



Homeless Housing, Assistance and Prevention (HHAP) Grant Program

Submission ID NOFA-HHAP00044

Applicant Information

Eligible Applicant Name:

Eligible Applicant Name Response: Sacramento City & County CoC

Eligible Applicant Type:

Eligible Applicant Type Response: Continuum of Care

COC Number:

COC Number Response: 503

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Is This a Government Entity?

Is This a Government Entity Response: No

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Applicant Redirections?

Applicant Redirections Response:

Applicant Redirections Response: No

1. Homelessness Response System Gaps Assessment

When determining local funding priorities, it is critical to understand the current gaps in the local homelessness response system. Each community faces unique challenges in reducing and ending homelessness, so an assessment of current resources and understanding the needs yet to be fulfilled is critical to ensuring the effective and efficient use of new resources. This can be done in various ways and can include conducting a community needs assessment, holding local public forums, talking with service providers and people experiencing homelessness, and utilizing [HUD's seven system-level performance measures](#) that help communities gauge their progress in preventing and ending homelessness.

To successfully complete this section of the application, applicants will need to provide the following:

1. A narrative description of the most recent assessment process used to determine local gaps in housing services for persons experiencing homelessness in the applicant's community. Information should include but is not limited to:
 - a. How data collection methods were used to determine gaps (ie: HUD's homeless Point-in-Time count, Continuum of Care Housing Inventory Count, Longitudinal Systems Analysis, and Stella tools, HMIS Annual Performance Reports for Emergency Shelter (ES), Transitional Housing (TH), Rapid Rehousing (RRH), and Permanent Supportive Housing (PSH), as well as any recently conducted local needs assessments);

Homelessness Response System Gaps Question 1a - Begin Answer

At time of writing, a comprehensive Gaps Analysis for the Sacramento CoC is underway and nearing completion. Both quantitative and qualitative data was collected and analyzed to support research questions identified by the CoC's Systems Performance Committee. Quantitative data analysis included a review of Homeless Management Information System (HMIS) data that included:

- Access in terms of final program enrollments;
- Outcomes in terms of final program exits in each project type; and
- Length of time between first system enrollment and enrollment in a housing program.

Analysis also included 2020 Housing Inventory Count data and Point-in-Time counts from 2011 to 2019. American Community Survey 2020 Population Estimates were also used. Data about system capacity, access, and housing programs was provided by the Sacramento County Department of Human Assistance, Sacramento County Department of Behavioral Health Mental

Health Services Division, and Sacramento Housing and Redevelopment Agency. In addition to the qualitative data, staff were interviewed about their challenges and successes in connecting clients to shelter and housing options, as well as their experiences working with each system.

Homelessness Response System Gaps Question 1a - End Answer

- b. How people with lived experience of homelessness had ongoing meaningful and purposeful opportunities to participate in and inform the most recent gaps assessment and how they have meaningful opportunities to inform all levels of system planning over time;

Homelessness Response System Gaps Question 1b - Begin Answer

Consumer focus groups centered on identifying barriers to access and individual experiences in the Sacramento homeless system of care were used in the course of the systems work and gaps assessment being completed. In addition, the Sacramento City and County CoC Board includes two board members with lived experience being homeless. The CoC Board reviews funding plans, funding allocations, and is consulted and provides feedback on system level work, program design, implementation and evaluation.

Homelessness Response System Gaps Question 1b - End Answer

- c. How organizations that have historically served communities of color but may not have previously participated formally in the CoC and may not be a part of the homelessness provider community had meaningful and purposeful opportunities to participate in and inform the most recent gaps assessment and how they will be engaged in system planning over time;

Homelessness Response System Gaps Question 1c - Begin Answer

In September 2020, the Sacramento community was invited to participate in a CoC workshop that had the purpose of providing a brave space to 1) discuss the impact of racial inequities on people experiencing homelessness and the system designed to support them and 2) decide how the CoC would move this work forward. Members of the public were welcome and encouraged to participate in this workshop and its break-out groups, which also included a Land Acknowledgement, a Black Lives Matter Acknowledgement, a presentation of the local race and ethnicity data analysis, and an overview of racial equity frameworks, learnings from other communities, and key considerations. Feedback from the 48 racially diverse participants, including written summaries from their breakout groups and the workshop chat log, was captured and reported back at the next CoC board meeting,

informing the decision of the board to create and fund a formal Racial Equity (REQ) Committee and highlighted area for further investigation in the gaps analysis and other future efforts.

Homelessness Response System Gaps Question 1c - End Answer

- d. How gaps were assessed for special populations such as families, youth, victims of domestic violence, seniors, persons who have been convicted of a crime, persons with a disability, persons who are chronically homeless, persons with HIV/AIDS, persons who are LGBTQ, veterans, persons with limited English proficiency, and persons who are undocumented;

Homelessness Response System Gaps Question 1d - Begin Answer

The in-progress gaps analysis examines access, outcomes, and length of time for many subpopulations. An individual level analysis was conducted for each for three household types (family, adults without children, and transition age youth) for each project type and across key demographic variables (race, ethnicity, gender, veteran status, chronic, disabling condition, domestic violence, age, number of enrollments).

Homelessness Response System Gaps Question 1d - End Answer

- e. How racial or ethnic disparities in the delivery of homeless services were assessed;

Homelessness Response System Gaps Question 1e - Begin Answer

The in-progress gaps analysis examines access, outcomes, and length of time data by race and ethnicity.

Homelessness Response System Gaps Question 1e - End Answer

- f. How frequently gaps assessments are conducted;

Homelessness Response System Gaps Question 1f - Begin Answer

Data and analysis has informed CoC decision making historically, and the current gaps analysis that is nearing completion is the most comprehensive effort undertaken to date. SSF intends to build on the analysis and continually assess elements of the gaps analysis on at least an annual basis. Many data points will be assessed more frequently.

Homelessness Response System Gaps Question 1f - End Answer

- g. How findings are used to make informed decisions for funding projects within the community; and

Homelessness Response System Gaps Question 1g - Begin Answer

The CoC Board, the System Performance Committee, and other

CoC committees review performance data, including gaps analysis, to guide the NOFA process and other funding-related decision making. For example, in identifying that there was a need for clearer access to the system and diversion funding, the CoC supported the recent initiation of a new Rapid Access Problem Solving program in order to dedicate more efforts to access and diversion.

Homelessness Response System Gaps Question 1g - End Answer

- h. How the applicant will conduct ongoing system performance evaluation to ensure the impact of HHAP-2 funds throughout the spending period and determine if adjustments are needed to address gaps in the homelessness response system.

Homelessness Response System Gaps Question 1h - Begin Answer
Data and analysis has informed CoC decision making historically, and the current gaps analysis that is nearing completion is the most comprehensive effort undertaken to date. SSF intends to build on the analysis and continually assess elements of the gaps analysis on at least an annual basis. Many data points will be assessed more frequently, particularly in areas where HHAP funding has been allocated. In addition, performance metrics are being built into specific programs to evaluate the effectiveness of the program on reducing homelessness in Sacramento. For example, the Rapid Access Problem Solving Program which is being funded with both CoC HHAP-1 and HHAP-2 funds has built in evaluation periods to examine the program and make adjustments as needed. The Coordinated Entry committee is currently working on formalizing the performance metrics that will be used to evaluate the program.

Homelessness Response System Gaps Question 1h - End Answer

2. The most recent gaps assessment that was conducted and the date in which it was completed. Reports can be attached, but all applicants must summarize main findings within this section. Reports submitted without a summary will not be accepted. Summaries must include, but are not limited to:
 - a. Current number of people experiencing homelessness in the community including demographic information, and the existing programs and funding which address homelessness within the jurisdiction;

Homelessness Response System Gaps Question 2a - Begin Answer
The CoC is currently nearing the completion of a gaps analysis and expects completion and adoption in early spring 2021. The following

information is based on the data gathered and included in the draft report to be finalized and adopted by the CoC.

The 2019 Sacramento Homeless Point in Time (PIT) Count conducted over two nights in January indicates 5,570 persons experience homelessness on a given night, an increase of 19% countywide.

Additional findings included:

- 1,670 individuals were sheltered (30%).
- 3,900 individuals were unsheltered (70%).
- Majority of individuals interviewed indicate they are from the Sacramento area (93%).
- Rate of individuals experiencing chronic homelessness has slightly declined since 2017 and rate of unsheltered chronic homelessness has declined as well (-7%).
- The 2019 rise in homelessness reflects the continued challenges with housing affordability locally and across the state with the majority of individuals surveyed indicating access to affordable housing would help to resolve their homelessness.
- The rate of homelessness is consistent with other California communities.
- The majority of individuals experiencing homelessness are 35 years of age or older (61%).
- 20 percent of the homeless population were families with children.
- A disproportionate number of Black and American Indian/Alaska Native people are experiencing homelessness.
- The majority of individuals surveyed have experienced homelessness for over a year (59%).

In addition, CoC programs served more than 11,000 persons in 2020 based on HMIS data. For information on the CoC programs and funding that are used to address homelessness please see Section 2

- Regional Resources Planning of this application.

Homelessness Response System Gaps Question 2a - End Answer

- b. Data and qualitative information showing any gaps or disparities in access to services, delivery of services, and housing placement and housing retention outcomes for special populations such as families, victims of domestic violence, seniors, youth and young adults, persons who have been convicted of a crime, persons with a disability, persons who are chronically homeless, persons with HIV/AIDS, persons who are LGBTQ, veterans, persons with limited English proficiency, and persons who are undocumented;

Homelessness Response System Gaps Question 2b - Begin Answer

Overall there are more people of all populations who need assistance than the system can currently provide. As previously mentioned, the in-progress gaps analysis examines access, outcomes, and length of time for many subpopulations. An

individual level analysis was conducted for each for three household types (family, adults without children, and transition age youth) for each project type and across key demographic variables (race, ethnicity, gender, veteran status, chronic, disabling condition, domestic violence, age, number of enrollments). Once the gaps analysis is completed the CoC will be able to examine any disparities in access to the system for these special populations.

Homelessness Response System Gaps Question 2b - End Answer

- c. Data and qualitative information showing any racial or ethnic disparities in access to services, delivery of services and housing placement and housing retention outcomes of homeless services;

Homelessness Response System Gaps Question 2c - Begin Answer

An analysis of racial and ethnic disparities in 2020 was undertaken to support a CoC workshop in September 2020 workshop. The analysis focused on better understanding the population data as well as aspects related to program access and enrollment. In general, most aspects of the Sacramento CoC's services reviewed showed little sign of disparity by race or ethnicity. The analysis reinforced that Black, American Indian/Native Alaskan, Native Hawaiian/Pacific Islander, and those of two or more races are overrepresented in the population of those experiencing homelessness. In addition, American Indian/Native Alaskan, Native Hawaiian/Pacific Islander, and those of two or more races were overall less likely to participate in HMIS-reporting programs. The analysis also showed that there are disparities by race in VI-SPDAT scoring, which is used in part to assess what kind of programs would be most helpful for individual clients. Outcome data in the draft Coordinated Entry Evaluation and Gaps Analysis show that fortunately, this is not translating into disparities in housing placements. It is also noteworthy that race and ethnicity outcomes vary by type of subpopulation. For example when broken down by race, families can experience more or less disparity than single adults depending on the specific measure. The complex relationship between different variables is something we need to better understand. Follow up actions from the workshop included the creation the REQ committee, which is expected to dive deeper into equity data, and additional analysis on outcomes was made part of a Coordinated Entry Evaluation and Gaps Analysis efforts that are underway.

Homelessness Response System Gaps Question 2c - End Answer

- d. Any other disparities that were found in the delivery of homelessness services including rates of successful permanent housing placements, and housing retention rates;

Homelessness Response System Gaps Question 2d - Begin Answer
 Additional information on disparities is expected at the conclusion of the Gaps Analysis.

Homelessness Response System Gaps Question 2d - End Answer

- e. Using the Service Gap Analysis Chart below, identify which areas of the local homelessness response system (e.g. shelter, rental subsidies, supportive housing) have gaps in resources based on the needs of people experiencing homelessness in the community.

Homelessness Response System Gaps Question 2e - Begin Answer
 In the chart below, we used HMIS data to assess the number of people receiving services. We used estimates of the total population experiencing homelessness (based on the 2019 Point in Time Count) and applied what we know about the proportion of intensity of services needed by the current population. We estimate that 44% of those unhoused have high service needs (permanent supportive housing), 44% have moderate service needs (rapid rehousing/rental assistance) and 12% would benefit from prevention and diversion services. We examined our counts of unsheltered persons and estimated how many were not engaged in street outreach to determine additional outreach needs. The 2019 Point in Time Count of unsheltered persons also helped us identify the need for additional interim housing/shelter beds. As the Service Gap Analysis chart shows, we found demand exceeded supply in all categories.

Homelessness Response System Gaps Question 2e - End Answer

Table: SERVICE GAP ANALYSIS

	Total # of Clients Currently Needing This Service	Total # of Clients Currently Receiving This Service	Remaining Need
Interim Housing/Shelter Beds	5950	2050	3900
Rental Assistance	5958	3507	2451
Supportive Housing (Permanent)	4712	2261	2451
Outreach	2910	1943	967
Prevention/Diversion	811	143	668

2. Regional Resources Planning

When working within the homelessness system, it is critical to assess the current resources available within the community to ensure any new resources are most effectively and efficiently targeted to best serve people experiencing homelessness within the community. Given the high number of people experiencing homelessness in California and the unprecedented amount of federal and state funds available to address homelessness, HCFC expects applicants to coordinate all available funding to safely shelter and permanently house as many people experiencing homelessness in the applicant's community as possible, with a particular focus on rehousing individuals currently living in Project Roomkey (PRK) sites.

HCFC requires all HHAP-2 applicants to complete a [Homelessness Response Local Investment Plan \(Appendix A\)](#) that lists all regional resources used to address homelessness. The document includes different interventions within the homelessness system. For each intervention, please tell us:

- The funding source(s) used to assist in the delivery of the intervention. If several funding sources are used, please list them in order of highest amount of funding used for the intervention to the lowest;
- If the funding source is covered by more than one applicant (i.e. County and Continuum of Care) please list separately. Do not combine allocations; and
- When referencing units of measurement, please reference service basis unit of measurement. Example: \$500,000 in funding provided RRH to approximately 20 households over XX period of time.

