CoC Board Agenda- Revised July 7, 2020
Wednesday, July 8, 2020 ‖8:10 AM – 9:40 AM
Zoom

I. **Welcome & Introductions:** Sarah Bontrager, Chair			
II. **Review and Approval of June 10, 2020 Minutes:** Emily Halcon, Secretary			
III. **Chair's Report**			
IV. **CEO's Report:** Lisa Bates			
V. **New Business**			
A. State Budget Updates	- Presenter: Chris Martin	8:15 AM (20 minutes)	Information
B. 2021 PIT Subcommittee Approval of Slate	- Noel Kamermann, System Performance Committee Chair & Michele Watts, SSF Chief Planning Officer	8:35 AM (10 minutes)	Action
C. CoC Board & City Youth HHAP Funding- Approval of Funding Plan	- Ya-yin Isle, SSF Chief Strategic Initiatives Officer & Andrew Geurkink, City of Sacramento	8:45 AM (15 minutes)	Action

	Program Manager		
D. SHRA Updates **- ESG** **- Shelters (EBH &** **Meadowview)** **- New Landlord** **Engagement Program** **(HCV CARES-funded)** **- Motel Acquisition** **Strategy**	- MaryLiz Paulson, SHRA Homeless Innovations	9:00 AM (20 minutes)	Information
E. COVID-19: CARES **Funding & Rehousing** **Update**	-Presenters: Emily Halcon, City of Sacramento & Cindy Cavanaugh, County of Sacramento	9:20 AM (15 minutes)	Information
F. CoC Encampment **Outreach Workshop** **Update & Next Steps**	-Presenters: Tamu Nolfo Green, SSF Performance Improvement Advisor & Michele Watts	9:35 AM (5 minutes)	Information
VI. Announcements			
VII. Meeting Adjourned			

SACRAMENTO STEPS FORWARD

Ending Homelessness. Starting Fresh.

CoC Board Meeting

Wednesday, June 10, 2020 | 8:10 AM – 9:00 AM

Zoom

Attendance:

Member	Area of Representation	Present
Alexis Bernard	Mental Health Service Organization	Yes
Amani Sawires Rapaski	Substance Abuse	No
Angela Upshaw	Veterans	Yes
April Wick	People with Disabilities	Yes
Bridgette Dean	Law Enforcement	No
Christie M. Gonzales	Mental Health Service Organization	Yes
Cindy Cavanaugh	County of Sacramento	Yes
Emily Halcon	City of Sacramento	Yes
Erin Johansen	Mental Health	Yes
Jameson Parker	Business Community & Street Outreach	Yes
Jenna Abbott	Business Community	Yes
John Foley	Homeless Services Provider	Yes
John Kraintz	Lived Experience	No
Julie Davis-Jaffe	Employment Development	Yes
Lt. Julie Pederson	Law Enforcement – County	Yes
MaryLiz Paulson	Housing Authority	Yes
Mike Jaske	Faith Community Advocate	Yes
Noel Kammermann	Local Homeless Coalition/Network	Yes
Peter Beilenson	Mental Health – County	Yes
Pixie Pearl	TAY Homeless Services Provider	Yes
Sarah Bontrager	City of Elk Grove	Yes
Stefan Heisler	City of Rancho Cordova	Yes
Stephanie Cotter	City of Citrus Heights	Yes
Tiffany Gold	Youth Action Board	Yes

Guests
Angel Doney

Angel Uherick
Ana Marie Trujillo
Ane watts
Benjamine Uhlenhoop
Bridgette Kurt DeJong
Brandon Wirth
Cheyenne Caraway
Cynthia Pimentel
Danielle Foster
David Husid
Erica Plumb
Faye Wilson Kennedy
Genelle Cazares
Lianne Egi
Monica Rocha-Wyatt
Maddie Nation
Meadow robinson
Nilda Valmores
Karen Brockopp
Peter Muse
Peter Bell
Scott Young
Scott Reed
Ragan Knotes
Joe Smith
Jenine
Tanya Cruz

SSF Staff	Title
Lisa Bates	Chief Executive Officer
Alexa Jenkins	CoC Coordinator
Joe Concannon	CES Manager
Michele Watts	Chief Planning Officer
Ya-Yin Isle	Chief Strategic Initiatives Officer
Sarah Schwartz	Field Administrator & Sutter Navigator
Tamu Green	System Performance Advisor

I. Call to Order & Welcome: Sarah Bontrager, Chair		
Sarah Bontrager, Chair, called the meeting to order at 8:15 AM		
II. Review & Approval of Minutes	Presenter: Emily Halcon, Secretary	Information
M/S to approve the May 13, 2020 minutes . 1st Maryliz 2nd Peter second Motion approved.		
III. Chairs Report	Presenter: Sarah Bontrager	Information
Sarah acknowledged the death of George Floyd and the racial issues that surround it. The CoC Board wants to be a part of that conversation and analysis and is committed to doing more analysis around racial disparity. There will be CoC member training headed by Tamu.		
IV. SSF CEO's Report	Presenter: Lisa Bates	Information
Lisa said there will be a shift from sheltering to rehousing folks we have been able to provide shelter the past few months. We are starting to get back to the core responsibilities of the CoC, such as the NOFA and PIT. Poor People's Campaign, and the Sacramento Black Caucus provided a sound framework that the CoC may want to consider when moving towards a new framework to look at racial disparities. Looking at racial responsibilities is a task of NOFA and SSF staff has been looking at the data to inform the committee. CoC and SSF provide regular training and a survey about what would be most helpful with racial biases will be sent out next week. Sacramento has been identified as one of the eight communities receiving technical assistance from Homebase, and part of that work includes looking through the equity lens.		
V. New Business		
V.A. COVID-19 Homelessness Response Updates	Presenter: Ya-Yin	Information
Ya- Yin stated that if you're not receiving weekly report please indicate your email address or visit the website to sign up for the listserv. A fourth motel has been opened bringing the total number of motel room units available to 522. The 18 trailers are still being preserved for COVID positive and pending tests. Referral desk is working hard to get rooms in 4th motel filled. There is a map on SSF's website detailing the locations of the sanitation stations. There are 28 volunteer		

groups being funded by DONATE4 SAC. The SSF team is working on a strategy to connect those in motels and shelter to permanent housing. Cindy added that they are looking at existing housing & acquisition opportunities.

A. V.B. Approval of FY2020 CoC NOFA Competition Review and Rank Scoring Tools & Policies	Presenter: Emily Halcon, Project Review Committee Co-Chair & Michele Watts, SSF Chief Planning Officer	Action

Emily explained that the PRC has put a lot of time and effort into this proposal, and thanks to all PRC members. Homebase gave an overview of the process to new participants. There is no indication it is going to be delayed. Bridgette from Homebase went over the proposed tools for PRC that were amended from feedback from providers.

Motion for approval of PRC recommendation.
1st Emily Halcon
2nd Mike Jakse
Motion approved.

B. V.C. 2021 Point-in-Time Count Preparation - **PIT Subcommittee** - **Researcher RFP** - **Timeline**	Presenter Noel Kammermann, System Performance Committee Chair & Michele Watts	Information

Noel stated that they are a little behind schedule with original timeline due to the pandemic. RFP is going to be released next week and SSF is now doing an internal review. Proposals will be reviewed by a panel that is being formed now. PIT recruitment was announced at May 28, and several have expressed interest. Today's recruitment announcement launches the formal application period, with the application on SSF's website. An invitation will be sent to the CoC network, but you do not need to be a board or committee member to apply. Application is due June 23 and a slate will be presented on CoC July 8th meeting.

C. V.D. Planning for CoC Workshop on Encampments - **Overview** - **Schedule & Format**	- Presenter: Sarah Bontrager & Tamu Nolfo Green, SSF Systems Performance Advisor	Discussion

Member Survey		
The CoC is trying to get back to a smaller group format. They know there is a lot of conversation on encampment strategy and wanted to get members involved. On June 24th, there will be an encampment workshop from 930-11am. Tamu explained this workshop is an opportunity to use the CoC brain trust on how we can be most strategic with encampment and rehousing work. It will be a zoom forum with small break out groups that will center around different topics related to encampment strategy. SSF is looking for CoC leadership in this area.		

VI. Announcements

No Announcements

VII. Adjourn

The meeting was adjourned at 9:31AM.

Peter Bell

Coordinated Entry Manager
Sacramento Steps Forward

Peter has been working with young people experiencing homelessness in Sacramento, CA since 2010. Most recently, he has worked as a program and policy advisor, trainer, and data manager for Wind Youth Services. In 2019, Peter presented at the National Human Services Data Consortium on his participation in the Rapid Results 100-day Challenge to End Youth Homelessness, where he worked to identify and improve local system gaps in serving homeless youth. Peter has actively participated in many community policy and advocacy committees including the Homeless Youth Task Force, the Coordinated Entry System committee, and the HMIS and Data committee. Peter has also had the honor to serve as a co-chair on the following committees; the Systems Performance Committee, We Help Youth (WHY) Sacramento, and Sacramento County's System Improvement Plan "S1" committee that provides recommendations and insights on how to reduce maltreatment in the Foster Care system. Peter is also an engaged father and family man for his two children, plays Jazz drum set, and is deeply passionate about helping others.

