

HHAP Application Narrative

Sacramento City and County Continuum of Care

Section 1 – Summary of Homelessness in the CoC

Use the LSA data to provide (as defined by HUD)

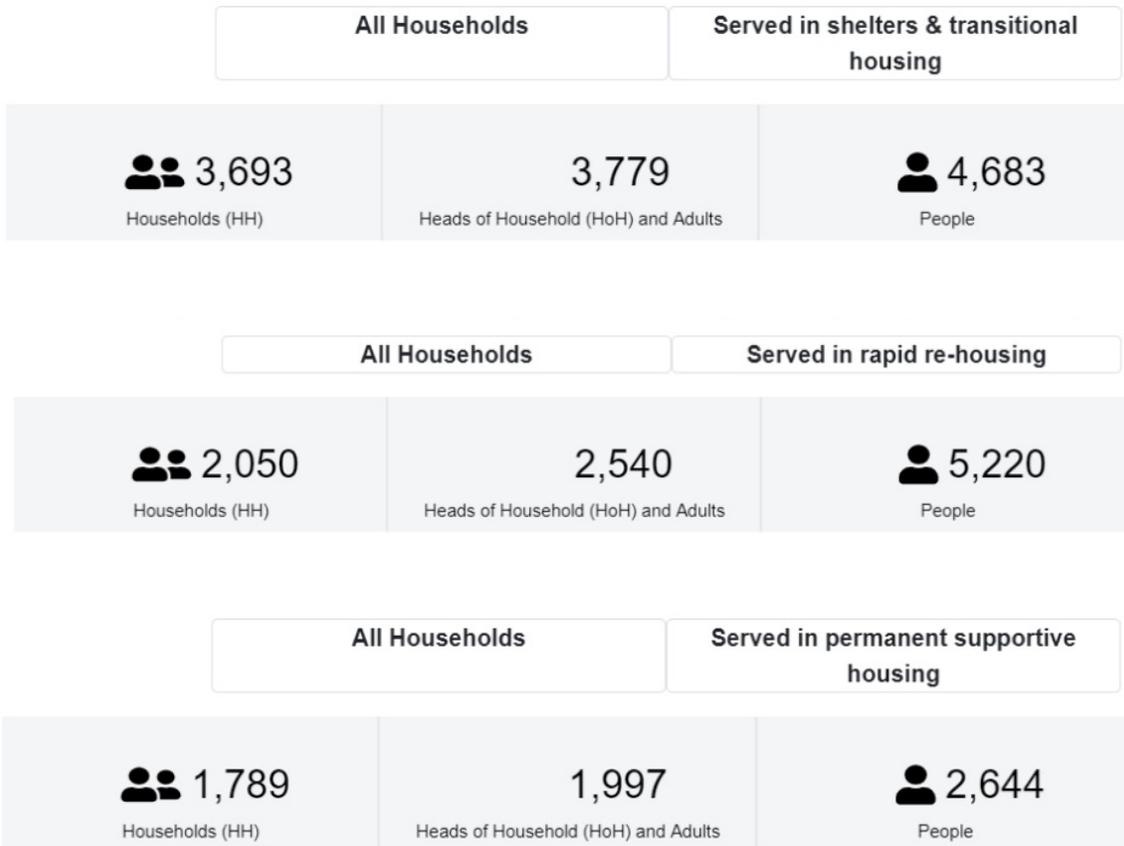
1. Total number of households served in: (1) Emergency Shelter, Safe Haven and Transitional Housing, (2) Rapid Rehousing, and (3) Permanent Supportive Housing.

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

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

Demographics Overview: Sheltered Homelessness

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



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

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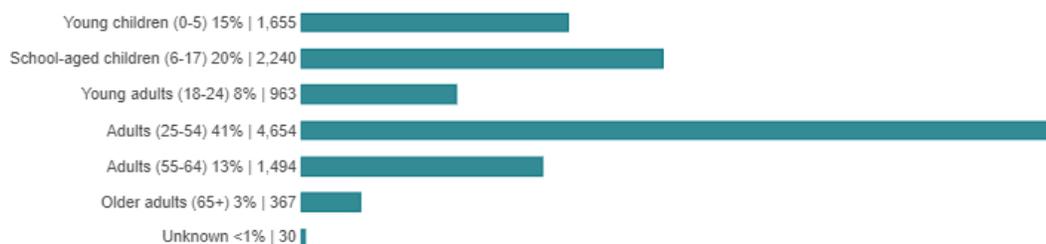
Chronic Homelessness and Disabling Condition of HoH and Adults

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

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

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

Age of All Persons in Household



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

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

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

Demographics Overview: Sheltered Homelessness

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



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

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

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

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

Gender of HoH and Adults



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

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

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

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

Race and Ethnicity of HoH and Adults



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Section 2 – Demonstration of Regional Coordination

A. Coordinated Entry System (CES) Information

For Large City and County applicants:

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

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

- CoC Board and Committee participation. County and City jurisdictional staff (including Health Services, Homeless Services staff, Law Enforcement) are formally seated on the CoC Board, are part of executive staff, chair committees, and have chaired and participated actively in two of its historic committees related to CES (the two committees are transitioning to a single committee appointed by the Board). Committee participation includes numerous County and City staff, in addition to CoC Board members.
 - CES Committee comprised largely of organizations interacting regularly with CES to work on day-to-day operational issues and review data; and
 - CES evaluation committee, with membership appointed by the CoC Board, was formed to review overall functioning, policies and data. This committee had both City and County representation and was co-chaired by a City staff person.
 - County and City staff work on an ad-hoc basis to improve CES functioning. For example, when a new, large CoC scattered site permanent supportive housing project (called Re-Start) was leasing up a large number of units from a variety of frequent user referral partners, County staff coordinated collaborative meetings to resolve challenges for approximately one year.
- CES Case Conferencing. Case conferencing is used to bring case management staff knowledge to inform CES prioritization and placement. Staff from several County Departments, including County Behavioral Health and the Department of Human Assistance, regularly participate in case conferencing for their clients. This same network of social workers and case managers also assist to help locate clients who are eligible for referrals but may have lost contact with the CES.

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- Accessing CES and VI-SPDAT. CES functions primarily through a no wrong door approach. County and City provider contracts (shelter, outreach, and behavioral services) generally promote or require connectivity to CES for clients. The following County systems, programs and offices are currently trained or in the process of training for CES assessment and referral of clients they serve:
 - Department of Human Assistance (operating homeless programs, CalWORKs, General Assistance);
 - Department of Health Services, Division of Behavioral Health;
 - Department of Child, Family and Adult Services, Divisions of:
 - Child Protective Services (CPS);
 - Adult Protective Services (APS);
 - Public Defender; and
 - Services and residential programs offered at the County's Mather Community Campus.
- Physical Access Points. CES currently has three physical locations where clients may be referred by 2-1-1 (called Homeless Resource Access Points). Two of the three points are located at County-funded behavioral health providers.
- Access for Families. To improve access for families, the County has developed a family crisis response system (others have developed access and services systems for youth and veterans) to function not only as an access point for County family services (such as CalWORKs, rehousing and emergency shelters) but to connect clients to CES and the VI-SPDAT. The CalWORKs bureaus and the County's online shelter reservation system have been selected by CES as the designated point of entry for families.
- Mainstream systems and services. Recognizing that mainstream systems and funding sources often require population targeting or preferences based on funding or other goals, several County systems have worked to bridge prioritization and targeting between their funding requirements/target population and the CoC CES. This system work, at varying stages of implementation, includes programs and populations within APS, CPS, Behavioral Health, and criminal justice. The City of Sacramento has done similar work through the Whole Person Care program, connecting health clients to coordinated entry.