In addition to filling out the [Homelessness Response Local Investment Plan](#) document, applicants must answer the following narrative question that will support the information provided:

1. What efforts are made to coordinate all available local, state and federal funds that can address homelessness in the applicant's community?

Regional Resources Planning Question 1 - Begin Answer

Coordinating local, state and federal funding is a complex endeavor, given the variety of program requirements and priorities (impacting eligible uses, target population, community processes, etc.), funding timeframes, continuity of funding, and jurisdictional processes (e.g., governing body approvals), among other limitations. Nonetheless, funding is coordinated to the greatest extent possible in two ways, 1) through staff coordination and coordinating "tables"; 2) by aligning complex funding around common initiatives and priorities.

Coordinating tables have included Continuum of Care and committees; Funder's Collaborative; development of community practice standards to

improve consistency of delivery of shelter, outreach, re-housing and case management standards; coordination of one-time State HEAP and HHAP state funding; development of County homeless plan.

Funding has also been intentionally coordinated around the following initiatives or objectives. Two examples include: 1) the multi-agency COVID-19 homelessness response team (County, CoC, City of Sacramento, SHRA) created a comprehensive response plan to create medical isolation and preventative quarantine units in non-congregate settings, as well as to ensure congregate shelters are operating safely and to support persons living unsheltered in encampments. To date, excluding Project HomeKey which aligns multiple funding sources; \$40 million was aligned from 11 funding sources from three entities (14 funding processes). Additional cross-jurisdictional efforts that improve the use of data and facilitate collaboration include:

Data Dashboard

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

Sacramento Homeless Policy Council

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

The purpose of the Policy Council is to create a forum where members could meet regularly to provide strategic leadership on Sacramento's homelessness response. The Policy Council could accelerate information sharing and promote a greater alignment of policies, programs and

investments across Sacramento. The Policy Council would complement several forums working at the staff level to improve coordination and Sacramento's homelessness response system, including the Continuum of Care Advisory Board, a Funder's Collaborative, and collaborative implementation of new State homelessness funding.

Initiating the Policy Council would be a first step towards addressing regional collaboration and establishing a regional organizational model. Objectives of the Policy Council include reviewing actionable solutions and best practices being employed across the County, setting policy direction on shelter, housing and crisis response through system improvements. Where possible, shared and collaborative leadership on particular responses to the crisis could be implemented. The Policy Council is designed to be a deliberative body, not a decision making body. Any actions, decisions, authority remain with respective jurisdictions. While the initiation of the Policy Council was delayed due to the COVID-19 pandemic, we anticipate that the Policy Council will have its first meeting in the spring of 2021.

Regional Resources Planning Question 1 - End Answer

3. HHAP-2 Funding Plans

When planning how to target new HHAP-2 resources, it is essential to do so in direct response to the gaps assessment and current regional investment planning described in Sections 1 and 2. HHAP-2 funding plans must state the specific gaps that will be addressed with these new funds and provide sufficient detail to ensure that any selected projects will effectively meet identified gaps. HCFC expects applicants to clearly understand and identify the intervention types requiring funding prior to initiating their local project selection processes.

Applicants must identify and describe each intervention type they intend to fund with their HHAP-2 grant and how much of their HHAP-2 funding they intend to focus on that intervention type. Applicants must also describe how investing in the requested interventions will meet the previously identified needs of their community.

Intervention Types are broken into six categories: (1) Outreach; (2) Interim Housing; (3) Rental Assistance; (4) Permanent Supportive and Service-Enriched Housing; (5) Diversion and Homelessness Prevention, and (6) Services.

Applicants should utilize the HHAP-2 [Application Guidance](#) document for detailed information on how these interventions can be implemented, how they work together, and how HCFC recommends prioritization and utilization of these interventions.

In addition to providing information on how the applicant intends to utilize their HHAP-2 funds on specific interventions, applicants must also outline the amounts they intend to allocate to the eligible uses that will support the interventions throughout the duration of the grant period.

To successfully complete this section of the application, applicants will need to provide the following:

1. Using the [Funding Plan Template \(Appendix B\)](#) and [Expenditure Plan Template \(Appendix C\)](#), provide detailed information for each of the intervention types and eligible uses being proposed for HHAP-2 funding. **(NOTE:** Specific project information for the intervention types identified will be requested at a later date once the local selection process has been completed.)
2. Describe how the applicant intends to prioritize funding towards local Project Roomkey permanent housing pathways. If an applicant does not intend to prioritize funding in this way, they must explain what other resources have been identified to meet this need locally to ensure that households staying at Project Roomkey sites move to permanent housing and do not return to unsheltered locations or congregate settings.

HHAP-2 Funding Plans Question 2 - Begin Answer

HHAP-2 funding is not being considered for Project RoomKey permanent housing pathways due to the timing of the availability of HHAP-2 funds which will be too late to support our rehousing efforts out of Project RoomKey. At this time we anticipate ramping down Project RoomKey in the spring and we anticipate not receiving HHAP-2 funding until later in spring or early summer.

However our COVID-19 response remains focused on permanent solutions as we work toward our ambitious goal of rapidly moving most households from the COVID-19 shelters into permanent housing with support for ongoing stability or with interim housing and shelters as an alternative when that is not possible. This effort continues to require unprecedented collaboration as we work to facilitate and support program placement and connection to re-housing providers as quickly as possible and to provide additional support to clients on their pathway to permanent housing.

Project RoomKey guests have all been linked to community re-housing programs for which they qualify, or have been connected to onsite navigation teams who are working with individuals and households to problem solve and identify a pathway to permanent housing. Ongoing, regular case conferencing with providers and Re-Housing Program Leads ensures the ability for providers to accelerate and monitor progress toward housing. Program leads and providers also convene on a bi-weekly basis to share progress and resources.

Additionally, 225 households will be referred and enrolled for services in the expanded County Flexible Housing Pool (FHP). FHP is a rapid rehousing program where providers work with clients by providing intensive case management services and property related tenant services to help secure housing.

Funding in the amount of approximately \$8 million has been identified and budgeted for the Project RoomKey Rehousing Program. This funding is a combination of County CARES ESG I and ESG II, County General Fund, City of Sacramento Coronavirus Relief Funds, CoC COVID-19 Emergency Funds and CoC HEAP.

HHAP-2 Funding Plans Question 2 - End Answer

3. Describe the activities budgeted for grant administration. In the applicant's response, describe the overall grant administration staffing plan to accomplish the applicant's goals and activities. Provide information on roles that will be responsible for ensuring the successful execution of HHAP funded projects.

HHAP-2 Funding Plans Question 3 - Begin Answer

Grant administration of the HHAP-2 funds includes administration and oversight of the funds that are awarded to subrecipients, general oversight and administration of the fund including State reporting and communication with the State as questions arise, and program level design, implementation and evaluation.

The Chief Strategic Initiatives Officer (CSIO) at SSF is the primary person responsible for overseeing the HHAP funding. Working with the contracts administration team, the CSIO is responsible for ensuring that funds are properly awarded to subrecipients, that HHAP funded projects are being implemented as approved, and that reporting is completed on time. The CSIO will also work closely with the HMIS team to make sure that projects are set-up and coded properly, providers are entering in data on a regular basis, and receiving data analytics needed to evaluate project performance.

The Chief Planning Officer at SSF will be responsible for and overseeing the design and implementation of several of the HHAP funded projects including Landlord Engagement and the Rapid Access Problem Solving Program.

HHAP-2 Funding Plans Question 3 - End Answer

Descriptions should include but are not limited to:

- a. The number of full-time employees (FTE) or percent of time per FTE that will be employed by the applicant dedicated to the execution of HHAP-2.

HHAP-2 Funding Plans Question 3a - Begin Answer

2 FTE

HHAP-2 Funding Plans Question 3a - End Answer

- b. Existing staff positions that will be leveraged to fulfill this need.

HHAP-2 Funding Plans Question 3b - Begin Answer

Existing staff positions at Sacramento Steps Forward that will be leveraged to work on the execution of HHAP-2 include the following:

Chief Executive Officer

Chief Planning Officer

Coordinated Entry Systems Program Manager

Coordinated Entry Projects

Coordinated Entry Specialist

Field Administrator

Outreach Staff

Chief Strategic Initiatives Officer

HMIS Manager

Contracts Financial Analyst

Accounting Team

HHAP-2 Funding Plans Question 3b - End Answer

4. In what ways the applicant's jurisdiction is leveraging the adult system to serve youth and in what ways the homelessness response system has been or will be adapted to youth; and how the applicant will use HHAP-2 funding to ensure youth can access services and that targeted spending meets their needs.

HHAP-2 Funding Plans Question 4 - Begin Answer

Sacramento CoC offers youth specific-services through Coordinated Entry, but youth are also able to access services for adults aged 18 and older. Additionally, resources exist outside of Coordinated Entry (CE) which youth providers directly administer and operate.

Recognizing the need for systems support for youth and families, the CoC is applying for \$100,000 in HHAP-2 funds in an effort to increase systems support for activities necessary to create system-wide partnerships and maintain a homeless services and housing delivery system for families and homeless youth. This funding would be dedicated to support building the infrastructure for youth case conferencing, engagement with coordinated entry, and strengthening relationships and collaboration with Sacramento's Youth Council, youth providers and Sacramento's McKinney Vento liaisons for youth and families.

HHAP-2 Funding Plans Question 4 - End Answer

5. Describe how the applicant will incorporate meaningful collaboration with individuals that have lived experience being homeless throughout funding planning, design, implementation, and evaluation.

HHAP-2 Funding Plans Question 5 - Begin Answer

The Sacramento City and County CoC Board includes two board members with lived experience being homeless. The CoC Board reviews funding plans, funding allocations, and is consulted and provides feedback on program design, implementation and evaluation. In addition the consumer voice is being included in systems work and policy work that is currently happening. Specific outreach and feedback from people with lived experience is also being sought out as new programs and projects are being developed.

HHAP-2 Funding Plans Question 5 - End Answer

4. HHAP-2 Goals

Creating performance targets that can be clearly measured every year ensures a commitment to locally shared goals. Utilizing the local needs assessment, applicants must identify the areas of impact to be targeted by HHAP funds in Section 3: HHAP-2 Funding Plans, and in this section must present specific and measurable goals for those investment areas. These goals should inform how applicants design HHAP programming and should be stated in the local selection process funding announcements and subcontracts so that local applicants and the selected subrecipients understand program expectations.

HHAP Programmatic Goals

HHAP statute mandates that applicants set goals related to the total number of individuals served and, of those served, the number who will be successfully placed in permanent housing due to HHAP-2 investments.

For interventions funded with HHAP, applicants must show how their jurisdiction plans to use their HHAP investment to meet statutorily-required goals by providing the following in the table below: (1) number of individuals that *currently* need this intervention; (2) number of households expected to be served, annually and over the entire grant period; and (3) number of households expected to be placed into permanent housing, annually and over entire grant period.

Note: identified need below should be the same as the numbers indicated in Section 1.

Table – Statutory Goals by Intervention Type – Permanent Supportive and Service-Enriched Housing

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
Total # of individuals that <i>currently</i> need this intervention	4712					
# of individuals expected to be served by HHAP-2	0	0	0	0	0	0
# of individuals expected to be placed into permanent housing through HHAP-2	0	0	0	0	0	0

Table – Statutory Goals by Intervention Type – Rental Assistance

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
Total # of individuals that <i>currently</i> need this intervention	5958					
# of individuals to be served	0	20	20	0	0	40

# of individuals to be placed into permanent housing	0	10	10	0	0	20
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Table – Statutory Goals by Intervention Type – Interim Housing

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
Total # of individuals that <i>currently</i> need this intervention	5950					
# of individuals to be served	0	15	0	0	0	15
# of individuals to be placed into permanent housing	0	7	0	0	0	7

Table – Statutory Goals by Intervention Type – Diversion and Homelessness Prevention

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
Total # of individuals that <i>currently</i> need <i>equity</i> this intervention	811					
# of individuals to be served	150	450	0	0	0	600
# of individuals to be placed into permanent housing	30	90	0	0	0	120

Table – Statutory Goals by Intervention Type – Outreach

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
Total # of individuals that <i>currently</i> need this intervention	2910					
# of individuals to be served	600	1800	0	0	0	2400
# of individuals to be placed into permanent housing	120	360	0	0	0	480

Table – Statutory Goals by Intervention Type – Services

	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	Total #
# of individuals to be served	0	0	0	0	0	0
# of individuals to be placed into permanent housing	0	0	0	0	0	0

In addition to setting clear goals on numbers served and numbers moved into permanent housing, applicants must also provide the following:

1. Any additional systemwide goals the applicant's jurisdiction and/or region has identified and the metrics used to evaluate progress towards those goals.

HHAP-2 Goal Question 1 - Begin Answer

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

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

For the Performance Targets by Project Type table and the Minimum Standards by Project Type table, please refer to the Supplemental Information_Section 4 document attached to this application.

HHAP-2 Goals Question 1 - End Answer

2. An update on systemwide goals identified in HHAP-1 and explanation of any goal modifications made in response to changing needs.

HHAP-2 Goal Question 1 - Begin Answer

At this time there are not any updates on the systemwide goals identified in the HHAP-1 application, however we anticipate seeing some adjustments as a result of the forthcoming gaps analysis.

HHAP-2 Goals Question 1 - End Answer

3. At least one clear, measurable performance goal related to how HHAP-2 funding will address racial disparities identified in the jurisdiction's homelessness response system.

HHAP-2 Goal Question 1 - Begin Answer

The CoC has recently formed a new Racial Equity Committee that will be developing an action plan to address racial disparities. The strategies identified in the action plan will be applied to the specific intervention

investments as necessary to address the impacts of homelessness on communities of color.

The goal is to ensure that access to homeless services is not different based on race or ethnicity. This will be measured by the prevalence rate of enrollment in homeless services, calculated by dividing the proportion by race of those enrolled in services (as documented in HMIS) by the proportion by race of those experiencing homelessness (from the Point in Time Count).

