

## Application Narrative Template

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This section of the toolkit is to assist jurisdictions in thoroughly completing their application narrative document. Below you will find the questions that HHAP program staff will be ensuring are answered in each jurisdiction's narrative document. Applications will not be deemed complete if all the below questions are not addressed in a jurisdiction's narrative attachment. More information on these areas can be found in the [HHAP program guidance](#).

### **SUMMARY OF HOMELESSNESS IN THE CoC, LARGE CITY, OR COUNTY**

**Submit their CoC's complete HUD Longitudinal System Assessment (LSA) from June 2018 – June 2019.**

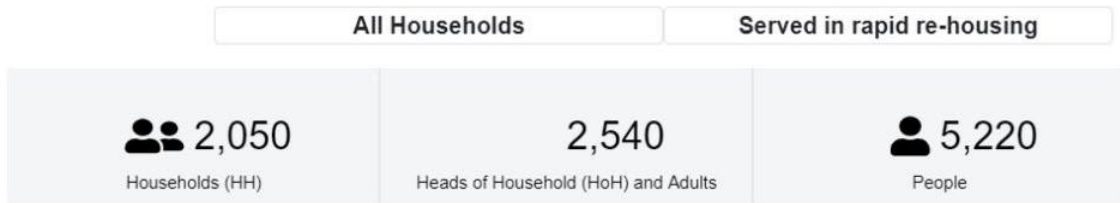
#### **A. Use the LSA data to provide (as defined by HUD):**

*1. Total number of households served in: (1) Emergency Shelter, Safe Haven and Transitional Housing, (2) Rapid Rehousing, and (3) Permanent Supportive Housing.*

- Emergency Shelter, Safe Haven and Transitional Housing: **3,693**
- Rapid Rehousing: **2,050**
- Permanent Supportive Housing: **1,789**

### Demographics Overview: Sheltered Homelessness

Demographic characteristics of households and people served in the homeless system including those only served in PSH during the report period.



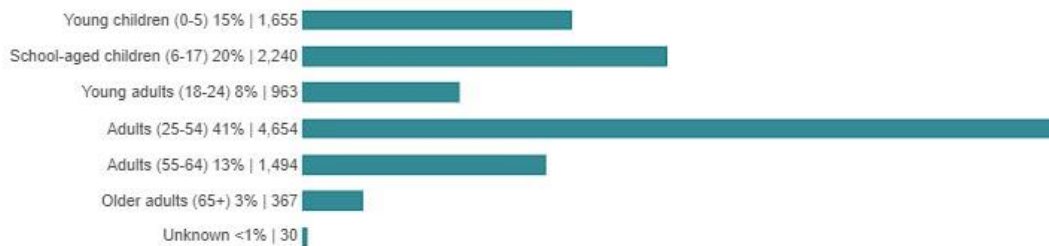
2. Total number of disabled households served across all interventions. **3,197**
3. Total number of households experiencing chronic homelessness served across all interventions. **1,852**

### Chronic Homelessness and Disabling Condition of HoH and Adults

Chronically homeless	1,852
365+ days homeless, 4+ occasions, no disabling condition	712
365+ days homeless, 2-3 occasions, has disabling condition	344
365+ days homeless, <4 occasions, no disabling condition	81
270-364 days homeless, has disabling condition	282
270-364 days homeless, no disabling condition	158
<270 days homeless, has disabling condition	2,571
<270 days homeless, no disabling condition	1,550

4. Total number of 55+ households served across all interventions. **1,861**

### Age of All Persons in Household



5. Total number of unaccompanied youth served across all interventions. **517**

6. Total number of veteran households served across all interventions. **864** adult only veteran households

### Demographics Overview: Sheltered Homelessness

Demographic characteristics of households and people served in the homeless system including those only served in PSH during the report period.



7. Number of individuals served across all interventions who were: (1) Female, (2) Male, (3) Transgender, or (4) Gender Non-Conforming.

- Female: **3,811**
- Male: **3,692**
- Transgender, or Gender Non-Conforming: **44**
- Unknown: **3**

Note: The information available from the LSA includes Head of Households and Adults

CoC Code: CA-503    Name: Checking Revisions    Report Period: 10/01/2017 - 09/30/2018    Submission Type: official

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### Gender of HoH and Adults



8. Total number individuals served across all interventions who were: (1) White, Non-Hispanic/Non-Latino (only), (2) White, Hispanic/Latino (only), (3) Black or African American (only), (4) Asian (only), (5) American Indian or Alaska Native (only), (5) Native Hawaiian/Other Pacific Islander (only) or (6) Multiple races

- White, Non-Hispanic/Non-Latino: 2,768
- White, Hispanic/Latino: 866
- Black or African American: 3,113
- Asian: 89
- American Indian or Alaska Native (only)Native Hawaiian/Other Pacific Islander: 191
- Multiple races: 371
- Unknown: 53

Note: The information available from the LSA includes Head of Households and Adults

### Race and Ethnicity of HoH and Adults



## 1. DEMONSTRATION OF REGIONAL COORDINATION

### A. Coordinated Entry System (CES) Information

*For Large City and County applicants:*

#### 1. How do you coordinate with your CoC's CES?

Sacramento County and the City of Sacramento have coordinated closely at both a policy and governance level as well as an operational/day-to-day level for many years to establish and improve the CoC's CES. Coordination highlights include:

- CoC Board and Committee participation. County and City staff (Health Services, Homeless, Law Enforcement) are formally seated on the CoC Board, and have participated actively in two of its historic committees related to CES (the two committees are transitioning to a single appointed committee). Committee participation includes numerous County and City staff, in addition to CoC Board members.
- CES Committee comprised largely of organizations interacting regularly with CES to work on day-to-day operational issues and review data; and
- CES evaluation committee with membership appointed by the CoC Board was formed to review overall functioning, policies and data. This committee had both City and County representation and was co-chaired by a City staff person.
- County and City staff work on an ad-hoc basis to improve CES functioning. For example, when a large CoC permanent supportive housing project (called Re-Start) was leasing up, a large number of scattered site units from a variety of frequent user referral partners, County staff coordinated collaboration and meetings for about one year.

- CES Case Conferencing. Case conferencing is used to bring case management staff knowledge to bear on CES prioritization and placement. Staff from several County Departments County Behavioral Health and Department of Human Assistance regularly participate in case conferencing for their clients. These same networks of social workers and case managers are also used to help locate clients who eligible for referral but CES has lost contact.
- Accessing CES and VIDSPDAT. CES functions primarily through a no wrong door approach. County and City provider contracts (shelter, outreach, behavioral services) generally promote or require connectivity to CES for clients.
- Physical Access Points. CES currently has three physical locations where clients may be referred by 2-1-1 (called Homeless Resource Access Points). Two of the three points are in County-funded behavioral health providers.
- Access for Families. To improve access for families, the County has developed family crisis response system (others have developed access and services systems for youth and veterans) to function not only as an access point for County family services (such as rehousing and emergency shelters) but to connect clients to CES and VISPDAT. The CalWorks bureaus and the County's online shelter reservation system have been designated by CES as the designated point of entry for families.
- Mainstream systems and services. Recognizing that mainstream systems and funding sources often require population targeting or preferences based on funding or other goals, several County systems have worked to bridge prioritization and targeting between their funding requirements/target population and the CoC CES. This system work, at varying stages of implementation, includes populations within APS, CPS, Behavioral Health, and criminal justice. The City of Sacramento has done similar work through the Whole Person Care program, connecting health clients to coordinated entry.
- Additional housing resource. The City and County have recently expanded housing resources available through CES referral to Permanent Supportive Housing developments funded through No Place Like Home (2 awarded and 2 pending at State) and through Project Based Vouchers serving a homeless population. While much of the existing PSH resources funded by the City and County through SHRA follows traditional methods of tenant selection (largely promoted by State funding resources), City and County staff hope to facilitate CES placement of tenants in future housing developments targeted to a homeless population.

2. *What, if any, are your jurisdiction's current challenges related to CES, and how do you plan to address these challenges?*

Like many communities, CES has challenges recognized not only by jurisdictional staff and elected representatives, but by providers, consumers and the community at large. While there has been continuous work with significant jurisdictional participation to improve CES (e.g., through CoC committees, contracted consultants, staff work) current efforts are focused on the CoC's CESH-contracted work through HomeBase. Jurisdictional staff helped to develop the workscope and select the contractor and will participate on the re-formed single CES committee and CoC Board overseeing the work.

While some areas are functioning better than others, this work is looking at CES holistically to not only ensure compliance with HUD standards but a system that is transparent and serves the client well. The competitive solicitation to redesign the CES highlighted several of the areas the CoC wanted to focus on, including:

- Access:
  - Improve how individuals connect to services to resolve their homelessness; and
  - Improve transparency regarding access to and availability of resource.
- Assessment, prioritization and referrals;
- Operations:
  - Improve functionality for providers;
  - Increase operational efficiencies; and
  - Data management.
- Increasing Housing Resources;
- Governance:
  - Written and adopted policies and procedures; and
  - Ongoing evaluation, including metrics and evaluation criteria.

