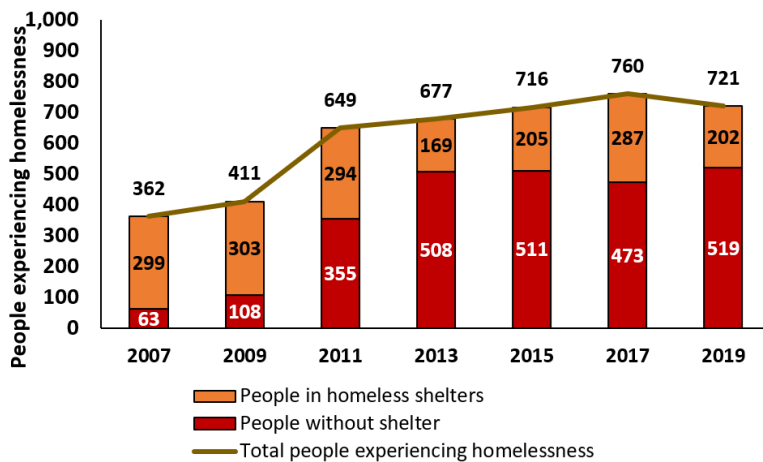


**1. SUMMARY OF HOMELESSNESS IN THE COC, LARGE CITY, OR COUNTY**

According to the US Department of Housing and Urban Development (HUD), an individual or family can be described as homeless if “(1) they live in a place not meant for human habitation, emergency shelter, transitional housing and hotels paid for by a government or charitable organization; (2) they will immanently lose their primary night time residence within 14 days and have no other resources or support to obtain other permanent housing; (3) they are unaccompanied youth under the age of 25 or families with youth who are defined as homeless under other federal statues who do not otherwise qualify as homeless under this definition, have not had a lease and have moved two or more times in the past 60 days, and are likely to remain unstable because of special needs or barriers; or (4) they are fleeing or attempting to flee domestic violence, dating violence, sexual assault, stalking or other dangerous life threatening conditions that relate to violence against the individual or family member and who lack resources to obtain other permanent housing.”

Sutter Yuba Homeless Consortium, the administrative entity for CoC CA-524, conducts annual Point-in-Time (PIT) Counts as required by HUD.

*Figure 1: People experiencing homelessness in Sutter and Yuba Counties – 2007-2019*



Homelessness in Sutter and Yuba Counties has doubled since 2007, with the largest increase in homelessness between 2009 and 2011, after the 2008-2009 Great Recession (Figure 1). In January 2019, Sutter Yuba Homeless Consortium Point-in-Time (PIT) Count identified 721 people in category 1 of homelessness; 293 resided in Sutter County and 428 in Yuba County. A further 251 people were precariously sheltered, staying in hospitals, jails hotels, sheltering with friends or family, or were couch surfing; these individuals were at imminent risk of becoming homeless.

While this is a small decrease since the 2017 PIT count, the number of persons experiencing homelessness in Sutter and Yuba counties is still almost double the number in 2009.

Based on the 2019 Point-In-Time Count alone, which is only a small snapshot of homelessness in the region, 519 individuals (72% of everyone experiencing homelessness) live in a place not meant for habitation on a regular basis. Of these, 268 people live in homeless encampments inside or on the levees of the Feather and Yuba Rivers (52%) and a further 129 live in their vehicles (25%).

Half of people experiencing homelessness identified during the PIT count were 40 years of age or older; 100 (14%) were under the age of 18, 24 (3%) were age 18-24, and 153 (21%) were age 55 or older. Older people experiencing homelessness are also less able to find shelter; almost 80% of people experiencing homelessness who are 55 or older are living on the streets, in encampments or their vehicles.

More than half of the persons experiencing homelessness identified were male (404, 56%), while 314 (44%) were female; very few (<10) were transgender or gender non-conforming. Men also have a harder time accessing beds in emergency shelters than women in Sutter and Yuba Counties; over three quarters of men experiencing homelessness are living in a place not meant for habitation on a regular basis, compared to two-thirds of women experiencing homelessness.