The performance goal is to reduce the ratio of disparity so that no group is lower than 0.8 as of end of 2022 and no lower than 0.9 by end of 2023. In January 2019 (the most recent PIT), the group with the lowest likelihood of receiving services was American Indian/Alaska Native at 0.3.

HHAP-2 Goals Question 1 - End Answer

4. At least one clear, measurable, youth-specific performance goal related to HHAP-2 investments, including an explanation of how the applicant's jurisdiction accounts for the unique service needs of youth when determining how to set performance targets for youth set-aside funding interventions.

HHAP-2 Goal Question 1 - Begin Answer

In 2018, Sacramento was selected as one of five communities nationwide to participate in the 100-Day Challenge, sponsored by A Way Home America (AWHA). The Sacramento Team was organized and led by local youth homeless service providers and youth with lived experience. The goal was to house 200 youth (ages 16-24) in 100 days, with 20% of the total to include pregnant or parenting youth and 65% of total youth served experiencing stress mental health symptoms that create challenges to becoming stably housed. The Sacramento 100-Day team was successful in this challenge, with a total of 266 youth and young adults who were stably housed. 41% of all youth housed were pregnant and parenting, 56% of all youth housed were experiencing stress and/or mental health symptoms. As a result of this success, this team was invited to participate in the Grand Challenge, organized by AWHA, with the goal of ending homelessness for LGBTQ+ youth and youth of color in Sacramento.

The CoC is funding three interventions specific to youth with HHAP-2 funds, continuing youth sheltering projects funded with HHAP-1, systems support for youth and families, and youth specific outreach, all seeking to support the efforts and goals of the Grand Challenge.

Our goal is to engage with TAY on the BNL and work to prevent youth from slipping through the cracks, working to ensure TAY prioritized for housing are connected with a service provider, and provide services to youth in HMIS and keep client information up to date.

In 2020, 419 TAY disappeared from the system due to a lack of engagement in HMIS. Our performance goal is to reduce the number of youth who become inactive on the By-Name List by 15% by the end of 2022.

HHAP-2 Goals Question 1 - End Answer

5. Local Project Selection Process

Applicants may choose (though they are not required) to contract with local nonprofits and service providers to administer the services detailed in their HHAP-2 Funding Plan. When contracting for services, applicants shall select qualified service providers that provide services which match the needs of the local population of people experiencing homelessness and which are HHAP-eligible activities that are in line with the applicant's HHAP-2 Funding Plan.

HCFC encourages applicants to consider how these funds are accessible to smaller and non-traditional organizations that have historically served communities of color but may not have previously participated formally in the CoC or been a part of the homeless provider community.

To successfully complete this section of the application, applicants will need to provide the following:

1. An explanation of how HHAP-2 funds will be distributed and whether a local project selection process will be utilized to select subcontractors.

Local Project Selection Process Question 1 - Begin Answer

The following are the areas of CoC HHAP-2 funding and an explanation of how funds will be distributed and whether a local project selection process will be utilized to select subcontractors:

Landlord Engagement: Funds being made available to providers to support their rehousing efforts will be made available through a public local review and selection process. CoC review and selection processes include a review and potential ranking by a panel, which includes members of the CoC board.

RAPS - Diversion and System Support: Funds being made available to providers to support diversion and expansion of access points will either be a continuation/extension of providers that were funded with HHAP-1 funds (through a local selection process) or if new providers are being considered then a local selection process will be used. In other instances where there are only certain providers working in an area, youth staff engaging with the Coordinated Entry system for example or 2-1-1 being the only central phone access point, the funds may be distributed directly to providers working in the specific area.

RAPS - Outreach: Funds being made available to providers to increase outreach will either be a continuation/extension of providers that are currently working in outreach, tied to a site that was funded through HHAP-1 (through a local selection process), or if new providers are being considered then a local selection process will be used. In lieu of a competitive process, the local selection process could be a Request for Information that would be reviewed by a panel.

Extending Youth Sheltering: The Homeless Youth Task Force has recommended extending HHAP-1 funded projects, which were selected through a local selection process. As indicated in Section 2, using performance metrics and prioritization in collaboration with the HYTF, YAB and City of Sacramento, the CoC is recommending a process be developed for making a more specific funding decision on which projects will be extended, which could include a local selection process, as well as the final funding allocations for extending the projects would be reported back to the CoC Board at a later date.

Local Project Selection Process Question 1 - End Answer

Will subcontractors be utilized? Yes

a. If the applicant *is not utilizing* a local selection process, please include the following in the explanation:

i. Description of why this is the best funding plan for the community; and

Local Project Selection Process Question 1a.i. - Begin Answer
Local Project Selection Process Question 1a.i. - End Answer

ii. Description of how applicants will ensure equitable access to services funded.

Local Project Selection Process Question 1a.i.i. - Begin Answer
Local Project Selection Process Question 1a.i.i. - End Answer

b. If the applicant *is utilizing* a local selection process, please include the following in the explanation:

i. What is the process and timeline for project selection?

Local Project Selection Process Question 1b.i. - Begin Answer
The standard approach for the local selection process is to use a competitive funding tool such as Request for Proposals (RFP), Request for Information (RFI). In both cases a review panel, which would include members of the CoC Board or committees, experts in the program area, and SSF staff, would be part of the selection and review process. The timing of the project selection will vary by funding intervention.

Local Project Selection Process Question 1b.i. - End Answer

ii. How will the applicant encourage new partners to participate?

Local Project Selection Process Question 1b.i.i. - Begin Answer

CoC staff is currently developing a communications strategy for Coordinated Entry that will address how we communicate materials in different languages, social media, online newsletters, website links, announcements at meetings, sharing with partners and providers, and other ways of communicating to better communicate to people how to access services. Strategies developed for CE will be shared and used for other communication needs including local selection processes.

Local Project Selection Process Question 1b.i.i. - End Answer

- iii. How will people with lived experience of homelessness, including youth with lived experience, have meaningful and purposeful opportunities to shape the selection process and funding decisions?

Local Project Selection Process Question 1b.i.i.i. - Begin Answer

There are currently two people with lived experience on CoC Board, which reviews and approves all major funding decisions. In addition, the consumer voice has been included in systems work and policy. Specific outreach and feedback from people with lived experience is also being sought as programs are being developed.

For the youth specific projects, we have met with and received input from the HYTF and the YAB which is made up of members with lived experience. The HYTF is co-chaired by YAB member with lived experience for youth funding. Will continue to work with both the YAB and HYTF to further develop the funded programs. In addition we anticipate that the intentional work through the Racial Equity Committee to look at disparities in the system might also help inform how to improve in this area.

Local Project Selection Process Question 1b.i.i.i. - End Answer

- iv. How will the applicant promote equity and ensure underrepresented communities can be competitive applicants for funding?

Local Project Selection Process Question b.i.v. - Begin Answer

The Racial Equity Committee, a subcommittee of the CoC Board, is tasked with submitting an action plan to the CoC Board by July 2021. It is anticipated that a component of this plan will be a strategy to expand the reach of funding to underserved and marginalized communities and non-traditional providers who can reach and serve disproportionately impacted communities. Such a strategy will emerge from the research that the Committee will conduct on our local needs and resources as well as the models that other communities are shepherding.

Local Project Selection Process Question b.i.v. - End Answer

2. Describe how systemwide collaboration would occur among homelessness service providers and other social safety net providers. How do these collaborative efforts help minimize or avoid the duplication of service and effort?

Local Project Selection Process Question 2 - Begin Answer

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

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

The CoC Board meets monthly and is the approving body for CoC activities. In addition to the CoC Board members, the meetings are open to the public and are well attended by homeless service providers and other interested parties. As the CoC implements HHAP activities, there will be many levels of collaboration, from further defining how an activity might be implemented, coordination across agencies, and actual implementation of the HHAP projects. When appropriate, the CoC may use its various subcommittees or broad community meetings to have discussions to drive direction of implementation of HHAP activities. The CoC Board meetings are also an opportunity for organizations to share information about efforts within other jurisdictions, as the City and County often do. This collaborative space in the community is a way for staff and providers to ensure there is not duplication of services or efforts.

Local Project Selection Process Question 2 - End Answer

In addition to the narrative questions above, check all box(s) that apply to the applicant's community:

Table – Local Project Selection Process Assessment

LOCAL PROJECT SELECTION PROCESS ASSESSMENT (check all that apply)	
Local Project Selection Assessment Statement: The process will clearly define for potential subcontractors which types of projects will be prioritized for funding and which needs identified in the needs/gaps assessment are intended to be met by funding such projects.	Local Project Selection Assessment Response: Yes
Local Project Selection Assessment Statement: The process will prioritize programs that address the disproportionate impacts that homelessness and COVID-19 have on communities of color, particularly Black, Latinx, Asian, Pacific Islander, Native and Indigenous communities.	Local Project Selection Assessment Response: Yes
Local Project Selection Assessment Statement: The process will remove barriers to competitive participation by applicants representing marginalized communities.	Local Project Selection Assessment Response: Yes
Local Project Selection Assessment Statement: The process will use objective criteria to evaluate projects for funding.	Local Project Selection Assessment Response: Yes
Local Project Selection Assessment Statement: The objective criteria used to evaluate projects will include data on past performance related to the proposed activity (for example, an existing rapid rehousing provider applies to provide rapid rehousing services with HHAP funds and provides HMIS data to show a history of positive outcomes)	Local Project Selection Assessment Response: Yes
Local Project Selection Assessment Statement: The objective criteria used to evaluate projects will allow applicants applying to perform services not previously performed by their organization, to provide other data or outcome results to support their competency to perform the proposed activity.	Local Project Selection Assessment Response: Yes
Local Project Selection Assessment Statement: The process will have provisions to allow for innovation, while balancing the need for data and performance-based decision-making.	Local Project Selection Assessment Response: Yes
Local Project Selection Assessment Statement: The process will be posted publicly on a platform that is accessible to the public.	Local Project Selection Assessment Response: Yes
Local Project Selection Assessment Statement: The process will consider the severity of needs and vulnerabilities of the proposed target population in its objective criteria – and aligns its prioritization of these needs with the needs identified through the community needs assessment process.	Local Project Selection Assessment Response: Yes
Local Project Selection Assessment Statement: The process will avoid conflict of interest.	Local Project Selection Assessment Response: Yes
Local Project Selection Assessment Statement: The process will only fund programs that follow a Housing First approach.	Local Project Selection Assessment Response: Yes
Local Project Selection Assessment Statement: The process will include people with lived experience to have meaningful and purposeful opportunities to inform and shape all levels of planning and implementation.	Local Project Selection Assessment Response: Yes

6. Racial Equity Efforts

HHAP-2 applicants should prioritize the advancement of racial equity at every level of the homelessness response system. Applicants must be actively involved in their homelessness response systems, facilitating partnerships among service organizations, and promoting racial equity practices. Applicants must respond to disproportionality in access to services, service provision, and outcomes. Applicants cannot simply rely on delivering a standardization of services to address equity. Applicants have the responsibility to examine their data to ensure all eligible persons receive equitable services, support, and are served with dignity, respect, and compassion regardless of circumstances, ability, or identity.

HCFC encourages applicants to consider how these funds are accessible to smaller and non-traditional organizations that have historically served communities of color but may not have previously participated formally in the CoC or been a part of the homeless provider community, and how these funds would address the organizational capacity of organizations that are led by Black, Latinx, Asian, Pacific Islander, and Native and Indigenous people that support the goal of reducing and ending homelessness.

To successfully complete this section of the application, applicants will need to provide the following:

1. Using the [Racial Demographic Data Worksheet \(Appendix D\)](#), please provide the Continuum of Care Outcomes by Race and Ethnicity.
2. Describe how the local homelessness response system or projects the applicant is planning use policy and practices to ensure equal access and non-discrimination when serving prospective and new program participants.

Racial Equity Efforts Question 2 - Begin Answer

Sacramento Steps Forward has several data sources from which to draw as we conduct our ongoing racial equity analyses for the Continuum of Care. The 2019 American Community Survey 5-year data has been used to illustrate who is in the general population. The 2019 PIT data has been used to estimate the population of those experiencing homelessness. Finally, the 2017-2019 end of year HMIS data has been used to identify the population receiving homeless-related services. It is important for us to use these multiple data sources in our analyses because together they paint a picture of how certain communities are disproportionately affected by homelessness and, further, how they fare on sheltered versus unsheltered homelessness as well as access to services.

Specifically, we have analyzed how the general population compares to the homeless population by ethnicity and by race and how the homeless

population compares to the population receiving services by ethnicity and race. Within these analyses, we have sought to better understand the extent to which subpopulations (households with minor children, veterans, and TAY) are disproportionately impacted, and also whether there are variations in VI-SPDAT scores by race.

While limited by the technical issues that are likely found to some extent in all communities such as local data quality, potential PIT undercounting, and underutilization of HMIS, these analyses nonetheless have enabled us to broadly determine the disproportionate impacts that homelessness has on communities of color, particularly Black and Indigenous communities.

Additional opportunities for our pursuit of racial and ethnic understanding include: access to VI-SPDAT assessments, program enrollments, and program exits to unknown destinations, as well as our gaps analysis and COVID-19 shelter rehousing outcomes review which are currently underway. As we learn from our data and our stakeholders where there are opportunities to ensure equal access and non-discrimination when serving prospective and new program participants, changes will be made to our policies and practices.

Racial Equity Efforts Question 2 - End Answer

3. How does the applicant's grant making process and/or funding decisions include prioritization of programs that are addressing the disproportionate impacts that homelessness and COVID-19 have on communities of color, particularly Black, Latinx, Asian, Pacific Islander and Indigenous communities?