Hannah Beausang

Communications Manager
Sacramento Steps Forward

Hannah Beausang is an award-winning multimedia journalist who has covered local governments and communities in Marin and Sonoma counties for more than five years. Her reporting has included coverage of issues relating to housing and homelessness.

She most recently spent nearly a year in Central America, where she taught English and studied Spanish. She is passionate about finding collaborative solutions to homelessness in Sacramento.

Anita Roberts

Accounting Manager
Sacramento Steps Forward

My career in accounting spans more than 35 years and covers specifics of payroll, full-cycle accounting, funds management, and the development of budgets and audit protocols. I recently had the pleasure of working for the Governor of the U.S. Virgin Islands (USVI) as his Deputy Director of federal grants overseeing $184 million in federal dollars, and as the Commissioner for the Department of Human Services, overseeing programs which included Medicare, Youth Services, Senior Citizens residentials, and our territories' homeless and mental health services. I frequently reported to the Governor's executive team and the legislature on funding and program areas.

I was responsible for compliance and uniform guidance training and policy development in preparation for annual audits. Additionally, I worked as the CFO for the Detroit Lions, and the Hovensa Oil Refinery, USVI.

I currently serve as a planning commissioner for the City of Brentwood, where I reside.

I attained my bachelor's degree from Northeastern University in Boston, my Masters in Organization Management at the University of Phoenix, and I am finishing up my Ph.D. work in literacy development. I am married with two children and two grandchildren.

Scott Clark

System Performance Analyst
Sacramento Steps Forward

Scott Clark joined Sacramento Steps Forward as Systems Performance Analyst on June 30, 2020. For more than 20 years, Scott has used his policy and data analysis skills to improve community health and welfare. He has worked on a wide range of health issues, including organ transplantation, prescription drug misuse, active transportation, disaster response, suicide prevention, and communicable disease. Scott has experience with program evaluation, project management, regulatory compliance, information design, and advocacy in a variety of nonprofit and healthcare settings. He has a Master of Public Administration supplemented with training in data analytics, epidemiology, psychology, and chemistry. Scott is also a passionate bicycle commuter, runner, puzzle designer, and sidewalk chalk artist.

Elizabeth Marsolais

Photo Unavailable

CoC Policy Analyst
Sacramento Steps Forward

Elizabeth Marsolais is a CoC Policy Analyst at Sacramento Steps Forward. She has a B.A. in Political Science from UC Berkeley and a Master of Public Policy degree from the University of Southern California. Prior to earning her MPP, she served as Legislative Analyst for Health and Human Services at the California State Association of Counties and completed the Capital Executive Fellows Program.

HOUSING CALIFORNIA

Budget Summary
June 24, 2020

$550m for Project "Homekey"

- Funded by the federal Coronavirus Relief Fund
- Provides grants to cities, counties, and other local entities
- For:
    1. Acquisition or rehabilitation of motels, hotels, or hostels.
    2. Master leasing of properties.
    3. Acquisition of other sites and assets, including purchase of apartments or homes, adult residential facilities, residential care facilities for the elderly, manufactured housing, and other buildings with existing residential uses that could be converted to permanent or interim housing.
    4. Conversion of units from nonresidential to residential in a structure with a certificate of occupancy as a motel, hotel, or hostel.
    5. The purchase of affordability covenants and restrictions for units.
    6. Relocation costs for individuals who are being displaced as a result of rehabilitation of existing units.
    7. Capitalized operating subsidies for units purchased, converted, or altered with funds provided by this section.
- Any project using these funds is a use by-right
- Must be spent by September 1, 2020 or Director of Finance can reallocate

$50m Project "Homekey"

- Funded through the General Fund
- For acquisition, conversion, rehabilitation, and operating subsidies for hotels, motels, and other properties for people experiencing homelessness
- Must be encumbered by June 30, 2022

CEQA Exemption for Project "Homekey"

- Exemption from CEQA if these requirements are met:
    1. No units were acquired by eminent domain.
    2. The units will be in decent, safe, and sanitary condition at the time of their occupancy.
    3. The project proponent shall require all contractors and subcontractors performing work on the project to pay prevailing wages for any rehabilitation, construction, or alterations.
    4. The project proponent obtains an enforceable commitment that all contractors and subcontractor performing work on the project will use a skilled and trained workforce for any rehabilitation, construction, or alterations.
    5. The project proponent submits to the lead agency a letter of support from a county, city, or other local public entity for any rehabilitation, construction, or alteration work.

6. Any acquisition is paid for exclusively by public funds.
7. The project provides housing units for individuals and families who are experiencing homelessness or who are at risk of homelessness.
8. The units are restricted to persons experiencing homelessness or who are at risk of homelessness, which may include lower income, and very low income households, for no fewer than 55 years.
9. The project does not increase the original footprint of the project structure or structures by more than 10 percent. Any increase to the footprint of the original project structure or structures shall be exclusively to support the conversion to housing for the designated population, including:
   A. Achieving compliance with local, state, and federal requirements.
   B. Providing sufficient space for the provision of services and amenities.

- If the lead agency determines that a project is not subject to CEQA pursuant to this section, and the lead agency determines to approve or to carry out that project, the lead agency shall file a notice of exemption with the Office of Planning and Research and the county clerk of the county in which the project is located.
- Only applies to a project for which the initial application to the city, county, or city and county where the project is located was submitted on or before April 30, 2021.
- Sunsets on July 1, 2021.

300m from General Fund for Homelessness

- Available for encumbrance/must be spent by June 30, 2025
- Split Homeless Housing, Assistance, and Prevention Program into two "rounds"
   o Round 1 was last year's allocation ($650m from 2019-20 budget), round 2 this year's ($300m from 2020-21 budget)
   o Round 1 has already been allocated.
- $90m to continuums of care statewide
- $130m to cities with population over 300,000 (Big 13)
- $80m to counties
- Proportional based on 2019 Point in Time (PIT) Count
- Cannot supplant existing dollars
- At least 8% for homeless youth
- Timeline:
   o Application released by Council by November 30, 2020
   o Must apply within 60 days
   o Council responds in 30 days
   o Must expend 50% of funds on or before May 30, 2023 jurisdiction. Counties must fully obligate funds by this time
   o 100% expended for cities and COCs by June 30, 2026
- For evidence-based solutions, including:
   1. Rapid rehousing, including rental subsidies and incentives to landlords, such as security deposits and holding fees.

2. Operating subsidies in new and existing affordable or supportive housing units, emergency shelters, and navigation centers. Operating subsidies may include operating reserves.
3. Street outreach to assist persons experiencing homelessness to access permanent housing and services.
4. Services coordination, which may include access to workforce, education, and training programs, or other services needed to promote housing stability in supportive housing.
5. Systems support for activities necessary to create regional partnerships and maintain a homeless services and housing delivery system, particularly for vulnerable populations including families and homeless youth.
6. Delivery of permanent housing and innovative housing solutions, such as hotel and motel conversions.
7. Prevention and shelter diversion to permanent housing, including rental subsidies.
8. New navigation centers and emergency shelters based on demonstrated need. Demonstrated need shall be based on the following:
   i. The number of available shelter beds in the city, county, or region served by a continuum of care.
   ii. The number of people experiencing unsheltered homelessness in the homeless PIT count.
   iii. Shelter vacancy rate in the summer and winter months.
   iv. Percentage of exits from emergency shelters to permanent housing solutions.
   v. A plan to connect residents to permanent housing
9. 7% admin

Coronavirus Relief Fund to Locals

- $500m to cities to be used for Public Health, Public Safety, or Homelessness
  - $225m to cities with populations greater than 300,000 that did not receive direct allocation from feds
  - $275m to cities with population less than 300,000, no allocation less than $50k
- $1.289B to counties for Public Health, Public Safety, and Homelessness, taking into account counties that did receive direct allocations
- The money must be spent by September 1, 2020

$500m for Low Income Housing Tax Credits

- Requires the California Debt Limit Allocation Committee (CDLAC) and the California Tax Credit Allocation Committee (TCAC) to adopt new regulations to "align the programs of both committees with the objective of increasing production and containing costs."
- TCAC shall accept applications for the 2021 calendar year not sooner than 30 days after these regulations, rules, or guidelines have been adopted. CDLAC shall not accept applications for the 2021 calendar year for bond allocations for an eligible project prior to issuing, reviewing, and publishing a new tax-exempt private activity bond demand survey.
- Containing Costs:
  - TCAC and the CDLAC shall develop and prescribe regulations, rules, guidelines, or procedures or guidelines necessary to implement a new allocation methodology that is

aimed at increasing production and containing costs, which would include a scoring system that maximizes the efficient use of public subsidy and benefit created through the private activity bond and LIHTC programs. The factors for determining the efficient use of public subsidy and benefit shall include all of the following:

- The number and size of units developed including local incentives provided to increase density.
- The proximity to amenities, jobs, and public transportation.
- The location of the development.
- The delivery of housing affordable to very low- and extremely low-income households by the development.

o The efficient use of public subsidy and benefit criteria shall take into account the total state subsidy provided and prioritize cost containment and increased unit production.

o For bond allocations for the 2021 calendar year to eligible projects, CDLAC may adopt emergency regulations.

