# ERF-3-R, Application

## Part 1 (A): ADMINISTRATIVE INFORMATION

### Application Window

○ Window #1, 11/3/2023 - 1/31/2024

⊙ Window #2, 2/1/2024 - 4/30/2024

○ Window #3, 5/1/2024 - 6/30/2024

*Applications received after 5:00 p.m. on the last day of the application window will be reviewed and evaluated during the following application window. **Note, applications submitted after 5:00 p.m. on 6/30/2024 will not be reviewed.***

### Eligible Applicant

**Select the eligible applicant's jurisdiction type.**
○ CoC  ⊙ City  ○ County

**What is the name of the city or county?**

City of Sacramento

## Part 1 (B) Contracting Information

Complete all elements of the below section. This information is required for contracting should this application be chosen for award.

## Contractor Information

**Contractor Name (the legal entity entering into contract with the State)**

City of Sacramento

**What is the Federal Employer Identification Number (FEIN # or tax id number) for the contractor?**

96-6000410

**Tax ID Form**

*Governmental entities will need to submit a GovTIN Tax Form, and Non-governmental entities will need to submit a STD 204 Tax Form. Links to each are below:*

*GovTIN: [Taxpayer ID Form (ca.gov)](ca.gov)*
*STD 204: [STD 204 - Payee Data Record (ca.gov)](ca.gov)*

# Who is the best contact person for this contract?

**Primary Contact**

| Ya-yin | Isle |
|---|---|
| First | Last |

*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

**Job title**

| City Housing Manager |
|---|
| job title |

**Email** **Phone**

| yisle@cityofsacramento.org | (916) 284-6275 |
|---|---|

*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

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**Secondary Contact**

| Hezekiah | Allen |
|---|---|
| First | Last |

**Job title**

| Program Specialist |
|---|
| job title |

**Email** **Phone**

| hdallen@cityofsacramento.org | (916) 207-5530 |
|---|---|

*This contact will receive ALL grant related correspondence (inclusive of application, award, contract, office hours, information requests, reporting, etc.)*

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**Contact Person for Reporting**

| Ya-yin | Isle |
|---|---|
| First | Last |

**Job title**

City Housing Manager

job title

**Email**

yisle@cityofsacramento.org

**Phone**

(916) 284-6275

*This contact will ONLY receive grant reporting correspondence
(inclusive of guidance, report releases/reminders, report follow-ups).*

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**Authorized Representative**

Mario

*First*

Lara

*Last*

**Job title**

Assistant City Manager

job title

**Email**

mlara@cityofsacramento.org

**Phone**

(916) 808-8526

*The Authorized Representative has authority to contract on behalf of
the eligible applicant*

# If this application is funded, what address should the check be mailed to?

**Address**

Sacramento City Hall

Address Line 1

915 I Street

Address Line 2

Sacramento

City

California

State

95814

Zip Code

**Attention to (if applicable):**

Attn: Mario Lara

# ⚠️This Application uses character limits ⚠️

# Reaching these limits is not required, however competitive responses will address <u>all parts</u> of each

**question asked.**

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# Part 2: PROPOSAL OVERVIEW

**Guidance:**

In completing this application, applicants must identify the specific encampment that will be prioritized for resolution.

If an applicant proposes to prioritize a large, noncontiguous, or multiple site(s), the encampments may only be addressed through a single application if: (a) the justification for prioritizing the encampments is the same, **and** (b) the demographics and service needs of the residents of the encampments is sufficiently the same that, (c) the same set of services, and service providers, including outreach, interim and permanent housing programs, will be used to resolve the identified people's experience of homelessness in encampments.

*Applicant must prepare a separate application for each encampment that does not meet the requirements of (a) – (c).*

# Proposal Summary

**Summarize the proposed Encampment Resolution Fund (ERF) project, including an overview of all key components and/or phases of the project that will be funded in whole or in part with ERF-3-R resources. (1500-character limit)**

The City of Sacramento seeks to resolve homelessness for people residing in the high priority encampments along the Sacramento Northern Parkway. For years, the Parkway has been home to an estimated 500 people experiencing unsheltered homelessness in one of the City's lowest income districts. This proposal and the complementary application to expand the Roseville Road Campus, intends to reduce the entire encampment area by at least 50%. Funding will be used for a direct to housing encampment response using a housing-first approach that moves people directly from encampment to permanent housing, stabilizing participants in housing. This approach has received national attention but has not been tested in CA. Leveraging City staff and resources for outreach & engagement; components to be funded are housing location, landlord incentives, rental assistance, case management, and technical assistance.

We are building on strong coordination between the CoC, City and County, and seek to model a meaningful response to unsheltered homelessness. With the technical expertise of Clutch Consulting Group who has successfully supported this approach across the country, this is a step towards transforming the Sacramento homeless response system as envisioned in the Regionally Coordinated Homelessness Action Plan where resources are prioritized on preventing and ending homelessness while addressing and reducing the need for costly emergency shelters and crisis response.

## People Served

**Number of people currently residing in prioritized encampment site**

497

\#

**Potential inflow of people into the prioritized encampment site during the grant term.**

200

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

100

\#

**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?**

100

\#

**Of people projected to be served across the entire grant period, number of people projected to transition into interim housing.**

0

\#

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

100

\#

*This should include both people who transition directly into permanent housing **and** people who may first transition into interim housing.*

**Is the prioritized encampment site part of a larger encampment area?**
○ Yes  ⊙ No

# Encampment Information

**1. Briefly describe the characteristics of the people residing within the prioritized encampment site, including demographics, household compositions, disabilities, and projected service and housing needs. Include how this information was gathered. (1500-character limit)**

The Department of Community Response has been conducting outreach along the Northern Parkway Bike Trail since 2021, with the area being a priority focus in recent months. Outreach includes conducting surveys and assessments of people residing in the area and has resulted in a detailed understanding of the demographics and needs within the encampments. Outreach accounted for 497 individuals experiencing homelessness along the bike trail and in surrounding neighborhoods, of those 20% report having a disability. In total, a vast majority of these individuals, 57%, are over the age of 45.

The population of the bike trail also attests to the disproportionate representation of Black/African American people in Sacramento's homeless population with 56% of individuals in this encampment representing this demographic. Gender is evenly split along the bike trail, 51% of those surveyed identify as male and 48% identify as female.

Service needs include interim housing, access to health care, access to behavioral health, including mental health services and substance use treatment. Individuals would greatly benefit from continued case management, including crisis intervention and stabilization. Encampment residents have historically had limited access to Coordinated Entry and Permanent Supportive Housing due to the instability of living in an encampment.

*If this proposal seeks to serve a particular target population, specify and describe.*

**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 Sacramento Northern Parkway is a 62-acre park owned and maintained by the City. For many years it has been home to several hundred community members experiencing unsheltered homelessness. The parkway includes a 10.1 mile bikeway trail that connects the northern part of Sacramento to downtown and also to the American River bike trail. The bikeway begins at C Street downtown and runs to Elverta Road in Rio Linda. The proposed project area focuses on encampments on the Parkway which is 352 acres. The surrounding uses include a mix of industrial and residential neighborhoods. Encampments are located on both sides of the bike trail, which are narrow in some areas, and open up in others. Portions are underneath the Arden-Garden overpass. Encampment residents primarily live in tents and makeshift shelters composed of pallets, tarps, and other building materials. The adjacent city streets have more than 100 community members residing in vehicles and RVs.

**3. Why is this encampment site being prioritized? Applicant should identify any distinguishing needs and/or vulnerabilities of the people living in this encampment and/or any health, safety, or other concerns that led the applicant to prioritize this site over other encampments. (1000-character limit)**

The Sacramento Northern Parkway Trail is home to a unique segment of Sacramento's unsheltered homeless. The common thread with this population is their connection to the neighborhood they are from, about 92% who responded to the question report their most recent permanent address is within the 2 zip codes the Parkway runs through. The location is isolated and not near services, creating a health and safety concern for encampment residents. In Sacramento County, people of color experience homelessness at disproportionately higher rates because of historic and ongoing inequities, with Black/African Americans three times more likely to experience homelessness than the general population. In this encampment area Black/African Americans make up 56% of encampment members. Focusing on this encampment will not only bring back the Parkway as an alternative mode of transportation for a disadvantaged community but also seeks to address the racial disparity of homelessness in this particular area.

*ERF authorizing legislation requires funding be used for "prioritized" encampments. Applicants must, therefore, provide a justification for the prioritization of the encampment proposed to be served. Except in very small communities where it may be possible to justify prioritizing all of a small number of encampments for resolution using this fund source, ERF is not intended to be used to fund a community-wide encampment resolution program.*

**Attachment: Map**

*The provided map should clearly indicate the area of the prioritized encampment. The map may also indicate the location of other key service, shelter, and housing resources described in this proposal.*

**4. Is the prioritized site on a state right-of-way?**
⊙ No  ○ Yes - partially  ○ Yes - entirely

# Proposal's Outcomes

**5. What outcomes does this proposal seek to accomplish by 6/30/2027?  Outcomes should be specific, measurable, attainable, relevant, and time-bound (SMART). (1000-character limit)**

The goal of the direct street to housing approach is to resolve the encampment that is impacting the Sacramento Northern Parkway and quickly move people from encampment to housing and provide continued support to stabilize households in housing using a voluntary, people centered focused strategy.

Engage 500 encampment residents, complete  assessments, connect to resources and services, Aug 2024-December 2024.

Secure and provide landlords incentives for at least 10 units a month, Sept 2024-June 2025.

Move at least 10 households a month to permanent housing , Sept 2024-June 2025 for a total of 100 households moved into housing.

Up to 24 months of rental assistance for each household, Sept 2024-June 2027.

Intensive stabilization case management – 20 clients per case manager maximum, connect to resources and services to stabilize participants, connect to the Coordinated Entry system for PSH or vouchers as needed to sustain long term housing, Sept 2024-June 2027.

**6. What are the primary activities the applicant will implement to achieve each of the proposal's outcomes? (1000-character limit)**

A key component is technical assistance from Clutch Consulting. Their expertise will support program implementation including integration with the incident command structure with the addition of rehousing team oversight and tracking protocols, training housing navigator, integration with CES, streamlined document collection and enrollments, development of flex fund request process, landlord incentive and holding fee protocols, training of housing stabilization case managers, and move-in process.

Outreach teams will engage daily to connect encampment residents to resources, assist with housing preparation, and other support as needed.

We will build an inventory of housing and secure units by leveraging relationships with housing developers and buying into the rental market with financial incentives.

The CoC will play a significant role in overseeing stabilization case management services provided to participants once housed to stabilize in housing to prevent returns to homelessness

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

All teams members will be trained on and required to input data in the Homeless Management Information System (HMIS) to track progress towards outcomes. Using HMIS, the City in close coordination with the CoC, will regularly monitor outreach contact, connections to services, document and housing readiness work, and exits from the encampment into permanent housing to ensure the outcome of at least 10 program participants exiting to housing per month. Once clients move into housing, HMIS will be continued to be used to track services provided, housing assessments, and connection to the CES for clients needing PSH to ensure client stabilization in housing. In addition, HMIS will be used to track client living situation and status to ensure that participants remain housed once the maximum of 24 months of rental assistance has ended, preventing returns to homelessness.

**8. 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 boundaries. Local ordinances are in alignment with the proposed outcomes to connect those experiencing unsheltered homelessness with services, intensive case management services focused on housing placement, health, and behavioral health services. While local ordinances are not expected to hinder achieving proposed outcomes, the City of Sacramento as the implementing agency will resolve any conflicts or challenges in a way that ensures successful implementation of the project.

**9. Does this proposal fund a standalone project, or is the proposed project one component of a larger initiative?**
○ Standalone  ⊙ Larger initiative

**If it is part of a larger initiative, describe the role and significance of this project in achieving the objectives of the larger initiative. (1000-character limit)**

This proposal is part of a larger initiative to support and enhance the ongoing efforts of the City's Incident Management Team (IMT). This City-wide multiagency team, active since August 2023, coordinates homeless response activities and resources to ensure a positive impact in the community. This proposal also complements the City-County Partnership agreement, in effect since Dec 2022 and commits to coordination on outreach, case management and behavioral health staff to ongoing homeless response in the City.

The implementation of a direct street to housing response seeks to build the system infrastructure and regional coordination necessary to begin working towards a transformed system where this approach can be scaled to accelerate exits to homelessness, decrease the length of time people are experiencing unsheltered homelessness, and decrease returns to homelessness.

This proposal also works in coordination and is complementary to the City's Roseville Road Campus ERF proposal .

# Centering People

**10. Describe how the perspectives of people with lived experience of homelessness meaningfully contributed to the content of this proposal? How will people with lived experience be part of the implementation of this ERF project? If individuals living in the encampment site were included in the development of this proposal, describe how their input was obtained and how that input shaped the proposal. (1000-character limit)**

Through a survey of the encampment, a majority of the 497 individuals in the Parkway are longtime residents of District 2 with many growing up in the area. The input of the people residing in the priority area and their desire for housing options rather than shelter options helped shape this street to housing approach, as services provided at the encampment, in coordination with our street to housing model, will assist these individuals with a path to housing and stabilization.

In addition, the City's outreach team has been partnering with a Neighborhood Community Group every week in the area, made up of a team of longtime District 2 residents with lived experience. The community group has close connections with most individuals living on the Parkway who are known on a first name basis with our community partner. The community group's ties to the local community will also contribute significantly to helping locate rental units that might not otherwise be advertised in the district.

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

The direct street to housing approach will provide permanent housing as quickly as possible with no barrier to entry, recognizing that people experiencing homelessness must first be able to access a decent and safe place to live before they can improve health, reduce harmful behaviors, or increase income. The proposal seeks to incentivize landlords to provide units, and with the programs paying the rent for participants, the ability to quickly connect clients to housing is a critical component of the proposal. Once participants are stably housed and have the security of up to 24 months of rental assistance, dedicated stabilization case management will provide the wraparound support work to connect participants to other on-going rental subsidies, PSH, vouchers, higher level housing, and behavioral health programs and other client services as needed to ensure the participant is able to achieve housing stability and continues in permanent housing once the rental assistance is completed.

**12. Describe how each of the following service delivery practices are incorporated into the outreach, interim shelter (if applicable), and permanent housing aspects of the proposed ERF project: (a) individual participant choice and (b) trauma informed care. (1000-character limit)**

All programming, including street outreach and permanent housing utilize individual participant choice and trauma informed care within their approach to delivery practices. Street outreach and housing team staff receive monthly trainings on trauma informed care. Staff utilize safety, choice, collaboration, trust and empowerment to build strong relationships with those experiencing homelessness and further assist them on their journey towards case management both while in interim shelter and once housed.

Individuals participating in the street to housing program have the ability to participate in person-centered planning to ensure they are able to determine their own wants and needs, and future outcomes from their enrollment in the program. As outreach and housing navigation team members continue to work with participants on housing, the building of an inventory of units allows the team to ensure housing is secured in locations participants are willing to move to.

**13. Describe how harm reduction principles will be incorporated into the outreach, interim housing (if applicable), and permanent housing aspects of this ERF project. (1000-character limit)**

Harm reduction principles are closely integrated into this proposal. The direct street to housing response using a housing first approach is based on the principle of meeting people where they are and moving people into housing without barriers and requirements for sobriety and drug abstinence, recognizing that securing housing is a basic need before individuals can choose to seek treatment options or abstinence. Individuals will receive case management and assistance to meet their current needs and to further support them beyond move in.

In addition, as outreach staff encounter individuals who may be suffering from substance use and/or mental health challenges, staff are trained in de-escalation and culturally competent practices to reduce harm when interacting with individuals. Staff are also trained to administer Nalaxone (Narcan) for identified narcotic overdose. Staff have harm reduction leave behind kits consisting of Narcan, fentanyl test strips, and clean syringes.

**14. Describe the services that will be provided to improve people's health, dignity, and safety while they continue to reside within the prioritized encampment site. (1000-character limit)**

Outreach and engagement to the prioritized encampment will continue regardless of if they choose to accept enrollment in the program. Service acceptance will be the sole choice of the individual and outreach staff will continue attempting to engage individuals who remain at the encampment. In regard to dignity, health and safety, the City currently funds an encampment cleanup agreement with Forensiclean LLC, which will be expanded to this area to ensure encampments are clean and individuals are able to keep or dispose of items.

