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Ending Homelessness. Starting Fresh.

CoC Advisory Board Agenda
February 12, 2020 ‖ 8:10 AM – 9:40 AM
SETA, 925 Del Paso Blvd., Sacramento, CA 95815 – Sequoia Room

I. **Welcome & Introductions:** Sarah Bontrager, Chair			
II. **Review and Approval of January 8, 2020 Meeting Minutes:** Emily Halcon, Secretary			
III. **Chair's Report**			
IV. **CEO's Report:** Lisa Bates			
V. **New Business**			
A. 2020 New & Renewing Member Slate – ACTION	- Presenter: Cindy Cavanaugh, Nominating/ Governance Committee Chair	8:15 AM (10 minutes)	Action
B. Governance Committee Chair: Appointment of April Wick – ACTION	- Presenter: Emily Halcon	8:25 AM (5 minutes)	Action
C. Executive Committee Slate Call for Interest	- Presenter: Cindy Cavanaugh	8:30 AM (5 minutes)	Information

D. HHAP CoC Allocation **- Recommended Use of Funds** **- Authorize SSF to Submit Application- ACTION**	- Presenter: Lisa Bates	8:35 AM (20 minutes)	Information / ACTION
E. 2020 Annual Calendar and Priorities	- Presenter: Sarah Bontrager	8:55 AM (15 minutes)	Discussion
VI. Announcements			
VII. Meeting Adjourned			

Upcoming Committee Meetings:
System Performance Committee – February 27, 2020
Executive Committee – February 27, 2020
CES Combined Committees – March 5, 2020
Governance Committee – TBD, February 2020
HMIS & Data Committee – April 9, 2020
Performance Review Committee – February 25, 2020
Youth Action Board- Every Wednesday

Collaboratives:
Homeless Youth Taskforce – March 4, 2020
Veterans Collaborative – February 12 & 26, 2020

Next Meeting: March 11, 2020

Please note that today's meeting is being recorded and the digital file will be available upon request.

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CoC Advisory Board Meeting Minutes

Wednesday, January 8, 2020 ‖8:10 AM – 9:40 AM
SETA, 925 Del Paso Boulevard, Suite 200, Sacramento,
CA 95815 | Sequoia Room

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
Christie M. Gonzales	Mental Health Service Organization	Yes
Cindy Cavanaugh	County of Sacramento	Yes
Dan Monk	Law Enforcement – City	No
Emily Halcon	City of Sacramento	Yes
Erin Johansen	Mental Health	Yes
Jameson Parker	Business Community & Street Outreach	Yes
John Foley	Homeless Services Provider	Yes
John Kraintz	Lived Experience	Yes
Julie Davis-Jaffe	Employment Development	Yes
Lt. Julie Pederson	Law Enforcement – County	No
Lashanda McCauley	Lived Experience – Family	No
MaryLiz Paulson	Housing Authority	No
Mike Jaske	Faith Community Advocate	Yes
Noel Kammermann	Local Homeless Coalition/Network	Yes
Peter Beilenson	Mental Health – County	No
Sarah Bontrager	City of Elk Grove	Yes
Stefan Heisler	City of Rancho Cordova	Yes
Stephanie Cotter	City of Citrus Heights	Yes
Tiffany Gold	Youth with Lived Experience	Yes

Staff Present	Title
Lisa Bates	SSF Chief Executive Officer
Michele Watts	SSF Chief of Programs

Greg Schuelke	SSF CoC Program Manager
Ya-Yin Isle	SSF Chief Strategic Initiatives Officer
Joe Concannon	SSF CES Manager
Alicia Music	Executive Assistant

I.	**Welcome & Introductions:** Sarah Bontrager, Chair		
	Sarah Bontrager, Chair, called the meeting to order at 8:16 AM.		
II.	Review and Approval of November 13 Meeting Minutes: Emily Halcon, Secretary		
	M/S Sarah Bontrager/ Julie Davis-Jaffee, as written. Approved.		
III.	**Chair's Report**		
	No meeting in December, nothing to report		
IV.	**SSF CEO's Report:** Lisa Bates		
	Staff Updates: (1) Introduction of Tamu Green, Sacramento Steps Forward's new Systems Performance Advisor. (2) Tina Wilton has been promoted to HMIS Administrator and SSF is recruiting to fill vacancies on the Data Analytics Team.		
V.	**New Business**		
A.	**New Member Appointment:** Tiffany Gold, Youth Action Board Representative	Presenter: Emily Halcon	Action
	Recommendation: M/S Erin Johansen/April Wick to appoint Tiffany Gold. Approved.		
B.	**HHAP Updates** a. December 11, 2019 Community Meeting b. Upcoming Meetings	Presenter: Ya-Yin Isle	Information

CoC hosted a community meeting along with the City and County on December 11, 2019. Meeting summary was distributed. A second community meeting will be held in January. The CoC Board will vote on its HHAP funding at its February 12, 2020 meeting; City Council and County Board of Supervisors will vote on City and County HHAP funding on February 11, 2020. Application due to the State February 15th.

C.	**YAB & HYTF Youth Set-Aside Recommendations**	Presenter: Bridget Alexander, HYTF Chair	Information

HYTF representative presented a recommendation to use HHAP youth set-aside funds for emergency shelter, using a "Smart Shelter" approach. The Smart Shelter proposal recommends scattered-site shared housing targeted to youth, including parenting youth and their children, prioritized for housing placement on the Coordinated Entry TAY By Name List. Written materials were provided.