Housing First

- Requires Departments administering recovery housing program to consult with Business Consumer Services and Housing Agency, Homeless Coordinating and Financing Council, the U.S. Housing and Urban Development Department, and other stakeholders to identify ways to improve the provision of housing to individuals who receive funding from that agency or department, consistent with the applicable requirements of state law.
- Must comply with all components of housing first by July 1, 2022
- Must meet certain requirements for definition of recovery housing:
  o A recovery housing program participant shall sign an agreement upon entry that outlines the roles and responsibilities of both the participant and the program administrator to ensure individuals are aware of actions that could result in removal from the recovery housing program.
  o If a recovery housing program participant chooses to stop living in a housing setting with an abstinence focus, is discharged from the program, or is evicted from housing, the program administrator shall offer assistance in accessing other housing and services options, including options operated with harm-reduction principles. To the extent practicable, this assistance shall include connecting the individual with alternative housing providers, supportive services, and the local coordinated entry system, if applicable. This clause does not apply to an individual who leaves the program without notifying the program administrator.
  o The recovery housing program administrator shall track and report annually to the program's state funding source the housing outcome for each program participant who is discharged.
  o "Recovery housing" means sober living facilities and programs that provide housing in an abstinence-focused and peer-supported community for people recovering from substance use issues. Participation is voluntary unless that participation is pursuant to a court order or is a condition of release for individuals under the jurisdiction of a county probation department or the Department of Corrections and Rehabilitation.

Reversion Funds

- Both of these are trigger cuts that depend on whether feds pass another relief package for states
  - Mixed Income Loan Program (MIP)
    - Funded at $500m in 2019-20 budget
    - $250m remaining funds reverted to general fund
  - Infill Infrastructure Grant Program (IIG)
    - Funded at $500m in 2019-20 budget
    - $200m reverted to General Fund

College Students *(Schedule 5440) – These were allocations that started last year, meant to be on-going, and survived the cuts*

- $3.5m for UC rapid rehousing for homeless or housing insecure
- $6.5m for CSU rapid rehousing for homeless or housing insecure
- $9m for Community College rapid rehousing for homeless or housing insecure

TO: CoC Board Members

FROM: Noel Kammermann, System Performance Committee Co-Chair

DATE: July 8, 2020

SUBJECT: 2021 PIT Subcommittee Slate- ACTION

Background
The CoC Board System Performance Committee seeks to convene a subcommittee for the 2021 Point-in-Time Count. This memo provides details on the purpose and scope of the subcommittee, member roles and responsibilities, and the membership recruitment process, followed by the proposed slate for board approval.

PIT Subcommittee Purpose and Scope
The Sacramento CoC conducts a count of unsheltered persons every other year, as mandated by HUD. This Point-In-Time (PIT) count provides valuable data on the number of people experiencing unsheltered homelessness, as well as trends in subpopulation demographics such as veteran status, chronic homelessness, and transition age youth over time.

Formation of the PIT Subcommittee creates a formal mechanism for the CoC Board to engage with staff and consultants in the planning and implementation of the count. The 2021 subcommittee will participate throughout the process, including the research consultant competitive selection process, methodology and survey content input, and the final reporting of results after the count. The subcommittee will provide regular updates, as well as recommendations as needed, to the System Performance Committee and/or the CoC Board. The subcommittee will also debrief the 2021 PIT Count once completed, to provide

recommendations for future counts.

Member Roles and Responsibilities
The role of subcommittee members is to represent their constituencies and the broader CoC community in the planning, implementation, and debriefing of the 2021 PIT Count. The commitment to this subcommittee is about 13 months, with the expectation that it will meet monthly from July 2020 to approximately July 2021. A work plan and timeline will be developed to guide this effort.

PIT Subcommittee Recruitment Process
PIT Subcommittee recruitment was announced at the May 28th System Performance Committee and the June 10th CoC Board meeting. Additionally, 2019 PIT Committee members were contacted and encouraged to apply for membership. Application materials were posted on the SSF website and distributed widely to the CoC network via Constant Contact and CoC Board members were asked to further share the announcement with their networks. Applications were due June 23, 2020. System Performance Committee Co-Chairs reviewed the applications and developed the proposed slate, which was circulated to the CoC Executive Committee for concurrence and is presented to the CoC Board for approval today.

The subcommittee recruitment and slate development timeline is detailed below.

CoC Board System Performance Committee 2021 PIT Subcommittee Recruitment Timeline	
Activity	**Date(s)**
Recruitment Announcement at System Performance Committee	Thurs., May 28
Informal Recruitment Emails	Thurs., May 28 – Wed., June 10
Recruitment Announcement at CoC Board	Wed., June 10
Community Recruitment Announcement- Email Listserv & SSF Website Posting	Fri., June 12
Application Period	Thurs., June 11 – Tues., June 23
Application Deadline	Tues., June 23

SPC Chair & CoC Executive Committee Finalize Slate	Wed., June 24 – Mon., July 6
CoC Board Approval of Slate	Wed., July 8

Twenty-one applications were submitted by the June 23, 2020 application deadline. While all applicants selected multiple areas of representation from the Declaration of Interest form checklist, each was placed into a primary category for the purpose of comparison. Applicants' primary areas of representation included shelter and/or housing (general population and youth, veteran, and domestic violence subpopulations), other homeless services, health and behavioral health services, education, law enforcement, local government, and advocacy. Several applicants have lived experiences of homelessness. Five 2019 PIT Committee members applied and all are recommended for appointment.

System Performance Committee Co-Chairs Noel Kammermann and Lisa Bates reviewed the many strong applications received and developed a 14-person slate. While these members will provide diverse perspectives on PIT Subcommittee business, the co-chairs agree that additional targeted recruitment should be conducted. CoC Board members are invited to suggest other areas of representation needed as well. The co-chairs and staff will conduct additional outreach to underrepresented/unrepresented areas and return with additions to the subcommittee slate at the August CoC Board meeting.

The proposed slate is presented below.

	CoC Board System Performance Committee 2021 PIT Subcommittee Slate			
	Name	**Area of Representation**	**Organization**	**CoC Service/ Experience**
1	Aaron Cadore	Health/Behavioral Health	County Adult Protective Services	New to CoC Service
2	Anamaria Trujilo	Shelter/Housing-Domestic Violence	Opening Doors	New to CoC Service
3	Bridget Alexander	Shelter/Housing-Youth	Waking the Village	PRC, Homeless Youth Task

				Force, 2019 PIT Committee
4	Crystal Sanchez	Advocacy	Sacramento Homeless Union	New to CoC Service
5	Cynthia Hunt	Shelter/Housing	Cottage Housing	HMIS & Data Committee
6	Jeff Tardaguila	Advocacy	Retired	2019 PIT Committee (co-chair)
7	Jesse Archer	Housing/Shelter-Youth, LGBTQ	LGBT Community Center	Homeless Youth Task Force, 2019 PIT Committee (co-chair)
8	Joe Smith	Advocacy	Loaves & Fishes	New to CoC Service
9	Julie Pederson	Law Enforcement	Sheriff's Department	CoC Board, 2019 PIT committee
10	Loren Pimm	Shelter/Housing	Next Move	New to CoC Service
11	Michelle Schumann	Behavioral Health	County Behavioral Health Services	New to CoC Service
12	Peter Muse	Shelter/Housing-Veterans	Sacramento Veterans Resource Center	CE Committee
13	Stefan Heisler	Government	Rancho Cordova	CoC Board, SPC, 2019 PIT Committee
14	Tara Turrentine	Education- Youth	Sacramento County Office of Education	Homeless Youth Task Force

CoC Board Action Requested
Approve the recommended slate for the CoC Board System Performance Committee 2021 PIT Subcommittee as presented.

Other 2021 PIT Updates
We are behind on 2021 PIT preparations as planned by the 2019 PIT Committee, due to competing priorities for SSF staff, mainly those presented by COVID-19. An RFP to select the researcher will be released this week. Proposals will be reviewed by a panel that includes members of the PIT Subcommittee being formed now.

