



California Interagency Council on Homelessness

HHAP Round 5 Application

Part 1: Regional Identification and Contracting Information

Steps to complete this section:

1. Select the CoC Region.
2. Indicate which of the Eligible Applicants are participating in this HHAP-5 application.
3. For each participating Eligible Applicant, you will also be prompted to indicate whether and how the Eligible Applicant intends to contract with the state (i.e., indicate the Administrative Entity for that eligible applicant's HHAP-5 Allocation).

Please select the Continuum of Care region

Sacramento City & County CoC

Application Participation Guidance:

Cal ICH encourages eligible applicants to apply in collaboration with all eligible applicants in their CoC Region and submit a single Regionally Coordinated Homelessness Action Plan. Applicants may apply together and still receive funds separately.

- *Large Cities **must** apply as part of the regional application with the County and CoC.*
- *Counties **must** apply as part of a regional application with the CoC and any overlapping Large Cities.*
 - *In a multi-county CoC: Counties **are strongly encouraged to** apply in collaboration with other counties that are served by the same CoC.*
- *A CoC that serves a single county **must** apply as part of the regional application with the County and any overlapping Large Cities.*
- *A CoC that serves multiple counties **must either:***

- *Apply as part of a regional application with multiple Counties and any overlapping Large Cities; and/or*
- *Participate in the regional application of **each** overlapping County and the Large Cities therein.*

Contracting Guidance:

Each Eligible Applicant (Large City, County, and CoC) has the discretion to receive their base allocation directly or may designate an Eligible Applicant in their region to serve as their Administrative Entity. This selection will indicate to Cal ICH which Eligible Applicant will enter into contract with the state to receive and administer each Eligible Applicant's HHAP-5 allocation.

The Administrative Entity is responsible for HHAP funds and meeting the terms and conditions of the contract. Broadly speaking, this means administering funds, contracting (when necessary) with sub-recipients, and reporting on HHAP-5 dollars and activities to Cal ICH.

- *If you plan to contract with the state to receive and administer **only** your (single) HHAP-5 allocation, select: "Will enter into contract with the state to receive and administer their HHAP-5 allocation individually" under the contracting selection.*
- *If you **do not plan to contract with the state** and instead plan to identify another participating Eligible Applicant in the region to enter into contract with the state to receive and administer your HHAP-5 allocation, select: "Identify another participating Eligible Applicant in their region to enter into contract with the state to receive and administer their HHAP-5 allocation" under the contracting selection. You will then be prompted to designate the Administrative Entity from a list of eligible applicants in the region.*
- *If you plan to contract with the state to **receive and administer multiple HHAP-5 allocations** within your region, select "Will enter into contract with the state to receive and administer their HHAP-5 allocation and allocation(s) from other Eligible Applicants in the region" under the contracting selection.*

Sacramento City & County CoC Region

Sacramento City & County CoC

CA-503 Participation

Is participating in this single collaborative application with the regional partner(s) listed.

CA-503 Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation individually

Contact Title

Chief Executive Officer, Sacramento Steps Forward

Name

Lisa Bates

Email

Phone

lbates@sacstepsforward.org

(916) 200-6553

City of Sacramento

Sacramento Participation

Is participating in this single collaborative application with the regional partner(s) listed.

Sacramento Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation individually

Contact Title

City Housing Manager

Name

Ya-yin Isle

Email

yisle@cityofsacramento.org

Phone

(916) 808-1869

Sacramento County

Sacramento County Participation

Is participating in this single collaborative application with the regional partner(s) listed.

Sacramento County Contracting

Will enter into contract with the state to receive and administer their HHAP-5 allocation individually

Contact Title

Human Services Program Manager, Department of Homeless Services and Housing

Name

Susan Lal

Email

lals@saccounty.gov

Phone

(916) 875-6078

Number of Contracts

3

Part 2. Regionally Coordinated Homelessness Action Plan

Participating Jurisdictions' Roles and Responsibilities

Steps to complete this section:

1. Identify and describe the specific roles and responsibilities of **each participating Eligible Applicant** in the region regarding:
 - o Outreach and site coordination;
 - o Siting and use of available land;
 - o Development of interim and permanent housing options; and
 - o Coordination and connection to the delivery of services for individuals experiencing or at risk of experiencing homelessness within the region.
2. Describe and explain how all Participating Jurisdictions are coordinating in each area.

Optional: You may also include roles and responsibilities of small jurisdictions in the region that elect to engage and collaborate on the plan.

Guidance:

*Each Eligible Applicant must identify and describe their role in the region for **each** table.*

To add additional jurisdictions, click "Add a Participating Jurisdiction" near the bottom of each table.

Outreach & Site Coordination

Participating Jurisdictions	Roles & Responsibilities
Sacramento CoC	The Sacramento CoC contracts for street outreach and ongoing system support and training including coordination with the Coordinated Access System, training to ensure access to housing problem-solving assistance, and access to materials in different languages for increased accessibility.
City of Sacramento	The City funds and oversees direct street outreach, providing connection to Safe Ground programs, emergency shelter, the City motel program, and a field-based case manager who can provide limited housing services. The City's outreach program serves as the connection point to community-based resources who provide housing navigation and case management services and primarily responds to 311 crisis calls.
Sacramento County	The County funds and oversees direct street outreach services, providing connection to the County scattered-site shelter program. All County outreach staff are case-carrying and can provide re-housing services, including access to flexible funding. The County coordinates with municipal service departments for encampment services in the unincorporated areas of the County and within the Regional Park System, and coordinates with the Sheriff on priority encampments for services and/or other actions.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to ensure comprehensive outreach and site

coordination to individuals experiencing and at-risk of experiencing homelessness in the region.

Regional Coordination Narrative - Outreach & Site Coordination

The Sacramento region has adopted a comprehensive Regionally Coordinated Homelessness Action Plan, called All In Sacramento, that includes all of the actions listed in this application and more. The plan is designed to be actionable and includes a Solution Implementation Lead, identified in the Year One Action Plan, that is responsible for overall progress related to each Solution, supported by a Solution-level Implementation Team. Outreach and engagement related actions in All In Sacramento will be supported by this implementation structure. The City of Sacramento and County of Sacramento are identified as Solution Implementation Co-leads on outreach and engagement and coordinate regularly on collaborative outreach efforts in the City limits, to ensure outreach teams funded and directed by the City have access to County behavioral health field services. The City and County have developed outreach protocols that include the roles and responsibilities of each jurisdiction and their respective contracted partners and resources brought by each and will support regular coordination of outreach providers to enable effective implementation of outreach protocols, ensure seamless support to individuals living unsheltered, and identify outreach coverage gaps and opportunities.

Land Use & Development

Participating Jurisdictions	Roles & Responsibilities
Sacramento CoC	The CoC primarily focuses on providing housing and supportive services and holds a more indirect role in land use and development. Some ways in which the CoC may intersect with land use and development include feedback on site selection, advocacy for housing development strategies, leveraging public and private partnerships, public awareness and communications, and policy advocacy.
City of Sacramento	The City is responsible for and oversees the siting and use of available land in accordance with the Surplus Land Act requirements. The City’s Community Development Department is responsible for land use designations and entitlements within the City.
Sacramento County	The County is responsible for and oversees the siting and use of available land in accordance with the Surplus Land Act requirements. The County’s Community Development Department is responsible for land use designations and entitlements within the unincorporated areas of the County.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to use and develop available land to address and end homelessness in the region.

Regional Coordination Narrative - Land Use & Development

In addition to both adopting General Plan Housing Elements that comply with the Regional Housing Needs Assessment and adopting policies that have resulted in achieving Prohousing designations from the State of California, Sacramento County and the City of Sacramento coordinate their affordable housing and Permanent Supportive Housing development programs via the Sacramento Housing and Redevelopment Agency (SHRA), a joint powers authority of the City and the County. In addition, when there are

developments that border the two jurisdictions, or that include land in both, the City and County will coordinate on processing of development applications.

Development of Interim and Permanent Housing Options

Participating Jurisdictions	Roles & Responsibilities
Sacramento CoC	The CoC’s primary goal is to create a comprehensive and coordinated approach to address the various needs of people without stable housing. Major areas of responsibility include strategic planning, resource allocation from the HUD CoC NOFO, coordination with partners and providers, advocacy for affordable housing policies, capacity building and training for providers, monitoring and evaluation, administering HMIS system and providing data, establishing community service standards, and promoting housing first approaches.
City of Sacramento	The City’s Department of Community Response directly funds and oversees several interim housing programs within the City. The City also subcontracts with SHRA for three of the interim housing programs. For permanent housing options, the City, in partnership with SHRA, funds affordable housing programs and permanent supportive housing. SHRA serves as the affordable housing financier on behalf of the City. The recently adopted Affordable Housing Plan outlines actions and roles and responsibilities for the development of permanent housing.
Sacramento County	The County’s Department of Homeless Services and Housing directly funds and oversees several interim housing programs throughout the County, including some within the jurisdiction of the City of Sacramento. For permanent housing options, the County, in partnership with SHRA, funds affordable housing programs and permanent supportive housing. SHRA serves as the affordable housing financier on behalf of the County. The recently adopted Affordable Housing Plan outlines actions and roles and responsibilities for the development of permanent housing. The County Department of Health Services supports development of permanent supportive housing countywide through the use of Mental Health Services Act (MHSA) funding.

Given the individual roles and responsibilities identified above, describe and explain how all participating jurisdictions are or will begin to coordinate these efforts to develop adequate interim and permanent housing options to address and end homelessness in the region.

Regional Coordination Narrative - Shelter, Interim, and PH Options

The Regionally Coordinated Homelessness Action Plan, All in Sacramento, is designed to be actionable and includes an identified Solution Implementation Lead, identified in the Year One Action Plan, that is responsible for overall progress related to each Solution, supported by a Solution-level Implementation Team. Interim and permanent housing related actions in All In Sacramento will be supported by this implementation structure. The City of Sacramento, Sacramento County, Sacramento Steps Forward, and SHRA are each actively involved in leading the solutions put forth in All In Sacramento and the accompanying Year One Action Plan. In October 2023, the City of Sacramento and Sacramento County adopted the Sacramento Affordable Housing Plan. Commissioned by SHRA, the Affordable Housing Plan aims to bridge existing housing gaps and meet the identified needs in the region’s homeless support

system, including additional training and capacity-building necessary for providers to meet recently adopted, comprehensive performance and practice standards for rapid rehousing and permanent supportive housing programs

Coordination of & Connection to Service Delivery

Participating Jurisdictions	Roles & Responsibilities
Sacramento CoC	A key aspect of the CoC's role is the coordination of and connection to service delivery, primarily through the Coordinated Access System. This involves organizing and facilitating a collaborative network of service providers, government agencies, and community organizations to ensure that people without stable housing receive the comprehensive support they need. Additional responsibilities include crisis response, data collection and analysis, systematic assessment, and continuous improvement of service interventions and approaches to service delivery.
City of Sacramento	The City provides connection to housing navigation and case management services through interim housing programs. In addition, City outreach coordinates with the County on access to supportive services, including public benefits, behavioral health services, and more.
Sacramento County	The County is responsible for ensuring access to all County residents, including all incorporated and unincorporated areas, to County-administered supportive services, including public benefits, behavioral health services, adult protective services, and child protective services. The County also provides connection to housing navigation and case management services through outreach programs and in all County-funded interim housing programs.

Given the individual roles and responsibilities identified above, describe how all participating jurisdictions are or will begin to coordinate to provide the full array of services, shelter, and permanent housing solutions to people experiencing and at-risk of experiencing homelessness in the region.

