response system had at least 29 FTEs and at least \$7.5M annually in financial assistance for prevention and diversion resources. These resources will need to grow over time and coordinated with other system components for maximum effectiveness.

As funding for the expansion of prevention and diversion resources is sought, this strategy seeks action steps that can prevent at-risk households from falling into homelessness and/or divert from entry into the homeless response system.

First Steps:

- Increase availability of housing problem-solving and diversion services for all people engaged with the Coordinated Access System.

5

Invest in Community Capacity-Building and Training

Sub Strategy 5.a: *Create an inclusive & supportive working environment to retain the current workforce and attract new staff from historically under-resourced communities and partners with lived expertise.*

Sub Strategy 5.b: *Increase community stakeholder support for countywide homelessness activities through increased engagement.*

Successful implementation of this plan relies on the local homelessness workforce and support from the broader community. During the Coronavirus pandemic, homeless response system staff at all levels of leadership and stature demonstrated incredible resilience on the frontlines with an all-hands-on-deck approach to ensure necessary services for the community's most vulnerable residents. Sacramento residents were also gracious in support of new crisis models such as Project RoomKey and expansion of safe parking and safe ground initiatives. Despite the tremendous show of commitment from the homeless provider community during COVID, higher turnover rates and difficulty filling vacancies has become commonplace. As the community seeks to adapt to its new post-pandemic normal, there is a concern that the response system will continue to lose workers through the burnout, competition with higher-paying industries, and compassion fatigue.

This strategy seeks to reinvigorate the workforce and workplace culture to retain and advance current staff while leveraging position vacancies to attract an increasingly diverse workforce more reflective of participants being served from historically under-resourced communities, including partners with lived experience. Embracing workforce strategies that support employees from under-resourced communities improves the workplace culture for all staff. This strategy also seeks to engage trusted community organizations who may not provide direct homeless services but would make great partners to increase awareness and access to this expansion of homelessness services. Finally, this strategy seeks to work with homeless service providers, faith-based, and grassroots organizations to develop community education strategies and volunteer opportunities to engage the community at-large in the implementation of these solutions.

First Steps:

- Implement workforce recruitment and retention activities to support all employees, targeting staff from under-resourced communities including partners with lived expertise.
- Develop a standard high-quality annual training agenda for homelessness services staff
- Develop and provide general educational materials that explains how to access services and navigate the homeless crisis response system.

CONCLUSION

The Sacramento community is at the crossroads of an incredible opportunity to harness existing homelessness efforts and bring them to scale to address this urgent crisis. Investment and implementation of the strategies and sub strategies outlined in this local homeless action plan will transform the status quo and generate visible and meaningful change to make homelessness in Sacramento rare, brief, and non-recurring.

This plan sets a unifying strategy for optimal homeless response and enhances current crisis response investments made by cities and the County. With current and additional funding opportunities on the horizon, this plan opens pathways to future funding by presenting an assessment of need and gaps that new dollars can fill. It demonstrates the cost effectiveness in pivoting from investments in crisis-only-responses to additional investments in homeless prevention, diversion, and problem-solving services to make them accessible for all people at-risk and/or seeking emergency shelter. The plan also identifies additional rehousing opportunities that are needed to create a streamlined flow so that system-users can exit homelessness in an efficient and streamlined manner, hopefully matched to an appropriate rehousing resource to mitigate their return to homelessness.

Additional efficiencies that this plan may generate upon successful implementation include increased HMIS participation with improved data collection and analysis; expansion of shelter and rehousing programs participating with the coordinated access system; increased coordination among funders and providers for staff recruitment and provision of staff training initiatives; and collaborative cross-regional planning and decision-making.

Success of this plan requires real commitment to implementation; additional investments; collective action; transparent progress reports and impact measurements and engaged stakeholders. It will require expanding the circle to include increased participation by the local healthcare, philanthropic, and business sectors. It will also require the ongoing support of the local community including creating additional opportunities for volunteerism and education on homelessness programs and services.

The plan will be measured through consistent review of the system level performance goals and presentation of these in a public-facing dashboard to be managed by Sacramento Steps Forward.