TO: CoC Board Members

FROM: Ya-yin Isle, SSF Chief Strategic Initiatives Officer
          Andrew Geurkink, City of Sacramento, Program Manager

DATE: July 8, 2020 CoC Board Meeting

RE: CoC and City of Sacramento 8% HHAP Youth Allocation

Background

The Homeless Housing, Assistance and Prevention Program (HHAP) was signed into law by Governor Gavin Newsom on July 31, 2019. Authorized by Assembly Bill 101 (Chapter 159, Statutes of 2019), HHAP is designed to provide jurisdictions with one-time grant funding to support regional coordination and expand or develop local capacity to address their immediate homelessness challenges. Funding is allocated to Counties, Continuum of Care entities (CoC) and the 13 largest cities as apportioned by the Legislature and based on each CoC's share of the State's total homeless population in the latest Point-in-Time Count (PIT). The state of California Homeless Coordinating and Financing Council (HCFC) is administering the HHAP program. The Sacramento CoC applied for HHAP funds in February 2020 and has received the following HHAP allocation:

SACRAMENTO CoC		
	Total	Proposed
Total Allocation	$6,550,887	$6,550,887
(less) admin set aside	$458,562	$458,562
(less) HMIS set aside	$327,544	$327,544
Project Total	$5,764,780	$5,764,780
Youth Allocation	$524,070	$524,070
General Allocation	$5,240,710	$5,240,710

Per HSC § 50218(b), grantees are required to use at least 8 percent of the HHAP program allocation for services that meet the specific needs for homeless youth populations. For the Sacramento CoC, the 8% Youth allocation is $524, 070.

In late 2019 and early 2020, representatives from the City, County, and Sacramento Steps Forward (Continuum of Care) engaged the broader community of youth providers and stakeholders to receive their direct input on the specific needs for transition age youth (TAY). The recommendation developed by a subcommittee of the Homeless Youth Taskforce identified key core components for HHAP funded youth programs and a Smart Shelter project. Taking into consideration the recommendation put forth by the Homeless Youth Taskforce and the leadership of the local youth providers in Sacramento, the CoC approved with the HHAP funding allocations on February 12, 202 the staff recommendation that the CoC's 8% HHAP youth funding ($524,070) be coordinated with the City of Sacramento's 8% HHAP youth funding ($1,092,377) to seek competitive applications for expansion and/or enhancement to youth sheltering opportunities.

Context
From this information, the City has begun developing a bid process that addresses the unique needs of homeless youth to be released in late Summer/early Fall 2020. The purpose of the memo is to continue the conversation around a collaborative funding approach for the City and CoC respective 8% HHAP Youth allocations, a combined total of $1,616,447. Staff of the City's Homeless Service Division have begun preparing the framework for a Request for Proposals (RFP). This RFP would be inclusive of both entity's allocations and would be subsequently administered through the City's Homeless Services Division. The intent behind this approach is to provide the community with one, streamlined opportunity to competitively solicit project proposals that maximizes the pool of available funds.

The forthcoming RFP will take elements from the recommendation brought forth from the Homeless Youth Taskforce but will attempt to narrow the focus of proposals to rehousing shelters (which is in alignment with the SMART Shelter proposed by the Taskforce). In narrowing the focus, the RFP intends to channel efforts toward addressing the immediate crisis of

unsheltered TAY while encouraging rehousing activities during a youth's engagement in shelter services.

Because of the competitive nature of City RFP's, the process from release of RFP to Council approval of a project will take several months. Below is an abbreviated proposed timeline which takes into consideration both the CoC process and the required City procurement process. The proposed timeline anticipates that project(s) selected under this RFP will be funded by November 1, 2020.

RFP Timeline for HHAP 8% Youth Allocation (proposed)	
CoC Board Approval	July 8, 2020
CoC stakeholder engagement meeting	July 2020 (TBD)
RFP Release Date	August 3, 2020
Non-conflicted Review Panel Confirmed	August 7, 2020
Bidders Conference	August 10, 2020
Last Day to Submit Questions	August 17, 2020
Final date to submit proposal	September 4, 2020
Review of and Ranking of Proposals	September 7-18, 2020
Public Announcement of Intent to Award	September 28, 2020
City Council Meeting seeking Approval to award	October 13, 2020
CoC Board Presentation of selected proposal	October 14, 2020
Operations Start	November 1, 2020

Next Steps
As discussed with the CoC Board at the March 11, 2020 meeting, the next step would be to have a small group including representatives from the City, County, SSF and a youth representative meet to review the RFP prior to its release. A non-conflicted youth/CoC Board representative will be a member of the review and ranking panel of the proposals, and the CoC Board will also have the opportunity to review the selected proposal.

Recommendation and Expected Action
Staff recommends the CoC Board approve the following action:

A. Approval of the CoC's 8% HHAP youth funding ($524,070) be coordinated with the City of Sacramento's 8% HHAP youth funding ($1,092,377) to seek competitive applications for expansion and/or enhancement to youth sheltering opportunities.

Covid-19 Homelessness Response Plan Update

SACRAMENTO COC BOARD MEETING

JULY 8, 2020

Original Response Plan
Approved April 7, 2020

Support Existing Shelters
approx. 380 beds in congregate shelters, & support throughout shelter system

Keep existing shelters safe and operational through education and provision of supplies.

Isolation/Quarantine Shelters
up to 80 new shelter beds, 60 trailers and 850 motel rooms

Expand sheltering capacity, focusing on medically supported isolation centers and preventative quarantine for symptomatic and at-risk populations.

Encampment Support
up to 500 meals/day and 50 sanitation stations throughout County

Support encampments following CDC guidelines through outreach, supply delivery, and increased sanitation.

Allocated over $15 million for strategies & actions necessary to slow the spread of COVID-19 and mitigate impacts for persons experiencing homelessness

Capacity & Services To Date

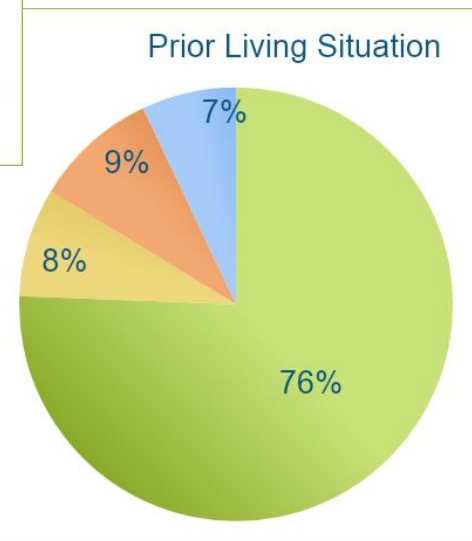| PREVENTATIVE QUARANTINE UNITS	MEDICAL ISOLATION UNITS	ENCAMPMENT SERVICES	COVID-19 TESTS
563 rooms/trailers	18 trailers	56 handwashing stations & 51 toilets in 38 locations	9967 tests administered
793 households 936 people served thru 7/6	29 households 33 people served thru 7/6	almost 45,000 meals served thru 7/6	3 positive results

total unduplicated served in quarantine/isolation units through July 6, 2020: 763 households and 910 individuals

Who Are We Serving?
Isolation & Quarantine Units

Population likely to need rental assistance & supportive services:

► 76% entering from unsheltered homelessness

► 63% have been homeless more than one year

► 55% age 55 or older

► 47% report a disability

► 41% report chronic homelessness

► 34% report chronic health conditions

► 32% report mental health problems

► 28% report substance abuse

data through June 29, 2020

Length of Time Homeless

320	545

■ Less Than One Year ■ One Year or More

Age chart:
- 0-24: 31
- 25-44: 157
- 45-54: 206
- 55-61: 277
- 62+: 200
- none: 2