Racial Equity Efforts Question 3 - Begin Answer

In September 2020, the Sacramento community was invited to participate in a CoC workshop that had the purpose of providing a brave space to 1) discuss the impact of racial inequities on people experiencing homelessness and the system designed to support them and 2) decide how the CoC would move this work forward. Members of the public were welcome and encouraged to participate in this workshop and its break-out groups, which also included a Land Acknowledgement, a Black Lives Matter Acknowledgement, a presentation of the local race and ethnicity data analysis, and an overview of racial equity frameworks, learnings from other communities, and key considerations. Feedback from the 48 racially diverse participants, including written summaries from their breakout groups and the workshop chat log, was captured and reported back at the next CoC board meeting, informing the decision of the board to create and fund a formal Racial Equity (REQ) Committee.

The Coc Board will integrate the findings and recommendations of the REQ Committee into its grant making process and funding decisions to ensure that

there is prioritization of programs that are addressing the disproportionate impacts that homeless and COVID-19 have on communities of color.

Racial Equity Efforts Question 3 - End Answer

4. How are the voices of Black, Latinx, Asian, Pacific Islander and Indigenous communities being developed as central in creating effective approaches to reducing and ending homelessness?

Racial Equity Efforts Question 4 - Begin Answer

The REQ Committee recently formed as a subcommittee of the CoC will hold primary responsibility for uncovering the scope, causes, and potential solutions of race serving as a predictor for homelessness in Sacramento. This discovery extends to the ways in which Black, Indigenous, and People of Color (BIPOC) experience homelessness and our local homelessness system. As knowledge is generated, it will be disbursed through interactive trainings, accessible reports, and other user-friendly mechanisms. Ultimately, the REQ Committee will be responsible to submit an action plan to the CoC board in summer 2021.

It is expected that members will bring personal and professional expertise, including lived experience with racial discrimination and homelessness, as well as with resilience, cultural assets, and systems connections to the committee. Widespread recruitment for the REQ Committee yielded 66 applications. Every effort was made to solicit applications and ultimately select members who are most impacted by structural inequities and empowered to act on those inequities, both within and outside of the immediate homelessness system.

Of those selected onto the Committee, 43% have indicated that they have past or current lived experience of homelessness and 86% indicated that they or their family is BIPOC. We are committed to providing a \$25 per hour stipend for committee members with lived experience of homelessness.

Racial Equity Efforts Question 4 - End Answer

5. Does the applicant have a strategy to expand the reach of funding to underserved and marginalized communities and non-traditional providers who can reach and serve disproportionately impacted communities? If so, please describe.

Racial Equity Efforts Question 5 - Begin Answer

The Racial Equity Committee, a subcommittee of the CoC Board, is tasked with submitting an action plan to the CoC Board by July 2021. It is anticipated that a component of this plan will be a strategy to expand the reach of funding to underserved and marginalized communities and non-traditional providers who can reach and serve disproportionately impacted communities. Such a strategy will emerge from the research that the Committee

will conduct on our local needs and resources as well as the models that other communities are shepherding.

Racial Equity Efforts Question 5 - End Answer

6. Describe how the priority population(s) learn about and enter local homelessness programs, including marketing and communication strategies used.

Racial Equity Efforts Question 6 - Begin Answer

We have built strong connections with many smaller BIPOC organizations through the Volunteer Network that we created in response to the pandemic in the spring of 2020. Some of the members of the Volunteer Network are now being seated on the Racial Equity Committee and can inform this important component of the action plan.

In addition, CoC staff is currently developing a communications strategy for Coordinated Entry that will address how we communicate materials in different languages, social media, online newsletters, website links and other ways of communicating to better communication to people how to access services. Strategies developed for CE will be shared and used for other communication needs.

Racial Equity Efforts Question 6 - End Answer

7. How is the applicant making community project grants accessible to smaller organizations that have historically served communities of color, but may not have previously participated formally in the CoC or as a part of the "homeless provider" community?

Racial Equity Efforts Question 7 - Begin Answer

It is anticipated that a component of the Racial Equity Committee's action plan will be a strategy to make community project grants accessible to smaller organizations that have historically served communities of color, but may not have previously participated formally in the CoC or as a part of the "homeless provider" community. Fortunately, we have built strong connections with many of these smaller BIPOC organizations through the Volunteer Network that we created in response to the pandemic in the spring of 2020. Some of the members of the Volunteer Network are now being seated on the Racial Equity Committee and can inform this important component of the action plan.

Racial Equity Efforts Question 7 - End Answer

8. How does the applicant partner with organizations that are addressing racial equity in the housing and homelessness response system?

Racial Equity Efforts Question 8 - Begin Answer

There is tremendous intentionality through the Racial Equity Committee in identifying organizations both upstream and downstream that are addressing racial equity and partnering with them to strengthen the housing and

homelessness response system. With that in mind, recruitment for the Committee extended to transportation, mental health, workforce development, health plans, education, and many other sectors that can play a role in both preventing disproportionality on the front end of homelessness and mitigating it on the back end. Strategic partnership recommendations are anticipated to be a key component in the Committee's action plan.

Racial Equity Efforts Question 8 - End Answer

9. How will the applicant ensure that racial disparities are addressed with this funding?

Racial Equity Efforts Question 9 - Begin Answer

Racial disparities will be addressed through the strategies that emerge in the action plan. Those strategies will be informed by a thoughtful group of people who are able to bring their lived experience and professional expertise to a process that will engage them with community based participatory research, customized trainings that explain the history of structural racism and how it has unfolded both nationally and locally, and an exploration of racial equity tools, models, policies, and practices that have closed racial disparities in the housing and homelessness response system as well as in other complex systems.

Racial Equity Efforts Question 9 - End Answer

In addition to the narrative questions above, check all boxes that apply to the applicant's community:

Table – Racial Equity Assessment

RACIAL EQUITY ASSESSMENT (check all that apply)	
Racial Equity Assessment Statement: We have a racial equity policy within the organization I work for.	Racial Equity Assessment Response: Planning to Implement
Racial Equity Assessment Statement: We collect racial, ethnic and linguistic data on clients and constituents outside of HMIS.	Racial Equity Assessment Response: Planning to Implement
Racial Equity Assessment Statement: We provide language interpreter/translator services for people who speak languages other than English.	Racial Equity Assessment Response: Implemented
Racial Equity Assessment Statement: We collect data on service-user or constituent satisfaction with our organization regarding racial equity.	Racial Equity Assessment Response: Planning to Implement
Racial Equity Assessment Statement: We have formal partnerships with organizations of color.	Racial Equity Assessment Response: Planning to Implement
Racial Equity Assessment Statement: We allocate resources for engagement and outreach in communities of color.	Racial Equity Assessment Response: Planning to Implement
Racial Equity Assessment Statement: Racial equity and cultural competency training are offered to employees within the applicant's organization.	Racial Equity Assessment Response: Planning to Implement

Racial Equity Assessment Statement: We meet regularly with leaders from communities of color specifically to discuss racial equity within the homelessness system.

Racial Equity Assessment Response: **Planning to Implement**

Racial Equity Assessment Statement: We analyze to assess whether equitable access to new and existing shelter facilities is being provided to people of color, especially Black, Latinx, and Indigenous populations most impacted by homelessness, and examine data to determine if there are other disparities to be addressed, such as by age, ethnicity, disability, gender status, family composition, etc.

Racial Equity Assessment Response: **Planning to Implement**

Racial Equity Assessment Statement: We have convened and actively engage with a lived experience board that represents the population served.

Racial Equity Assessment Response: **Implemented**

Racial Equity Assessment Statement: We ensure strategies and communications efforts have broad geographic reach, including into rural areas and in support of Tribal communities.

Racial Equity Assessment Response: **Planning to Implement**

Racial Equity Assessment Statement: Providers and front-line staff reflect the people they serve including the necessary language skills to serve sub-populations.

Racial Equity Assessment Response: **Implemented**

Racial Equity Assessment Statement: We have access to data on racial/ethnic disparities to guide our planning and implementation of HHAP funding.

Racial Equity Assessment Response: **Implemented**

Racial Equity Assessment Statement: Our work includes performance measures to determine how well we are doing to address racial disparities.

Racial Equity Assessment Response: **Planning to Implement**

Racial Equity Assessment Statement: We have developed and implemented a plan to address racial disparities in the homelessness response system.

Racial Equity Assessment Response: **Planning to Implement**

Racial Equity Assessment Statement: We host or participate in trainings dedicated to improving equitable outcomes.

Racial Equity Assessment Response: **Implemented**

7. Regional Collaboration and Partnerships

HHAP program funds are intended to support regional coordination and expand local capacity to address homelessness. Demonstration of how jurisdictions have coordinated and will continue to coordinate with other jurisdictions is a critical factor of funding. With HHAP-1 funding, applicants were required to partner with other applicants to make collective funding decisions for their communities. HHAP-2 funding should increase and improve those partnership efforts.

To successfully complete this section of the application, applicants must provide the following:

1. Describe the process by which neighboring HHAP-funded jurisdictions are coordinating together to address homelessness, including funding collaboration and coordination, peer learning, and data sharing.

Regional Collaboration and Partnerships Question 1 - Begin Answer
Knowing that homelessness does not follow political boundaries, the cities, County and CoC regularly work together to address system needs, plan for new funding opportunities and oversee implementation of local programs. Sacramento County, the cities therein, and the Sacramento Continuum of Care (CoC) are regular collaborators on issues related to homelessness, including policy development, system design and program implementation. Sacramento County, as well as representatives from the cities of Citrus Heights, Elk Grove, Rancho Cordova, and Sacramento serve on the CoC Board and on various subcommittees of the board.

In late 2019, each of the jurisdictions approved the development of the Sacramento Homeless Policy Council (Policy Council) and appointed representatives from their respective elected board or Council to serve on the Policy Council. The purpose of the Policy Council is to create a forum where members could meet regularly to provide strategic leadership on Sacramento's homelessness response. Due to the COVID-19 pandemic, initiation of the Policy Council was delayed, but Sacramento Steps Forward (SSF) has plans to convene this body in the first quarter of 2021.

In early 2020, in coordination with the County and City of Sacramento, SSF released public facing data dashboards that will support this work. The dashboards (Public Dashboard - Sacramento Steps Forward) are updated quarterly with data from the community-wide Homelessness Management Information System (HMIS). Evaluation of data collected through HMIS may also be used to inform the collective understanding of interventions. Recent examples include: racial equity analysis of COVID_19 homelessness response and re-housing data across programs re-housing COVID-19 shelter

participants. The COVID-19 re-housing effort has supported peer learning through bi-weekly sessions with re-housing program; topics have included how to access affordable housing; In-Home Supportive Services Program; peer sharing of challenges and success with participants; accessing behavioral health services, among other topics.

Regional Collaboration and Partnerships Question 1 - End Answer

2. Describe the ways HCFC funding plans are coordinated with regional partners that are also receiving HCFC funding. If there are changes to the funding plans, how are partners informed of these changes?

Regional Collaboration and Partnerships Question 2 - Begin Answer

For HEAP and the first round of HHAP, all three funded entities in the Sacramento region (City of Sacramento, County of Sacramento, and CoC) coordinated closely on development and implementation of funding plans.

Starting with the Homeless Emergency Aid Program (HEAP) and California Emergency Solutions and Housing Program (CESH), the three entities worked collaboratively to identify the unmet needs in the community and the specific skills/resources each could bring to help fill these gaps. With HEAP and CESH, the community wished to increase and enhance three components, and, based on existing administrative infrastructure, these components were divided among the three:

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

With the first round of HHAP, this collaboration continued, with each entity continuing some of the efforts they began with HEAP. Community outreach for HHAP funding was also a collaborative effort, with the CoC hosting meetings that sought input on potential investments for the community as a whole; not investments by funding entity.

Throughout implementation and for the second round of HHAP, SSF has worked with the County of Sacramento and City of Sacramento to adjust programming and develop recommendations that would complement planned programs administered by the CoC and other jurisdictions. For example, recognizing the unmet need of weather respite, the CoC worked with the County of Sacramento with CoC to fund, develop and administer a weather respite program that also uses COVID-19 prioritization of vulnerable populations. Based on CoC Board input, the approach was modified to

increase access via navigation programs in all communities. Similarly, the community has recognized the benefits of increased outreach staffing during the COVID-19 Project RoomKey program, and both the CoC and the County are recommending HHAP funding to extend and expand these services; the CoC with general outreach and youth-focused outreach, and the County with outreach to support encampment strategies. In addition the CoC and the City of Sacramento will continue to combine the youth set-aside portion of the HHAP-2 funds to continue the partnership that was developed with HHAP-1 to continue youth sheltering.

Regional Collaboration and Partnerships Question 2 - End Answer

3. Using the experience with HHAP-1 planning, describe successes that have come out of regional coordination and partnering efforts. Also, describe any barriers the applicant has experienced in working with regional partners. Explain any strategies identified that have contributed to the address these barriers.

Regional Collaboration and Partnerships Question 3 - Begin Answer

Both the HEAP and HHAP-1 work led to many successes. Most importantly, the community developed community-wide priorities and the three entities worked together to implement programs to meet those priorities. While the programs are distinct, and administrative functions are separated, each component was built to complement the other. For example, shelter expansion included improvements to the system (access and standards) to ensure that the most vulnerable were prioritized and shelters were purposefully linked to new flexible housing funding to ensure outflow from shelters was to permanent, subsidized housing with supportive services. Ongoing coordination allows for modification and adjustment – this has occurred among the coordinating entities; for example, CoC funding is being reallocated to address a more immediate need in a program to be administered by County staff.

The CoC has not experienced any barriers to partnering since receiving the HHAP-1 allocation. Community efforts for COVID-19 Homelessness Response during 2020 has resulted in strengthened partnerships in response to other funding opportunities and collaborative projects.

The biggest challenge is balancing the community's interest in innovative, new programs with one-time funding. It is difficult to commit funding and staff to develop and launch new programs, without assurances of future funding. In order to balance this, since funding the new Flexible Housing Program under HEAP, Sacramento County used HHAP-1 funding to continue this critical program and the CoC also committed HHAP-1 funds for rehousing strategies through Coordinated Entry. Strategies to address this challenge include: evaluating existing programs whose funding will run out for

continuation of services and phased expansion of successful interventions as funding becomes available.