Once adopted by local governing bodies, the plan's partners will continue to work with the community to develop an annual slate of activities that offer strong action steps toward the advancement of the strategies and sub-strategies and quantify the First Steps milestones.

All together we can make a collective impact on addressing homelessness in Sacramento.

Sacramento Continuum of Care Needs Assessment and Gaps Analysis: Summary Findings

The following are summary findings from a comprehensive gaps analysis conducted by Sacramento Steps Forward, in consultation with the Sacramento Continuum of Care, City of Sacramento, and Sacramento County. The gaps analysis approach involved the following:

1. Estimating the *annual* number of people who experience literal homelessness in Sacramento County.
2. Estimating the annual service needs of those who experience literal homelessness, including need for targeted prevention assistance, based on an optimal range and availability of services that result in literal homelessness being prevented or quickly and successfully ended.
3. Examination of current and planned (i.e., funded and under-development) capacity expected to be available currently and in the next three years in Sacramento County to address service needs.
4. Estimating the service gaps remaining after accounting for current and planned capacity.

A complete description of gaps analysis methods, assumptions, and results will be provided in a separate report, pending availability of 2022 point-in-time (PIT) count data and any resulting adjustments to the gaps analysis findings reflected below.

Estimated Annual Number of People who Experience Literal Homelessness in Sacramento County: 16,500 to 20,000

It is estimated that between 16,500 and 20,000 people in any given year experience literal homelessness in Sacramento County¹.

Key Characteristics

Among people who experience literal homelessness annually, it is estimated that:

- One out of four people (~23%) are adults and children in family households.
- Almost half of all people (~45%) are unsheltered (1 or more days) and do not or cannot

¹The range is based on -5% and +15% of the specific estimate of 17,355 people annually. A range is used as the exact estimate is used only as a baseline for system modeling. The annual estimate was calculated using a combination of Homeless Management Information System (HMIS) data for calendar year 2021 and the 2019 Point-in-Time (PIT) count for the Sacramento CoC geographic area (Sacramento County).

access shelter.

- Two out of three (~66%) access homeless assistance (outreach, shelter, re-housing, etc.), but the remainder do not due to insufficient capacity, access, quality of services, or other issues.
- Black and African American people are significantly over-represented among people who experience homelessness: 39% of all people experiencing homelessness compared with 11% overall in Sacramento County².
- Just over half of all adults (~54%) report having one or more severe and persistent disabling condition.
 - o One out of five adults (~22%) report having a severe mental illness.
 - o One out of ten adults (~11%) report having a substance use disorder.
 - o One out of four adults (~24%) adults are chronically homeless (disabled and literally homeless for 12 months or more currently or over four episodes in three years); most are in adult only households.

Estimated Annual Prevention and Homeless Assistance Needs

The following service estimates are based on documented or otherwise assumed needs among those who experience literal homelessness annually. The estimates assume a much higher use of services than currently (91% vs 66%) due to greater availability of services, improved community-wide and equitable access, and adherence by providers to evidence-based practices. The gaps included in the table are estimates and assume that each type of service is generally available when needed and desired by qualifying populations.