Prior Living Situation

- 76% — Unsheltered
- 8% — Sheltered
- 9% — Institution
- 7% — Other
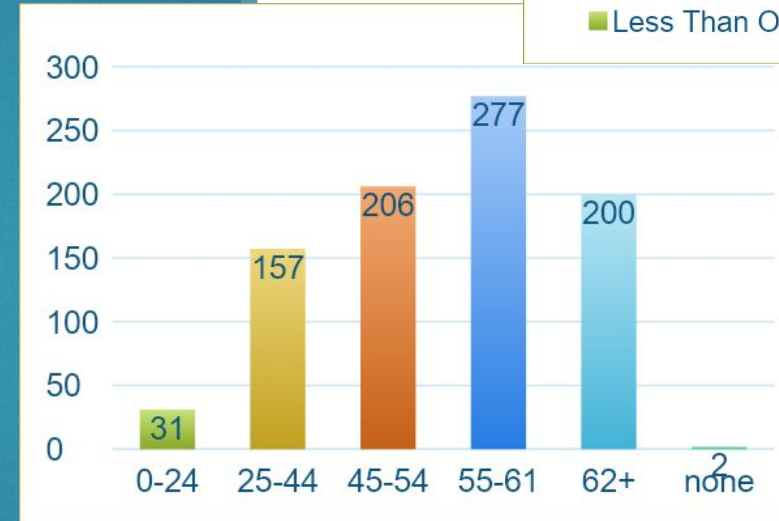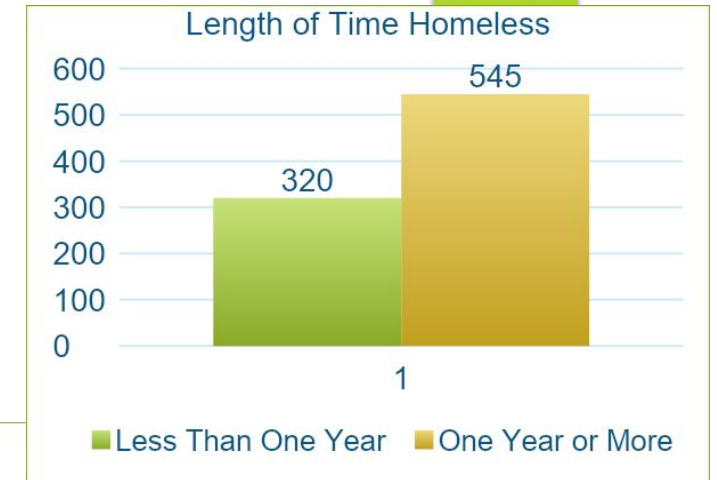
In response to Federal, State, and local directives to plan for a "housing surge" to accelerate re-housing efforts in response to COVID-19, modify the Response Plan to pivot towards an aggressive re-housing strategy for approximately 500 households served in quarantine and isolation units

ENCAMPMENTS	REFERRALS	QUARANTINE	ISOLATION	RE-HOUSING
continue services through September	limited new referrals into turnover units only	continue operations at 5 sites through September	maintain 18 trailers for medical isolation	pivot attention and funding to re-housing efforts

Recommended Amendment

Housing Surge Approach

Existing Housing Programs
- Vouchers/PHA
- Pathways
- Behavioral Health
- Veterans
- Others

New Capacity
- 200 new FHP slots
  - ✔ case management
  - ✔ property services
- 25 Room & Board

Transitional & Shelter
- those who can't immediately be re-housed from motels & trailers

Motel Acquisition
- long term strategy
- ~100 rooms
- interim housing
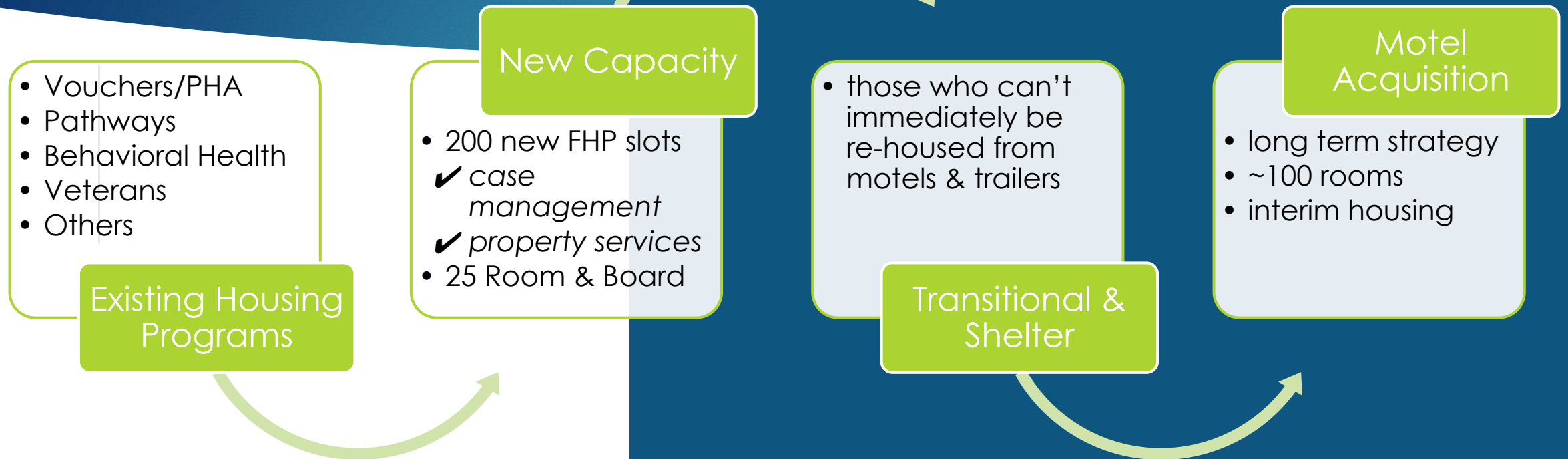
"A 'housing surge' is a concentrated, time-limited *community effort* through which key stakeholders collaborate to connect a targeted group of household to a *pre-identified pool of housing subsidies and units* as well as other resources and services in order to house a large number of people in a short time frame." (HUD)

Opportunities and Challenges

OPPORTUNITIES	CHALLENGES
Using strengths of existing housing partners	Relies on volatile real estate market
Quick(er), doesn't rely on construction	Guests may need more intensive support
More cost efficient	Stretching capacity of system very quickly
Flexible, can serve variety of needs	Limited term funding
Aligns with best practices, federal directives	Focus exclusively on motels/trailers

Funding Approach

Re-Allocate

- Approximately $1.1 million in current plan
- Re-housing, shelter support, administration

Invest

- $4.3 million for FHP expansion
- Split between City and County

Align

- Funding available with needs
- Future conversation with Council

COVID Challenges and Potential Funding

- COVID pandemic continuing longer than initially anticipated, still many unknowns
- New State funding and potential new Federal funding
  - COVID HHAP 2
  - State CRF for motel acquisition
  - Additional COVID State and potential Federal funding to cities and counties
- Implementation Gaps
  - Finding landlords
  - Access to affordable housing
  - Furniture and materials for clients
  - CoC Coordinated Entry

There is the potential for additional affordable housing funding from the State as well as local resources that may also be considered to address a variety of homeless and housing needs.

Next Steps

- ► Continue efforts to connect motel/trailer guests to existing housing opportunities

- ► Continue operations of motels, trailers, and encampment work through Response Team

- ► Board of Supervisors consider Amended Plan on July 14, 2020

- ► City Council consider Amended Plan on July 28, 2020 (tentative)

- ► Launch new FHP and Room & Board capacity late July

- ► City specific - Collaborative funding conversation on homelessness and housing projects at City Council on July 28, 2020

SACRAMENTO
STEPS FORWARD
Ending Homelessness. Starting Fresh.

TO: CoC Board Members

FROM: Ya-yin Isle, SSF Chief Strategic Initiatives Officer

DATE: July 3, 2020

RE: Sacramento COVID-19 Homelessness Response Team Re-
           Housing Plan

Background

In response to the COVID-19 Public Health Crisis, the Sacramento COVID-19 Homelessness Response Team (Response Team), comprised of representatives from several Sacramento County departments, the City of Sacramento, Sacramento Steps Forward and Sacramento Housing and Redevelopment Agency (SHRA) formed to address the needs and challenges of this particularly vulnerable and often, high risk, population that doesn't have a home to stay in or access to basic hygiene supplies.

The initial response plan included strategies to help existing congregate shelters to safely continue operating, assist persons living in encampments to stay safely in place by providing basic supplies and create new isolation/quarantine units in motels and trailers in order to shelter several hundred people.

Since April 8th, nearly 950 persons have been sheltered through the response plan and hundreds more living outdoors have been supported through increased sanitation facilities, delivery of food, water and supplies, and access to testing and medical help. In addition, congregate shelters have implemented safety protocols.

The Response Team is now recommending several actions and strategies to transition up to 500 households into permanent housing stability over the next few months. The re-housing plan will be presented to Sacramento City Council and the Sacramento County Board of Supervisors in mid-July.

The proposed redirection changes the following in the current program:

- Reduces the original number of isolation/quarantine rooms from 850 to 600, but extends the duration of the sheltering program an additional two to three months to facilitate re-housing; and
- Brings new case management services and re-housing assistance to participants.

Re-housing at this scale is challenging and a massive undertaking but will take advantage of both the increased stability of participants now living indoors and the unprecedented local collaboration in the COVID-19 homelessness response.   Additionally, Sacramento is one of eight communities in California receiving re-housing technical assistance through the U.S. Department of Housing and Urban Development.

Two strategies have been proposed to meet this goal.

Strategy 1. Re-housing assistance into existing permanent housing:

- Matching participants to existing re-housing assistance programs, and adjusting prioritization for some of those programs to support this effort (approximately 250 households);
- Expanding the County Flexible Housing Pool (FHP) re-housing program to facilitate approximately 225 housing placements; and
- Funding Room and Board placements, serving approximately 25 households.

