

HHAP Application Narrative

Sacramento City and County Continuum of Care

Section 1 – Summary of Homelessness in the CoC

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**

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

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.



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

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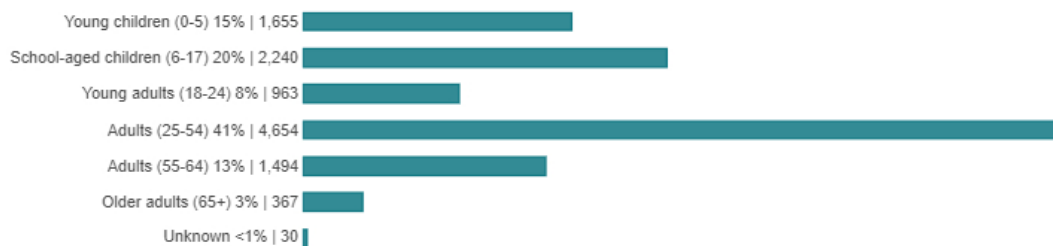
Chronic Homelessness and Disabling Condition of HoH and Adults

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

- Total number of **55+ households** served across all interventions: **1,861**

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

Age of All Persons in Household



- Total number of **unaccompanied young adult households** served across all interventions: **517**

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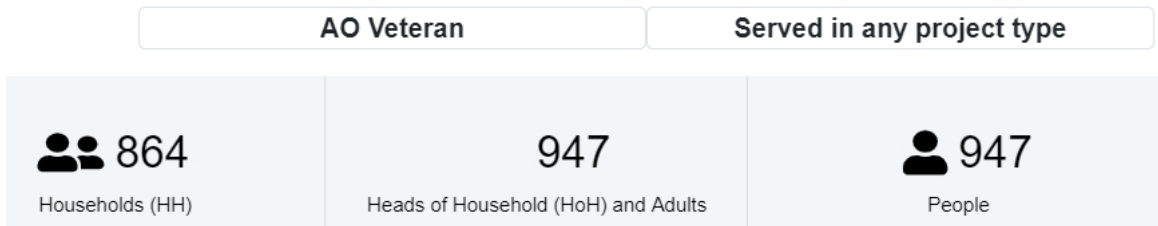
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6. Total number of veteran households served across all interventions:
864 adult only veteran households

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

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

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Gender of HoH and Adults



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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

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Race and Ethnicity of HoH and Adults



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Section 2 – Demonstration of Regional Coordination

A. Coordinated Entry System (CES) Information

1. Describe how your CES functions, including:

a. What entity is responsible for operating your CES?

The Sacramento City and County Continuum of Care (Sacramento CoC) has established a Coordinated Entry System as required by the US Department of Housing and Urban Development (HUD), in compliance with requirements set forth in the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act and HUD Notice CPD-17-01. The Sacramento CoC Board, established according to HEARTH Act requirements, oversees the implementation of the CES. The Sacramento CoC Lead Agency, Sacramento Steps Forward (SSF), operates the CES. The following information is from the Sacramento CoC Coordinated Entry System Policies and Procedures Manual, Version 2.0, dated April 2018.

It is important to note that while CES is an important function of the homeless system, access to programs serving people experiencing homelessness in the Sacramento region also entails entries to services outside of CES. These programs include public and privately-funded programs prioritizing a different population (e.g., frequent user programs), entitlement programs connected to large systems of care (e.g., CalWORKs, behavioral health), geographically targeted programs (e.g., shelters), programs tied to specific populations and systems (e.g., Child Protective Services), health programs administered by health systems, and others. The goal is to integrate programs to the extent feasible into CES and otherwise have connectivity and coordination among the various programs and services.

b. What is the process for assessment and identification of housing needs for individuals and families that are experiencing or at risk of experiencing homelessness in your community?

The following information is from the Sacramento CoC Coordinated Entry System Policies and Procedures Manual, Version 2.0, dated April 2018.

The Sacramento Housing Crisis Resolution System starts with individuals and families who are literally homeless and ends with a plan for coordinated exit. Homeless providers use a phased engagement strategy when working with placements in both subsidized housing and non-subsidized housing options.

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While working on housing solutions, homeless outreach and shelter providers directly support engagement and referrals with service providers who help address non-housing related issues that may prevent someone from becoming housed. This may include health, behavioral health, workforce development, social services, documentation acquisition, and more.

Meeting a client where they are means just that – where they are. Homeless outreach providers have successfully conducted assertive outreach in the urban corps, suburban neighborhoods, parks, freeway underpasses, hospitals, clinics, public transit, and in the deepest recesses of the American and Sacramento River parkways.

To improve access to services for clients who may not be as vulnerable and/or ambulatory, Sacramento Steps Forward has developed three fixed location Housing Resource Access Points (HRAPs) that allow clients to visit an office for a scheduled appointment where they can discuss non-subsidized housing pathways, resource referrals, and be assessed for standardized housing.

SSF believes that Housing Resource Access Points are an important resource for individuals and families who are new to homelessness, at-risk of homelessness, or are formerly homeless, and therefore may not congregate or reside in locations frequented by people who are chronically homeless or frequent users of public systems.

For those who are homeless, finding the right housing solution that meets that person's unique needs can be difficult. To overcome this challenge, Sacramento Steps Forward has worked with community partners to develop processes and strategies that streamline access to each program and ensure proper placement of clients based on their individual need and available programs.

For subsidized housing programs funded by the U.S. Department of Housing and Urban Development, the Continuum of Care Advisory Board worked to create the Housing Crisis Resolution System, the Community Queue (CQ), and the Coordinated Entry System. A common assessment tool, the VI-SPDAT, was also selected, and national best practices that prioritize low barrier-housing first strategies for people experiencing homelessness were embraced.

Referrals to subsidized housing programs and shelters that operate outside the parameters of the Continuum of Care are handled on a case-by-case basis by

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homeless outreach providers, who are trained on these programs and are adept at understanding the nuanced pathways into each program to ensure that clients do not miss a housing opportunity. Where feasible and appropriate, system level relationships with partnering organizations are built to streamline processes for maximum client benefit.

For non-subsidized housing placements, a strategy of Assisted Resolution in the early stages of Phased Engagement has been formulated; many homeless providers have been trained on this strategy. At its core, Assisted Resolution is a strategy by which a homeless outreach provider systematically works with a client to help them problem solve their way out of homelessness. This is the same model used for Diversion.

c. How are people referred to available housing through CES?