Assistance Type (among those using the system)	Individuals (12,010)	Family Households (1,184)	Estimated Total System Capacity NEED	Estimated Total System Capacity GAP (additional capacity needed)
Targeted Homelessness Prevention (including one-time and short-term prevention assistance for highest risk)	~ 36% (3,200 individuals)	~ 38% (350 families)	~ 16 Full-Time Equivalent (FTE) staff @ 20 cases/FTE ≥ \$11.3M Annual Financial Assistance (above current levels)	~ 16 Full-Time Equivalent (FTE) staff @ 20 cases/FTE ≥ \$11.3M Annual Financial Assistance (above current levels)
<i>Among those not prevented...</i>				
Diversion (including housing problem-solving and diversion provided through Coordinated Access System)	100% (6,500 individuals)	100% (700 families)	Estimated FTEs and financial assistance costs pending implementation of new Coordinated Access System and further analysis of baseline need.	Pending further analysis of needed capacity. <i>There is little diversion assistance currently available.</i>
<i>Among those not diverted...</i>				
Street Outreach (providing individualized engagement and connection to shelter, rehousing assistance, other services)	~ 55% (4,700 individuals)	~ 36% (300 families)	~ 21 FTEs @ 40 cases/FTE	Pending further analysis of current and planned capacity.
Temporary Housing (emergency shelter, transitional housing, interim housing)	~ 90% (7,800 individuals)	~ 98% (700 families)	IND: 2,200 to 2,700 beds FAM: 300 to 350 units	Near-term: pending further analysis of current capacity Future: -0- gap for families assuming fully developed prevention, rehousing assistance. TBD singles pending further analysis.
Short/Medium-Term Rehousing Assistance (including rapid rehousing, other individualized rehousing assistance)	~ 64% (5,600 individuals)	~ 66% (500 families)	IND: 2,800 to 3,400 service slots (avg daily active cases) FAM: 250 to 320 service slots ~ 150 FTEs @ 22 cases/FTE ≥ \$18M Annual Financial Assistance	COMBINED: 600-750 service slots ~ 29 FTEs @ 22 cases/FTE ≥ \$3.6M Annual Financial Assistance
Permanent Supportive Housing and other Dedicated Permanent Housing Assistance with Ongoing Services	~ 34% (3,000 individuals)	~ 17% (120 families)	PSH Units COMBINED: 5,900 to 7,100 units Other PH w/Services COMBINED: 1,600 to 2,000 annual placements	PSH Units COMBINED: 2,700 to 3,300 units Other PH w/Services COMBINED: 1,600 to 2,000 annual placements

²American Community Survey, Sacramento County Population Estimates, July 2021 (V2021)

Key Takeaways

- ✓ Estimates will be adjusted as more current data is available (e.g., forthcoming 2022 PIT data).
- ✓ Investments in prevention, diversion, and permanent housing solutions (e.g., housing navigation, rapid rehousing, permanent supportive housing) will directly reduce the number of people experiencing homelessness, the time people spend homeless, and returns to homelessness. When funded, developed, and operated consistently, these responses can eliminate the need for additional emergency shelter capacity.
- ✓ Alternatively, without significant additional prevention and rehousing capacity (“business as usual”), more people will experience homelessness, requiring more emergency shelter and other costly crisis services.
- ✓ Near-term investment in additional shelter capacity is needed to ensure safety and access to rehousing assistance but should be flexible to allow for later repurposing/use for housing.
- ✓ Efforts are needed to increase positive turn-over (and openings) among current PSH units, increase the overall number of PSH units funded with homeless assistance and other resources, and increase other community-based affordable housing and service solutions to address gaps.
- ✓ The need for rehousing supports and affordable, supportive housing options cannot be met by the homeless crisis response system alone. Cross-sector collaborations to develop sustainable housing and service supports for people with needs beyond housing are needed, such as for people with severe and persistent disabling conditions, returning citizens (following incarceration), and for older adults.

Factors Influencing Future Need

Population growth and demographic changes:

Although the Sacramento County general population growth is just under 1% on average per year over the past ten years, changes in demographic makeup (e.g., higher rate of growth among low- and very low-income households) of the County can directly affect the number of people experiencing homelessness and potentially needing prevention or shelter and rehousing assistance. The gaps analysis assumes no marked changes in population growth or characteristics will occur over the next five years.

Availability of affordable housing and other forms of assisted/supportive housing in the community:

The severe lack of naturally occurring and subsidized affordable housing options directly impacts the number of households that are precariously housed and inherently at-risk of literal homelessness. The average rent in Sacramento County has increased 16.7% since 2019, increasingly pricing out lower-income households, while at the same time vacancy rates

are declining, directly decreasing viable housing options for lower-income households, and increasing risk for housing insecurity and homelessness. According to the latest Out of Reach report from the National Low-Income Housing Coalition, a full-time worker would have to earn at least \$28.75 to afford a two-bedroom apartment at current fair market rental rates (\$1,495)³. The gaps analysis assumes housing market conditions will not materially improve.