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- Additional housing resource. The City and County have recently expanded housing resources available through CES referrals to include Permanent Supportive Housing developments funded through No Place Like Home (2 awarded and 2 pending at State) and to developments receiving County Project Based Vouchers serving a homeless population. While most of the existing PSH resources funded by the City and County through the Sacramento Housing and Redevelopment Agency (SHRA) follow traditional methods of tenant selection, using waiting lists and affirmative marketing (largely promoted or required by State funding resources), City and County staff hope to facilitate CES placement of tenants in future housing developments targeted to a homeless population.

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

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

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

- Access:
 - Improve how individuals connect to services to resolve their homelessness; and
 - Improve transparency regarding access to and availability of resources.
- Assessment, prioritization and referrals
- Operations:
 - Improve functionality for providers;
 - Increase operational efficiencies; and

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- Data management.
- Increasing housing resources
- Governance:
 - Written and adopted policies and procedures; and
 - Ongoing evaluation, including metrics and evaluation criteria.

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

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

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

- All city and county-funded street outreach and sheltering programs are required to enroll clients into HMIS and connect to CES through a VI-SPDAT or refer to agencies that can. These programs include:
 - Street navigation programs funded through
 - City: Pathways Whole Person Care, Library, River District
 - County: Parkway, unincorporated areas, River District, Outreach connected to Guest House, a key access point for mental health services
 - Shelter Programs
 - City: Non-family households at North 5th, Capitol Park Hotel, youth shelters
 - County: two family Shelters, non-family shelter at North A, County's Scattered Site sheltering program, Mather Interim Housing, youth shelters.

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- The City and County also conduct outreach directly through jurisdictional staff who can connect clients to CES or refer them to access points.
 - City: City Police Impact team, including a social worker assigned to law enforcement
 - County: Sheriff Homeless Outreach Team, DHA Outreach Social Workers, Behavioral Health mobile crisis support teams working with law enforcement partners throughout the County.
- City and County Re-Housing Programs. While these programs typically exit households permanently housed with temporary assistance, some clients who qualify for PSH maintain their place on the CES queue, in the event they need deeper resources and a referral to a CES PSH program. These programs include:
 - County's Flexible Supportive Re-Housing Program and Flexible Housing Pool;
 - City and County ESG-funded rapid re-housing;
 - CalWORKs HSP; and
 - Bringing Families Home.

B. Prioritization Criteria

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

Continuum of Care and Coordinated Entry Prioritization Criteria

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

Prioritization differs for PSH and RRH.

Permanent Supportive Housing (PSH)

The Sacramento CoC adopted the PSH prioritization criteria established in HUD Notice CPD-14-012: Prioritizing Chronic Homelessness and Other Vulnerable Populations in PSH (see Linked Appendix M) in May 2016. All PSH in the

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Sacramento CoC is prioritized for the chronically homeless with the longest time homeless and most severe service need:

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

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

Rapid Rehousing (RRH)

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

Upcoming Prioritization Plans

In addition to revisiting the RRH prioritization policy mentioned in the Rapid Rehousing section above, the CES is also working on two new components of prioritization: housing conferencing and transitioning to a priority queue. Housing conferencing relies on the expertise of case workers and others working with homeless households to provide valuable additional information to supplement assessment results for improved matching of participants to available placements. Regular convening of crisis response and housing program staff to review a priority queue of households also ensures greater success in locating and staying connected to households where a housing referral is forthcoming.

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

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Priority Queue

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

Additional Prioritization Criteria

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

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

- State Programs requiring connectivity to mainstream services, including Bringing Families Home (BFH), which is operated in conjunction with CES. BFH prioritizes families involved in the child welfare system according to funding requirements. Additionally, Home Safe is operated for clients identified by Adult Protective Services.
- County Behavioral Health Services offers re-housing and housing stability services through mental health providers for clients that are receiving case management services.
- For families, CalWORKs Homeless Assistance and re-housing programs are offered through CalWORKs bureaus where families are provided services as

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an entitlement. The family shelters utilize a web-based reservation system that considers family vulnerabilities using an objective algorithm.

- The County's Flexible Supportive Re-Housing Program prioritized the top 250 utilizers of jail and behavioral health services experiencing persistent homelessness, in part, to impact these systems of care.
- Similarly targeting a high need population, the City's Whole Person Care program prioritized participants based on emergency room and other health usage or encounters with law enforcement.
- Among other referral pathways, the County's Flexible Housing Pool created referrals through two systems not previously connected to homeless resources through the Jail Diversion Pilot (connecting clients facing a court sentence) and through Adult Protective Services. All referral partners (shelters and outreach programs) were encouraged to refer households with the highest needs, even though this program provides limited term re-housing assistance.
- While shelters are not currently integrated into CES, shelters funded by both the City and County, in general, are targeting shelter services to the most vulnerable and those living in the vicinity of the shelter or in encampments.
- By their nature, street outreach programs offer immediate services to those persons they encounter. In addition to considering the VI-SPDAT score or chronicity, outreach programs consider mental or physical incapacities, fragility due to advanced age or disability, present weather conditions in conjunction with other vulnerability criteria and/or whether the individual is a victim of a crime or other emergency situations. Sacramento County directly funds multiple homeless outreach and navigation teams which includes members of local law enforcement. Homeless Outreach teams engage directly with individuals living in encampments or other areas not designed for human habitation and are able to make immediate assessments, build rapport, establish service connections and refer directly into county funded programs.

2. How is CES, pursuant to 24 CFR 578.7(a)(8) used for this process?

24 CFR 578.7 (a) (8) states that "In consultation with recipients of Emergency Solutions Grants program funds within the geographic area, establish and operate either a centralized or coordinated assessment system that provides an initial, comprehensive assessment of the needs of individuals and families for housing

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and services. The Continuum must develop a specific policy to guide the operation of the centralized or coordinated assessment system on how its system will address the needs of individuals and families who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from non-victim service providers. This system must comply with any requirements established by HUD by Notice."

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

The CES process works the same for individuals and families who are fleeing, or attempting to flee, domestic violence, dating violence, sexual assault, or stalking. On September 11, 2019, the CoC Board adopted the "Sacramento Continuum of Care Violence Against Women Act (VAWA) Requirements for CoC-Funded Programs Compliance Policy". The policy requires all CoC-funded programs to protect the rights, privacy and safety of survivors of domestic violence, dating violence, sexual assault or stalking. Programs are prohibited to deny, terminate, or evict a person as "a direct result of the fact that the applicant or tenant is or has been a victim of domestic violence, dating violence, sexual assault, or stalking, if the applicant or tenant otherwise qualifies for admission, assistance, participation, or occupancy."