Regional Coordination Narrative - Coordination & Connection to Service Delivery

The Regionally Coordinated Homelessness Action Plan, All in Sacramento, is designed to be actionable and includes an identified Solution Implementation Lead, identified in the Year One Action Plan, that is responsible for overall progress related to each Solution, supported by a Solution-level Implementation Team. Actions included in All In Sacramento related to coordinated access, navigation, coordinated prevention, emergency shelter and interim housing, and permanent housing solutions will be supported by this implementation structure. Solution 7 of the Year One Action Plan focuses on integrating services through cross-system collaboration to strengthen access to adjacent services including behavioral health services, public benefits, and employment services. All participating jurisdictions will coordinate with adjacent systems to support effective discharge planning from hospitals, jails, and other institutional settings, and through these partnerships will initiate a pilot program to connect the most vulnerable individuals with housing and supportive services.

System Performance Measures & Improvement Plan

Steps to complete this section:

1. Identify the most recent system performance measures for the region.
2. Describe the key action(s) the region intends to take to improve each system performance measure.

Guidance:

Cal ICH shall provide each region with system performance measures by CoC, with the exception of the LA region, which will receive data from all four CoCs within LA County. Applicants must enter that data in the corresponding measures fields in the application. Applicants should not adjust the data provided even if the geographic region of the data does not perfectly align with the participating applicant geography of this application.

*The application must include **at least one** key action for **each** system performance measure. All columns must be filled out for each action.*

For "Funding Type" select one of the options. If you select the blank field, you may type in a unique funding source type.

To add additional actions or racial equity measures, click the appropriate "Add" buttons near the bottom of each table.

Note: While Cal ICH expects most of the disparities listed to be based on race or ethnicity, applicants may identify other populations that are also overrepresented among people experiencing homelessness in the region.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the specific system performance measure. This can be a policy, program, partnership, target measure, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity/ies** may include a group, organization, or jurisdiction within your region working to address or improve the system performance measure. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.
- **Timeframe** should include a target date for completion of the key action.
- **Success Measurement Methods** may include a systematic approach or tool used to assess the effectiveness and impact of the key action on the system performance measure. This can be quantitative measures, qualitative feedback, or any combination that provides insight into the progress and outcomes pertaining to the key action. Provide a clear description of how you plan to

track and report on the success of your key action.

SPM 1a: Number of people accessing services who are experiencing homelessness.

SPM 1a
13,930

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Develop staffing capacity for 2 new physical access points in the areas of highest need.	HHAP	State	CoC/Sacramento Steps Forward (SSF)	City of Sacramento, Sacramento County	6/30/2025	Increase in physical access points and increase in the number of people enrolled in HMIS-participating programs who are experiencing homelessness
Develop and implement system-wide by-name list (BNL) management and progressive engagement process, including: Improved and expanded use of case conferencing; Improved real-time access to BNL related to client status and access to services (e.g., notification of available beds	CoC	Federal	CoC/SSF	City of Sacramento, Sacramento County	6/30/2025	Qualitative feedback from service providers participating in case conferencing as well as people who have been assessed for housing through coordinated entry, reporting on ease of access to information about service availability and relevant updates to referrals and

sent directly to the client, street outreach staff).

referral outcomes.

Ensure sufficient system capacity for system planning, management, data collection, reporting, and evaluation	HHAP	State	CoC/SSF	City of Sacramento, Sacramento County	6/30/2028	Increase in percentage of system capacity that is captured in HMIS.
Further develop system-wide training opportunities and related training infrastructure to support staff development and improve system and program performance	HHAP	State	CoC/SSF	City of Sacramento, Sacramento County, individual program providers	6/30/2028	Increase in percentage of programs that adhere to community standards.

SPM 7.1a: Racial and ethnic disparities among those accessing services who are experiencing homelessness.

Racial/Ethnic Group	Measure
Black or African American	5,527

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Develop and launch training and quality improvement processes for staff conducting assessments to ensure more accurate,	CoC	Federal	CoC/SSF	City of Sacramento, Sacramento County, CAS Core Team, Partners With Lived	6/30/2025	Qualitative feedback on Coordinated Access from providers and participants, disaggregated by race, reporting on

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.

Expertise Committee (PWLEC), Youth Action Board (YAB)

overall experience, level of assistance, and ease of access to relevant information.

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.

CoC

Federal

CoC/SSF

City of Sacramento, Sacramento County, Racial Equity Committee, PWLEC, YAB

6/30/2025

Increase in the number of people, disaggregated by race, enrolled in HMIS-participating programs who are experiencing homelessness

Develop a housing problem-solving specialist certification program with a train-the-trainer

HHAP

State

CoC/SSF

PWLEC, YAB, Sacramento County, City of Sacramento

6/30/2025

Qualitative feedback on housing problem-solving services from participants and certified

component.
Explore use of subpopulation-specific training.

housing problem-solving trainers, disaggregated by race, reporting on overall experience, level of assistance, and ease of access to relevant information.

SPM 1b: Number of people experiencing unsheltered homelessness on a single night (unsheltered PIT count)

SPM 1b
6,664

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Develop estimated cost and scope for a Street to Housing Pilot based on national best practices. Pending available funding and availability of dedicated housing vouchers, begin initial implementation in concert with other system housing resources and cross-sector partners	HHAP, CoC	State and Federal	City of Sacramento and Sacramento County	CoC/SSF, SHRA	6/30/2025	Increase in successful exits to housing destinations for individuals enrolled in outreach services (tracked through HMIS).

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.	HHAP, Families Challenge Grant	State	CoC/SSF	PWLEC, YAB, City of Sacramento, Sacramento County	6/30/2025	Decrease in number of people experiencing homelessness for the first time, increase in the number of people receiving prevention assistance, and qualitative feedback from people experiencing housing instability in the ability to access information and services to assist in maintaining housing.
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Establish system-wide shelter utilization and BNL management processes to identify and progressively assist sheltered clients not progressing toward housing.	CoC	Federal	CoC/SSF	City of Sacramento, Sacramento County, CAS Core Team	6/30/2025	Decrease in average length of shelter stays and qualitative feedback from shelter providers and shelter residents, reporting on ease of access to information about service and housing availability and relevant updates to referrals and referral outcomes.
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Continue to support congregate, non-congregate, and motel program interim housing,	HHAP	State	City of Sacramento, Sacramento County	CoC/SSF, SHRA, individual shelter providers	6/30/2028	Decrease in percentage of people experiencing homelessness who are unsheltered.
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including non-congregate and small shelter programs for youth experiencing homelessness, focused on moving clients to permanent housing.

Increase in successful exits from interim housing.

SPM 7.1b: Racial and ethnic disparities among those experiencing unsheltered homelessness on a single night

Racial/Ethnic Group	Measure
American Indian or Alaska Native	614
Currently Fleeing Domestic Violence	979
Significant Mental Illness	2,225
Transgender	95
Multiple Races	795
Substance Use Disorder	988
Hispanic/Latino	1,320

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Establish a working group to develop a plan to build capacity addressing the needs of clients discharged from local healthcare systems with medical support requirements beyond the	CoC	Federal	Sacramento County	City of Sacramento, CoC/SSF, Hospital Partners, Managed Care Organizations	6/30/2025	Decrease in the number of people who enroll in HMIS-participating programs who report recent exits from hospitals or institutions of care.

capacity of the homeless response system.

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.	CoC	Federal	CoC/SSF	City of Sacramento, Sacramento County, Racial Equity Committee, PWLEC, YAB	6/30/2025	Increase in the number of people, disaggregated by race, enrolled in HMIS-participating programs who are experiencing homelessness
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Replace VI-SPDAT tool with a universal assessment, prioritization, and referral tool across CAS access points to improve accuracy, timeliness, and equity in the screening, assessment, and matching process, developed with a focus on racial equity and health vulnerabilities	CoC	Federal	CoC/SSF	City of Sacramento, Sacramento County, CAS Core Team, PWLEC, YAB	6/30/2025	Qualitative feedback on Coordinated Access from providers and participants, disaggregated by race, reporting on overall experience, level of assistance, and ease of access to relevant information.
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that is inclusive of under-resourced communities.

SPM 2: Number of people accessing services who are experiencing homelessness for the first time.

SPM 2
7,480

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Provide training, education, and access to housing problem-solving financial assistance across the homeless response system	HHAP	State	CoC/SSF	City of Sacramento, Sacramento County	6/30/2025	Reduction in the number of people experiencing homelessness for the first time, as reported in HMIS
Develop a housing problem-solving specialist certification program with a train-the-trainer component and explore use of subpopulation-specific training.	HHAP	State	CoC/SSF	City of Sacramento, Sacramento County	6/30/2025	Qualitative feedback on housing problem-solving services from participants and certified housing problem-solving trainers, reporting on overall experience, level of assistance, and ease of access to relevant information.
Develop and pilot prevention	HHAP, HHIP, Families	State	CoC/SSF	Coordinated	6/30/2025	Decrease in number of

screening, triage, and prioritization protocols, including related tools and training for staff at community-based organizations and in cross-sector settings (e.g., hospital discharge workers).	Challenge Grant	Prevention Core Team	people experiencing homelessness for the first time, increase in the number of people receiving prevention assistance, and qualitative feedback from people experiencing housing instability in the ability to access information and services to assist in maintaining housing.
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SPM 7.2: Racial and ethnic disparities in the number of people accessing services who are experiencing homelessness for the first time

Racial/Ethnic Group	Measure
Significant Mental Illness	1,737
Substance Use Disorder	1,053

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
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	CoC	Federal	Sacramento County	City of Sacramento, CoC/SSF, Hospital Partners, Managed Care Organizations	6/30/2025	Decrease in the number of people who enroll in HMIS-participating programs who report recent exits from hospitals or institutions of

requirements beyond the capacity of the homeless response system. care.

<p>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.</p>	<p>MHSA</p>	<p>State</p>	<p>Sacramento County</p>	<p>CoC/SSF, City of Sacramento, SHRA</p>	<p>6/30/2025</p>	<p>Decrease in returns to homelessness among people with mental health disorders and qualitative feedback from providers, reporting the ability to better recognize signs and symptoms, better link individuals to needed services, and are better prepared to appropriately and safely respond to individuals with mental disorders.</p>
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<p>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 staffing that expands</p>	<p>CoC</p>	<p>Federal</p>	<p>CoC/SSF</p>	<p>City of Sacramento, Sacramento County, Racial Equity Committee</p>	<p>6/30/2025</p>	<p>Qualitative feedback on Coordinated Access from providers and participants, disaggregated by race, reporting on overall experience, level of assistance, and ease of access to relevant information.</p>
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equitable access across the County.

SPM 3: Number of people exiting homelessness into permanent housing.

SPM 3
3,198

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
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.	HHAP, Housing for Healthy California, ESG, CoC, local funds	State, Federal, Local	CoC/SSF	City of Sacramento, Sacramento County, SHRA	6/30/2025	Increase in RRH beds in the Housing Inventory Count reported in HDX, decrease in length of time people experience homelessness (tracked in HMIS), and decrease in length of time from enrollment to move-in for RRH participants.
Establish a housing placement accelerator pilot starting with the Veterans Collaborative to test and refine progressive approaches to more quickly and effectively	CoC	Federal	CoC/SSF	Veterans Collaborative, City of Sacramento, Sacramento County, SHRA	6/30/2025	Decrease in the length of time homeless as tracked in HMIS and qualitative feedback from providers and participants, reporting on overall experience, level of

rehouse people, including the use of more intensive BNL management, case conferencing, and landlord engagement and support.

assistance, and ease of access to relevant information.

Further develop and scale a centralized landlord engagement strategy to increase landlord participation across all homeless rehousing programs	Housing for Healthy California Program	State	Sacramento County	CoC/SSF, City of Sacramento, SHRA	6/30/2025	Decrease in the length of time between enrollment and move-in for participants enrolled in rapid rehousing programs.
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Expand permanent supportive housing and other dedicated affordable housing capacity, consistent with the approved affordable housing plan to further close identified gaps.	HHAP, Homekey, No Place Like Home, HOME, MHSA	State, Federal	City of Sacramento, Sacramento County	SHRA	6/30/2028	Increase in number of people exiting homelessness into permanent housing.
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SPM 7.3: Racial and ethnic disparities in the number of people exiting homelessness into permanent housing.