3. *How do you promote the utilization of your CES?*

a. *Specifically, what outreach do you conduct to ensure all individuals experiencing homelessness in your jurisdiction, including those with multiple barriers, are aware of the CES assessment and referral process?*

The County and City of Sacramento promote utilization of CES in many ways to ensure all individuals are aware of the CES resources and referral process, including

- All city and county-funded street outreach and sheltering programs are required to enroll clients in HMIS and connect to CES through a VISPDAT or refer to agencies that can. These programs include:
  - Street navigation programs funded through
    - City: Pathways Whole Person Care, Library, River District
    - County: Parkway, unincorporated areas, River District, Outreach connected to Guest House, a key access point for mental health services
  - Shelter Programs
    - City: Nonfamily households at North 5<sup>th</sup>, City scattered site sheltering program, Capitol Park Hotel, youth shelters
    - County: two family Shelters, Nonfamily shelters at North A and County's Scattered Site sheltering program, Mather Interim Housing, youth shelters.
- The City and County also conduct outreach directly through jurisdictional staff who can either directly connect clients to CES or refer them to access points.
  - City: City Police homeless outreach (IMPACT) team, including a social worker embedded in the police department, overseeing the IMPACT and mental health teams
  - County: Sheriff Homeless Outreach team, DHA Outreach Social Workers, Behavioral Health mobile crisis support teams working with law enforcement partners throughout the County.
- City and County Re-Housing Programs. While these programs typically exit households permanently housed with temporary assistance, some clients who qualify for PSH maintain the place on the CES queue, in the event they need deeper resources and referral to a CES PSH program. These programs include:
  - County's Flexible Supportive Re-Housing Program and Flexible Housing Pool;
  - City's Pathways (Whole Person Care) flexible housing program;
  - City and County ESG-funded rapid re-housing;
  - CalWORKs HSP; and
  - Bringing Families Home.

## **B. Prioritization Criteria**



1. *What are the criteria used to prioritize assistance for people experiencing homelessness in your jurisdiction?*

Continuum of Care and Coordinated Entry Prioritization Criteria

Prioritization criteria for Continuum of Care programs and other resources connected to Coordinated Entry, prioritization is summarized below. It is taken from the Sacramento CoC Coordinated Entry System Policies and Procedures Manual, Version 2.0, dated April 2018.

Prioritization differs for PSH and RRH.

**Permanent Supportive Housing (PSH)**

The Sacramento CoC adopted the PSH prioritization criteria established in HUD Notice CPD-14-012: Prioritizing Chronic Homelessness and Other Vulnerable Populations in PSH (see Linked Appendix M) in May 2016. All PSH in the Sacramento CoC is prioritized for the chronically homeless with the longest time homeless and most severe service need:

- Longest time homeless is defined by the length of a household's current episode of homelessness; and,
- Most severe service need is defined by VI-SPDAT score (14 or higher for Individuals, Families, and TAY).

All households prioritized for PSH are chronically homeless and score in the highest VI-SPDAT range. Within this cohort, households are prioritized based on the duration of current homeless episode, with longer episodes up for referral before shorter episodes. This prioritized list is used to respond to provider Referral Requests, discussed in the Referral section of this manual.

**Rapid Rehousing (RRH)**

Households are prioritized for RRH based on VI-SPDAT scores in the moderate service need range. Households that score above or below this range may also be referred to RRH based on other factors, discussed in the Referral section of this manual.

The CoC is revisiting its RRH prioritization policy now. Based on SSF's reading of HUD's guidance on this issue, reinforced by our CES Technical Assistance (TA) provider, the Sacramento CoC needs a plan to move toward prioritizing at least a portion of our RRH for households with severe service needs. This

discussion will take place in the coming months, with the goal of finalizing a plan for phasing in prioritization of needier households by mid-2018. See the CES RRH Prioritization Plan Memo (see Appendix N).

### **Upcoming Prioritization Plans**

In addition to revisiting the RRH prioritization policy mentioned in the Rapid Rehousing section above, the CES is also working on two new components of prioritization: housing conferencing and transitioning to a priority queue.

Housing conferencing relies on

the expertise of case workers and others working with homeless households to provide valuable additional information to supplement assessment results for improved matching of participants to available placements. Regular convening of crisis response and housing program staff to review a priority queue of households also ensures greater success in locating and staying connected to households where housing referral is forthcoming.

In 2018, the CoC began by piloting Housing Conferencing with the TAY and Veteran provider communities. Both groups are already working collaboratively to house participants and have agreed to coordinate with the CES as well. The goal is to take lessons learned with these subpopulations to design a Housing Conferencing model that works for the rest of the homeless population.

### **Priority Queue**

In addition to using a Priority Queue for Housing Conferencing, SSF is considering transitioning to a Priority Queue for PSH, where the highest ranked households are identified, supported in becoming document ready for referral, and kept track of *prior to* the availability of a particular housing placement. The CES and its outreach and emergency shelter partners would focus on preparing households on the Priority Queue for housing, in order to avoid situations where a prioritized household cannot be located or for whom eligibility cannot be documented at the time of housing placement availability. While current outreach and emergency shelter practices already focus on these activities, a formal focus on a Priority Queue that lists households by name is expected to improve prioritization of the households with the most severe service needs beyond what is already occurring.

### Additional Prioritization Criteria

The following information is provided by the Sacramento City and County.

Sacramento City and County work within and closely with the CES system. However, in the interests of bringing immediate services to persons where they present for services, County and City programs also serve additional individuals outside of those referred by CES and may utilize different or additional criteria in some programs. This may be due to funding mandates, jurisdictional goals in reaching or prioritizing a specific population, client connectivity to a larger system of care, or through services that bring a more nuanced understanding of client barriers and need. Examples include:

- State Programs requiring connectivity to mainstream services, including Bringing Families Home (BFH), which is operated in conjunction with CES. BFH prioritizes families involved in the child welfare system according to funding requirements. Additionally, Home Safe is operated for clients identified by Adult Protective Services.
- County Behavioral Health Services offering re-housing and housing stability services through mental health providers for clients they are providing case management services.
- For families, CalWORKs Homeless Assistance and re-housing programs are offered through CalWORKs bureaus where families are provided services as an entitlement. The family shelters utilize a web-based reservation system that considers family vulnerabilities using an objective algorithm.
- The County's Flexible Supportive Re-Housing Program prioritized the top 250 utilizers of jail and behavioral health services experiencing persistent homelessness, in part, to impact these systems of care.
- Similarly targeting a high need population, the City's Whole Person Care program prioritized participants based on emergency room and other health usage or encounters with law enforcement.
- Among other referral pathways, the County's Flexible Housing Pool created referrals through two systems not previously connected to homeless resources through the Jail Diversion Pilot (connecting clients facing a court sentence) and through Adult Protective Services. All referral partners (shelters and outreach programs) were encouraged to refer households with the highest needs, even though this program provides limited term re-housing assistance.
- While shelters are not currently integrated into CES, shelters funded by both the City and County, in general, are targeting shelter services to the most vulnerable and those living in the vicinity of the shelter or in encampments.

By their nature, street outreach programs offer immediate services to those persons they encounter. In addition to considering the VI-SPDAT score or

chronicity, outreach programs consider mental or physical incapacities, fragility due to advanced age or disability, present weather conditions in conjunction with other vulnerability criteria and/or whether the individual is a victim of a crime or other emergency situations. Sacramento County directly funds multiple homeless outreach and navigation teams which includes members of local law enforcement. Homeless Outreach teams engage directly with individuals living in encampments or other areas not designed for human habitation and are able to make immediate assessments, build rapport, establish service connections and refer directly into county funded programs.

*2. How is CES, pursuant to 24 CFR 578.8(a)(8) used for this process?*

24 CFR 578.7 (a) (8) states that “In consultation with recipients of Emergency Solutions Grants program funds within the geographic area, establish and operate either a centralized or coordinated assessment system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services. The Continuum must develop a specific policy to guide the operation of the centralized or coordinated assessment system on how its system will address the needs of individuals and families who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from nonvictim service providers. This system must comply with any requirements established by HUD by Notice.”

The Emergency Solutions Grant (ESG) program in Sacramento currently only funds a shelter for single men and rapid re-housing for all populations. At this time, CES is not used by the ESG funded shelter. The ESG funded rapid re-housing programs do participate in CES, using the VI-SPDAT for participation in a coordinated assessment and entry system.

The CES process works the same for individuals and families who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking. On September 11, 2019, the CoC Board adopted the “Sacramento Continuum of Care Violence Against Women Act (VAWA) Requirements for CoC-Funded Programs Compliance Policy”.

The policy requires all CoC-funded programs to protect the rights, privacy and safety of survivors of domestic violence, dating violence, sexual assault or stalking. Programs are prohibited to deny, terminate, or evict a person as “a direct result of the fact that the applicant or tenant is or has been a victim of domestic violence, dating violence, sexual assault, or stalking, if the applicant or tenant otherwise qualifies for admission, assistance, participation, or occupancy.”