Strategy 2. Development of new permanent supportive housing through motel acquisition and conversion:

This strategy would take advantage of the opportunity to purchase motels or other real estate for use as permanent supportive housing for persons experiencing homelessness, including persons currently residing in

isolation/quarantine units. The motels would be purchased and operated by SHRA and/or an affordable housing developer for occupancy within five to six months. County Department of Health Services and contracted partners will provide stabilizing services, including mental health, alcohol and drug treatment, and physical health services.

ATTACHMENT: Sacramento COVID-19 Homelessness Response Team Re-Housing Plan

Summary of Modifications and Re-Housing Strategies

The Sacramento COVID-19 Homelessness Response Team ("Team") recommends modification of the Sacramento COVID-19 Homelessness Response Plan ("Plan") to facilitate positive exits of isolation/quarantine households into stable permanent housing. Re-housing strategies include activities and funding for: 1) re-housing assistance into existing housing; and 2) development of new permanent supportive housing through motel acquisition and conversion.
The existing Plan is modified as follows:

1. The total number of isolation/quarantine units as modeled in the original Plan will be reduced from nearly 900 units to approximately 600 units. However, the period of operation will be extended by up to 90 days to accommodate re-housing activities and a more organized closing of the isolation/quarantine program. If all motel units are able to operate through the end of September, an additional 53,000 bed nights would be provided, for a total of approximately 93,000 bed nights.[1]

2. This strategy will re-allocate existing Plan funding to support an extended isolation/quarantine period and a portion of the re-housing activities and allocate an additional $4.3 million in local federal Coronavirus Relief Fund to (CRF) to re-house **up to** 500 households into existing housing with short-term services and rental assistance.

    Re-housing assistance into existing housing activities include matching clients to existing re-housing programs, including prioritizing some of those programs for this effort, and expanding the County Flexible Housing Pool (serving an additional 225 households) and funding Room and Board placements (serving 25 households).

3. The City Council and Board of Supervisors have approved Multifamily Lending and Mortgage Revenue Bond Policies which the Sacramento Housing and Redevelopment Agency (SHRA) has successfully utilized on several occasions to acquire and rehabilitate motels for use as permanent supportive housing. Based on jurisdictional approval and allocation of State or local CRF or other local funding, motels would be acquired for use as permanent supportive housing for persons experiencing homelessness, including persons residing in isolation/quarantine units. On May 5th, SHRA presented the outline of such an approach to the Sacramento

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[1] Since adoption of the Plan, the Federal Veterans Administration has sheltered 138 Veterans in motels through the Services for Veteran Families (SSVF) program for veterans experiencing homelessness. In addition, from 3/17/20 through 5/24/20, County DHA's motel voucher program has served 56 households for 706 total bed nights.

City Council and the California Governor's Budget May Revise provides for State funding, including the State CRF, for motel acquisition.

4. Re-housing at an accelerated pace will require the willingness and best efforts of all parties as well as support across partner agencies and the broader community to expedite re-housing. Each team entity - County Department of Human Assistance (DHA), County Department of Health Services (DHS), City of Sacramento, Sacramento Steps Forward (SSF) for the Continuum of Care (CoC), and SHRA - is asked to assist in case conferencing to accelerate housing placement, make connections to services, including behavioral health services, and remove barriers to permanent housing stability.   Additionally, a full-time coordinator would be assigned through agency-assigned or limited-term staff at SSF.

Background

The Sacramento COVID-19 Homelessness Response Plan was adopted by the Board of Supervisors and Sacramento City Council on April 7, 2020 and by the Sacramento Continuum of Care on April 8th. Recommended by the Sacramento Homelessness COVID-19 Response Team (comprised of County, City, SSF and SHRA), the Plan recommended strategies and actions necessary to slow the spread of COVID-19 and mitigate impacts for persons experiencing homelessness. Collectively, the Plan allocated more than $15 million to use for COVID-19 specific response for persons experiencing homelessness. The Plan provided for direct services for people experiencing homelessness in three areas:

1) Keeping existing shelters safe and operational through education and provision of supplies;

2) Expanding sheltering capacity, focusing on isolation/quarantine opportunities in approximately 850[2] motel units administered by DHA and 59 trailer units administered by the City of Sacramento; and

3) Supporting encampments through outreach, supply delivery, and increased sanitation.

Developed in late March and adopted in early April, the Plan created strategies to slow the spread of the pandemic and mitigate impacts for persons experiencing homelessness based on the information available at that time on the virus potential

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[2] The original goal of 850 isolation/quarantine units was reduced by approximately 25 units with the transfer of program funding to SHRA administration of federal funding sources on April 21, 2020.

trajectory in Sacramento. Weekly updates on Plan implementation are posted on SSF and County websites.

Local Experience with COVID-19

When originally developed, Sacramento knew very little about the prevalence and trajectory of COVID-19 in the homeless population or the severity of the pandemic. Experience with the virus and its impact on the homeless community since adoption has informed implementation in real time and should inform strategies going forward.

- Since opening the first Preventative Quarantine Motel on April 8th and the Medically Supported Isolation Care Center on April 15th, there have been very few incidents of COVID-19 among the homeless population. The vast majority of the referrals (88%) and enrollments (74%) have been from priorities 6 and 7, clients who do not present any symptoms of COVID-19, but are either over the age of 55 years or have other underlying health conditions.

- Sacramento County Public Health began testing in congregate shelters on April 27th. Tests were offered to 398 guests in 8 shelters, of which 183 consented to testing. All 183 test results have been received back from the Sacramento County Public Health Laboratory and were all found negative for COVID-19. Additional testing has since occurred in the isolation/quarantine units (1 positive out of 179 tests) and encampments (52 tests, no positives), as of May 22nd.

- While the Plan originally intended to expand congregate sheltering by 80 beds, this number was reduced to 60 beds based on subsequent CDC guidance and ability of the shelters to create adequate social distancing for the sleeping arrangements.

- Management of the isolation/quarantine units was built around strict stay-at-home orders in Sacramento County. Onsite management will be more challenging with the phased lifting of this order, which began on May 22nd.

Isolation/Quarantine Implementation to Date

As of May 17, 2020, three motels with 420 rooms and the 59 trailers (total of 479 units) are available for isolation/quarantine. The fourth motel, online in early June, adds an additional 100 rooms bringing the total to just under 600 units. Clients receive basic sheltering services and meals; however, ongoing client engagement and case management services are limited. While operations have generally gone smoothly, the

sheltering model is not optimal beyond a short-term period.   The following observations are noted:

- While the intent of the sheltering was COVID-19-related, many guests are simply seeking shelter for some period of time.   Approximately 20 percent of the guests have self-exited isolation/quarantine units.

- While guests have been generally willing to follow isolation rules, it is likely that people will not want to stay in their rooms once the order is lifted. Managing the population and impacts on neighboring uses will be more challenging.

- While individual rooms have amenities compared to congregate settings, it has also meant damage to rooms can occur. While shelter management has mitigated room damage through frequent changing of rooms, damage, sometimes significant, still occurs.

- Onsite shelter staffing provided by Goodwill Industries will be more challenging once staff return to normal jobs as Goodwill stores reopen.

- It is not anticipated that all motels will be willing to extend their contracts beyond the original contract expiration, with the first one expiring as early as July 8th.

- In siting the motels, Team staff have messaged to neighbors that this is a short-term response. Extensions will require additional outreach and communication.

Re-Housing Strategy Detail

Strategy 1: Re-Housing into Existing Housing

The Sacramento community offers re-housing services for persons experiencing homelessness through a variety of programs funded through local, state and federal funding administered by a local and federal government and agencies.   These programs typically provide assistance in locating and securing housing, rental assistance, and supportive services, with the length of assistance ranging from several months to ongoing support (as provided in scattered-site Permanent Supportive Housing). Attachment I summarizes existing re-housing programs in Sacramento, including target population(s) and administrating agency. Staff estimates that approximately 250 households could be served by facilitating placement into existing re-housing programs within their current program capacity.

To re-house an additional 225 households, this strategy augments the County's Flexible Housing Pool (FHP) by $4.3 million and recommends a contract for $300,000 to facilitate the re-housing of up to 25 households in Room and Board Facilities (for an estimated total of 500 households to be re-housed through existing and expanded capacity). Administered by County DHA, FHP provides two kinds of services through contracted providers: 1) Intensive Case Management Services are flexible and individualized, connecting clients to community-based health, behavioral health, income/employment and other services essential to permanent housing stability; and 2) Property Related Tenant Services assist with locating and securing permanent housing, and provide financial support to help clients maintain housing. The City of Sacramento would separately contract for Room & Board placements, leveraging existing relationships developed through the Pathways to Health + Home program, to target medically fragile, elderly households

To reduce the number of exits to unsheltered locations, this strategy will also facilitate placement or return into existing shelter and transitional housing programs for those clients who have not secured permanent housing by the end of the isolation/quarantine program. Including both shelter and housing programs, placements are anticipated in the following areas:

- Existing Rapid Re-Housing programs, including clients currently enrolled (but not yet housed) in re-housing programs and new enrollments of qualifying clients;
- Expanded County DHA Flexible Housing Pool;
- Permanent Supportive Housing through Continuum of Care, VA's HUD-VASH program, and Shelter Plus Care [3];
- Facilitated re-unification or assistance with other self-resolved placements; and
- Shelter and Transitional Housing Programs, including new shelters coming online in City of Sacramento.