Racial/Ethnic Group	Measure
Substance Use Disorder	332
Currently Fleeing Domestic Violence	176
American Indian or Alaska Native	80

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Evaluate service needs among medically vulnerable participants (including aging adults) and identify related gaps and opportunities, such as co-op living, ADUs, and other housing options.	HHAP	State	Sacramento County	City of Sacramento, CoC/SSF, SHRA, Managed Care Orgs	6/30/2025	Qualitative feedback from people experiencing homelessness, disaggregated by race, reporting on overall experience, level of assistance, and ease of access to needed services.

SPM 4: Average length of time that people experienced homelessness while accessing services

SPM 4
151

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
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	HHAP, Housing for Healthy California, ESG, CoC, local funds	State, Federal, Local	CoC/SSF	City of Sacramento, Sacramento County, SHRA	6/30/2025	Increase in RRH beds in the Housing Inventory Count reported in HDX, decrease in length of time people experience homelessness (tracked in HMIS), and decrease in length of time

assistance and services, and other integrated service and rental assistance sources.

from enrollment to move-in for RRH participants.

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 BNL management, case conferencing, and landlord engagement and support.	CoC	Federal	CoC/SSF	Veterans Collaborative, City of Sacramento, Sacramento County, SHRA	6/30/2025	Decrease in the length of time homeless as tracked in HMIS and qualitative feedback from providers and participants, reporting on overall experience, level of assistance, and ease of access to relevant information.
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Expand permanent supportive housing and other dedicated affordable housing capacity, consistent with the approved affordable housing plan to further close identified gaps.	HOME, HHAP, CoC, ESG, Housing for Healthy California Program	Federal, State	SHRA	City of Sacramento, Sacramento County, CoC/SSF, Managed Care Organizations	6/30/2025	Increase in permanent housing beds in the Housing Inventory Count reported in HDX
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SPM 7.4: Racial and ethnic disparities in the average length of time that people experienced homelessness while accessing services.

Racial/Ethnic Group **Measure**

Households with only children	289
Households with at least one adult and one child	183
Transgender	178
Multiple Races	167

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Develop a housing problem-solving specialist certification program with a train-the-trainer component and explore use of subpopulation-specific training.	HHAP	State	CoC/SSF	City of Sacramento, Sacramento County, PWLEC, YAB	6/30/2025	Qualitative feedback on housing problem-solving services from participants and certified housing problem-solving trainers, disaggregated by race, reporting on overall experience, level of assistance, and ease of access to relevant information.

SPM 5: Percent of people who return to homelessness within 6 months of exiting homelessness response system to permanent housing.

SPM 5
11.90%

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
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action

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.	HHAP, HHIP, Families Challenge Grant	State	CoC/SSF	PWLEC, YAB, City of Sacramento, Sacramento County	6/30/2026	Decrease in number of people experiencing homelessness for the first time, decrease in the number of people returning to homelessness after exiting homeless to PH, increase in the number of people receiving prevention assistance, and qualitative feedback from people experiencing housing instability in the ability to access information and services to assist in maintaining housing.
Evaluate service needs among medically vulnerable participants (including aging adults) and identify related gaps and opportunities, such as co-op living, ADUs, and other housing options.	HHAP	State	Sacramento County	City of Sacramento, CoC/SSF, SHRA, Managed Care Organizations	6/30/2025	Qualitative feedback from people experiencing homelessness, disaggregated by race, reporting on overall experience, level of assistance, and ease of access to needed services.

SPM 7.5: Racial and ethnic disparities in the percent of people

who return to homelessness within 6 months of exiting homelessness response system to permanent housing.

Racial/Ethnic Group	Measure
HIV/AIDS	21.20%
Currently Fleeing Domestic Violence	20.40%
Substance Use Disorder	17.80%
Parenting Youth	15.20%

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Evaluate service needs among medically vulnerable participants (including aging adults) and identify related gaps and opportunities, such as co-op living, ADUs, and other housing options.	HHAP	State	Sacramento County	City of Sacramento, CoC/SSF, SHRA, Managed Care Orgs	6/30/2025	Qualitative feedback from people experiencing homelessness, disaggregated by race, reporting on overall experience, level of assistance, and ease of access to needed services.
The County shall provide Mental Health First Aid training with community partners and providers that serve individuals experiencing homelessness. Relevant training requirements	MHSA	State	Sacramento County	City of Sacramento, CoC/SSF, SHRA	6/30/2025	Decrease in returns to homelessness among people with mental health disorders and qualitative feedback from providers, reporting the ability to better recognize signs and symptoms, better link

will be integrated into provider contracts by Cities, County, SHRA, and SSF.

individuals to needed services, and are better prepared to appropriately and safely respond to individuals with mental disorders.

SPM 6: Number of people with successful placements from street outreach projects.

SPM 6
226

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
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.	HHAP	State	City of Sacramento and Sacramento County	CoC/SSF, SHRA	6/30/2025	Increase in successful exits to housing destinations for individuals enrolled in outreach services (tracked through HMIS).
Ensure outreach has	HHAP	State	City of Sacramento	Sacramento	6/30/2025	Increase in successful exits

the staff capacity, tools, and resources to provide comprehensive and individualized (i.e., via low caseloads) system navigation, problem-solving, and support.

o

County, CoC/SSF

to housing destinations for individuals enrolled in outreach services (tracked through HMIS) and qualitative feedback from outreach participants in overall experience and ease of access to needed services.

SPM 7.6: Racial and ethnic disparities in the number of people with successful placements from street outreach projects.

Racial/Ethnic Group	Measure
Currently Fleeing Domestic Violence	21
Multiple Races	17

Key Actions PM 1

Key Action	Funding Source(s) the region intends to use to achieve the action	Funding Type	Lead Entity	Collaborating Entity/ies	Target Date for Completion	Success Measurement Method
Increase targeted outreach to historically under-resourced community members, including populations experiencing homelessness at disproportionate rates (BIPOC, LGBTQIA+) and ensure outreach	CoC	Federal	CoC/SSF	City of Sacramento, Sacramento County, Racial Equity Committee, PWLEC, YAB	6/30/2025	Increase in the number of people, disaggregated by race, enrolled in HMIS-participating programs who are experiencing homelessness.

teams have access to materials in different languages and adequate training to work with populations they serve.

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 staffing that expands equitable access across the County.	CoC	Federal	CoC/SSF	City of Sacramento, Sacramento County, Racial Equity Committee, PWLEC, YAB	6/30/2025	Qualitative feedback on Coordinated Access from providers and participants, disaggregated by race, reporting on overall experience, level of assistance, and ease of access to relevant information.
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Equity Improvement Plan

Steps to Complete this Section:

1. Identify and describe the key actions the region will take to ensure racial and gender equity in:

- Service delivery;
- Housing placements;
- Housing retention; and
- Identify any changes to procurement or other means to affirm equitable access to housing and services for groups overrepresented among residents experiencing homelessness.

2. Identify if place-based encampment resolution is occurring in the region and if so, the CoC must

describe and provide evidence of collaboration with the cities or counties providing encampment resolution services that addresses how people served through encampment resolution have or will be prioritized for permanent housing within the Coordinated Entry System.

Optional: upload any evidence the region would like to provide regarding collaboration and/or prioritization as it relates to question 2.

Guidance:

Of the four tables below, the first three must include at a minimum one key action to address racial equity and one key action to address gender equity. The fourth and final table must include at least one key action.

To add additional actions, click "Add an Action" at the bottom of the table.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the inequity. This can be a policy, program, partnership, target metric, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity/ies** may include a group, organization, or jurisdiction within your region working to address or improve the inequity. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Service Delivery

Key Action	Lead Entity	Collaborating Entity/ies
Develop a new regional "Racial Equity Action Plan" led by the Sacramento CoC Racial Equity Committee.	CoC/SSF	City of Sacramento, Sacramento County
Implement, monitor, and ensure compliance with new Community Standards related to service quality, participant rights, etc.	CoC/SSF	City of Sacramento, Sacramento County, SHRA
Ensure that language access services are available to non-English speaking individuals by providing translated materials and culturally relevant and responsive communication strategies.	CoC/SSF	City of Sacramento, Sacramento County
Establish mechanisms for collecting feedback from community members on the accessibility and effectiveness of translated materials.	CoC/SSF	City of Sacramento, Sacramento County

Provide comprehensive training for service providers on gender sensitivity, inclusivity, and understanding the unique challenges faced by individuals of different genders experiencing homelessness.

CoC/SSF

City of Sacramento, Sacramento County

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Housing Placements

Key Action	Lead Entity	Collaborating Entity/ies
Implement All In Sacramento plan, including program- and system-level performance targets, performance monitoring, and ongoing technical assistance to improve performance.	CoC/SSF	City of Sacramento, Sacramento County, SHRA
Implement targeted approaches to coordinate and address service needs while assuring rapid housing placement and stabilization.	CoC/SSF	City of Sacramento, Sacramento County
Adopt trauma-informed approaches to housing placement that recognize and address the unique challenges faced by individuals who have experienced trauma, including systemic racism and gender-based violence.	CoC/SSF	City of Sacramento, Sacramento County
Build partnerships with community organizations, advocacy groups, and partners representing marginalized communities to ensure that housing placement initiatives are responsive to the needs and priorities of these communities.	CoC/SSF	City of Sacramento, Sacramento County
Conduct targeted outreach and engagement efforts to reach underserved communities of color, including collaborating with community organizations, hosting informational sessions, and providing language-accessible materials to ensure knowledge and awareness of available housing opportunities.	CoC/SSF	City of Sacramento, Sacramento County, SHRA

Key Actions the Region Will Take to Ensure Racial and Gender Equity in Housing Retention

Key Action	Lead Entity	Collaborating Entity/ies
Implement All In Sacramento plan, including program- and system-level performance targets, performance monitoring, and ongoing technical assistance to improve performance.	CoC/SSF	City of Sacramento, Sacramento County, SHRA
Implement targeted approaches to coordinate	CoC/SSF	City of Sacramento,

and address service needs while assuring rapid housing placement and stabilization. Sacramento County

Analyze data on eviction rates, housing stability, and racial disparities in housing retention to track progress, identify areas for improvement, and measure the impact of interventions on racial equity in housing retention. CoC/SSF City of Sacramento, Sacramento County, SHRA

Offer tenant education workshops and support services to empower tenants with the knowledge and resources they need to advocate for their rights and maintain stable housing. CoC/SSF City of Sacramento, Sacramento County

Offer cultural competency training for landlords, property managers, and housing providers to address implicit biases and discriminatory practices that may contribute to racial disparities in housing retention. CoC/SSF City of Sacramento, Sacramento County

Develop educational programs focused on housing rights, financial literacy, and conflict resolution specifically tailored to the needs of individuals of all genders. CoC/SSF City of Sacramento, Sacramento County

Key Actions the Region Will Take to Change Procurement or Other Means to Affirm Equitable Access to Housing and Services for Overrepresented Groups Among People Experiencing Homelessness in the Region

Key Action	Lead Entity	Collaborating Entity/ies
Develop the capacity of small, BIPOC-led organizations by offering cohort and individual training and technical assistance annually, in preparation for competitive procurement and successful implementation of the NOFA and other opportunities to diversify Sacramento's network of homelessness providers. Explore paying existing BIPOC-led providers to provide the training and technical assistance as peer mentors.	CoC/SSF	City of Sacramento, Sacramento County
Explore the possibility of incentivizing larger organizations to partner with small, BIPOC-led organizations that have a longstanding history of working in the community by providing preference to their funding applications when such partnerships are in place or by requiring	CoC/SSF	City of Sacramento, Sacramento County

complementary collaboration.