## C. Coordination of Regional Needs

1. *How have you coordinated with your partnering CoC, large city (if applicable), and/or county to identify your share of the regional need to address homelessness?*

While the City of Sacramento, Sacramento County and the Sacramento Continuum of Care are each getting their own HHAP allocation based on State formulas, these three entities have worked collaboratively on addressing the needs of the Sacramento homeless community. Knowing that homelessness does not follow political boundaries, the City, County and CoC regularly work together to address system needs, plan for new funding opportunities and overseeing implementation of local programs.

Starting with the Homeless Emergency Aid Program (HEAP) and California Emergency Solutions and Housing Program (CESH), the three entities worked collaboratively not to determine the “share” of the homeless population that each would be responsible for, but rather the unmet needs in the community and the specific skills/resources each could bring to help fill these gaps. With HEAP and CESH, the community wished to increase and enhance three components, and, based on existing administrative infrastructure, these components were divided among the three:

- emergency shelters/navigation centers were primarily overseen by the City;
- flexible re-housing subsidy programs were primarily overseen by the County;
- system improvements were primarily overseen by the CoC.

While the programs are distinct, and administrative functions are separated, each component was built to complement the other. For example, shelter expansion included improvements to the system (access and standards) to ensure that the most vulnerable were prioritized and shelters were purposefully linked to new flexible housing funding to ensure outflow from shelters was to permanent, subsidized housing with supportive services.

With HHAP, this collaboration will continue, with each entity continuing some of the efforts they began with HEAP. The three entities meet weekly to coordinate the implementation of HEAP funded programs and to troubleshoot system challenges together. Community outreach for HHAP funding was also a collaborative effort, with the CoC hosting meetings that sought input on potential investments for the community as a whole; not

investments by funding entity. The City, County, and CoC will remain three arms of one singular community strategy to end homelessness. In addition, the City of Sacramento has partnered with the Sacramento Housing and Redevelopment Agency (SHRA), to develop policy and implement key housing initiatives on behalf of the City of Sacramento. SHRA (which is a joint powers agency consisting of the Housing Authorities for both the City and County of Sacramento and serves as the staffing entity for the Housing Authority) sits on the Continuum of Care Advisory board, and also implements projects such as permanent supportive housing developments on behalf of the City and County of Sacramento. The linkage between SHRA, the Housing Authority and the City, along with the strong partnerships with the County and CoC demonstrates strong collaboration amongst the local partners.

As an example of this strong coordination, in April 2019, SHRA was delegated authority by the City Council to operate a temporary emergency shelter in down town Sacramento for an 18 month period. The Capitol Park Hotel which was built in 1912 was operating as a single room occupancy hotel. With the assistance of a service provider, SHRA was successful in stabilizing the existing 80 residents and operate a temporary shelter simultaneously. As of February 7, 2020, 80 residents and 115 shelter guests are provided robust services including assistance in finding permanent housing. 62 guests and 37 residents have transitioned to permanent housing and 10 guests have gained employment. After 18 months (October 2020) the hotel will be under construction to be fully rehabilitated and converted to 134 brand new permanent supportive housing with Project Based Housing Choice Vouchers in the core of downtown Sacramento.

With this proven track record and strong partnership between SHRA and the City of Sacramento, in the Fall of 2019, the Mayor and City Council requested the SHRA to develop a Five Point Plan to End Homelessness (Five Point Plan) to complement the City's efforts to combat homelessness. SHRA presented this Plan to City Council on October 22, 2019 and on December 3, 2019 with additional details. The 5 Point Plan includes the planning and development of: 1) homeless overnight parking, 2) Emergency Bridge Housing (cabin/tent) initiative, 3) scattered site family housing, 4) motel conversion, and 5) development of permanent supportive housing.

Shortly after the December 3, 2019 Council meeting, Governor Newsom launched a 100-day challenge in California to jumpstart action to fight homelessness. Stressing the urgency to immediately house the unsheltered homeless, the Mayor and City Council further stressed this need with a Declaration of a Shelter Crisis on January 14, 2020. In order to meet the Governor's challenge the Mayor and City Council charged the Housing

Authority (through its 'staffing entity SHRA) to plan/implement the Emergency Bridge Housing initiative immediately to house 48 unsheltered homeless individuals in cabins. This is one of the initiatives listed in the 5 Point Plan and complements the efforts of the City to establish two navigation centers. Unfortunately, the navigation centers cannot be ready to meet the Governor's 100 day challenge.

The above examples exemplify the strong network of local and regional partnerships of the City of Sacramento and the leveraging of limited resources at the federal (housing choice vouchers), state (HEAP, CESH) and local level (City General funds) to do what is necessary to house the homeless immediately.

2. *What is your identified share of this need, and how will the requested funds help your jurisdiction meet it?*

As stated above, the City recognizes the fluidity of homelessness, and that political boundaries do not reflect division of "need". However, based on the 2019 Point-in-Time County, approximately 73% of the homeless population in Sacramento County is within the boundaries of the City of Sacramento. As with the County as a whole, the City's homeless population is predominately unsheltered. The City is also the home to the majority of the community's emergency shelter beds. Given this, the City has been focusing extensively on increasing access to and effectiveness of, the crisis sheltering system. HEAP funds allowed the City to invest in the capital improvements needed to jump start the construction of the navigation centers, focusing on areas of the City that currently do not have shelters.

### General Allocation

While planning for the HHAP funds were underway in 2019, key milestones took place to further facilitate the urgency of housing the homeless. First, Governor Newsom launched a 100-day challenge in California to jumpstart action to fight homelessness. Stressing the need to immediately house the unsheltered homeless, the Mayor and City Council further stressed this need with a Declaration of a Shelter Crisis on January 14, 2020.

The Mayor wanted to meet the Governor's 100 day challenge and by utilizing the partnership between the Housing Authority and the City of Sacramento, the Mayor and City Council requested the Housing Authority to immediately plan/implement the Emergency Bridge Housing (cabin) initiative. This project will house 48 unsheltered homeless transitional age youth (TAY) ages 18-24 years in cabins through a Housing First model. This low

barrier housing is one of the initiatives listed in the 5 Point Plan and complements the efforts of establishing navigation centers.

While the original intent was to fund the two navigation centers as the core initiatives in the City, the City leadership did not want to wait any longer to combat homelessness and rose to the Governor's challenge. This led to City priorities shifting to:

- a) House unsheltered TAY youth through a Housing First Emergency Bridge Housing model in cabins with robust wrap around services on Grove Avenue,
- b) Operate the Meadowview Navigation Center,
- c) Implement the mandated youth initiative.
- d) Fund a portion of the Alhambra/Broadway center and fill the financial gap with private sources.

To this extent, the City of Sacramento is requesting funds for:

1. Minimal construction and 100% of operations of the Emergency Bridge Housing (Cabin) Initiative for a two year period to install 24 cabins and house 48 homeless TAY (18-24 years of age),
2. 100% operations of the Meadowview Navigation Center for 100 single homeless women for a two year period,
3. 8 percent of City allocation set aside for (additional) homeless youth activities,
4. Approximately 14% of the two year operating costs for the Alhambra/Broadway Navigation center to house homeless adults (regardless of gender identity). The City is identifying private funds to fully fund and operate this center.

With the Emergency Bridge Housing initiative and the establishment of 24 cabins, 48 TAY are taken off the streets **immediately**. Based on the 2019 Point In Time (PIT) count, there are 415 homeless TAY of which 59 percent or 244 are unsheltered in our community. Taking 48 youth off the streets of Sacramento reduces the chances these individuals will become chronically homeless and is a prevention strategy for Sacramento. It also meets one of the core elements of the U.S. Department of Housing and Urban Development's (HUD) mission, which is to reduce and prevent youth homelessness.

These youth will be identified through a youth centric coordinated entry approach (between the youth partners and the Continuum of Care) and housed through a Housing First model and be linked to the local youth service providers in the community. Wrap around services will be provided that utilizes a progressive engagement approach including case management (with a trauma informed lens), linkage to financial resources,



skill development, mental health assistance and all that is necessary to stabilize them in housing. Once stabilized, the goal is for the TAY to transition to permanent housing as soon as possible (within six months).

As mentioned in the National Network for Youth publication 'What Works to End Youth Homelessness', transitional age youth ages 18 to 24 years old, are "one of the fastest growing homeless populations and require unique housing and services because they are still developing as young adults and need support until they are able to support themselves, gain life experience, and transition to adulthood. Runaway and homeless youth flee conflict, abuse, neglect, or, increasingly, poverty in their homes. They have become disconnected from educational systems and the workforce and do not have the skills and financial resources to live on their own. The factors impacting youth homelessness are complex and differ from those impacting other homeless populations." In addition, service providers working with TAY indicate that this sub-population sticks to themselves and don't integrate well in shelters housing the adult population. Their needs and concerns are unique to their age group.

Demonstrated Need: While there are many long term plans to build affordable and permanent supportive housing, the reality is that there is also a dire need for immediate emergency housing for homeless youth, adults and families.

1. Available shelter beds: Based on local HMIS data, currently there is a total of 1,072 year round shelter beds in Sacramento. These beds are in very high demand for the entire homeless population of 5,570 individuals based on the 2019 PIT. Of these individuals, 3,900 or 70 percent are unsheltered and looking to utilize the available shelter beds. Clearly there is a much greater demand for emergency shelter beds than beds available.