The encampment area will be a focused priority for a multi-disciplinary team consisting of a Behavioral Health Specialist, a CalAIM navigator and a housing and outreach specialist. This team will ensure that health care needs, both mental and physical, are met while people continue to reside in the encampment area. In addition, a street medicine team that includes a physician assistant regularly provides care to individuals in the Parkway area.

**15. Identify what controls are or will be in place to ensure that all ERF-3-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)**

The City does not penalize homelessness. The City recognizes that homelessness is not a crime, outreach is conducted and individuals are allowed to continue camping in areas which are not a violation of the City's right of way or critical infrastructure ordinances. This is evidenced by the fact that the entire Parkway area is in violation of the park camping ordinance, which the City has not enforced in this area to move any encampments along the Parkway.

The IMT was created by the City to ensure all the City's available resources are being utilized and leveraged in the best manner possible to respond to homeless encampments. The City's approach is one balanced with compliance and enforcement focused on maintaining critical infrastructure and ensuring clear passage on public rights of way violations, by conducting outreach and attempting to achieve voluntary compliance, including offering individuals spaces at non-congregate shelter and engaging with the street to housing response.

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

The City is currently contracted with Forensiclean LLC who provides encampment cleanup to individuals experiencing homelessness. Forensiclean is respectful towards individuals belongings and will only take what the unhoused community requests be taken. The City's prioritized encampment site for this proposal is in District 2, this area has an assigned team in the district 7 days/week. The City has two available crews to conduct larger cleanups as needed. The City will ensure the prioritized encampment area is on the daily route for Forensiclean to take items no longer needed by individuals residing in that area. Contracted staff can provide resources to individuals to meet their sanitary needs, including access to showers, restrooms and various health related needs such as incontinence and feminine hygiene supplies. Additionally, the City partners with a neighborhood community group each week to provide extra cleanup of the area.

# Part 3: IMPLEMENTATION

## Core Service Delivery and Housing Strategies

**17. 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)**

The City Department of Community Response (DCR) coordinates outreach; including working with Park Rangers and the Sacramento Police Department to ensure law enforcement is focused on immediate threats to health and safety and is planned in coordination with outreach teams. This proposal leverages outreach teams funded with current and funds requested through a complementary ERF application and will be composed of 8 FTEs from 4 different agencies. DCR field staff focus on emergency response and crisis intervention; HOPE Cooperative staff focus on resource coordination and general case management; County Behavioral Health Services specialize in connecting community members to mental health and substance abuse treatment resources; Community Healthworks staff are contracted through managed care plans and work as general case managers, work to connect community members to enhanced care management and community supports through CalAIM, and also provide housing navigation. Currently all of these agencies are coordinated by DCR through the framework of the IMT which consists of daily, weekly, and monthly briefings.

The IMT will ensure there are outreach workers in the encampment on a daily basis as long as the need exists. We expect this to be the first 18 months of the project, with intensive outreach concluding in Dec 2025.

Outreach staff will provide on average 10  engagements with each encampment member served. These engagements will occur over an approximately 6 week period per person and will culminate with either a placement into interim shelter at the Roseville Road Campus or cohorts moving directly to housing. Each of these engagements will result in at least 1 or more services being provided. Services will include but not be limited to street medicine, general case management, Coordinated Access referral, hygiene kits, crisis intervention, mental health assessment, document assistance and readiness, and housing location.

**18. 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)**

The Coordinated Access System (CAS) in Sacramento is administered by the Continuum of Care, administered by Sacramento Steps Forward (SSF). As a partner to this proposal, the City will be working in close coordination with SSF on how people served through the encampment resolution program will be prioritized for permanent supportive housing within the coordinated entry system, per AB 1285 requirements.

This proposal provides an opportunity for the CoC and City to test an approach that goes outside of the typical coordinated entry process and consider how referrals to permanent housing prioritizes people living in encampments  . Considerations may include a community wide assessment tool to prioritize referrals to permanent housing within encampments, and prioritizing people who are quickly connected to housing with the rapid rehousing assistance offered as part of this proposal who need permanent supportive housing.

**19. Describe each of the specific (a) interim housing and (b) permanent housing opportunities that will be used to achieve the proposed outcomes of this ERF project. Demonstrate that any ERF-3-R funded interim housing capacity is either non-congregate or clinically enhanced congregate shelter. (2000-character limit)**

The proposed ultimate outcome of this ERF project is to move 100 people into permanent housing, directly from the encampment through available existing housing units by securing 10 units a month by leveraging relationships with housing developers, landlords, and buying into the rental market with financial incentives.

A dedicated housing locator will use landlord incentives and holding fees to build an inventory of housing units that offer individuals choice of where to live. Direct rental subsidies for up to 24 months will also provide assurances to landlords, and intensive case management services for clients once housed will provide wraparound support services to ensure that clients are connected to the proper resources to remain housed or transition to appropriate housing solutions prior to the rental subsidies ending. The role of the CoC in overseeing the case management will ensure strong ties to the CES for clients needing PSH.

For clients engaged through this proposal an option of interim housing will also be provided and it is estimated that a small number may choose the option of moving into non-congregate shelter provided through tiny homes and travel trailers located at the Roseville Road Campus. Funding from a complementary ERF proposal will enable the City to more than double the capacity at this campus creating much needed capacity to serve the Parkway encampment area.

**20. Demonstrate the applicant's commitment and ability to deliver permanent housing solutions to the people residing in the prioritized encampment, including by providing examples of prior successful efforts to permanently house similarly situated individuals.  (2000-character limit)**

Modeled after the strategies seeing success in other cities such as Houston and Denver, this proposal will employ a housing-first model that prioritizes providing housing to people as quickly as possible with no barriers to entry. Supported with technical assistance from CLUTCH Consulting, who has successfully deployed this approach across the country, the core component in this proposal is to build a program equipped to accelerate movement from encampments directly into permanent housing. Key features include landlord incentive funds to hold units and incentivize faster leasing of housing units, rental subsidies and housing stabilization case management for up to 24 months to stabilize individuals and prevent returns to homelessness.

Leveraging relationships with housing developers, particularly housing opportunities assisted with City gap financing, this proposal seeks to move 100 clients to permanent housing.

This project would also be a first step towards building the infrastructure to scale this type of encampment to housing approach at the system level. The Sacramento region is committed to actions necessary to move towards a transformed homeless response system that emphasizes prevention at the front end and housing solutions at the back end to permanently end the experience of homelessness for its residents. In addition, City staff overseeing the implementation of this proposal participated with and helped lead rehousing efforts out of the joint City, County, CoC COVID-19 Homeless Response Team Project RoomKey (PRK) program. With a goal to rapidly move most PRK participants into permanent housing or interim housing an intensive rehousing effort was initiated using case conferencing and rapid rehousing that resulted in 525 households moving into permanent housing.

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

A unique characteristic of residents in the prioritized encampment is their connection to the neighborhood where the encampment is located. People in this area have generally declined offers of shelter in other parts of town, indicating that the socio-cultural support networks that exist in the neighborhood are critical to their survival.

Individuals surveyed in the prioritized encampment area report hesitancy in entering into shelter programs due to their congregate nature and inability to bring their pet, and a strong overall desire for housing solutions rather than shelter options. This proposal implements a housing-first approach, connecting households to a permanent home as quickly as possible before stabilizing without barriers to accessing housing (such as sobriety or absence of criminal history). Continued care coordination through case management will help people improve health, reduce harmful behaviors, or increase income once they have a decent and safe place to live.

Leveraging the partner non-profit neighborhood community group's connection to area landlords, the housing efforts will focus on the preference of people residing in the prioritized encampment to remain in the area.

*Where applicable, identify the people, data, evidence, and / or other sources of information that was relied upon for this proposal.*

# Table 1: Projected Living Situations Immediately Following the

# Encampment

For people served who exit the encampment, what are the projected Living Situations Immediately Following the Encampment, including but not limited to, permanent housing, interim sheltering, and unsheltered?

Please provide responses in the table below.  Add a row for each projected living situation.  (250-character limit for each cell)

| 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-3-R? | Is this living situation funded by ERF-3-R and / or Leveraged Funds? | % of Served Persons Projected to Fall Within This Living Situation |
|---|---|---|---|---|---|
| Permanent Housing | Yes<br>Yes/No | 100 | Prioritized<br>Pri/Set-Aside/Neither | ERF<br>ERF/Lev/Both | 100<br>% |
|  | Yes/No |  | Pri/Set-Aside/Neither | ERF/Lev/Both | % |
|  | Yes/No |  | Pri/Set-Aside/Neither | ERF/Lev/Both | % |
|  | Yes/No |  | Pri/Set-Aside/Neither | ERF/Lev/Both | % |

## Table 2: Permanent Housing Opportunities

A permanent housing opportunity is a combination of project and/or service provided to an individual with the goal of helping the individual obtain permanent housing. Of course, applicants cannot and do not need to provide every possible scenario; Cal ICH is looking to understand the primary, expected permanent housing opportunities for people projected to be served by this proposal.

Please provide responses in the table below.  Add a row for each projected opportunity. (250-character limit for each cell)

| Describe the Permanent Housing Opportunity | Prioritized or Set-Aside for ERF-3-R? | Quantify the Capacity of the Housing and Service Opportunity | Is this Housing Opportunity Funded by ERF-3-R and / or Leveraged Funds? |
|---|---|---|---|
| Permanent housing via mostly apartments secured through holding fees, incentives and relationships with housing developers and landlords. | Prioritized<br>Pri/Set-Aside/Neither | 100 | ERF<br>ERF/Lev/Both |
|  |  |  |  |

| | Pri/Set-Aside/Neither | | ERF/Lev/Both |
|---|---|---|---|
| | | | |
| | Pri/Set-Aside/Neither | | ERF/Lev/Both |
| | | | |
| | Pri/Set-Aside/Neither | | ERF/Lev/Both |

**22. Describe strategies the applicant will use to ensure that people are not displaced from the prioritized encampment into another unsheltered location. Include strategies that are in addition to/complement the interim shelter and permanent housing opportunities that are part of this proposal. (1000-character limit)**

The direct street to housing encampment response starts with the establishment of a By-Name-List of people who will be served by the program. Individuals engaged in our priority area will also be offered interim shelter at our Roseville Road Campus as an alternative to their unsheltered location. Strategies to complement interim shelter opportunities include providing continued case management to individuals in this area via street outreach. On average, our teams have witnessed it takes unhoused individuals ten times before they agree to accept services. Understanding this, the City is committed to continue engaging these individuals so that they can eventually move to housing.

As part of the landlord engagement component of this project proposal, understanding that client choice is critical to the success of their ability to retain housing, every effort will be made to secure housing units in various geographic areas of the city, as well as a mix of unit types.

**23. Describe specific strategies and/or services the applicant will use to prevent returns to unsheltered homelessness among people from the prioritized encampment who are sheltered and housed through this ERF project. Include whether these strategies will be funded with ERF-3-R funds and, if not, what other resources will be leveraged. (1000-character limit)**

Intensive case management is a critical component of the direct street to housing encampment response model to prevent returns to unsheltered homelessness. This ERF proposal includes expanded case management capacity for the CoC to oversee the stabilization case management and funding to support managers with a 20 household maximum caseload. With the CoC being an integral part of the case management, strong connections to the coordinated access system is ensured. The phased approach of housing 10 households a month and with the stability of 24 months of rental assistance, households have the ability to engage in wraparound services to secure longer term rental assistance such as vouchers, PSH, higher level of housing, in home supportive services, income assistance, job training, employment, behavioral health services, etc. to ensure that once the rental assistance has ended, program participants are able to remain stably housed, preventing returns to homelessness.

**24. 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)**

It is likely that the encampment area will experience inflow from surrounding neighborhoods as encampments on the parkway are vacated and new community members move to the area. This is viewed as a positive as project staff will be available to provide support and assistance to these new arrivals. This proposal is complementary to another ERF proposal which seeks to expand non-congregate shelter at the Roseville Road campus. The combination of both applications are scaled to accommodate potential inflow of people into the area. As inflow slows and the encampment is nearing resolution as the project is winding down the Park Rangers will shift their focus to preventing inflow and ensuring the parkway trail is no longer impacted by the encampment.

**25. Describe how participants in this ERF project will be supported with continued access to, and storage of, their personal property while in the encampment, in interim housing (if applicable), and in permanent housing. (1000-character limit)**

The City is currently reviewing proposals for the operation of a voluntary storage program. The program is geared towards individuals enrolled in DCR programming to safely store their items as they prepare to enter into shelter or housing. Individuals from the prioritized encampment site will have the ability to store their items, free of charge, at our voluntary storage site as they prepare for housing placement. The voluntary storage site is open to individuals storing their items to retrieve and/or add items at any time during operating hours. The City anticipates this program will be operational by June 2024 and ERF funds from a complementary proposal will sustain and expand the program for participants served by this proposal.

**26. Describe how participants in this ERF project who have service animals and/or pets will be supported while in the encampment, in interim shelter (if applicable), and in permanent housing. (1000-character limit)**

Participants who have pets, whether service animals or personal animals, will be supported in the prioritized encampment through services provided by the City's Front Street Animal Shelter. Pets of these individuals will be eligible to receive food, vaccines, and microchips free of charge. For individuals choosing to locate at Roseville Road temporarily, people with pets are allowed to keep pets with them in their pallet home. The Roseville Road Campus has a dog run to allow dogs to exercise in a safe space and does not require pets be kenneled away from owners. As housing units are identified, units that allow for pets will be prioritized to ensure households have the ability to move into housing with their pets. Funds proposed include the ability to pay for holding fees, and security deposits, including pet fees to further assist moving into housing.

# Budget and Resource Plan

**27. State the total amount of ERF-3-R funds requested.**

$5,846,242.50

$

**28. State the estimated dollar value of secured, non-ERF-3-R resources that will help meet this proposal's outcomes.**

$3,730,306.32

$

**29. Identify and describe each leveraged non-ERF-3-R resource**

**and how that specific resource will be used to help meet the proposal's outcomes, including the permanent housing outcomes. (1000-character limit)**

Leveraged resources fall into these categories: existing, obligated staff resources from 1) City of Sacramento, 2) County of Sacramento, and 3) Health provider networks as well as cleanup technicians.

DCR coordinates an existing and legally binding partnership agreement that obligates specific resources. The resources obligated by this agreement will provide for a robust and multi-faceted outreach effort within the prioritized encampment area. These staff are funded by existing city and county programs including CalAIM programs funded by health providers.

In addition, the staff assigned to this project will leverage extensive experience with existing resources and programs to navigate community members in the priority encampment to positive outcomes. We did not quantify specific dollar values or outcomes, but we expect these system contributions to result in additional positive outcomes for community members in the prioritized encampment.

*Applicants are directed to provide a detailed description of other fund sources, and system capacity, that will be leveraged to achieve the outcomes proposed for the ERF-3-R funded project (**especially as it relates to meeting this proposal's permanent housing outcomes**) and, if applicable, to sustain the new programming beyond the end of the grant term.*

*This includes prior ERF awards, HUD unsheltered NOFO, and other federal, state, and local funding sources.*

*Applications will be evaluated with the understanding that communities vary significantly with respect to the current availability of other fund sources that can be used as leverage for their proposed projects and to sustain the projects beyond the grant term.*

*In the absence of currently available resources, Applicants are encouraged to provide a specific plan for obtaining the funding necessary to sustain their project beyond the grant term if the project is intended to continue.*

**30. Describe how the proposal is a prudent and effective use of requested funding relative to the number of people it seeks to serve, the types of services and housing to be provided, and any benefits to the community's efforts to address homelessness that will extend beyond the grant term, including ongoing expansion of interim and permanent housing capacity. Include an explanation of how the requested ERF-3-R amount was determined. (1000- character limit)**

This proposal approach will be a model for responding to unsheltered homelessness in the most efficient way possible and is a step towards transforming the Sacramento homeless response system as envisioned in the Sacramento Regionally Coordinated Homelessness Action Plan where resources are prioritized on preventing and ending homelessness while addressing and reducing the need for costly emergency shelters and crisis response. The proposal seeks to serve 100 people moving into permanent housing, with a total cost per household at $56,754 for participants supported with rental assistance for a full 24 months. While this amount is within the range of a typical congregate shelter cost per household, the ability to quickly move people directly into housing, thereby reducing their time in unsheltered homelessness is invaluable. The requested ERF amount was determined through careful calculation of the components of the proposal based on a template provided by the consultant.