The HYTF proposal also included results of a youth and youth provider survey on local needs and the service and housing preferences of youth themselves.

D.	**State Policy and Funding Landscape**	Presenter: Chris Martin, Housing California Legislative Advocate-Homelessness	Information

Housing California presented its proposal for the use of state funds to address homeless. Written materials were provided. Support for this proposal is widespread in the homeless provider community. The Governors budget also proposes significant investments to address homelessness that overlap with the Housing California proposal. Chris Martin explained that over the next several months, the legislative and budget negotiation process will likely result in agreement on a single proposal.

E.	**Appointment of Co-Chairs**	Presenter: Emily Halcon	Action

M/S Emily Halcon/Erin Johansen to approve appointment of Jameson Parker as HMIS & Data Committee Co-Chair and John Foley as Coordinated Entry Committee Co-Char. Approved.

F.	**System Performance Committee Slate**	Presenter: Noel Kammerman, Co-chair	Action

Memo provided. M/S Cindy Cavanaugh/Erin Johansen to appoint the System Performance Committee slate. Approved.

G.	**CoC & Committees** a. Annual Membership Call for Nominations b. Next Steps for Formation of Committees	Presenter: Michele Watts, SSF Chief Planning Officer	Information
	Call for Nominations- Memo provided. The Annual Call for Nominations opens today and will be open through January 29. 2020. The call will be posted on the SSF website and widely distributed. The Nominating Committee will meet after the close and select members for the slate to be presented in February for approval. Committees Formation- Memo provided. Project Review and Governance Committees vacancies will be filled in February. Coordinated Entry and HMIS & Data Committees will be formalized in this summer. Public announcements of all membership opportunities will be made.		
H.	**2020 Annual Calendar and Priorities**	Presenter: Sarah Bontrager	Information
	Memo and Calendar provided. The CoC Board convenes quite a few meetings and has a significant number of required and desired activities on its plate for 2020. The memo and calendar were presented but time did not permit discussion by Board members. This item will be revisited more fully at the next meeting.		
I.	**2020 Census**	Presenter: Greg Scheulke, SSF CoC Program Manager	Information
	The 2020 census is upcoming. Efforts targeting the unsheltered and sheltered homeless populations will be implemented by the Census Bureau. Additional information will be provided over the next couple of months.		
VI.	**Announcements**		
VII.	**Meeting Adjourned** 9:50 AM		

Receive & File Items
- Follow Ups Report
- Annual Business Cycle Calendar

Upcoming Committee Meetings:
Executive Committee – January 23, 2020
CES Combined Committees – In February,
Date TBD Governance Committee – January
15, 2020
HMIS & Data Committee – January 9, 2020 (email updates in lieu of
meeting) Performance Review Committee – January 28, 2020
Youth Action Board- Every Wednesday

Collaboratives:
Homeless Youth Taskforce – January 8, 2020
Veterans Collaborative – January 8 & 22,
2020

Next Meeting: February 12, 2020

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To: Sacramento CoC Board

From: Cindy Cavanaugh, Nominating/Governance Committee Chair

Date: February 20, 2020

Subject: Sacramento CoC Board Annual Membership Slate – ACTION

Background
The Governance Charter states the CoC Board will conduct a Public Call for Nominations for membership on the Sacramento CoC Board annually. The Call for Nominations occurs at the beginning of the calendar year, for the appointment of new members and the renewal of terms for current members eligible for continuing service, with new terms commencing March 1 every year.

Timeline
For 2020, the Call for Nominations opened on January 8th.   It was shared on the Sacramento Steps Forward (SSF) website and throughout the community via email. Declarations of Interest were accepted from January 8-29, 2020. Concurrently, current members with terms expiring February 28, 2020 that have not reached the three-term limit, were invited to continue to serve by submitting a renewal confirmation form. The Governance Committee, in its role as the annual membership Nominating Committee, met January 31, 2020, to review applications and develop the proposed slate for approval. The proposed slate members' terms will commence on March 1, 2020 and are two years in duration.

2020 Call for Nominations timeline:

Activity	Date
Call for Nominations Opens	Wednesday 1/8
Application Period	Wednesday 1/8 – Wednesday 1/29
Call for Nominations Closes/ Application Due Date	Wednesday 1/29

Nominating Committee Meets and Selects Slate	Friday 1/31
Slate Recommended for Approval	Wednesday 2/12

Proposed Slate

In preparing the annual slate, the Nominating Committee had the option to appoint up to four new members without exceeding the 25-member cap specified in the Bylaws and Governance Charter: two vacancies due to resignations in 2019 and two vacancies due to members with terms expiring February 28, 2020 not renewing.

Eleven new-member applications were received in response to the Call for Nominations. The Nominating Committee reviewed the applicants and selected three new members based on areas of expertise most needed on the CoC Board. Applicants not selected for membership will be encouraged to join committees and to participate in CoC Board meetings as guests/public attendees. Current CoC Board members eligible for renewal were asked to submit forms stating their interest in continuing to serve. All renewal-eligible members requesting reappointment are included on the proposed slate.   The proposed slate is listed below, with new members in italics and renewing members in regular font.