As mentioned earlier, TAY have a hard time transitioning to a homeless shelter that is open to the general public. Most have faced significant trauma and many prefer to stay on the streets or in less than ideal living situations than be sheltered with others they don't relate to. In addition, only 7% of the total shelter beds (are dedicated to TAY (74 beds) which does not meet the need of the 244 unsheltered TAY in Sacramento. Having Emergency Bridge Housing (cabins) exclusively for the TAY will help them remain with their network of friends, relate to each other and receive robust services from providers trained to work with this particular sub-population. This approach of having TAY centered housing is also recommended in the HUD document "Ending Homelessness Guidebook Series" as a promising program model.

2. Shelter Vacancy rate in summer and winter months: Currently there is a total of 1,072 year round shelter beds available in Sacramento. These beds are in very high demand for the entire homeless population of 5,570 individuals (based on the 2019 PIT). On July 31, 2019 (summer) there were only 58 TAY beds in the portfolio of emergency shelter beds of which 54 were utilized (93% utilization rate). In January 31, 2020 (winter) there were 74 TAY beds of which 65 were utilized (88% utilization rate). Keep in mind, the cabin initiative is not a dorm with bunk beds. It is a cabin for two with privacy that can be personalized and be a safe haven for the youth. It is much different from the normal shelter and will be fully utilized with the assistance of our TAY partners.

3. Percentage of Exits from Emergency Shelters to permanent housing solutions:

Based on the HMIS data, of the households that were in emergency shelters, 17% exited to permanent destinations. This is mainly because the individuals are not linked to robust services helping them find housing. What is noticeable is that when combining emergency shelter and transitional housing households, 53% exited to permanent destinations; again showing that having services in transitional housing helps households be more successful in finding permanent housing solutions

4. Plan to connect residents to permanent housing: The youth service providers are very familiar with the TAY population. They have case managers utilize a progressive engagement approach who are proficient in locating the hard to find housing units in the Sacramento rental market. These service providers are also part of an initiative led by the Housing Authority called the Performance Pilots Partnership (P3 program) where they have helped disconnected youth connect with permanent housing. This model will be discussed later in the application. In addition, the services continue after housing is secured. The TAY service providers such as Waking the Village and Wind Youth work closely to ensure the individuals stabilize, practice good habits, and once stabilized help them achieve job training/skill training and link them to resources in the community.

As the Housing Authority, staff is very familiar working with landlords based on their portfolio of over 4,500 landlords they partner with in Sacramento. With the assistance of their landlord liaison, they will network to inform them of the opportunities to house TAY and emphasize the wrap around services that are provided. The Housing Authority is the appropriate partner to bridge the link between the service provider and TAY with the landlord.

The availability of HHAP funds will allow the City with the Housing Authority overseeing the operations to construct and operate the Emergency Bridge

Housing initiative for 48 TAY, operate the Meadowview Navigation Center for 100 women, and provide partial funding for the Alhambra/Broadway Center (to be augmented with private funds) for a two year period. This includes funding for outreach, robust case management, re-housing and community engagement.

HHAP investments address priorities identified by the City Council in August 2019 through a Homeless Services Funding Plan and the direction provided to the Housing Authority in October and December 2019 in the Five Point Plan (as a complement to the City's efforts). The priorities align with system gaps identified through recent community efforts and processes to both address the immediate needs of the unsheltered homeless population with the operation of the navigation and emergency centers and to ensure that there were robust outreach and re-housing services aligned with them to ensure quick and permanent exits into housing.

#### Youth Set-Aside Funding

Based on input from the Homeless Youth Task Force and the results of the recent youth Grand Challenge, providers of services for homeless youth have advocated for expanded crisis services for homeless youth. The City's youth funding will be combined with the CoC's youth funding to fund both existing youth sheltering programs (enhancing services and linking them to the broader CoC) and develop new youth navigation centers. The City and CoC funding will be awarded through a competitive bidding process that will require that any new youth navigation program substantiate that the proposed program(s) will fill a current unmet need in the community.

### **D. Creating Sustainable, Long Term Housing Solutions**

1. *How is your jurisdiction involved in the efforts to create sustainable, long-term housing solutions for people experiencing homelessness across your region?*

*Examples could include, but are not limited to:*

- a. Partnering with agencies responsible for city planning and zoning, housing developers, and financial and legal service providers.*
- b. Developing or strengthening data and information sharing across and within jurisdictions.*
- c. Coordinating with other regional jurisdictions to ensure systems are aligned and all available funding is being used efficiently and effectively.*

The City of Sacramento is heavily invested in long-term solutions to increase affordable housing for people experiencing homelessness. Some recent examples of actions taken by the City to increase affordable housing opportunities are:

- The creation of a Housing Policy Manager position within the Economic Development Department. The Housing Policy Manager is responsible for increased policy coordination and collaboration amongst city departments, local housing agencies and developers; policy implementation of the upcoming housing bond; leading in the creation of an accessory dwelling unit (ADU) program and city land surplus actions to further affordable housing; and shepherding catalyst affordable housing projects in local reinvestment into low-income neighborhoods and areas at-risk of gentrification.
- Passing Measure U, adding an additional half cent sales tax and increasing local revenue for city services and affordable housing. The City Council has been taking steps to bond against Measure U proceeds and create an Affordable Housing Trust Fund to support the development of affordable housing. The City estimates that the bond will support approximately \$50 million in revenues in the upcoming fiscal year and up to \$50 million in a subsequent year. The City is working to further leverage these funds through matching donations from non-profit, private, and philanthropic partners.
- In 2018, the City Council authorized an amendment to the City's development impact fee schedule, waiving all city development impact fees on affordable housing projects with long-term affordability.
- The City has actively been working to incentivize development of "tiny homes", accessory dwelling units, or other alternate development types that can be produced more affordably. Working with the Sacramento Housing and Redevelopment Agency (SHRA), the City has issued a Request for Information, seeking innovative ideas from the development community on how to bring more innovative shelter and housing products that are affordable by design. In January 2020, the City Council adopted a proclamation of a shelter crisis, easing development and building standards for these types of sheltering products in cases where a public agency is involved.
- In 2019, the City created a pilot program to allow homeowners cited for illegal marijuana growth to donate their property and structure to a non-profit organization for rehabilitation and sale of the home as an affordable housing unit.

- The City is also initiating steps to surplus city-owned properties and distribute them to local affordable housing developers for additional affordable housing production.

### **Cross Jurisdictional Efforts**

**Public Housing Authority Resources:** Through a joint City/County effort, the Housing Authority made several significant changes aimed at increasing the impact of housing authority resources on homelessness. In 2017, the Housing Authority committed to housing 1,755 homeless within three years. To accomplish this goal a multi-faceted approach was established. The Housing Authority prioritized the housing of homeless households through the Housing Choice Voucher (HCV) and public housing programs. Specifically, a homeless preference was provided to all city housing authority waiting lists including project based voucher waiting lists. With this priority, homeless households were brought to the top of the queue for the voucher/public housing (in the City).

In addition, the Housing Authority issued Requests for Proposals (RFP) from 2017-2019 to allocate HCV project based vouchers (PBVs) to developments to house homeless households. It is anticipated that each year going forward (subject to funding), an RFP will be released to allocate new/rehabilitated housing units for the homeless. From 2017 to date, 738 units were allocated for the homeless, 292 were available immediately, 92 new units will come online in 2020 (in the County) and 354 will be built/units rehabilitated in the next two years.

In addition, the Housing Authority has prioritized housing 450 homeless with vouchers through a referral system from homeless providers as allowed by HUD Public and Indian Housing (PIH) regulations. The Housing Authority works with service providers from the City's Pathways program, the County's Flexible Supports Re-housing program (FSRP) to receive referrals and provide homeless households with a voucher to find housing in the Sacramento community while receiving services from their service providers. A similar partnership was also forged with youth providers to house disconnected homeless youth through the Performance Partnership Pilots (P3) program which is a national model of collaboration between the federal departments of Education, Labor, Health and Human Services and HUD. The youth receive services from the departments listed above and if qualified, a housing choice voucher and are linked to wrap around services.

The Housing Authority also administers 89 Mainstream vouchers to serve non-elderly disabled homeless households and 664 Veterans Assistance

Supportive Housing (HUD-VASH) vouchers to house homeless veterans whereby the veterans receive case management from the U.S. Department of Veterans Affairs (VA). Other initiatives include prioritizing the homeless on the public housing waiting list to receive an available unit and embarking on a Move On initiative in 2020 to provide 50 homeless households in permanent supportive housing with a housing choice voucher. In essence the family is 'moving on' from intensive case management to light/no services and transitioning from a permanent supportive housing unit to utilizing a housing choice voucher. This in turn frees up a unit for a homeless household on the street.