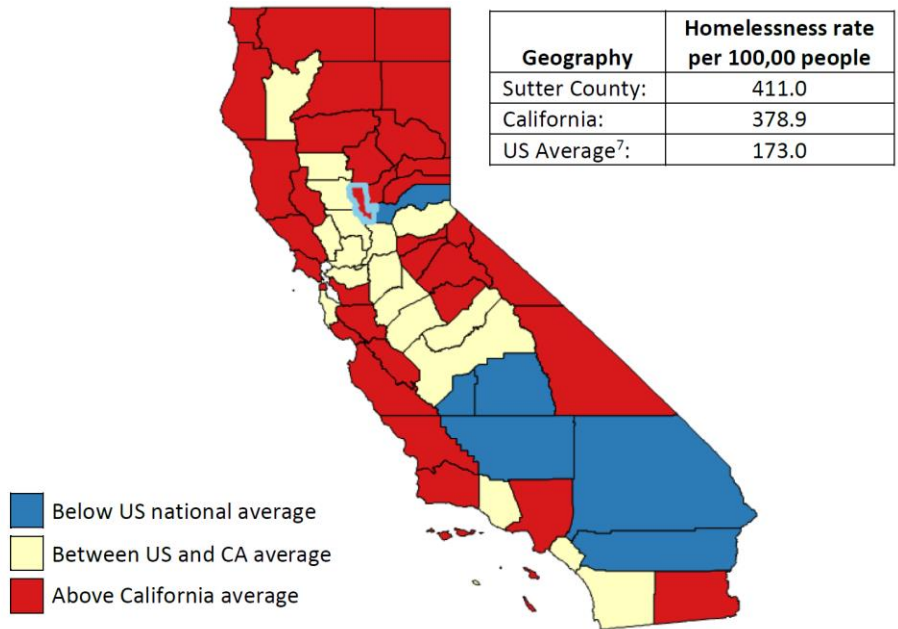
Three quarters (545 people) of those experiencing homelessness in Sutter and Yuba Counties are Caucasian, 6% (45 people) are African-American, 7% (51 people) are Native American, 1% (10 people) are Asian, less than 1% (5 people) are Native Hawaiians or Other Pacific Islanders and 9% (65 people) reported being multiracial. Only 14% (101 people) reported being Hispanic.

Almost half of people experiencing homelessness identified by the 2019 Point-in-Time Count had been homeless for one year or longer. Almost one-third (237) of persons experiencing homelessness in Sutter and Yuba Counties in 2019 were chronically homeless. Of those adults who are experiencing homelessness, 178 reported they had a disabling physical condition, 91 reported a serious chronic medical condition, 22 reported a developmental disability, 113 reported having a serious mental illness, 98 reported having a substance use disorder, and 50 reported fleeing domestic violence. Only 37 adults experiencing homelessness reported being veterans.

The major causes of homelessness in Sutter and Yuba Counties are eviction or foreclosure, insufficient income to pay rent or mortgage, unemployment, family conflicts, breakups, divorces and separations, drug and/or alcohol abuse, a family member’s illness or death, bad rental or credit history, no friends or family to provide shelter and domestic violence. Less than half of the people experiencing homelessness in Sutter and Yuba Counties have any income, and median income of persons experiencing homelessness is less than \$200.00 per month. The major sources of income are government benefits, especially Supplemental Security Income, Supplemental Security Disability Income, California

Work Opportunity and Responsibility to Kids (CalWORKs) or Social Security. Less than 10% of adults who are experiencing homelessness are employed. Homelessness is a primarily local phenomenon in Sutter and Yuba Counties. The last address for more than three quarters of persons experiencing homelessness in Sutter and Yuba Counties was in Sutter or Yuba County. Only 11% reported their last address was in a neighboring county, 3% reported they were from other parts of California, and 4% were from outside California. Because almost all persons

*Figure 2: Rate of homelessness per 100,000 people by county in California –2019*



experiencing homelessness are local, local socioeconomic and housing conditions are major factors in preventing and resolving homelessness in Sutter and Yuba Counties.

Sutter and Yuba counties have a higher rate of homelessness per 100,000 people (411.0) than either the California (378.9) or US averages (173.0). The per-capita rate of homelessness in Sutter and Yuba Counties is lower than Butte County, but higher than all other neighboring counties (Figure 2). In 2019, the Yuba-Sutter area ranked 23rd of 41 counties/CoCs statewide for people experiencing homelessness.

In conjunction with the PIT Count, an annual Housing Inventory Chart (HIC) is created. As of January 2019, only 212 emergency shelter beds were available in both Sutter and Yuba counties. Based on the PIT Count alone, which is only a small snapshot of the reality of homelessness in the region, 519 individuals live in a place not meant for habitation on a regular basis. A minimal amount of Rapid Rehousing and Permanent Supportive Housing (HUD-VASH) is available in the region, but affordable housing availability is scarce. As reported by the Forward Yuba Sutter strategic plan, approximately 16.7% households live in poverty in Sutter County, and 18.5% in Yuba County. The national average is 13.1%. The unemployment rate is 7.3% in Sutter County and 5.8% in Yuba County.

According to the Longitudinal System Analysis (LSA) submitted to HUD, 334 households are being served in either Emergency Shelter/Safe Haven/Transitional Housing (174), Rapid Rehousing (160), or Permanent Supportive Housing (0). This information comes directly from the region's Homeless Management Information System (HMIS). Of the 334 households, 109 households are disabled, 51 meet the definition of chronic homelessness, and 39 households are aged 55+. Additionally, 13 individuals are unaccompanied youth, 11 households are parenting youth, and 11 households are veterans. Below is the gender and racial information according to the LSA:

- 261 Females
- 141 Males
- 1 Transgender
- 251 White, Non-Hispanic/Non-Latino
- 29 White, Hispanic/Latino
- 28 Black or African American
- 4 Asian
- 13 American Indian or Alaska Native
- 1 Native Hawaiian/Other Pacific Islander
- 7 Multiple Race

The Sutter Yuba Homeless Consortium, Sutter County, Yuba County, and other partnering agencies are continually reviewing HMIS data in order to ensure accuracy. It is recognized that not all individuals experiencing homelessness are in HMIS, and continual outreach is provided.