2020 CoC Board Slate: New and Renewing Members

Name	**Area of Representation**	**Organization**	**New or Renewing**
Alexis Bernard	Mental Health Service Organization	Turning Point Community Programs	Renewing
Bridgette Dean	*Law Enforcement*	*Sacramento Police Department*	*New*
Jenna Abbott	*Business Community*	*River District*	*New*
John Kraintz	Lived Experience	Sacramento Homeless Organizing Committee	Renewing
Mike Jaske	Faith Community	Sacramento ACT	Renewing

Noel Kammermann	Local Homeless Coalition/Network	Loaves & Fishes	Renewing
Pixie Pearl	*Homeless Youth Provider*	*LGBT Center*	*New*
Stefan Heisler	Local Government	City of Rancho Cordova	Renewing

The approval of the proposed slate of new and renewing members will bring CoC Board membership to 24. The Nominating Committee chose to hold one seat open for a member with lived experience of family homelessness, to replace the current member representing this area who has not been attending meetings or responding to efforts to reengage. The Nominating Committee directed staff to conduct targeted outreach to recruit a new member to fill this important seat.

For members' reference, the current/February 2020 CoC Board Roster with term numbers and expiration dates is attached. Dan Monk and LaShanda McCauley are the two members eligible for renewal that are not seeking reappointment. The March 2020 roster will include the new members and the new term numbers and expiration dates for renewing members.

Action Requested
Approve the proposed CoC Board slate of new and renewing members recommended by the Nominating the Nominating Committee.

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2020 Sacramento Continuum of Care Board
Updated 2/6/20

	Member Name	Area of Representation	Title/Organization	Term & Exp.
1	Alexis Bernard	Mental Health Service Organizations	Director of Housing, Turning Point Community	Term 1, Exp. 2/28/20
2	Amani Sawires Rapaski	Substance Abuse	COO, Volunteers of America	Term 2, Exp. 2/28/21
3	Angela Upshaw	Veterans	Senior Program Manager, BFHP – Roads Home	Term 1, Exp. 2/28/21
4	April Wick	People with Disabilities	Executive Director, Resources for Independent Living	Term 1, Exp. 2/28/21
5	Christie M. Gonzales	Mental Health Service Organization	Director of Behavioral Operations, WellSpace	Term 1. Exp. 2/28/21
6	Cindy Cavanaugh	County of Sacramento	Director of Homeless Initiatives, County of Sacramento	Term 2, Exp. 2/28/21
7	Dan Monk	Law Enforcement –City	Police Department Central Division, City of Sacramento	Term 2, Exp. 2/28/20
8	Emily Halcon	City of Sacramento	Homeless Services Coordinator, City of Sacramento	Term 2, Exp. 2/28/21
9	Erin Johansen	Mental Health	Executive Director, Hope Cooperative	Term 2, Exp. 2/28/21
10	Jameson Parker	Business Community & Street Outreach	Director of Advocacy & Capital Improvements, Midtown Assoc.	Term 1, Exp. 2/28/21

	Member Name	Area of Representation	Title/Organization	Term & Exp.
11	John Foley	Homeless Services Provider	Executive Director, Sacramento Self Help Housing	Term 3, Exp. 2/28/21
12	John Kraintz	Lived Experience	Board Chair, SHOC	Term 1, Exp. 2/28/20
13	Julie Davis-Jaffe	Employment Development	Workforce Development Manager, SETA	Term 1, Exp. 2/28/21
14	Lt. Julie Pederson	Law Enforcement – County	Sacramento County Sheriff's Department	Term 1, Exp. 2/28/21
15	Lashanda McCauley	Lived Experience – Family		Term 1, Exp. 2/28/21
16	MaryLiz Paulson	Housing Authority	Management Analyst, HCV Dept, SHRA	Term 1, Exp. 2/28/21
17	Mike Jaske	Faith Community Advocate	Volunteer Advocate, SacACT	Term 1, Exp. 2/28/20
18	Noel Kammermann	Local Homeless Coalition/Network	Chief Executive Officer, Loaves and Fishes	Term 1, Exp. 2/28/20
19	Peter Beilenson	Mental Health – County	Director, Sacramento County Department Health Services	Term 1, Exp. 2/28/21
20	Sarah Bontrager	City of Elk Grove	City of Elk Grove	Term 2. Exp. 2/28/21
21	Stefan Heisler	City of Rancho Cordova	Reinvestment Analyst, City of Rancho Cordova	Term 1, Exp. 2/28/20
22	Stephanie Cotter	City of Citrus Heights	Development Specialist, City of Citrus Heights	Term 1, Exp. 2/28/21
23	Tiffany Gold	Youth Action Board	Youth Action Board	Term 1, Exp. 2/28/22

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To: Sacramento CoC Board

From: Emily Halcon, Secretary

Date: February 12, 2020

Subject: Appointment of April Wick to Governance Committee Co-Chair-
           ACTION

Background
The CoC Board's 2019 Governance Charter calls for the Executive
Committee to appoint a co-chair from among the board's membership for
the following CoC committees: Governance, Coordinated Entry, HMIS &
Data, Project Review, and System Performance. The current status of
these committee co-chair assignments is summarized in the following table.