The following information is from the Sacramento CoC Coordinated Entry System Policies and Procedures Manual, Version 2.0, dated April 2018.

Referral Stage	Description	Outcomes
Referral Request	Provider has a vacancy and submits a Referral Request form to the CES.	Referral Request forms submitted by Monday are responded to within the same week. Referral Requests submitted later in the week may be responded to within the same week or in the following week.
Participant Match	The CES response to a Referral Request consists of identification of an eligible household, based on CES prioritization criteria and program eligibility requirements to fill the vacancy. Households referred are “document ready” for the purpose of confirming program eligibility, specifically	The CES Referral Specialist advises the program of the household being referred, by phone or email and within the referral system in HMIS, and advises the household being referred or the household’s outreach worker or case manager about the particular program and the next step in

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	chronic homeless status for PSH, and literal homeless status for RRH and TH.	the process (group orientation or individual intake appointment).
Weekly Hotsheet for Referral Location Assistance	The CES Referral Specialist distributes a weekly hotsheet of households scheduled for an orientation or intake appointment. The hotsheet is sent to every outreach, shelter, day center, and other front line staff to assist in the location of households being referred.	Front line staff review the hotsheet and advise clients of scheduled appointments and the CES Referral Specialist that a connection has been made.
Referral Acceptance	The household confirms interest in the program being offered, prior to the group orientation or individual intake appointment. The household can also refuse the referral at or after the orientation or appointment.	The referral appointment is confirmed.
Orientation or Appointment	The provider conducts its orientation or intake appointment and advises the CES and the household of the outcome.	Provider advises CES and the referred household of the referral status: outcome pending, enrollment, provider denial, household refusal.
Rescheduling	A referred household sometimes cannot keep an orientation or appointment and advises the CES Referral Specialist, outreach worker or case manager,	The CES Referral Specialist receives notice from the household or another party and reschedules the orientation or appointment in consultation with the housing provider.

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	and/or the housing provider to reschedule.	
No Shows	A referred household sometimes misses its orientation or appointment without providing notice. When this occurs, the CES Referral Specialist, outreach worker or case manager, and/or the housing provider attempt to reconnect.	Households that reconnect are re-referred to orientation or appointment. If reconnection is timely, the household is referred to the original vacancy. If the reconnection is not timely and the vacancy is no longer available, the household is referred to the next available vacancy. The CES does not have a limit on the number of No Shows permitted.
Pending Status	A referral outcome may occur immediately or may remain pending for a period of time while additional activities, such as background checks, occur. The provider communicates regularly with the CES and the household while a referral is in pending status.	Provider advises CES and the referred household of the final determination on the pending referral: enrollment, provider denial, household refusal.
Enrollment	The household referred is enrolled in the program.	The provider advises the CES Referral Specialist by phone or email and enters the referral outcome in the Community Queue.
Denial	The household referred is denied enrollment in the program.	When a pending referral becomes a denial, the provider advises the CES Referral Specialist and enters the

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		<p>outcome in the Community Queue.</p> <p>The provider also advises the household of the denial and of the right to appeal.</p> <p>The CES requires providers to make every effort to avoid denials, including working with more than one landlord to account for specific landlord denials. No limit currently exists on the number of denials permitted; however, frequent denials are investigated by the CES Department and presented to the CES Committee for problem-solving.</p>
Refusal	<p>When a pending referral becomes a refusal, the provider or the household advises the CES Referral Specialist (in the case of refusals, the household may inform the CES Referral Specialist or his/her outreach or case worker, rather than the housing provider).</p>	<p>If the provider knows the household is refusing, the provider advises the CES Referral Specialist who enters the referral outcome in the Community Queue.</p> <p>If the CES Referral Specialist knows the household is refusing, the CES Referral Specialist advises the provider and enters the referral outcome in the Community Queue.</p> <p>The CES does not have a limit on the number of Refusals permitted.</p>

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2. *How do you promote the utilization of your CES? Specifically:*
 - a. *What outreach do you conduct to ensure all individuals experiencing homelessness, including those with multiple barriers, are aware of the CES assessment and referral process?*

The following information is from the Sacramento CoC Coordinated Entry System Policies and Procedures Manual, Version 2.0, dated April 2018.

Intentional and targeted marketing strategies are critical to ensuring the Sacramento CoC Coordinated Entry process is available to all eligible persons on a fair and equal basis. SSF is working on updating their website to display how HRAPs can be accessed, and 2-1-1 staff have been trained on the locations and times each HRAP is available for providing resourcing appointments and assessments. SSF maintains updated information regarding HRAPs and sends information and updates via email to our partners at 2-1-1 for immediate updating of the 2-1-1 resources.

In order to receive approval to become an HRAP from the Coordinated Entry Department at SSF, SSF verifies that each physical location is accessible to individuals with disabilities, including those with wheelchairs, as well as people in the CoC who are least likely to access homeless assistance.

In order to ensure effective communication of current services offered,¹ SSF will continually update 2-1-1 Sacramento with any changes to the Coordinated Entry System and the Housing Resource Access Points. SSF will work with 2-1-1 Sacramento to ensure the following items are accessible via 2-1-1 Sacramento Resources and/or via Sacramento Steps Forward's website:

- Materials that can be viewed in large print for sight impaired persons;
- An email address and TTY services number for accessibility by hearing impaired persons;
- Materials that can be viewed on-line or downloaded in several languages for people with Limited-English-Proficiency (LEP); and,
- LEP and sign language interpreters available upon request.

¹ HUD CE Notice: Section II.B.5 for the access system marketing requirements

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b. *What is the grievance or appeal process for customers?*

The following information is from the Sacramento CoC Coordinated Entry System Policies and Procedures Manual, Version 2.0, dated April 2018.

Household Refusals

When a household refuses a referral, it returns to the Community Queue and is eligible for another referral in the future. The CoC may set a cap in the future on the number of refusals a household can make and still be returned to a priority position on the CQ.

Provider Denials

Occasionally, a CES referral will be denied. This can occur for a few reasons, including egregious prior behavior in the program and denial by landlord. Except for built projects, which by definition have only one site, programs must make every effort to find the referred household a rental unit. Programs or providers continually denied projects due to landlord denials must diversify the pool of landlords with which they work; SSF can assist with this effort upon request. Every denial must be accompanied by the opportunity to appeal.