C. Coordination of Regional Needs

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

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

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Starting with the Homeless Emergency Aid Program (HEAP) and California Emergency Solutions and Housing Program (CESH), the three entities worked collaboratively not to solely focus on the “share” of the homeless population that each would be responsible for, but rather the unmet needs in the community and the specific skills/resources each could bring to help fill these gaps. With HEAP and CESH, the community wished to increase and enhance three components, and, based on existing administrative infrastructure, component leads 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; and
- System improvements were primarily overseen by the CoC.

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

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

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

As a primary funder of mainstream social and homeless services primarily serving the entire County, Sacramento County considers its role and responsibilities to be wide-ranging. The County administers programs across the continuum of homeless and mainstream services: prevention and diversion, street outreach and shelters, transitional and emergency housing, re-housing services, behavioral health and health services as well as permanent supportive housing. The vast majority of its services are viewed through a countywide lens; however, with the

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second largest percentage of unsheltered individuals located in the unincorporated County (behind the City of Sacramento), the County also maintains municipal functions and services related to managing homelessness.

Additionally, as the administrator of major systems which may also serve individuals experiencing homelessness (CalWORKs, behavioral health, Adult Protective Services, Child Protective Services, criminal justice), the County plays a significant role in system development and functioning, including the recent development of a comprehensive County Homeless Plan which oversees implementation with collaboration amongst County departments and community partners. Currently underway, using State-provided technical assistance resources through TAC, the County is leading the development of communitywide standards in sheltering, case management, navigation, and re-housing.

As mentioned above, the County continues to develop a re-housing programmatic infrastructure through the Flexible Housing Pool (FHP). Without re-housing assistance, our outcomes from shelter, outreach, and other services are more limited. With a more sophisticated and coordinated approach to re-housing, we hope to increase capacity in crisis response programs to create “flow” and serve more individuals. As explained in part D of this section, FHP provides flexible, time-limited assistance to find, secure, and maintain permanent housing, serving a range of needs and acuity, using progressive engagement to transition people out of homelessness into permanent housing stability, health, and resiliency.

The County will use HHAP funding for the following purposes, meant to work in tandem with City of Sacramento and CoC HHAP investments:

- Continue shelter operations expanded with HEAP funds and administered by the County, including two family shelters, scattered site shelters, and the North A shelter for individuals and households without children;
- Invest in the Flexible Housing Pool to provide rehousing services;
- Continue criminal justice expungement services to remove housing and employment barriers as a result of a criminal record;
- Prevent homelessness for seniors; and
- Partner with youth shelters and outreach programs investing in youth prevention and re-housing activities.

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D. Creating Sustainable, Long Term Housing Solutions

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

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

- Scaling and improving re-housing assistance programs to help people move into and stabilize in existing housing resources;
- Increasing the impact of Public Housing Authority resources to help people experiencing homelessness; and
- Accelerating and facilitating the development of affordable housing and permanent supportive housing in the unincorporated County and across the region through local financing programs and innovative planning approaches.

Re-Housing Assistance Programs

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

Flexible Housing Pool (FHP). FHP was built upon the existing infrastructure of the County’s Flexible Supportive Re-Housing Program (FSRP) initiated in 2018 that targeted the top 250 persons experiencing persistent homelessness who are high utilizers of jail and behavioral services. The Flexible Housing Pool provides clients with limited-term flexible services individualized to assist each participant resolve their homelessness and stabilize in housing. FHP services include:

- Intensive Case Management Services (ICMS) providing clients with flexible and individualized case management services. This includes connections to mainstream and community-based health, behavioral health, income,

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disability advocacy, criminal justice expungement and other services essential to achieving permanent housing stability.

- Property Related Tenant Services (PRTS) providing individualized housing services to both clients and property owners. Client housing services include assistance to locate and secure permanent housing, short-term financial assistance, including deposits and rental assistance, and support to help clients maintain housing. Property-related services include working with owners to mitigate concerns related to initial occupancy or ongoing tenancy. Clients are also provided with assistance to apply for Housing Choice Vouchers (HCV) when eligible, which connects participants to long-term rental assistance and supports to secure housing. FHP is currently providing re-housing through the following investments from system partners:
 - Approximately \$8 million from the Sacramento City and County Continuum of Care, FHP is re-housing approximately 600 persons from referral partners, including street outreach programs, shelter programs, Adult Protective Services (APS), and a Jail Diversion Pilot. (In addition to re-housing services, APS is assisting with housing instability through Home Safe funding from the State of California for those at imminent risk of homelessness.)
 - The Division of Behavioral Health contribution of \$6 million to re-housing behavioral health clients experiencing homelessness. FHP will re-house approximately 400 individuals receiving services through the Mental Health Services Act (MHSA).
 - FHP is currently operating a new re-housing component for the CalWORKs Housing Support Program.
 - In August 2019, the County applied to the State Department for \$10 million from the Housing For A Healthy California program to serve additional persons experiencing homelessness with a serious mental illness who are also high cost utilizers. While notified for receiving full points, the State program has not yet made funding awards.

Housing Assistance through Behavioral Health Service Providers. BHS provides outreach, prevention, intensive mental health treatment services, as well as housing supports and subsidies for those with a serious mental illness who are experiencing homelessness or at risk of homelessness. Behavioral Health Services programming is designed to meet the increasing needs of the

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homeless population and includes mental health services and alcohol and drug services, along with co-occurring disorder groups/supports; assistance to remove housing barriers with rent gap and security deposit assistance, among others; and expedited state/federal benefits/entitlement application process assistance. Approximately \$28 million was budgeted for these activities in 2019/20.

These services have recently been expanded in the children's outpatient Flexible Integrated Treatment programs for those families experiencing homelessness or at imminent risk of homelessness. With \$14 million MHSA funding infused into 10 providers and 15 locations, these programs will now assist families with flexible funding and services to remove housing barriers and increase housing stability.

Bringing Families Home (BFH). The County Department of Child, Family and Adult Services has partnered over the past several years with a County Emergency Solutions Grant in order to operate a rapid re-housing program for families experiencing homelessness or are at risk of homelessness. Families eligible for BFH must be under the jurisdiction of the Juvenile Court and receiving Family Reunification (FR) and Family Maintenance (FM) Services. The program started in July 2017 with \$860,100 in State funds that were matched with local funding. In 2020, Sacramento County's BFH program was renewed through June 2022 with its second State grant of \$1.3 million and local match to serve additional families.

Public Housing Authority Resources

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

Underway:

- Allocating 450 turnover housing choice vouchers over three years for households experiencing homelessness, connecting with County FSRP and other programs;
- Allocating 375 project based vouchers over three years to housing developments with onsite services; and

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- Assist 100 youth households receiving supportive services locate and secure stable housing using an HCV through the P3 Program.