Committee	CoC Board Co-Chair	Status Notes
Governance	**Proposed: April Wick**	**April Wick has agreed to take on the Co-chair position being vacated by Cindy Cavanaugh**
Coordinated Entry	John Foley	Appointed in January 2020; merger of two Coordinated Entry committees and formal membership to be appointed in Summer 2020
HMIS & Data	Jameson Parker	Appointed in January 2020; formal membership to be appointed in Summer 2020
Project Review	Emily Halcon	Appointed in January 2019
System Performance	Noel Kammermann	Appointed in October 2019

Recommended Action
Approve the Executive Committee's proposed committee co-chairs.

To: Sacramento CoC Board

From: Cindy Cavanaugh, Governance Committee Chair

Date: February 12, 2020

Subject: Executive Committee Call for Interest

Background
The CoC Board's 2019 Governance Charter calls for the Governance
Committee to recommend an Executive Committee slate annually, for a
one-year term beginning March 1st. The Executive Committee is comprised
of Chair, Vice-Chair, and Secretary. The term of service on the committee
is one year but there is no limit to the number of terms members can serve
on the committee. Current Executive Committee membership is below.

2019 CoC Board Executive Committee

Member	Position	Executive Committee Member Since
Sarah Bontrager	Chair	3/1/17*
Erin Johansen	Vice-Chair	3/1/19
Emily Halcon	Secretary	3/1/19

* Sarah Bontrager served as Vice Chair in 2017 and 2018 and was
appointed Chair in 2019

2020 Executive Committee Slate
The CoC Board will be asked to approve a 2020 Executive Committee slate
in March. The current committee members are willing to serve another
term.   However, other CoC Board members interested in serving on the
Executive Committee in 2020 can email the Governance Committee Chair
Cindy Cavanaugh (cavanaughc@saccounty.net) and copy SSF staff
Michele Watts (mwatts@sacstepsforward.org) to be considered for
appointment to the Chair, Vice-Chair, or Secretary positions. The
Governance Committee will consider the current Executive Committee
members' willingness to continue to serve alongside other members'
interest in positions on the committee to develop a final slate to recommend
to the CoC Board in March.

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TO: CoC Board Members

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

DATE: February 7, 2020

RE: Homeless Housing, Assistance and Prevention Program
            (HHAP) CoC Funding Recommendation and Approval –
            ACTION

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 HHAP Notice of Funding Availability was released on October 29, 2019
and the application was released on January 3, 2020. The complete
application is due on February 15, 2020 and state awards are anticipated to
be made in April 2020, with funding released upon completion of a standard
contract with HCFC.

At the regular CoC Board meeting in November 2019, SSF staff began
briefing the CoC Board of the HHAP funding, introducing eligible uses, timing
and process for approval. SSF staff subsequently sent out a survey to
stakeholders seeking initial feedback on HHAP eligible uses and priorities.
On December 11, 2019, the CoC Board hosted a broad community meeting

on State Funding for Homelessness. In partnership with the City and County of Sacramento, an overview of HEAP and CESH funding including project status, housing initiatives in the City and County, and the survey results were presented to frame the status of the homeless response system in Sacramento. The City, County and CoC staff also shared potential options for HHAP investment and asked small groups to discuss questions around what of what we are currently doing do we want to continue, expand or change; and what new services and system improvements are necessary and important to invest in our community. The input from the small group discussion was compiled and the feedback around the top priorities centered around: diversion, outreach and access; landlord related activities/case management; and mental health, healthcare, AOD.

Concurrent with the community process for the HHAP funding, the Homeless Youth Task Force in conjunction with the Youth Action Board developed a subcommittee charged with developing a recommendation for the best use of youth HHAP funds. The subcommittee met twice in December and on January 8, 2020 presented their recommendations to the CoC Board. Subsequently the City, County and SSF on behalf of the CoC met with Homeless Youth Taskforce and the youth provider leadership to further discuss the youth recommendation and develop a funding plan for the HHAP youth set-aside funds.

On January 29, 2020, a second community meeting was held to present the discussion group input received in December, present a collaborative HHAP funding strategy between the City, County and CoC, to receive feedback on the general direction of funding, and to have further discussion on proposed CoC HHAP activities, particularly in the areas around prevention, diversion/access, and landlord engagement.

Context
Collectively, the Sacramento region will be receiving a total of just over $26 million in HHAP, with allocations to the City of Sacramento, Sacramento County, and the Sacramento Continuum of Care (via SSF) as follows:

Entity	Local Allocation
City of Sacramento	$13.7 million
Sacramento Continuum of Care	$6.5 million
Sacramento County	$6.1 million
TOTAL	$26.3 million

SSF staff have been working collaboratively with Sacramento County and City of Sacramento staff to coordinate investments. Based on the community input received, staff recommends the following for **CoC HHAP funding**.

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

Project	# Beds/HH	Amount	Term	Pop. Served
CE Re-Housing	100	$2,290,000	1 year	General
Landlord Engagement	50	$850,000	2 years	General
Access and Diversion	TBD	$1,600,000	TBD	General
Prevention	TBD	$500,000	TBD	General
Youth Sheltering	TBD	$524,070	TBD	Youth
TOTAL	150 plus	$5,764,070	1-2 years	All

The following information summarized the projects and programs being recommended for HHAP funding:

Coordinated Entry Re-Housing – $2,290,000
HHAP Eligible Use – Rental Assistance and Rapid Re-Housing

The Sacramento CoC hopes to partner with the County of Sacramento on their Flexible Housing Pool (FHP) program, with an investment to re-housing through coordinated entry access to the program. FHP provides clients with limited-term flexible services individualized to assist each participant resolve their homelessness and stabilize in housing. Administered by the County Department of Human Assistance (DHA), FHP services include intensive case management services (ICMS) and property related tenant services. Additional discussion with the County is pending.