Each housing provider participating in CES has their own appeal process which they make available for those who would like to appeal a denial. The appeal process varies from provider to provider.

c. *How do you provide culturally responsive services to people experiencing homelessness?*

In order to provide culturally responsive services to people experiencing homelessness, the CoC works with community partners to provide translation services in an individual's native language when needed. The Sacramento CoC currently has networks for translation services for Spanish and Asian languages and is continuing to work with agencies to provide other translation services as needed for other languages such as Russian.

In addition, the Sacramento CoC hosted a LGBTQ Cultural Competency training for housing providers and outreach navigators. The training was provided by LGBT Center. The Sacramento CoC will continue to work to provide additional trainings as necessary to ensure culturally responsive services are being provided to people experiencing homelessness.

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3. *What, if any, are the current challenges preventing successful CES operation in your jurisdiction, 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. For CoC mandated programs, the CES referral process to placement has been functioning without major challenges. However, CES is still in development in the Sacramento region. As CES looks to expand beyond the CoC mandated programs to include other programs in the region, an immediate challenge is deciding what programs are best suited to participate in CES. Other significant challenges include not enough funding, which leads to not enough capacity to support full CES implementation, and not enough staffing on the front end for access into CES.

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

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

In addition, the CoC is looking to develop a coordinated access program which would include diversion with HHAP funding. Please see Section 3B of this application for additional information.

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B. Prioritization Criteria

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

The following information is from the Sacramento CoC Coordinated Entry System Policies and Procedures Manual, Version 2.0, dated April 2018.

Data collected during the CES Assessment is used to prioritize referrals to all HUD CoC Program projects. Prioritization differs for PSH, RRH, and the Mather Community Campus Transitional Housing Program (THP).

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)

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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

The CoC uses a Priority Queue for Housing Conferencing to the greatest extent possible. The expertise of case workers and others working with homeless households provides 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 will also ensure greater success in locating and staying connected to households where housing referral is forthcoming.

In addition, the CoC began 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

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of the households with the most severe service needs beyond what is already occurring.

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.

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- 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 578.7(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

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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

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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.

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

The CoC is primarily focusing on system wide improvements in collaboration with the County of Sacramento, City of Sacramento, and the cities of Citrus Heights, Elk Grove, and Rancho Cordova, the Sacramento Housing and Redevelopment Agency, the Sacramento CoC Board, and the Funder's Collaborative. With one-time CESH funding, our goal is to develop a sustainable, streamlined, expanded and integrated/aligned homeless response system that:

- Rapidly connects individuals and families to housing and services;
- Is easily understood and transparent to clients and providers; and
- Includes system operations and outcomes measurements to ensure continued evaluation and improvement.

To accomplish this, Sacramento Steps Forward (SSF) has contracted with Homebase to develop:

- System map – a visual and quantitative map of Sacramento's current homeless response system based on input from consumers, stakeholders, and providers.
- Gaps analysis – an analysis that shows key unmet needs in housing and service systems for persons experiencing homelessness, including overall and specific subpopulation needs.
- Coordinated entry system assessment, redesign, implementation and evaluation – including an assessment of Sacramento's current CES functionality and results to inform and guide a CES redesign.

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The goal of the CES redesign is to develop strategies, actions and potential costs to improve key coordinated entry access, assessment, prioritization and referrals and improve governance, operations (including data management), and ongoing evaluation processes. The CES redesign will also recommend strategies and actions to increase housing and program resources out of the federal CoC resources to be connected to CES. Additional CES redesign priorities include:

- Incorporate emergency shelters, including the design and implementation of a single-entry bed reservation systems;
- Integrate diverse entry systems including those for the general population, veterans, transition-aged youth, families, and behavioral health clients;
- Identify opportunities to integrate with hospitals, jails, and the criminal justice system; and
- Identify opportunities for technology to support system operations.

CoC HHAP funds will continue to look at implementation of system-wide improvements in the areas of re-housing, access and diversion, landlord engagement and prevention.

The CoC's youth funding will be combined with the City'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.

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

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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

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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.

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?

Sacramento County

The County of Sacramento Homeless Plan adopted by the County Board of Supervisors on December 12, 2018 contains six solution areas to reduce homelessness with multiple strategies and activities under each solution. Solution area #5 is to “Expand Targeted Permanent Housing and proposes 7 specific strategies with multiple identified activities that promote sustainable, long-term housing solutions for people experiencing homelessness on a countywide basis. Key efforts summarized below can be grouped in several areas:

- Scaling and improving re-housing assistance programs to help people move into and stabilize in existing housing resources;
- Increasing the impact of Public Housing Authority resources to help people experiencing; and

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- Accelerating and facilitating the development of affordable housing and permanent supportive housing in the unincorporated County and across the region.

Re-Housing Assistance Programs

On a countywide basis, Sacramento County is implementing programs that provide practical assistance of to connect persons experiencing homelessness to permanent housing and ongoing stability.

Flexible Housing Pool (FHP). Built on the County's Flexible Supportive Re-Housing Program that targeted the top 250 persons experiencing homelessness who are utilizers of jail and behavioral health, the Flexible Housing Pool provides provide clients with limited-term flexible services individualized to assist each participant resolve their homelessness and stabilize in housing. FHP services are:

- Intensive Case Management Services (ICMS) provide clients with flexible and individualized case management services. This includes connection to mainstream and community-based health, behavioral health, income, disability advocacy, expungement clinic and other services essential to permanent housing stability.
- Property Related Tenant Services (PRTS) provides individualized housing services to both clients and property owners. Client housing services include assistance with locating and securing permanent housing, short-term financial assistance, including deposits and rental assistance, and support to help clients maintain housing. Owner services include working with owners to mitigate concerns related to initial occupancy or ongoing tenancy. Clients are also assisted in applying for Housing Choice Vouchers (HCV) which provides long-term rental assistance and finding housing where the HCV can be used. PRTS assistance will follow rehousing standards based on progressive engagement, fair treatment of clients, and other best practices.

FHP is currently undertaking re-housing through the following investments from system partners:

- With approximately \$8 million from the Sacramento City and County Continuum of Care, FHP is re-housing approximately 600 persons from referral partners, including street outreach programs, shelter programs, Adult Protective Services (APS), and a Jail Diversion Pilot.

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- In addition to re-housing services, APS is assisting with housing instability through HomeSafe funding from the State of California for those at imminent risk of homelessness.
- Partnering with the Division of Behavioral Health contributed \$6 million to re-housing, FHP will re-house approximately 400 individuals receiving services through Mental Health Services Act (MHSA).
- FHP is currently undertaking a new re-housing role for CalWORKs Housing Support Program.