Regional Collaboration and Partnerships Question 3 - End Answer

4. How will HHAP-2 funding support and scale current partnerships?

Regional Collaboration and Partnerships Question 4 - Begin Answer

The CoC's HHAP-2 funding proposal includes several activities that each support and scale current partnerships:

a) Outreach: Sacramento County and the CoC have been working for several months, supported by the Technical Assistance (TA) provider HomeBase to develop an encampment response approach. The County and the CoC have simultaneously been working with the State-provided TA provider Technical Assistance Collaborative (TAC) to develop community standards, including outreach standards. Reflecting best practices from other communities, including San Diego and Santa Rosa, and informed through our collaborative work with the two TA providers, the ET include dedicated staff from behavioral health services, and traditional outreach "navigation" to reduce the number of people living unsheltered in encampment in the unincorporated County, and to make connections to shelter, housing and services. The new intervention will coordinate in new ways with internal County departments, law enforcement, community-based outreach programs, and businesses toward the common goal of reducing unsheltered homelessness, particularly in large encampments. Informed by this work, the County's HHAP-2 funding proposal will be funding the Sacramento County Encampment Team (ET).

The CoC's HHAP-2 application also includes \$779,715 for Outreach, of which \$100,000 will go specifically towards youth outreach, which will support not only the CoC's continued partnership for outreach with the County, but also scale partnerships with the Homeless Youth Taskforce and youth providers.

b) Youth programming: The CoC and the City of Sacramento combined HHAP-1 funding for a collaborative plan to fund youth shelters, and recently awarded the funds to the Sacramento LGBT Community Center, Wind Youth Services, and Waking the Village.

Representatives from SSF on behalf of the CoC, the City of Sacramento and County of Sacramento were invited to a meeting of the Homelessness Youth Task Force (HYTF) on December 16, 2020 to discuss the HHAP-2 funding. On January 7, 2021, we received a memo from the YHTF with their recommendations for HHAP-2 funding. The memo recommends that the HHAP-2 funds be used to extend the project term for the youth projects funded with HHAP-1, as well as an increase to the 8% minimum set-aside.

The Sacramento CoC is applying for the 8% youth set-aside funds to extend the project term for youth sheltering projects funded with HHAP-1 in partnership with the City of Sacramento, as recommended by the HYTF, however using performance metrics and prioritization in collaboration with the HYTF, YAB and City of Sacramento, a process to be developed for making a more specific funding decision on which projects will be extended as well as the final funding allocations for extending the projects would be reported back to the CoC Board at a later date.

Regional Collaboration and Partnerships Question 4 - End Answer

5. Describe applicant's share of the regional need as well as the share of the regional need from partnering jurisdictions (CoC, County, Large City). Describe the methodology used for determining the share of the regional need.

Regional Collaboration and Partnerships Question 5 - Begin Answer

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

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

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

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

The goal of the CES redesign is to develop strategies, actions and potential costs to improve key coordinated entry access, assessment, prioritization and referrals and improve governance, operations (including data management), and ongoing evaluation processes. The CES redesign will also

recommend strategies and actions to increase housing and program resources out of the federal CoC resources to be connected to CES. Additional CES redesign priorities include:

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

With CoC HHAP-1 funds, work is beginning to implement a Rapid Access Problem Solving program which will address issues of access and begin a diversion program. Additionally HHAP-1 and HHAP-2 funds will continue to look at implementation of system-wide improvements in the areas of re-housing, access and diversion, landlord engagement, outreach and youth specific outreach and systems support for families and youth.

Regional Collaboration and Partnerships Question 5 - End Answer

6. Describe how HHAP-2 funds will be integrated into the current regional strategic plan to address homelessness. Has the region's strategy for use of HHAP funding changed since HHAP-1?

Regional Collaboration and Partnerships Question 6 - Begin Answer

On December 12, 2018, the Sacramento County Board of Supervisors adopted the County of Sacramento Homeless Plan (Plan), which was also adopted by the CoC Board on December 12, 2018. This plan includes the following goals emerged from the planning process and serve as the foundation of the Plan. The project and programs to be funded with the CoC's HHAP-2 funds are in alignment with these goals:

1. Prevent People from Becoming Homeless: By intensifying diversion efforts for people who can be assisted in other ways and engaging in collaborative discharge planning, we will reduce the number of people who enter the homeless system.
2. Improve Response to the Street Crisis and Improve Quality of Life: By strengthening outreach and engagement efforts that connect people to care, and addressing individual and community health and safety needs, we will improve the quality of life both for people who are unsheltered and their housed neighbors.
3. Expand and Improve Shelter and Interim Housing: By increasing shelter capacity, removing barriers, expanding the services offered, and linking

people directly to housing resources, we will decrease the number of people living outside and move people more quickly to permanent housing.

4. Expand Targeted Permanent Housing: By expanding temporary rental subsidies and developing additional deeply affordable housing paired with services dedicated to people experiencing homelessness, we will increase the number of people who move into permanent stable homes every year.

5. Leverage and Coordinate Mainstream and Other Resources: By expanding access to and coordination of essential mainstream services such as health, behavioral health, employment and other services, we will help homeless and formerly homeless people to attain better outcomes related to health and wellness as they stabilize in permanent housing and we will strengthen the larger system of care.

6. Strengthen System Leadership and Accountability: By building our system leadership and introducing data-based performance measurement, we will cultivate a shared vision for the system, develop shared goals, and build a structure for coordinated and aligned decision-making to implement this plan and accelerate progress.

The County Homeless Plan has not been updated since HHAP-1, but is regularly monitored and reviewed by County staff and partners. In addition, the CoC anticipates beginning a process to develop an updated regional strategic plan in 2021.

Regional Collaboration and Partnerships Question 6 - End Answer

7. When spending plans need to be adjusted in response to changing needs in the community, how are collaborative partners involved in those decisions?

Regional Collaboration and Partnerships Question 7 - Begin Answer

The City and County are represented on the CoC Board and are therefore a part of the decision making process and approvals for CoC spending plans. While the CoC is often times informed of spending plan changes at the City and County level from a staff level, there is not a formal process by which the CoC is involved in these decision making processes. As the City and County are both governed by public governing bodies, the CoC and SSF have opportunities to comment and participate in public comment portions during Board of Supervisor and City Council meetings.

Regional Collaboration and Partnerships Question 7 - End Answer

8. Has a youth-specific strategy been identified within the applicant's region? If so, please describe. If not, why not?

Regional Collaboration and Partnerships Question 8 - Begin Answer

Sacramento was a part of the "100 Day" youth challenge in 2018. This challenge brought together youth with lived expertise, youth providers, funders, and system leaders to identify and address barriers to youth

experiencing homelessness and to challenge the community to break down those barriers and re-house 200 people in 100 days. The Sacramento challenge team was one of the most successful challenge teams, re-housing 266 youth in the course of the 100 days.

The challenge also provided an opportunity to address issues within the system and programs in an effort to better serve youth in need. While the challenge did not result in a specific strategy guide, the lessons learned have been applied to all youth focused projects since.

One of the key take-aways from the challenge was the development of the Youth Advisory Board (YAB), a youth led board that meets regularly to advise on the provision of services to youth experiencing homelessness. A member of the YAB also sits on the CoC Board. The YAB was a part of the Homeless Youth Task Force who was consulted in developing the CoC's recommendations for HHAP-2 funding, and will be a collaborative partner in developing program parameters.

Regional Collaboration and Partnerships Question 8 - End Answer

9. Describe how youth-specific local partners are involved in making regional planning or spending decisions.

Regional Collaboration and Partnerships Question 9 - Begin Answer
Sacramento's Homeless Youth Task Force (HYTF) includes members of the Youth Advisory Board as well as leadership from the youth providers. A member of the Youth Advisory Board sits on the CoC Board. SSF staff have participated in the Grand Challenge team and also regularly attend HYTF meetings. Members of the HYTF as well as the YAB also attend the CoC Board meetings. With both HHAP-1 and HHAP-2, the CoC, City and County have sought direct input from the youth-specific local partners by attending special meetings of the HYTF to share information about the funding opportunities and solicit input. We have taken into consideration the formal recommendations from the youth partners and believe we have recommending funding for programs in alignment with the recommendations. As the programs are further developed and implemented, they will be done so in close collaboration with the youth partners.

Regional Collaboration and Partnerships Question 9 - End Answer

8. Housing First Assessment

Housing First-oriented programs are low or no barrier and client-centered, emphasizing client-choice. Housing is not viewed as a reward or incentive for achieving specific goals or participating in a specific program, but as necessary to help a family or individual stabilize and meaningfully access services, which are offered as needed on a voluntary basis. In practice, this means that programs connect participants to permanent housing as quickly as possible with few to no preconditions, behavioral contingencies, or other barriers at enrollment or throughout the program.

Health and Safety Code Section 50220.5(g) mandates that all recipients of state homelessness funding shall comply with Housing First as provided in Chapter 6.5 (commencing with Section 8255) of Division 8 of the Welfare and Institutions Code.

To successfully complete this section of the application, applicants will need to assess their current policies and check all that apply:

Table – Housing First Assessment

Housing First Assessment (check all that apply)
<p>Housing First Assessment Statement: Access to programs is not contingent on sobriety, minimum income requirements, lack of a criminal record, completion of treatment, participation in services, or other unnecessary conditions. Housing First Assessment Response: Yes</p>
<p>Housing First Assessment Statement: Programs or projects do everything possible not to reject an individual or family on the basis of poor credit or financial history, poor or lack of rental history, minor criminal convictions, or behaviors that are interpreted as indicating a lack of “housing readiness.” Housing First Assessment Response: Yes</p>
<p>Housing First Assessment Statement: People with disabilities are offered clear opportunities to request reasonable accommodations within applications and screening processes and during tenancy and building and apartment units include special physical features that accommodate disabilities. Housing First Assessment Response: Yes</p>
<p>Housing First Assessment Statement: Programs or projects that cannot serve someone work through the coordinated entry process to ensure that those individuals or families have access to housing and services elsewhere. Housing First Assessment Response: Yes</p>
<p>Housing First Assessment Statement: Housing and service goals and plans are highly client centered and driven. Housing First Assessment Response: Yes</p>
<p>Housing First Assessment Statement: Supportive services emphasize engagement and problem-solving over therapeutic goals. Housing First Assessment Response: Yes</p>
<p>Housing First Assessment Statement: Participation in services or compliance with service plans are not conditions of tenancy but are reviewed with clients and regularly offered as a resource to clients. Housing First Assessment Response: Yes</p>
<p>Housing First Assessment Statement: Services are informed by a harm-reduction philosophy that recognizes that drug and alcohol use and addiction are a part of some clients' lives. Clients are engaged in non-judgmental communication regarding drug and alcohol use and are offered education regarding how to avoid risky behaviors and engage in safer practices.</p>

Housing First Assessment Response: Yes

Housing First Assessment Statement: Substance use in and of itself, without other lease violations, is not considered a reason for eviction.

Housing First Assessment Response: Yes

Housing First Assessment Statement: Clients are given reasonable flexibility in paying their share of rent on time and offered special payment arrangements for rent arrears and/or assistance with financial management, including representative payee arrangements as needed.

Housing First Assessment Response: Yes

Housing First Assessment Statement: Every effort is made to provide a client the opportunity to transfer from one housing situation, program, or project to another if a tenancy is in jeopardy. Whenever possible, eviction back into homelessness is avoided.

Housing First Assessment Response: Yes

9. Expenditure Plan

HHAP-2 Submission Expenditure Plan - NOFA-HHAP00044

CoC / Large City / County Name:

CoC / Large City / County Name Response: Sacramento City & County CoC

Administrative Entity Name:

Administrative Entity Name Response: Sacramento Steps Forward

Receiving Redirected Funds?

Receiving Redirected Funds? Response: No

Total Redirected Funding:

Total Redirected Funding Response:

Table – HHAP Funding Expenditure Plan – Eligible Use Categories and Funding

	FY 20/21	FY 21/22	FY 22/23	FY 23/24	FY 24/25	FY 25/26	TOTAL
Rapid Rehousing			\$300,000.00	\$300,000.00			\$600,000.00
Rapid Rehousing: Youth Set-Aside							
Operating Subsidies and Reserves			\$247,971.00				\$247,971.00

Operating Subsidies and Reserves: Youth Set-Aside			\$247,971.00				\$247,971.00
Street Outreach		\$195,000.00	\$584,715.00				\$779,715.00
Street Outreach: Youth Set-Aside		\$25,000.00	\$75,000.00				\$100,000.00
Services Coordination							
Services Coordination: Youth Set-Aside							
Systems Support		\$25,000.00	\$75,000.00				\$100,000.00
Systems Support: Youth Set-Aside		\$12,500.00	\$37,500.00				\$50,000.00
Delivery of Permanent Housing							
Delivery of Permanent Housing: Youth Set-Aside							
Prevention and Shelter Diversion		\$250,000.00	\$750,000.00				\$1,000,000.00
Prevention and Shelter Diversion: Youth Set-Aside							
New Navigation Centers and Emergency Shelters							
New Navigation Centers and Emergency Shelters: Youth Set-Aside							
Strategic Homelessness Planning, Infrastructure Development, CES and HMIS (up to 5%)		\$154,982.00					\$154,982.00
Administrative (up to 7%)		\$108,488.00	\$108,487.00				\$216,975.00

TOTAL FUNDING ALLOCATION:

Total Funding Allocation Response: \$3,099,643.00

TOTAL YOUTH SET-ASIDE (at least 8%):

Total Youth Set-Aside (at least 8%) Response: \$397,971.00

EXPENDITURE PLAN COMMENTS:

Expenditure Plan Comments Response:

Development of a Regional Strategic Homelessness Plan to be created in conjunction with the Sacramento Homelessness Policy Council.