Landlord Engagement and Incentive Program – $850,000
HHAP Eligible Use – Landlord Incentives
Through the community input that the CoC received, landlord engagement and incentives is an issue that needs to be addressed in Sacramento. The Sacramento region has existing programs with housing vouchers or rental subsidies that have been unable to entice landlords to work with them, leaving people homeless unnecessarily and with valuable resources on the table. Our estimates indicate that there are over 450 federal housing opportunities in Sacramento that are delayed or not realized due to the inability to find and secure housing.

At the January 29, 2020 community meeting, there was a small group discussion around landlord engagement and incentives and how HHAP might be able to fund such a program. Ideas and thoughts that were shared at the meeting include:

- A landlord engagement program needs increased funding dollars not only for incentives, but for staffing to coordinate with community wide housing/landlord navigators. There should be a connection to Coordinated Entry and standardized policies and procedures.
- The type of assistance that is needed to incentivize landlords include security deposits, damage claims, client portion of rent, and renter/homeowner outreach and education as well as the availability of neutral mediators between landlords and renters.
- The initial focus of the program should be clients in current programs with existing vouchers who are unable to secure housing.
- Other considerations in developing a program include ADA compliance for individuals with a disability seeking housing, room and board incorporation, holding funds on units to pass inspection, developing a large landlord network/pledge, identification of vacant properties that could be potentially rented and a hotline for both landlords and renters.

Access and Diversion – $1,600,000
HHAP Eligible Use – Outreach and Coordination and Prevention and Shelter Diversion to Permanent Housing
An effective homeless crisis response system is critical to helping people exit homelessness quickly. Equally important is the ability of those entering or in homelessness to be able to readily access programs, services, housing and navigation centers. During the course of our community input process, access, outreach and diversion are topics that consistently rise to the top as the most important activities in need of additional funding and support in the region's homeless response system.

Access
Access to the CoC's coordinated entry system is minimal, due to lack of funding and resources to support both the 211 triage and Housing Resource Access Point (HRAP) appointment-setting, as well as the HRAP appointments themselves. With the capacity for less than ten HRAP appointments per week, there are approximately 300 clients waiting for appointments, which are being scheduled out as late as January 2021. 211 currently only has time and funding to do minimal screening for those being scheduled for appointments and are currently operating without any funding from the Sacramento homeless response system. When scheduled appointments do finally occur, 30-50% of the clients have either already been assessed by other agencies, found another source for assistance, or cannot be contacted with reminder messages and do not end up needing or keeping the appointments. In addition to access to assessments, many HRAP clients would benefit from diversion problem-solving discussions, and/or prevention/diversion assistance programs upon contact with the system or shortly thereafter, services that could be provided if HRAP appointments kept pace with the inflow of referrals from 211. Additional discussion of Diversion and Prevention is below.

Diversion
Currently in Sacramento there is not region-wide coordinated access to diversion programs to support people who are initially attempting to access shelter, services, and housing. Diversion is a strategy that prevents newly homelessness for people seeking shelter by helping them identify immediate alternative housing arrangements, and if necessary, connecting them with services and financial assistance to help them return to permanent housing. In addition, similar diversion strategies can and should be employed with

individuals experiencing prolonged homelessness, recognizing both that individuals' circumstances and housing options can change and that there are not sufficient permanent housing programs to resolve every person's episode of homelessness. Diversion programs can help reduce the number of families and individuals experiencing long-term homelessness, as well as reducing the demand for shelter beds and the size of program wait lists.

Prevention – $500,000
HHAP Eligible Use – Prevention and Shelter Diversion to Permanent Housing
In the Sacramento CoC, the number of persons entering homeless outpaces the number of persons leaving homelessness. While the majority of the system resources target re-housing of people who are literally homeless, this large inflow suggests the need for some level of investment in prevention services as well.

Currently in Sacramento there is not a region-wide coordinated prevention program to support those who are at imminent risk of homelessness. Homeless prevention programs are intended to quickly support people who are at imminent risk of homelessness by helping them quickly regain stability in their current housing through a variety of interventions. As with diversion programs, prevention programs connect participants to a variety of other types of assistance. Prevention programs are also designed to engage participants in creative problem solving conversations, connect them with family supports, provide housing search and placement services, and secure flexible financial assistance to help people resolve their immediate housing crisis.

With a potential to leverage and partner with SB 2 funds at the City and County of Sacramento, the Sacramento CoC is looking to fund a prevention program that may provide a wide range of assistance including: rental assistance, payment of rental arrears and security deposits, utility payments, moving costs, housing search assistance, housing stabilization case management, credit repair, and legal services including mediation services.

Youth Set-Aside Funds – $524,070
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 (see attached Youth recommendation document). Taking into consideration the recommendation put forth by the

Homeless Youth Taskforce and the leadership of the local youth providers in Sacramento, staff recommends that HHAP CoC youth funding be coordinated with City of Sacramento HHAP youth funding to seek competitive applications for expansion and/or enhancement to youth sheltering opportunities. Using input from the Youth Action Board, the City and CoC will develop a bid process that addresses the unique needs of homeless youth and prioritizes applications that link youth services to the broader homeless system of care and other community resources.