## **2. DEMONSTRATION OF REGIONAL COORDINATION**

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

The Sutter-Yuba region utilizes a dual-county Coordinated Entry System (CES). Hands of Hope, a local nonprofit, serves as the entity responsible for operating the CES. Individuals and households experiencing homelessness can access the CES through two physical locations, one in Yuba County and another in Sutter County. Both locations offer a variety of services, including shower and laundry facilities, case management, and life skills classes. If an individual or household is new to Coordinated Entry, they are asked to participate in a vulnerability assessment, which determines the person's needs and barriers as well as the level of case management needed in order to secure permanent housing. Staff from the Sutter and Yuba counties Health and Human Services Agencies, as well as Sutter Yuba Behavioral Health, provide higher-level case management services. Case management meetings are held on a regular basis, with representation from the local nonprofits and county staff. It is during these meetings where individuals are referred to appropriate programs. Many of the participating agencies have staff that are bi-lingual, or referrals to NorCal Deaf and Hard of Hearing are made as appropriate.

A bi-county outreach team, with staff from Sutter and Yuba counties Health and Human Services Agencies, Hands of Hope case managers, local law enforcement, and a nurse from Adventist Health/Rideout has been formed to provide outreach and medical care to those who are not currently accessing Coordinated Entry. The CES has a grievance policy in place. Any individual with a grievance is first asked to attempt to resolve the issue with the referral agency. If the issue cannot be resolved through the referral agency's grievance process, a grievance can be made through CES. This grievance will go to the governing board of the Sutter Yuba Homeless Consortium.

Currently, the two locations that provide CES services are only open for a limited number of hours during the week. This is due to staff capacity and funding availability. Sutter Yuba Homeless Consortium plans to use HHAP funds to expand the hours of operation.

## **B. Prioritization Criteria**

The Coordinated Entry vulnerability uses a variety of criteria to prioritize assistance. This includes the location where the individual has been sleeping, the number of instances of homelessness in the last three (3) years and disabling conditions. The Sutter-Yuba region has a large population of aging individuals experiencing homelessness, so this factor has become a criteria for prioritizing assistance. Additionally, a history of hospitalizations and/or victimization, whether the individual is pregnant, has HIV/AIDS or any medical vulnerabilities, and substance use or behavioral health issues are criteria for prioritization. If an individual is identified as being a victim of domestic violence, sexual assault, dating violence, stalking, or human trafficking, they are immediately referred to Casa de Esperanza, the local domestic violence service provider. If the client does not wish to seek DV services through Casa de Esperanza, the County Victim Services agency will be contacted.

Pursuant to 24 CFR 577(a)(8), Sutter Yuba Homeless Consortium involves the two Emergency Solutions Grant recipients in the planning and implementation of the coordinated entry system. A policy and procedure manual has been established and made available to the local nonprofits and county staff. This manual details how an individual fleeing, or attempting to flee, domestic violence, dating violence, sexual assault or stalking, but who are seeking shelter or services from nonvictim service providers can access services. Any individual experiencing or fleeing from the above victimization(s) have full access to the coordinated entry system and are informed of

ways to insure his/her safety. Referrals may also be made to agencies located outside Sutter and Yuba counties if the client chooses.

### **C. Coordination of Regional Needs**

In 2017, a Bi-County Homeless Services Program was created for the general planning of a Sutter County emergency shelter and unify local ordinances. This regional planning group includes elected officials and staff from both Sutter and Yuba counties, along with elected officials from all incorporated cities in the jurisdictions. Involvement also includes board members of the Sutter Yuba Homeless Consortium, the administrative entity of CA-524, as well as local law enforcement and nonprofits. Six committees have been created (housing development, prevention, outreach/enforcement, data/dashboards, funding, and strategic planning) to identify local needs and educate the community on homelessness in the region. Sutter County, Yuba County, and SYHC have collaborated through this group to establish the bi-county strategic plan, Forward Sutter Yuba, which identifies program and funding priorities for the region. All HHAP funding priorities are made in conjunction with this plan. The region does not take a siloed approach, with SYHC and both counties working in collaboration to plan and fund projects. This includes housing (both permanent and emergency), prevention, and outreach.

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

The Bi-County Homeless Services Program's housing development committee is responsible for identifying potential housing locations. Additionally, the Regional Housing Authority is currently developing a 40-unit housing project, and Habitat for Humanity is planning a housing project targeted for single individuals. Both agencies participate in the Bi-County Regional Homeless Team monthly meetings.

Furthermore, the Data and Dashboards Committee has been tasked with creating a regional data-sharing website, giving the community access to local homelessness data. The Funding Committee is tasked with developing a funding matrix and reports back to the planning group in order to determine how federal, state, and local funding should be prioritized and allocated.