Still Pending:

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

Development of Affordable Housing and Permanent Supportive Housing

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

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

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

Funding priorities for local affordable housing funding can be found here. After preservation of existing affordable housing, new construction (or conversion from non-residential) of permanent supportive housing is prioritized.

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<https://www.shra.org/wp-content/uploads/2019/12/Multifamily-Policies-for-County-Adopted-9.24.19.pdf>

Additional Jurisdictional Efforts

Recent examples of actions that the County has taken to enhance housing opportunities include:

- In order to facilitate the provision of very low- and low-income units, Sacramento County has worked collaboratively with SHRA and other agencies in support of affordable housing projects such as the renovation of the Courtyard Inn motel into an affordable housing development which will include units specifically for persons experiencing homelessness and those living at 30 percent or lower of the median income level.
- Sacramento County has provided County general funds for affordable housing projects in other jurisdictions, such as the Mather Veterans Village project in the City of Rancho Cordova. The first phase of the Mather Veterans Village project includes 50 permanent supportive homes for formerly homeless and disabled veterans, as well as comprehensive onsite support services.
- Sacramento County successfully applied for \$625,000 from the SB 2 Planning Grants Program (PGP) to fund a Countywide rezone program to facilitate housing supply and affordability; amendments to the General Plan, Zoning Code, and Design Guidelines to streamline housing production; and preparation of an SB 2 Funding Plan to become eligible to receive future SB 2 funds for housing development.
- Sacramento County (Behavioral Health Services, County Homeless Director and SHRA) have created a funding pipeline for permanent supportive housing (PSH) developments throughout the County utilizing No Place Like Home competitive and non-competitive funding. Intended to align essential local resources (local capital funding, Housing Choice Vouchers and behavioral health services) to compete for State NPLH, the County made applications with four housing developers, receiving funding awards for two applications in HCD's first round and applying for an additional two in January's second round. NPLH development applications include:

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- Awarded in first NPLH round: Sunrise Point located in Citrus Heights includes 22 family and individual NPLH units and 46 total PSH units;
 - Awarded in first NPLH round: Capitol Park Hotel located in the City of Sacramento includes 65 NPLH units and 134 total PSH units;
 - Applying in second NPLH round: Metro at 7th located in the City of Sacramento includes 55 family and individual NPLH units, 70 total PSH units, and 150 total affordable housing units; and
 - Applying in second NPLH round: Mutual Housing on the Boulevard located in unincorporated Sacramento includes 50 NPLH units, 67 total PSH units, and 127 total affordable housing units.
- In January 2020, County Health Services created a \$2.5 million program to augment providers of board and care (BC) facilities for persons who are unable to live independently and require nonmedical care and supervision. While BCs are important living environments for many with serious mental illness, non-complicated medical comorbidities, and psychosocial challenges who experience an ongoing risk of homelessness; low reimbursement rates have led to low staff to client ratios, limited programming, rapid facility closures and an overall decline in capacity.

Cross Jurisdictional Efforts

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

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

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

Sacramento Homeless Policy Council: SSF, based on conversations with the City and County of Sacramento has been working towards establishing a new Sacramento Homeless Policy Council (Policy Council) comprised primarily of elected officials including Sacramento County (2); City of Sacramento (2); Cities of Citrus Heights (1), Elk Grove (1), Folsom (1), Galt (1), Isleton (1), and Rancho Cordova(1). Membership will 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 can 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 Board, a Funder's Collaborative, and collaborative implementation of new State homelessness funding.

Initiating the Policy Council will be a good 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 and 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.

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A. Existing Programs and Resources

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

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

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

Appendix G of the County Homeless Plan adopted in late 2018 contains an exhaustive list describing in detail all County resources used to address homelessness.

https://www.saccounty.net/Homelessness/Documents/HomelessPlan_Adopted_12-12-18.pdf

The following table provides a summary description of funds received or managed by the County of Sacramento to support homeless programs. An amount by fund is provided; however please note that sources may be on different funding cycles, fiscal years, and come with varying restrictions and requirements. Local affordable housing funding is described elsewhere, with the exception of No Place Like Home; amounts indicated are committed to four developments in progress.

FUND TYPE	RECIPIENT OF FUND	ADMINISTRATOR OF FUND	FUNDING USE	APPROX. AMOUNT	FUND TIMELINE
Emergency Solutions Grant (ESG)	County	SHRA	ES - \$269k RH - \$179.4k	\$484k	CY 2020
Community Development Block Grant (CDBG)	County	SHRA	ES	\$363k	CY 2020

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Homeless Emergency Aid Program (HEAP)	CoC	County	ES - \$2.37 m RH - \$7.73 m	\$10.1 m	1/1/2019-6/30/2021
California Emergency Solutions and Housing (CESH)	CoC	County	ES	\$538k	1/1/2019-6/30/2021
CalWORKs HSP	County	County	RH	\$3.94 m	7/1/2019-6/30/2020
MHSA Medi-Cal	County	County	PSH Services	\$10k-24k/NPLH unit 192 NPLH units	20 yrs, when online
NPLH Noncompetitive	County	County/SHR A	PSH Capital	\$2.8 m	2019/2020
Local Affordable Housing -NPLH	County	SHRA	PSH Capital	\$18 m	2019/2020
Housing Choice Vouchers	County	SHRA	PSH Operations	317 PSH units	2019/2020
General Fund (Local)	County	County	ES/TH - \$6.83 m RH - \$398k PSH - \$3.62 m Pre/Div - \$500k Out/Nav - \$3 m	\$14.4 m	7/1/2019-6/30/2020
Bringing Families Home	County	County	RH	\$1.3 m	1/1/2020-6/30/2022
Home Safe	County	County	Pre/Div, Out/Nav	\$262k	7/1/2019-6/30/2021
HDAP	County	County	Disability Benefits Advocacy, RH	\$1.3m	7/1/2017-6/30/2020
CalWORKs Family Stabilization	County	County	RH	\$1.2m	7/1/2019-6/30/2020

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Program (FSP)					
CalWORKs Homeless Assistance	County	County	ES/TH, RH	\$7.7m*	7/1/2019-6/30/2020
THP+	County	County	ES/TH	\$1.84 m	7/1/2019-6/30/2020
MHSA Medi-Cal	County	County	RH – \$16.6 m MHS - \$5.27	\$21.9 m	7/1/2019-6/30/2020
MHSA Medi-Cal	County	County	PSH Services in 161 units/8 developments	\$10 to \$24k/MHSA Unit Total Existing MHSA Units	Annual

*FY estimation based on current expenditures for Quarter 1 and Quarter 2

Fund Use Categories:

- Shelter/Transitional (ES/TH)
- Re-Housing (RH)
- Permanent Supportive Housing (PSH)
- Prevention/Diversion (Pre/Div)
- Outreach and Navigation (Out/Nav)
- Mental Health Services (MHS)

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

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

- The County's Homeless Plan, required for No Place Like Home, has been used to fully capture programs and funding through each jurisdiction.
- The planning for HEAP and HHAP, as described in section C, was collaborative, with each entity combining their efforts to best use funding allocations to meet the broader needs of the Sacramento homeless population (regardless of geo-political boundaries).
- SSF convenes a funders collaborative on a quarterly basis, inclusive of all public funders (Cities, County, SHRA) to track progress under the community NPLH homeless plan and to share best practices and opportunities.