Landlord partnerships:

Landlord partners are essential the success of homeless crisis response system, both to support and prevent households who are facing eviction, as well as to increase access to housing options in the rental market that might otherwise not be available to people experiencing homelessness and systemic racism. Increased investment in landlord partnerships and the capacity to maintain and grow partnerships can indirectly and directly influence the success of prevention and rehousing efforts, particularly with owners and property managers willing to consider applicants with potential credit, rental history, or criminal justice system involvement. The gaps analysis assumes growing investment and partnerships will occur as part of the natural evolution of the homeless crisis response system, consistent with other communities around California and the U.S.

Fidelity to evidence-based and best practices:

There is a growing body of empirical research on program practices and interventions, and documented evidence-based practices that prevention and homeless assistance providers can adopt to improve service quality, equity, and outcomes. Adherence to practices such as Housing First, motivational interviewing, harm reduction, and positive youth development, are key to improving system performance while ensuring efficient and, when needed, targeted use of resources. The gaps analysis assumes local providers will continue to adopt and iterate evidence-based and best practices, while local public and private funders continue to further standardize such practices and requirements in program funding, monitoring, and compliance activities.

Funding availability and strategic allocation:

Funding availability and strategic allocation for prevention and homeless services is a critical ingredient to developing a comprehensive, coordinated, and community-wide approach to preventing and ending homelessness. Coordinated approaches to determining local priorities, allocating resources, and monitoring investments for intended outcomes are hallmarks of high functioning, equitable, and effective homelessness prevention, and crisis response systems. The gaps analysis assumes that local entities – the City of Sacramento, Sacramento County, other Sacramento County municipalities, and the Continuum of Care – will continue to align funding priorities and allocation decisions toward achieving the regional plan, closing gaps, and achieving better outcomes for Sacramento residents.

³Fair Market Rents are often not fully representative of typical rental costs and likely understate actual rental costs in many areas.

Appendix B

Summary of Strategies and Sub Strategies

➤ **Strategy 1: Build and Scale a Countywide Coordinated Access System (CAS)**

- **Sub Strategy 1.a:** Increase targeted participation in homeless crisis response services.
- **Sub Strategy 1.b:** Grow and embed problem-solving/diversion in all system access sites, safe grounds, respite centers and emergency shelters.
- **Sub Strategy 1.c:** Provide comprehensive and aligned outreach Countywide.

➤ **Strategy 2: Ensure Current and New Emergency Shelter and Interim Housing is Focused on Rehousing**

- **Sub Strategy 2.a:** Align the Cities' and County's current and emerging shelter and interim housing programs with the Coordinated Access System to increase access and occupancy of available units.
- **Sub Strategy 2.b:** Increase permanent housing exits across all emergency shelter & interim housing programs.

➤ **Strategy 3: Increase Permanent Housing Opportunities**

- **Sub Strategy 3.a:** Increase rehousing assistance and improve access to existing and new units in market and subsidized programs.
- **Sub Strategy 3.b:** Increase the stock of permanent supportive housing units and other dedicated affordable housing units for people experiencing homelessness.
- **Sub Strategy 3.c:** Develop a regional landlord engagement partnership program to increase the number of participating landlords across all homelessness rehousing programs.

➤ **Strategy 4: Expand Prevention and Diversion Resources**

- **Sub Strategy 4.a:** Coordinate and leverage prevention resources across jurisdictions to connect households at imminent risk of homelessness to stabilization resources to avoid literal homelessness.
- **Sub Strategy 4.b:** Scale existing prevention and diversion programs into a countywide rehousing program.

➤ **Strategy 5: Invest in Community Capacity-Building and Training**

- **Sub Strategy 5.a:** Create an inclusive & supportive working environment to retain the current workforce and attract new staff from historically under-resourced communities and partners with lived expertise.
- **Sub Strategy 5.b:** Increase community stakeholder support for countywide homelessness activities through increased engagement.