**Attachment: Standardized Budget**

*Applicants must use the [ERF-3-R Budget Template](#) available on box.com*

# Key Entities and Staff

**31. First, describe the implementing organization and specific unit or office within the implementing organization that would administer ERF-3-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)**

The project will be implemented primarily by the City's Department of Community Response (DCR) in close coordination with the Office of Innovation and Economic Development (OIED). DCR has been the lead agency coordinating the City's response to homelessness in recent years and will be responsible for program oversight, developing and managing contracts with service providers. OIED will be responsible for the overall program oversight, budget tracking and reporting, and coordinating efforts of the various agencies and organizations who are included in this proposal.

DCR was created in 2021 and has taken on and successfully implemented increasingly complex homelessness projects in the last few years including the opening of the Roseville Road Campus and the Outreach and Engagement Center. DCR also works in close coordination with the County to implement the City-County Partnership and the City's Incident Management Team. OIED currently applies for and oversees the City's HHAP program allocation, a complex State homelessness grant. OIED was also a crucial partner in the development of the 2024 Regionally Coordinated Homelessness Action Plan. OIED also provides gap financing for housing development including affordable and homeless housing establishing relationships with housing opportunities, and is experienced in rehousing efforts.

# Table 3: Key Staff

Identify all staff positions (e.g. administrative, programmatic, development etc.) which are integral to this

ERF project and to achieving the proposal's outcomes. For each position include the title, whether the position is filled or vacant, the approximate fulltime equivalent (FTE) of the position dedicated to the ERF project, whether the position is funded through ERF-3-R and/or Leveraged (i.e.non-ER-3-R) funds, and a brief description of the duties. Please provide responses in Table 3 below.

| Title | Currently Filled Position? | FTE of Staffing for This Proposal | Funded by ERF-3-R and / or Leveraged Funds? | Brief Description of Duties |
|---|---|---|---|---|
| Director | Yes <br> Yes/No | 0.1 <br> # FTE | Lev <br> ERF/Lev/Both | Provides oversight, maintains inter-governmental relationships |
| Housing Manager | Yes <br> Yes/No | 0.25 <br> # FTE | Lev <br> ERF/Lev/Both | Provides oversight, maintains intergovernmental relationships, oversees grant implementation, leverage landlord relationships |
| Program Manger | Yes <br> Yes/No | 0.25 <br> # FTE | Lev <br> ERF/Lev/Both | Provides oversight, maintains contractual relationships |
| Program Specialist | Yes <br> Yes/No | 0.25 <br> # FTE | Lev <br> ERF/Lev/Both | Provides fiscal assistance, reviews and pays provider invoices, manages outreach |
| City Resource Coordinators | Yes <br> Yes/No | 4.0 <br> # FTE | Lev <br> ERF/Lev/Both | Daily street outreach, crisis response, coordinated access |
| Community Health Worker | Yes <br> Yes/No | 2.0 <br> # FTE | Lev <br> ERF/Lev/Both | Daily street outreach, connections to CalAIM |
| Mental Health Counselor | Yes <br> Yes/No | 2.0 <br> # FTE | Lev <br> ERF/Lev/Both | Daily street outreach at priority site, provides and connects to behavioral health services |
| Peer Support Specialist | Yes <br> Yes/No | 2.0 <br> # FTE | Lev <br> ERF/Lev/Both | Daily street outreach at priority site, behavioral health |
| Housing Locator | No <br> Yes/No | 1.0 <br> # FTE | ERF <br> ERF/Lev/Both | Contracted housing locator to secures housing for program participants. |

| Case Mangement | No<br>Yes/No | 5.0<br># FTE | ERF<br>ERF/Lev/Both | Contracted case managers at a maximum caseload of 20 clients, to stabilize clients and ensure success. |
|---|---|---|---|---|
| Expanded Management | Yes<br>Yes/No | 1.0<br># FTE | ERF<br>ERF/Lev/Both | Provides oversight for ongoing case management integrates lessons learned from ongoing case management into Coordinated Entry for overall systems improvements. |

**32. First, describe key partners that will be responsible for implementing this ERF project and achieving the proposal's outcomes (e.g. service providers, public agencies, development entities etc.). 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)**

Key partners will be the Sacramento City and County CoC, Community Health Works, County Behavioral Health and CLUTCH Consulting, as well as providers who will be determined through a competitive process to ensure the highest quality team is brought together to implement the program.

Sacramento Steps Forward is the administering agency for the Sacramento City and County CoC, and operates the Coordinated Entry System and HMIS, and will be a partner in achieving permanent housing outcomes through their experience overseeing case management and PSH.

County Behavioral Health Services will provide behavioral health focused outreach workers. Community Health Works is a non-profit agency that employs CalAIM funded outreach workers to provide case management services.

CLUTCH Consulting Group supports system level change to drive towards transforming response systems that achieve outcomes that they know are possible and necessary to create real change. They understand the complexity and intricacies and the volume of coordination needed to achieve rapid results.

This proposal is built on the combined experience of these agencies, including inter disciplinary outreach, low barrier non congregate shelter, and focused rapid rehousing.

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

The Regionally Coordinated Homelessness Action Plan, developed in partnership with the City, County and CoC, highlights the piloting of a Street to Housing approach under the Outreach and Engagement solution. The year one action plan includes the development of a scope for this approach based on national best practices and supports initial implementation in concert with other system housing resources and cross-sector partners.

As a partner and agency providing oversight in key areas of this project proposal, the City and the CoC have collaborated to develop the housing-first approach and design of this proposal. The CoC will be instrumental in the implementation of this proposal with their role overseeing key components including continued case management for program participants.

In addition, leadership and staff from Sacramento County, the City of Sacramento and SSF meet regularly to coordinate on high-level system strategies and day-to-day operations of homeless programs.

*Applicants may upload evidence of cross-jurisdictional collaboration such as MOUs, letters of support, or interagency agreements etc. in the field immediately below.*

**Optional Upload: Evidence of Cross-Jurisdictional Collaboration**

**34. Identify any entities that have a right to and/or control of the property upon which the encampment site resides. Describe how applicant has engaged with these entities and confirm that each of these entities has committed to allowing the implementation of this proposal. (1000-character limit)**

The encampment site is exclusively on the Sacramento Northern Parkway, which is owned and maintained exclusively by the City of Sacramento. The City of Sacramento is the applicant of this ERF grant and is committed to allowing implementation of this proposal. Implementation of this proposal will be coordinated by the Department of Community Response in close collaboration with the City's Incident Management Team which includes representatives from the City Park Rangers and the Sacramento Police Department.

# Accelerated Timeline

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

Staff from the City-County Partnership and the Homelessness Response IMT have been responding to the area frequently and conducting outreach as described in more detail in other sections of this application. Staff have been working with a local non-profit organization, Neighborhood Wellness to engage and build trust with encampment residents along the trail.

Currently available interim housing resources are not a good fit and/or are insufficient to meet the needs of this encampment. The proposed project will effectively and efficiently move 100 people directly into permanent housing. Housing will be obtained through a housing locator leveraging relationships with housing developers and landlords from City and partner groups in the area and by providing holding fees and landlord incentives. All of the outreach positions are currently filled so implementation can begin immediately upon approval.

**36. 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)**

Since the larger initiative that this project is a part of is ongoing, implementation of this proposal will be immediate. Street outreach will continue uninterrupted with services described in other sections of this proposal. People from this encampment will be offered services and connections to programs, as well as continued offers of placement into interim housing beds are available.

Once the Notice of Intent to Award is announced, the City is prepared to move quickly to begin implementation of this program. This includes coordination with the CoC and pulling together the provider team as well as development of the By-Name-List.

# Table 4: Project Timeline

Cal ICH should be able to use the project timeline to understand the general parameters of the project and how it will be implemented.

This Standardized Project Timeline Template will not perfectly capture every nuance - that's Ok. However, applicants are strongly encouraged to provide incremental milestones for achieving the interim shelter and permanent housing goals set out in the proposal. For projects that include interim shelter and/or permanent housing development, the timeline should include major development milestones.

Where there is ambiguity, conflict, or silence, use your judgment.

| Date | Milestone | Category | Additional Detail for Milestone |
|---|---|---|---|
| 7/1/2024 | Project Launch | Project Management | Upon NOIA contract with consultant and begin implementation of Project, including RFQ process. |

| Date | Milestone | Type | Description |
|---|---|---|---|
| 8/1/2024 | Develop By-Name-List | People | The street to housing approach is phased, using the overall BNL develop first housing cohort list. |
| 8/1/2024 | Housing Inventory | Place | Build housing inventory by offering holding fees and landlord incentives. |
| 9/1/2024 | First exits to permanent housing | People | Begin housing exits for the first cohort of encampment residents |
| 9/1/2024 | Case management | People | Begin case management services for participants as they move into housing. |
| 9/1/2024 | Rental Assistance | Place | Begin rental assistance payments to landlords. Up to 12 months with option to extend additional 12 months as needed |
| 5/1/2025 | Final exits to permanent housing | People | Final housing exits for a total of 100 exits to permanent housing. |
| 5/1/2026 | Complete housing stabilization plan for all participants | People | Once participants are housed, case managers will develop housing stabilization plans. |
| 5/31/2027 | Final rental assistance payments, complete case management, reach housing stabilization | Place | Final rental assistance payments, complete 12-24 months case management, housing stabilization achieved. |

| | | | |
|---|---|---|---|
| 6/30/2027 | Project Close-Out | Project Management | Finalize invoice payments, close out project, submit final report. |

## Table 5: Projected Milestones

Answer the following questions in relationship to April 30, 2024. Cal ICH assumes disbursement will occur approximately 3-6 months after April 30, 2024.

Please provide responses in the table below including the month and year. (15-character limit for each cell)

| Outreach to the people residing in the prioritized encampment site began / will begin in mm/yyyy. | This proposal will reach full operating capacity in mm/yyyy. | The first planned exit of a person or household from the prioritized encampment will occur in mm/yyyy. | The last planned exit of a person or household from the prioritized encampment will occur in mm/yyyy. |
|---|---|---|---|
| 05/01/2024 | 09/01/2024 | 09/30/2024 | 06/30/2025 |

# 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**

| Ya-yin | Isle |
|---|---|
| First | Last |

*This does not have to be an authorized representative or signatory.*

**Title**

City Housing Manager

**Email**

yisle@cityofsacramento.org

| | | | | SALARY | FTE | MONTHS | | | |
|---|---|---|---|---|---|---|---|---|---|
| **PERSONNEL COSTS** | | | | | | | | | |
| | Street Outreach | Cleanup Technicians | Forensiclean LLC | 55.00 | 6.00 | 24 | - | 1,372,800.00 | Provides immediate cleanup to encampments, leveraged staff are assigned to priority area. |
| | Street Outreach | Resource Coordinator | City of Sacramento | 39.99 | 2.00 | 36 | - | 499,075.20 | Daily street outreach at priority site, crisis response and coordinated access/entry |
| | Systems Support | Department Director | City of Sacramento | 110.83 | 0.1 | 36 | - | 69,157.92 | Provides oversight, maintains intergovernmental relationships |
| | Systems Support | Housing Manager | City of Sacramento | 69.03 | 0.25 | 36 | - | 107,686.80 | Provides oversight, maintains intergovernmental relationships, oversees grant implementation |
| | Systems Support | Program Manager | City of Sacramento | 65.64 | 0.25 | 36 | - | 102,398.40 | Provides oversight, maintains contractual relationships |
| | Systems Support | Program Specialist | City of Sacramento | 59.67 | 0.25 | 36 | - | 93,085.20 | Provides programmatic oversight of the grant agreement |
| | Street Outreach | Community Health Worker | Community Health Works | 40.00 | 2.00 | 36 | - | 499,200.00 | Daily street outreach at priority site, CalAIM |
| | Street Outreach | Mental Health Counselor | Sacramento County | 35.94 | 2.00 | 36 | - | 448,531.20 | Daily street outreach at priority site, behavioral health |
| | Street Outreach | Peer Support Specialist | Sacramento County | 29.46 | 2.00 | 36 | - | 367,660.80 | Daily street outreach at priority site, behavioral health |
| | Rapid Rehousing | Housing Locator | City of Sacramento | 33.10 | 1.00 | 12 | 68,850.00 | | Contracted housing locator to secures housing for program participants. |
| | Services Coordination | Case Management | Sacramento Steps Forward/CoC | 33.25 | 5.00 | 36 | 850,000.00 | | Contracted case managers providing ongoing case management at a maximum caseload of 20 clients, once program participants are placed into permanent housing to stabilize clients and ensure success. The number of case managers scales up and down as clients are moved into housing. |
| | Systems Support | Expanded Management | Sacramento Steps Forward/CoC | 57.70 | 1.00 | 36 | 360,000.00 | | Provides oversight for ongoing case management integrates lessons learned from case management into Coordinated Entry for overall systems improvements. |
| **Subtotal - Personnel Costs** | | | | | | | $ 1,278,850.00 | $ 3,559,595.52 | |

| | | | | UNIT | RATE | TIME | | | |
|---|---|---|---|---|---|---|---|---|---|
| **NON-PERSONNEL COSTS** | | | | | | | | | |
| | Rapid Rehousing | Rental Subsidies | City of Sacramento | 100 households | $1,600 per month | 24 months | 3,840,000.00 | | Contracted RRH provider to administer rental subsidies for program participants for 24 months |
| | Rapid Rehousing | Security Deposits | City of Sacramento | 100 households | $1,600 | One Time | 160,000.00 | | Contracted RRH provider to administer one time security deposit for 100 program participants |
| | Rapid Rehousing | Landlord Incentives | City of Sacramento | 100 households | $2,000 | One Time | 200,000.00 | | Contracted RRH provider to administer one time per household incentives to secure rental units for program participants for 100 units |
| | Systems Support | Technical Assistance | Clutch Consulting Group | 1.00 | | | 89,000.00 | | Consultant to support development of rapid rehousing program component |
| **Subtotal - Non-Personnel Costs** | | | | | | | $ 4,289,000.00 | $ - | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| **ADMINISTRATIVE COSTS** | | | | | | | | | |
| | Administrative Costs | Administration for Implementing Org | City of Sacramento | | | | 278,392.50 | | Administrative costs, not to exceed 5 percent of grant funds. |
| | Administrative Costs | Program Specialist | City of Sacramento | 59.67 | 0.25 | 36 | - | 93,085.20 | Provides fiscal oversight of the grant agreement |
| | Administrative Costs | Administrative Analyst | City of Sacramento | 49.76 | 0.25 | 36 | - | 77,625.60 | Provides fiscal assistance, reviewing and paying provider invoices |
| **Subtotal - Administrative Costs** | | | | | | | $ 278,392.50 | $ 170,710.80 | |

| **TOTAL BUDGET** | | | | | | | $ 5,846,242.50 | $ 3,730,306.32 | |

April 30, 2024

Mario Lara
Assistant City Manager
City of Sacramento
915 I Street,
Sacramento, CA  95814

Dear Mario Lara:

As the Chief Executive Officer of Sacramento Steps Forward, I am writing in support of the City of Sacramento's Department of Community Response (DCR) proposal to the State of California's Encampment Resolution Program Round 3-R (ERF-3-R).

The City's ERF-3-R proposal will connect those experiencing unsheltered homelessness in high priority encampments along the Sacramento Northern Parkway directly to housing through a direct street to housing approach. The grant proposal seeks to quickly move people from encampment to housing using a housing-first approach to rehousing people into permanent housing and assisting them in maintaining stability in housing that is modeled after encampment to housing approaches seeing success in other parts of the country.

As the City, County, and the Continuum of Care work together on a Regionally Coordinated Homelessness Action Plan, this proposal has the potential to serve as a housing pilot that seeks to build the system infrastructure and regional coordination necessary to continue working towards a homeless response system where access to housing can be accelerated, thereby decreasing the length of time people are experiencing homelessness and ultimately ending homelessness for the program participants.

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 project to include:

- Overseeing the critical project component of direct case management post housing. These on-going case management services to be provided to persons once housing seeks to stabilize people in housing, connecting them to other on-

going rental subsidy programs, connection to a higher level of housing as needed, workforce, education, and coordination with other services.