## **3. RESOURCES ADDRESSING HOMELESSNESS**

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

Sutter Yuba Homeless Consortium receives funding through a variety of sources. Below is the list of funding sources and collaborations:

- Emergency Solutions Grant (ESG): Sutter Yuba Homeless Consortium does not directly receive funds through this program. However, funds have been awarded to The Salvation Army for emergency shelter and rapid rehousing services, as well as Bridges to Housing for rapid rehousing services. Approximately \$314,143 has been awarded from the 2019 ESG funding round.
- Continuum of Care Program Competition (CoC): Sutter Yuba Homeless Consortium receives \$15,548 for CoC planning activities.
- Community Services Block Grant (CSBG): Sutter Yuba Homeless Consortium receives \$168,860 from the Sutter County Community Action Agency and \$202,835 through the Yuba County Community Services Commission. We collaborate with the following agencies to provide services:
  - Casa de Esperanza - a local domestic violence service provider

- Hands of Hope - Coordinated Entry provider agency
- Habitat for Humanity
- The Salvation Army
- Bridges to Housing – a local nonprofit providing rental and deposit assistance
- Adventist Health/Rideout – a local hospital provider
- Regional Emergency Shelter Team – a local seasonal emergency shelter provider
- Community Development Block Grant (CDBG): Sutter Yuba Homeless Consortium receives \$48,579 through the City of Yuba City. Collaborations include:
  - Hands of Hope
  - Bridges to Housing
  - The Salvation Army
  - Central Valley Homeless Veterans Assistance Program
- Homeless Emergency Aid Program (HEAP): Sutter Yuba Homeless Consortium received \$2,565,989.96, and has contracted funds to the following agencies:
  - Habitat for Humanity – Renovation of the Coordinated Entry location to include a 25-bed emergency shelter
  - Regional Housing Authority – Development of a 40-unit housing complex
  - Sutter County – Development of a 40-bed emergency shelter
  - The Salvation Army – Development of an 8-unit transitional housing complex and renovation of their emergency shelter
  - Yuba County – Addition of 10 emergency shelter beds
  - Yuba County Displaced Youth Multidisciplinary Team – Provision of rental assistance and supportive services to homeless or at-risk youth
- California Emergency Solutions and Housing (CESH): Sutter Yuba Homeless Consortium has received \$840,764 for Round 1 of CESH funding and \$458,724 for Round 2. Round 1 funding has been contracted to the following agencies:
  - Adventist Health/Rideout – Creation of a Coordinated Entry Health Outreach Team
  - Casa de Esperanza – Provision of DV survivor specific counseling, flexible housing subsidies, and bridge subsidies
  - The Salvation Army – Provision of RRH services and operation of emergency shelter
  - Sutter County – Operation of 40-bed emergency shelter
  - Hands of Hope – Operation of Coordinated Entry System

Sutter Yuba Homeless Consortium closely collaborates with the counties of Sutter and Yuba to provide homeless services. Both CESH and HEAP funds were allocated to county-operated emergency shelters. Additionally, through coordinated entry, case management services are provided by county staff and referrals are made to the local CalWORKS and HSP programs. County staff are actively involved in both SYHC and the coordinated entry system. Gaps in services have been identified in the bi-county homeless strategic plan. This includes temporary housing beds (including emergency shelter and transitional housing), permanent housing units, and homeless prevention.

## **B. HHAP Funding Plans**

Sutter Yuba Homeless Consortium plans to use funds to support homeless youth services, RRH/HP, emergency shelters, and HMIS/CE. Below is a breakdown of how the funds will be used:

- Youth - \$67,947.35 will be contracted to agencies providing rental assistance and supportive services to homeless or at-risk youth. HEAP funds were allocated to the Yuba County Homeless Youth Multidisciplinary team. Sutter County has recently developed a similar program. Funds may be used to support these two teams.
- New Navigation Centers and Emergency Shelter - \$271,789.37 will be used to provide funding for a new emergency shelter. SYHC Board has discussed the option of providing funding for the development of a new domestic violence shelter. Casa de Esperanza, the local service providers for survivors and victims of domestic violence, sexual assault, dating violence, stalking and human trafficking experienced a fire in 2016 and destroyed their emergency shelter. This agency has been trying to rebuild their shelter and has since found out that their number of shelter beds has been decreased by nearly half (42 beds reported on the 2016 HIC). This “new” shelter will provide 24 shelter beds for victims of domestic violence, sexual assault, dating violence, stalking and human trafficking. Casa de Esperanza is an active partner within SYHC and Coordinated Entry, helping victims of domestic violence secure permanent housing through collaboration with RRH providers. All clients seeking housing are encouraged to develop a housing plan with assistance from his/her/their case manager. According to the 2019 Housing Inventory Chart (HIC), there are 212 year-round emergency shelter beds in the 2-county region. Sutter and Yuba County emergency shelters had an average utilization rate of 77% during the 2019 winter months, and an estimated 75% utilization rate during the 2019 summer months. HMIS data has recorded that 32% of emergency clients exit to permanent housing. Since Casa de Esperanza is a domestic violence shelter, it is difficult finding SAFE, affordable housing, with only 23% of their clients securing safe housing. The general homeless population also have a difficult time securing housing because of the severe lack of vacant, affordable housing.
- Emergency Shelter Operations - \$405, 684.07 will be contracted to agencies providing emergency shelter services. HEAP funds were recently used to develop a 25-bed emergency shelter at the Yuba County coordinated entry location. HHAP funds will be used to allow the coordinated entry location to expand its hours and become a 24-hour emergency shelter.
- HMIS - \$42,467.08 will be used to support the HMIS administrator position. These funds will help with agency trainings and monitoring of data quality.
- Administration - \$59,453.91 will be used to administer the 5-year grant term of the Homeless Housing, Assistance and Prevention Program (HHAP).