Housing Assistance through Behavioral Health Service Providers. BHS provides outreach, prevention, intensive mental health treatment services, as well as housing supports and subsidies for those with serious mental illness who are experiencing, or at-risk of homelessness. Behavioral Health Services Programming is designed to meet the increasing needs of the homeless population and includes mental health services and alcohol and drug services, along with co-occurring disorder groups/supports; help removing housing barriers with rent gap and security deposit assistance, among others; and expedited state/federal benefits/entitlement application process assistance. Approximately \$28 million was budgeted for these activities in 2019/20.

Bringing Families Home (BFH). The County Department of Child, Family and Adult Services has partnered over the past several years with a County Emergency Solutions Grant rapid re-housing program. BFH serves families experiencing homelessness or who are at risk of homelessness who are also under the jurisdiction of Juvenile Court receiving Family Reunification (FR) and Family Maintenance (FM) Services. The County has recently received its second State grant of \$1.3 million to serve additional families.

Planning Efforts

Recent examples of actions that the County has taken to enhance housing opportunities from a planning perspective include:

- In order to facilitate the provision of very low- and low-income units, Sacramento County has worked collaboratively with SHRA and other agencies in support of affordable housing projects such as the renovation of the Courtyard Inn motel into an affordable housing development which will include units specifically for persons experiencing homelessness and those living at 30 percent or lower of the median income level.

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- Sacramento County has also provided funding for affordable housing projects in other jurisdictions, such as the Mather Veterans Village project in the City of Rancho Cordova. The first phase of the Mather Veterans Village project includes 50 permanent supportive homes for formerly homeless and disabled veterans, as well as comprehensive onsite support services.
- Sacramento County successfully applied for \$625,000 from the SB 2 Planning Grants Program (PGP) to fund a Countywide rezone program to facilitate housing supply and affordability; amendments to the General Plan, Zoning Code, and Design Guidelines to streamline housing production; and preparation of an SB 2 Funding Plan to become eligible to receive future SB 2 funds for housing development.

City of Sacramento

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.

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- 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.

Public Housing Authority Resources

Through a joint City/County effort in a 2x2 City/County workgroup of elected representatives, the public housing authority administered by the Sacramento Housing and Redevelopment Agency (SHRA) adopted several strategies aimed at increasing the impact of PHA resources on homelessness. These strategies include:

Underway:

- Allocating 450 turnover housing choice vouchers over three years for households experiencing homelessness, connecting with County FSRP and other programs;
- Allocating 375 project based vouchers over three years to housing developments with onsite services; and
- Assist 100 youth households receiving supportive services locate and secure stable housing using an HCV through the P3 Program.

Still Pending:

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- 50 “move on” vouchers to assist households no longer in need of intensive services to be stably housed to exit PSH and find a unit on the private rental market using a HCV;
- Serve 480 family households experiencing homelessness over three years through a public housing preference.

Development of Affordable Housing and Permanent Supportive Housing

Both jurisdictions operate housing finance programs administered by the Sacramento Housing and Redevelopment Agency (SHRA). Ongoing local funding sources include:

- Entitlement Community Development Block Grant to fund rehabilitation and new construction on a limited basis in affordable housing developments where at least 50 percent of the units are affordable to low income households;
- HOME Investment Partnerships Program to fund a wide range of housing activities
- Housing Trust Fund collected from fees on nonresidential construction to fund very low income housing. Program was established in 1990 to raise local financing for affordable housing near employment centers;
- Affordable Housing Fees collected from fees on residential construction and used to develop affordable housing with the goal of increasing the supply available for lower-income workers;
- Loan Proceeds, Interest and repayments from repaid multifamily housing loans.

The annual report to the Board of Supervisors on local affordable housing funding sources and amounts can be found here. (April 9, 2019, Item 29: <http://www.agendanel.saccounty.net/sirepub/cache/2/znaaeacfcq4o1uy3enhyzk1z/899079302102020014841927.PDF>)

Funding priorities for local affordable housing funding can be found here. After preservation of existing affordable housing, new construction (or conversion from non residential) of permanent supportive housing is prioritized. <https://www.shra.org/wp-content/uploads/2019/12/Multifamily-Policies-for-County-Adopted-9.24.19.pdf>

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Cross Jurisdictional Efforts

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

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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.

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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.

This list should include (where applicable), but not be limited to:

- a. Federal Funding (Examples: [YHDP](#), [ESG](#), [CoC](#), [CSBG](#), [HOME-TBRA](#), [CBDG](#))
- b. State Funding (Examples: [HEAP](#), [CESH](#), [CalWORKs HSP](#), [NPLH](#), [VHHP](#), [PHLA](#), [HHC](#), [Whole Person Care](#), [HDAP](#), [BFH](#))
- c. Local Funding

The following table details funds received or managed by the Sacramento Continuum of Care 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.

FUND TYPE	RECIPIENT OF FUND	ADMINISTRATOR OF FUND	AMOUNT	FUND USE	FUND TIMELINE
HUD CoC	CoC	SSF	\$13,120,419	PSH, TH, RH,	2/1/2019-12/31/2020
	SHRA	SHRA	\$4,815,956	PSH	
	Mercy Housing	Mercy Housing	\$159,508	PSH	
	TLCS	TLCS	\$2,819,307	PSH, TH, RH	
CoC HEAP	CoC	City of Sac	\$1,065,750	ES	1/1/2019-6/30/2021
		County of Sac	\$11,443,662	ES, RH	
		Public Defender	\$220,000	Comm	
CESH 2018	CoC	County of Sac	\$538,453	RH	8/28/2019-8/28/2024
		SSF	\$1,080,971	Sys Imp	
CESH 2019	CoC	SSF	\$906,760	Sys Imp	2/1/2020-2/1/2025

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)

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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 SSF on behalf of the CoC 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 geopolitical 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 City, the CoC is working to address them, 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.

In addition, the Sacramento CoC is using CESH funds to contract with a consultant Homebase to develop a gaps analysis for Sacramento, which will be an analysis that shows key unmet needs in housing and service systems for persons

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experiencing homelessness, including overall and specific subpopulation needs. The gaps analysis is anticipated to be completed in 2020.

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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.*

At the regular CoC Board meeting in November 2019, SSF staff began briefing the CoC Board of the HHAP funding becoming available in 2020, introducing eligible uses, timing and process for approval. SSF staff subsequently sent out a survey to stakeholders seeking initial feedback on HHAP eligible uses and priorities. 31 responses were received from CoC Board members and non-CoC Board members identifying priorities around permanent housing, prevention and diversion, rental assistance and rapid rehousing, and landlord incentives.