Evaluate currently funded projects for effectiveness in equitably serving BIPOC populations.

CoC/SSF

City of Sacramento,
Sacramento County

Empower disproportionately overrepresented groups among people experiencing homelessness to be active participants in shaping policies and programs that affect them including women, LGBTQIA+ individuals, individuals with mental health and/or substance abuse, individuals with disabilities.

CoC/SSF

City of Sacramento,
Sacramento County

Is place-based encampment resolution occurring within the region?

Yes

The CoC must describe and provide evidence of collaboration with the cities or counties providing encampment resolution services that addresses how people served through encampment resolution have or will be prioritized for permanent housing within the Coordinated Entry System.

Narrative for place-based encampment resolution

The City of Sacramento and County of Sacramento coordinate regularly on collaborative outreach efforts in the City limits and, as per the All In Sacramento plan, are increasing collaboration between outreach teams and SSF to ensure coordinated access to rehousing and permanent supportive housing assistance. The work of collaborating partners includes establishing policies to prioritize people who are unsheltered and extremely vulnerable, consistent with local Coordinated Access System (CAS) policies and procedures. CES prioritization is based on vulnerability and service needs. Being a person experiencing unsheltered homelessness in an encampment would be a factor in assessing their need and vulnerability.

Optional Upload: Evidence of Collaboration and/or Prioritization

Plan to Reduce the Number of People Experiencing Homelessness Upon Exiting an Institutional Setting

Steps to Complete this Section:

1. Identify and describe the key actions **each participating Eligible Applicant** will take to reduce the number of people falling into homelessness as they exit institutional settings including:
 - Jails
 - Prisons
 - Hospitals:
 - Other Institutional Settings (such as foster care, behavioral health facilities, etc. as

applicable in the region)

Guidance:

At a minimum, if an institutional setting is present in an Eligible Applicant's jurisdiction, the Eligible Applicant must identify their role.

To add additional actions, click "Add an Action" at the bottom of the table.

If an institution is not present in a jurisdiction, type N/A.

Definitions:

- **Key Actions** may include a brief description of a strategic initiative or step identified to address or improve the specific performance measure. This can be a policy, program, partnership, target measure, or any other approach which reflects an improvement and delivers positive impact. Provide a clear description of the action and its intended outcome.
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the key action.
- **Collaborating Entity** may include a group, organization, or jurisdiction within your region working to address or improve the performance measure. This can be another participating jurisdiction, a system partner, or any organization actively participating in the key action.

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Jail

Key Action	Lead Entity	Collaborating Entity/ies
Align 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 to identified gaps in housing and services.	Sacramento County	CoC/SSF, City of Sacramento, Sheriff's Department
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.	Sacramento County	CoC/SSF, City of Sacramento, Sheriff's Department

Key Actions to Reduce the Number of People Experiencing

Homelessness Upon Exiting a Prison

Key Action	Lead Entity	Collaborating Entity/ies
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 have connections to housing and services.	Sacramento County	City of Sacramento, CoC/SSF, Sacramento Sheriff's Office, Correctional Health Services, Sacramento County Probation

Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting a Hospital

Key Action	Lead Entity	Collaborating Entity/ies
Sacramento area hospitals are referring to the CoC's Coordinated Access System (CAS) to connect patients to housing and services.	CoC/SSF	Hospitals Workgroup
Currently starting data-sharing agreements between Sacramento Steps Forward and the local hospital systems. The CoC has begun sharing client-level HMIS data with two of the hospital systems which helps them understand who they are serving, the overall impact on their system by persons experiencing homelessness, and opportunities for improved coordination of care post-discharge.	CoC/SSF	Hospitals Workgroup
Hospitals and the CoC are actively planning for the launch of a new multi-sector case conferencing infrastructure where 'as needed' patient information is able to be shared between the four health systems and homeless response system stakeholders to more holistically address the needs of clients through a shared care plan and by leveraging additional community resources.	CoC/SSF	Hospitals Workgroup
Managed Care Plans are currently	Sacramento County	Managed Care Plans,

funding 20 outreach workers: 15 are dedicated to the Partnership Agreement outreach team that operates within the City jurisdiction; 5 workers are dedicated to outreach services within unincorporated County. 2 of the County-dedicated workers perform CalAIM enrollment at County funded shelters and are tasked with seeing a guest through the entire process of Medi-Cal enrollment, switching providers when necessary, enrollments in CalAIM, and warm hand-offs to the clients' Community Supports (CS) or Enhanced Care Management (ECM).

<p>Through Housing and Homeless Incentive Program (HHIP) efforts to better integrate CalAIM resources into the local homeless response system, SSF sends monthly HMIS housing status reports to MCPs to identify members and assign them to resources such as ECM/CS. Sacramento's Coordinated Access System is improving processes for identifying CalAIM-eligible clients and making referrals into CalAIM ECM/CS for the community's most vulnerable populations. Clients are screened for eligibility through CAS access points, with referrals and enrollments tracked in HMIS. With funding support from HHIP, Coordinated Access Navigators (Elica Health Center) are deployed to support connection to short term motel stay or other bridge options as well as CalAIM services.</p>	<p>CoC/SSF</p>	<p>Managed Care Plans, Elica Health Center</p>
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Key Actions to Reduce the Number of People Experiencing Homelessness Upon Exiting Other Institutional Settings (such as foster care, behavioral health facilities, etc. as applicable in the region)

Institutional Setting	Key Action	Lead Entity	Collaborating Entity/ies
Behavioral Health	Establish bi-directional data-sharing agreements that support case conferencing, comply with federal HIPAA	CoC/SSF	Sacramento County, City of Sacramento, CAS Core Team, Managed Care Organizations,

	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.		Hospital Partners
Behavioral Health	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.	Sacramento County	CoC/SSF, City of Sacramento, CAS Core Team, Managed Care Organizations, Hospital Partners
Foster Care	Continue collaboration with the County's Department of Child, Family, and Adult Services, and other County departments, through the Interagency Homeless Leadership Team (IHLT) which serves as a space to connect various systems of care as they overlap with the unsheltered population.	Sacramento County	Various departments of Sacramento County
Foster Care	Continue partnerships with community-based organizations to provide prevention, diversion, and intervention services to Transition-Age Youth (TAY), aged 18-24, who are homeless or at risk of becoming homeless, through the delivery of services that will address all stages of homelessness.	Sacramento County	Community-based Organizations

Plan to Utilize Local, State, and Federal Funds to End

Homelessness

Steps to Complete this Section:

1. The plan must include the total amount of available funding, the amount prioritized for permanent housing solutions, and an explanation of how **each participating applicant** is utilizing local, state, and federal funding programs to end homelessness. These programs must include, but are not limited to:
 - The Homekey Program,
 - The No Place Like Home Program
 - The Multifamily Housing Program
 - The Housing for a Healthy California Program
 - The Homeless Housing, Assistance, and Prevention Program
 - Building Homes and Jobs Act
 - The California Emergency Solutions Grants Program
 - The National Housing Trust Fund established pursuant to the Housing and Economic Recovery Act of 2008
 - HOME Investment Partnerships Act
 - Parolee or probation programs that are intended to prevent homelessness upon release.

Guidance:

*All of the above programs **must** be included and fully explained in the table. Where the region has multiple awards for the same program that are administered by different entities, those may be listed on separate lines. For example, in a region with one county and one CoC who receive their HHAP awards separately, each Eligible Applicant may enter their HHAP awards in separate lines. Simply click "Add Funding Program, then select the program from the drop down list.*

If one of the ten required programs is not present in a region, type N/A under Local Fund Administrator.

In addition to the listed programs, participating Eligible Applicants should add any other funds and programs that are being utilized to address and end homelessness in the region. Simply click "Add Funding Program" then select the blank field and you may type in the name of the funding program.

To add additional funding programs, click "Add Funding Program" at the bottom of the table.

Definitions:

1. **Local Fund Administrator:** The entity responsible for administering the given funding source.
2. **Description of How Funds are/will be Utilized to End Homelessness in the Region:** Comprehensive summary of how the funding program will be utilized in the region. Applicants should highlight whether, how, and to what extent the funds are being used for permanent housing.
3. **Funding Amount:** Amount of known dollars secured or available to spend within the HHAP-5

grant timeframe (FY 23-24 through FY 27-28)

4. **Timeframe of Use:** The date range the local fund administrator anticipates expending the identified program funds.

Funding Landscape

Funding Program	Funding Type	Local Fund Administrator	Description of How Funds are/will be Utilized to End Homelessness in the Region	Funding Amount	Amount Prioritized for permanent Housing Solutions	Timeframe of Use
The Homekey Program	State	SHRA	Currently awarded funds are being used to acquire and convert two motels into permanent supportive housing.	\$40,406,000	\$40,406,000	7/1/23-6/30/25
The No Place Like Home Program	State	SHRA	All awarded funding will be used as permanent financing for four permanent supportive housing projects.	\$17,283,000	\$17,283,000	7/1/24-6/30/26
The Multifamily Housing Program	State	N/A	No ongoing projects or current unexpended funding awards.			
The Housing for a Healthy California Program	State	Sacramento County	Funding is used to support the County's Landlord Engagement and Assistance Program (LEAP), providing short-term rental assistance, housing location and placement services, and support to participating landlords.	\$3,218,243.00	\$3,218,243.00	7/1/23-6/30/24
The Homeless Housing, Assistance, and Prevention Program	State	CoC/SF	Funding is used to support prevention and diversion assistance, rapid rehousing assistance, street outreach services, emergency shelter, and other system support.	\$19,538,520.00	\$9,606,946.00	7/1/23-6/30/26
Building Homes and Jobs Act	State	N/A	No ongoing projects or current unexpended			

funding awards.

The California Emergency Solutions Grants Program	State	SHRA	Funds are used to support rapid rehousing assistance through the VOA and for emergency shelter operations.	\$410,434.00	\$164,172.00	7/1/23-6/30/25
The National Housing Trust Fund established pursuant to the Housing and Economic Recovery Act of 2008	Federal	N/A	*Funding listed under the Housing for a Healthy California Program			
HOME Investment Partnerships Act	Federal	SHRA	Funds are used for gap financing for affordable and homeless housing.	\$13,030,038.00	\$13,030,038.00	7/1/23-6/30/25
Parolee or probation programs that are intended to prevent homelessness upon release	State	N/A	No ongoing projects or current unexpended funding awards.			
The Homeless Housing, Assistance, and Prevention Program	State	City of Sacramento	Funding is used to support shelters and interim housing (including youth emergency shelters), prevention and diversion assistance, and two permanent supportive housing projects.	\$24,791,417.00	\$4,572,254.00	7/1/23-6/30/26
The Homeless Housing, Assistance, and Prevention Program	State	Sacramento County	Funding is used to support non-congregate shelters and interim housing, prevention and diversion assistance, housing location assistance for transition age youth, street outreach services, and service coordination including legal services to remove housing barriers.	\$20,130,236.00	\$2,208,933.00	7/1/23-6/30/27
HUD Emergency Solutions Grant Program	Federal	SHRA	Funds are used to support rapid rehousing assistance through the VOA and for emergency	\$1,655,750.00	\$662,300.00	7/1/23-6/30/25

shelter operations.						
HUD Emergency Solutions Grant Program	Federal	Sacramento County	Funding is used for costs to operate a large non-congregate shelter.	\$269,088.00	\$0.00	7/1/23-6/30/24
HUD Continuum of Care (CoC) Funding	Federal	CoC/SF	Funds used for permanent supportive housing, rapid rehousing assistance, and system supports which include HMIS and Coordinated Access. CoC funds include YHDP resources supporting youth-focused street outreach and youth service delivery.	\$70,257,847.00	\$63,550,463.00	7/1/23-6/30/25
HHIP	State	CoC/SF	Funding will be used to support community outreach and education, local capacity building and provider training, cross-system data sharing and analysis via HMIS, and enhanced integration with the Coordinated Access System.	\$4,191,660.00	\$0.00	7/1/23-6/30/25
Family Homelessness Challenge	State	CoC/SF	This grant will be used to help support the development of a family collaborative, family first strategic plan and leverage the Black Child Legacy Campaign network to build access points for problem solving and diversion effort for families facing homelessness.	\$765,693.00	\$0.00	7/1/23-6/30/25
Hospitals Funding	Private	CoC/SF	These funds are used to provide staffing and training to support LHAP and RCHAP programs, improve population level case conferencing, improve alignment across the system, and develop and communicate plans.	\$579,850.00	\$0.00	7/1/23-6/30/24