Agencies funded through HHAP will be required to comply with all Housing First components as defined in Welfare and Institutions Code § 8255(b). Agencies providing emergency shelter and RRH/HP services must receive direct referrals through Coordinated Entry. The Coordinated Entry System itself complies with all Housing First components. The CES evaluates an individual or household’s needs and barriers in order to prioritize services. The most vulnerable are referred to appropriate services. Once funding decisions are made, contracts will include detailed information regarding Housing First and all requirements agencies must with.

#### **4. PARTNERS ADDRESSING HOMELESSNESS**

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

Sutter Yuba Homeless Consortium Board of Directors (BoD) and the Bi-County Homeless Services Program will be responsible for monitoring SYHC’s HHAP funding decisions. The BoD is comprised of: Marysville Police

Department, Yuba-Sutter Economic Development Corporation, City of Yuba City, Yuba County Health and Human Services, Sutter County Public Health, Hands of Hope, Casa de Esperanza, Bridges to Housing, and Yuba-Sutter-Colusa United Way. Additionally, one member of the BoD has past experience of homelessness. Meetings are attended by local nonprofits, homeless youth programs, representatives from Yuba College, Adventist Health/Rideout and other healthcare providers, California Rural Legal Assistance, religious organizations and other community members. The Sutter Yuba Homeless Consortium has had an issue with publicizing SYHC meetings, but the BoD has been focused on re-organizing the structure of SYHC meetings and steps have been taken to educate the community on the purpose of SYHC.

The Bi-County Homeless Team is comprised of the elected officials from the jurisdictions in Sutter and Yuba counties, with attendance from local non-profits, religious organizations, law enforcement, code enforcement, city managers from Marysville and Yuba City, County administrators from Sutter and Yuba counties, Health and Human Services, Behavioral Health, Yuba-Sutter Economic Development Corporation, Regional Housing Authority and other community members. Both groups meet on a regular basis and collaborate closely.

## **5. Solutions to Address Homelessness**

Although Sutter Yuba Homeless Consortium did not submit a strategic plan for the CESH funds, a plan was developed in response to the No Place Like Home requirements. Excerpts of the plan, including the process, agencies involved, and resulting vision, principles, priorities, and goals:

### **OVERVIEW**

Beginning in 2017, a regional partnership was prioritized with the goal of identifying solutions to address homelessness. In response to the requirement for adoption of a Homeless Plan in order to receive No Place Like Home funding, the two counties collaborated with the Sutter Yuba Homeless Consortium to bring stakeholders together and develop a five- year regional strategic plan to respond to homelessness in Sutter and Yuba Counties. The resulting document, FORWARDYubaSutter>>Creating Opportunities, has served as the framework for resolving homelessness in the community.

The process to develop this plan was spearheaded by a strategic planning committee, a group of community stakeholders tasked by elected officials in the Bi-County Homeless Services Program (BCH) to lead the planning process. The plan expanded upon the ongoing work and dedication of stakeholders in the bi-county region and formalized a coordinated community response to homelessness. FORWARDYubaSutter is the result of a community-led, data-informed collaborative process that incorporates the expertise and feedback of the following partner agencies and organizations:

- City and County Jurisdictions
  - County of Sutter
  - County of Yuba
  - City of Yuba City
  - City of Marysville
  - City of Live Oak
  - City of Wheatland
- County representatives with expertise from behavioral health, public health, probation/criminal justice, social services, education, employment and housing departments, including from:



- Sutter County Administrator’s Office
- Yuba County Administrator’s Office
- Sutter County Board of Supervisors
- Yuba County Board of Supervisors
- Sutter-Yuba Behavioral Health
- Sutter County Health and Human Services, including Public Health
- Yuba County Health and Human Services, including Public Health
- Sutter County One Stop
- Yuba County One Stop
- Sutter County Superintendent of Schools
- Sutter County Victim Witness Assistance Program
- Yuba County Victim Services
- Yuba County First Five Commission
- Yuba County Office of Education
- Sutter County Development Services Department
- Yuba County Community Development
- Yuba County Probation Department
- Yuba County Sheriff’s Department
- Local Homeless Continuum of Care: Sutter Yuba Homeless Consortium (SYHC)
- Housing and Homeless Service Providers, including:
  - Bridges to Housing
- Casa de Esperanza
- FREED Center for Independent Living
- Habitat for Humanity
- Hands of Hope
- Regional Emergency Shelter Team (REST)
- The Salvation Army
- Yuba-Sutter-Colusa United Way
- County health plans, community clinics and health centers, and other health care providers, including:
  - Adventist Health + Rideout
  - Ampla Health
  - Harmony Health
  - Peach Tree Healthcare
- Public housing authority: Regional Housing Authority of Sutter, Nevada, Colusa, and Yuba Counties
- Faith-based organizations, including:
  - Hope Point Nazarene Church
  - Church of Glad Tidings
- Education providers and school districts, including:
  - E Center Head Start
  - Yuba City Unified School District
- Other partner agencies, including:
  - California Rural Legal Assistance, Inc.
  - Yuba-Sutter Economic Development Corporation
- Individuals with lived experience with homelessness
- Representatives of family caregivers of persons living with serious mental illness

