

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

1.A: HUD LONGITUDINAL SYSTEM ASSESSMENT

The Sutter Yuba Homeless Consortium is the Continuum of Care (CA-527) collaborative applicant. Please see the attached SYHC HUD Longitudinal System Assessment (LSA) from June 2018 – June 2019.

1.B: INFORMATION AS DEFINED BY HUD

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 imminently 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 statutes 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.”

In January 2019, the Sutter Yuba Homeless Consortium conducted a Point in Time (PIT) Count of the homeless individuals in Sutter and Yuba Counties. During the count, 721 individuals were identified as meeting category 1 of homelessness, with 293 residing in Sutter County and 428 in Yuba County. Of the 721 individuals:

- 100 are under the age of 18
- 98 suffer from chronic substance abuse
- 50 are fleeing domestic violence
- 37 are military veterans
- 113 suffer from severe mental illness
- 237 meet HUD's definition of chronically homeless

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 in the *Forward:YubaSutter* strategic plan developed in response to the No Place Like Home funding opportunity, approximately 16.7% households live in poverty in Sutter County, and 21.6% in Yuba County. The unemployment rate is 7.3% in Sutter County and 5.8% in Yuba County as of December 2019.

In 2019, the percentage of homeless youth served at 14Forward was 7%, up from 5% in 2018. Reviewing the 2019 Point in Time Count, we learn that 24 individuals are between ages 18-24, with 13 living outdoors and 11 in emergency shelters. Homeless youth currently make up 3.3% of our PIT count of 721. With targeted efforts to reduce our homeless youth count, including support for emergency shelter operations, case management, housing navigation, and rapid rehousing, our community can effectively end homelessness for this population.

According to the Longitudinal System Analysis (LSA) submitted to HUD, 334 households are being served in Emergency Shelter/Safe Haven/Transitional Housing (174), Rapid Rehousing (160), and 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 cleaning HMIS data in order to ensure accuracy. It is recognized that not all individuals experiencing homelessness are in HMIS, and continual outreach is provided.

SECTION 2. DEMONSTRATION OF REGIONAL COORDINATION

2.A: COORDINATED ENTRY SYSTEM (CES) INFORMATION

2.A.1: *Coordinating with the CES*

Yuba County has historically worked very closely with the Sutter Yuba Homeless Consortium (SYHC) to strengthen programs throughout the region. Through this relationship, the County was able to provide leadership in implementing the CES. In 2017, the County contributed funding and advocacy to open the Life Building Center, the first and only homeless day shelter in the Yuba County jurisdiction. The center was established with three goals: provide a location for homeless citizens to access laundry, showers, and positive socialization opportunities; implement a true CES at a single, one-stop location; and create the opportunity for increased shelter beds for Yuba County residents. County staff worked with members of the SYHC including Hands of Hope, the main service provider at the Life Building Center, and Habitat for Humanity, the owner of the facility, to develop a system that would meet the requirements of Housing and Urban Development and also meet the unique needs of our county.

Through our collaboration with the SYHC, a localized vulnerability assessment was established using the VI-SPDAT as a model. Scores from the assessment are collected in the Homeless Management Information System (HMIS), and a by-name list is maintained for weekly review by shelter and housing providers. At these weekly review meetings, the Supervisors overseeing Yuba County programs attend with the goal of using dynamic prioritization to match those on the list to programs that are most appropriate for each household, and more specifically, to identify new clients for County-operated programs. The Coordinated Entry Manager, who is employed by the SYHC, and the Supervisors of each of these programs maintain regular contact to strengthen coordination, provide education on changes, and ensure rapid placement for emergency situations as appropriate.

The Project Manager at Yuba County sits on the board of directors for the SYHC and is instrumental in ensuring continuous quality improvement of the CES and the operation of the Life Building Center. The manager meets monthly with the Coordinated Entry Manager, the Data Analyst employed by the SYHC, the Director for Hands of Hope, and other leadership from the SYHC and its agencies to review outcomes, performance measures and client satisfaction surveys, and to discuss program and system improvements.

2.A.2: Current Challenges

Challenges related to CES are limited staffing capacity of the day shelter that operates the system, data sharing and documentation of release of information, and the limited number of shelter beds available for program matching.