- Collaborate with the City to develop streamlined data tracking systems within HMIS and assist with the development of reports to monitor project outcomes.

We understand that the City will take responsibility for overall oversight of the Cal ICH Encampment Resolution Program and we look forward to working in close partnership with the City to pilot this housing approach. We strongly support this grant application and the focus on this extremely vulnerable community and look forward to partnering and collaborating on this project.

Sincerely,

Lisa Bates

Lisa Bates
Chief Executive Officer
Sacramento Steps Forward

April 2024–
March 2027

*Developed in partnership with:*
Sacramento Steps Forward
Sacramento City and County Continuum of Care
Sacramento County
City of Sacramento
Sacramento Housing and Redevelopment Agency

# ALL IN SACRAMENTO

## Sacramento's Regionally Coordinated

# FRAMEWORK & ACTION PLAN

## to Prevent and End Homelessness

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

# TABLE OF CONTENTS

# INTRODUCTION & BACKGROUND

*A*ll *In Sacramento* provides the overall strategic framework for a unified approach to addressing homelessness across Sacramento County. In 2023, All In Sacramento was introduced as a call to action for the Sacramento region, following adoption of the 2022 Local Homeless Action Plan (LHAP). All In Sacramento now stands as the regionally coordinated framework and action plan to prevent and end homelessness, building on the LHAP and reimagining a coordinated and collaborative effort between system leaders, governments, and local service providers to create a transformed system better able to respond to the needs of Sacramento neighbors facing homelessness.

All In Sacramento was developed in partnership among Sacramento Steps Forward (SSF), the Sacramento City and County Continuum of Care (CoC), the City of Sacramento, Sacramento County, and the Sacramento Housing and Redevelopment Agency (SHRA) in addition to a wide range of partners and system leaders. It is a comprehensive plan that strives to address the challenges of people experiencing homelessness in the region.

All In Sacramento includes a three-year framework with a first year detailed *Action Plan* and is organized around eight *Solutions* that are specific to the regional landscape and align with national evidence-based best practices. Together, the following Solutions create a housing-focused, holistic, and equitable framework for preventing and ending homelessness:

| | |
|---|---|
| **1** Coordinated Access & Navigation | **5** Rehousing Assistance |
| **2** Diversion & Prevention Assistance | **6** Permanent Supportive Housing |
| **3** Outreach & Engagement | **7** Integrated Services |
| **4** Emergency Shelter & Interim Housing | **8** System Capacity Building & Training |

**Coordinated Access & Navigation**

1.

2. **Diversion & Prevention Assistance**

3. **Outreach & Engagement**

4. **Emergency Shelter & Interim Housing**

5. **Rehousing Assistance**

6. **Permanent Supportive Housing**

7. **Integrated Services**

8. **System Capacity Building & Training**

ALL IN SACRAMENTO

The framework is focused on Solutions that will transform local responses, have the greatest impact on reducing the number of people experiencing homelessness in the region, and improve the overall performance and quality of homelessness prevention, crisis response, and permanent housing assistance. While each Solution will support and drive different system goals, all Solutions support the achievement of two primary system-level measures of success:

❯ **Reduce the number of people experiencing unsheltered homelessness by 20% between the 2024 Point-in-Time (PIT) count and the 2026 PIT count.**

❯ **Increase the percentage of people exiting to permanent housing to at least 42% in 2024.**

While the All In Sacramento framework provides a three-year approach to addressing homelessness, the Year One Action Plan provides a roadmap for key actions in the first 12 months of implementation. The issues surrounding homelessness are constantly evolving and because of that, the accompanying Action Plan will be updated annually.

# Engagement Process & Plan Development

All In Sacramento was developed in partnership with SSF, the Sacramento City and County CoC, the City of Sacramento, Sacramento County, and SHRA in collaboration with partners across the region, including all cities in the County and partners with lived expertise of homelessness and housing instability.

Through a robust engagement process, multiple opportunities were provided to convene and gather input from various sector partners and community members on the strategic direction of All In Sacramento and the critical gaps and opportunities in this next iteration of the Action Plan. This included five public engagement sessions held over three days in December 2023 and January 2024. Over 245 partners and community members attended these sessions. Participants included City and County representatives, department leaders from local jurisdictions, homeless housing and service providers, and people with lived experience of homelessness, among many others. These sessions were published widely through targeted outreach, email listservs, social media, and direct partner outreach.

In addition to the public engagement sessions, several individual partner meetings were held across the Continuum of Care (CoC), City, County and community organizations, including:

- The CoC Partners With Lived Expertise Committee (PWLEC), Racial Equity Committee (REQC), Systems Performance Committee, Rehousing Committee, Youth Action Board (YAB), and Outreach Capacity and Coordination Committee
- County Social Services Agency Department Directors
- County Interagency Homelessness Leadership Team
- County Behavioral Health Services Department
- Hospitals Working Group
- Managed Care Plans
- Housing and Homeless Incentive Program (HHIP) Working Group
- Housing Families First Collaborative
- Sheriff's Department
- County Correctional Health
- County Department of Human Assistance
- The County Department of Child, Family and Adult Services

# Guiding Principles

The Sacramento community has consistently relied upon a set of core *Guiding Principles* to inform and direct the management and operations of the homeless response system[1]. Throughout the All In Sacramento planning process, community partners have continued to uplift the principles adopted in the 2022 LHAP while elevating important refinements and additions. The following revised Guiding Principles offer a critical set of qualitative measures for success to pair with the quantitative measures outlined in the framework. These Guiding Principles apply across all Solutions in support of a shared vision for a more collaborative, accessible, equitable, and transparent homeless response system.

**1 Best Practices**
Apply evidence-based practices and innovative strategies to make homelessness in Sacramento rare, brief, and non-recurring.

**2 Person-Centered**
Implement a person-centered, trauma-informed county-wide response system, which values personal and community connections and healing.

**3 Housing First**
Promote housing-first policies and practices that incorporate immediate and ongoing supportive service needs *(i.e., mental health, substance use, housing retention)*

**4 Race Equity**
Address racial disparities and advance equity across program- and system-level outcomes.

**5 Lived-Expertise Voice**
Create partnerships that value the leadership, experience, voices, and contributions of people with lived expertise in addressing homelessness and housing instability.

**6 Data Driven**
Collect and use quality data to inform decisions and continuous improvement for program prioritization, policy development, and resource allocation.

**7 Collaboration**
Facilitate collaborative planning and decision-making across jurisdictions.

[1] *See Appendix 6: Common Terms & Acronyms for the definition of homeless response system*

# A Transformed System

The Sacramento region, defined geographically as Sacramento County and all jurisdictions and entities within Sacramento County, continues to see an annual increase in homelessness. Each of the eight Solutions need to be resourced appropriately to reduce the number of people experiencing homelessness. This is not an easy task, but collectively the region, supported by state and federal resources, has the means to make an impact. Through this All In Sacramento strategic framework, our region envisions a path for a transformed system; one which is rooted in national evidence-based practices and positioned to reduce homelessness locally. A transformed system prioritizes its resources on preventing and ending homelessness while addressing crisis response and immediate needs.

## Business as Usual

Emphasizes crisis response once a person becomes homeless

**Respond to Homelessness**

**Prevent Homelessness**  **End Homelessness**

RESOURCES

Leads to increasing need for shelter and other crisis responses and less capacity to prevent or quickly end homelessness for people.

## Transformed System

Emphasizes targeted prevention, diversion, rehousing and permanent housing assistance, reducing need for crisis services

**Prevent Homelessness**  **End Homelessness**

**Respond to Homelessness**

RESOURCES

Leads to less people experiencing homelessness and more people receiving the help they need to quickly end their homelessness and remain housed.

Eliminates or significantly reduces the need for additional emergency shelter capacity.

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**All In Sacramento moves our community towards a transformed system by:**

- ❯ Investing in and coordinating efforts to prevent homelessness,
- ❯ Fundamentally reorienting our system's focus on Rehousing, and
- ❯ Ensuring consistent and equitable access to quality person-centered care

## 20%
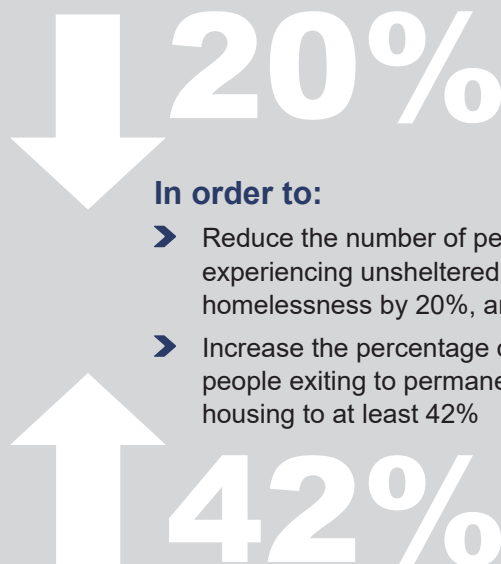
**In order to:**

- ❯ Reduce the number of people experiencing unsheltered homelessness by 20%, and
- ❯ Increase the percentage of people exiting to permanent housing to at least 42%

## 42%

**So that we can realize our vision for:**

- ❯ A person-centered, trauma-informed regional response system where homelessness is **rare, brief, and non-recurring**

# VISION

**Homelessness in Sacramento is rare, brief, and non-recurring**

**Person-centered, trauma-informed regional response system**

## SOLUTIONS

1. **Coordinated Access & Navigation**

2. **Diversion & Prevention Assistance**

3. **Outreach & Engagement**

4. **Emergency Shelter & Interim Housing**

5. **Rehousing Assistance**

6. **Permanent Supportive Housing**

7. **Integrated Services**

8. **System Capacity Building & Training**

| Best Practices | Person-Centered | Housing First | Race Equity | Lived-Expertise Voice | Data Driven | Collaboration |

# GUIDING PRINCIPLES

# STATE OF HOMELESSNESS IN SACRAMENTO

The 2022 Gaps Analysis Report for the Sacramento Continuum of Care[2], which provided a comprehensive estimate of annual service needs, indicated that the number of people who experience literal homelessness[3] 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 are a leading community-wide driver of homelessness. Other drivers at the individual level include histories of foster care and domestic/intimate partner violence, as well as mental health and addiction issues that often worsen without stable housing.



Sacramento's latest published Point-In-Time (PIT) count, conducted in February 2022[4], revealed a 67% increase in nightly homelessness (9,278 adults and children) compared to the PIT count conducted in January 2019 (5,570 adults and children). The 2022 count recorded the highest ever estimate of people experiencing homelessness per capita on a given night, at 59 out of 100,000 residents in Sacramento County.

The 2022 PIT Count also found that 72% of people experiencing homelessness were unsheltered on the night of the Count, sleeping outdoors in tents, vehicles, or other locations not suitable for human habitation. Overall, there was a marked increase from the 2019 PIT count in the number of adults with self-reported severe and persistent disabling conditions (58% vs. 40%) and increases in the overall number of people estimated to be chronically homeless on the night of the count (48% of all people in 2022 vs. 30% in 2019).

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[2] 2022 Gaps Analysis, Sacramento Continuum of Care:
https://acrobat.adobe.com/link/track?uri=urn:aaid:scds:US:e6bdb3ad-1425-39b2-922b-96363152373e
[3] See Appendix 6: Common Terms & Acronyms for definitions of homelessness, literal homelessness, and chronic homelessness.
[4] 2022 Sacramento Point-In-Time Count Report: https://sacramentostepsforward.org/wp-content/uploads/2022/06/PIT-Report-2022.pdf

These trends are consistent with communities statewide that also are grappling with post-pandemic increases in the number of households experiencing homelessness. Additionally, these trends point to the unavoidable connection between health and homelessness, and the imperative to better integrate healthcare and housing responses.

## 2022 Needs Assessment & Gaps Analysis Key Findings

According to the 2022 Gaps Analysis, among people who experience "literal homelessness" over the course of a year, 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 access shelter.

- Two out of three (~66%) access homeless assistance (outreach, shelter, re-housing) 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% of the overall population ofSacramento County.

Additional examination of data showed that 60% of all adults who used prevention and homeless services in 2021 reported having one or more severe and persistent behavioral health conditions:

> 53% reported having a debilitating mental health issue.

> 24% reported having a debilitating substance use issue.

> 18% reported having both mental health AND substance use issues.

The gaps analysis estimated 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 can 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 64% of all households need individualized short- to medium-term housing navigation and financial assistance, while 33% also need ongoing rental assistance and supportive services to quickly resolve their homelessness and remain stably housed. Overall, more than 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.

The gaps analysis revealed 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 fully scaled, the gaps analysis indicates more emergency shelter is needed to reduce the harm experienced by people who are unsheltered and to provide safe, stable, and temporary shelter and address other critical health and wellness needs more readily.

A full update of the gaps analysis will be completed using updated 2024 Point-in-Time Count data when those data are available later in 2024. An interim update to the gaps analysis was completed as part of the All In Sacramento plan development to examine current rapid rehousing and street outreach capacity and opportunities. Initial results showed an adjusted current rapid rehousing system capacity able to serve approximately 2,200 households annually or 1,100 households ("cases") at any point in time. This leaves an overall gap of approximately 1,900 rapid rehousing case slots to serve an estimated 3,800 households annually. To address this gap, the homeless response system requires an estimated 87 additional full-time equivalent rapid rehousing caseworkers, along with temporary financial assistance for move-in costs and short-term rental assistance needs.

Examination of funded street outreach programs is continuing to determine the extent of current county-wide coverage and access to street outreach assistance, as well as to examine the capacity of street outreach programs to assist unsheltered clients with individualized housing search, placement, and stabilization services. This analysis will be completed as part of year one implementation activities under the Outreach Solution described later in this plan.
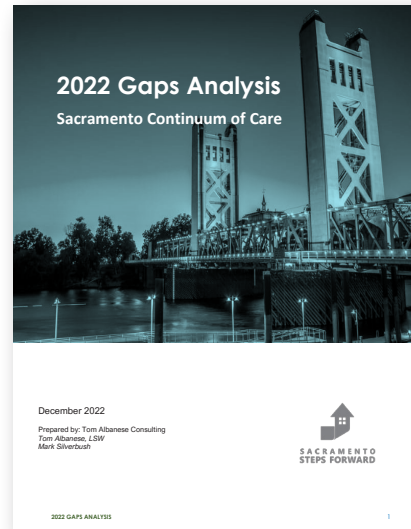


2022 Gaps Analysis,
Sacramento Continuum of Care

According to the 2022 Gaps Analysis, among people who experience **"literal homelessness"**:

➤ 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.

# SYSTEM-LEVEL PERFORMANCE MEASURES

All In Sacramento continues the work of the 2022 Local Homeless Action Plan, which is designed to improve the following system-level measures that track how well the overall homeless response system is doing with regard to key performance goals:

Reduce the number of people experiencing homelessness

Reduce the number of people experiencing unsheltered homelessness

Reduce the number of people who become homeless for the first time

Increase the number of people exiting homelessness into permanent housing

Reduce the length of time persons remain homeless

Reduce the number of persons who return to homelessness after housing placement

Increase successful placements from street outreach

A priority focus and specific targets have been set for two of the system-level measures:

❯ Reduce the number of people experiencing unsheltered homelessness by 20% between the 2024 Point-in-Time (PIT) count and the 2026 PIT count.

❯ Increase the percentage of people exiting to permanent housing to at least 42% in 2024.

Key performance *indicators* have been set for each type of prevention and homeless assistance program in the local homeless response system, as outlined in Appendix 4. Program and system performance goals or *targets* for all measures will be developed as part of the implementation of All In Sacramento, as reflected in Solution 8 (System Capacity Building & Training). Performance targets will be informed by current and historical analysis of performance trends to drive overall system performance toward system performance targets over time.

# Key Quality & Equity Indicators

In addition to system-level performance measures and program-level Key Performance Indicators (KPIs), a commitment to continuous improvement of our homelessness response system requires ongoing monitoring of service quality and equity. The CoC's new Community Standards[5] are focused on ensuring high-quality and equitable services. The Standards are designed to increase the consistency of services across access points and within programs, and are based on national, state, and local evidence-based practices. When implemented with fidelity, as outlined in the Community Standards Implementation Plan in Appendix 3, the Community Standards will help drive performance improvements, as well as improve the experience of people using homeless services, people working within the system, system partners (e.g. landlords and other systems), and the broader public perception of homelessness.