Recommendation and Expected Action
In addition to the community input that was received at the CoC Board and community meetings, SSF also received separate proposals and a position paper (attached for your information) from the following organizations:

- Sacramento Homeless Organizing Committee
- SacACT
- Sacramento Regional Coalition to End Homelessness
- Emailed Input (multiple organizations0

SSF staff have worked collaboratively with Sacramento County and City staff to coordinate investments and to consult with community stakeholders to identify community needs and priorities. The funding recommendations for the CoC HHAP funds have taken into consideration projects and programs being funded by other sources including HUD NOFA, HEAP and CESH, as well as work in permanent and affordable housing in the pipeline at the City and County. Many of the planning, coordination, data and coordinated entry recommendations are already in the development stages with CESH funding. Aspects of other project proposals that meet HHAP funding eligibility will be considered in further development of the programs, such as access points and navigation near places of congregation like bathrooms.

Staff recommends the CoC Board approve the following actions:

A. Approval of the CoC HHAP funding recommendations as outlined in this staff report.

B. Approval of the submittal of the HHAP application to HCFC by the February 15, 2020 deadline.

Next Steps

Next steps include finalizing the HHAP application and submitting to HCFC by February 15, 2020. While discussions have been initiated at community meetings, the CoC will need to further coordinate and work with our City, County, SHRA partners, as well as providers and stakeholders to further develop the details and implementation of the landlord engagement and incentive program, access, diversion, and prevention. The CoC will use its existing connections to build upon the initial discussions as programs are developed for implementation.

Recommendations for Spending of 8% HHAP Youth Set Aside: Sacramento's Homeless Youth Task Force

Overview: The State of California is dedicating another round of funding to addressing homelessness. Called HHAP (Homeless Housing, Assistance, and Prevention), the funding requires that 8% of funds be dedicated to addressing the unique needs of youth experiencing homelessness. The Continuum of Care Board agreed to commit the funding based on the recommendations of the Homeless Youth Task Force.

Process: At the December 4, 2019 meeting of the Homeless Youth Task Force and in a follow up email to the task force membership, members were invited to join the sub-committee charged with defining the best use of HHAP funds. This sub-committee met on December 11 and December 18 to finalize recommendations based on a survey sent to the continuum of youth providers and a survey sent to youth with lived experience of homelessness.

For the survey sent to providers, 43 people responded representing housing providers (50%), drop in centers (30%), LGBT+ centers (23%), youth homelessness policy advocates (18%), youth employment programs (18%), mental health (18%), K-12 education (14%), post-secondary education (5%), and the justice system (5%).

43 youth responded to the survey sent to youth with lived experience. They represented youth with connection to housing programs (77%), drop in centers (40%), wellness services (30%), employment programs (28%), child welfare (21%), K-12 education (16%), post-secondary education (16%), LGBT+ centers (14%), Youth Action Board (14%), and the justice system (10%).

Summary of Survey Results: The survey asked participants to select priorities for HHAP funding as well as priorities for reaching underserved subpopulations.

Ranked High Priority for Use of HHAP Funds	Youth	Providers
(1) Rental assistance and rapid rehousing	80%	51%

(2) Operating funds for new and existing affordable or supportive housing units, emergency shelters, and navigation centers.	56%	56%
(3) Incentives to landlords, including, but not limited to, security deposits and holding fees.	30%	19%
(4) Outreach and coordination, which may include access to job programs, to assist vulnerable populations in accessing permanent housing and to promote housing stability in supportive housing	53%	37%
(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	37%	21%
(6) Delivery of permanent housing and innovative housing solutions such as hotel and motel conversions	58%	46%
(7) Prevention and shelter diversion to permanent housing	63%	53%
(8a) New navigation centers	58%	23%
(8b) New emergency shelters	63%	63%

The survey also asked participants to rank solutions from a list of ideas generated during the 100 Day Challenge, the Grand Challenge, and the writing of the Youth Homelessness Demonstration Project grant.

Selected as Top Two Choices for Use of HHAP Funds	Youth	Providers
The Smart Shelter: A youth shelter that brings youth at the top of the coordinated entry housing list into immediate shelter to discern best housing fit and prepare for transition.	44%	52%
Expand site based transitional housing for youth	35%	29%
Expand Prevention and Intervention team to better partner with schools, colleges, and programs across the county.	20%	31%
Fund the Youth Action Board so that co-chairs and outreach team are paid and stipends provided for youth engagement.	9%	14%

Expand Host Homes Model	21%	9%
Expand RRH for College Students	56%	12%
Expand Youth PSH	26%	33%
Create shelter for parenting youth	40%	31%
Expand low barrier youth shelters	2%	24%
Create safe ground for youth	23%	12%

Youth of Color experience homelessness at disproportionate rates. Sacramento was selected as one of ten Grand Challenge cities and any newly funded housing or shelter programs will place a strong priority on ensuring youth of color access services and stabilize housing at a scale that reflects the disparity. The Grand Challenge will be defining the strategies to tackle this priority, both within HHAP funding and across our continuum.

The survey asked participants to consider what other subpopulations of youth are underserved and most in need of expanded and specialized housing offerings.