There are two physical sites that are dedicated to providing CES services in the region. One is located in Sutter County at Hands of Hope, and one is located in Yuba County at the Life Building Center. These centers are open Monday through Friday from 9:00 am until 3:30 pm. Yuba County contributes to the operational budget for the Life Building Center, ensuring staff are available to complete interviews and conduct assessments during open hours. There is a need to provide these services beyond this schedule, and the SYHC intends to provide additional funding through the HHAP allocation to address this need. Other philanthropic sources are being considered as well, for the long-term sustainability of the center. Yuba County will continue to advocate and provide leadership to build capacity in this area.

Vulnerability assessments are currently conducted in-person at the Life Building Center, over the phone through a Homeless Hotline phone number, and also during street outreach. The individuals taking the assessment are encouraged to sign a release of information that can be uploaded into the HMIS. However, obtaining and documenting this information over the phone can be challenging. Yuba County is working with the SYHC to formalize a data sharing agreement under AB210, as well as building capacity for Hands of Hope to accurately train their staff who are conducting assessments.

Increasing shelter beds and housing units is one of the priorities of the *Forward:YubaSutter* strategic plan. A committee meets regularly to identify opportunity sites and work with shelter operators to build bed capacity. Yuba County continues to look at innovating housing options, such as accessory dwelling units, to increase housing stock for extremely low-income households. The addition of regional Permanent Supportive Housing projects, funded through No Place Like Home and operated by the Regional Housing Authority, will assist in this area as well.

2.A.3: Promoting Utilization

To promote utilization of the CES, Yuba County Health and Human Services Department (HHSD) refers all individuals experiencing homelessness to the Life Building Center to complete a vulnerability assessment and receive services. During the first encounter, the caseworker informs the client of the services provided at the Life Building Center, including laundry, showers, access to

electronic charging stations, and retreat from the elements. Clients who need transportation and/or special accommodations are offered assistance along with a verbal referral and informational flyers. If a client returns to the county office requesting assistance a second time without entering into the CES, the caseworker utilizes motivational interviewing and reflective listening techniques to reveal previously undisclosed barriers. The caseworker, along with the client, determines the best approach to completing the assessment, either over the phone with staff or in-person at the Life Building Center. If a client were to return to the office for a third time and the vulnerability assessment has not yet been completed, the caseworker conducts the vulnerability assessment in the HMIS at the county office while at the same time continuing to build rapport with the client to address barriers such as mental health, physical disability, substance use, domestic violence, etc. By standardizing these practices, we have been able to more accurately calculate the number of individuals and families experiencing homelessness in our community while simplifying and expediting access to housing and services. Yuba County HHSD will continue to engage persons experiencing homelessness where they are and will make every necessary accommodation for individuals who are not able to access the CES without additional support from their caseworker.

2.A.3.a: Outreach

The current Yuba County outreach team (Homeless Assessment Team – HAT) includes an experienced Yuba County HHSD social worker, Yuba County and/or Marysville Police Department law enforcement personnel, Adventist Health plus Rideout street nurses, and an outreach worker employed by Hands of Hope. In April of this year (2020), the group will transform into a bi-county team (Homeless Engagement and Resolution Team – HEART) which will expand to include staff from Sutter Yuba Behavioral Health, Sutter County Sheriff's Office, and Yuba City Police Department. Together with the leadership from the respective Code Enforcement units, this team will identify and prioritize areas for outreach and encampment resolution. In order to be successful, the team is tasked with building rapport with those living in large communal encampments, as well as smaller individual camps, with the ultimate goal of connecting people to services including healthcare, mental health or substance use counseling, job skills training, and housing, all of which are offered at the Life Building Center and through community partners. If those encountered have barriers accessing the CES, the vulnerability assessment may be conducted in the field with the client's consent. Upon completion of the vulnerability assessment, the individual or household's name and contact information will be placed onto the by-name list.