## PROCESS

The strategic planning process included the following elements to engage the community, ensure feedback and input from a diverse and representative group, and secure support for implementation:

- A strategic planning committee with a diverse representation of stakeholders from various jurisdictions, departments, agencies, and coalitions.
- Targeted online and printed survey for service providers to gather information about key themes and other necessary information to distribute to the community, with goals of gathering input and sparking interest in participating in strategic planning and implementation.
- Targeted online and printed survey for consumers experiencing homelessness to gather information on services and resources that are being accessed, areas for improved service provision, and barriers to housing and employment that prevent people in Sutter and Yuba counties from exiting homelessness.
- Half-day community alignment session held on December 5, 2018, focused on stakeholder education (including community data and resources, federal policy priorities, best practices, and current research), discussion, visioning, and planning around key issues identified by the Strategic Planning Committee.
- Focus groups with individuals and families experiencing homelessness.
- Interviews with key stakeholders.

The extensive feedback gathered from these community engagement efforts, in combination with local data and information on national best practices and emerging models, led to the development of a regional vision for ending homelessness in Sutter and Yuba counties, supported by guiding principles, priorities, and strategic objectives. The community also developed measures of success and core strategies to accomplish its three strategic objectives through coordinated bi-county efforts.

## VISION

We will have safe and healthy communities where all residents have access to stable housing.

## GUIDING PRINCIPLES



## PRIORITIES AND GOALS

The following three priorities were identified in the FORWARDYubaSutter plan, and committees were formed to create strategic objectives, core strategies, and performance measures.

1. Prevent Homelessness

Not only can prevention strategies stop households from experiencing homelessness, but prevention tactics also can be used to ensure that one episode of homelessness does not become a lifetime of chronic homelessness.

All homelessness cannot be prevented. However, prevention strategies can be employed to reduce the number of households experiencing homelessness. With appropriate screening tools, we can prevent one episode of homelessness from becoming a lifetime of chronic homelessness.

Strategic Objectives:

- Limit first-time homelessness through decreased evictions
- Prevent returns to homelessness

Core Strategies:

- Integrate Prevention/Diversion into the Coordinated Entry System.
- Expand outreach efforts to include information about homeless prevention.
- Coordinate stakeholder engagement and education on existing and newly developed homeless prevention programs.
- Create connections with landlords and those in the legal field to encourage alternatives to eviction.
- Provide wrap-around support to every household accessing prevention services.
- Develop mechanisms to increase income and reduce expenses for households.

Performance Measures:

- *By 12/31/2020, establish yearly baseline figures detailing number of households receiving eviction notices*
- *Using the established baseline, by 2/1/2021, set a target goal of yearly successful eviction interventions*
- *By 12/31/2020, successfully implement a new homeless prevention program and establish baseline figures and metrics to assess landlord engagement.*
- *Using the established baseline, by 2/1/2021, set a target goal of yearly landlord engagement progress*
- *By 12/31/2023, decrease the number of people who return to homelessness within 12 months of exiting the program by 75% (using 2019 HMIS system performance data – 9.58% )*

2. Create Safe and Informed Communities

Coordinated outreach and education efforts for all residents – unhoused and housed alike – will help ensure that people experiencing unsheltered homelessness are connected to housing and community-based resources through the coordinated entry system, rather than being displaced or engaged in the criminal justice system

Strategic Objectives:

- Expand and improve outreach efforts
- Coordinate stakeholder engagement
- Enforce ordinances compassionately

#### Core Strategies:

- Increase and improve coordination among outreach, engagement, coordinated entry, law/code enforcement agencies, and other systems.
- Target outreach to encampments.
- Increase community awareness of street homelessness and best practices for responding.
- Pair ordinance enforcement with compassionate supports and services.

#### Performance Measures:

- *By 3/31/2020, have a ratified regional outreach team MOU in place among all local jurisdictions*
- *By 4/30/2020, conduct outreach activities at least 1-4x weekly through Homeless Engagement And Resolution Team*
- *Reduce unsheltered PIT count by 10% bi-annually (using 2019 baseline of 512)*
- *Beginning 4/1/2020, conduct a minimum of one rotating regional community forum on homelessness per quarter*
- *By 4/30/2021, provide training to a minimum of 200 community partners (law enforcement, healthcare workers, etc.) in engagement strategies and homeless resources*

### 3. Expand Housing Options

By developing safe and accessible housing options for people experiencing homelessness, the region will be able to reduce the number of people living outdoors in Sutter and Yuba Counties. It is important to invest in temporary housing options to help those experiencing homelessness move off the streets or other places not meant for human habitation and access shelter and services, as well as in permanent housing options to support long-term housing stability for people exiting homelessness.