On December 11, 2019, the CoC hosted a broad community meeting on State Funding for Homelessness. In partnership with the City and County of Sacramento, an overview of HEAP and CESH funding including project status, housing initiatives in the City and County, and the survey results were presented to frame the status of the homeless response system in Sacramento. The City, County and CoC staff also shared potential options for HHAP investment and asked small groups to discuss questions around what of what we are currently doing do we want to continue, expand or change; and what new services and system improvements are necessary and important to invest in our community. The input from the small group discussion was compiled and the feedback around the top priorities centered around: diversion, outreach and access; landlord related activities/case management; and mental health, healthcare, AOD.

Concurrent with the community process for the HHAP funding, the Homeless Youth Task Force in conjunction with the Youth Advisory Board developed a subcommittee charged with coming up with a recommendation for the best use of youth HHAP funds. The subcommittee met twice in December and on January 8, 2020 presented their recommendations to the CoC Board. Subsequently the City, County and SSF on behalf of the CoC met with Homeless Youth Taskforce and the youth provider leadership to further discuss the youth recommendation and develop a funding recommendation for the HHAP youth set-aside funds.

On January 29, 2020, a second community meeting was held to present the discussion group input received in December, present a collaborative HHAP funding strategy between the City, County and CoC, to receive feedback on the general direction of funding, and to have further discussion on proposed CoC

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HHAP activities, particularly in the areas around prevention, diversion/access, and landlord engagement.

At the CoC Board meeting on February 12, 2020, the CoC Board approved the funding recommendation for CoC HHAP funding as follows:

Sacramento CoC Funding		
	Total	Proposed
Total Allocation	\$6,550,887.16	\$6,550,887.16
admin set aside	\$458,562.10	\$458,562.10
HMIS set aside	\$327,544.36	\$327,544.36
Total Projects	\$5,764,780.70	\$5,764,780.70
<i>8% Youth Allocation</i>	<i>\$524,070.97</i>	<i>\$524,070.97</i>
<i>Other Projects</i>	<i>\$5,240,709.73</i>	<i>\$5,240,709.73</i>

Project Type	Number of Individuals Served	Percentage of Individuals Permanently Housed	Funding Amount	Term	Pop. Served
CE Re-Housing	100	100%	\$2,290,000	2 years	General
Landlord Engagement	50	50%	\$850,000	2 years	General
Access and Diversion	500	35%	\$1,600,000	1 year	General
Prevention	100	90%	\$500,709.73	1 year	General
Youth Sheltering CoC	100	50%	\$524,070.97	1 year	Youth
TOTAL	850	-	\$5,764,780.70	1-2 years	All

Rounded numbers. Exact numbers included in narrative below.

Coordinated Entry Re-Housing – \$2,290,000

HHAP Eligible Use – Rental Assistance and Rapid Re-Housing

The Sacramento CoC is looking to partner with the County of Sacramento on their Flexible Housing Pool (FHP) program, with an investment to re-housing through coordinated entry access to the program. FHP provides clients with limited-term flexible services individualized to assist each participant resolve their homelessness and stabilize in housing. Administered by the County Department of Human Assistance (DHA), FHP services are:

- Intensive Case Management Services (ICMS) provide clients with flexible and individualized case management services. This includes connection to

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mainstream and community-based health, behavioral health, income, disability advocacy, expungement clinic and other services essential to permanent housing stability.

- Property Related Tenant Services (PRTS) provides individualized housing services to both clients and property owners. Client housing services include assistance with locating and securing permanent housing, short-term financial assistance, including deposits and rental assistance, and support to help clients maintain housing. Owner services include working with owners to mitigate concerns related to initial occupancy or ongoing tenancy. Clients are also assisted in applying for Housing Choice Vouchers (HCV) which provides long-term rental assistance and finding housing where the HCV can be used. PRTS assistance will follow rehousing standards based on progressive engagement, fair treatment of clients, and other best practices.

ICMS and PRTS are flexible and individualized to assist each participant resolve their homelessness and stabilize in housing. Because FHP services are of limited duration, the program design ensures that clients retain eligibility for other housing programs, such as CoC Permanent Supportive Housing. DHA staff and provider staff work collaboratively toward the shared goal of the client's success. Regular case conferencing helps resolve barriers to permanent housing stability.

The primary difference between the HHAP CoC funded FHP program and HEAP/County funded FHP is the referral process. While the HEAP funded FHP is re-housing approximately 600 persons from various referral partners, including street outreach programs, shelter programs, Adult Protective Services (APS), and a Jail Diversion Pilot, the HHAP CE Re-Housing program will use coordinated entry as access into the FHP program to re-house approximately 100 persons. Using coordinated entry as the access and referral into this program will complement the County's referral process which serves individuals who present themselves to specific referral partners.

Per HUD, "Coordinated Entry is a process to ensure that all people experiencing a housing crisis have fair and equal access and are quickly identified, assessed for, referred, and connected to housing and assistance based on their strengths and needs." Coordinated Entry is designed to systematize the process by which individuals are offered housing opportunities based on transparent criteria that prioritized the most vulnerable in our community, not matter where they present themselves.

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Landlord Engagement – \$850,000

HHAP Eligible Use – Landlord Incentives

Through the community input that the CoC received, landlord engagement and incentives was an area consistently identified as an issue that needs to be addressed in Sacramento. The Sacramento region has existing programs with housing vouchers or rental subsidies that have been unable to entice landlords to work with them, leaving people homeless unnecessarily and with valuable resources on the table. Our estimates indicate that there are over 450 federal housing opportunities in Sacramento that are delayed or not realized due to the inability to find and secure housing.

The questions that we are trying to answer include:

- What incentives do providers need to entice landlords?
- What roadblocks do providers currently encounter?
- Where has landlord engagement been successful and how do we translate that success to other programs systemwide?