2.B: PRIORITIZATION

2.B.1: *Prioritization Criteria*

The CES vulnerability assessment 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 years, and disabling conditions. The Yuba Sutter 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. Individuals identified as being a victim of domestic violence, sexual assault, dating violence, stalking, or human trafficking are immediately referred to Casa de Esperanza, the local domestic violence service provider. If the client does not wish to seek domestic violence services through Casa de Esperanza, the County Victim Services agency is contacted.

Since opening to the public in 2017, CES staff have acquired a high level of knowledge and accuracy utilizing a customized vulnerability assessment tool, which has been incorporated in the HMIS. The assessment determines an individual's level of vulnerability on a scale from low to high, which enables staff to provide the most appropriate resources and services. The localized tool meets the Housing and Urban Development's (HUD) requirement for a standardized and comprehensive assessment tool. The CE process was designed to ensure individuals and families with the greatest need receive priority assistance, guidance, and support in attaining shelter and permanent housing resources.

2.B.2: *24 CFR 578.8(a)(8)*

Pursuant to 24 CFR 578(a)(8), the Sutter Yuba Homeless Consortium involves its two Emergency Solutions Grant recipients in the planning and implementation of the CES. A policy and procedure manual has been established and made available to local nonprofits and county staff. This manual details how an individual fleeing, or attempting to flee, domestic violence, dating violence, sexual assault or stalking, and who are seeking shelter or services from non-victim service providers is able to receive services. Any individual experiencing or fleeing from the above victimization(s) have full access to the CES process and are informed of ways to ensure his/her safety. Referrals may also be made to agencies located outside Sutter and Yuba Counties if the client chooses.

2.C: COORDINATION OF REGIONAL NEED

2.C.1: *Partnering with the CoC / Neighboring County*

In 2017, the Bi-County Homeless Services Program was created for general planning of regional efforts addressing homelessness and to unify proposed initiatives. This regional planning group includes staff from both Yuba and Sutter Counties, elected officials from the two counties and four cities in the jurisdictions, board members of the SYHC, as well as local law enforcement, and nonprofits. Yuba County, Sutter County, and the SYHC have collaborated through this group to establish the bi-county strategic plan, *Forward:YubaSutter*, which identifies program and funding priorities for the region. Five committees have been created to address the priorities identified in the strategic plan: expanding housing options, preventing homelessness, creating safe and informed communities, providing consistent, accurate data, and funding homeless initiatives. HHAP funding priorities have been made in conjunction with this plan. The region does not take a siloed approach, with the SYHC and both counties working in collaboration to plan and fund projects.

One of the areas for discussion in this group continues to be the data collected through the full Point-In-Time count which is mandated by HUD to be completed every two years. Historically, the data has been combined to include both Yuba and Sutter Counties in a grand total, but during the last count, efforts have been made to differentiate between locations of encampment for a more accurate representation of where the region's homeless are staying.

2.C.2: *Identifying Yuba County's Share of the Need*

During the 2019 count, it was found that 293 individuals experiencing homelessness were staying in Sutter County on the last Wednesday in January, while 428 were staying in Yuba County. With the vast majority of shelters in the region existing in Yuba County, we looked at the unsheltered numbers as well. 145 individuals were identified in Sutter County, and 283 were identified in Yuba County.

With this data, it became evident that both counties have additional need for shelter beds. All three agencies, Yuba County, Sutter County, and the SYHC, have included funding for shelter operations or system support in their HHAP budget. This will ensure the two county-owned shelters are operational and have the capacity to expand, and that the newly funded shelter beds at the Life Building Center are able to be used as soon as construction is complete. This funding

plan has been developed cooperatively with the intention of meeting the need of each agency's homeless population, without duplicating efforts.

2.D: CREATING SUSTAINABLE, LONG TERM HOUSING SOLUTIONS

2.D.1: *Involvement in Efforts to Create Sustainable, Long Term Housing*

The Bi-County Homeless Services Program expanding housing options committee has developed strategic objectives, core strategies, and performance measures to increase options for permanent housing in the region. The committee is chaired by the Yuba County Community Development Services Agency Director. Attendees include the Yuba County Planning Department Manager, the Yuba County Project Manager for homeless and housing initiatives, the Sutter County Public Health Administrator, the Sutter County Community Development Director, and representatives from both Yuba City and Marysville Community Development Departments.