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- A specific example of funding collaboration spurred by HEAP was the City and County's joint funding of the "River District Shelter Collaborative". The River District is an area within the City of Sacramento with a very high concentration of unsheltered homelessness, but also the home to many homeless shelters and other services. Two of the shelters are located in County owned facilities, and were not operating as low-barrier, housing focused navigation centers. With HEAP, the City and County both committed to investing in these shelters, transforming them to low-barrier navigation centers with coordinated "front doors", using HEAP and both City and County general funds.

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

Sacramento County administers a variety of homeless services for all individuals and households experiencing homelessness, including specific sub-populations in our community. Based on County experience in implementing mainstream and homeless programs, as well as data from the recent Point-In-Time Count, the following specific gaps and needs were considered when proposing HHAP activities in this application:

- Emergency shelters to include:
 - Low-barrier entry
 - Additional capacity for families
 - Additional capacity for individuals who cannot access or are not best supported by traditional shelters
 - Specific geographical populations in high-need areas
- Rehousing services, subsidies and housing stabilization services
- Criminal expungement services to increase eligibility and access to employment, fair market housing options and other systems which may limit access to those who are justice-involved
- Prevention services

As previously mentioned, the Sacramento CoC is using CESH funds to contract with HomeBase to develop a gaps analysis for Sacramento, which will be a deeper analysis to identify key, unmet needs in housing and service systems for persons experiencing homelessness, including overall and specific subpopulation needs. The gaps analysis is anticipated to be completed in 2020.

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B. HHAP Funding Plans –

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

The County of Sacramento will use its HHAP funding for a variety of activities that complement existing efforts and close identified gaps in shelter and rehousing capacity. In making these investments, the County carefully considered the one-time nature of HHAP funding and explored ways to leverage and complement existing programs and efforts. By building on existing programmatic infrastructure in impactful programs, administrative efficiencies (e.g., savings in time and money) are also achieved. HHAP investments are generally characterized as follows and described in greater detail below:

- The bulk of HHAP will be used to continue emergency shelters that were expanded with one-time HEAP funding and to expand re-housing capacity through the Flexible Housing Pool, assisting individuals and families resolve their homelessness through permanent housing stability.
- County HAPP investments will also continue a criminal records expungement program initiated with HEAP funding and operated by the Office of the Public Defender. Working with participants in the Flexible Housing Pool or other programs, expungement removes barriers to employment opportunities and promotes ongoing housing stability, thereby preventing returns to homelessness and opening economic opportunity for individuals.
- HHAP will be used to innovate and expand activities in homeless prevention and diversion for two subpopulations: seniors and youth. Interventions to prevent senior homelessness will build on Home Safe prevention activities currently underway for seniors identified through Adult Protective Services. Youth prevention activities will build on prior County experience in implementing its homeless initiatives and complement youth sheltering activities administered by the County and the City of Sacramento.
- Youth investment activities will also include re-housing assistance to complement youth sheltering activities.

HHAP investments address gaps identified through the recent implementation of homeless assistance services, the County Homeless Plan and other recent community efforts and processes. Through data analysis, partner collaboration and community stakeholder input, the County Homeless Plan, adopted by the

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County Board of Supervisors in December 2018 and the Continuum of Care in 2018, identified gaps in all areas of investment. The Homeless Plan built on an earlier and robust stakeholder engagement and Board deliberation in 2017 with the adoption of the County Homeless Initiatives. As these programs were implemented, County staff continued to refine programs and approaches, including collaborative partnerships, to meet the needs of participating clients. More recently, HHAP needs were identified through HHAP recipient collaboration (CoC, City, County), two HHAP community stakeholder meetings held in December 2019 and January 2020, stakeholder surveys and through specific outreach to Youth advisory groups. In January of this year, the County also partnered in a community convening sponsored by the Area 4 Agency on Aging to explore senior specific challenges and needs relative to senior homelessness and housing instability.

- **Emergency Family Shelter (EFS):** HHAP funding will continue emergency shelter beds expanded with HEAP funds for approximately seven family households (21 beds) which include a household member under the age of 18. HHAP services will continue expanded operations for approximately two years. **HHAP funding will serve: 104 families (300 individuals).**

Gap Addressed and Complemented Activities: Family emergency shelter continues to be a significant need as identified in the 2019 Point-In-Time Count, as identified through County family services programs, including CalWORKs programs and through the family emergency bed reservation system. The expanded beds function within and fully complement the existing emergency shelter beds for families using a centralized and coordinated entry process for families throughout the County. Family shelters ensure low-barrier entry to include male household members and diversity in household compositions.

- **The Full Service Rehousing Shelter (FSRS):** HHAP funding will continue the expanded capacity of 40 beds under HEAP in the County's FSRS (also known as scattered site shelters) for approximately two years. FSRS provides low-barrier shelter with rehousing services, delivered through a scattered-site model, for highly vulnerable adults who are unable to access traditional services. **HHAP funding will serve: 200 individuals.**

Gap Addressed and Complemented Activities: The need for low-barrier shelter beds for individuals and couples with no minor children remains high as identified in the 2019 PIT Count. FSRS serves Individuals with specific barriers to traditional shelters such as pets, partners, possessions or substance use and also

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serves highly vulnerable individuals throughout the County. Sites are geographically diverse to be inclusive of program participants who prefer to remain in the community in which they are most familiar or currently unsheltered, when possible. The HHAP investment complements existing efforts of the County and the City to impact this unsheltered population.

- **North A Street Shelter:** HHAP funding will continue HEAP investments to improve sheltering services for approximately two years, including shifting to 24/7 operations, for 80 individuals adults in a congregate setting in a highly impacted area of the City of Sacramento. **HHAP funding will serve: 300 individuals.**

Gap Addressed and Complemented Activities: As indicated above, the need for additional emergency shelter beds for single adults remains high. This shelter is geographically located in an extremely high-need area of Sacramento County, within the City of Sacramento. This shelter is innovative in its collaborative approach to address the service needs of persons living unsheltered in the River District. As part of the collaborative shelter plan adopted by the County and City of Sacramento, shelter operations include specific outreach and engagement services of a high need population living in the vicinity. Activities at North A complement sheltering activities administered by the City of Sacramento at the North 5th county facility, with common shelter standards and shared administrative oversight. City and County staff will work closely with shelter operators, outreach programs, service programs and law enforcement in the area, to stabilize and re-house shelter participants.