It is critical to review quantitative and qualitative data related to service access, quality, and outcomes with an equity lens to understand the impact assistance has on different subpopulations experiencing homelessness and where adjustments are needed. System monitoring should include ongoing and direct engagement with people with current and past lived experience, as well as a comparison of each system-level performance measure disaggregated at a minimum by race, ethnicity, gender identity, and disability status. Analysis of 2022 Point-in-Time Count and calendar year 2022 data completed for the All In Sacramento planning process revealed several inequities across these key measures, as detailed in Appendix 5. The CoC Racial Equity Committee will use these data to inform an updated Racial Equity Action Plan to be published later in 2024.[6]



CoC's new Sacramento Community Standards



CoC's Racial Equity Action Plan

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[5]*Sacramento Community Standards: Sacramento Continuum of Care*
[6]*Racial Equity – Sacramento Steps Forward*
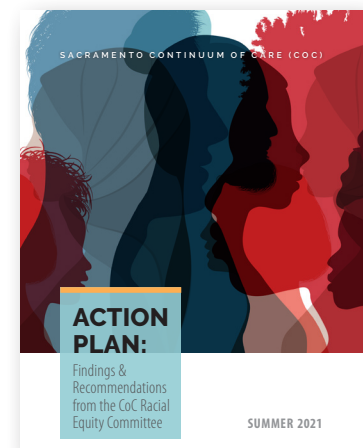
# ALL IN SACRAMENTO SOLUTIONS

The following eight Solutions are each critical to realizing the vision of a person-centered, trauma-informed regional response system where homelessness is rare, brief, and non-recurring. These Solutions set the priorities and direction for All In Sacramento's three-year timeframe. Actions for each Solution are outlined in the Year One Action Plan in Appendix 1.

1. Coordinated Access & Navigation

2. Diversion & Prevention Assistance

3. Outreach & Engagement

4. Emergency Shelter & Interim Housing

5. Rehousing Assistance

6. Permanent Supportive Housing

7. Integrated Services

8. System Capacity Building & Training

# 1 Coordinated Access & Navigation

**Implementation Lead: Sacramento Steps Forward (SSF)**

*Sub-Solution 1.a:* *Increase and improve participation of homeless assistance service providers and community access points in the Coordinated Access System (CAS).*

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

## System-Level Performance Measures:

> Reduce the number of people experiencing homelessness (sheltered and unsheltered)

> Increase the number of people exiting homelessness into permanent housing

> Reduce the length of time people remain homeless

## Key Solution Highlights:

The Sacramento Coordinated Access System (CAS) was launched in December 2022 to connect unsheltered and imminently at-risk households equitably and efficiently with shelter and other crisis resources.[7] Once fully developed, CAS will match people experiencing a housing crisis with currently available crisis response, housing, and service options, including street outreach and system navigation services, housing problem-solving and homelessness prevention services, emergency shelter, rehousing services, and permanent supportive housing. CAS allows the community to prioritize limited crisis and rehousing resources so people with the highest vulnerability can be connected to available support as quickly as possible.

This Solution continues to focus on CAS implementation and continuous improvement (under the leadership of the CAS Core Team), as well as continued onboarding of crisis response and rehousing programs. It also focuses on the continued expansion of the CAS, including increasing physical access points to improve real-time access to shelter and other crisis response services, as well as improving system navigation support, including additional peer support in systems navigation and employing Partners with Lived Expertise.

Implementation of system-wide case conferencing and By Name List (BNL) management will lead to improved access to real-time understanding of who is experiencing homelessness as well as client status and progress towards housing. Lastly, these Sub-Solutions also increase training for assessors and aim to improve the 2-1-1 system and accessibility.

[7] https://sacramentostepsforward.org/coordinated-access-system/

# 2 Diversion & Prevention Assistance

**Implementation Lead: Sacramento Steps Forward (SSF)**

*Sub-Solution 2.a:* *Establish and continue to scale a community-wide coordinated prevention system model to identify and assist people who are housing insecure, including people imminently at-risk of literal homelessness.*

## System-Level Performance Measures:

➤ Reduce the number of people who become homeless for the first time

➤ Reduce the number of people who return to homelessness after housing placement

## Key Solution Highlights:

Homelessness diversion and prevention are crucial cornerstones in the homelessness response system and go beyond providing temporary relief; these strategies focus on addressing the immediate causes of each person's current housing crisis by implementing person-centered, strengths-based assistance strategies. Investments in prevention and diversion, in addition to permanent housing solutions, will directly reduce the number of people experiencing homelessness, the time people spend homeless, and the likelihood that someone will return to homelessness after securing housing. When funded, developed, and operated consistently, these responses can reduce and ultimately eliminate the need for additional emergency shelter capacity.

To support the planning and early implementation of a coordinated, community-wide prevention system, this Solution focuses on securing resources to establish and support a Coordinated Prevention Core Team. Following examples from other communities, the Core Team will work to examine current needs and resources and design and initiate a prevention model consistent with emerging national best practices. This includes use of housing problem-solving and flexible financial assistance to support timely, urgent, and unique prevention needs. This Solution also includes targeted strategies to expand partnerships and increase Access Points at community locations most affected by housing insecurity.

## SOLUTION

# 3 | Outreach & Engagement

**Implementation Lead: City and County of Sacramento**

*Sub-Solution 3.a:*   *Provide comprehensive, coordinated, county-wide street outreach that supports a successful resolution of unsheltered homelessness.*

## System-Level Performance Measures:

❯ Increase successful placements from street outreach

❯ Reduce the number of people experiencing unsheltered homelessness

❯ Increase the number of people exiting homelessness into permanent housing

❯ Reduce the length of time people remain homeless

## Key Solution Highlights:

The 2022 Gaps Analysis estimated that two out of three (~66%) people who experience literal homelessness choose and are able to use homeless assistance (outreach, shelter, re-housing, etc.), but the remainder do not due to insufficient capacity, access, quality of services, or other issues. Additionally, the analysis revealed that the number of adults who experience homelessness and who are also severely and persistently disabled has grown significantly. Further analysis is needed to determine the rehousing capacity and coverage of existing street outreach programs.

Comprehensive and coordinated outreach is a critical tool to close the gap in engaging people experiencing homelessness and creating a path to rehousing. Effective engagement is not only critical to connecting people with rehousing opportunities but improves access to other services and supports that address the immediate health and safety needs of people experiencing unsheltered homelessness. The Outreach & Engagement Solution includes an intentional and continuous effort to align outreach efforts across all jurisdictions in the region and an explicit focus on rehousing strategies to facilitate permanent housing placements from unsheltered locations. Year one activities include further examination of outreach capacity and opportunities for improved coordination and access to housing through increased mobile case-carrying capacity of street outreach and navigation and piloting of Street to Housing approaches.

# 4 Emergency Shelter & Interim Housing

**Implementation Lead: City and County of Sacramento**

*Sub-Solution 4.a:*   *Increase emergency shelter and interim housing capacity to meet the current needs of people experiencing unsheltered homelessness.*

*Sub-Solution 4.b:*   *Ensure emergency shelter, interim housing, and transitional housing programs are high quality and effective in resolving homelessness.*

## System-Level Performance Measures:

> Reduce the number of people experiencing homelessness (sheltered and unsheltered)

> Increase the number of people exiting homelessness into permanent housing

> Reduce the length of time people remain homeless

## Key Solution Highlights:

The 2022 PIT Count showed a significant increase in the number of people experiencing homelessness on a single night in Sacramento. An estimated 9,278 individuals experienced homelessness on the night of the count and 72%[8] (6680 unique individuals) were sleeping outdoors in tents, vehicles, or other locations not suitable for human habitation.

While the 2020 Coronavirus pandemic exacerbated unsheltered homelessness when traditional safety nets were unavailable, the trend continues upward as more people are priced out of housing by current market conditions. However, according to projections included in the 2022 Gaps Analysis, closing gaps in prevention, diversion, and permanent housing assistance will directly reduce the need for additional emergency shelter, interim housing, and transitional housing beds. For families, it is estimated that such investments will reduce the need for shelter and other temporary housing to roughly the existing system capacity, while for single adults additional system sheltering capacity will likely still be needed in addition to investments in prevention and housing solutions.
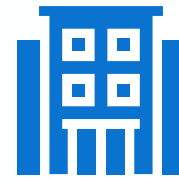
This Solution highlights actions that improve the capacity and quality of shelter and interim housing, especially with regard to people with acute medical needs. Solution actions also focus on improvements to increase direct pathways to permanent housing from emergency shelter for all clients that result in shorter stays, increased exits to housing, fewer returns, and more bed turnover and availability for people who are unhoused.

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[8]*2022 PIT Report – https://sacramentostepsforward.org/wp-content/uploads/2022/06/PIT-Report-2022.pdf*

**SOLUTION**

# 5  Rehousing Assistance

**Implementation Lead: Sacramento Steps Forward (SSF)**

*Sub-Solution 5.a:* *Increase and improve rehousing assistance to improve permanent housing outcomes.*

*Sub-Solution 5.b:* *Expand access to existing and new non-homeless dedicated housing units in market and subsidized programs.*

## System-Level Performance Measures:

> Reduce the number of people experiencing homelessness (sheltered and unsheltered)

> Increase the number of people exiting homelessness into permanent housing

> Reduce the length of time people remain homeless

## Key Solution Highlights:

A comprehensive rehousing strategy has been shown to be effective in communities across the U.S. and California at reducing homelessness and preventing returns to homelessness. Such strategies are built on Rapid Rehousing approaches that are now well established and provide individualized housing search and placement assistance, financial help for initial move-in expenses and short or medium-term rental assistance needs, as well as post-placement housing stability services for tenants and landlords.

Based on the 2022 Gaps Analysis, among the 47% of households experiencing homelessness who cannot avoid or quickly exit homelessness, it is estimated that 64% of all households will need individualized short- to medium-term housing navigation and financial assistance, while 33% will also need ongoing rental assistance and supportive services to quickly resolve their homelessness and remain stably housed. The County's homeless response system optimally needs 2,800 to 3,400 short- to medium-term rehousing service slots for individuals and 250 to 320 service slots for families. Updated analysis of the community's rapid rehousing capacity shows a revised rapid rehousing gap of 87 additional full-time housing-focused case management staff needed to assist an estimated 3,800 households annually.

This Solution seeks to close this gap over the next three years, beginning with establishing a multi-year plan to coordinate existing rapid rehousing resources and otherwise identify

opportunities to secure or reallocate funding to close rapid rehousing gaps.This Solution establishes efforts to develop an Integrated Services package combined with time-limited and ongoing rental assistance, as well as development of additional flexible financial assistance.

Actions are also planned to address needed improvements to rehousing and rental assistance processes (including client and landlord experience), as well as strategies to increase engagement and collaboration with landlords by building on existing County-led efforts. In addition, this Solution focuses on improvements to by-name list management, case conferencing and progressive approaches to accelerate housing placement, increasing both the speed and success of our collective rehousing efforts. This "housing accelerator" approach may also complement and be tested as part of the street to housing efforts included in the Outreach & Engagement Solution.

# SOLUTION

## 6 Permanent Supportive Housing

**Implementation Lead: City of Sacramento, County of Sacramento and SHRA**

*Sub-Solution 6.a:* *Increase the stock of homeless-dedicated[9] permanent supportive housing units and other homeless-dedicated affordable housing subsidies/units with ongoing services.*

## System-Level Performance Measures:

> Reduce the number of people experiencing homelessness

> Increase the number of people exiting homelessness into permanent housing

> Reduce the length of time people remain homeless

> Reduce the number of people who return to homelessness after housing placement

## Key Solution Highlights:

An estimated additional 2,700 to 3,000 permanent supportive housing units are needed to meet the current demand in Sacramento County. There is also a need for a diversified mix of housing options for families, aging adults, and those who need medically-supported housing and services. There are opportunities to think beyond the current mix of permanent supportive housing units and ensure that the housing stock is meeting the needs of the most vulnerable households. Work is still needed to better understand the full extent of supportive services and medically enriched housing across the region, including assisted living, service-enriched housing with medical supports, and skilled nursing facilities.

Newly constructed permanent supportive housing takes time and significant funding to develop. Given immediate needs, this Solution includes development of both newly constructed permanent supportive housing, as well as increased use of housing subsidies as part of a cohesive rehousing assistance and landlord engagement strategy, as mentioned in previous Solutions, to allow for immediate housing placements.

This Solution also focuses on improving voucher utilization for households who do receive a voucher (for example, by pairing with rapid rehousing services), as well as ensuring there are opportunities for households in permanent supportive housing who are ready and interested to move on to housing that is not specifically dedicated to individuals exiting homelessness.

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[9]*See Appendix 6: Common Terms & Acronyms for the definition of homeless-dedicated housing*

# 7 Integrated Services

**Implementation Lead: County of Sacramento**

*Sub-Solution 7.a:* Improve and increase timely and direct access to behavioral health care supports for individuals experiencing homelessness both in locations where they are staying and at service locations; including timely and direct access to prevention and homeless services for individuals accessing behavioral health services.

*Sub-Solution 7.b:* Implement a cross-systems pilot to engage the most vulnerable, unhoused, and most frequently served individuals across County/City and public systems into housing and wrap-around services.

*Sub-Solution 7.c:* Ensure comprehensive and coordinated discharge planning from hospitals, jails, and other institutional settings to prevent people from becoming homeless upon discharge.

*Sub-Solution 7.d:* Increase coordination with Sacramento County Sheriff's Office (including Main Jail and Rio Cosumnes Correctional Center), Correctional Health Services, and Sacramento County Probation departments to formalize partnerships and ensure unhoused justice-involved individuals connect to housing and services.

*Sub-Solution 7.e:* Increase access to public benefits and employment opportunities.

## System-Level Performance Measures:

❯ Increase successful placements from street outreach

❯ Increase the number of people exiting homelessness to Permanent Housing

❯ Reduce the number of people who return to homelessness after housing placement

❯ Reduce the length of time people remain homeless

## Key Solution Highlights:

Cross-systems collaboration is critical to address the multifaceted needs of people experiencing homelessness. The homeless response system cannot work in a silo and must be connected to the work of other systems that are serving the same population. The Behavioral Health System (BHS) is a critical partner in working with people experiencing

homelessness and the All In Sacramento framework continues to build on the relationship and connection points that were outlined in the LHAP.

The Year One Action plan highlights actions that center around aligning data and language so that cross-systems partners can effectively collaborate in a meaningful way. This foundational work will enable system leaders to understand what is possible and to develop strategies that increase efficiency when a person experiencing homelessness is engaged with multiple systems.

This Solution focuses on developing more intentional partnerships and understanding between systems, improving access to resources for people experiencing homelessness, and testing strategies that will quickly identify and support people who are high utilizers of more than one public system. The Cross-Systems Pilot will prioritize the most vulnerable and most frequently identified individuals across County/City and public systems for coordinated, direct connections to housing and services. The pilot focuses on data integration, alignment of resources, and the development of a coordinated structure between the homeless response system and behavioral health, jails, hospitals, etc. It will test methods for identifying the highest system utilizers and quickly coordinating service approaches to meet their individual needs.

# 8 System Capacity Building & Training

**Implementation Lead: Sacramento Steps Forward (SSF)**

*Sub-Solution 8.a:* Strengthen and expand system planning and data capacity.

*Sub-Solution 8.b:* Create an inclusive and supportive working environment to recruit and retain a diverse and inclusive workforce representative of the staffing capacity needed system-wide.

*Sub-Solution 8.c:* Further develop system-wide training opportunities and related training infrastructure to support staff development and improve system and program performance.

*Sub-Solution 8.d:* Increase community support for countywide homelessness activities through increased and improved engagement.

## System-Level Performance Measures:

❯ Reduce the number of people experiencing homelessness (sheltered and unsheltered)

❯ Reduce the number of people who become homeless for the first time

❯ Increase the number of people exiting homelessness into permanent housing

❯ Reduce the length of time people remain homeless

❯ Reduce the number of people who return to homelessness after housing placement

❯ Increase successful placements in housing from outreach

## Key Solution Highlights:

Successful implementation of All In Sacramento requires a comprehensive assessment of current system capacity and an intentional focus on increasing the capabilities of all system partners and components. The entire system must have the tools, resources, and competencies needed to decidedly move forward with the activities outlined in the Year One Action Plan. An honest accounting of system needs is necessary for attaining adequate system and project-level staffing to meet community expectations for system planning and management, as well as achievement of system performance, quality, and equity goals.