Current activities of the committee include finalizing a regional list of development opportunity sites for marketing to private developers, streamlining zoning and permitting processes, creating incentives for property owners to rent to people exiting homelessness, and increasing the bed capacity for existing shelter operators.

The committee meets monthly to provide updates on each jurisdiction's progress towards goals, and reviews new and upcoming legislation and funding opportunities. Feasibility is discussed, and creativity is encouraged, to overcome barriers to building long-term, sustainable housing solutions.

Furthermore, the committee assigned to providing consistent, accurate information also has strategic objectives, core strategies, and performance measures. This team has been tasked with creating a regional data sharing website including a real-time dashboard that will give the community access to local statistics surrounding homelessness. This committee includes representatives from both Yuba and Sutter County Public Health Departments and the SYHC. Regularly analyzing reports from the HMIS, the committee is dedicated to improving data quality, ensuring agencies are trained on HMIS usage and the policies and procedures, and conducting continuous quality improvement. The ultimate goal of this committee is to inform the leadership of the Bi-County Homeless Services Program so that they can make data-driven decisions.

**SECTION 3
RESOURCES ADDRESSING HOMELESSNESS**

3.A: EXISTING PROGRAMS AND RESOURCES

3.A.1: List of Programs and Funds Currently Used

All homeless and housing programs in Yuba County are embedded in the Health and Human Services Department so that continuity of care and consistency can be established. The Housing and Stabilization (H&S) units currently consist of a Project Manager, 2 Social Worker Supervisors, 9 Social Worker II's, 4 Program Aides, a Health and Human Services Aide, and an Office Specialist. In the next six months, the team will add an additional unit with one Social Worker Supervisor, 2 Social Worker II's, and 2 Program aides.

Programs administered by the H&S Units are as follows:

Name	Source	19/20 Budget
Homeless Assistance Program (HAP)	State of California Department of Social Services (CDSS)	\$189,000
<i>For homeless or at-risk families who are also CalWORKs recipients, we offer up to 16 nights of motel vouchers, and one-time permanent housing assistance through the HAP. These services are available once every 12 months.</i>		
Housing Support Program (HSP)	Federal/State - CDSS	\$2,066,649
<i>For homeless CalWORKs families, we can provide longer-term support through intensive case management, housing search, and assistance with obtaining and retaining permanent housing. The HSP is a rapid rehousing program, using a Housing First philosophy providing housing as a foundation in addition to wrap around services, ensuring the family has the tools and supports to be successful. The program incentivizes landlords and property owners to rent to clients by offering double deposits and repairs on units.</i>		
Family Stabilization (FS)	State - CDSS	\$808,846
<i>For CalWORKs families who are experiencing destabilizing circumstances, we offer intensive case management and support in order to overcome barriers such as addiction, mental illness, abuse, issues with children attending school, gang involvement, domestic violence, and other crises. These families are typically some of the hardest to serve due to the severity of issues, and the FS program provides support so that they have the tools they need to be successful.</i>		

Home Safe Program	State - CDSS	\$146,482
<i>Home Safe provides housing interventions for elderly or disabled adults who have an open Adult Protective Services case, who are homeless or at-risk of homelessness due to abuse, neglect, or self-neglect. The interventions are typically 1-3 months, and can include prevention services ensuring the client remains in their own home by removing an abuser, offering intensive services, diverting someone from homelessness by rapidly rehousing them into another appropriate housing unit, or by providing a motel voucher while simultaneously providing housing search and assistance so that they are not sleeping outside in a vulnerable state.</i>		
Housing and Disability Advocacy (HDAP)	State - CDSS	\$35,290
<i>For homeless and disabled clients who are not receiving disability benefits through Social Security or Veteran's Services, we offer this permanent housing program. Services include rapid rehousing and disability advocacy using the evidence-based SOAR model for expedited award of Social Security benefits.</i>		
Bringing Families Home (BFH)	State - CDSS	\$75,000
<i>Families who are in reunification through Child Welfare Services and are homeless or at imminent risk of homelessness are able to receive rapid rehousing and, if warranted, permanent supportive housing through BFH.</i>		
HEAP	State – Business Consumer and Financing Council	\$35,000 *one-time funds
<i>HEAP dollars were acquired to add 5 units to the County's temporary shelter, 14Forward (see below)</i>		
Whole Person Care (WPC)	State Department of Healthcare Services (DHS)	\$434,369 *One time funds
<i>Embedded in each of the PH programs, WPC ensures coordination of health, behavioral health, and social services in a client-centered manner resulting in improved health and wellbeing. WPC targets a particularly vulnerable group of Medi-Cal beneficiaries who have been identified as high users of multiple systems and continue to have poor health outcomes.</i>		
Medi-Cal Navigation Project	State - DHS	\$46,323
<i>Navigation of healthcare and insurance systems is difficult for the homeless population who are often more concerned about their basic needs than their medical needs. This project provides outreach, enrollment and retention of Medi-Cal insurance, and assistance in utilizing primary care.</i>		