Selected as top two of subpopulations of youth most in need of expanded, specialized housing offerings	Youth	Providers
TAY Parents	65%	55%
Youth with Major Mental Health Diagnosis	40%	50%
LGBT+ Youth	16%	47%
Youth Exiting Justice System	26%	24%
Transgender Youth	12%	12%
College Students	23%	2%
Youth Under 18	37%	5%

Participants were provided a list of statements reflecting common viewpoints shared in task force meetings and in policy documents around youth homelessness. They could select the 3 statements that most needed to be considered in selecting use for HHAP funds.

What viewpoints on youth homelessness are most critical to keep in mind as the 8% set aside is considered? Selected in top 3.	Youth	Providers
Youth homelessness often does not meet the definition of HUD homelessness, disqualifying youth from the majority of housing programs in Sacramento.	49%	51%
Each day a youth spends on the streets increases the liklihood they will become chronically homeless by 2%	30%	40%
It is difficult to discern if a youth's challenges indicate a need for short term or long term intervention.	16%	9%
Youth are transitioning into adulthood and need intensive support in navigating systems and maintaining residency.	21%	26%
Youth need second chances as they navigate life and deserve the opportunity to learn from mistakes.	40%	26%
Many youth are parenting yet are not allowed into youth programs due to caring for children.	23%	33%
A focus on education and employment should be central to housing programs for youth.	26%	21%
Many youth would benefit from diversion support such as family mediation and connection to community resources.	16%	7%
Youth need housing on day one of homelessness to avoid trauma, trafficking, and violence. It is imperative to get to functional zero.	30%	49%

Recommendations from Homeless Youth Task Force Subcommittee on Use of HHAP Funds

The subcommittee was open to all who chose to participate and included representatives from youth housing providers, drop in centers, behavioral health, K-12 education, youth homelessness policy advocates, wellness programs, LGBT+ programs, and prevention & intervention programs.

The subcommittee recommends:

1) That Sacramento commit a greater percentage of HHAP funds to youth programs to take aggressive measures to stop the inflow of new people into chronic homelessness. San Francisco is one model of investing greater resources into youth as they committed most the HEAP funds to addressing youth homelessness.

2) That any program funded by HHAP funds reflect a profound commitment to and long experience in trauma informed care and best practices around serving youth. The funded program must be service rich and address the support needs of youth in connecting to education, employment, wellness, childcare, and long term housing. The program must braid in multiple interventions to achieve traction toward long term stable housing.

3) That the funded program must allow for the largest possible impact with the funding. This led the subcommittee to focus on a solution that successfully houses the most youth in best fit programs while innovating coordinated entry processes over the long term. Transitional housing and rapid rehousing, while needed, were deemed less impactful in increasing the number of youth housed.

4) That the funding must create an intervention that shows promise for on-going funding once the HHAP funds dry.

5) That the new funding must expand shelter offerings for young parents who currently have virtually no shelter beds in the youth continuum and face the longest waits for transitional housing. The 2019 Point in Time Count indicated that African American youth in particular are impacted by the lack of housing for TAY parents. Giving priority to young parents in one strategy to begin to address the housing needs of youth of color.

6) That the best use of funds to meet this criteria is to fund the Smart Shelter originally envisioned by the Sacramento 100 Day Challenge to Tackle Youth Homelessness team in 2019. The Smart Shelter would be a 90 day youth

shelter centered on intense engagement of youth identified (through case conferencing) as high priority for services with the goal of discerning best housing fit and creating traction toward stability prior to housing placement. The shelter would house youth who are at the top of the by name list until they are moved into stable housing. With average stays of 90 days, youth would participate in a vibrant daily program and high quality case management so that housing connections happen quickly and youth are matched with the housing program that best fits their needs.

The Smart Shelter would serve singles, couples, and young parents between the ages of 18 and 24. Using a low barrier model and low caseloads, the Smart Shelter ensures a frequency of engagement that fast tracks youth to appropriate supports in wellness, employment, education, and parenting. The Grand Challenge work would forge methods of outreach and engagement that ensure youth of color and LGBT youth are priority populations so we tackle the over representation of these subpopulations.

The Smart Shelter would be centered in houses, each occupied by 5 youth and their children. Each house would have a dedicated case manager and house director. Furthermore, the houses would be enriched through connection to the providers engaged with the youth continuum. By leveraging current partnerships between youth service providers, case conferencing would facilitate quick placement into the Smart Shelter and immediate connection to next step services.

The Smart Shelter could serve 15 youth (and all their children) at a time with average stays of 90 days. This would lead to 60 youth (and all their children) served annually and transitioned to best fit, stable housing. The projected budget for the project is $520,000 annually with one time start up expenses of $50,000 to furnish 3 sites.

It must also be noted, that the Smart Shelter will increase bed capacity by speeding connection. By bringing youth at the top of the housing queue into shelter and beginning services, we ensure beds do not sit open as we

spend weeks working to locate youth and secure needed documents. The Smart Shelter also allows us to create a better by-name list. As we search for youth at the top of the list prior to housing referral, we identify much earlier the youth that have resolved housing or could be diverted from shelters through family mediation and other interventions. We believe the Smart Shelter is truly a new innovation to improve coordinated entry and the impact of our shelters.

For a complete description of the envisioned Smart Shelter, read the overview following.