10. HHAP Round 2 Funding Plan 1

Submission ID: NOFA-HHAP00044

Intervention Type:

Intervention Type Response: Interim Housing (Operations)

Total Funds Requested:

Total Funds Requested Response: \$247,971.00

HHAP Eligible Uses:

1. Rapid rehousing

Rapid rehousing response:

2. Operating subsidies

Operating subsidies response: \$247,971.00

3. Street outreach

Street outreach response:

4. Services coordination

Services coordination response:

5. Systems support

Systems support response:

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response:

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

of available shelter beds

of available shelter beds response: 604

of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count

of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response: 3900

Shelter vacancy rate (%) in the summer months

Shelter vacancy rate (%) in the summer months response: 6

Shelter vacancy rate (%) in the winter months

Shelter vacancy rate (%) in the winter months response: 11

% of exits from emergency shelters to permanent housing solutions

% of exits from emergency shelters to permanent housing solutions response: 28

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response: As part of the competitive bid process, applicants will be required to submit a plan to connect residents to permanent housing.

(Interim Housing Only Ends)

2. Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.

Funding Plan – Question 2 – Response Begins

The CoC and the City of Sacramento combined HHAP-1 funding for a collaborative plan to fund youth shelters, and recently awarded the funds to the Sacramento LGBT Community Center, Wind Youth Services, and Waking the Village.

Representatives from SSF on behalf of the CoC, the City of Sacramento and County of Sacramento were invited to a meeting of the Homelessness Youth Task Force (HYTF) on December 16, 2020 to discuss the HHAP-2 funding. On January 7, 2021, we received a memo from the YHTF with their recommendations for HHAP-2 funding. The memo recommends that the HHAP-2 funds be used to extend the project term for the youth projects funded with HHAP-1, as well as an increase to the 8% minimum set-aside. The Sacramento CoC is applying for the 8% youth set-aside funds to extend the project term for youth sheltering projects funded with HHAP-1 as recommended by the HYTF, however using performance metrics and prioritization in collaboration with the HYTF, YAB and City of Sacramento, a process to be developed for making a more specific funding decision on which projects will be extended as well as the final funding allocations for extending the projects would be reported back to the CoC Board at a later date.

Funding Plan – Question 2 – Response Ends

3. Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.

Funding Plan – Question 3 – Response Begins

The 2019 PITC estimates that approximately 415 TAY experience homelessness, with approximately 245 TAY experiencing unsheltered homelessness. According to the 2020 CoC Housing Inventory, there are only 327 permanent and temporary shelter beds dedicated specifically to youth. This indicates a significant gap in sheltering opportunities and services for TAY. As a result, there is a need to 1) continue these services; 2) expand services in existing shelters to bring additional resources/support for Transition-Age Youth (TAY); and 3) create additional low barrier navigation centers for TAY.

Based on input from the HYTF and the results of the recent youth Grand Challenge, providers of services for homeless youth have advocated for expanded crisis services for homeless youth. The City and CoC funding will ensure continuation of shelters and services funded with HHAP-1, and, if necessary, awarded additional contracts through a competitive bidding process that will require that any new youth navigation program substantiate that the proposed program(s) will fill a current unmet need in the community.

Per the research completed by the Homeless Youth Task Force and submitted to the CoC, "Before COVID-19, Sacramento identified 5,561 individuals during 2019's Point-In-Time count to be experiencing homelessness. Ten percent among those experiencing homelessness are YEH - 371 unaccompanied youth and 161 parenting youth and their children, indicative of Sacramento County representing the 4th largest count of parenting youth and their children in the state. The federal definitions result in an undercount of youth experiencing homelessness as it leaves out those youth who are couch surfing or unstably housed. According to the 2019 PIT report from Sacramento Steps Forward, minors and youth make up 20% of the overall number of individuals experiencing homelessness."

Funding Plan – Question 3 – Response Ends

4. Check any specific population(s) expected to be served through this intervention investment.

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Unaccompanied Youth (12-24yr of age per definition in HHAP statute)

Parenting Youth

Funding Plan – Question 4 – Response Ends

5. Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.

Funding Plan – Question 5 – Response Begins

According to the 2019 Point in Time Count (PITC), TAY are more likely to identify as a community of color than other adult age categories. Half of the

youth surveyed for the 2019 PITC identified as Black (50 percent), compared to 27 percent of the 25+ adult population. This is consistent with national studies that find Black individuals most overrepresented in the age category 18-24 for homelessness compared to all other categories. TAY surveyed in Sacramento also appear more likely to identify as Hispanic/Latinx, however these differences did not reach the same level of statistical significance as those who identify as Black. Given the gap in sheltering opportunities and services available to TAY, expanding and enhancing sheltering opportunities and resources which target TAY will also help address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander and Native and Indigenous communities.

As the formal Racial Equity (REQ) Committee convenes and develops an action plan that will be taken to the CoC board in summer 2021, the sub-groups developing strategies around HHAP funded programs will seek input and participation from the REQ Committee to ensure that HHAP funded programs address the disproportional impacts that homelessness and COVID-19 has on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities. These strategies will be incorporated into the competitive bidding process.

Funding Plan – Question 5 – Response Ends

6. Describe how and how often performance will be measured for this intervention investment.

Funding Plan – Question 6 – Response Begins

SSF's data team has started looking in performance measures for emergency shelters in Sacramento. Performance metrics that are used in this analysis include the following:

- Bed inventory utilization
- People served
- Turnover rate
- % Positive Exits
- Average length of stay
- Occupied vs. open beds
- *Bed Turnover
- *Bed nights
- * supporting measure

We anticipate that we will review the performance of the youth shelters on a quarterly basis. Performance measures will be taken into consideration before making a recommendation for the final projects that are funded with HHAP-2. In addition, each of the HHAP-1 funded projects have expected outcomes related to the specific project and performance will also be measured against those expected outcomes.

Funding Plan – Question 6 – Response Ends

7. If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k) what youth-specific best practices will be utilized to ensure they can access the services?

Funding Plan – Question 7 – Response Begins

The Homeless Youth Task Force made a formal recommendation to the CoC to continue the funding of HHAP-1 funded projects.

Taking into consideration the recommendation put forth by the Homeless Youth Taskforce and the leadership of the local youth providers in Sacramento, CoC HHAP-2 youth funding will be coordinated with the City HHAP-2 youth funding to continue existing HHAP-1 funded youth sheltering and service opportunities, and if necessary, seek competitive applications for expansion and/or enhancement to these services. Using input from the Youth Advisory Board, the City and CoC will develop a bid process that addresses the unique needs of homeless youth and prioritizes applications that link youth services to the broader homeless system of care and other community resources.

Funding Plan – Question 7 – Response Ends

11. HHAP Round 2 Funding Plan 2

Submission ID: NOFA-HHAP00044

Intervention Type:

Intervention Type Response: Rental Assistance

Total Funds Requested:

Total Funds Requested Response: \$600,000.00

HHAP Eligible Uses:

1. Rapid rehousing

Rapid rehousing response: \$600,000.00

2. Operating subsidies

Operating subsidies response:

3. Street outreach

Street outreach response:

4. Services coordination

Services coordination response:

5. Systems support

Systems support response:

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response:

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

of available shelter beds

of available shelter beds response:

of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count

of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response:

Shelter vacancy rate (%) in the summer months

Shelter vacancy rate (%) in the summer months response:

Shelter vacancy rate (%) in the winter months

Shelter vacancy rate (%) in the winter months response:

% of exits from emergency shelters to permanent housing solutions

% of exits from emergency shelters to permanent housing solutions response:

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

2. Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.

Funding Plan – Question 2 – Response Begins

The Landlord Engagement and Incentive Program was funded with HHAP-1 in the amount of \$850,000. However, due to immediate needs to address the COVID-19 pandemic and weather respite, the CoC Board approved shifting \$600,000 from this category to immediately fund a weather respite non-congregate shelter program. The recommendation is to backfill the \$600,000 with HHAP-2.

As described in the HHAP-1 application, community discussion around developing a landlord engagement and incentive program to address the need in Sacramento include:

- A landlord engagement program needs increased funding dollars not only for incentives, but for staffing to coordinate with community wide housing/landlord navigators. There should be a connection to Coordinated Entry and standardized policies and procedures.

- The type of assistance that is needed to incentivize landlords include security deposits, damage claims, client portion of rent, and renter/homeowner outreach and education as well as the availability of neutral mediators between landlords and renters.

- The initial focus of the program should be clients in current programs with existing vouchers who are unable to secure housing.

- Other considerations in developing a program include ADA compliance for individuals with a disability seeking housing, room and board incorporation, holding funds on units to pass inspection, developing a large landlord network/pledge, identification of vacant properties that could be potentially rented and a hotline for both landlords and renters.

The core components of a landlord engagement strategy listed below can be combined into a single, centralized landlord engagement program:

Centralized Hotline

A centralized program offers a single access point for landlords and agencies seeking to connect currently available units to individuals and families holding vouchers and in search of housing. A strong practice includes employing a single 24/7 hotline, so that landlords can reach someone quickly

when a unit becomes available or if they need to speak to a staff person because a tenant needs assistance.

Housing Search Assistance

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

Risk Mitigation Funds

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

Availability of Neutral Mediators

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

Flexible Funds

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

Landlord and Tenant Education

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

Landlord Recruitment Events

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

While discussions have been initiated at community meetings, the CoC will need to further coordinate and work with City, County and Housing Authority partners, as well as providers with voucher and rental subsidy programs to further define and implement a newly funded landlord engagement and

incentive program. The CoC will use its existing connections to build upon the initial discussions as a program is developed for implementation.

Funding Plan – Question 2 – Response Ends

- 3. Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.**

Funding Plan – Question 3 – Response Begins

Through the community input that the CoC received in developing HHAP-1 funding allocations, landlord engagement and incentives was an area consistently identified as an issue that needs to be addressed in Sacramento. The Sacramento region has existing programs with housing vouchers or rental subsidies that have been unable to entice landlords to work with them, leaving people homeless unnecessarily and with valuable resources on the table. Our estimates indicate that there are over 450 federal housing opportunities in Sacramento that are delayed or not realized due to the inability to find and secure housing.

Funding Plan – Question 3 – Response Ends

- 4. Check any specific population(s) expected to be served through this intervention investment.**

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Adults with children

Adults without children

Unaccompanied Youth (12-24yr of age per definition in HHAP statute)

Chronically Homeless

Veterans

Domestic Violence Survivors

Individuals with Co-occurring Disorders (Substance Use and Mental Health)

COVID High Risk – individuals at high-risk for contracting COVID

Parenting Youth

Funding Plan – Question 4 – Response Ends

- 5. Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.**

Funding Plan – Question 5 – Response Begins

Racial disparities will be addressed through the strategies that emerge in the action plan being developed by the Racial Equity Committee. Those strategies will be informed by a thoughtful group of people who are able to bring their lived experience and professional expertise to a process that will engage them with community based participatory research, customized

trainings that explain the history of structural racism and how it has unfolded both nationally and locally, and an exploration of racial equity tools, models, policies, and practices that have closed racial disparities in the housing and homelessness response system as well as in other complex systems. The strategies will be applied to the specific intervention investments as necessary to address the impacts of homelessness on communities of color.

Funding Plan – Question 5 – Response Ends

6. Describe how and how often performance will be measured for this intervention investment.

Funding Plan – Question 6 – Response Begins

We have described a variety of landlord engagement strategies that will be combined into a coordinated landlord engagement program. Program design and implementation will be based on further planning and coordination with partners and we anticipate that the components included in the final design will be implemented in phases, with quarterly review of performance as each component comes online. This quarterly review of performance will be used in part to inform program improvement efforts as these new strategies are being implemented.

For strategies like the centralized hotline, the availability of neutral mediators, and the risk mitigation funds, performance metrics will focus on the volume or number of clients served as well as the percentage of cases where issues are resolved and permanent housing is retained. For landlord recruitment and education activities, performance metrics will focus on increasing the number of landlords participating and tracking the resulting permanent housing placements through the recruited landlords. For housing search services and available flexible funds, performance will be measured by successful permanent housing placements.

Funding Plan – Question 6 – Response Ends

7. If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k)) what youth-specific best practices will be utilized to ensure they can access the services?

Funding Plan – Question 7 – Response Begins

Recognizing the need for systems support for youth and families, the CoC is applying for \$100,000 in an effort to increase systems support for activities necessary to create system-wide partnerships and maintain a homeless services and housing delivery system for families and homeless youth. This funding would be dedicated to support building the infrastructure for youth case conferencing, engagement with coordinated entry, and strengthening relationships and collaboration with Sacramento's Youth Council, youth providers and Sacramento's McKinney Vento liaisons for youth and families. With this strengthened collaboration, youth providers would have access to the Landlord Engagement strategy and funds deployed into the community.

Funding Plan – Question 7 – Response Ends

12. HHAP Round 2 Funding Plan 3

Submission ID: NOFA-HHAP00044

Intervention Type:

Intervention Type Response: Diversion and Homelessness Prevention

Total Funds Requested:

Total Funds Requested Response: \$1,100,000.00

HHAP Eligible Uses:

1. Rapid rehousing

Rapid rehousing response:

2. Operating subsidies

Operating subsidies response:

3. Street outreach

Street outreach response:

4. Services coordination

Services coordination response:

5. Systems support

Systems support response: \$100,000.00

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response: \$1,000,000.00

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

of available shelter beds

of available shelter beds response:

of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count

of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response:

Shelter vacancy rate (%) in the summer months

Shelter vacancy rate (%) in the summer months response:

Shelter vacancy rate (%) in the winter months

Shelter vacancy rate (%) in the winter months response:

% of exits from emergency shelters to permanent housing solutions

% of exits from emergency shelters to permanent housing solutions response:

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

2. Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.

Funding Plan – Question 2 – Response Begins

An effective homeless crisis response system is critical to helping people exit homelessness quickly. Equally important is the ability of those entering or in homelessness to be able to readily access programs, services, housing and navigation centers. At the November 18, 2020 CoC Board meeting, the Rapid Access Problem Solving (RAPS) program was approved with initial funding from CESH-1 and HHAP-1. An additional HHAP-2 allocation would build upon the initial funding for RAPS and allow for expansion of the program.