Local Indigent Care Needs (LICN) (formerly Wellness and Prevention Pilot)	State of California, County Medical Services Program (CMSP)	Pending 2020 Award
Chronic substance use and behavioral health conditions are pervasive among those with housing instability. For those with these conditions who are high-users of multiple systems, LICN will provide support to stabilize housing, provide health education, and ensure connection to medical and behavioral healthcare.		
14Forward (14F), Vulnerable Population (VP), and Homeless Assessment Team (HAT)	Local – Public Health Realignment	\$290,675
	State - CMSP	\$75,000
14Forward is a 40-bed temporary shelter that was created by the County in 2016, and is currently operated by The Salvation Army. Those who stay at the shelter are able to receive intensive case management from an experienced County social worker to reach goals, stabilize addiction or mental illness, and obtain housing. The VP program is similar to 14Forward, only those enrolled in the program do not stay at the shelter.		
Outreach activities are conducted through HAT and include weekly visits to encampments and locations identified by law enforcement or community members. The purpose of this outreach is to build rapport with those living outdoors and connect them to services through the CES. The team currently operates 3 hours a week, and is transitioning to a full-time, bi-county operation which will be embedded in Sutter Yuba Behavioral Health.		
General Assistance (GA)	Local – General Fund	\$120,000
Income assistance for the indigent population is provided through the GA program. If the applicant is disabled, staff help them with their disability application.		

3.A.2: Integrating and Coordinating Resources

Existing programs and resources in the Yuba-Sutter Region include the H&S programs in Yuba County, the housing and homeless programs in Sutter County, shelter and housing programs offered by the agency members of the SYHC, and non-member agencies of the SYHC.

In each county, homeless programs have been developed to meet the needs of not only those who have historically been eligible for county services such as CalWORKs, CalFresh, Medi-Cal, and General Assistance, but also those who need services but fall between program gaps. This recent expansion of services has

allowed the growth of shelter services for single adults and families, rapid rehousing projects for families with CalWORKs as well as those in reunification through Child Welfare, short term prevention or intervention services for elderly or disabled adults who are abused or neglected, long term housing assistance and disability advocacy for homeless disabled adults without income, and intensive case management and navigation for high users of the medical or judicial system.

Yuba County's H&S programs are well integrated into the larger continuum of care, through intentional networking and communication of staff involved in these projects. The H&S Project Manager serves on the board of the SYHC and acts as a cross-agency liaison, strengthening seamless connections to the other shelter and housing programs in the community. We take pride in our ability to build and maintain relationships with internal and external partners, and have been recognized by the California State Association of Counties as well as the California Department of Social Services for implementing innovative solutions.

The programs operated by Yuba County are designed to fill gaps in services, and are available to Yuba County residents only. This distinction reduces duplication while promoting mirrored services between the two counties. The leadership in both counties and at the SYHC works diligently to ensure services are not overlapping or duplicative, and that each agency involved in the continuum is providing the services that they do best. Outcome measurement is part of our joint strategic plan to build capacity among high-performing service providers with the intention of strengthening the homeless service system.

Through the CES, coordination of services is much easier to attain. Each week, a team including each shelter and housing agency meet to review the by-name list and conduct dynamic prioritization for the most vulnerable individuals and families. Bed space and rapid rehousing openings are analyzed, along with a review of the prioritized household. Through this coordinated effort, the burden is reduced on the client to find an available service, and the obligation rests on the agencies to match the participant to the program that best fits their need. Working together, we have housed over 500 households since CE began in September 2017.