This Solution prioritizes the development of system capacity to manage planning, coordination, data collection, evaluation, training and technical assistance on system standards, and related

system-level functions. It also includes intentional collaboration and investment in broader system workforce and program capacity by offering effective tools and resources to promote equitable and consistent quality service delivery. A comprehensive, person-centered training portfolio across the sector is needed to promote continuous learning and improvement in program and system performance. Training components must be informed by partners with lived expertise and include:

> Alignment and compliance with service and performance standards

> Orientation to the homelessness response system, including CAS, for all system partners

> Diversity, Equity, Inclusion and Belonging, including Implicit Bias

> Rehousing best practices and support in addressing gaps in services

# ALL IN SACRAMENTO IMPLEMENTATION

All in Sacramento is designed to be actionable and requires regional partners to routinely collaborate on both specific actions and operations, as well as to ensure the underlying actions supporting the Solutions are closely coordinated during implementation. To ensure execution and accountability, each Solution has an identified **Solution Implementation Lead** in the Year One Action Plan responsible for overall progress related to the Solution and supported by a **Solution-level Implementation Team.**

The **Solution Implementation Lead** is the key convener and holder of the Solution vision. The *Solution Implementation Lead* is responsible for bringing together relevant parties and ensuring the work is moving forward consistent with the All In Sacramento framework and action plan. They work alongside the *Solution Implementation Team* to ensure each action has an established work plan, assignments, and measurable indicators to track forward progress for each action. Implementation Leads are also responsible for meeting logistics, including setting meetings, developing agendas, tracking notes, follow-up, and for providing summary updates for All In Sacramento quarterly progress reports.

The **Solution Implementation Team** serves as the working body responsible for the implementation of each of the actions in the Year One Action Plan. The *Implementation Team* tracks and monitors the overall progress for each Sub-Solution and action while providing critical input and expertise to inform effective implementation. The Implementation Team supports the development of detailed work plans for actions and ensures coordination across actions. Teams also identify and seek to resolve barriers, including recommendations related to system funding, CoC standards updates, and/or other investment, partnership, or improvement needs. Solution Implementation Teams meet at least once per quarter and may also develop ad hoc or time-limited workgroups to work on specific topics. The *Implementation Leads* will be responsible for assembling the Implementation Team based on existing working groups. **Sacramento Steps Forward** will provide quarterly reports for All In Sacramento implementation to partners and the general public with key information on plan implementation and progress relative to overall system performance goals and the measurable targets set for each Solution. Quarterly reports will also include a public-facing data dashboard.

# Appendix 1: Year One Action Plan

The All In Sacramento **Year One Action Plan** outlines the activities prioritized within the first 12 months of implementation of the All In Sacramento framework and associated measurable targets. The activities identified in the Action Plan represent the most important and feasible near-term actions being taken to advance the system- and program-level performance, quality and equity goal described in the All In Sacramento framework.

The Solutions and Sub-Solutions of the framework are reflective of the long-term vision for the Sacramento community and a comprehensive path forward to prevent and resolve homelessness over the next three years and beyond. The Year One Action Plan identifies the top level actions needed to achieve measurable progress in each Solution in the first year.

Each Solution has an Implementation Lead listed at the beginning of the Solution who will convene the Collaborating Partners to build out the "Implementation Team". The Implementation Leads and Collaborating Partners will identify additional partners to implement the work necessary to accomplish each Action. In the instances where there are specific actions that have a clear lead who is not the Solution Implementation Lead, that is noted within the Action description as an *"Action Lead"*.

# Solution 1: Coordinated Access & Navigation

*Implementation Lead: Sacramento Steps Forward (SSF)*

*\*Actions with a lead other than the Implementation Lead include an "Action Lead" within the description.*

## System-Level Performance Measures

- *Reduce the number of people experiencing homelessness (sheltered and unsheltered)*
- *Increase the number of people exiting homelessness into permanent housing*
- *Reduce the length of time people remain homeless*

**Sub-Solution 1.a: Increase and improve participation of homeless assistance service providers and community access points in the Coordinated Access System (CAS)**

| Year One Actions | Collaborating Partners |
|---|---|
| Develop staffing capacity for 2 new physical access points in the areas of highest need. | SSF, City of Sacramento, County of Sacramento |
| Develop and implement system-wide by-name list (BNL) management and progressive engagement process, including:<br>• Improved and expanded use of case conferencing;<br>• Improved real-time access to BNL related to client status and access to services (e.g., notification of available beds sent directly to the client, street outreach staff). | SSF, City of Sacramento, County of Sacramento |
| Develop and launch training and quality improvement processes for staff conducting assessments to ensure more accurate, person-centered, and effective navigational support for people seeking shelter and rehousing assistance, including gathering continuous feedback on CAS from partners with lived expertise and front-line workers. | SSF, City of Sacramento, County of Sacramento, CAS Core Team, Partners With Lived Expertise Committee (PWLEC), Youth Action Board (YAB) |
| Replace VI-SPDAT tool with a universal assessment, prioritization, and referral tool across CAS access points to improve accuracy, timeliness, and equity in screening/assessment/matching process, developed with a focus on racial equity and health vulnerabilities that is inclusive of under-resourced communities. | SSF, CAS Core Team |
| Conduct targeted engagement with community-based organizations within under-resourced communities (e.g., faith-based organizations), and nontraditional partner organizations to increase access points and staff that expand equitable access across the County. | SSF, CAS Core Team, PWLEC |

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

| Year One Actions | Collaborating Partners |
|---|---|
| Develop a housing problem-solving specialist certification program with a train-the-trainer component. Explore sub-population-specific training. | SSF, PWLEC, YAB, County of Sacramento, City of Sacramento |
| Provide training, education, and access to housing problem-solving financial assistance across the homeless response system. | SSF, City of Sacramento, County of Sacramento |

# Solution 2: Diversion & Prevention Assistance

*Implementation Lead: Sacramento Steps Forward (SSF)*

*\*Actions with a lead other than the Implementation Lead include an "Action Lead" within the description.*

## System-Level Performance Measures

- *Reduce the number of people who become homeless for the first time*
- *Reduce the number of people who return to homelessness after housing placement*

**Sub-Solution 2.a: Establish and continue to scale a community-wide coordinated prevention system model to identify and assist people who are housing insecure, including people imminently at-risk of literal homelessness**

| Year One Actions | Collaborating Partners |
|---|---|
| Establish a Coordinated Prevention Core Team responsible for supporting the development and implementation of a system-wide coordinated prevention approach for the region, with a priority on involving people with lived experience. | SSF, PWLEC, YAB, City of Sacramento, County of Sacramento |
| Conduct needs and environmental assessment, including examining inflow to homelessness, identifying areas of higher need and opportunities to reduce discharges from other systems into homelessness, as well as current prevention resources and related gaps. | SSF, Coordinated Prevention Core Team |
| Develop and pilot prevention screening, triage, and prioritization protocols, including related tools and training for staff at community-based organizations and cross-sector settings (e.g., discharge workers). | SSF, Coordinated Prevention Core Team |

# Solution 3: Outreach & Engagement

*Implementation Co-Leads: City of Sacramento and County of Sacramento*

*\*Actions with a lead other than the Implementation Lead include an "Action Lead" within the description.*

## System-Level Performance Measures

- *Reduce the number of people experiencing unsheltered homelessness*
- *Increase the number of people exiting homelessness into permanent housing*
- *Reduce the length of time people remain homeless*
- *Increase successful placements from street outreach*

**Sub-Solution 3.a: Provide comprehensive, coordinated, county-wide street outreach that supports successful resolution of unsheltered homelessness**

| Year One Actions | Collaborating Partners |
|---|---|
| Develop estimated cost and scope for a Street to Housing Pilot based on national best practices; pending available funding and availability of housing subsidies and supports begin initial implementation in concert with other system housing resources and cross-sector partners. | City of Sacramento, County of Sacramento, SSF |
| Increase targeted outreach to historically under-resourced community members, including populations experiencing homelessness at disproportionate rates (BIPOC, LGBTQIA+) and ensure outreach teams have access to materials in different languages and adequate training to work with populations they serve.<br><br>*Action Lead: SSF* | SSF, City of Sacramento, County of Sacramento, Racial Equity Committee, PWLEC, YAB |
| Ensure outreach has the staff capacity, tools, and resources to provide comprehensive and individualized (i.e., via low caseloads) system navigation, problem-solving, and support. | City of Sacramento, County of Sacramento, SSF |

# Solution 4: Emergency Shelter & Interim Housing

*Implementation Co-Leads: City of Sacramento and County of Sacramento*

*Actions with a lead other than the Implementation Lead include an "Action Lead" within the description.*

## System-Level Performance Measures

- *Reduce the number of people experiencing homelessness (sheltered and unsheltered)*
- *Increase the number of people exiting homelessness into permanent housing*
- *Reduce the length of time people remain homeless*

**Sub-Solution 4.a: Increase emergency shelter and interim housing capacity to meet the current needs of people experiencing unsheltered homelessness**

| Year One Actions | Collaborating Partners |
|---|---|
| Provide an additional 175 shelter beds at Stockton Blvd. | County of Sacramento, City of Sacramento, State of California |
| Establish a working group to develop a plan to build capacity that addresses the needs of clients discharged from local healthcare systems with medical support requirements beyond the capacity of the homeless response system. | City of Sacramento, County of Sacramento, SSF, Hospital Partners, Managed Care Organizations |

**Sub-Solution 4.b: Ensure emergency shelter, interim housing, and transitional housing programs are high quality and effective in resolving homelessness**

| Year One Actions | Collaborating Partners |
|---|---|
| Establish system-wide shelter utilization and By-Name List management processes to identify and progressively assist sheltered clients not progressing toward housing. <br><br> *Action Lead: SSF* | SSF, City of Sacramento, County of Sacramento, CAS Core Team |
| Model the financial need and identify financial resources to increase rapid exits to long-term housing for people by increasing and standardizing access to one-time financial assistance for housing move-in costs (e.g., security deposit, first-month rent) across all shelters. <br><br> *Action Lead: SSF* | SSF, City of Sacramento, County of Sacramento, SHRA |

# Solution 5: Rehousing Assistance

*Implementation Lead: Sacramento Steps Forward (SSF)*

*\*Actions with a lead other than the Implementation Lead include an "Action Lead" within the description.*

## System-Level Performance Measures

- *Reduce the number of people experiencing homelessness (sheltered and unsheltered)*
- *Increase the number of people exiting homelessness into permanent housing*
- *Reduce the length of time people remain homeless*
- *Reduce the number of people who return to homelessness after housing placement*

**Sub-Solution 5.a: Increase and improve rehousing assistance to improve permanent housing outcomes**

| Year One Actions | Collaborating Partners |
|---|---|
| Set a multi-year plan to fully operationalize existing rapid rehousing assistance and address rapid rehousing assistance gaps, inclusive of rental subsidies, CalAIM funded housing assistance and services, and other integrated service and rental assistance sources. | SSF, City of Sacramento, County of Sacramento, SHRA |
| Improve lease-up rates to accelerate housing placement. | SSF, City of Sacramento, County of Sacramento, SHRA |
| Establish a *housing placement accelerator pilot* starting with the Veterans Collaborative to test and refine progressive approaches to more quickly and effectively rehouse people, including the use of more intensive By-Name List management, case conferencing, and landlord engagement and support. | SSF, Veterans Collaborative, City of Sacramento, County of Sacramento, SHRA |

**Sub-Solution 5.b: Expand access to existing and new non-homeless dedicated housing units in market and subsidized programs**

| Year One Actions | Collaborating Partners |
|---|---|
| Further develop and scale a centralized landlord engagement strategy to increase landlord participation across all homeless rehousing programs.<br><br>*Action Lead: County* | County of Sacramento, SSF, City of Sacramento, SHRA |

## Solution 6: Permanent Supportive Housing

*Implementation Co-Leads: City of Sacramento, County of Sacramento, and SHRA*

*\*Actions with a lead other than the Implementation Lead include an "Action Lead" within the description.*

### System-Level Performance Measures

- *Reduce the number of people experiencing homelessness*
- *Increase the number of people exiting homelessness into permanent housing*
- *Reduce the length of time people remain homeless*
- *Reduce the number of people who return to homelessness after housing placement*

**Sub-Solution 6.a: Increase the stock of homeless-dedicated permanent supportive housing units and other homeless dedicated affordable housing subsidies/units with ongoing services**

| Year One Actions | Collaborating Partners |
|---|---|
| Expand permanent supportive housing and other dedicated affordable housing capacity, consistent with the approved affordable housing plan to further close identified gaps. | SHRA, City of Sacramento, County of Sacramento, SSF, Managed Care Organizations |
| Expand the capacity and reduce eligibility barriers to improve and accelerate opportunities to facilitate PSH resident "move-on" to non-homeless system-funded rental assistance and service supports. | SHRA, City of Sacramento, County of Sacramento, SSF |
| Evaluate service needs among medically vulnerable participants (including aging adults) and identify related gaps/opportunities, such as co-op living, ADU's and other housing options.<br><br>*Action Lead: City of Sacramento* | City of Sacramento, County of Sacramento, Managed Care Organizations |

# Solution 7: Integrated Services

*Implementation Lead: County of Sacramento*

*\*Actions with a lead other than the Implementation Lead include an "Action Lead" within the description.*

## System-Level Performance Measures

- *Increase successful placements from street outreach*
- *Increase the number of people exiting homelessness to permanent housing*
- *Reduce the number of people who return to homelessness after housing placement*
- *Reduce the length of time people remain homeless*

**Sub-Solution 7.a: Improve and increase timely and direct access to behavioral health care supports for individuals experiencing homelessness both in locations where they are staying and at service locations; including timely and direct access to prevention and homeless services for individuals engaged in behavioral health services**

| Year One Actions | Collaborating Partners |
|---|---|
| The County shall continue to utilize the full-service partnership screening tool to determine qualifying level of care needs. SSF will develop and implement a VISPDAT replacement in coordination with CAS Core Team and the County. Outreach and engagement teams shall remain in compliance with Sacramento Steps Forward policies and procedures for Coordinated Access System (CAS). | County of Sacramento, SSF, CAS Core Team |
| The County shall provide Mental Health First Aid training with community partners and providers that serve individuals experiencing homelessness. Relevant training requirements will be integrated into provider contracts by Cities, County, SHRA, and SSF. | County of Sacramento, City of Sacramento, SHRA, SSF |