The framework for the RAPS program is as follows:

1. Improve access to coordinated entry and the broader system of services.

- Expand 211 access services

- Expand CES Problem Solving

2. Improve assessment

- Increase the number of completed assessments

- Reduce the time from contact to assessment

3. Improve Diversion

- Expand system-side Problem Solving resources

- Expand financial and non-financial resources for clients

With the anticipated outcomes of:

- Improved public relations by providing a dedicated front-door for people experiencing homelessness

- Earlier interventions = fewer people waiting in the system

- Dedicated resources for folks with lower vulnerabilities

- Improved ability to effectively triage and direct to appropriate resources

- Faster exits from homelessness

- An influx of new, non-housing related services to the CE system

- Consistency in service delivery with dedicated training for providers

The RAPS program will be a pilot that will feature two separate evaluation periods to assess effectiveness. The first evaluation will conclude in Q3 and the second in Q7. At that time, the RAPS program will require additional

funding to expand activities related to Coordinated Entry elements (access,

assessment, prioritization, referral, and diversion) for the pilot's second year. Additionally, there will be an opportunity to extend the two-year pilot an additional two years. At the appropriate review periods, the Sacramento CoC's Coordinated Entry System Committee will lead the RAPS proposal review and make a recommendation to the CoC Board for specific funding allocations. A list of possible expansion elements that could be funded with HHAP-2 allocation is listed below:

- Drop-in services
- Problem-solving, direct-services staffing costs
- Expand problem-solving resources
- Outreach and Engagement (including youth specific component)
- Inter-system connectivity (education, mental health, VA, healthcare, DV, jail)

In addition, in an effort to increase systems support for activities necessary to create system-wide partnerships and maintain a homeless services and housing delivery system for families and homeless youth, a separate \$100,000 would be dedicated to support building the infrastructure for youth case conferencing, engagement with coordinated entry, and strengthening relationships and collaboration with Sacramento's Youth Council, youth providers and Sacramento's McKinney Vento liaisons for youth and families. The goals of this inter-system connectivity would be to:

- Establish effective pathways to connect disconnected and cross-system engaged (Education, JJ, aging out foster youth) youth and TAY to HMIS, CES, and case conferencing
- Work with CES staff to develop policies and procedures to capture information in HMIS about TAY being served in other systems
- Work with CES staff and the Grand Challenge to develop policies and procedures to document unique TAY experiences (couch-surfing, etc.) to ensure youth's homeless status is accurately reflected in HMIS

Funding Plan – Question 2 – Response Ends

3. Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.

Funding Plan – Question 3 – Response Begins

An effective homeless crisis response system is critical to helping people exit homelessness quickly. Equally important is the ability of those entering or in homelessness to be able to readily access programs, services, housing and navigation centers.

Of Sacramento's 38 Coordinated Entry (CE) access points, none are available on a drop-in basis. People experiencing homelessness are frequently instructed to contact 2-1-1, however with 211 being the only front door access to Housing Resource Access Appointments, there are hundreds of clients waiting for appointments, with appointments being scheduled out

over a year from the initial call. 211 currently only has time and funding to do a minimum screening for those being scheduled for appointments and are currently operating without any funding from the Sacramento homeless response system.

For people completing assessments, there are few options available for those not considered the most vulnerable. The majority of projects (54%) associated with the Homeless Management Information System (HMIS) are permanent supportive housing (PSH) programs, typically reserved for the most vulnerable households.

In 2019, 2,020 people found permanent housing outside of system-related resources, 38% more than those who found housing from within the system. Yet, in 2019, 1,264 people returned to homelessness after having previously exited homelessness to permanent housing. (Exits were initially recorded in 2017, and returns to homelessness were tracked over 24 months.)

Sacramento's homeless prevention programs have the highest success in connecting people to permanent housing than other project types. 90% of people exit prevention programs for permanent housing. The next closest was PSH programs with 69% of people exiting to permanent housing. Yet, prevention programs make up only a small percentage of dedicated system resources and are primarily decentralized and available only to the transition-age youth (TAY) and veterans sub-populations.

The system should be responsive to this and dedicate resources to assist in resolving homelessness quickly. Preventing homelessness is cheaper than the cost of sheltering households in emergency shelters.

While HHAP-1 will be funding the initial expansion of 211, further expansion to add drop-in sites that are currently not available in the system would make access Many clients would benefit from diversion problem-solving discussions, and/or prevention/diversion assistance programs upon contact with the system or shortly thereafter.

Funding Plan – Question 3 – Response Ends

4. Check any specific population(s) expected to be served through this intervention investment.

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Adults with children

Adults without children

Unaccompanied Youth (12-24yr of age per definition in HHAP statute)

Chronically Homeless

Veterans

Domestic Violence Survivors

Individuals with Co-occurring Disorders (Substance Use and Mental Health)

COVID High Risk – individuals at high-risk for contracting COVID

Parenting Youth

Funding Plan – Question 4 – Response Ends

5. Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.

Funding Plan – Question 5 – Response Begins

Racial disparities will be addressed through the strategies that emerge in the action plan being developed by the Racial Equity Committee. Those strategies will be informed by a thoughtful group of people who are able to bring their lived experience and professional expertise to a process that will engage them with community based participatory research, customized trainings that explain the history of structural racism and how it has unfolded both nationally and locally, and an exploration of racial equity tools, models, policies, and practices that have closed racial disparities in the housing and homelessness response system as well as in other complex systems. The strategies will be applied to the specific intervention investments as necessary to address the impacts of homelessness on communities of color.

Funding Plan – Question 5 – Response Ends

6. Describe how and how often performance will be measured for this intervention investment.

Funding Plan – Question 6 – Response Begins

The RAPS program is a pilot that will feature two separate evaluation periods to assess effectiveness. The first evaluation will conclude in Q3 and the second in Q7. Working with the Coordinated Entry System committee, metrics are being developed and finalized for each of the goal areas of the RAPS program. The goals which metrics will be used to measure include improving ease of access, addressing lack of connectivity, and improving reflective data for Youth experiencing homelessness. This investment seeks to bridge gaps between systems (youth and CE), resolving preventable episodes of homelessness. The metrics for the program are designed to Improve Systems Performance measures.

Funding Plan – Question 6 – Response Ends

7. If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k)) what youth-specific best practices will be utilized to ensure they can access the services?

Funding Plan – Question 7 – Response Begins

Recognizing the need for systems support for youth and families, the CoC is applying for \$100,000 in an effort to increase systems support for activities necessary to create system-wide partnerships and maintain a homeless services and housing delivery system for families and homeless youth. This funding would be dedicated to support building the infrastructure for youth case conferencing, engagement with coordinated entry, and strengthening

relationships and collaboration with Sacramento's Youth Council, youth providers and Sacramento's McKinney Vento liaisons for youth and families. CoC staff will continue to work closely with the Sacramento Youth Homeless Task Force (YHTF) as well as youth providers, and the Youth Action Board in developing specific strategies and interventions to be implemented.

Funding Plan – Question 7 – Response Ends

13. HHAP Round 2 Funding Plan 4

Submission ID: NOFA-HHAP00044

Intervention Type:

Intervention Type Response: Outreach

Total Funds Requested:

Total Funds Requested Response: \$779,715.00

HHAP Eligible Uses:

1. Rapid rehousing

Rapid rehousing response:

2. Operating subsidies

Operating subsidies response:

3. Street outreach

Street outreach response: \$779,715.00

4. Services coordination

Services coordination response:

5. Systems support

Systems support response:

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response:

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

of available shelter beds

of available shelter beds response:

of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count

of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response:

Shelter vacancy rate (%) in the summer months

Shelter vacancy rate (%) in the summer months response:

Shelter vacancy rate (%) in the winter months

Shelter vacancy rate (%) in the winter months response:

% of exits from emergency shelters to permanent housing solutions

% of exits from emergency shelters to permanent housing solutions response:

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

2. Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.

Funding Plan – Question 2 – Response Begins

A critical component to improving the homeless response system is having an understanding of the front door and what is happening at the street level. A coordinated street outreach effort that is system wide is needed to not only support the Rapid Access Problem Solving program, but access into shelters and housing resources.

In coordination between the CoC and Sacramento County, the County has been developing a set of community standards on sheltering, outreach, re-housing and case conferencing. Development of the standards includes intensive and purposeful input from people with lived experience (through in-person and Zoom meetings, surveys, and phone). These standards will guide the design and implementation of the proposed HHAP-2 funded outreach program.

In addition, the County of Sacramento is currently beginning an Encampment Team outreach pilot program, which is testing new ways to engage persons living unsheltered in encampments and create new pathways to services, shelter, and permanent housing. The County consulted on program design with community based outreach programs, including several people with lived experience and will be informing the process in real time through direct conversations with encampment residents as well. Based on the success and lessons learned through the County's outreach pilot program, the CoC will be able to design and implement a program through tried and tested methods.

Recognizing that there is a specific need and approach for working with transitional age youth (TAY), the outreach and engagement recommendation includes a specific set-aside of \$100,000 for TAY outreach and engagement. Specifically we seek to:

- Engage with TAY on the BNL and work to prevent youth from slipping through the cracks

- Work to ensure TAY prioritized for housing are connected with a service provider
 - Provide services to youth in HMIS and keep client information up to date
- Funding Plan – Question 2 – Response Ends

3. Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.

Funding Plan – Question 3 – Response Begins

Between December 2019 and October 2020 the CoC's consultant Homebase conducted an evaluation of the Sacramento Continuum of Care's Coordinated Entry System. This evaluation is intended to set a baseline for future annual evaluations and included the following:

- A review of compliance with U.S. Department of Housing and Urban Development requirements,
- Interviews with community partners,
- Focus groups with recently housed and unhoused households, and
- An analysis of Homeless Management Information System (HMIS) data.

The CE Evaluation report analyzes the strengths and challenges of the coordinated entry system and whether the system is meeting the goals of coordinated entry to provide efficient access to available housing and services and improve fairness in how housing and services are allocated.

In the Access section of the evaluation, it was stated that "In addition to physical access points, clients may also be connected to the VI-SPDAT via outreach staff, however, stakeholders reported limited access in certain parts of the county, such as South Land Park and North Highlands, due to incomplete outreach coverage.

Need for increased capacity and coordination among Navigators: Stakeholders discussed several issues related to Navigators including that caseloads were perceived as too high, causing barriers for clients and that there was a need to coordinate efforts across Navigators and standardize training to increase consistency."

Funding Plan – Question 3 – Response Ends

4. Check any specific population(s) expected to be served through this intervention investment.

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Adults with children

Adults without children

Unaccompanied Youth (12-24yr of age per definition in HHAP statute)

Chronically Homeless

Veterans

Domestic Violence Survivors

Individuals with Co-occurring Disorders (Substance Use and Mental Health)

COVID High Risk – individuals at high-risk for contracting COVID

Parenting Youth

Funding Plan – Question 4 – Response Ends

- 5. Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.**

Funding Plan – Question 5 – Response Begins

Racial disparities will be addressed through the strategies that emerge in the action plan being developed by the Racial Equity Committee. Those strategies will be informed by a thoughtful group of people who are able to bring their lived experience and p

Funding Plan – Question 5 – Response Ends

- 6. Describe how and how often performance will be measured for this intervention investment.**

Funding Plan – Question 6 – Response Begins

The RAPS program is a pilot that will feature two separate evaluation periods to assess effectiveness. The first evaluation will conclude in Q3 (makes determination for 2nd year - evaluate expansion opportunities) and the second in Q7 (which would look at

Funding Plan – Question 6 – Response Ends

- 7. If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k) what youth-specific best practices will be utilized to ensure they can access the services?**

Funding Plan – Question 7 – Response Begins

Recognizing that there is a specific need and approach for working with transitional age youth (TAY), the outreach and engagement funding request includes a specific set-aside of \$100,000 for TAY outreach and engagement. Specifically we seek to:

- Engag

Funding Plan – Question 7 – Response Ends

14. HHAP Round 2 Funding Plan 5

Submission ID: NOFA-HHAP00044

Intervention Type:

Intervention Type Response:

Total Funds Requested:

Total Funds Requested Response:

HHAP Eligible Uses:

1. Rapid rehousing

Rapid rehousing response:

2. Operating subsidies

Operating subsidies response:

3. Street outreach

Street outreach response:

4. Services coordination

Services coordination response:

5. Systems support

Systems support response:

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response:

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

of available shelter beds

of available shelter beds response:

of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count

of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response:

Shelter vacancy rate (%) in the summer months

Shelter vacancy rate (%) in the summer months response:

Shelter vacancy rate (%) in the winter months

Shelter vacancy rate (%) in the winter months response:

% of exits from emergency shelters to permanent housing solutions

% of exits from emergency shelters to permanent housing solutions response:

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

2. Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.

Funding Plan – Question 2 – Response Begins

Funding Plan – Question 2 – Response Ends

3. Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.

Funding Plan – Question 3 – Response Begins

Funding Plan – Question 3 – Response Ends

4. Check any specific population(s) expected to be served through this intervention investment.

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Funding Plan – Question 4 – Response Ends

5. Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.

Funding Plan – Question 5 – Response Begins

Funding Plan – Question 5 – Response Ends

6. Describe how and how often performance will be measured for this intervention investment.

Funding Plan – Question 6 – Response Begins

Funding Plan – Question 6 – Response Ends

7. If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k) what youth-specific best practices will be utilized to ensure they can access the services?

Funding Plan – Question 7 – Response Begins

Funding Plan – Question 7 – Response Ends

15. HHAP Round 2 Funding Plan 6

Submission ID: NOFA-HHAP00044

Intervention Type:

Intervention Type Response:

Total Funds Requested:

Total Funds Requested Response:

HHAP Eligible Uses:

1. Rapid rehousing

Rapid rehousing response:

2. Operating subsidies

Operating subsidies response:

3. Street outreach

Street outreach response:

4. Services coordination

Services coordination response:

5. Systems support

Systems support response:

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response:

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

of available shelter beds

of available shelter beds response:

of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count

of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response:

Shelter vacancy rate (%) in the summer months

Shelter vacancy rate (%) in the summer months response:

Shelter vacancy rate (%) in the winter months

Shelter vacancy rate (%) in the winter months response:

% of exits from emergency shelters to permanent housing solutions

% of exits from emergency shelters to permanent housing solutions response:

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

2. Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.

Funding Plan – Question 2 – Response Begins

Funding Plan – Question 2 – Response Ends

3. Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.