3.A.3: Current Gaps

In Yuba County specifically, programs have been developed to assess unmet need in the community and strategically utilize resources to begin filling gaps in services. Gaps were identified through the strategic planning process, discussed in Section 5. Those gaps include homelessness prevention, intentional outreach

and education services, and availability of shelter beds and housing units for extremely low income households, including permanent supportive housing. Capacity exists in each of the identified areas, however, the need far exceeds the resources. For example:

- in the 2019 Point in Time count, 519 individuals disclosed they were sleeping outside, and 202 people were sleeping in shelter or vouchered beds;
- Median monthly income for a homeless person is \$197, while median rent is \$980;
- Prevention funds are available through the Emergency Shelter Grant through the local Salvation Army, or through CalWORKs, but this funding is highly restrictive.

3.B: HHAP FUNDING PLANS

3.B.1: Detailed Plans

Yuba County plans to use the HHAP funding to enhance regional partnerships as well as the homeless services and housing delivery system. Gaps in funding for the system as it exists in Yuba County will be filled, allowing for greater outcomes and stronger supports for our vulnerable citizens.

One of the priorities for HHAP funds is to expand services at the County's temporary shelter, 14Forward. Since opening in July 2016, the County has run the shelter using County staff during day-time hours and volunteers on nights and weekends to manage operations. Capacity at the shelter was based on the caseload capacity of County social workers to provide intensive case management. These details resulted in unfilled shelter beds, lack of consistent oversight, and increased costs for maintenance. In November of 2019, the County signed a contract with The Salvation Army to manage the day-to-day operations at 14Forward. The Salvation Army provides staffing and supervision 24 hours a day/7 days a week and additional case management services, decreasing the vacancy rate which was directly related to social worker caseload capacity. The addition of ten (10) beds expected in the spring of 2020, funded through a HEAP grant, will add responsibility to The Salvation Army and decrease the number of individuals sleeping outside. With HHAP dollars, we can ensure the sustainability of this program for the next several years.

The 8% youth set aside will support shelter and services offered to youth at 14Forward. This will provide a stable environment for our partners to assist our 18-24 year old clients with other recently implemented youth housing services

including Foster Youth Vouchers through the Regional Housing Authority and Youth Housing Navigation through Housing and Community Development (to be administered through Hands of Hope).

In order to ensure this portion of HHAP funds will only serve homeless youth, regular monitoring of statistical information will inform decision making at the weekly Coordinated Entry meeting. The percentage of homeless youth in the shelter will be reviewed monthly by the Director of the program. If percentages drop lower than 8%, all efforts will be made to conduct outreach with partner agencies, identify members of the target population, and quickly connect homeless youth to shelter and services at 14Forward. Quarterly program meetings facilitated by the Project Manager will review the number of youth in the program and any adjustments that need to be made to the outreach or intake process will be determined.

3.B.2: *Housing First Alignment*

In the fall of 2019, member agencies of the SYHC, including Yuba County H&S staff, participated in a Housing First training offered by Housing and Community Development Technical Assistance. The training was mandated for all agencies who receive funding from the SYHC, and has improved system-wide compliance with Housing First core components. Since the training, agencies have completed self-assessments to better align their policies and procedures to the Housing First requirements.

It is incumbent upon the County to regularly assess its contractors for compliance with this mandate. This is done by conducting scheduled and non-scheduled site visits, reviewing formalized client questionnaires, information gathering through informal client contact, and regular discussion of best practices and mandates with contracted agencies.