Bezos Day 1	Private	CoC/SF	Funding will be used to advance systems-level approaches to gather real-time data to monitor and identify families at risk of and experiencing homelessness, quickly divert families and rapidly rehouse families experiencing homelessness, and focus on best practice approaches to identify and address racial disparities.	\$5,000,000.00	\$2,000,000.00	7/1/23-6/30/26
City of Sacramento General Funds	Local	City of Sacramento	These City dollars are used to fund: operating subsidies for interim shelters, the development of various projects that include permanent housing, transitional housing, outreach and mental health services, voluntary storage program, RRH as part of the City Motel Program, and funding for the coordinated access system.	\$20,898,994.00	\$1,250,000.00	7/1/23-6/30/24
ARPA - SLFRF	Federal	City of Sacramento	Delivery of permanent housing and other innovative housing solutions.	\$11,210,003.00	\$11,210,003.00	7/1/23-6/30/25
ProHousing Incentive Program	State	City of Sacramento	Delivery of permanent housing and other innovative housing solutions.	\$2,500,000.00	\$2,500,000.00	7/1/24-6/30/24
ARPA - SLFRF	Federal	Sacramento County	Funding will be used for landlord engagement housing services, outreach and navigation, safe stay shelter operations, encampment shelter operations, transitional housing operations, water delivery, and funding for	\$11,316,432.00	\$0.00	7/1/23-6/30/24

			the region's coordinated access system.			
CDBG	Federal	Sacramento County	Funds will be used for shelter operations.	\$363,000.00	\$0.00	7/1/23-6/30/24
Regional Confluence Grants and Women's Empowerment Use Agreement	Private	Sacramento County	Funds will support shelter operations and funding for facility use.	\$148,309.00	\$0.00	7/1/23-6/30/24
County General and Other Local Funds	Local	Sacramento County	Funding will be used for landlord engagement housing services, outreach and navigation, safe stay shelter operations, encampment shelter operations, transitional housing operations, scattered sites operations, intervention and prevention services, emergency shelter operations, family shelter operations, youth shelter operations, interim care program services, and weather respite services. Permanent housing uses include the provision of case management services for rapid rehousing clients and the provision of community-based supportive housing options for persons experiencing chronic or long-term homelessness.	\$31,034,109.00	\$4,001,718.00	7/1/23-6/30/24

Total \$ Available to prevent and end homelessness: \$298,998,623.00	Total Prioritized for Permanent Housing Solutions: \$175,664,070.00
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Plan to Connect People Experiencing Homelessness to All Eligible Benefit Programs

Steps to Complete this Section:

1. Explain how the region is connecting, or will connect, individuals to wrap-around services from all eligible federal, state, and local benefit programs, including, but not limited to, housing and homelessness services and supports that are integrated with the broader social services systems and supports. Benefit Programs include, but are not limited to:
 - CalWORKs
 - CalFresh
 - Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy;
 - In-home supportive services;
 - Adult protective services;
 - Child welfare;
 - Child care; and
 - Medi-Cal benefits through Managed Care Plans

Guidance:

*All of the above benefit programs **must** be included and fully explained in the table. In addition to these benefit programs, participating eligible applicants should add other benefit programs that provide wrap-around services in the region.*

To add additional benefit programs, click "Add Benefit Program" at the bottom of the table. If you select the blank field and you may type in the name of the benefit program.

Definitions:

- **Connection Strategy/ies means methods and actions that support client access and/or enrollment in eligible benefit programs.** This may be a method or action that supports connection between a benefit program and clients, between benefits programs, and/or between benefits programs and the homeless services system, so long as the method or action **supports client access and/or enrollment in the eligible benefit program.**
- **Lead Entity** should include the name of the regional Eligible Applicant responsible for managing the benefit program.
- **Collaborating Entity** may include a group, organization, or jurisdiction within your region working to provide the benefit. This can be another participating jurisdiction, a system partner, or any organization actively participating in providing the benefit.

Benefit Programs

Benefit Program	Connection Strategy/ies	Lead Entity	Collaborating Entity/ies
CalWORKs	<p>The Housing Support Program (HSP) is available for eligible families in the CalWORKS program that are experiencing homelessness or who are at risk of homelessness. HSP offers financial assistance and wraparound services such as rental assistance, housing navigation, case management, security deposits, utility payments, moving costs, legal services, and credit repair. HSP also provides assistance for families to be referred into interim shelter that may be funded by HHAP.</p> <p>The Homeless Assistance (HA) Program is available for eligible families in the CalWORKS program that are experiencing homelessness or who are at risk of homelessness and provides them financial assistance in order to secure or maintain permanent housing (Permanent HA), or obtain emergency shelter (Temporary HA) in which operations may be funded by HHAP.</p> <p>The CalWORKs Housing Support Program and Homeless Assistance</p>	Sacramento County	CoC/SSF

Programs are closely coordinated with HHAP to deliver comprehensive services to families experiencing homelessness. Sacramento County works directly with HHAP administrators and participants of HHAP funded programs to ensure that service linkages are effectively established and maintained through regular outreach and engagement. Service providers, such as NextMove Homeless Services, play a critical role in delivering these programs. They collaborate with participants of HHAP funded shelters to ensure that clients receive holistic support, including housing assistance, case management, and other essential services. These providers are well-versed in the best practice for referring clients to the appropriate services, ensuring that individuals and families have access to the support they need. To facilitate these referrals, we have established processes and communication strategies among the parties involved. This includes regular coordination meetings, tracking client progress in HMIS, and designated points of contact within each organization. By integrating CalWORKS programs with HHAP, we ensure that clients

benefit from a cohesive support network that addresses their housing needs and promotes long-term stability.

CalFresh

Sacramento County provides monthly assistance to low or no income families to purchase nutritious food. Expedited services can be provided if a household meets income and/or liquid resource thresholds. Unhoused customers are given a street sheet to use for services. 2-1-1 is also provided to customers to connect to other services that may be available to them. Finally, CalFresh does have an Restaurant Meals Program (RMP). The RMP is available to older adults aged 60 or older, people with disabilities, homeless persons and their spouses.

Sacramento County

CoC/SSF

Supplemental Security Income/State Supplemental Program (SSI/SSP) and disability benefits advocacy

The Housing and Disability Advocacy Program (HDAP) is a distinct program available within Sacramento County serving individuals experiencing or at risk of homelessness who are likely eligible for disability benefits. The County is the direct provider for HDAP and delivers program components through dedicated staff who enroll and support participants, who are eligible to HDAP, through the lifecycle of the program from assessment to housing.

Sacramento County

CoC/SSF

Additionally, these staff have relationships with local SSA Offices to support the submission and review of disability applications. By Q3 of 2024, the County's HDAP program will begin integrating into Coordinated Entry. This partnership will create new coordinating opportunities to ensure the community's most vulnerable are prioritized for disability benefits advocacy and rapid rehousing support.

Legal Services of Northern California offers support to the region with Supplemental Security Income/State Supplemental Program (SSI/SSP) applications online, by phone or directs the applicant to a local Social Security Office. Social Workers link clients to linkages to community resources available through 211, which includes rehousing and shelter programs.

Social Workers also provide connections to the community's Coordinated Access System (CAS) to access interim shelter opportunities when needed, issue preventative payments to prevent homelessness through eligible programs, and assist with alleviating barriers by connecting clients with additional resources. Information is also available in other

languages, and staff have access to the language line and onsite personnel with specialized skills to assist clients facing language barriers.

Social Workers cross reference client eligibility in the California Statewide Automated Welfare System (CalSAWs) and Medi-Cal Eligibility Data System (MEDS). Health Care Options staff are available onsite to connect clients to their providers, enroll them in a health care plan, and provide any additional assistance with managed care plan services.

Additionally, the Social Workers are responsible for managing the referrals and ensuring clients are connected to the necessary services. During initial assessments, detailed information about clients' needs and preferences is data collected. This information is used to match clients with the most suitable services and support.

The Social Workers conduct regular follow-up with clients to monitor their programs and adjust services as needed. This practice helps ensure that clients remain engaged and receive ongoing support. Through collaborative efforts, service providers and county agencies

work together to address the multifaceted needs of individuals at risk of homelessness. By leveraging other programs, we enhance our ability to provide comprehensive support and improve outcomes for clients. This structured support approach ensures that HDAP not only delivers essential services but also strengthens local coordination.

In-home supportive services

Assessed on a case-by-case basis, shelter participants can receive access to IHSS services through the assistance of their case manager. Once the case manager assists with the IHSS application and their healthcare provider signs off on the required documentation, the IHSS social worker will visit on-site to perform an assessment to determine if the participant is eligible for IHSS services.

Sacramento County

CoC/SSF

Adult protective services

Home Safe is a two-fold program within the County of Sacramento that services Adult Protective Services (APS) clients. Notolli Place is a 15-bedroom emergency shelter serving adults aged 60 and above by providing temporary shelter, case management services, and navigation and rehousing services. The Home Safe program also includes 2 navigators that provide home-based

Sacramento County

Law Enforcement, Service Providers, City of Sacramento

services that serve all APS clients, including participants at Notolli Place.

Child welfare

Sacramento County's Child Protective Services provides the Bringing Families Home (BFH) program. BFH uses the "Housing First" model when receiving referrals from CPS social worker and community partners who have clients with active CPS intervention. DCFAS/ BFH contracts with Volunteers of America (VOA) to provide Housing Case Management and Navigation. The program's eligible population includes:

- A family receiving child welfare services at the time of referral as eligibility is determined
- Are homeless, at risk of homelessness, or in a living situation that cannot accommodate the child or multiple children in the home, including individuals who have not received an eviction notice
- An individual or family who is fleeing, or is attempting to flee, domestic violence, dating violence, sexual assault, stalking, or other dangerous or life-threatening conditions that relate to violence against the individual, family member, including a child, that has either taken place within the individual's or family's

Sacramento County

Law Enforcement, Community Based Service Providers, Sacramento Housing and Redevelopment Agency (SHRA), Volunteers of America (VOA), CoC/SSF, City of Sacramento

primary nighttime residence or has made the individual or family afraid to return to their primary nighttime residence; the individual or family has no other residence; and the individual or family lacks the resources or support networks, including, but not limited to, family, friends, or faith-based or other social networks, to obtain other permanent housing

- Voluntarily agree to participate in the program.

The types of supports and resources the program can offer:

- Assistance to Secure Housing - Rental Application Fees, Security Deposits, and Moving Costs

- Client Assistance Household Startup - Pots, Pans, Bedding, Cleaning Supplies, and Furnishings

- Arrears 6 Months - Payment of rental arrears consists of a one-time payment for up to 6 months of rent in arrears, including any late fees on those arrears

- Utility Deposits - Payments for a standard utility deposit required by the utility company (SMUD, PG&E, Water, Garbage etc...)