- **The Flexible Housing Pool (FHP):** HHAP funding will help approximately 47 households over two years to exit homelessness to permanent housing stability. FSRP provides limited-term intensive case management and property-related tenant services with subsidies to provide rehousing services, financial assistance and case management to quickly resolve barriers to housing. In this model, case management continues post-housing to ensure ongoing housing stability. Property-related tenant services are provided to locate housing and ensure housing stability through landlord mediation, master leasing, and other property-related activities to ensure housing permanency. FHP follows progressive engagement practices. **HHAP funding will serve: 47 households (75 individuals).**

Gap Addressed and Complemented Activities: FHP builds on the County's Flexible Supportive Re-housing Program (FSRP) which provides similar services

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that are ongoing. FHP was created with HEAP funding, recognizing the need for rehousing subsidies, housing location and case management for households requiring additional supports to obtain housing permanency. Our homeless system stagnates if opportunities to transition individuals in shelters or those engaged in street outreach to permanent housing are limited. Currently, FHP connects rehousing services to multiple programs engaging homeless households throughout the County, including shelters, street outreach, County Adult Protective Services, Behavioral Health Services and a new County Jail Diversion pilot. Households eligible to FHP often need more assistance than what is traditionally available through Rapid-Rehousing Programs and may or may not qualify for PSH (when they do qualify, the wait is often extreme).

- **Expungement Services:** HHAP funding will continue Expungement Services for two additional years with an estimated 200 filings anticipated annually. With HEAP funding, the County's Office of the Public Defender (OPD) began an expungement clinic for homeless individuals that will end on June 30, 2021. Working closely with the court, an expedited calendar was created for this Expungement Clinic.

This innovative program has reached 204 individuals in this Fiscal Year alone. OPD has filed 134 petitions on behalf of 29 individuals. One individual may require multiple petitions in order to address each case. Assistance to resolve these cases has a direct impact on the ability to qualify for market-rate housing in our community, obtain employment and mitigate other systematic barriers for justice-involved individuals. **HHAP funding will provide for: 400 filings for 120 individuals.**

Gap Addressed and Complemented Activities: With the passage of new State legislation, individuals are eligible for expungements under certain statutory requirements. These services assist in this process for persons experiencing homelessness engaged in case management services through FHP or other programs or through special outreach events at rotating shelters. Expungement services complement crisis response programs, including sheltering and rehousing programs, by expediting the clearance of criminal records that are creating barriers to services, employment and housing.

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New Activities and Innovation

- **Youth-Specific Rehousing, Prevention and Diversion services:** Youth HHAP funds will be utilized for prevention and rehousing activities. The County is planning to seek authority to operate a shelter for Transition-Age Youth (TAY) in FY 2020-21 with local funds and will utilize rehousing dollars through HHAP to 1) assist youth who can safely avoid homelessness with limited assistance; and 2) support youth who are guests of this shelter to leave homelessness through permanent housing. Based on the level of need and funds available, rehousing funds may also be used to support rehousing efforts for shelter guests of the proposed CoC/City Youth shelter which will be developed with the use of HHAP funds. Currently, the County funds a Prevention and Intervention program for TAY through local funds which serves youth who are homeless or at risk of homelessness. Prevention funds through HHAP will be used to increase the youth support funds available for this program and expand capacity to support additional youth. **HHAP funding will serve: 15 households (45 individuals) through Youth Re-housing Services and 75 individuals through Prevention Services.**

Gap Addressed and Complementary Activities: The Sacramento community continues to make strides in its youth system of care. It recently participated in the 100-Day Challenge and is currently participating in the Grand Challenge for youth re-housing. HHAP funding will complement youth sheltering activities by offering both diversion assistance for those who can avoid homelessness altogether and for additional rehousing subsidies and housing location services for youths experiencing homelessness.

- **Senior-Specific Prevention and Diversion Services:** Currently the County operates the Home Safe program which is designed to provide housing stabilization or rehousing services for Adult Protective Services (APS) clients who are homeless or at imminent risk of homelessness due to elder or dependent adult abuse, neglect, self-neglect, or financial exploitation. This program is funded through one-time state funding which will end on June 30, 2021. The county seeks to utilize HHAP funds to continue prevention and diversion services for this population when appropriate and to expand access to seniors in our community who are not APS-involved. Sacramento County will work with community partners and look across best practices to design an effective prevention pilot. **HHAP funding will serve: 50 households (75 individuals).**

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Gap Addressed and Complementary Activities: Currently our community does not have any ongoing prevention programs designed for seniors who at risk of homelessness. Given general demographic trends and specific trends among the homeless population, effective prevention services are needed to improve housing stability and outcomes for this subpopulation.

Included below is a table which provides information regarding programs and activities to be funded under HHAP and the budget for each. Sacramento County intends to implement the following programs/expansions through Fiscal Year 2021-22 and 2022-23.

Program	Funding Use/Description	HHAP Budget	Integration with Existing Funding
Flexible Housing Pool	<ul style="list-style-type: none"> Case Management Rehousing Services Property-related services post housing Financial assistance to secure and maintain housing Subsidies 	\$1,071,040	Expand capacity to include 47 households
Emergency Family Shelter	<ul style="list-style-type: none"> Shelter operations Case management Rehousing services 	\$559,188	Expand capacity by 21 beds nightly over 2 years
Full Service Rehousing Shelter	<ul style="list-style-type: none"> Shelter operations Case management Rehousing services 	\$1,760,000	Expand capacity by 40 beds nightly over 2 years
North A Shelter	<ul style="list-style-type: none"> Shelter operations Case management Rehousing services 	\$1,388,000	Expand capacity by serving 300 individuals over 2 years
Youth Rehousing	<ul style="list-style-type: none"> Rehousing Services Financial Assistance Subsidies 	\$350,000	New program, funds to be used over 2 years

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Expungement Services	<ul style="list-style-type: none"> • Legal consultative services • Expungement services 	\$180,000	Continue services after conclusion of HEAP for 2 additional years
Senior Prevention and Diversion	<ul style="list-style-type: none"> • Navigation services • Financial Assistance • Short-term subsidies 	\$200,000	New program, funds to be used over 2 years
Youth Prevention and Diversion	<ul style="list-style-type: none"> • Navigation services • Financial Assistance • Short-term subsidies 	\$135,515	Expand capacity to serve 50 additional youth over 2 years

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

While programs in the Sacramento community have conformed to Housing First for many years, the community has made efforts to ensure that this is applied consistently, and that practices within programs match intent. Specifically, the Sacramento community has:

- Adopted Shelter Standards, which are used for all sheltering programs, detailing operational expectations to ensure Housing First principles are applied. These standards include criteria for access to shelters, such that those who are most vulnerable are “screened in” rather than “screened out”.
- Using CESH funding, begun the process to establish standards for other components of the homeless system of care (outreach/navigation, case management, and re-housing).
- The County Department of Human Assistance (DHA) developed a 12 course curriculum for case management and re-housing that was used for the Flexible Supportive Re-Housing Program. With the first cohort trained, the community is looking to expand this program to other shelters and housing programs.
- City and County staff are both taking more active roles in the on-going operations of funded programs. All shelters and re-housing programs funded through the City and County include robust staffing, with low case

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manager to client ratios, and all programs use regular case conferencing meetings to help remove barriers for clients.