#### Strategic Objectives

- Expand permanent housing options for people exiting homelessness
- Expand temporary housing options

#### Core Strategies:

- Assess affordable housing opportunity sites in each jurisdiction in the region through continuous gathering of housing needs information
- Increase permanent housing stock for people with serious mental illness
- Promote innovative housing solutions through incentives for private developers who construct housing for people exiting homelessness
- Increase capacity of existing shelter operators
- Create new shelter and bridge housing options

#### Performance Measures:

- *By 4/30/2020, implement landlord incentive pilot program*
- *By 12/31/2021, implement lower barriers to developing permanent housing for the target population throughout the region*
- *By 12/31/2023, increase temporary housing beds by 200 (using 2019 Housing Inventory Count baseline - 197)*

Following the development of the Strategic Plan, two additional goals were identified by the Bi-County Homeless Services Program.

#### 4. Provide Consistent, Accurate Information

Gather and share reliable information and ensure program effectiveness

Strategic Objectives:

- Inform community
- Make data driven decisions
- Monitor Outcomes

Core Strategy:

- Use data (qualitative and quantitative) to communicate to executives, staff, stakeholders and the community at large regarding efforts to address the homeless issue in both counties
- Develop common definitions of terms for use by staff and stakeholders
- Develop common set of metrics and methodologies for data collection and analysis
- Conduct additional trainings for staff entering into HMIS
- Develop policy and procedure manual for using HMIS system, including policy for existing someone from the HMIS system
- Identify and implement strategies to improve data quality
- Ensure adequate staffing levels dedicated to data quality, collection and analysis

Performance Measures:

- *By June 30, 2020, publish website populated with homeless data, information, resources and activities*
- *By December 31, 2020, summarize accurate and relevant data to determine gaps in the homeless service system*
- *Reduce HMIS data quality errors by 10% annually (using calendar year 2019 HUD DQ (Admin) report baseline - 3,343 total errors)*

#### 5. Finance Homeless Initiatives

Acquire resources to finance programs and/or projects aligned with the homeless strategic plan.

#### Strategic Objectives:

- Identify funding opportunities
- Determine opportunities for collaboration on grant applications

#### Core Strategies:

- Coordinate regional funding efforts
- Determine program compatibility

#### Performance Measures:

- *By 12/31/2019, and yearly thereafter, prioritize regional projects and initiatives for the following calendar year*
- *By 6/30/2020, assist shelter providers in establishing 3-year sustainability plan for current operations*
- *By 12/31/2020, obtain funding commitment from philanthropic agencies for ongoing homeless initiatives*
- *By 6/30/2021, establish 5 year plan for regional capital development projects to increase shelter and housing beds*
- *By 12/31/2023, develop regional sustainability plan for all shelter and housing projects*

HHAP funding will be used for the re-development of the domestic violence shelter which experienced a devastating fire, as well as the operation of the HEAP funded emergency shelter and increasing the hours of the Coordinated Entry location(s). Specifically, with HHAP dollars, the following impacts will be made:

- Provide services to 2,200 unduplicated individuals (450/year over the 5 years) with a 45% exit to permanent housing
- Decrease the number of homeless or at-risk youth
- Increase the number of shelter beds by 25
- Maintain 24 victim shelter beds
- Reduce number of returns to homelessness by 30%
- Reduce the number of unsheltered individuals in the PIT Count by 10% bi-annually
- Increase number of exits from the system to Permanent Housing by 10% over the next five years
- Decrease the amount of data quality errors in HMIS by 10% over the next five years



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

### APPLICANT INFORMATION

CoC / Large City / County Name:

|         |
|---------|
| COC-524 |
|---------|

Receiving Redirected Funds? Y/N

|    |
|----|
| No |
|----|

Administrative Entity Name:

|                                 |
|---------------------------------|
| Sutter Yuba Homeless Consortium |
|---------------------------------|