This strategy will use a modified 100-day challenge approach, utilized successfully in Sacramento in several 100-day challenges with homeless subpopulations, including veteran and youth populations. Utilizing a "by-name" list, this intensive, short-term effort focuses the efforts of multiple agencies to remove barriers and facilitate re-housing. Each agency in the COVID-19 Homelessness Response Team (DHA, DHS, City of Sacramento, SHRA and SSF) will be asked to contribute staff over a limited period toward this effort. Funding is also recommended for administration, including 1) overall

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[3] HUD has encouraged CoCs to assess and to identify the most vulnerable to COVID-19 when prioritizing for coordinated entry.

coordination through SSF staffing; and 2) DHA case conferencing and client services in FHP.

Work in the next several months includes:

- Initial client engagement and assessment by County Behavioral Health Services for unlinked clients, and facilitated linkage for enrolled clients;

- Initial client assessment, including VI-SPDAT or other appropriate assessment tool, current or past program enrollment history, problem solving based on household strengths and needs; and understanding household characteristics that may qualify the household for program services (e.g., veteran status);

- Facilitating connection for existing clients of re-housing programs and enrollment of new clients into existing programs, including Pathways to Health + Home and County Behavioral Health re-housing programs, based on client assessments;

- Referral of clients into expanded Flexible Housing Program; and

- Ongoing problem-solving and removal of barriers through case management conferences as housing placements are facilitated.

Strategy 2: Motel Acquisition and Conversion

This strategy would take advantage of the opportunity to purchase existing motels for use as permanent affordable housing.   Motels with kitchens could be purchased by SHRA and/or and affordable housing developer and available for occupancy within five to six months in their current condition with minimal improvements. Within approximately three years of operation the properties would be completely rehabilitated using traditional affordable housing funding sources.

According to the April SHRA report to the Sacramento City Council, the average cost to acquire a 124-unit motel with kitchens is approximately $15 million. Operating costs would be approximately $1.4 million a year and would cover operations and typical resident services, but not including case management supportive services. Operating costs for an estimated three-year period (prior to securing traditional affordable housing financing for rehabilitation and ongoing operations) would total $4.2 million, for a total initial investment of about $20 million. State CRF funding may be available and suitable for acquisition and initial operating costs. Local funding could also be allocated for initial costs depending on the location of the motel to be acquired.

The Team recognizes the value of developing new affordable permanent housing, especially permanent supportive housing with ongoing supportive services. DHS is exploring new ways to bring behavioral health services to site-based developments, including the billing of Medi-Cal for mental health and alcohol and drug treatment services and partnering with FQHCs for on-site health services.

The Team recommends that SHRA work with DHS to explore funding and implementation ideas for this strategy and return to the governing bodies with identified projects for approval and funding, as needed.

Implementation Leads

As with all elements of Plan implementation, a fully collaborative effort is anticipated for the re-housing strategies. Agency leads are identified as follows:

Strategy	Lead
Overall Coordination	6 to 8-month assignment of existing SSF Staff is anticipated
Initial client engagement and connection/qualification to RRH/PSH housing	Approach to be developed by coordinator and team
Expand Flexible Housing Pool	DHA
Room & Board Placement Contract	City
Transition to shelter and transitional housing	SSF
Facilitate placement into existing PSH	SSF and VA
Develop new Permanent Supportive Housing	SHRA
Connection to benefits, services	DHA, DHS

Funding

Re-Housing Assistance into Existing Housing

Estimated costs for the re-housing assistance are shown in the table below. Both of these components are funded for a year, anticipating that, on average, clients will require a year of rental assistance and case management to help them sustain their housing placement.

	Flexible Housing Pool	Room & Board Placements
One-time placement fee	-	$2,000
Monthly PRTS rate [4]	$250	-
Monthly ICMS rate [5]	$450	-
Avg. Monthly Rent	$1,100	$850
Avg. Months of Assistance	12	12
Total Average per HH	$21,600	$12,200
Total HH Served	200	25
Total Cost	$4,325,400	$301,950

The existing funding committed to the Plan is $15,117,300. The total cost for the modified Plan is estimated at approximately $19,417,300, an increase of $4.3M.   The modified Plan reallocates funding within the approved amounts to extend sheltering and encampment activities and for a portion of the re-housing activities. Funding for the new re-housing components also contemplate an equal allocation from the City and County Coronavirus Relief Fund (CRF) for a total of $4.3M. The table below shows original allocations by component from the April 7th Plan and the recommended modifications and additions.

[4] "PRTS" = Property Related Tenant Services - the monthly cost per household to provide housing search and placement activities, process rent payments, liaison with landlords, etc.
[5] "ICMS" = Intensive Case Management Services - the monthly cost per household to provide "whatever it takes" intensive case management services

Component	Original Allocation	Re-Allocation	New Allocation	New Budget	Difference
Supporting Existing Shelters [6]	$100,000	$70,535	$0	$170,535	$70,535
Encampment Response [7]	$1,250,000	$0	$0	$1,250,000	$0
Isolation/Quarantine Motels & Trailers [8]	$13,767,300	($1,138,140)	$0	$12,629,160	($1,138,140)
Re-Housing [9]	$0	$781,342	$4,300,000	$5,081,342	$5,081,342
SHRA Administration	$0	$286,263	-	$286,263	$286,263
TOTAL	$15,117,300	$0	$4,300,000	$19,417,300	$4,300,000

Development of new Permanent Supportive Housing through Motel Acquisition

Funding for purchase and operation of motels in partnership with SHRA will be allocated by the jurisdiction where the projects are located as they are identified. SHRA estimates that acquisition of a motel and operations for three years as interim housing costs approximately $20 million. Motel acquisition/conversion funding is not included in the table above or allocated in the Plan.

Additional CARES Funding

On June 9, 2020, the US Department of Housing and Urban Development (HUD) announced the award of $2.96 billion through the CARES Act to the Emergency Solutions Grant Coronavirus program (ESG-CV). This is the second allocation of ESG-CV; the first allocations were previously committed by the City Council and Board of Supervisors to support operations of the Preventative Quarantine Motel Program in the

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[6] Originally included shelter contract augmentations and supplies for existing beds. Expansion of existing shelter programs was budgeted, but shown within isolation/quarantine line item; re-allocating a portion of these costs to appropriate category.

[7] Includes sanitation stations (DHS), outreach/navigation, meals and supplies, and oversight/administration of the referral process.

[8] Originally included $286,400 for expansion of existing shelters; $130,535 moved to "Support Existing Shelter" category (Mather and North 5th expansion) and $155,865 reallocated. Originally included $200,000 for outreach/referrals; $100,000 reallocated to support re-housing oversight. $595,028 of motel leasing/operations reallocated to SHRA administration and re-housing.

[9] Re-housing includes rental subsidies, housing case management, property related tenant services, and coordination of re-housing activities. This strategy also allocates $360,000 for DHA staff for FHP case conferencing and services and $100,000 for SSF staff for overall coordination.

COVID-19 Homelessness Response Plan. In the second allocation, the City of Sacramento received $10,205,871 and Sacramento County received $11,878,700. There is a broader effort with the City, County, and SHRA to prioritize these funds, which can be used to support operations of emergency shelters, providing supportive services for people experiencing homelessness, to rapidly re-house people experiencing homelessness, and to prevent people from becoming homeless.

Staff will bring a complete recommendation for those funds when more details are known; initial recommendations from the Team for activities related to the Plan for these funds include:

- Expansion of FHP to support re-housing out of year-round shelters, focusing first on those that expanded/supported the COVID-19 Response Plan;
- Expansion of shelter contracts currently funded with one-time dollars, focusing first on those that expanded/supported the COVID-19 Response Plan; and
- Additional rent subsidies beyond the budgeted 12 months for clients re-housed out of the COVID-19 isolation/quarantine units to sustain housing.

Challenges and Opportunity

Transitioning over 500 households to permanent housing over the next several months is unprecedented.   Across Sacramento's shelters on average 38 percent of persons exiting shelter exit to permanent housing destinations. Re-housing outcomes are dependent on a number of factors, including availability of affordable rental housing and landlord incentive; provider services and client engagement and, most important to housing retention, client level of care. Specific challenges include:

- Delivering re-housing services is more challenging during the pandemic. Provider staffing may be limited and both initial and ongoing client assistance requires creative solutions and use of technology, such as live streaming or video calls for intakes, case management and housing inspection.