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

Housing First practices include low barrier entry and practices, housing focused supportive services, and client focused trauma informed supportive services. County activities incorporating Housing First include prevention and diversion; sheltering for families and other households; interim housing; re-housing programs and permanent supportive housing programs. The following highlights the housing first approach in several programs:

- The County's Full Service Re-Housing Shelter specifically targets vulnerable unsheltered persons or households, as well as individuals living in encampments who have not engaged in traditional shelters because of barriers. Operating within a single family home, the scattered site model allows pets, partners, and possessions into the shelter, facilitating acceptance and placement into services.
- The Flexible Supportive Re-Housing Program identified the top 250 users of jail and behavioral health services experiencing persistent homelessness. Through community providers, clients are engaged wherever they are and offered ongoing "whatever it takes" supportive services and property related services to locate and secure housing (often through master leasing). Clients are supported to maintain their housing and may even be rehoused when needed.
- Based on FSRP, the Flexible Housing Pool will offer limited term re-housing services and case management to persons referred from Adult Protective Services, jail diversion pilot, outreach programs, and shelters. Referral partners are encouraged to refer the highest barrier households. Both types of service providers - intensive case management and property related services - work with the participants no matter their challenges until a stable

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housing situation is attained. Case managers from provider organizations have received a multi-month training in best practices, including trauma informed care and housing first.

- Recently, the City and County collaborated on two of the largest single shelters in the River District to improve housing first practices, including low barrier entry and housing focused services. For the first time, the City and County used the same shelter standards to clarify the approach. Also key is the population focus on the surrounding neighborhood in the River District of unsheltered persons through engagement and invitation of persons who have significant barriers to housing stability. Based on an RFP solicitation, these shelters have new operators and the City/County will continue engagement as these shelters transition to become low barrier and housing focused (housing first) shelters.

Through the implementation of these programs, County staff have deepened their understanding of barriers experienced by individuals and families by continuously informing program design that is flexible to the needs of the client and housing focused. The goal to move individuals quickly into housing has led to ongoing collaboration with other systems in order to mitigate barriers to housing as soon as possible. This has increased collaboration amongst departments within the county such as: Child Support Services, Adult Protective Services, Behavioral Health, the Department of Regional Parks, the Sheriff's Department and the Office of the Public Defender. These partnerships have been utilized to develop a multi-disciplinary approach to removing barriers, resolving homelessness, and increasing stability for individuals served by these programs. This practice directly supports the goals of the Housing First model and the county will leverage these resources for all HHAP funded projects.

Programs operated through HHAP will include the following components in all aspects of entry and service delivery:

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

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Section 4 – Partners Addressing Homelessness

A. Collaborating Partner Efforts

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

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

Collaborative partners have been identified for each County HHAP investment across a broad spectrum of interests. The County has intentionally developed these programs with rich partnerships across systems and interventions both within the County and across the broader community. County staff work intentionally as they implement programs to coordinate individual's services and break down barriers to engagement, services and re-housing. Additionally, Sacramento County works with collaborative partners across programs and investments to improve Sacramento's overall response to homelessness and program impact. Sacramento County's commitment to effective collaborative partnership are described below at the HHAP program level and more broadly.

Family Emergency Shelter. HHAP investment to continue expansion of two emergency shelters are part of a broader family response system. Partners include:

- County Department of Human Assistance staff: contract administration, management of bed reservation, CalWORKs bureaus servicing families (CalWORKs Housing Support Program, Temporary Homeless Assistance, Permanent Homeless Assistance), and connection and DHA homeless services programs, including motel vouchers bridging to shelters;
- Nonprofit family shelter operators and their partners: Volunteers of America and Next Move;
- County Behavioral Health Division access clinician at shelters on rotating basis;
- Mary House, Mustard Seed, and Loaves and Fishes
- County Child Protective Services
- Mather Community Campus family programs
- Sacramento Unified School District and San Juan Unified School District

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- Bringing Families Home program (for re-housing)
- Coordinated Entry System operated by Sacramento Steps Forward
- Property owners for re-housing and County Flexible Housing Pool

Link to family shelter fact sheet.

<https://www.saccounty.net/Homelessness/Documents/HEAP%20Program%20Description%20-%20Emergency%20Family%20Shelter.pdf>

Full Service Re-Housing Shelter (FSRS). HHAP investment continues the HEAP expansion of the scattered site shelter program operated throughout the County for individuals and families without children. Partners include:

- County Department of Human Assistance staff: contract administration, management of shelter entry, connection to DHA bureaus serving individuals (General Assistance), and connection and DHA homeless services programs, including motel vouchers bridging
- Shelter Provider and their services partners: Sacramento Self-Help Housing
- County Behavioral Health Division access clinician at shelters on rotating basis
- Referring entities, including County Adult Protective Services, Law Enforcement entities, including Sacramento County Park Rangers and Sherriff's Department, DHA Outreach Social Workers, and Street Outreach Providers
- Property owners for shelter properties and re-housing. County Flexible Housing Pool.

Link to FSRS fact sheet.

<https://www.saccounty.net/Homelessness/Documents/HEAP%20Program%20Description%20-%20Full%20Service%20Rehousing%20Shelter.pdf>

North A Street Shelter. HHAP investment continues the HEAP investment of 24/7 sheltering services for individuals and couples at North A Street in the River District. Partners include:

- County Department of Human Assistance staff: contract administration, management of shelter entry, connection to DHA bureaus serving individuals (General Assistance), and connection and DHA homeless services programs
- City of Sacramento administering the North 5th shelter in a county facility under the Collaborative Shelter Plan: using common provider RFP and

HHAP Application Narrative

Sacramento City and County Continuum of Care

Section 4 – Partners Addressing Homelessness

operating under shelter community standards. Also collaborating on outreach, intake, services, and re-housing.

- Shelter providers and their services partners: First Step Communities and Volunteers of America
- County Behavioral Health Division access clinician at shelters on rotating basis
- Referring entities, including street outreach, law enforcement, River District PBID, social services agency
- Sacramento Steps Forward connecting to CES
- Property owners for re-housing. County Flexible Housing Pool.

Flexible Housing Pool. HHAP investment will augment HEAP investment to serve additional households or extend services. FHP partners include:

- County Department of Human Assistance staff: contract administration; regular case conferencing at client level; connection to County services, including Disability Advocacy, entitlement income programs, behavioral health services.
- Specified Shelters and Navigation Programs in Unincorporated County, and cities of Citrus Heights, Elk Grove, Rancho Cordova, and Sacramento
- Sacramento Housing and Redevelopment Agency
- Community Providers: Sacramento Self Help Housing, Volunteers of America, Consumer Self Help Center, Hope Cooperative, WellSpace Health
- Sacramento County Adult Protective Services (APS)
- Sacramento County Office of the Public Defender
- Sacramento Steps Forward
- Sacramento Continuum of Care

Link to FHP fact sheet.