**Sub-Solution 7.b: Implement a cross-systems pilot to engage the most vulnerable, unhoused, and most frequently served individuals across County/City and public systems into housing and wrap-around services**

| Year One Actions | Collaborating Partners |
|---|---|
| Align vulnerability and prioritization factors across multiple systems of care to identify the most vulnerable, unhoused, and most frequently served individuals across systems of care. Assess current gaps and develop a plan to build capacity within the community to better address the needs of these highly vulnerable individuals.<br><br>*Action Lead: SSF* | SSF, County of Sacramento, City of Sacramento, CAS Core Team |
| Define the parameters of the pilot and develop the operational protocols and tools of the program across systems. | County of Sacramento, City of Sacramento, SSF, CAS Core Team |
| Determine the housing and services needs of the individuals identified for the pilot and model the financial resources to implement the pilot. | County of Sacramento, City of Sacramento, SSF, CAS Core Team |

| Sub-Solution 7.c: Ensure comprehensive and coordinated discharge planning from hospitals, jails, and other institutional settings to prevent people from becoming homeless upon discharge | |
|---|---|
| **Year One Actions** | **Collaborating Partners** |
| Establish bi-directional data sharing agreements that support case conferencing, comply with federal HIPAA regulations, increase system-wide knowledge on who is experiencing homelessness, and track the number and general medical needs of unhoused clients who are frequent utilizers of local emergency departments and EMS/ambulance systems of care.<br><br>*Action Lead: SSF* | SSF, County of Sacramento, City of Sacramento, CAS Core Team, SSF, Managed Care Organizations, Hospital Partners |
| Establish a framework between the homeless response system and cross-system partners to establish formalized processes for data integration and services coordination to ensure that discharge is focused on ensuring interim and long-term housing support as services.<br><br>*Action Lead: SSF* | SSF, County of Sacramento, City of Sacramento, CAS Core Team, Managed Care Organizations, Hospital Partners |
| Develop a system understanding of hospital discharge processes and identify ways to better integrate linkages to the homeless response system into hospital discharge planning.<br><br>*Action Lead: SSF* | SSF, City of Sacramento, County of Sacramento, CAS Core Team, Managed Care Organizations, Hospital Partners |
| Monitor and measure reductions in unnecessary emergency room and EMS utilization by people experiencing homelessness in the community that are tied to improvements in prevention, diversion, and outreach strategies within the homeless response system.<br><br>*Action Lead: SSF* | SSF, City of Sacramento, County of Sacramento, CAS Core Team, Managed Care Organizations, Hospital Partners |
| Develop standard language on assessing housing stability status, in conjunction with coordinated prevention system development efforts, for use by hospitals, jails, and other institutions.<br><br>*Action Lead: SSF* | SSF, County of Sacramento, Managed Care Organizations, Hospital Partners |

| Sub-Solution 7.d: Increase coordination with Sacramento County Sheriff's Office (including Main Jail and Rio Cosumnes Correctional Center), Correctional Health Services, and Sacramento County Probation departments to formalize partnerships and ensure unhoused justice-involved individuals connect to housing and services | |
|---|---|
| **Year One Actions** | **Collaborating Partners** |
| Align the data integration efforts with planning efforts for Social Health Information Exchange (SHIE) to eventually implement data sharing between justice system partners and homelessness response systems to assess the number of justice-involved unhoused individuals and dedicate resources gaps for housing and services. | County of Sacramento, SSF, City of Sacramento |
| Convene partners across systems to determine what cross-systems processes are working well and where there are opportunities to increase coordination and integration to ensure unhoused justice-involved individuals have connections to housing and services. | County of Sacramento, SSF City of Sacramento |
| **Sub-Solution 7.e: Increase Access to Public Benefits and Employment Opportunities** | |
| **Year One Actions** | **Collaborating Partners** |
| Develop a streamlined referral process for service providers to refer to appropriate entities for assistance with disability benefits and advocacy, CAPI and supplemental Security Income/State Supplemental Program (SSI/SSP). | County of Sacramento, SSF |
| Formalize a partnership and referral process between service providers and Sacramento Employment and Training Agency (SETA) to connect job-seeking clients to the SETA Sacramento Works Program for connections to employment resources.<br><br>*Action Lead: SSF* | SSF, County of Sacramento, City of Sacramento, SETA |
| Designate a working group to explore opportunities to increase engagement with the Sacramento Office of Economic Development for opportunities to leverage resources with programs such as Working Opportunity Tax Credits (WOTC) and On-The-Job Training (OTJ). | County of Sacramento, City of Sacramento, SSF |
| Outline partnerships and access to employment opportunities with private employers and private employment organizations to develop pathways for job-seeking individuals to connect to employment opportunities. Develop a set of action items for private employers to engage in developing employment opportunities for individuals who are unhoused or formerly unhoused. | County of Sacramento, City of Sacramento, SSF |

# Solution 8: System Capacity Building & Training

**Implementation Lead: Sacramento Steps Forward (SSF)**

*Actions with a lead other than the Implementation Lead include an "Action Lead" within the description.*

## System-Level Performance Measures

- *Reduce the number of people experiencing homelessness (sheltered and unsheltered)*
- *Reduce the number of people who become homeless for the first time*
- *Increase the number of people exiting homelessness into permanent housing*
- *Reduce the length of time people remain homeless*
- *Reduce the number of people who return to homelessness after housing placement*
- *Increase successful placements from outreach*

**Sub-Solution 8.a: Ensure sufficient system capacity for system planning, management, data collection, reporting, and evaluation**

| Year One Actions | Collaborating Partners |
|---|---|
| Increase HMIS participation in crisis response and housing programs, including homelessness prevention, outreach, emergency shelter and interim housing, rehousing, and permanent supportive housing. | SSF, City of Sacramento, County of Sacramento, SHRA |
| Ensure adherence to HMIS data quality standards by developing and implementing at least quarterly HMIS data quality review and corrective action protocols and providing a report on data quality standards adherence to local funders at least once annually. | SSF, City of Sacramento, County of Sacramento, SHRA |
| Incorporate HMIS training, technical assistance, and support in system-wide training plans to improve data quality and completeness. | SSF, City of Sacramento, County of Sacramento, SHRA |

| Sub-Solution 8.b: Create an inclusive & supportive working environment to recruit and retain a diverse and inclusive workforce representative of the staffing capacity needed system-wide | |
| --- | --- |
| **Year One Actions** | **Collaborating Partners** |
| Building on information in the Gaps Analysis, determine the gap in staffing, including how many positions are needed across the system, including outreach and engagement, emergency shelter and interim housing, housing, and system management functions. | SSF |
| Perform a labor market analysis including an assessment of local labor market indicator data from the California Employment Development Department (EDD), a vacancy assessment survey from local employers, and interviews with local employers. | SSF |
| Engage people with lived expertise and providers, including providers in historically under-resourced communities, in examining workforce recruitment, retention, and support needs. | SSF |
| Conduct pay equity and livable wage rate analysis across the system. | SSF |
| Engage community partners to identify capacity needs and barriers to receiving homelessness response system funding among smaller organizations in historically under-resourced communities. | SSF |

| Sub-Solution 8.c: Further develop system-wide training opportunities and related training infrastructure to support staff development and improve system and program performance | |
| --- | --- |
| **Year One Actions** | **Collaborating Partners** |
| Conduct a system-wide training "audit" inclusive of training requirements included in new Community Standards; identifying currently available training and capacity-building resources and assessing for program and system training needs. | SSF, City of Sacramento, County of Sacramento |
| Develop a comprehensive learning framework which defines learning objectives for both providers and system leaders and establishes the training plan, protocols, and timeline needed to improve program and system performance and advance equity in homelessness response. | SSF, City of Sacramento, County of Sacramento |
| Initiate training and technical assistance to service providers to support alignment and compliance with respective service and performance standards. | SSF, City of Sacramento, County of Sacramento |

| Sub-Solution 8.d: Increase community support for countywide homelessness activities through increased and improved engagement | |
| --- | --- |
| **Year One Actions** | **Collaborating Partners** |
| Develop a public awareness campaign, co-designed by people with lived expertise, that includes diversified strategies for general education and awareness, resulting in increased understanding of what resources exist and how to access them, reporting on continued progress, and creating engagement opportunities for all community members. | SSF, City of Sacramento, County of Sacramento |
| Continue to increase targeted engagement with culturally specific organizations and community partners such as BIPOC, LGBTQIA+, and Tribal Partners to advance equity through meaningful and authentic collaboration. | SSF |

### What do we know?
The foundation of All In Sacramento is a solid understanding of the local needs and gaps, informed by the local Gaps Analysis and national best practices.

### What will we do?
All In Sacramento commits to 8 Solutions necessary to drive progress over the next 3 years with a focus on increasing prevention and rehousing assistance while ensuring quality, person-centered care.

### How will we know it's working?
All In Sacramento ties the Solutions to program- and system-level outcomes, ensuring accountability by tracking and monitoring progress.

### What short and long term goals will we accomplish?
All In Sacramento sets a 3-year vision for making homelessness rare, brief, and non-recurring with interim goals outlined in the Year One Action Plan.

# Appendix 3: Community Standards Implementation & Key Milestones

The Sacramento region receives funding from the U.S. Department of Housing and Urban Development (HUD) to provide programs and services for people experiencing homelessness, including Emergency Solutions Grant (ESG) and Continuum of Care (CoC) Program funding. This funding requires CoCs to "establish and consistently follow written standards for providing Continuum of Care assistance" that, at minimum, must address:

1. Who is eligible for specific services (e.g., outreach, homelessness prevention, emergency shelter, transitional housing, rapid rehousing and permanent supportive housing);

2. How the system of care ensures that the people most in need get priority for each service;

3. The referral, admission and discharge processes for emergency shelters;

4. Rules regarding how much participants in rental assistance programs must pay toward their rent, and how long they may receive rental assistance;

5. Rules regarding limits on assistance provided for housing relocation (moving costs), or temporary rental assistance provided as part of a rapid rehousing program;

6. How programs serving homeless people coordinate with other programs in the homelessness response system and with other types of services (e.g., benefits programs, health care, employment, education); and

7. Policies used to ensure safety for victims of domestic violence, dating violence, sexual assault, and stalking, including rights to emergency transfers when needed to remain safe.

As part of the Sacramento Local Homeless Action Plan, adopted in June 2022, the CoC, City of Sacramento, Sacramento County, and SHRA committed to developing standards to meet HUD requirements and provide a community-wide set of standards for homelessness prevention and assistance programs.

The Standards development work initiated in February of 2023 with support from Tom Albanese Consulting, LLC, and SSF staff to research existing local standards and examples from other communities. This team engaged stakeholders in a series of six

focus groups to examine potential standards related to crisis response (outreach, shelter, etc.) and housing-related responses (rapid rehousing, permanent supportive housing). In all, more than 40 stakeholders representing at least 24 service providers and community organizations participated in focus groups. A draft set of community wide performance and practice standards for public comment was made available for a 21-day public comment period between October 26, 2023, and November 16, 2023, and was ultimately adopted by the CoC Board on December 13, 2023.

The purpose of the Sacramento Community Standards is to provide a general overview of expectations and standards for homelessness prevention and homeless assistance programs receiving public funding. The Standards are inclusive of minimum requirements for each program type, but they are also expansive in that they reflect best practices and local priorities for housing assistance that may be aspirational for some programs. In general, standards are similar to policies but may be more specific. They are measurable and reflect what providers should be doing. Procedures are detailed descriptions of how to carry out a policy or standard.

These standards serve as a basis for ensuring all publicly funded programs for people who are at-risk of or experiencing homelessness are offered in a consistent manner, in line with federal, state and local funding requirements, and evidence-based approaches to providing equitable, effective, and efficient assistance.

The intention of Sacramento's new Community Standards is that they will be incorporated into funding contracts for homelessness prevention and homeless assistance programs awarded by the City of Sacramento, County of Sacramento, SHRA, and SSF. Standards will then be monitored periodically according to each local funder's contract requirements and monitoring processes to assess provider adherence to standards, including examination of provider performance, services, operations, facilities, and housing units.

While providers are expected to meet these standards, it is understood that many providers do not currently have sufficient funding, training, or capacity to meet these standards. As local funders begin to incorporate standards into contracts and monitoring policies and procedures are developed, it is expected that funding and other constraints will be accounted for and

providers will be able to demonstrate instances where non-conformance with a standard is driven by lack of funding or other barriers.

As the lead agency for the Sacramento CoC, SSF provides guidance and leadership for CoC system performance reporting efforts, as well as training and technical assistance to support implementation and fidelity to the Community Standards. The CoC's Standards Development Team established the following standards implementation schedule and key milestones, with a focus through Fiscal Year (FY) 2025 on improving HMIS data quality and establishing routine system and program performance dashboard reporting. Performance data reported in FY2025 will then be used to develop key performance indicator (KPI) targets consistent with the overall system performance goals, but also individualized for each locally funded program. This will be reflected in a Program Performance Plan to be incorporated into local contracts and reported via performance dashboards that examine actual performance compared to targets, providing a complete performance picture and real-time data for actionable course corrections.

# January–June 2024 (FY2024)

❯ Develop system and program-level goal-setting and measurement methodologies for each measure (Lead: SSF)

❯ Develop system and program-level performance reporting templates (Lead: SSF w/CoC Standards Development Team (SDT))

❯ Develop HMIS data QA plan, including revised standards, monitoring, and compliance approach* (Lead: SSF w/SDT)
*soft implementation FY25, implementation w/compliance enforcement FY26*

❯ Develop preliminary Program Performance Plan template for use by partners in FY2025 on trial basis* (Lead: SSF w/SDT)
*soft implementation FY25, implementation w/compliance enforcement FY26*

# July 2024–June 2025 (FY2025)

❯ Community Standards included in locally administered contracts (Leads: City, County, SHRA, SSF)

❯ Routine quarterly, semi-annual, annual system and program performance reports published.

❯ Coordinated cross-jurisdictional annual program performance planning, monitoring, and evaluation processes developed to increase efficiencies and inform City, County, SSF, SHRA contract compliance and renewal processes (Lead: SSF w/SDT)

❯ Based on July-Dec 2024 semi-annual performance, develop universal program KPI targets and individualized Program Performance Plans for FY2026 (Lead: SSF w/SDT)

# July 2025–June 2026 (FY2026)

❯ Incorporate FY2026 Program Performance Plans into program-level contracts (Leads: City, County, SHRA, SSF)

❯ Execute cross-jurisdictional annual system and program performance planning, monitoring, and evaluation process, including targeted TA processes to improve performance, quality, equity (Leads: City, County, SHRA, SSF)

The CoC, inclusive of local governments, will update these standards as needed to stay current with any program changes, funding changes or new project type introduction. Community partners will be engaged in future standards review and update processes, including but not limited to specific review by the PWLEC, service providers, and any other relevant committee(s) identified by the CoC.

# Appendix 4: Program-Level Key Performance Indicators

In December 2023, the Sacramento CoC adopted a comprehensive set of Community Standards[10] that provide detailed expectations and standards for homelessness prevention and homeless assistance programs receiving public funding in Sacramento County. The standards serve as a basis for ensuring all publicly funded programs for people who are at risk of or experiencing homelessness are offered in a consistent manner, in line with federal, state, and local funding requirements and evidence-based approaches to providing equitable, effective, and efficient assistance.

The Community Standards include program administration, facility, and service standards for each program type, as well as "key performance indicators" (KPIs) for each program type that align to federal, state, and local homelessness response system performance priorities and targets. Key performance indicators represent the most important measures used to determine program performance relative to program use, cost, and successful outcomes.

Specific performance targets for each KPI (e.g., <10% exiting Emergency Shelter will return to homelessness) will be developed over the coming year as part of the implementation of All In Sacramento, as described in Appendix 3. System and program KPIs will be reported by Sacramento Steps Forward and evaluated by the CoC and local funders.

Standard KPI reporting and evaluation will support steady forward progress along with other relevant measures (e.g., number of households served), and allow programs to be consistently monitored and evaluated for efficiency, effectiveness, and equitable outcomes. Additional information on KPIs and other system and program performance measures, including measurement-related definitions and methods, can be found on the SSF website under the "Data" subsection.

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[10]*Version 1, dated December 13, 2023*
*https://sacramentostepsforward.org/wp-content/uploads/2024/01/Sac-Community-Stds_v1_12.13.2023_FINAL.pdf*

| Key Performance Indicators (KPIs) by Program Type | | |
|---|---|---|
| **Homelessness Prevention** | • Active caseload rate (%)<br>• Average length of participation<br>• Successful outcomes (#, %) | • Successful housing outcomes (#, %)<br>• Subsequent homelessness (%)<br>• Cost per household |
| **Diversion** | • Successful diversion outcomes (#, %)<br>• Average wait-time | • Subsequent homelessness (%)<br>• Cost per household |
| **Street Outreach** | • Active caseload rate (%)<br>• Average length of participation<br>• Successful outcomes (#, %) | • Successful housing outcomes (#, %)<br>• Returns to homelessness (%)<br>• Cost per household |
| **Emergency Shelter** | • Utilization (occupancy) (%)<br>• Average length of stay<br>• Successful outcomes (#, %)<br>• Successful housing outcomes (#, %) | • Negative exits (%)<br>• Returns to homelessness (%)<br>• Cost per household |
| **Transition Housing & Interim Housing** | • Utilization (occupancy) (%)<br>• Average length of stay<br>• Successful outcomes (#, %)<br>• Successful housing outcomes (#, %)<br>• Negative exits (%) | • Returns to homelessness (%)<br>• Increase in non-employment cash income<br>• Increase in employment income<br>• Cost per household<br>• Cost per unit |
| **Rapid Rehousing & Other Rehousing Assistance** | • Active caseload rate (%)<br>• Average engagement time<br>• Average length of shelter stay<br>• Average length of time to housing move-in<br>• Average length of participation<br>• Successful outcomes (#, %)<br>• Successful housing outcomes (#, %) | • Negative exits (%)<br>• Returns to homelessness (recidivism) (%)<br>• Increase in non-employment cash income<br>• Increase in employment income<br>• Cost per household |
| **Permanent Supportive Housing** | • Utilization (occupancy) rate (%)<br>• Average length of participation<br>• Successful outcomes (#, %)<br>• Successful housing outcomes (#, %)<br>• Negative exits (%) | • Returns to homelessness (recidivism) (%)<br>• Increase in non-employment cash income<br>• Increase in employment income<br>• Cost per household<br>• Cost per unit |

# Appendix 5: Racial Equity Committee Analysis for Updated Action Plan

## Overall population-level rates of homelessness

❯ Calendar Year 2022: Black or African American people represented 39.7% of all people who experienced homelessness compared with 9.4% of the overall Sacramento County population.