- Utility Payments - Up to 24 months of utility payments per program participant per service, 6

months of utility payments in arrears per service, Partial payments = one month, and Eligible utility services are gas, electric, water, and sewage

Child care	<p>The County refers families to Child Action, which can support with subsidized childcare and support in finding a licensed childcare provider. Child Action, Inc. is a non-profit in our community that provides resource and referral services for families seeking child care, child care subsidies for qualifying families, recruitment and professional development of the child care workforce and family education and support. This agency is often a resource for non-CW families in our community.</p>	Sacramento County	City of Sacramento, Child Action
	<p>There are three stages of childcare offered to CalWORKs eligible families in the County of Sacramento. CalWORKs cash aid recipients are eligible for Stage One and Stage Two child care based on their eligibility for cash aid and need. Stages One and Two services are an entitlement; however, Stage Three services are dependent on fund availability.</p>		
	<p>CalWorks eligible families may also apply for childcare as part of the CalWORKs benefits</p>		

and participation in Welfare to Work (WTW) activities.

The County will look further into opportunities to leverage or coordinate with Community Care Expansion (CCE) Capital Expansion Projects.

Medi-Cal benefits through Managed Care Plans

As part of the CalAIM Justice-Involved Initiative, DHA has embedded staff at the county main jail to process applications, release incarceration holds on their Medi-Cal benefits and provide paper Medi-Cal cards upon request so that inmates will have access to their Medi-Cal upon release. Many inmates that are released may be homeless and/or do not have a mailing address to receive their Medi-Cal cards.

Sacramento County

CoC/SSF

The County is also in development of the Social Health Information Exchange (SHIE), also known as Sacramento Health Connect (SHC), which is a database/application that will securely collect and integrate individuals' medical, behavioral health, housing, social care, incarceration, and crisis response data to improve care coordination between health and social service providers.

In partnership with Managed Care Plans, there is also a County

effort to connect eligible Medi-Cal recipients to CalAIM services in order to provide them Enhanced Care Management (ECM) and Community Supports (CS). To qualify, clients must have a chronic condition. Clients may belong to one or more vulnerable populations, including homelessness.

Additionally, Managed Care Plans are currently funding 20 outreach workers: 15 are dedicated to the Partnership Agreement outreach team that operates within the City jurisdiction; 5 workers are dedicated to outreach services within unincorporated County. The team working in the City of Sacramento takes its direction from the City's Department of Community Response and are case-carrying and provide open office hour locations within the City. They also sometimes deploy alongside the County's Homeless Engagement And Response Team (HEART) clinicians.

The other five (5) workers are dedicated to outreach within unincorporated County. Two (2) of them currently perform CalAIM enrollment at all County shelters. They began in February at North A street and got 100% of willing and eligible guests enrolled in

CalAIM. They are now deployed at both Safe Stay Communities in Sacramento. They are tasked with seeing a guest through the entire process of Medi-Cal enrollment, switching providers when necessary, enrollments in CalAIM, and warm hand-offs to the clients' Community Supports (CS) or Enhanced Care Management (ECM). Depending on capacity, they can often refer internally since Community Healthworks, the organization providing the outreach workers, is also a CalAIM provider.

Three (3) out of these five (5) workers are supplementing services of the Community Based Outreach (C-BO) team. These three (3) perform street outreach alongside the community-based outreach team with a focus on CalAIM enrollment.

Employment	As providers recognize the need for employment while engaging clients, they are able to offer opportunities to connect with Sacramento Employment and Training Agency (SETA). Next steps include formalizing a partnership and referral process between service providers and SETA to connect job-seeking clients to the SETA Sacramento Works Program and America's	CoC/SSF	Sacramento County, City of Sacramento, SETA
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Job Centers of California
for connections to
employment resources.

Memorandum of Understanding (MOU)

Upload the Memorandum of Understanding (MOU) that reflects the Regionally Coordinated Homelessness Action Plan submitted under this application.

Optional: Upload any additional supporting documentation the region would like to provide.

Memorandum of Understanding (MOU)
HHAP-5 Application MOU - Signed.pdf

Supporting Documentation (Optional)
All-In-Sacramento-Plan-FINAL-03.07.24.pdf

Application Process Certification:

By checking the box below, I certify that that all participating eligible applicants met the statutory public meeting process requirements in developing the Regionally Coordinated Homelessness Action Plan in compliance with HSC section 50233(d)-(e) and all of the following is true:

- All Eligible Applicants electing to collaborate to complete the Regionally Coordinated Homelessness Action Plan have engaged in a public stakeholder process that included at least three public meetings before the plan was completed.

Meeting Dates

Meeting Dates

12/19/2023

1/10/2024

1/10/2024

1/31/2024

1/31/2024

- All of the following groups were invited and encouraged to engage in the public stakeholder

process:

Stakeholder engagement

Stakeholders	Description of how Stakeholders were invited and encouraged to engage in the public stakeholder process
People with lived experience of homelessness	People with lived expertise were involved in the development of the HHAP application and revised local Homelessness Action Plan throughout the entirety of the process. Representatives of the People with Lived Expertise Committee (PWLEC) consulted with the CoC, City, and County in planning engagement sessions and supported facilitation of public sessions. PWLEC reviewed the Action Plan and provided input and recommendations throughout.
Youth with lived experience of homelessness	The Youth Action Board (YAB), composed of youth with lived experience of homelessness, was engaged in a series of four virtual sessions during the planning process. The YAB had the opportunity to weigh in on the Regionally Coordinated Homelessness Action Plan and provide feedback from the youth perspective over the series of these virtual sessions.
Persons of populations overrepresented in homelessness	Information regarding the purpose and process of revising the local Homelessness Action Plan was communicated in a variety of ways to reach a broad audience of local government leaders, homelessness service providers, housing providers, cross-system partners, and neighbors. The CoC, in partnership with the City and County, regularly updated an All In Sacramento landing page on the SSF website which included background information and resources pertinent to local homeless system response and opportunities for engagement in revising the Action Plan. The All In Sacramento landing page and announcements of public engagement sessions were shared through the CoC listserv, local government newsletters, social media, and outreach from elected officials.
Local department leaders and staff from qualifying smaller jurisdictions, including child welfare, health care, behavioral health, justice, and education system leaders	In addition to the public engagement sessions, several individual partner meetings were held across the CoC, City, County and community organizations, including: County Social Services Agency Department Directors, County Interagency Homelessness Leadership

Team,
County Behavioral Health Services Department,
Hospitals Working Group,
Housing and Homeless Incentive Program (HHIP)
Working Group,
Housing Families First Collaborative,
Sheriff's Department,
County Correctional Health,
County Department of Human Assistance, and The
County Department of Child, Family and Adult
Services.

Community partners were encouraged to participate in the in-person workshops and engagement sessions as well as provide feedback or questions virtually using a feedback form published by SSF on the All In Sacramento landing page.

Homeless service and housing providers operating within the region

Representatives from over 25 homeless services and housing providers were invited and participated in the Public Engagement Sessions in December and January to inform the plan.

Medi-Cal Managed Care Plans contracted with the State Department of Health Care Services in the region

Representatives from Medi-Cal Managed Care Plans services were invited and participated in the Public Engagement Sessions in December and January to inform the plan. Additionally the Managed Care Plans had an opportunity to review and learn about the plan during a Managed Care Plan Housing and Homeless Incentive Program (HHIP) Working Group Meeting.

Street medicine providers and other service providers directly assisting people experiencing homelessness or at risk of homelessness

Representatives from the County's mobile medicine program attended and engaged in a virtual planning session held on Friday, January 26, 2024. Staff had the opportunity to weigh in on the Regionally Coordinated Homelessness Action Plan and provide feedback from their perspective.

I certify under penalty of perjury that all of the information in the above section is true and accurate to the best of my knowledge.

Open

Part 3: Funding Plan

Steps to complete this section:

1. Identify all Eligible Use Categories the Administrative Entity anticipates using.
2. Provide the **dollar amount** budgeted per eligible use category. Again, this must account for 100 percent of the HHAP-5 Allocation(s) the Administrative Entity will be responsible for administering.
3. Where applicable, provide the **dollar amount** that will be designated under the Youth Set-Aside from the selected eligible use categories. **Reminder: the youth set-aside must total at least 10%**

of all monies received.

4. Provide a brief description of activities HHAP-5 funds will support in each selected eligible use category.
5. Provide an explanation of how the activities therein align with the state's HHAP-5 priorities to:
 - sustain existing investments towards long-term housing stability and supportive services and
 - prioritize permanent housing solutions.
6. Indicate whether the budget proposes to support **ANY** new interim housing solutions outside of the youth set-aside.
7. Indicate whether the budget proposes to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted
 - If the Administrative Entity answers “yes” to either 6 or 7, they will be asked to demonstrate dedicated, sufficient resources from other funding sources for long-term housing stability and permanent housing solutions. This entails summarizing total available dollars for preventing and ending homelessness in the region, including the percentage of these resources dedicated to permanent and interim housing solutions, providing the status of five policy actions for each eligible applicant in the region, and demonstrating the need for additional shelter.

Guidance:

*Each Administrative Entity must submit a **single** Funding Plan that accounts for the entire HHAP-5 Allocation(s) which the Administrative Entity will be responsible for administering. This includes:*

- 100 percent of the HHAP-5 Base allocation(s);
- 100 percent of the HHAP-5 Planning allocation(s); and
- 100 percent of the Initial Supplemental Funding allocation(s).

The youth set-aside must total at least 10% of all monies received.

*Administrative costs **may not exceed 7%** of all monies received.*

Up to 1% of all monies received may be budgeted for costs related to the Homeless Management Information System (HMIS). Related costs include HMIS licenses, training, system operating costs, and costs associated with carrying out related activities. Upon agreement between the grantee and the Homeless Management Information System lead entity, the grantee shall transfer the authorized amount of funds directly to the HMIS lead entity.

To add another funding plan for an additional Administrative Entity, click "Add Funding Plan" near the bottom of the page. You will be prompted to provide a specific number of funding plans (1 per Administrative Entity) based on the participation and contracting selections from Part 1: Regional Identification and Contracting Information.

Funding Plans from Administrative Entity/ies in Sacramento City & County CoC Participating in this Application

Administrative Entity 1

Which Administrative Entity is submitting the below budget?