SECTION 4 PARTNERS ADDRESSING HOMELESSNESS

4.A: COLLABORATING PARTNER EFFORTS

4.A.1: Collaborative Partners

The problems that lead to homelessness are incredibly diverse and interconnected. Therefore, in order to end homelessness, we need diverse and interconnected sectors from our community, including nonprofits, government, business, faith-based, property owners, law and code enforcement, child and adult welfare systems, behavioral health providers, and others, working together on a coordinated, clear plan. The proposed HHAP services in Yuba County will be provided in coordination with other housing-related programs and services available in Yuba and Sutter Counties through collaboration with the following agencies and organizations:

- Adventist Health plus Rideout Hospital
- Ampla Health
- California Department of Corrections, Parole Office
- California Rural Legal Assistance (CRLA)
- City of Live Oak
- City of Marysville
- City of Wheatland
- City of Yuba City
- County of Sutter
- Displaced Youth Multi-Disciplinary Team
- Foster Youth Services
- Economic Development Corporation
- Employment Development Department
- Hands of Hope
- Harmony Health
- Marysville Police Department
- Peach Tree Healthcare
- Regional Housing Authority
- Sutter Health Foundation
- Sutter Yuba Homeless Consortium (SYHC) (CoC – CA524)
- The Salvation Army

Monthly meetings of the Bi-County Homeless Services Program (BCH) consist of elected officials and their staff from the six participating jurisdictions (City of Live

Oak, City of Marysville, City of Wheatland, City of Yuba City, County of Sutter, and County of Yuba). The intent of the BCH is to promote regional collaborative efforts to end homelessness. Members of the BCH hear presentations from staff that outline progress towards goals, provide direction, and identify successes and challenges.

Committees are established to do the work of the BCH and to meet the priorities outlined in the bi-county strategic plan: *Forward:YubaSutter*, discussed in Section 5. Committee membership includes representatives from our partner agencies:

Prevention	Safe & Informed Communities	Housing Options	Data
Bridges to Housing	Adventist Health + Rideout	City of Marysville	Hands of Hope
Regional Housing Authority	CRLA	County of Sutter	Sutter Co Health and Human Services
Sutter Co Health and Human Services	Hands of Hope	Sutter Co Health and Human Services	SYHC
Yuba Co Health and Human Services	Marysville Police Department	Yuba Co Community Development and Services Agency	Yuba Co Health and Human Services
	Sutter Co Health and Human Services D	Yuba Co Health and Human Services	
	Sutter Co Sheriff		
	Sutter Yuba Behavioral Health		
	SYHC		
	Yuba City Police Department		
	Yuba Co Community Development Services Agency		
	Yuba Co Health and Human Services		
	Yuba Co Sheriff		
	Yuba Co Victim Services		

The Funding committee is led by the Director of the Economic Development Corporation, and consists of staff from each of the two counties.

Committees of the SYHC are also established, with the most active being the Coordinated Entry and Sustainability committees. Partners attending these meetings are the Displaced Youth Multi-Disciplinary Team, The Salvation Army, Hands of Hope, Yuba County Public Health, California Rural Legal Assistance, Sutter County Public Health, SYBH, and the Economic Development Corporation. These committees are ongoing and focus on quality improvement of the CES as well as sustainability and outcomes of CoC funded projects.

Stakeholders including healthcare clinics, probation/parole, and the District Attorney are consulted on an ad-hoc basis. For example, the District Attorney has been actively involved with Marysville Police Department and Yuba County Courts to establish and strengthen a Community Court model for homeless residents who are charged with specific crimes. Sentencing for Community Court includes referral and participation in the activities at the homeless day-center such as life skills classes, anger management, employment readiness, and Ready-to-Rent workshops. These classes are offered on-site at the center by various organizations (Harmony Health, Yuba County HHSD, CRLA, Regional Housing Authority, Employment Development Department, and Yuba County One Stop). By participating in these classes and working with a case manager, charges can be dropped for the offender.

4.A.2: *Barriers to Partnering*

Barriers or challenges in partnerships on projects of this magnitude have been understanding the differences in values and culture among partner agencies, the availability of resources other agencies are willing to contribute, and the necessary level of information sharing. All of these can be resolved through clear, consistent communication and assuming good intent.

Yuba County is committed to building relationships with other entities, building on the strengths of each partner. Our combined leadership has successfully collaborated on several long-term regional projects, such as the Bi-County Behavioral Health Department (SYBH), Tri-County Juvenile Hall, and most recently the Bi-County Homeless Services Program. Through a formal agreement, roles and contributions are outlined, ensuring clarity among the six jurisdictions. Due to the differences in strategy and opinions among the participants, it is essential to have an agreed upon strategic plan, as well as regular meetings to gauge progress and action. In the strategic plan addressing homelessness, vision and values were set, as well as guiding principles. These have been a tool for the work of the committees that are comprised of jurisdictional staff and partner agencies, as well as for the members of the BCH.