At the January 29, 2020 community meeting, there was a small group discussion around landlord engagement and incentives and how HHAP might be able to fund such a program. The group discussion was the beginning of developing a landlord engagement and incentive program to address the need in Sacramento. Ideas and thoughts that were shared at the meeting include:

- A landlord engagement program needs increased funding dollars not only for incentives, but for staffing to coordinate with community wide housing/landlord navigators. There should be a connection to Coordinated Entry and standardized policies and procedures.
- The type of assistance that is needed to incentivize landlords include security deposits, damage claims, client portion of rent, and renter/homeowner outreach and education as well as the availability of neutral mediators between landlords and renters.
- The initial focus of the program should be clients in current programs with existing vouchers who are unable to secure housing.
- Other considerations in developing a program include ADA compliance for individuals with a disability seeking housing, room and board incorporation, holding funds on units to pass inspection, developing a large landlord network/pledge, identification of vacant properties that could be potentially rented and a hotline for both landlords and renters.

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Building upon the discussion, the core components of a landlord engagement strategy listed below can be combined into a single, centralized landlord engagement program:

Centralized Hotline

A centralized program offers a single access point for landlords and agencies seeking to connect currently available units to individuals and families holding vouchers and in search of housing. A strong practice includes employing a single 24/7 hotline, so that landlords can reach someone quickly when a unit becomes available or if they need to speak to a staff person because a tenant needs assistance.

Housing Search Assistance

Having someone on staff who can outreach to and build relationships with landlords as their primary job function can be a strong asset in landlord engagement. This person, who may be called a *housing locator*, is usually not a case manager. He or she typically engages in tasks such as negotiating a lease, participating in unit inspections, etc.

Risk Mitigation Funds

Mitigation funds are accessed when there is excessive damage done to a unit beyond what the security deposit will pay. Generally, communities have found that they are not used as frequently as expected, but that just having this added protection in place can be a game changer when asking landlords to rent to someone that they consider “high risk,” such as people with a poor rental history, low or no income, and/or past involvement with the criminal justice system.

Availability of Neutral Mediators

A mediator responds to landlord/tenant concerns and helps to resolve conflicts. Both parties often win in this scenario, as evictions are costly, and landlords would often prefer to avoid them. The neutral mediator can be the difference between a housing resolution and homelessness.

Flexible Funds

In many cases, federal subsidies are restricted to certain uses, and vouchers may only cover a portion of expenses associated with connecting a tenant to housing. Flexible funds can be utilized for movers, deposits, rent, or inspections.

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Landlord and Tenant Education

Providers may offer *classes or one-on-one coaching* for both landlords and tenants on issues such as rights and responsibilities, fair housing, and financial management. This can often be provided by a HUD approved housing counseling agency.

Landlord Recruitment Events

In cities such as Atlanta, Detroit, Chicago, Honolulu, and *Seattle*, *landlord events* have been held to draw attention to the goal of ending homelessness among Veterans. These large events bring together community leaders, elected officials, and landlords. They are most effective when landlords can hear from other landlords about their successes partnering to end homelessness. The National Alliance to End Homelessness offers additional tips, developed by rapid re-housing providers, for *potential landlord recruitment strategies* beyond events.

While discussions have been initiated at community meetings, the CoC will need to further coordinate and work with City, County and Housing Authority partners, as well as providers with voucher and rental subsidy programs to further define and implement a newly funded landlord engagement and incentive program. The CoC will use its existing connections to build upon the initial discussions as a program is developed for implementation.

Access and Diversion – \$1,600,000

HHAP Eligible Use – Outreach and Coordination and Prevention and Shelter Diversion to Permanent Housing

An effective homeless crisis response system is critical to helping people exit homelessness quickly. Equally important is the ability of those entering or in homelessness to be able to readily access programs, services, housing and navigation centers. During the course of our community input process, access, outreach and diversion was a topic that consistently rose to the top as one of the most important activities that needed additional funding and support in the region's homeless response system.

Comments we received included:

- Continuing outreach and navigation and expand multi-disciplinary teams to help connect individuals experiencing homelessness.
- More entry points, more access for all individuals experiencing homelessness, developing a “no wrong door” approach so that anyone can go to any service provider and be connected to housing assistance.

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Section 3 – Resources Addressing Homelessness

- Using the existing 211 front door access to homeless service systems, but that 211 is overwhelmed with calls and requests for services.
- Developing a better understanding of access to services in the community so that we can reduce silos and open up entry that is sometimes fairly narrow to programs and services.

Access

Currently with 211 being the only front door access to Housing Resource Access Appointments (HRAP), there are approximately 300 clients waiting for appointments, with appointments being scheduled out as late as January 2021. 211 currently only has time and funding to do a minimum screening for those being scheduled for appointments and are currently operating without any funding from the Sacramento homeless response system. When scheduled appointments do finally occur, 30-50% of the clients have either already been assessed by other agencies or found some form of shelter and do not end up needing the appointments. Many clients would benefit from diversion problem-solving discussions, and/or prevention/diversion assistance programs upon contact with the system or shortly thereafter.

Discussions at our community meeting around how might the CoC fund activities to improve Access included:

- Supporting 211 with a tracking system, ability to provide a quicker response and appointment time.
- Mobile shower points could be access points, having a physical drop-in center with case management, including mobile access point in outlying areas and cities.
- Creating more equitable access to all jurisdictions.
- Less reliance on law enforcement as one of the few ways to get a bed.
- Increased navigation and case management
- Using trauma informed care and cross agency intervention.

Currently in Sacramento there is not region-wide coordinated access to diversion programs to support people who are initially attempting to access shelter.

Diversion

Diversion is a strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternative housing arrangements, and if necessary, connecting them with services and financial assistance to help them return to permanent housing. Diversion programs can help reduce the number of families becoming homeless, the demand for shelter beds, and the size of

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program wait lists. As with prevention programs, diversion programs connect participants to other types of assistance such as landlord mediation, CalFresh benefits, health and behavioral healthcare, early childhood development and education, CalWORKS, Supplemental Security Income and Social Security Disability Insurance, and other resources. Diversion programs are also designed to engage participants in creative problem solving conversations, connect them with family supports, provide housing search and placement services, and secure flexible financial assistance to help people resolve their immediate housing crisis.

According to the National Alliance to End Homelessness, the keys to a successful diversion program features the following elements:

- Screening Tool and Process – Communities should formulate a screening process that can quickly determine whether a family is eligible to be diverted. Most communities do this through the use of an assessment tool, in Sacramento, that assessment tool is the VI-SPDAT.
- System Entry Points – Assessment for diversion eligibility, in addition to the provision of some crisis stabilization services, should take place at the “front door”, the initial access point (or points) to the homeless response system. Those who are not appropriate for diversion should then be able to access shelter. A coordinated process for intake can help ease the burden on individual agencies to provide this service and ensure more consistent decision-making regarding program eligibility.