Additional cross-jurisdictional efforts that improve the use of data and facilitate collaboration include:

**Data Dashboard:** The Sacramento CoC, City and County of Sacramento have been working collaboratively on developing a new dynamic/interactive community dashboard that provides population and demographic information and trends on how individuals experiencing homelessness move through the homeless service system including trends on individuals that are housed, sheltered or unsheltered. This soon to be released publicly accessible dashboard will be a resource to the community that can help to improve outcomes and positively impact the lives of individuals and families experiencing homelessness, with the goal that the Sacramento region can use data to explore resource investment decisions, determine system wide improvements, and help analyze continued program and system level improvements. A second phase will develop program specific dashboards that would be used to evaluate individual programs with data.

**Funders Collaborative:** The Funders Collaborative has recently been reformed to coordinate public homeless investments. Members include staff from all public jurisdictions, Sacramento Steps Forward, Sacramento Housing and Redevelopment Agency and Sacramento Employment and Training Agency.

**Sacramento Homeless Policy Council:** SSF, based on conversations with the City and County of Sacramento has been working towards establishing a new Sacramento Homeless Policy Council (Policy Council) comprised primarily of elected officials including Sacramento County (2); City of Sacramento (2); Cities of Citrus Heights (1), Elk Grove (1), Folsom (1), Galt (1), Isleton (1), and Rancho Cordova(1). Membership would also include the chairs of the Sacramento Homeless Continuum of Care Advisory Board and Sacramento Steps Forward Board of Directors.

The purpose of the Policy Council is to create a forum where members could

meet regularly to provide strategic leadership on Sacramento's homelessness response. The Policy Council could accelerate information sharing and promote a greater alignment of policies, programs and investments across Sacramento. The Policy Council would complement several forums working at the staff level to improve coordination and Sacramento's homelessness response system, including the Continuum of Care Advisory Board, a Funder's Collaborative, and collaborative implementation of new State homelessness funding.

Initiating the Policy Council would be a first step towards addressing regional collaboration and establishing a regional organizational model. Objectives of the Policy Council include reviewing actionable solutions and best practices being employed across the County, setting policy direction on shelter, housing and crisis response through system improvements. Where possible, shared and collaborative leadership on particular responses to the crisis could be implemented. The Policy Council is designed to be a deliberative body, not a decision making body. Any actions, decisions, authority remain with respective jurisdictions.

## **2. RESOURCES ADDRESSING HOMELESSNESS**

### **A. Existing Programs and Resources**

- 1. Provide an exhaustive list of all funds (including the program and dollar amount) that your jurisdiction currently uses to provide housing and homeless services for homeless populations.*

The following table details funds received or managed by the City of Sacramento to support homeless programs. An amount by fund is provided; however please note that sources may be on different funding cycles, fiscal years, and come with varying restrictions and requirements.

<b>FUND TYPE</b>	<b>RECIPIENT OF FUND</b>	<b>ADMINISTRATOR OF FUND</b>	<b>AMOUNT</b>	<b>FUND USE</b>	<b>FUND TIMELINE</b>
City HEAP	City of Sac	City of Sac	\$5.6 million	ES, RH, Out/Nav	1/1/2019-6/30/2021
CoC HEAP	CoC	City of Sac	\$1,065,750	ES	1/1/2019-6/30/2022
Whole Person Care	City of Sac	City of Sac	up to \$64 million	Out/Nav, RH, Pre/Div, Sys Imp	7/1/2017 – 12/31/2020
WPC Housing Funds	City of Sac	City of Sac	\$3 million	RH	2/1/2020 – 12/31/2020
Measure U	City of Sac	City of Sac	\$16.7 million	ES, Out/Nav	1/1/2019-9/30/2020
General Funds	City of Sac	City of Sac	\$2.1 million	ES, Out/Nav, Sys Imp	7/1/2019 – 6/30/2020
CDBG	City of Sac	SHRA	\$63,000	ES	1/1/2020-12/31/2020
ESG	City of Sac	SHRA	\$412,742	ES, RRH	1/1/2020-12/31/2020
Private	City of Sac	City of Sac	Approx. \$ 5 million	ES, RH, Out/Nav	n/a

Fund Use Categories:

- Shelter/Transitional (ES/TH)
- Re-Housing (RH)
- Permanent Supportive Housing (PSH)
- Systems Improvements (Sys Imp)
- Prevention/Diversion (Pre/Div)
- Outreach and Navigation (Out/Nav)
- Community Support (Comm)

2. How are these resources integrated or coordinated with applicants from overlapping jurisdictions (i.e. CoC, large city, and/or county)?

As with planning and administration of homeless services and programs, the City, County and the CoC (SSF) regularly coordinate funding initiatives. Some specific examples of collaboration include:

- The County's Homeless Plan, required for No Place Like Home, has been used to fully capture programs and funding through each jurisdiction.
- The planning for HEAP and HHAP, as described in section C, was collaborative, with each entity combining their efforts to best use funding allocations to meet the broader needs of the Sacramento homeless population (regardless of geo-political boundaries)



- SSF convenes on a quarterly basis, a funders collaborative, inclusive of all public funders (Cities, County, SHRA) to track progress under the community NPLH homeless plan and to share best practices and opportunities.
- A specific example of funding collaboration spurred by HEAP was the City and County joint funding of the “River District Shelter Collaborative”. The River District is an area within the City of Sacramento with a very high concentration of unsheltered homelessness, but also the home to many homeless shelters and other services. Two of the shelters are located in County owned facilities, and were not operating as low-barrier, housing focused navigation centers. With HEAP, the City and County both committed to investing in these shelters, transforming them to low-barrier navigation centers with coordinated “front doors”, using HEAP and both City and County general funds.

3. *What gaps currently exist in housing and homeless services for homeless populations in your jurisdiction?*

There are gaps in all parts of the system. Working with the County and the CoC (SSF), the City is working to address them all, using HEAP, HHAP, federal funds and local investments. The City is in need of more outreach/engagement, better coordination of safety net services (shelter, medical, behavioral health, etc.), additional shelter beds, improvements to existing shelter beds (to come to standards of low-barrier navigation centers), flexible re-housing subsidies and supports and an increase in the overall affordable housing stock.

## **B. HHAP Funding Plans**

1. *Explain, in detail, how your jurisdiction plans to use the full amount of HHAP funds (including the youth set-aside) and how it will complement existing funds to close the identified gaps in housing and homeless services for the homeless population in your jurisdiction.*

The City of Sacramento will use its HHAP funding for a variety of activities that complement existing efforts and close identified gaps in outreach, shelter, and rehousing capacity. In making these investments, the City carefully considered the one-time nature of HHAP funding and explored ways to leverage and complement existing programs and efforts. HHAP investments are generally characterized as follows and described in greater detail below:

## Continuation/Expansion of Existing Programs:

- **Meadowview Navigation Center:** HHAP funding will be used to fund 2 years of operations for the newly constructed (using HEAP funds) Meadowview Navigation Center. The Meadowview Navigation Center is a low barrier navigation center located in South Sacramento that will serve adult women. The center will have beds for 100 women, providing outreach, navigation, case management, and re-housing services to unsheltered adult women. HHAP funding will allow operations of the center for approximately 2 years, focusing on shelter operations, outreach, navigation, case management and re-housing. Additional City funds will support community engagement efforts to support the surrounding community. The expectation is that the HHAP funding will serve 100 women at a point in time; up to 600 women over the 2 years of operational funding.

**Gap Addressed and Complemented Activities:** Emergency shelters continues to be a significant need as identified in the 2019 Point-In-Time Count, where 70% of the homeless population was counted sleeping unsheltered. Thirty-four percent of the unsheltered homeless population identify as female, but, currently, there is only one (non DV) emergency shelter in Sacramento that exclusively serves single adult women. In the instance that a single woman does not want to shelter in a program that also serves men, there are currently very few options for her. In addition, the Meadowview Navigation Center will be the first shelter program in the south area of the City, prioritizing entry based on level of vulnerability and providing targeted outreach to women living unsheltered in the immediate surrounding community. The Meadowview Navigation Center will ensure low-barrier entry to serve adults who identify as women, along with any female partners, pets, and will accommodate their possessions.

- **Broadway/Alhambra Navigation Center:** This center is a low barrier Housing First navigation center located on CalTrans property. HHAP funding will be used to fund approximately 14 percent of the 2 years of operations for the newly constructed Broadway/Alhambra Navigation Center. The remaining funding to operate the center will be obtained from private sources. The expectation is that the HHAP funding will serve 14 homeless at a point in time; up to 84 homeless individuals over the 2 years of operational funding. With HHAP and private funds, the expectation is that the Navigation Center will house 100 adults.

**Gap Addressed and Complemented Activities:** Emergency shelter continues to be a significant need as identified in the 2019 Point-In-Time

Count, where 70% of the homeless population was counted sleeping unsheltered. The Broadway/Alhambra Navigation Center is located in an area where, currently, there is an underserved population of unsheltered adults. The population in this area tends to be younger, disconnected from mainstream services, and suffering from substantial substance abuse challenges. Given the known population in this area, the Broadway/Alhambra Navigation Center will partner with operating partners adept at serving this population, and include intensive outreach to engage the people currently living unsheltered in the immediate vicinity. The Broadway/Alhambra Navigation Center will prioritize entry based on level of vulnerability and will ensure low-barrier entry to serve adults along with their partners and pets, and will accommodate their possessions.