Sacramento CoC/Sacramento Steps Forward

Funding Plan - Sacramento CoC/Sacramento Steps Forward

Eligible Use Category	HHAP-5 Dollars Budgeted	If applicable, Dollars budgeted for the Youth Set-Aside	Activities These Funds will Support	How are these Activities Aligned with the State's Priorities?
Rapid Rehousing				
Prevention and Shelter Diversion	\$6,585,662.00	\$534,219.00	Provide prevention support and problem-solving funding, including creating a staff position to support problem-solving funding to individuals and families for prevention and shelter diversion. In addition to direct financial assistance for people at-risk of homelessness, this funding will support the Coordinated Prevention Core Team and help develop prevention screening, triage, and prioritization protocols. Provide youth and TAY-specific prevention and shelter diversion funding to support prevention activities prioritized by the Coordinated Community Plan. Activities supported by youth funding include, among other things, establishing a community-wide	In alignment with the State's priority of long-term sustainability of housing and support services and prioritization of permanent housing solutions, the activities under this category will offer prevention and diversion services, including housing problem solving funds for youth and other households experiencing homelessness. These activities are connected to SPM 1b, SPM 2, and SPM 5 and are intended to decrease the number of people experiencing homelessness for the first time

<p>Delivery of Permanent Housing and Innovative Housing Solutions</p>		<p>coordinated prevention system model.</p>	<p>and increase the number of people receiving prevention assistance.</p>
<p>Operating Subsidies-Permanent Housing</p>		<p>Continuing support of non-congregate and small shelter programs for youth experiencing homelessness.</p>	<p>In alignment with the State's priority of long-term sustainability of housing and support services and prioritization of permanent housing solutions, the activities under this category will offer immediate access to emergency shelter and support services for youth experiencing homelessness to direct them on the path to permanent housing. This activity is connected to SPM 1b and is intended to decrease the percentage of people experiencing homelessness</p>
<p>Operating Subsidies-Interim Sheltering</p>	<p>\$1,334,599.00 \$1,334,599.00</p>		

			who are unsheltered and increase successful exits from interim housing.
Interim Sheltering			
Improvements to Existing Emergency Shelter			
Street Outreach			
Services Coordination	\$894,278.00	Provide support to and expand the existing Coordinated Access Navigation-outreach team, which is responsible for coordinating with 211 staff and providing supports to people experiencing or at-risk of homelessness to help them take advantage of the Homeless Response System interventions such as shelter, prevention, or rapid rehousing. The team is one component of the developing community-wide coordinated prevention system.	In alignment with the State's priority of long-term sustainability of housing and support services and prioritization of permanent housing solutions, the activities under this category support continued operation of the existing Coordinated Access Navigation team, which can help prevent entry into homelessness and which streamlines access to the Homeless Response System. This activity is connected to SPM 1a and 5 and is intended to support an increase in

				physical access points and increase the number of people receiving prevention assistance.
Systems Support	\$3,463,770.00	\$400,000.00	Coordinated Access System Operations- 211 call center for access to Homeless Response System interventions; HMIS & Data Analytics support including staffing and licenses (Sacramento Steps Forward is the HMIS lead entity); RCHAP implementation supports including implementation of community standards and conducting gaps analyses; youth system support for the CoC Youth Action Board including staffing of the YAB and stipends for YAB members; Planning costs associated with RCHAP and HHAP-5 planning. Activities support system capacity for planning, management, data collection, reporting, and evaluation, the community-wide coordinated prevention system model, staff training and quality improvement, and targeted population work by YAB,	In alignment with the State's priority of long-term sustainability of housing and support services and prioritization of permanent housing solutions, the activities under this category support continued operation of the Coordinated Access System, HMIS, and other system support activities, all of which improve the efficiency and effectiveness of the system in moving people toward housing. This activity is connected to SPM 1a, SPM 5, SPM 7.1a, and SPM 7.1b and is intended to increase the percentage of system capacity that is captured in HMIS; and improve participants' experience,

		among many other activities.	level of assistance, and ease of access to information and services in the homeless response system across multiple population groups.
HMIS	\$133,459.85	HMIS costs incurred by the CoC administrative entity	In alignment with the State's priority of long-term sustainability of housing and support services and prioritization of permanent housing solutions, the activities under this category support the functioning, maintenance, and operation of the local HMIS.
Administrative Costs	\$934,219.00	Administration of HHAP grant	In alignment with the State's priority of long-term sustainability of housing and support services and prioritization of permanent housing solutions, the activities under this category support administration of the HHAP program allocation, including

oversight and reporting.

Total HHAP-5 Dollars Budgeted: \$13,345,987.85	Total HHAP-5 Youth Set-Aside Dollars Budgeted: \$2,268,818.00
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Youth Set-Aside Minimum
\$1,334,598.78

HMIS Maximum
\$133,459.88

Administrative Maximum
\$934,219.15

Does this budget propose to support any new interim housing solutions outside of the youth set-aside?
No

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?
No

Administrative Entity 2

Which Administrative Entity is submitting the below budget?
Sacramento County

Funding Plan - Sacramento County

Eligible Use Category	HHAP-5 Dollars Budgeted	If applicable, Dollars budgeted for the Youth Set-Aside	Activities These Funds will Support	How are these Activities Aligned with the State's Priorities?
Rapid Rehousing				
Prevention and Shelter Diversion	\$1,280,430.00	\$1,280,430.00	This funding will provide prevention, diversion and intervention services to Transition-Age Youth (TAY) in the Sacramento region. Key actions to support these services include the establishment of a Coordinated Prevention Core	In alignment with the State's priority of long-term sustainability of housing and support services and prioritization of permanent housing solutions, the activities under this category

Team responsible for the development and implementation of a system-wide coordinated prevention approach to homelessness, the development of prevention screening, triage, and prioritization protocols, and the establishment of a community-wide coordinated prevention system model to assist people who are housing insecure. will offer prevention and diversion services to youth who are homeless or at risk of homelessness. Prevention funds through HHAP will be used to increase the youth support and expand additional rehousing subsidies and housing location services.

These activities are connected to SPM 1b, SPM 2, and SPM 5 and are intended to decrease the number of people experiencing unsheltered homelessness on a single night, increasing the number of people accessing services who are experiencing homelessness for the first time, and decrease the percent of people who return to homelessness within 6 months of exiting the

homelessness responses system to permanent housing.

Delivery of Permanent Housing and Innovative Housing Solutions

Operating Subsidies-Permanent Housing

Operating Subsidies-Interim Sheltering

Interim Sheltering

\$9,575,520.00

Continue to support existing flexible emergency shelter that focuses on moving clients to permanent housing

In alignment with the State's priority of long-term sustainability of housing and support services and prioritization of permanent housing solutions, the activities under this category will offer immediate access to emergency shelter and support services for people experiencing homelessness to direct them on the path to permanent housing.

This activity is connected to SPM 1b and is intended to decrease the

number of people experiencing unsheltered homelessness on a single night.

Improvements to Existing Emergency Shelter

Street Outreach

\$924,000.00

Case carrying street outreach and coordination to connect persons to permanent housing and services that promote housing stability

In alignment with the State's priority of long-term sustainability of housing and support services and prioritization of permanent housing solutions, the activities under this category will offer intentional outreach to contact as many of the unsheltered population as possible to provide connections to permanent housing and services that promote housing stability.

This activity is connected to SPM 6 and intended to increase the number of people with successful placements from street

outreach projects.

Services
Coordination

Systems Support

HMIS	\$128,042.93	HMIS support to the CoC administrative entity	In alignment with the State's priority of long-term sustainability of housing and support services and prioritization of permanent housing solutions, the activities under this category support the functioning, maintenance, and operation of the local HMIS.
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Administrative Costs	\$896,300.15	Administration of HHAP grant	In alignment with the State's priority of long-term sustainability of housing and support services and prioritization of permanent housing solutions, the activities under this category support administration of the HHAP program allocation, including oversight and reporting.
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Total HHAP-5

Total HHAP-5

Dollars Budgeted: \$12,804,293.08	Youth Set-Aside Dollars Budgeted: \$1,280,430.00
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Youth Set-Aside Minimum
\$1,280,429.31

HMIS Maximum
\$128,042.93

Administrative Maximum
\$896,300.52

Does this budget propose to support any new interim housing solutions outside of the youth set-aside?
No

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?
No

Administrative Entity 3

Which Administrative Entity is submitting the below budget?
City of Sacramento

Funding Plan - City of Sacramento

Eligible Use Category	HHAP-5 Dollars Budgeted	If applicable, Dollars budgeted for the Youth Set-Aside	Activities These Funds will Support	How are these Activities Aligned with the State's Priorities?
Rapid Rehousing				
Prevention and Shelter Diversion	\$2,000,000.00		Prevention programming and shelter diversion, including housing problem solving funds.	In alignment with the State's priority of long-term sustainability of housing and support services and prioritization of permanent housing solutions, the activities under this category will offer prevention and diversion services,

Delivery of Permanent Housing and Innovative Housing Solutions

\$2,000,000.00

Gap financing to support the pre-development, development and construction of affordable housing projects that include units set-aside for people experiencing homelessness, or projects that are 100% homeless housing for people experiencing homelessness. Costs to support improvement or renovation of land or building being used as permanent

including housing problem solving funds. This activity is connected to SPM 1b, SPM 2, and SPM 5 and is intended to decrease the number of people experiencing homelessness for the first time, increase the number of people receiving prevention assistance, and improve the ability of people experiencing housing instability to access information and services to assist in maintaining housing.

In alignment with the State's priority of long-term sustainability of housing and support services and prioritization of permanent housing solutions, the activities under this category will provide financing for the creation of new affordable housing, which includes the

housing for people experiencing homelessness.

development, improvement or renovation of land or building being used as permanent housing for people experiencing homelessness. This activity is connected to SPM 3 and SPM 4 and is intended to increase the number of people exiting homelessness to permanent housing and increase the permanent housing beds in the Housing Inventory Count reported in HDX.

Operating Subsidies-Permanent Housing

Operating Subsidies-Interim Sheltering

\$19,388,982.00 \$2,705,324.09

Continuing support of congregate, non-congregate, and motel program interim housing, including non-congregate and small shelter programs for youth experiencing homelessness.

In alignment with the State's priority of long-term sustainability of housing and support services and prioritization of permanent housing solutions, the activities under this category will offer immediate access to emergency shelter and support

services for people experiencing homelessness to direct them on the path to permanent housing, including programs for youth experiencing homelessness. This activity is connected to SPM 1b and is intended to decrease the percentage of people experiencing homelessness who are unsheltered and increase successful exits from interim housing.

Interim Sheltering

Improvements to Existing Emergency Shelter

Street Outreach

\$500,000.00

Provide support and expand existing City street outreach team, which is responsible for outreach to people experiencing unsheltered homelessness, coordinating and providing supports and help PEH access services such as shelter, housing problem solving, rapid rehousing, and/or other services that

In alignment with the State's priority of long-term sustainability of housing and support services and prioritization of permanent housing solutions, the activities under this category will offer intentional outreach to contact as

will ultimately connect to permanent housing and services that promote housing stability.

many of the unsheltered population as possible to provide connections to permanent housing and services that promote housing stability. This activity is connected to SPM 1b, SPM 3 and SPM 6 and is intended to increase successful exits to housing destinations for individuals enrolled in outreach services tracked through HMIS, improve the overall experience of outreach participants, and ease of access to needed services.

Services
Coordination

Systems Support

\$1,000,000.00

Funding to support the operations of the Coordinated Access System (CAS), a streamlined system designed to equitably and efficiently connect people experiencing homelessness with shelter, housing and other crisis resources, operated through the 211 call

In alignment with the State's priority of long-term sustainability of housing and support services and prioritization of permanent housing solutions, the activities under this category

		<p>center and managed by the CoC/SSF.</p>	<p>support continued operation of the CoC-managed Coordinated Access System, which improves the efficiency and effectiveness of the homeless response system in moving people toward housing. This activity is connected to SPM 1a, SPM 1b and SPM 2 and is intended to decrease the number of people experiencing homelessness for the first time, increase in the number of people receiving prevention assistance, and qualitative feedback from people experiencing housing instability in the ability to access information and services to assist in maintaining housing.</p>
<p>HMIS</p>	<p>\$270,532.00</p>	<p>HMIS support to the CoC administrative entity</p>	<p>In alignment with the State's priority of long-term sustainability of housing and support services and</p>

Administrative
Costs

\$1,893,726.85

Administration of
HHAP grant.

prioritization of permanent housing solutions, the activities under this category support the functioning, maintenance, and operation of the local HMIS.

In alignment with the State's priority of long-term sustainability of housing and support services and prioritization of permanent housing solutions, the activities under this category support administration of the HHAP program allocation, including oversight and reporting.

**Total HHAP-5
Dollars Budgeted:
\$27,053,240.85**

**Total HHAP-5
Youth Set-Aside
Dollars Budgeted:
\$2,705,324.09**

Youth Set-Aside Minimum
\$2,705,324.08

HMIS Maximum
\$270,532.41

Administrative Maximum
\$1,893,726.86

Does this budget propose to support any new interim housing solutions outside of the youth set-aside?

No

Does this budget propose to support new interim housing solutions for youth in excess of 10% of the total HHAP-5 Dollars budgeted?