While discussions have been initiated at community meetings, the CoC will need to further coordinate and work with City, County and other partners to further define and implement system access and a regional diversion program. The CoC will use its existing connections to build upon the initial discussions as a program is developed for implementation.

Prevention – \$500,709.73

HHAP Eligible Use – Prevention and Shelter Diversion to Permanent Housing

In 2019, 8,384 persons entered homelessness of which 6,479 were those who engaged with services entered into HMIS for the first time, or who have re-engaged after having left homelessness two or more years ago. With the number of persons entering homeless outpacing the number of persons leaving homelessness, it has become clear that it will become increasingly difficult to reduce the number of individuals experiencing homelessness in the Sacramento region unless we can also slow the pace of those entering into homelessness.

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Currently in Sacramento there is not a region-wide coordinated prevention program to support those who are at imminent risk of homelessness. Homeless prevention programs are intended to quickly support people who are at imminent risk of homelessness by helping them quickly regain stability in their current housing through a variety of interventions. As with diversion programs, prevention programs connect participants to other types of assistance such as landlord mediation, CalFresh benefits, health and behavioral healthcare, early childhood development and education, CalWORKS, Supplemental Security Income and Social Security Disability Insurance, and other resources. Prevention programs are also designed to engage participants in creative problem solving conversations, connect them with family supports, provide housing search and placement services, and secure flexible financial assistance to help people resolve their immediate housing crisis.

With a potential to leverage and partner with SB 2 funds at the City and County of Sacramento, the Sacramento CoC is looking to fund a prevention program that may provide a wide range of assistance including: rental assistance, payment of rental arrears and security deposits, utility payments, moving costs, housing search assistance, housing stabilization case management, credit repair, and legal services including mediation services.

Targeted populations who could be assisted through the prevention program include parents of children with high absentee rates, seniors, students, TAY, uninsured persons, individuals with low credit scores, and landlord and utility referrals.

While discussions have been initiated at community meetings, the CoC will need to further coordinate and work with City, County and other partners to further define and implement a regional prevention and diversion program. The CoC will use its existing connections to build upon the initial discussions as a program is developed for implementation.

Youth Set-Aside Funds – \$524,070.97

The recommendation developed by a subcommittee of 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, identified key core components for HHAP funded youth programs, summarized below:

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Sacramento City and County Continuum of Care

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- 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.
- The Smart Shelter was originally envisioned by the Sacramento 100 Day Challenge to Tackle Youth Homelessness team in 2019. The Smart Shelter would be a 90 day youth shelter centered on intense engagement of youth identified through case conferencing as high priority for services with the goal of discerning best housing fit and creating traction toward stability prior to housing placement. The shelter would house youth through coordinated entry who are at the top of the By-Name list until they are moved into stable housing. With an average stay of 90 days, youth would participate in a vibrant daily program and high quality case management so that housing connections happen quickly and youth are matched with the housing program that best fits their needs.

Taking into consideration the recommendation put forth by the Homeless Youth Taskforce and the leadership of the local youth providers in Sacramento, HHAP CoC youth funding will be coordinated with City of Sacramento 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.

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)?*

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Section 3 – Resources Addressing Homelessness

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.

Sacramento County incorporates Housing First across its spectrum of funded services and programs serving people experiencing homelessness. In 2017 and 2018, Sacramento County made a significant investment of general funds to support multi-year initiatives and flexible approaches to reducing homelessness and reaching populations not served with traditional approaches. New initiatives that were developed through this funding intentionally aligned language in competitive solicitations and contracts with Housing First. This approach has continued with subsequent funding, including State HEAP funds allocated by the Continuum of Care and will continue with HHAP-funded expansions and new activities.

Housing First practices include low barrier entry and practices, housing focused supportive services, and client focused trauma informed supportive services. County activities incorporating Housing First include prevention and diversion; sheltering for families and other households; interim housing; re-housing programs,

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and permanent supportive housing programs. The following highlights the housing first approach in several programs:

- The scattered site sheltering program of the County specifically targets vulnerable unsheltered persons or households, as well as individuals living in encampments who have not engaged in traditional shelters because of barriers. Operating within a single family home, the scattered site model allows pets, partners, and possessions into the shelter, facilitating acceptance and placement into services.
- The Flexible Supportive Re-Housing Program identified the top 250 users of jail and behavioral health services experiencing persistent homelessness. Through community providers, clients are engaged wherever they are and offered ongoing “whatever it takes” supportive services and property related services to locate and secure housing (often through master leasing). Clients are supported to maintain their housing and may even be rehoused when needed.
- Based on FSRP, the Flexible Housing Pool will offer limited term re-housing services and case management to persons referred from Adult Protective Services, Jail diversion pilot, outreach programs, and shelters. Referral partners are encouraged to refer the highest barrier households. Both types of service providers - intensive case management and property related services - work with the participants no matter their challenges until a stable housing situation is attained. Case managers from provider organizations have received a multi-month training in best practices, including trauma informed care and housing first.
- Recently, the City and County collaborated on two of the largest single shelters in the River District to improve housing first practices, including low barrier entry and housing focused services. For the first time, the City and County used the same shelter standards to clarify the approach. Also key is the population focus on the surrounding neighborhood in the River District of unsheltered persons through engagement and invitation of persons who have significant barriers to housing stability. Based on an RFP solicitation, these shelters have new operators and the City/County will continue engagement as these shelters transition to become low barrier and housing focused (housing first) shelters.

Through the implementation of these programs, County staff have deepened their understanding of barriers experienced by individuals and families by continuously informing program design that is flexible to the needs of the client and housing focused. The goal to move individuals quickly into housing has led to

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ongoing collaboration with other systems in order to mitigate barriers to housing as soon as possible. This has increased collaboration amongst departments within the county such as: Child Support Services, Adult Protective Services, Behavioral Health, the Department of Regional Parks, the Sheriff's Department and the Office of the Public Defender. These partnerships have been utilized to develop a multi-disciplinary approach to removing barriers, resolving homelessness, and increasing stability for individuals served by these programs. This practice directly supports the goals of the Housing First model and the county will leverage these resources for all HHAP funded projects.

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.

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Sacramento City and County Continuum of Care

Section 4 – 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.