Appendix C

Glossary of Terms

Cal-AIM is the California Advancing & Innovating Medi-Cal initiative sponsored by the state Department of Health Care Services is a long-term commitment to transforming and sustaining Medi-Cal, offering Californians, including persons experiencing homelessness, a more equitable, coordinated, person-centered approach to maximizing their health and life trajectory.

Chronically Homeless Individual refers to an individual with a disability who has been continuously homeless for one year or more or has experienced at least four episodes of homelessness in the last three years where the combined length of time homeless on those occasions is at least 12 months.

Chronically Homeless People in Families refers to people in families in which the head of household has a disability and has either been continuously homeless for one year or more or has experienced at least four episodes of homelessness in the last three years where the combined length of time homeless on those occasions is at least 12 months.

Congregate Shelter is an emergency shelter where the residents share a common sleeping area.

Continuum of Care (CoC) is the local planning body responsible for coordinating the full range of homelessness services in the

Sacramento region and may cover the cities, county, and unincorporated geographic areas.

Coordinated Access System (CAS) is a regionally based system that connects new and existing programs into a “no wrong-door network” by assessing the needs of individuals/ families/youth experiencing homelessness and linking them with the most appropriate housing and services to end their homelessness.

Diversion Services is a client-driven approach designed to immediately help a person or household who just lost housing find safe alternative housing, rather than entering shelter or experiencing unsheltered homelessness.

Emergency Shelter is a facility with the primary purpose of providing temporary shelter for homeless people.

Homeless describes a person who lacks a fixed, regular, and adequate nighttime residence.

Homeless Management Information System (HMIS) is a computerized data collection system designed to capture client information over time on the characteristics, service needs and accomplishments of homeless persons. Implementation of an HMIS is required by the federal department Housing and Urban Development (HUD) for programs receiving federal funding through the Continuum of Care (CoC).

Homelessness Prevention refers to policies, practices, and interventions that reduce the likelihood that someone will experience homelessness.

Housing First is an approach that offers permanent housing as quickly as possible for people experiencing homelessness, particularly for people with long histories of homelessness and co-occurring health challenges, while providing the supportive services people need to keep their housing and avoid returning to homelessness.

Individual refers to a person who is not part of a family with children during an episode of homelessness. Individuals may be homeless as single adults, unaccompanied youth, or in multiple-adult or multiple-child households.

Non-congregate Shelter is an emergency shelter that provides private sleeping space, such as a hotel or motel room.

Other Permanent Housing is housing with or without services that is specifically for people who formerly experienced homelessness but that does not require people to have a disability.

People in Families with Children are people who are experiencing homelessness as part of a household that has at least one adult (age 18 and older) and one child (under age 18).

Permanent Supportive Housing (PSH) is a housing model designed to provide housing assistance (project and tenant-based) and supportive services on a long-term basis to people who formerly experienced homelessness. Participants are required to have a disability for eligibility.

Rapid Rehousing is a housing model designed to provide temporary housing assistance to people experiencing

homelessness, moving them quickly out of homelessness and into permanent housing.

Street Outreach is defined as the activity of engaging unsheltered homeless individuals through the process of rapport building with the goal of linking that individual to a permanent housing resource.

Sheltered Homelessness refers to people who are staying in emergency shelters, transitional housing programs, or safe havens.

Transitional Housing Programs provide people experiencing homelessness a place to stay combined with supportive services for up to 24 months.

Unaccompanied Homeless Youth (under 18) are people in households with only children who are not part of a family with children or accompanied by their parent or guardian during their episode of homelessness, and who are under the age of 18.

Unaccompanied Homeless Youth (18–24) are people in households without children who are not part of a family with children or accompanied by their parent or guardian during their episode of homelessness and who are between the ages of 18 and 24.

Unsheltered Homelessness refers to people whose primary nighttime location is a public or private place not designated for, or ordinarily used as, a regular sleeping accommodation for people (for example, the streets, vehicles, or parks).

Veteran refers to any person who served on active duty in the armed forces of the United States. This includes Reserves and National Guard members who were called up to active duty.