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   | \$ 11,324.56   | \$ 11,324.56   | \$ 11,324.55   | \$ -           | \$ -           | \$ 33,973.67         |
| Operating Subsidies and Reserves  | \$ 135,894.69  | \$ 135,894.69  | \$ 135,894.69  | \$ -           | \$ -           | \$ 407,684.07        |
| Landlord Incentives   | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           | \$ -                 |
| Outreach and Coordination (including employment)                                      | \$ 11,324.56   | \$ 11,324.55   | \$ 11,324.56   | \$ -           | \$ -           | \$ 33,973.67         |
| Systems Support to Create Regional Partnerships                                       | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           | \$ -                 |
| Delivery of Permanent Housing   | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           | \$ -                 |
| Prevention and Shelter Diversion to Permanent Housing                                 | \$ -           | \$ -           | \$ -           | \$ -           | \$ -           | \$ -                 |
| New Navigation Centers and Emergency Shelters   | \$ 271,789.37  | \$ -           | \$ -           | \$ -           | \$ -           | \$ 271,789.37        |
| Strategic Homelessness Planning, Infrastructure Development, CES, and HMIS (up to 5%) | \$ 14,155.70   | \$ 14,155.69   | \$ 14,155.69   | \$ -           | \$ -           | \$ 42,467.08         |
| Administrative (up to 7%)   | \$ 19,817.98   | \$ 19,817.97   | \$ 19,817.97   | \$ -           | \$ -           | \$ 59,453.92         |
| <b>TOTAL FUNDING ALLOCATION</b>   |                |                |                |                |                | <b>\$ 849,341.78</b> |
|   | <b>FY20/21</b> | <b>FY21/22</b> | <b>FY22/23</b> | <b>FY23/24</b> | <b>FY24/25</b> | <b>TOTAL</b>         |
| Youth Set-Aside (at least 8%)   | \$ 22,649.12   | \$ 22,649.11   | \$ 22,649.11   | \$ -           | \$ -           | \$ 67,947.34         |

\*Narrative should reflect details of HHAP funding plan

**COMMENTS:**

|       |
|-------|
| FINAL |
|-------|

# The County of Yuba

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## HEALTH & HUMAN SERVICES DEPARTMENT

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**Jennifer Vasquez, Director**

5730 Packard Ave., Suite 100, P.O. Box 2320, Marysville, California 95901  
Phone: (530) 749-6311 FAX: (530) 749-6281



**Phuong Luu, MD, MHS**  
**Health Officer**  
Phone: (530) 749-6366

February 14, 2020

To Whom It May Concern,


Yuba and Sutter Counties, along with the Continuum of Care (CoC) (CA-524) Collaborative Applicant, the Sutter Yuba Homeless Consortium (SYHC), have engaged in a regional partnership since 2017 to address homelessness throughout the area. The Bi County Homeless Services Program (BCH) is the regional planning group that includes elected officials and staff from the two counties, four cities, and the SYHC. Through ongoing meetings, collaboration across jurisdictions has strengthened, and a 5-year Strategic Plan to Address Homelessness (*Forward:YubaSutter*) was developed.

In response to the HHAP allocation, staff from the two counties and the SYHC immediately convened to discuss partnering on the application and incorporating the funding to support the priorities identified in *Forward:YubaSutter*. At this initial meeting, plans for using the HHAP were identified and agreed upon, meeting frequency and representatives were determined, and balancing each agency's share of the regional need was addressed. The HHAP plans were furthermore presented to the members of the BCH at a subsequent meeting with no objections or concerns.

It was decided that the HHAP team include both Yuba and Sutter County's Directors of Health and Human Services and Project Manager / Coordinator, Chair persons for the *Forward:YubaSutter* committees, and members of the executive team of the SYHC. Meetings have been scheduled monthly to plan and evaluate HHAP spending and projects.

I am pleased to offer support on behalf of Yuba County, for the projects identified by both Sutter County and the Sutter Yuba Homeless Consortium. If you have any questions, you may reach me at [jvasquez@co.yuba.ca.us](mailto:jvasquez@co.yuba.ca.us).

Sincerely,

  
Jennifer Vasquez  
Director





# Health and Human Services Department

Nancy O'Hara, MPA  
Director of Health and Human Services  
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Yuba City, CA 95991  
(530) 822-7327 Office  
(530) 822-9417 Fax  
[nohara@co.sutter.ca.us](mailto:nohara@co.sutter.ca.us)  
[humanservices@co.sutter.ca.us](mailto:humanservices@co.sutter.ca.us)  
[www.suttercounty.org](http://www.suttercounty.org)

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[humanservices@co.sutter.ca.us](mailto:humanservices@co.sutter.ca.us)  
[www.suttercounty.org](http://www.suttercounty.org)

February 12, 2020

To Whom It May Concern,

Yuba and Sutter Counties, along with the Continuum of Care (CoC) (CA-524) Collaborative Applicant, the Sutter Yuba Homeless Consortium (SYHC), have engaged in a regional partnership since 2017 to address homelessness throughout the area. The Bi County Homeless Services Program (BCH) is the regional planning group that includes elected officials and staff from the two counties, four cities, and the SYHC. Through ongoing meetings, collaboration across jurisdictions has strengthened, and a 5-year Strategic Plan to Address Homelessness ([Forward:YubaSutter](#)) was developed.

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Sincerely,

Nancy O'Hara  
Health and Human Services Director

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|                       |                            |                                   |  |                      |
|-----------------------|----------------------------|-----------------------------------|--|----------------------|
| <i>Adult Services</i> | <i>Children's Services</i> | <i>Acute Psychiatric Services</i> | <i>Employment &amp; Eligibility Services</i> | <i>Public Health</i> |
| (530) 822-7200        | (530) 822-7200             | (530) 822-7200                    | 1-877-652-0735                               | (530) 822-7215       |
| Fax (530) 822-7108    | Fax (530) 822-7108         | Fax (530) 822-7108                | Fax (530) 822-7212                           | Fax 822-7223         |