## Rates of unsheltered homelessness

❯ January 2022 Point-in-Time Count: 71.8% of all people experiencing homelessness were unsheltered. The following groups experienced significantly higher rates of unsheltered homelessness compared to the overall population:

■ American Indian or Alaska Native people: 90.6% unsheltered

■ People currently fleeing domestic violence: 89.8% unsheltered

■ People with significant mental illness: 81.9% unsheltered

■ Transgender people: 81.9% unsheltered

■ People with multiple races: 79.4% unsheltered

■ People with a substance use disorder: 77.1% unsheltered

■ Hispanic/Latino people: 75.5% unsheltered

## Rates of those newly experiencing homelessness

❯ Calendar Year 2022: 54% of all people experiencing homelessness were newly homeless. The following groups had significantly lower rates of newly homeless people compared to the overall population and, conversely, higher rates of people who were not newly homeless and experiencing prolonged or repeat episodes of homelessness:

■ People with significant mental illness: 45.2% newly homeless

■ People with a substance use disorder: 44.8% newly homeless

## Average length of time people experienced homelessness while accessing rapid rehousing and permanent supportive housing

❯ Calendar year 2022: 151 days on average from initial enrollment in street outreach, emergency shelter, or transitional housing to permanent housing move-in for people served by rapid rehousing or permanent supportive housing. The following groups experienced significantly longer average time to housing:

- People in households with only children: 289 days on average
- People in households with at least one adult and one child:183 days on average
- Transgender people: 178 days on average
- People with multiple races: 167 days on average
- Unaccompanied youth (18-24 years old): 161 days on average
- Parenting youth (18-24 years old): 160 days on average
- Black or African American people: 156 days on average

## Permanent housing outcomes

❯ Calendar year 2022: 23% of all people who experienced homelessness exited to permanent housing. The following groups had significantly lower rates of exit to permanent housing:
- People with a substance use disorder: 14.1% exited to permanent housing
- People currently fleeing domestic violence: 16.1% exited to permanent housing
- American Indian or Alaskan Native people: 19.8% exited to permanent housing

## Returns to homelessness within 6 months of exiting to permanent housing

❯ Calendar year 2022: 11.9% of people who exited to permanent housing returned to the homeless system within 6 months. The following groups experienced significantly higher rates of return:
- People with HIV/AIDS: 21.2% returned within 6 months
- People currently fleeing domestic violence: 20.4% returned within 6 months
- People with a substance use disorder: 17.8% returned within 6 months
- Parenting Youth (18-24): 15.2%r returned within 6 months

## Successful exits from Street Outreach programs

❯ Calendar year 2022: 226 people successfully exited street outreach programs and entered emergency shelter, transitional housing, or permanent housing. The following groups experienced a relatively lower share of successful exits compared to all successful street outreach exits:
- People currently fleeing domestic violence: 14.7% of all unsheltered, but only 9% of all SO successful exits
- People with multiple races: 11.9% of all unsheltered, but only 7.5% of all SO successful exits.

In order to improve the overall performance of Sacramento prevention and homeless response resources, targeted efforts must be made with new or rebalanced resources to ensure equity in access, service quality, customer experience, and outcomes for all people facing homelessness. All In Sacramento reporting will incorporate an equity dashboard to monitor and ensure improvement across all indicators, especially those highlighted above.

# Appendix 6: Common Terms & Acronyms

**Behavioral Health Services (BHS)** is a department within Sacramento County that provides a full array of culturally competent and linguistically proficient mental health services to individuals of all ages.

**Cal-AIM,** the California Advancing & Innovating Medi-Cal (Cal-AIM) initiative sponsored by the state Department of Health Care Services is a long-term commitment to transforming and sustaining Medi-Cal, offering Californians, including people 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 federally qualified 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 inclusive of the cities and unincorporated areas within Sacramento County.

**Coordinated Access Navigation (CAN)** Team is a team of people who support households with system navigation and immediate needs when placed on the shelter waitlist.

**Coordinated Access System (CAS)** 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 crisis response, housing assistance, and services to end their homelessness.

**Diversion Services** is the most targeted form of homelessness prevention and involves strategies and practices seeking to assist people to resolve their immediate housing crisis by accessing a safe and appropriate housing alternative versus entering emergency shelter or otherwise staying in a place not meant for human habitation that night.

**Emergency Shelter** provides safe, temporary housing for individuals and/or families who have no alternative safe housing options while they are supported in obtaining permanent housing or access to other appropriate assistance, such as treatment. Shelters serve people who have neither a safe home nor the means to obtain other safe permanent or temporary housing. Emergency shelters may serve specific populations (e.g., families with children, single adults, transition age youth), in congregate or non-congregate facilities, and do not require occupants to sign leases or occupancy agreements.

**Homeless** (also "literally homeless") refers to an individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:

• Has a primary nighttime residence that is a public or private place not meant for human habitation;

• Is living in a publicly or privately-operated shelter designated to provide temporary living arrangements (including congregate shelters, TH, and hotels and motels paid for by charitable organizations or by federal, state and local government programs); or

• Is exiting an institution where he/she has resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution.

**Homeless-Dedicated Housing** refers to any form of permanent housing or permanent housing subsidy that is formally designated to serve individuals or families experiencing homelessness.

**Homeless Housing, Assistance, and Prevention Program (HHAP)** is a California grant that provides local jurisdictions, including federally recognized tribal govts., with flexible funding to continue efforts to prevent and end homelessness in their communities.

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

**Homeless Response System** refers to the various organizations and entities within an area that serve homeless individuals and families and their respective programs, services, and supports designed to respond to and resolve housing crises.

**Homelessness Prevention** programs assist people who are imminently at-risk of literal homelessness with housing problem solving, temporary financial assistance, information and referral to other resources, and time-limited housing stabilization assistance.

**Housing Choice Voucher Program (HCV)** is a federal rent subsidy program under section 8 of the US Housing Act, which issues vouchers to eligible households.

**Housing First** is an evidence-based model that uses housing as a tool, rather than a reward, for recovery and that centers on providing or connecting homeless people to permanent housing as quickly as possible. Housing First providers offer services as needed and requested on a voluntary basis and that do not make housing contingent on participation in services.

**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.

**Local Homeless Action Plan (LHAP)** was Sacramento's 2022 action plan developed to meet the requirements of the HHAP-3 application.

**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 are specifically for people who formerly experienced homelessness but that do 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)** include single site and scattered site rental housing with a permanent subsidy and supportive services for individuals and families who are homeless and have at least one household member with a federally qualified disabling condition. PSH programs include supportive services that are designed to meet the needs of the program participants.

**Point in Time (PIT) Count** is an annual count of people experiencing homelessness on a single night. Data are required to be reported to the U.S. Department of Housing and Urban Development. Sacramento reports an annual shelter count and an every other year unsheltered count.

**Rapid Rehousing (RRH)** provides (directly and/or via service partnership) housing search and placement, time-limited financial assistance, and housing-focused case management for individuals and families who are literally homeless. RRH programs help households secure private rental market housing, where the lease is initially or eventually between the landlord and the program participant following conclusion of housing stabilization services. RRH assistance may be used as a bridge to or as a means to help people access other ongoing subsidized housing and services (e.g., permanent supportive housing). RRH assistance for eligible participants is typically limited to a specific number of months based on program funding sources.

**Sacramento Employment and Training Agency (SETA)** provides resources and services to both employers and job seekers in Sacramento County.

**Street Outreach** programs offer mobile services to engage and assist unsheltered individuals and families experiencing homelessness within the CoC's geographic area, including those least likely to request assistance. Services typically include engagement, connection to emergency shelter, housing, critical/crisis services, basic needs support, and urgent, non-facility-based care.

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

**Transitional Housing Programs** provide temporary housing with supportive services to individuals and families experiencing homelessness with the goal of interim stability and support to successfully move to and maintain permanent housing. TH programs can cover housing costs and accompanying supportive services for program participants 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.
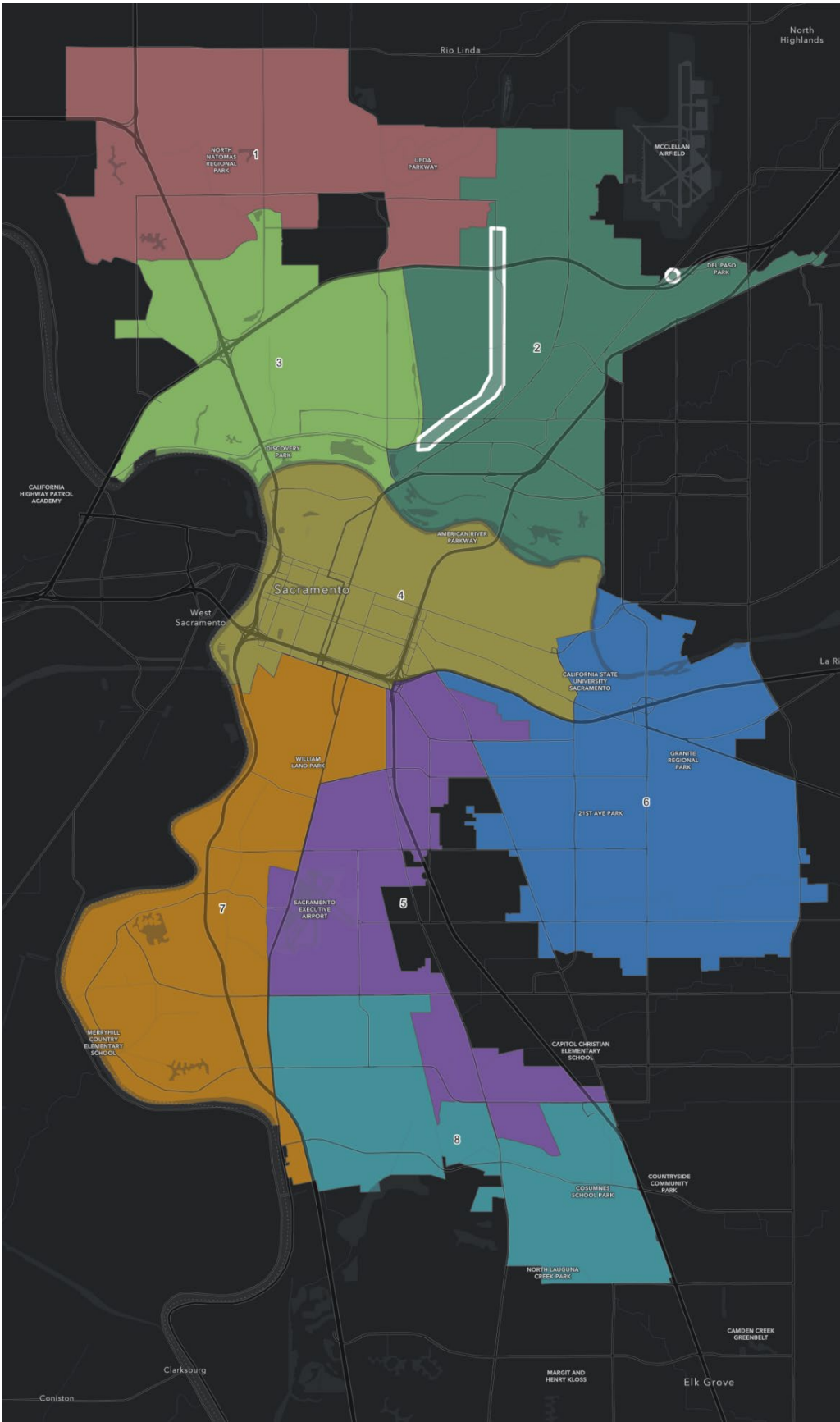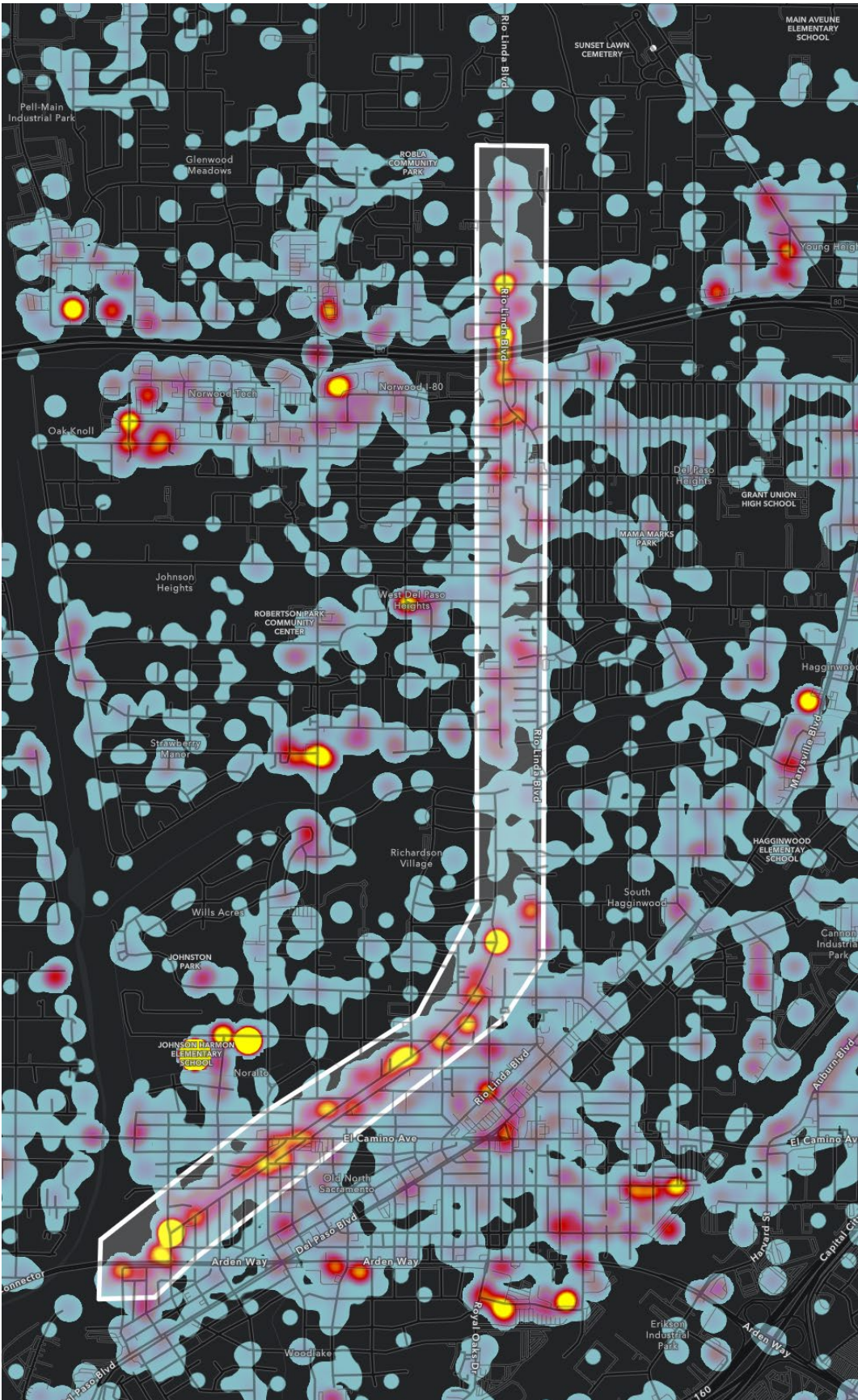
This map shows the prioritized encampment area within the City of Sacramento.

This map shows the concentration of calls for services received by city agencies within the project area.