- Client needs and barriers are not entirely known; however, it is anticipated that many client will need a greater level of assistance than what is available through a traditional rapid re-housing program.   Based on the portion of the clients that have received a VI-SPDAT assessment (38 percent of participants), approximately 62 percent of the clients qualify for PSH.   While many can be successful with rapid re-housing assistance, a portion may need ongoing services and financial assistance to stabilize in housing.

- Rapid Re-housing programs rely on the ability for clients to pay rent when the subsidy ends through employment or public benefits.   Employment for many will be challenging given the anticipated impact on employment and jobs. Additionally, based on assessment information to date, a large portion of the isolation/quarantine population is older – 25 percent of clients were over 62 years of age and 57 percent were over 55 years of age. To ensure long-term stabilization, housing choice vouchers should be maximized and accelerated.

- One or more the current locations providing isolation/quarantine sheltering may not be able to continue through September.   Providing re-housing supports to people dispersed or living unsheltered is much more difficult than providing these services in coordination with a sheltering program.

Sacramento anticipates assistance in this effort from the United States Department of Housing and Urban Development (HUD) and Community Solutions. HUD is providing technical assistance focused on re-housing to eight communities in California, including Sacramento. The Team will continue working with Community Solutions, a national intermediary, who is assisting select communities in implementing re-housing strategies and is also exploring the development of an acquisition fund using philanthropic funding.

Attachment I: Inventory of Existing Re-Housing Programs

Existing Re-Housing Program	Administrator	Funding Source	Target Population
Flexible Housing Program	County DHA	HEAP, MHSA, other	Flexible
Behavioral Health Re-Housing programs	County DHS	MHSA	Persons qualifying for County BHS
Emergency Solutions Grant (ESG) Rapid Re-Housing Program	SHRA	City ESG	Flexible
Supportive Services for Veteran Families (RRH)	VA	Federal grants to nonprofits	Veteran Households
HDAP	County DHA	State competitive funding	Persons with disability applying for SSDI
Pathways to Health + Home	City	Private & Federal (CMS) match	Frequent users of health services & law enforcement referrals
Continuum of Care Rapid Re-Housing*	SSF	Federal	Prioritized through Coordinated Entry (lower barrier HH)
Continuum of Care PSH	SSF	Federal	Prioritized through Coordinated Entry (higher barrier HH)
CalWORKs Housing Support Program [10]	County DHA	State/Federal	Families with children
HUD VASH (PSH)	VA	Federal	Veteran Households

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[10] Targeting for these programs are generally youth and families and not likely matching to the isolation/quarantine population.

TO: CoC Board Members

FROM: Tamu Nolfo Green, SSF Performance Improvement Advisor
           Michele Watts, SSF Chief Planning Officer

DATE: July 8, 2020

SUBJECT: CoC Outreach Workshop Summary & Next Steps

Background
On June 24, 2020, the CoC Board convened the first workshop in a series
of workshops and focus groups to explore outreach opportunities and
issues related to the crisis of unhoused residents living in encampments or
otherwise unsheltered. The intent of these sessions is to utilize the
collective knowledge of the members of the CoC Board and staff, as well
as other stakeholders and community members, to improve the homeless
system's response to the full spectrum of needs of people who are living on
the streets, with the ultimate goal of permanent housing.   With new and
strengthened relationships across a community of partners deeply invested
in homelessness solutions brought about by the COVID-19 pandemic, now
is an excellent time to focus attention on this part of the system.

Workshop Summary
Following an introduction to provide information about current outreach and
system improvement efforts, participants joined a break-out session of their
choice focused on one of four topics: (1) Ideal Outreach, (2) Meeting
Survival Needs, (3) Engaging Volunteers and Non-Profits, and (4) Building
on the COVID-19 Outreach Response.

The questions that the groups explored included:
- What motivated you to participate in this session today, and
  specifically in this small group topic?
- How can we utilize <break-out group topic> to move people from
  being unsheltered into housing?

- What more do we need to know or consider about what this will take?
- What should we be doing that we aren't currently doing?
- Especially as we consider our vision for racial equity in housing, who else needs to be involved and how?

Highlights from these small groups were reported out verbally and are part of the workshop's written documentation. Details on themes that emerged from the breakout groups will be shared at the July 8, 2020 CoC Board meeting.

Next Steps

Input shared at this initial workshop is being used to inform next steps in this learning and problem-solving process. At this point, there is a plan to hold a series of approximately eight to ten focus groups with different stakeholder types invested in solutions to homelessness. Ensuring that people with current or past experience of homelessness will be a significant area of focus. The provider community, business and neighborhood groups, and law enforcement entities are additional likely focus groups where needs, concerns, and solutions will be explored. This work will be supported by funding from the CDC Foundation to support professional facilitation at the level necessary to ensure concrete outcomes. Also integrated into this work is the development of community-wide outreach standards, supported by technical assistance funded by California HCD.

Ultimately, findings from the overall series will be used to produce a report for the CoC Board and Sacramento's elected leaders that includes recommendations that can be utilized to shape equity-oriented policy decisions and best practices for helping bring unsheltered residents into permanent housing. The outreach standards developed will be followed by trainings offered to ensure service delivery is high-quality, efficient, and leads to improved permanent housing outcomes and a reduction in unsheltered homelessness.

Proposed 2020 CoC Calendar of Actions

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Meeting Schedule												
CoC Board Meetings (B)	X	X	X	X	X	X	X	X	X	X	X	X
Business 8:10 AM – 9:20 AM	X	X	X	X	X	X	X	X	X	X	X	X
Hosted Workshops 9:30 AM – 11:30 AM				X		X		X				X
Biannual CoC Convening 9:30 AM – 10:30 AM			X							X		
CoC Committee Meetings												
Executive Committee (E)	X	X	X	X	X	X	X	X	X	X	X	X
Governance Committee (G)	X	X			X			X			X	
Coordinated Entry Committee (C)		X	X	X	X	X	X	X	X	X	X	X
HMIS & Data Committee (D)	X			X			X			X		
Project Review Committee (P)	X	X	X	X	X	X	X	X	X	X	X	X
System Performance Committee (S)	X	X	X	X	X	X	X	X	X	X	X	X
System Performance 2021 PIT Subcommittee (SP)												
Youth Action Board (Y)	X	X	X	X	X	X	X	X	X	X	X	X
Homeless Youth Task Force Collaborative (H)	X	X	X	X	X	X	X	X	X	X	X	X
Veterans Collaborative (V)	X	X	X	X	X	X	X	X	X	X	X	X

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Meeting Topics/Actions												
Funding												
HHAP												
HHAP Application		B										
HHAP Program Approval					B							
CoC Program												
CoC Review Tools & Policies			P		B							
CoC Project Priority List								P	B			
CoC Governance Charter								G	B			
CoC Planning Grant Application									B			
CoC Application									B			
Governance												
Annual Membership Selection	G	B										
Executive Committee Slate		G	B									
Committee Formation	E	B				E	B					
Governance Charter								G	B			
CoC/SSF Review												
Data & Information												
HIC Review	P											
HIC & PIT 2020 Published						X						
PIT 2021 RFP Review Panel					S							
PIT 2021 Preparations						S	SP		SP		SP	SP
LSA Published						X						
Sys PM Quarterly Review		S			S			S			S	
Sys PM Annual Review												B
2020 CES Data Standards Review				D								
2020 CES Data Standards Approval										D	B*	

CoC Board- B	Governance- G	Project Review- P	Youth Action Board- Y
CoC Board Consent- B*	Coordinated Entry- C	System Performance- S	Homeless Youth Task Force- H
Executive- E	HMIS & Data- D	System Performance- 2021 PIT- SP	Veterans Collaborative- V

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
HMIS Data Quality and Privacy & Security Plans										D	B*	
External Actions												
Budgets												
Policy Council			X			X			X			
Funders Collaborative	X	X	X	X	X	X	X	X	X	X	X	X

Priority Ranking	Topics
Strategic Planning & Engagement	
	System Mapping & Gaps Analysis
	Analysis of Racial Disparities
	CES Redesign
	Strategic Plan
Performance	
	ESG
	HEAP
	SSF CoC Project Monitoring Plan
	Non-SSF CoC Project Monitoring Plan
	SSF CoC Project Monitoring Report
	Non-SSF CoC Project Monitoring Report

CoC Board- B	Governance- G	Project Review- P	Youth Action Board- Y
CoC Board Consent- B*	Coordinated Entry- C	System Performance- S	Homeless Youth Task Force- H
Executive- E	HMIS & Data- D	System Performance- 2021 PIT- SP	Veterans Collaborative- V