- **Youth-Specific Sheltering and Diversion services:** Youth HHAP funds will be utilized for sheltering, diversion, and rehousing activities. The City will partner with the CoC to use our HHAP youth funding to seek applicants to expand outreach, sheltering and re-housing programs for homeless youth populations. Currently, there are four youth shelter programs supported through HEAP and other one-time funding, and there is a need to 1) continue these services; 2) expand services in existing shelters to bring additional resources/support for Transition-Age Youth (TAY); and 3) create additional low barrier navigation centers for TAY. The City and CoC HHAP investments will complement the County investments that focus on diversion and rehousing programs to assist youth who can safely avoid homelessness with limited assistance and support youth who are guests of shelters to leave homelessness through permanent housing. Based on the level of need and funds available, it is anticipated that rehousing funds may also be used to support rehousing efforts for shelter guests of the proposed CoC/City Youth shelter which will be developed with the use of HHAP funds. Depending on responses received, and other funding leveraged, it is estimated that HHAP funding will serve: up to 200 homeless youth over two years.

**Gap Addressed and Complementary Activities:** The Sacramento community continues to make strides in its youth system of care. It recently participated in the 100-Day Challenge and is currently participating in the Grand Challenge for youth re-housing. HHAP funding will complement existing youth services, including diversion and prevention programs funded by the County by offering emergency respite, with intensive wrap around services for those youth who need crisis interventions and/or connections to other supportive services.

## **New Activities**

**Emergency Bridge Housing (Cabins) Initiative:** HHAP funding will be used to fund the minimal construction and 2 years of housing operations for the 48 transitional age youth. Construction includes the grading and leveling of the site, removal of an existing foundation of a home and the purchase of 24 cabins. The youth enter the care system through a coordinated youth centric access point and are housed in low barrier housing utilizing a Housing First approach. Service providers specializing in working with homeless youth will utilize both a trauma informed lens and a progressive engagement approach. Wrap around services are available to stabilize them and engage them in finding permanent housing in 6 months, however it may take longer to house them. Additional services available to them include: outreach, navigation, case management, and re-housing services.

**Gaps Addressed and Complementary Activities:** Providing emergency bridge housing with cabins is taking 48 TAY off the streets immediately. Based on the 2019 Point In Time (PIT) count, there are 415 homeless TAY of which 59 percent or 244 are unsheltered in our community. Taking 48 youth off the streets of Sacramento reduces the chances these individuals will become chronically homeless and is a prevention strategy for Sacramento. It also meets one of the core missions of the U.S. Department of Housing and Urban Development's (HUD) which is to reduce and prevent youth homelessness.

In addition, given the limited number of shelter beds available in Sacramento and significant number of individuals unsheltered, (70% of the Point In Time count) coupled with TAY youth facing significant trauma in their young lives, they are more than likely to roam the streets and continue to stay unsheltered. By having a dedicated source of housing for this population that is well integrated into the North Sacramento community, coupled with wrap around youth centric services, this program/initiative/intervention provides an opportunity for them to succeed in being stabilized and exiting to stable permanent housing.

Included below is a table which provides information regarding programs and activities to be funded under HHAP and the budget for each. Private funding to augment the operational funds for the Broadway/Alhambra shelter is anticipated to be allocated by Summer, 2020. The City of Sacramento intends to implement the Emergency Bridge Housing (cabins) immediately upon receiving funding and will implement all programs/expansions including the navigation centers through Fiscal Year 2021-22.

Program	Funding Use/Description	HHAP Budget	Integration with Existing Funding
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Emergency Bridge Housing (Cabins)	<ul style="list-style-type: none"> <li>• Emergency Shelter</li> <li>• Case Management</li> <li>• Rehousing Services</li> <li>• Rent Subsidies</li> </ul>	\$4,787,400	Operations of emergency center, funds to be used over 2 years
Meadowview Navigation Center	<ul style="list-style-type: none"> <li>• Emergency Shelter</li> <li>• Case Management</li> <li>• Rehousing Services</li> <li>• Rent Subsidies</li> </ul>	\$6,000,000	Operations navigation center, funds to be used over 2 years
Broadway/Alhambra Navigation Center	<ul style="list-style-type: none"> <li>• Emergency Shelter</li> <li>• Case Management</li> <li>• Rehousing Services</li> <li>• Rent Subsidies</li> </ul>	\$819,000	14% of operations for navigation center, funds to be used over 2 years
Youth Sheltering Program(s)	<ul style="list-style-type: none"> <li>• Emergency Shelter</li> <li>• Case Management</li> <li>• Rehousing Services</li> <li>• Rent Subsidies</li> </ul>	\$1,092,377	Expansion of existing program(s), funds to be used over 2 years

2. How will you ensure that HHAP funded projects will align and comply with the core components of Housing First as defined in Welfare and Institutions Code § 8255(b)?

All homeless activities funded by the City of Sacramento align with Housing First, as codified by City Council resolution 2018-0402. Additionally, while programs in the Sacramento community have conformed with Housing First for many years, the community has made efforts to ensure that this is applied consistently, and that practice within programs matches intent. Specifically, the Sacramento community has:

- Adopted Shelter Standards, that are used for all sheltering programs, detailing operational expectations to ensure Housing First principles are applied. These standards include criteria for access to shelters, such that those most vulnerable are “screened in” rather than “screened out”.
- Using CESH funding, begun the process to establish standards for other components of the homeless system of care (outreach/navigation, case management, and re-housing).
- The County Department of Humans Assistance (DHA) developed a 12 course curriculum for case management and re-housing that was used in their Flexible Supportive Re-Housing Program. With the first cohort trained, the community is looking to expand this program to other shelters and housing programs.

- City and County staff are both taking more active roles in the on-going operations of funded programs. All shelters and re-housing programs funded through the City and County include robust staffing, with low case manager to client ratios, and all programs use regular case conferencing meetings to help remove barriers for clients.

Housing First practices include low barrier entry and practices, housing focused supportive services, and client focused trauma informed supportive services. Programs operated through HHAP will include the following components in all aspects of entry and service delivery:

- Low barrier entry;
- Case management is expedited, client-centered and flexible, and housing focused;
- No preconditions to housing
- Individuals are connected to permanent housing as quickly as possible and offered ongoing services once housed to ensure housing stability;
- Temporary housing is offered when available; and
- Clients are engaged utilizing evidence-based models such as motivational interviewing, trauma informed care and harm-reduction.

### **3. PARTNERS ADDRESSING HOMELESSNESS**

#### **A. Collaborating Partner Efforts**

Please note: per [Program Guidance](#), page 9, collaborative partners, at a minimum, should include representatives of local homeless service providers, homeless youth programs, law enforcement, behavioral health, county welfare departments, city and county public officials, educators, workforce development, community clinics, health care providers, public housing authorities, and people with lived experience. If any of these partnerships are not currently active in your jurisdiction, please address in question #3 below.

*1. Describe, in detail, the collaborative partners who will be working with you on identified HHAP projects and how you will be partnering with them.*

#### **1. Emergency Bridge Housing (Cabins) Initiative**

The Housing Authority has modeled this initiative after the rich partnerships developed through the P3 program, a separate youth initiative in Sacramento. The Housing Authority will work with our existing and new partners to reach out to the TAY, understand their needs, engage them in services, and partner with the appropriate resources. This initiative has a unique blend of partners which will continue to grow and evolve over time.

Partners Include but are not limited to:

- Waking the Village
- Consumnes River College
- Wind Youth Services
- Sacramento Steps Forward
- County of Sacramento Department of Behavioral Health Division
- County Department of Human Assistance: CalWORKS, homeless services division
- Social Security Office
- Sacramento Employment and Training Agency (SETA)
- Urban League
- City Police Department
- County Probation
- North Sacramento neighborhood associations

Other partners will be added once the initiative is underway

## **2. Meadowview Center**

SHRA will work with the City, the Continuum of Care and the Council offices for each navigation center to develop a robust community collaboration plan. For the Meadowview Navigation Center, an operational partner – Next Move – has been identified and they will work closely with SHRA to identify other community partners to support the shelter operations and to enhance services offered on site, including outreach, navigation and re-housing partners.

## **3. Alhambra/Broadway Center**

SHRA will work with the City, the Continuum of Care and the Council offices for each navigation center to develop a robust community collaboration plan. For Alhambra/Broadway, an operator and

additional partners will be procured through a public bidding process and with input from community associations and service organizations.

#### **4. Youth Set-Aside Project(s)**

The City worked closely with the CoC to develop a collaborative plan for projects to be funded using the youth set-aside funding. The Homeless Youth Taskforce, which included representatives from youth housing providers, drop in centers, behavioral health, K-12 education, youth homelessness policy advocates, wellness programs, LGBT+ programs, and prevention and intervention programs, prepared a recommendation that identified key core components for HHAP funded youth programs, summarized below:

- Programs funded by HHAP should reflect a profound commitment to and long experience in trauma informed care and best practices around serving youth. Funded programs must be service rich and address the support needs of youth in connecting to education, employment, wellness, childcare, and long-term housing.
- The funded program must allow for the largest possible impact with the funding, which leads to a focus on a solution that successfully houses the most youth in best fit programs while innovating coordinated entry processes over the long term. Transitional housing and rapid rehousing, while needed, were deemed less impactful in increasing the number of youth housed.
- HHAP funding must expand shelter offerings for young parents who currently have virtually no shelter beds in the youth continuum and face the longest waits for transitional housing. The 2019 Point-in-Time count indicated that African American youth in particular are impacted by the lack of housing for TAY parents.