From the beginning of this venture to resolve homelessness, starting in 2015, the County Administrator has modeled inclusivity, bringing together department heads, law enforcement, shelter providers, leaders from homeless encampments, legal advocates, school representatives, and others. Valuing the importance of stakeholder input with a spirit of collaboration has allowed Yuba County to build programs that are well supported by the community.

SECTION 5 SOLUTIONS TO ADDRESS HOMELESSNESS

5.A: STRATEGIC PLAN

Although Yuba County 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 are below.

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 5-year regional strategic plan to respond to homelessness in Sutter and Yuba Counties. The resulting document, *Forward:YubaSutter>>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. *Forward:YubaSutter* 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:
 - City of Live Oak
 - City of Marysville
 - City of Yuba City
 - City of Wheatland
 - County of Sutter
 - County of Yuba

- County representatives with expertise from behavioral health, public health, probation/criminal justice, social services, education, employment and housing departments, including from:

- Marysville Joint Unified School District
 - Sutter County:
 - Administrator's Office
 - Board of Supervisors
 - Community Development Services Agency
 - Health & Human Services
 - One Stop
 - Superintendent of Schools
 - Victim Witness Assistance Program
 - Sutter Yuba Behavioral Health
 - Yuba County:
 - Administrator's Office
 - Board of Supervisors
 - Community Development Services Agency
 - First Five Commission
 - Health & Human Services
 - Office of Education
 - One Stop
 - Probation Department
 - Sheriff's Department
 - Victim Services
- 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 *Forward:YubaSutter* 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 in need of prevention services to divert eviction
- 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 System Performance Measures – 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 to enhance regional partnerships as well as the homeless services and housing delivery system. Specifically, with HHAP dollars, the following impacts will be achieved by December 2022:

1. Reduce vacancy rate at 14Forward by 10%
 - Baseline of 22.5% from 2019 HIC
2. Increase yearly number of individuals sheltered at 14Forward by 25%
 - Baseline of 85 from 2019 HUD Annual Performance Report
3. Increase number of exits from 14Forward to Permanent Housing destinations by 10% annually
 - Baseline of 22 from 2019 HUD Annual Performance Report



Health and Human Services Department

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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.

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 Sutter County, for the projects identified by both Yuba County and the Sutter Yuba Homeless Consortium. If you have any questions, you may reach me at nohara@co.sutter.ca.us

Sincerely,

Nancy O'Hara
Health and Human Services Director

<i>Adult Services</i>	<i>Children's Services</i>	<i>Acute Psychiatric Services</i>	<i>Employment & Eligibility Services</i>	<i>Public Health</i>
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2/06/2020



Sutter-Yuba Homeless Consortium
PO Box 3642
Yuba City, CA 95992

The mission of the Sutter Yuba Homeless Consortium is to coordinate the services of community based organizations, faith based organizations, and local governments to provide a continuum of services and maximize resources to better serve the homeless people of Sutter and Yuba Counties.

Board Members

*Chris Sachs
President
Marysville Police Department*

*Brynda Stranix
Vice President Strategic Planning
Yuba-Sutter Economic Development Corporation*

*John Floe
Vice President Service Access
Sutter Yuba Behavioral Health*

*Grace Espindola
Vice President Sustainability
EMG & Yuba City Council*

*Terry Raley
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*Anne Fletcher
Bridges to Housing*

*Marsha Krouse-Taylor
Casa de Esperanza*

*Rick Millhollin
Hands of Hope*

Staff

*Grants Manager, Scott Thurmond
Thurmond Consulting, Inc.
Coordinated Entry Manager, Chelsea Burke*

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I am pleased to offer support on behalf of the Sutter Yuba Homeless Consortium, for the projects identified by both Sutter County and Yuba County.

Sincerely,

A handwritten signature in blue ink that reads "Ch Sachs".

Christian Sachs
President