<https://www.saccounty.net/Homelessness/Documents/New%20HEAP%20investment%20Flexible%20Housing%20Pool.pdf>

Expungement Services. HHAP funding will continue Expungement Services. Partners include:

- Office of Public Defender administering program services
- County Probation
- District Attorney
- Criminal Court of Sacramento, Superior Court
- Department of Human Assistance and HEAP Flexible Housing Pool

HHAP Application Narrative

Sacramento City and County Continuum of Care

Section 4 – Partners Addressing Homelessness

- Shelter providers throughout the community

Link to Expungement Services fact sheet.

<https://www.saccounty.net/Homelessness/Documents/HEAP%20Program%20Description%20-%20Expungement%20Clinic.pdf>

Youth Specific Rehousing, Prevention and Diversion services. HHAP investment will add new youth services. Partners include:

- County Department of Human Assistance
- Community Provider(s) to be identified

Senior-Specific Prevention and Diversion Services. HHAP will invest in new senior prevention and rehousing services building on the Home Safe program. Partners include:

- County Department of Human Assistance
- County Adult Protective Services
- Community Provider(s) to be identified
- Adult services agencies, including Area 4 Agency on Aging

Link to Home Safe Program fact sheet.

<https://www.saccounty.net/Homelessness/Documents/Flexible%20Housing%20Pool%20and%20Home%20Safe%20Program%20for%20Older%20Adults.pdf>

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

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

HHAP Application Narrative

Sacramento City and County Continuum of Care

Section 4 – Partners Addressing Homelessness

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

Even with a strong commitment, collaborative partnerships, particularly when addressing a complex problem such as homelessness, face many typical challenges, including

- Diverse, complex funding streams that may not align target populations or approaches;
- Complex systems that have a strong intersect with the homeless population, but must also serve a much broader population and purpose;
- Lack of capacity, including staff time or financial resources to coordinate across systems.

Within homelessness solutions, specific challenges to collaborative partnerships include:

- Unclear roles and responsibilities among multiple parties and interests
- Lack of data and specifically, lack of common metrics and reporting
- Lack of ongoing evaluation of “back end” outcomes of investments
- Lack of capacity to scale solutions given intermittent, one-time and competitive nature of many funding sources
- Lack of provider capacity to scale solutions
- Lack of sustained direction and funding at both state and local level

The County demonstrates a strong commitment to collaborative partnerships through a significant investment of staff time and funding. Examples include:

- Providing ongoing administrative funding to Sacramento Steps Forward;
- Participating in or staffing collaborative groups: Continuum of Care, CoC committees, Funders Collaborative, the new Homeless Policy Council, Managed Care Committee (staffed), Criminal Justice Cabinet (staffed), MHSA Steering Committee (staffed), and more;
- Overseeing the implementation of the County Homeless Plan; and
- Developing and implementing a ten-week curriculum for provider case management staff in the Flexible Supportive Re-Housing Program.

HHAP Application Narrative

Sacramento City and County Continuum of Care

Section 5 – Solutions to Address Homelessness

Applicants that Submitted a Strategic Plan for CESH must:

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

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

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

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

Examples:

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

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

The County of Sacramento has estimated the number of individuals to be served for each program or service proposed in this application based on current performance metrics for existing or similar programs operated by the county. Additionally, measurable goals have been identified, which are specific to each program. The following chart summarizes this information:

HHAP Application Narrative

Sacramento City and County Continuum of Care

Section 5 – Solutions to Address Homelessness

County Program Component	Estimated Total Served Through HHAP	Projected Outcomes
Emergency Family Shelter	104 Households/ 300 individuals	50% Placed into Permanent Housing
Full Service Rehousing Shelter	200 Individuals	40% Placed into Permanent Housing
North A Shelter	300 Individuals	35% Placed into Permanent Housing
Flexible Housing Pool	47 Households/ 75 Individuals	100% Placed Into Permanent Housing
Expungement Services	120 Individuals	400 Filings/ 0% Placed Into Permanent Housing*
Youth Rehousing	15 Households/ 45 Individuals	90% Placed into Permanent Housing
Senior Prevention	50 Households/ 75 Individuals	75% will Retain Permanent Housing, 15% Placed Into Permanent Housing (Total 90% in Permanent Housing)
Youth Homelessness Prevention	50 Households/ 75 Individuals	75% will Retain Permanent Housing, 15% Placed into Permanent Housing (Total 90% in Permanent Housing)

*Expungement Services are a stand-alone service to help reduce barriers to housing for individuals concurrently served through outreach, housing or sheltering programs in our community



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

APPLICANT INFORMATION

CoC / Large City / County Name:	County Sacramento	Receiving Redirected Funds? Y/N	No
Administrative Entity Name:	Human Assistance	Total Redirected Funding	\$ -

HHAP FUNDING EXPENDITURE PLAN*

ELIGIBLE USE CATEGORY	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Rental Assistance and Rapid Rehousing	\$ -	\$ 710,700.00	\$ 710,700.00	\$ -	\$ -	\$ 1,421,400.00
Operating Subsidies and Reserves	\$ -	\$ 1,853,594.00	\$ 1,853,594.00	\$ -	\$ -	\$ 3,707,188.00
Landlord Incentives	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Outreach and Coordination (including employment)	\$ -	\$ 90,000.00	\$ 90,000.00	\$ -	\$ -	\$ 180,000.00
Systems Support to Create Regional Partnerships	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Delivery of Permanent Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prevention and Shelter Diversion to Permanent Housing	\$ -	\$ 167,757.62	\$ 167,757.62	\$ -	\$ -	\$ 335,515.24
New Navigation Centers and Emergency Shelters	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Strategic Homelessness Planning, Infrastructure Development, CES, and HMIS (up to 5%)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative (up to 7%)	\$ -	\$ 212,412.49	\$ 212,412.49	\$ -	\$ -	\$ 424,824.98
						\$ 6,068,928.22
						TOTAL FUNDING ALLOCATION
	FY20/21	FY21/22	FY22/23	FY23/24	FY24/25	TOTAL
Youth Set-Aside (at least 8%)	\$ -	\$ 242,757.50	\$ 242,757.50	\$ -	\$ -	\$ 485,515.00

*Narrative should reflect details of HHAP funding plan

COMMENTS:

FINAL

Christopher C. Conlin
Assistant City Manager

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

February 13, 2020

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

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

Dear Ms. Sutton,

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

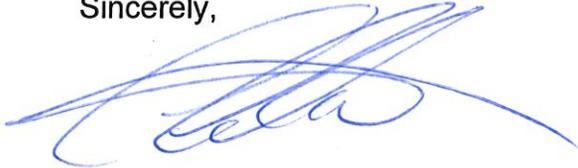
The City of Sacramento, The County of Sacramento, and Sacramento Steps Forward, as the lead agency for the Sacramento City and County Continuum of Care, acknowledge and agree to regional coordination and partnership in the development of HHAP funding recommendations and addressing homelessness in the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

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

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

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

Sincerely,

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

Christopher C. Conlin, Assistant City Manager
City of Sacramento



**SACRAMENTO
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

February 13, 2020

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

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



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

Sincerely,

A handwritten signature in blue ink that reads 'Lisa Bates'.

Lisa Bates, Chief Executive Officer
Sacramento Steps Forward