Taking into consideration the recommendation put forth by the Homeless Youth Taskforce and the leadership of the local youth providers in Sacramento, City HHAP youth funding will be coordinated with the CoC HHAP youth funding to seek competitive applications for expansion and/or enhancement to youth sheltering opportunities. Using input from the Youth Advisory Board, the City and CoC will develop a bid process that addresses the unique needs of homeless youth and prioritizes applications that link



youth services to the broader homeless system of care and other community resources.

The City also is an active party in System Collaborations including:

- HHAP “jurisdictions”: City of Sacramento, Sacramento Steps Forward (Continuum of Care)
- Continuum of Care Board, with two City staff members, one serving on the Executive Committee
- Committees (participating on Governance, Coordinated Entry, Project Review, and System Performance Committees)
- Funders Collaborative, comprised of Sacramento County and primary departments, Cities within Sacramento, Sacramento Housing and Redevelopment Agency, Sacramento Employment and Training Agency

5. Describe any barriers that you experience in partnering, and how you plan to address them.

*Examples could include: lack of key stakeholders or service providers, political bureaucracy, approval methods, lack of community input, etc.*

The CoC Board and subcommittees are the primary group that brings stakeholders working on homelessness together on a regular basis. As previously indicated, the Board includes broad representation across many public and private organizations. As homelessness becomes more pervasive, other organizations, agencies, and private entities are looking to participate in the discussion and solutions to addressing homelessness. We saw the widespread interest during our two community meetings for the HHAP funding.

As with any complex problem that crosses jurisdictions and organizations, consistent and regular collaboration can be difficult due to timing and capacity issues. Many providers and jurisdictions simply don't have the time necessary to meet more than monthly. We work hard to make sure that the right people are at the table during key discussions and decision points, however with conflicting schedules it is not always possible. The CoC Board has a consistent meeting schedule which allows those who want to

participate with a regular date and time. With potential broad system level changes being considered with CESH funding, it is critical that those who are impacted are a part of the process from the beginning through implementation and evaluation.

6. *If no collaborative partners have not been identified at time of application, describe the collaborative process of how you intend to include new and existing partners on HHAP projects.*

n/a

#### **4. SOLUTIONS TO ADDRESS HOMELESSNESS**

Applicants that Submitted a Strategic Plan for CESH must:

- Identify the measurable goals set in your CESH Strategic Plan and explain, in detail, which of these goals HHAP funding will directly impact and by how much.

**Please note:** Per HSC § 50219(a)(6), all applicants' measurable goals must include the number of individuals they intend to serve, and the number of individuals they intend to successfully place in permanent housing with HHAP funding.

Applicants that did not Submit a Strategic Plan for CESH must:

- Identify clear, measurable goals that HHAP will be expected to achieve in your jurisdiction.

Examples:

- Decrease the percent of our jurisdiction's total homeless population that is unsheltered by 10 percentage points annually (baseline of 65% from 2018).
- Reduce the number of people who become homeless for the first time across our jurisdiction by 20% annually (baseline of 2,000 households from 2018)
- Increase the percent of successful shelter exits into permanent housing by 5 percentage points annually (baseline of 60%).

**Please note:** Per HSC § 50219(a)(6) all applicants' measurable goals must include the number of individuals they intend to serve, and the number of individuals they intend to successfully place in permanent housing with HHAP funding.

Below is a summary table totaling the numbers served and exited to permanent housing under HHAP funded programs. Additional information, by program, is also provided in the following section.

Program	Total number served through grant funding	Total number exited to permanent housing through grant funding*
Emergency Bridge Housing (Cabins)	96	48
Meadowview Navigation Center	600	300
Broadway/Alhambra Navigation Center	84	42
Youth Set Aside	200	100
<b>TOTAL</b>	<b>980</b>	<b>490</b>

\*assumes 50% exit rate to permanent housing

### Emergency Bridge Housing (Cabins)

Based on the 2019 PIT, there are 415 homeless TAY of which 59 percent (244) are unsheltered. In addition, based on evidence based practices, this population is significantly challenged to stabilize in housing due to many factors that include (but are not limited to) significant trauma from victimization, substance use, and sexual exploitation. This is further exacerbated on the streets of Sacramento when they are homelessness.

Over two years:

- Reduce the number of TAY experiencing unsheltered homelessness (244) by 35% (85 TAY)
- Exit TAY guests from emergency to stable housing within six months
- Exit at least 60% of TAY guests (baseline of 96 TAY in cabins over two years) to a non-homeless destination (permanent housing, transitional housing, rapid re-housing, reunification, treatment, etc.).
- Exit at least 50% of TAY guests (baseline of 96 TAY in cabins over two years) to permanent housing
- Improve income for TAY through employment and/or access to cash benefits
- Improve non-cash benefit utilization (such as health insurance) for TAY
- Average of no more than five percent vacancy rate per night

- Serve a minimum of 48 unique TAY guests, annually
- Exit at least 24 unique TAY to permanent housing, annually
- Serve 85% of total annual enrollment from literal unsheltered homelessness

**Per Health and Safety Code Section 50219(a)(6), a list of measurable goals including but not limited to:**

- The number of individuals served with grant funds: up to 96 youth over two years
- The percentage of individuals successfully placed in permanent housing with grant funds: 50 percent

### **Meadowview Navigation Center**

This Center will shelter up to 600 women from homelessness in a two year period. Based on the 2019 PIT, 1,466 women were homeless of which 1,033 were unsheltered.

- Reduce the number of women experiencing unsheltered homelessness by at least 40% over two years (413)
- Exit guests from the navigation center to stable housing within six months
- Exit at least 70% of shelter guests to a non-homeless destination (permanent housing, transitional housing, treatment, rapid re-housing, reunification)
- Exit at least 50% of guests to permanent housing
- Improve income for guests through employment and/or access to cash benefits
- Improve non-cash benefit utilization (such as health insurance) for guests
- Average of no more than five percent vacancy rate per night
- Serve a minimum of 300 unique guests, annually
- Exit at least 150 unique guests to permanent housing, annually
- Serve 90% of total annual enrollment from literal unsheltered homelessness

**Per Health and Safety Code Section 50219(a)(6), a list of measurable goals including but not limited to:**

- The number of individuals served with grant funds: up to 600 women over two years

- The percentage of individuals successfully placed in permanent housing with grant: 50 percent

### **Broadway/Alhambra Navigation Center**

HHAP would fund approximately 14% of the two year operating costs for the Alhambra/Broadway Navigation center. The City is identifying private funds to fully fund and operate this center. These outcomes are related to the beds associated with the pro-rated funding.

- Exit guest from the navigation center to stable housing within six months
- Exit at least 70% of guests to a non-homeless destination (permanent housing, transitional housing, treatment, rapid re-housing, reunification)
- Exit at least 50% of guests to permanent housing
- Improve income for guests through employment and/or access to cash benefits
- On average, improve non-cash benefit utilization (such as health insurance) for guests
- Connect at least 40% of guests to behavioral health services, including alcohol and drug treatment
- Average of no more than five percent vacancy rate per night
- Serve a minimum of 300 unique guests, annually
- Exit at least 150 unique guests to permanent housing, annually
- Serve 90% of total annual enrollment from literal unsheltered homelessness

### **Per Health and Safety Code Section 50219(a)(6), a list of measurable goals including but not limited to:**

- The number of individuals served with grant funds: up to 84 individuals over two years
- The percentage of individuals successfully placed in permanent housing with grant: 50 percent

### **Youth Set-Aside Funds**

**For** youth funding, the City anticipates a competitive process that will prioritize the following outcomes:

- Programs that, collectively, have the ability to serve at least 200 homeless youth over two years;
- Programs that commit to serving vulnerable youth directly from unsheltered homelessness;
- Programs that endeavor to move youth from homelessness to housing within 6 months, however that it may take longer to house them;
- Programs that endeavor to exit at least 50% of all guests to permanent housing;
- Programs that endeavor to increase income for homeless youth by at least 25%.
- Programs serve a minimum of 100 unique TAY, annually
- Programs exit at least 50 unique TAY to permanent housing, annually

**Per Health and Safety Code Section 50219(a)(6), a list of measurable goals including but not limited to:**

- The number of individuals served with grant funds: 100
- The percentage of individuals successfully placed in permanent housing with grant: 50%



## HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP) ANNUAL BUDGET TEMPLATE

### APPLICANT INFORMATION

CoC / Large City / County Name:

City of Sacramento
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Receiving Redirected Funds? Y/N

No
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Administrative Entity Name:

City of Sacramento
--------------------

Total Redirected Funding

\$ -
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### HHAP FUNDING EXPENDITURE PLAN\*