Funding Plan – Question 3 – Response Begins

Funding Plan – Question 3 – Response Ends

4. Check any specific population(s) expected to be served through this intervention investment.

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Funding Plan – Question 4 – Response Ends

5. Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.

Funding Plan – Question 5 – Response Begins

Funding Plan – Question 5 – Response Ends

6. Describe how and how often performance will be measured for this intervention investment.

Funding Plan – Question 6 – Response Begins

Funding Plan – Question 6 – Response Ends

7. If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k) what youth-specific best practices will be utilized to ensure they can access the services?

Funding Plan – Question 7 – Response Begins

Funding Plan – Question 7 – Response Ends

16. HHAP Round 2 Funding Plan 7

Submission ID: NOFA-HHAP00044

Intervention Type:

Intervention Type Response:

Total Funds Requested:

Total Funds Requested Response:

HHAP Eligible Uses:

1. Rapid rehousing

Rapid rehousing response:

2. Operating subsidies

Operating subsidies response:

3. Street outreach

Street outreach response:

4. Services coordination

Services coordination response:

5. Systems support

Systems support response:

6. Delivery of permanent housing

Delivery of permanent housing response:

7. Prevention and diversion

Prevention and diversion response:

8. New navigation centers and emergency shelters

New navigation centers and emergency shelters response:

(Interim Housing Only Begins)

Demonstrated Need Data:

of available shelter beds

of available shelter beds response:

of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count

of people experiencing unsheltered homelessness in the 2019 homeless point-in-time count response:

Shelter vacancy rate (%) in the summer months

Shelter vacancy rate (%) in the summer months response:

Shelter vacancy rate (%) in the winter months

Shelter vacancy rate (%) in the winter months response:

% of exits from emergency shelters to permanent housing solutions

% of exits from emergency shelters to permanent housing solutions response:

Describe plan to connect residents to permanent housing

Describe plan to connect residents to permanent housing response:

(Interim Housing Only Ends)

2. Describe the scale and scope of anticipated intervention model and outline the key service components expected to be provided with this funding.

Funding Plan – Question 2 – Response Begins

Funding Plan – Question 2 – Response Ends

3. Describe how the requested investment amount for this intervention will help your community achieve regional goals and address specific gaps in the homeless response system as identified in the regional gaps assessment.

Funding Plan – Question 3 – Response Begins

Funding Plan – Question 3 – Response Ends

4. Check any specific population(s) expected to be served through this intervention investment.

Funding Plan – Question 4 – Response Begins

Submitter expects to serve the following specific populations:

Funding Plan – Question 4 – Response Ends

5. Describe how this intervention investment will address the disproportionate impacts of homelessness on communities of color, particularly Black, Latinx, Asian, Pacific Islander, and Native and Indigenous communities.

Funding Plan – Question 5 – Response Begins

Funding Plan – Question 5 – Response Ends

6. Describe how and how often performance will be measured for this intervention investment.

Funding Plan – Question 6 – Response Begins

Funding Plan – Question 6 – Response Ends

7. If this intervention investment is expected to serve youth experiencing homelessness (as defined in HSC § 50216 (k) what youth-specific best practices will be utilized to ensure they can access the services?

Funding Plan – Question 7 – Response Begins

Funding Plan – Question 7 – Response Ends

Homelessness Response Local Investment Plan

Please refer to the following for guidance and a sample plan:

[Guide to Strategic Uses of Key State and Federal Funds to Reduce Homelessness During the COVID-19 Pandemic](#)

Use the Table below to complete the Regional Resources Guide for submittal with your HHAP application. Refer to the Sample Local Investment Plan on page 11 of the Guide to Strategic Uses of Key State and Federal Funds as an example (link above).

Applicant Name:	Sacramento Continuum of Care
Part 1: Summary of Investment Plan	
1. Non-Congregate Shelter/Interim Housing total CoC Investment: \$4,887,052	
2. Rental Assistance total CoC Investment: \$12,862,099	
3. Permanent Supportive Housing total CoC Investment: \$12,457,863	
4. Diversion and Homelessness Prevention total CoC Investment: \$1,500,710	

Part 2: Priority and Order of Use of Funding Sources

Non-Congregate Shelter/Interim Housing (Capital / Operations / Services)		Rental Assistance (Short-Term to Permanent)		Permanent Supportive and Service Enriched Housing (Capital / Operations / Services)		Diversion and Homelessness Prevention	
Funding Source: Use and Priority #1		Funding Source: Use and Priority #1		Funding Source: Use and Priority #1		Funding Source: Use and Priority #1	
Funding Source:	HEAP (via HCFC)	Funding Source:	HEAP (via HCFC)	Funding Source:	CoC (via HUD)	Funding Source:	HHAP (via HCFC)
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:	\$2,940,792	Funding Amount:	\$8,568,620	Funding Amount:	\$12,457,863	Funding Amount:	\$1,100,710
Unit of Measure:	Bed	Unit of Measure:	Bed	Unit of Measure:	Bed	Unit of Measure:	Household
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:	752.00	Number Assisted:	595.00	Number Assisted:	1456.00	Number Assisted:	0.00
Deadline for Expenditure:	6/30/2021	Deadline for Expenditure:	6/30/2021	Deadline for Expenditure:	2/1/2022	Deadline for Expenditure:	6/30/2025
Funded Activity:	Operations	Funded Activity:	Short Term	Funded Activity:	Other	Funded Activity:	Diversion
If Other, list:		If Other, list:		If Other, list:	Operations and Services	If Other, list:	
Narrative Description (Optional):	Inclusive of a combined total of 6 Sacramento County or City of Sacramento administered sheltering projects (number assisted is from timeframe 9/1/2018 to 9/30/2020)	Narrative Description (Optional):	The CoC allocation of funding supports the Sacramento County Flexible Housing Program (number assisted is from timeframe 9/1/2018 to 9/30/2020)	Narrative Description (Optional):	Includes 14 permanent support housing projects for seniors, chronically homeless adults, families, veterans, and transition age youth (number assisted is from timeframe 2/1/2020-12/31/2020)	Narrative Description (Optional):	Rapid Access Problem Solving Program which includes access and diversion
Funding Source: Use and Priority #2		Funding Source: Use and Priority #2		Funding Source: Use and Priority #2		Funding Source: Use and Priority #2	
Funding Source:	Other	Funding Source:	HHAP (via HCFC)	Funding Source:		Funding Source:	Other
If Other, List:	COVID-19 Emergency Funds (via HCFC)	If Other, List:		If Other, List:		If Other, List:	CESH 2018 (via HCD)
Funding Amount:	\$883,737	Funding Amount:	\$3,540,000	Funding Amount:		Funding Amount:	\$400,000.00
Unit of Measure:	Bed	Unit of Measure:	Bed	Unit of Measure:		Unit of Measure:	Household
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:	395.00	Number Assisted:	0.00	Number Assisted:		Number Assisted:	0.00
Deadline for Expenditure:	6/30/2022	Deadline for Expenditure:	6/30/2025	Deadline for Expenditure:		Deadline for Expenditure:	8/28/2024
Funded Activity:	Operations	Funded Activity:	Short Term	Funded Activity:		Funded Activity:	Diversion
If Other, list:		If Other, list:		If Other, list:		If Other, list:	
Narrative Description (Optional):	Project funded includes the Sacramento County administered COVID-19 preventative motel (number assisted is from timeframe 4/1/2020 to 6/30/2020)	Narrative Description (Optional):	The CoC allocation of funding supports the partial continuation of the Sacramento County Flexible Housing Program, as well as a Coordinated Entry rehousing program and a landlord engagement strategy	Narrative Description (Optional):		Narrative Description (Optional):	Rapid Access Problem Solving Program which includes access and diversion
Funding Source: Use and Priority #3		Funding Source: Use and Priority #3		Funding Source: Use and Priority #3		Funding Source: Use and Priority #3	
Funding Source:	HHAP (via HCFC)	Funding Source:	CoC (via HUD)	Funding Source:		Funding Source:	ESG-CV (via HUD)
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:	\$524,070	Funding Amount:	\$753,479	Funding Amount:		Funding Amount:	\$135,000.00
Unit of Measure:	Bed	Unit of Measure:	Bed	Unit of Measure:		Unit of Measure:	Household
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:	0.00	Number Assisted:	48.00	Number Assisted:		Number Assisted:	Pending
Deadline for Expenditure:	6/30/2025	Deadline for Expenditure:	2/1/2022	Deadline for Expenditure:		Deadline for Expenditure:	
Funded Activity:	Operations	Funded Activity:	Short Term	Funded Activity:		Funded Activity:	Prevention

If Other, list:		If Other, list:		If Other, list:		If Other, list:	
Narrative Description (Optional):	Projects to be funded include the City of Sacramento Administered TAY contracts (a total of 4 shelter programs).	Narrative Description (Optional):	Projects funded include 2 Rapid Re-housing programs (number assisted is from timeframe 2/1/2020 to 12/31/2020).	Narrative Description (Optional):		Narrative Description (Optional):	New program to begin spring 2022 administered by the County
Funding Source: Use and Priority #4		Funding Source: Use and Priority #4		Funding Source: Use and Priority #4		Funding Source: Use and Priority #4	
Funding Source:	Other	Funding Source:	ESG-CV (via HUD)	Funding Source:		Funding Source:	
If Other, List:	CESH 2018 (via HCD)	If Other, List:		If Other, List:		If Other, List:	
Funding Amount:	\$538,453	Funding Amount:	\$1,086,258	Funding Amount:		Funding Amount:	
Unit of Measure:	Bed	Unit of Measure:	Household	Unit of Measure:		Unit of Measure:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:	0	Number Assisted:	200	Number Assisted:		Number Assisted:	
Deadline for Expenditure:	8/28/2024	Deadline for Expenditure:	6/30/2021	Deadline for Expenditure:		Deadline for Expenditure:	
Funded Activity:	Operations	Funded Activity:	Short Term	Funded Activity:		Funded Activity:	
If Other, list:		If Other, list:		If Other, list:		If Other, list:	
Narrative Description (Optional):	Project funded is County DHA Full Service Re-Housing Shelter	Narrative Description (Optional):		Narrative Description (Optional):		Narrative Description (Optional):	
Funding Source: Use and Priority #5		Funding Source: Use and Priority #5		Funding Source: Use and Priority #5		Funding Source: Use and Priority #5	
Funding Source:	ESG-CV (via HCD)	Funding Source:		Funding Source:		Funding Source:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:	\$2,245,577.00	Funding Amount:		Funding Amount:		Funding Amount:	
Unit of Measure:	Bed	Unit of Measure:		Unit of Measure:		Unit of Measure:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:	104.00	Number Assisted:		Number Assisted:		Number Assisted:	
Deadline for Expenditure:	7/31/2022	Deadline for Expenditure:		Deadline for Expenditure:		Deadline for Expenditure:	
Funded Activity:	Operations	Funded Activity:		Funded Activity:		Funded Activity:	
If Other, list:		If Other, list:		If Other, list:		If Other, list:	
Narrative Description (Optional):	North 5th Street Navigation Center	Narrative Description (Optional):		Narrative Description (Optional):		Narrative Description (Optional):	
Funding Source: Use and Priority #6		Funding Source: Use and Priority #6		Funding Source: Use and Priority #6		Funding Source: Use and Priority #6	
Funding Source:	ESG-CV (via HUD)	Funding Source:		Funding Source:		Funding Source:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Funding Amount:	\$6,133,699.00	Funding Amount:		Funding Amount:		Funding Amount:	
Unit of Measure:	Households	Unit of Measure:		Unit of Measure:		Unit of Measure:	
If Other, List:		If Other, List:		If Other, List:		If Other, List:	
Number Assisted:	1138.00	Number Assisted:		Number Assisted:		Number Assisted:	
Deadline for Expenditure:	6/30/2021	Deadline for Expenditure:		Deadline for Expenditure:		Deadline for Expenditure:	
Funded Activity:	Operations	Funded Activity:		Funded Activity:		Funded Activity:	
If Other, list:		If Other, list:		If Other, list:		If Other, list:	
Narrative Description (Optional):	Project RoomKey NCS	Narrative Description (Optional):		Narrative Description (Optional):		Narrative Description (Optional):	

Continuum of Care Outcomes by Race and Ethnicity

Go to this link for an instructional video on how to complete this worksheet using Stella: <https://www.loom.com/share/ebeacf98b99f4823a9db5c32e5ee012b> [loom.com]

Applicant Name: Sacramento Steps Forward CA-503 CoC Name, if different: Sacramento City and County CoC

Using data from Stella, please insert outcomes here from the FY18 submission:

	Head of Households Served in Any Project Type ¹		Served in Shelters & Transitional Housing ²		Exiting to Permanent Housing ³		Days Homeless ⁴		Accessing Permanent Supportive Housing ⁵		Returns to Homelessness ⁶		Other Measure: _____		Other Measure: _____	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#	%
Total	7,550	100%	3,779	100%	1,365	100%	115	100%	1,997	100%	51	100%		#DIV/0!		#DIV/0!
White, Non-Hispanic/Non-Latino	2,768	37%	1,438	38%	429	31%	116	101%	883	44%	13	25%		#DIV/0!		#DIV/0!
White, Hispanic/Latino	866	11%	461	12%	148	11%	127	110%	202	10%	6	12%		#DIV/0!		#DIV/0!
Black or African American	3,113	41%	1,465	39%	639	47%	115	100%	711	36%	27	53%		#DIV/0!		#DIV/0!
Asian	89	1%	44	1%	11	1%	95	83%	24	1%	0	0%		#DIV/0!		#DIV/0!
American Indian or Alaska Native	191	3%	101	3%	39	3%	107	93%	54	3%	0	0%		#DIV/0!		#DIV/0!
Native Hawaiian/Other Pacific Islander	99	1%	52	1%	20	1%	108	94%	21	1%	1	2%		#DIV/0!		#DIV/0!
Multiple Races	371	5%	180	5%	73	5%	102	89%	89	4%	4	8%		#DIV/0!		#DIV/0!
Unknown	53	1%	38	1%	No data	0%	No data	0%	13	1%	No data	0%		#DIV/0!		#DIV/0!