The Sacramento Continuum of Care board is a 25 member board that includes specific areas of representation as follows:

- Business Community and Street Outreach
- City of Citrus Heights
- City of Elk Grove
- City of Rancho Cordova
- City of Sacramento
- County of Sacramento
- Employment Development
- Faith Community Advocate
- Homeless Services Provider
- Housing Authority
- Law Enforcement – City
- Law Enforcement – County
- Lived Experience - Individual
- Lived Experience – Family
- Local Homeless Coalition/Network
- Mental Health Service Organization
- Mental Health
- Mental Health – County
- People with Disabilities
- Substance Abuse
- Veterans

The CoC Board meets monthly and is the approving body for CoC activities. As the CoC implemented HHAP activities, there will be many levels of collaboration, from further defining how an activity might be implemented, coordination across agencies, and actual implementation of the HHAP projects. When appropriate, the CoC may use its various subcommittees, the Funder's Collaborative, or broad community meetings to have discussions to drive direction of implementation of HHAP activities.

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Section 4 – Partners Addressing Homelessness

Currently the CoC has the following subcommittees that meet on a regular basis:

- Executive Committee
- Governance Committee
- Coordinated Entry Committee
- HMIS and Data Committee
- Project Review Committee
- System Performance Committee
- Youth Action Board
- Homeless Youth Task Force Collaborative
- Veterans Collaborative

2. 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.

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Section 5 – 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.

The Sacramento CoC received 2018 CESH funding, of which a portion will be used to develop a strategic plan which will include community goals and metrics. We anticipate that the strategic planning process will begin in the third quarter of 2020. Until that time, below are the Sacramento CoC Board System Performance Targets and Minimum Standards approved in March of 2016 and revised in March of 2018.

HHAP Application Narrative

Sacramento City and County Continuum of Care

Section 5 – Solutions to Address Homelessness

In 2016, the Sacramento CoC Advisory Board approved system performance targets and minimum standards for emergency shelter, transitional housing, rapid rehousing, and permanent supportive housing. The targets and minimum standards are based on system performance modeling for decreasing homelessness prepared by Focus Strategies. The performance of HUD CoC Program projects on the targets and minimum standards for transitional housing, rapid rehousing, and permanent supportive housing are incorporated into the annual NOFA competition review and ranking.

In 2018, the Sacramento CoC Advisory Board approved lengthening the rapid rehousing length of stay performance target and minimum standard to 24 months for the transition age youth (TAY) subpopulation.

Performance Targets by Project Type

Project Type	Utilization Rate	Length of Stay	Exit to Permanent Housing
Emergency Shelter	95%	30 days	50%- individuals 80%- families
Transitional Housing	95%	90 days	85%-90%
Rapid Rehousing non-TAY	NA	120 days	85%-90%
Rapid Rehousing TAY	NA	24 months	85%-90%
Permanent Supportive Housing	95%	NA	NA

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Sacramento City and County Continuum of Care

Section 5 – Solutions to Address Homelessness

Minimum Standards by Project Type

Project Type	Utilization Rate	Length of Stay	Exit to Permanent Housing
Emergency Shelter	90%	40 days	NA
Transitional Housing non-TAY	85%	150 days	80%
Transitional Housing TAY	85%	24 months	80%
Rapid Rehousing non-TAY	NA	180 days	80% or lower 95% or higher
Rapid Rehousing TAY	NA	24 months	80% or lower 95% or higher
Permanent Supportive Housing	85%	NA	NA

The following table has estimated the number of individuals to be served for each program or service proposed in this application based on current performance metrics for existing or similar programs.

HHAP Measurable Goals and Outcomes

Project Type	Number of Individuals Served	Percentage of Individuals Permanently Housed
CE Re-Housing	100	100%
Landlord Engagement	50	50%
Access and Diversion	500	35%
Prevention	100	90%
Youth Sheltering CoC	100	50%

TOTAL INDIVIDUALS SERVED: 850

TOTAL INDIVIDUALS PERMANENTLY HOUSED: 440



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

APPLICANT INFORMATION

CoC / Large City / County Name:

Sacramento City and County CoC

Receiving Redirected Funds? Y/N

No

Administrative Entity Name:

Sacramento Steps Forward

Total Redirected Funding

\$ -

HHAP FUNDING EXPENDITURE PLAN*

ELIGIBLE USE CATEGORY	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Rental Assistance and Rapid Rehousing	\$ 1,145,000.00	\$ 1,145,000.00	\$ -	\$ -	\$ -	\$ 2,290,000.00
Operating Subsidies and Reserves	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Landlord Incentives	\$ 300,000.00	\$ 275,000.00	\$ 275,000.00	\$ -	\$ -	\$ 850,000.00
Outreach and Coordination (including employment)	\$ 600,000.00	\$ 500,000.00	\$ 500,000.00	\$ -	\$ -	\$ 1,600,000.00
Systems Support to Create Regional Partnerships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Delivery of Permanent Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prevention and Shelter Diversion to Permanent Housing	\$ 250,354.37	\$ 250,355.36	\$ -	\$ -	\$ -	\$ 500,709.73
New Navigation Centers and Emergency Shelters	\$ 262,035.48	\$ 262,035.49	\$ -	\$ -	\$ -	\$ 524,070.97
Strategic Homelessness Planning, Infrastructure Development, CES, and HMIS (up to 5%)	\$ 109,181.45	\$ 109,181.45	\$ 109,181.46	\$ -	\$ -	\$ 327,544.36
Administrative (up to 7%)	\$ 152,854.03	\$ 152,854.03	\$ 152,854.04	\$ -	\$ -	\$ 458,562.10
						\$ 6,550,887.16
						TOTAL FUNDING ALLOCATION
	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Youth Set-Aside (at least 8%)	\$ 262,035.48	\$ 262,035.49	\$ -	\$ -	\$ -	\$ 524,070.97

*Narrative should reflect details of HHAP funding plan

COMMENTS:

FINAL

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.

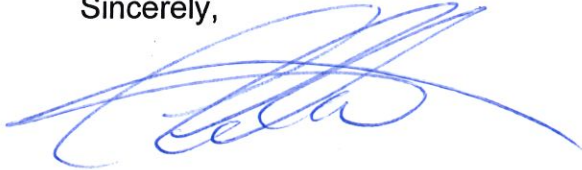
The City of Sacramento, The County of Sacramento, and Sacramento Steps Forward, as the lead agency for the Sacramento City and County Continuum of Care, acknowledge and agree to regional coordination and partnership in the development of HHAP funding recommendations and addressing homelessness in the 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

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.

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.

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,

Lisa Bates

Lisa Bates, Chief Executive Officer
Sacramento Steps Forward