ELIGIBLE USE CATEGORY	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Rental Assistance and Rapid Rehousing	\$ 907,200.00	\$ 907,200.00	\$ -	\$ -	\$ -	\$ 1,814,400.00
Operating Subsidies and Reserves	\$ 3,838,550.46	\$ 3,815,550.74	\$ -	\$ -	\$ -	\$ 7,654,101.20
Landlord Incentives	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Outreach and Coordination (including employment)	\$ 600,000.00	\$ 600,000.00	\$ -	\$ -	\$ -	\$ 1,200,000.00
Systems Support to Create Regional Partnerships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Delivery of Permanent Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prevention and Shelter Diversion to Permanent Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
New Navigation Centers and Emergency Shelters	\$ 1,484,188.50	\$ 546,188.50	\$ -	\$ -	\$ -	\$ 2,030,377.00
Strategic Homelessness Planning, Infrastructure Development, CES, and HMIS (up to 5%)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative (up to 7%)	\$ 477,914.77	\$ 477,914.77	\$ -	\$ -	\$ -	\$ 955,829.54
<b>TOTAL FUNDING ALLOCATION</b>						<b>\$ 13,654,707.74</b>
	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Youth Set-Aside (at least 8%)	\$ 546,188.50	\$ 546,188.50	\$ -	\$ -	\$ -	\$ 1,092,377.00

\*Narrative should reflect details of HHAP funding plan

COMMENTS:

FINAL
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*Christopher C. Conlin*  
*Assistant City Manager*

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

February 13, 2020

Ali Sutton, Deputy Secretary for Homelessness  
Business, Consumer Services and Housing Agency  
915 Capitol Mall, Suite 305-A  
Sacramento, CA 95814

**RE: Homeless Housing, Assistance, and Prevention Program Letter of Support**

Dear Ms. Sutton,

The Homeless Housing, Assistance, and Prevention Program (HHAP) was designed to provide jurisdictions with funding to support regional coordination and expand and develop local capacity to address immediate homelessness challenges. This regional coordination will help to ensure that services and efforts within the area are not duplicated, but instead are supplemented by one another. This letter of support serves to meet the application requirement to submit letters of support from the other eligible applicants that are receiving grant funding within their jurisdiction.

The City of Sacramento, The County of Sacramento, and Sacramento Steps Forward, as the lead agency for the Sacramento City and County Continuum of Care, acknowledge and agree to regional coordination and partnership in the development of HHAP funding recommendations and addressing homelessness in the region. A collaborative approach was taken by City, County and SSF staff to coordinate investments and to consult with community stakeholders to identify community needs and priorities. Two open stakeholder meetings were held on December 11, 2019 and January 29, 2020. City, County and SSF staff also met with the Homeless Youth Task Force and representatives of the Youth Action Board collaboratively to discuss priorities for youth funding.

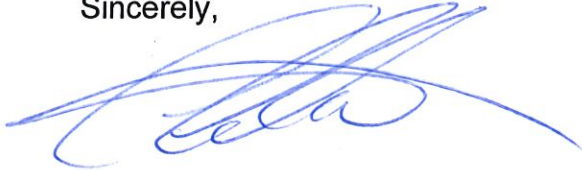
Each jurisdiction has reviewed and agrees with how each applicant intends to spend their HHAP funds, and that each jurisdiction's spending plan accurately addresses their share of the regional need to address homelessness. City, County and SSF staff have been meeting on a bi-weekly basis since the implementation of HEAP funds and continued to meet on a bi-weekly basis to collaborate on HHAP. This winter, as the application toolkit was released for HHAP the frequency of the meetings increased to weekly, and often times a couple of times a week. City, County and SSF staff frequently communicated by email and phone in between meetings.



City, County and SSF staff plan to continue to meet at a minimum on a bi-weekly basis to continue to coordinate and collaborate on the implementation of HHAP projects and programs, and ultimately to also review and evaluate program success. As with HEAP funding, reporting tools will be developed to help track HHAP spending and implementation.

We thank you for this opportunity to apply for HHAP funding and look forward to continuing our joint efforts to end homelessness in Sacramento.

Sincerely,

A handwritten signature in blue ink, appearing to read 'C. Conlin', with a long horizontal flourish extending to the right.

Christopher C. Conlin, Assistant City Manager  
City of Sacramento

**Human Assistance**  
Ann Edwards, Director



**Branches**  
Community Services  
Customer Service Operations  
Finance and Administration

County Veterans Services Office

## County of Sacramento

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February 13, 2020

Ali Sutton  
Deputy Secretary for Homelessness  
California Homeless Coordinating and Financing Council  
915 Capitol Mall, Suite 305-A  
Sacramento, CA 95814

**SUBJECT:** Homeless Housing, Assistance and Prevention Program

Dear Ms. Sutton:

We are writing in regard to our application for the Homeless Housing, Assistance and Prevention Program (HHAP), designed to provide jurisdictions with funding to support regional coordination and to expand and develop local capacity to address immediate homelessness challenges.

This letter serves to affirm our partnership with the Sacramento County Department of Human Assistance and the two local jurisdictions eligible for HHAP funds in our community. This regional coordination will help to ensure that services and efforts within the community are not duplicated, but instead are complemented by one another.

The City of Sacramento, County of Sacramento, and our CoC administrator, Sacramento Steps Forward (SSF), acknowledge and agree to regional coordination and partnership in the development of HHAP funding recommendations and addressing homelessness in the region. A collaborative approach was taken by City, County and SSF staff to coordinate investments and to consult with community stakeholders, in order to identify community needs and priorities. Open stakeholder meetings were recently held on December 11, 2019, and January 29, 2020. Additionally, City, County and SSF staff met with the Homeless Youth Task Force and representatives of the Youth Action Board collaboratively to discuss priorities for youth funding.

Our agency has reviewed and is in agreement with each applicant's proposed use of HHAP funds. Each jurisdiction's spending plan accurately addresses its share of the regional need to address homelessness. City, County and SSF staff have been gathering on a bi-weekly basis since the implementation of the Homeless Emergency Aid Program (HEAP) and continue to meet on a bi-weekly basis to collaborate on HHAP. Since the release of the application toolkit for HHAP, the frequency of these meetings has increased to one convening each week, with additional meetings and communications throughout the week, as needed.

City, County and SSF staff plan to meet, at minimum, on a bi-weekly basis to continue our ongoing coordination and collaboration for the implementation of HHAP projects and programs, and ultimately to review and evaluate program success. As with HEAP funding, reporting tools will be developed to help track HHAP spending and implementation.

We thank you for this opportunity to apply for HHAP funding and look forward to continuing our joint efforts to end homelessness in Sacramento. If you have any questions regarding this matter, please contact Angel Uhercik at (916) 876-1210, or by email at [uhercika@saccounty.net](mailto:uhercika@saccounty.net).

Sincerely,



Ann Edwards  
Director



**SACRAMENTO  
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

February 13, 2020

Ali Sutton, Deputy Secretary for Homelessness  
Business, Consumer Services and Housing Agency  
915 Capitol Mall, Suite 305-A  
Sacramento, CA 95814

**RE: Homeless Housing, Assistance, and Prevention Program Letter of Support**

Dear Ms. Sutton,

The Homeless Housing, Assistance, and Prevention Program (HHAP) was designed to provide jurisdictions with funding to support regional coordination and expand and develop local capacity to address immediate homelessness challenges. This regional coordination will help to ensure that services and efforts within the area are not duplicated, but instead are supplemented by one another. This letter of support serves to meet the application requirement to submit letters of support from the other eligible applicants that are receiving grant funding within their jurisdiction.

The City of Sacramento, The County of Sacramento, and Sacramento Steps Forward (SSF), as the lead agency for the Sacramento City and County Continuum of Care, acknowledge and agree to regional coordination and partnership in the development of HHAP funding recommendations and addressing homelessness in the region. A collaborative approach was taken by City, County and SSF staff to coordinate investments and to consult with community stakeholders to identify community needs and priorities through a survey and community meetings. Two open stakeholder meetings were held on December 11, 2019 and January 29, 2020. City, County and SSF staff also met with the CoC Homeless Youth Task Force and representatives of the Youth Action Board collaboratively to discuss priorities for youth funding.

Each jurisdiction has reviewed and agrees with how each applicant intends to spend their HHAP funds, and that each jurisdiction's spending plan accurately addresses their share of the regional need to address homelessness. City, County and SSF staff have been meeting on a bi-weekly basis since the implementation of HEAP funds and continued to meet on a bi-weekly basis to collaborate on HHAP. This winter, as the application toolkit was released for HHAP the frequency



**SACRAMENTO  
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

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City, County and SSF staff plan to continue to meet at a minimum on a bi-weekly basis to continue to coordinate and collaborate on the implementation of HHAP projects and programs, and ultimately to also review and evaluate program success. As with HEAP funding, reporting tools will be developed to help track HHAP spending and implementation.

We thank you for this opportunity to apply for HHAP funding and look forward to continuing our joint efforts to end homelessness in Sacramento.

Sincerely,

*Lisa Bates*

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Lisa Bates, Chief Executive Officer  
Sacramento Steps Forward