No

Certification

Participating Eligible Applicant 1

Participating Eligible Applicant

Sacramento CoC/Sacramento Steps Forward

Certification Sacramento CoC/Sacramento Steps Forward

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Joel Riphagen

Phone

(916) 577-9770

Email

jriphagen@sacstepsforward.org

Participating Eligible Applicant 2

Participating Eligible Applicant

City of Sacramento

Certification City of Sacramento

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

Name

Ya-yin Isle

Phone

(916) 808-1869

Email

yisle@cityofsacramento.org

Participating Eligible Applicant 3

Participating Eligible Applicant

Sacramento County

Certification Sacramento County

On behalf of the above entered participating eligible applicant, I certify that all information included in this Application is true and accurate to the best of my knowledge.

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**THE STATE OF CALIFORNIA'S
HOMELESS HOUSING, ASSISTANCE, AND PREVENTION PROGRAM – ROUND 5**

MEMORANDUM OF UNDERSTANDING

This memorandum of understanding is entered into by the CITY OF SACRAMENTO, a municipal corporation, the COUNTY OF SACRAMENTO, a political subdivision of the State of California, and SACRAMENTO STEPS FORWARD, a California nonprofit public benefit corporation. These parties may be referenced individually as “Party” and collectively as “Parties.”

A. PURPOSE

1. In accordance with State law, the Parties are jointly applying for a base program allocation in Round 5 of the State of California’s Homeless Housing, Assistance, and Prevention Program (HHAP-5) as part of a region. (Cal. Health & Saf. Code § 50233(a).)
2. The Parties have also collaborated to complete a regionally coordinated homelessness action plan (RCHAP) and engaged in a public stakeholder process that includes at least three public meetings before completing the plan. (Cal. Health & Saf. Code § 50233(d).) The RCHAP is submitted as part of the Parties’ regional application for HHAP-5.
3. State law requires that the HHAP-5 application also include this memorandum of understanding that commits each Party to participate in, and to comply with, the RCHAP. (Cal. Health & Saf. Code § 50233(f).)

B. COMMITMENT:

The Parties hereby commit to participate in and to comply with the regionally coordinated action plan (RCHAP) submitted as part of the Parties’ regional application for Round 5 of the State of California’s Homeless Housing, Assistance, and Prevention Program (HHAP-5). The RCHAP includes the following:

1. The roles and responsibilities of each Party as they pertain to outreach and site coordination, siting and use of available public land, the development of interim and permanent housing options, and coordinating, connecting, and delivering services to individuals experiencing homelessness or at risk of experiencing homelessness, within the region.
2. The key actions each Party will take to improve the system performance measures.
3. The key actions each Party will take to ensure racial and gender equity in service delivery, housing placements, housing retention, and any other means to affirm equitable access to housing and services for racial and ethnic groups overrepresented among residents experiencing homelessness.

4. The actions each Party will take to reduce homelessness among individuals exiting institutional settings, including but not limited to jails, prisons, hospitals, and any other institutions such as foster care, behavioral health facilities, etc.
5. The roles of each Party in the utilization of local, state, and federal funding programs to end homelessness.
6. The roles and responsibilities of each Party to connect individuals to wrap-around services from all eligible federal, state, and local benefit programs.

**CITY OF SACRAMENTO,
A municipal corporation**

Signature: Mario Lara
Name: Mario Lara
Title: Assistant City Manager

Date: Mar 15, 2024

**COUNTY OF SACRAMENTO,
A political subdivision of the State of
California**

DocuSigned by:
Signature: Emily J. Halcon
Name: Emily Halcon
Title: Director of Department Homeless
Services and Housing

Date: 3/18/2024

**SACRAMENTO STEPS FORWARD,
A California nonprofit public benefit
corporation**

Signature: Lisa Bates
Name: Lisa Bates
Title: Chief Executive Officer

Date: Mar 15, 2024



Sacramento City
and County
Continuum of Care



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



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



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INTRODUCTION & BACKGROUND

All 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
- 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



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 system¹. 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.

¹See 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



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

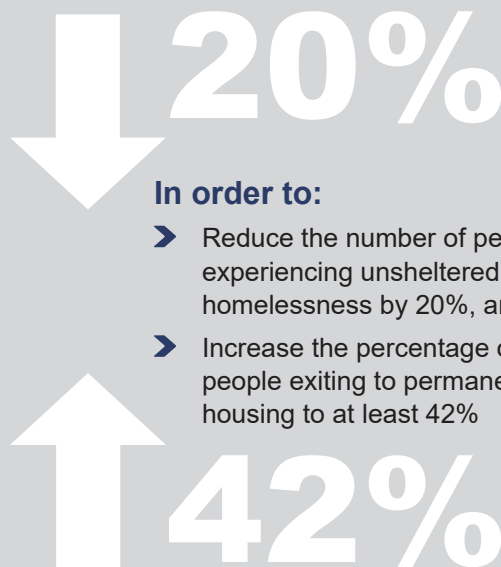


Leads to less people experiencing homelessness and more people receiving the help they need to quickly end their homelessness and remain housed.

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

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



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%



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 Care², which provided a comprehensive estimate of annual service needs, indicated that the number of people who experience literal homelessness³ 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 2022⁴, 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).

²2022 Gaps Analysis, Sacramento Continuum of Care:

<https://acrobat.adobe.com/link/track?uri=urn:aaid:scds:US:e6bdb3ad-1425-39b2-922b-96363152373e>

³See Appendix 6: *Common Terms & Acronyms* for definitions of homelessness, literal homelessness, and chronic homelessness.

⁴2022 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 of Sacramento 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.

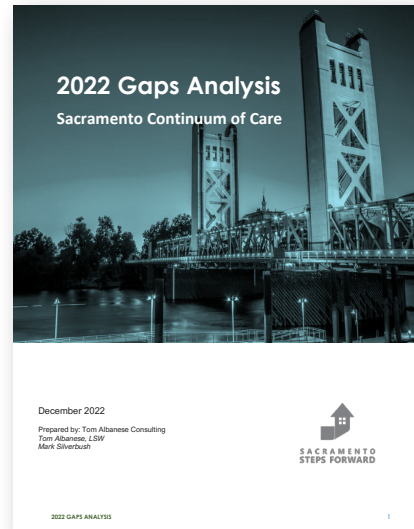
The gaps analysis estimated that among people who experience homelessness each year in Sacramento, approximately 15% of individual and family households experience only a brief episode of homelessness and can self-resolve and return to housing with limited assistance, if any. An additional approximately 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.

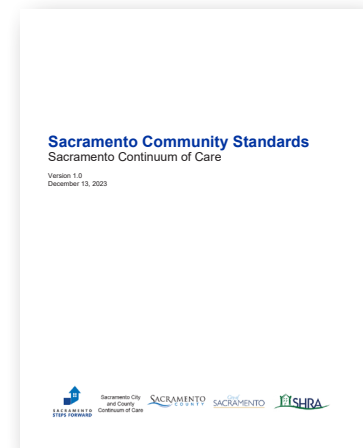
Key Quality & Equity Indicators

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 Standards⁵ 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

⁵[Sacramento Community Standards: Sacramento Continuum of Care](#)

⁶[Racial Equity – Sacramento Steps Forward](#)



CoC's new Sacramento Community Standards



CoC's Racial Equity Action Plan

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**

SOLUTION



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/>

SOLUTION



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



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.

SOLUTION



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.

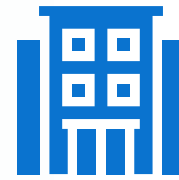
This Solution highlights actions that improve the capacity and quality of shelter and interim housing, especially with regard to people with acute medical needs. Solution actions also focus on improvements to increase direct pathways to permanent housing from emergency shelter for all clients that result in shorter stays, increased exits to housing, fewer returns, and more bed turnover and availability for people who are unhoused.

⁸2022 PIT Report – <https://sacramentostepsforward.org/wp-content/uploads/2022/06/PIT-Report-2022.pdf>

SOLUTION



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-dedicated⁹ 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.

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

SOLUTION



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.

SOLUTION



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: <ul style="list-style-type: none"> • Improved and expanded use of case conferencing; • 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. <i>Action Lead: SSF</i>	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. <i>Action Lead: SSF</i>	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. <i>Action Lead: SSF</i>	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 <i>housing placement accelerator pilot</i> 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. <i>Action Lead: County</i>	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. <i>Action Lead: City of Sacramento</i>	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. <i>Action Lead: SSF</i>	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
<p>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.</p> <p><i>Action Lead: SSF</i></p>	<p>SSF, County of Sacramento, City of Sacramento, CAS Core Team, SSF, Managed Care Organizations, Hospital Partners</p>
<p>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.</p> <p><i>Action Lead: SSF</i></p>	<p>SSF, County of Sacramento, City of Sacramento, CAS Core Team, Managed Care Organizations, Hospital Partners</p>
<p>Develop a system understanding of hospital discharge processes and identify ways to better integrate linkages to the homeless response system into hospital discharge planning.</p> <p><i>Action Lead: SSF</i></p>	<p>SSF, City of Sacramento, County of Sacramento, CAS Core Team, Managed Care Organizations, Hospital Partners</p>
<p>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.</p> <p><i>Action Lead: SSF</i></p>	<p>SSF, City of Sacramento, County of Sacramento, CAS Core Team, Managed Care Organizations, Hospital Partners</p>
<p>Develop standard language on assessing housing stability status, in conjunction with coordinated prevention system development efforts, for use by hospitals, jails, and other institutions.</p> <p><i>Action Lead: SSF</i></p>	<p>SSF, County of Sacramento, Managed Care Organizations, Hospital Partners</p>

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. <i>Action Lead: SSF</i>	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

Appendix 2: All In Sacramento – A Transformed System



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 Standards¹⁰ 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.

¹⁰Version 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	<ul style="list-style-type: none"> • Active caseload rate (%) • Average length of participation • Successful outcomes (#, %) 	<ul style="list-style-type: none"> • Successful housing outcomes (#, %) • Subsequent homelessness (%) • Cost per household
Diversion	<ul style="list-style-type: none"> • Successful diversion outcomes (#, %) • Average wait-time 	<ul style="list-style-type: none"> • Subsequent homelessness (%) • Cost per household
Street Outreach	<ul style="list-style-type: none"> • Active caseload rate (%) • Average length of participation • Successful outcomes (#, %) 	<ul style="list-style-type: none"> • Successful housing outcomes (#, %) • Returns to homelessness (%) • Cost per household
Emergency Shelter	<ul style="list-style-type: none"> • Utilization (occupancy) (%) • Average length of stay • Successful outcomes (#, %) • Successful housing outcomes (#, %) 	<ul style="list-style-type: none"> • Negative exits (%) • Returns to homelessness (%) • Cost per household
Transition Housing & Interim Housing	<ul style="list-style-type: none"> • Utilization (occupancy) (%) • Average length of stay • Successful outcomes (#, %) • Successful housing outcomes (#, %) • Negative exits (%) 	<ul style="list-style-type: none"> • Returns to homelessness (%) • Increase in non-employment cash income • Increase in employment income • Cost per household • Cost per unit
Rapid Rehousing & Other Rehousing Assistance	<ul style="list-style-type: none"> • Active caseload rate (%) • Average engagement time • Average length of shelter stay • Average length of time to housing move-in • Average length of participation • Successful outcomes (#, %) • Successful housing outcomes (#, %) 	<ul style="list-style-type: none"> • Negative exits (%) • Returns to homelessness (recidivism) (%) • Increase in non-employment cash income • Increase in employment income • Cost per household
Permanent Supportive Housing	<ul style="list-style-type: none"> • Utilization (occupancy) rate (%) • Average length of participation • Successful outcomes (#, %) • Successful housing outcomes (#, %) • Negative exits (%) 	<ul style="list-style-type: none"> • Returns to homelessness (recidivism) (%) • Increase in non-employment cash income • Increase in employment income • Cost per household • 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% 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

Commonly
Used
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.

**ALL
IN
SACRAMENTO**