Smart Shelter Overview

The Smart Shelter would be a 90 day youth shelter centered on intense engagement of youth identified as high priority for services with the goal of discerning best housing fit and creating traction toward stability prior to housing placement. With average stays of 90 days, youth would participate in a vibrant daily program and high quality case management so that housing connections happen quickly and youth are matched with the housing program that best fits their support needs.

The Smart Shelter would serve singles, couples, and young parents between the ages of 18 and 24. Using a low barrier model and low case loads, the Smart Shelter ensures a frequency of engagement that fast tracks youth to appropriate supports in wellness, employment, education, and parenting.

The Smart Shelter would be centered in houses, each occupied by 5 youth and their children. Each house would have a dedicated case manager and house director. Furthermore, the houses would be enriched through connection to the providers engaged with the youth continuum. Waking the Village would bring employment services and art therapy and leadership sessions. Lutheran Social Services and Wind would bring vocational programming. Capital Stars and Youth Help Network would site counselors to promote wellness. The Sac LGBT Center would bring in a range of supports for LGBTQ youth.

The Smart Shelter embraces an innovative staffing structure that leverages existing youth programming and the partnerships developed in the 100 Day Challenge. Youth living in the house will be connected to a case manager and a house director within the Smart Shelter, but also engage regularly with case managers from their anticipated housing provider. For example, a young parent referred to rapid rehousing (and thus unhoused during the housing search) would work daily with their Smart Shelter team while also meeting weekly with their RRH case manager to define next steps in the housing search, connecting with a counselor to address depression, and building connection with their child's preschool.

The Smart Shelter centers on making effective use of coordinated entry as well as the work tackled by the Sacramento 100 Day Challenge team to build a high quality by name list. This improved list will quickly identify the youth that are next

up for housing. The Smart Shelter will allow us to move these youth into immediate shelter, discern if VI-SPDAT scores are accurate reflections of supports needed, and then ready each youth for best fit housing. This not only speeds up connection to housing, ensuring beds do not sit open, it ensures we place youth in the right program so the placement sticks.

In addition to the first hand experience of the 100 Day Team, the Smart Shelter is envisioned with the recent findings in a 2018 study by Chapin Hall: Better, Systematic Crisis Response Needed to Help Homeless Young People. Chapin Hall is centered in the University of Chicago and uses research to provide national leadership on what works to prevent and end youth homelessness. A link to the study can be found here. https://www.chapinhall.org/research/system-response-youth-homelessness/ Findings of that study include:

- Risk assessment scores successfully predict likelihood of continued housing instability.
- Most youth participating in housing programs remain out of homelessness systems for at least a year after starting those programs.
- Strategies are needed to help many youth who await placements. While higher risk scores predicted lower likelihood of exiting homelessness without formal housing programs, 1 in 3 low-scoring youth remained without a positive exit from the homelessness system.
- Many youth face long and harmful waits for housing. Most youth waited about 4.5 months to get housing placements, and every additional day of waiting was associated with a 2% decrease in a youth's likelihood of staying stably housed.

Need

The Smart Shelter addresses a range of challenges identified by the youth provider community.

1. **When youth are eligible for housing, they can be difficult to reach and challenging to engage.**
   Historically, our system experiences long delays between initial referral and move in. We play phone tag for weeks, case management meetings are canceled, and documents lost repeatedly. The Smart Shelter gets youth into a safe space where we can engage daily.

2. **Youth are often placed in programs that prove poor fit.**
   Too often we base housing placement off openings and VI-SPDAT scores. The Smart Shelter ensures we have witnessed youth in community. We get a read on rhythms, conflict resolution skills, and wellness so that we place youth in the right housing program.

3. **Until a youth is housed and engaging with staff, it is difficult to discern if a youth's housing impacts wellness or if wellness is impacting housing.**
   Youth coming from homelessness all show wellness impacts. It is not until a few weeks have passed that we get a sense of whether these impacts fade with housing. Far too often, we discover a youth needs PSH or intensive wellness services after we have moved them into an apartment on their own. Living at the Smart Shelter and facing high expectations, we better identify the route to stability. For some youth, employment. For others, intensive wellness services.

4. **When youth are connected to vouchers or subsidies, they often remain unhoused for months due to the challenges of securing housing.**
   Furthermore, while unhoused, their trauma worsens and it is challenging to engage them for needed documentation, Ready to Rent workshops, and income stabilization. In the 2018 Chapin Hall study on the impact of these waits, they found that **"every additional day of waiting was associated with a 2% decrease in a youth's likelihood of staying stably housed."** Youth need intensive support with housing searches. Landlords will not rent to them without an advocate at their side building a case for housing. In our rental market, we need youth in their best shape to land a unit. By offering housing during the gap, we kick start wellness, ensure appointments are honored, and begin saving for deposits.

5. **When placed into RRH, PSH, and FSRP programs, youth often lack the intensity of support needed to succeed and resist engaging with case management to create traction toward career and schooling.**
   Every youth provider complains about the challenges of getting youth in scattered site programs to engage. Without a pre-existing relationship with

a case manager, youth are reluctant to engage as trust has not developed. Housing First mandates make it difficult to hold youth accountable to engage. The Smart Shelter allows us to forge connections that carry into housing and allow for authentic ongoing growth.

6. **Program handoffs are done quickly due to an overwhelmed system. Wellness and progress can be decimated in transition periods.**
The Smart Shelter uses the partnerships that blossomed in the 100 Day Challenge to ease transitions and ensure that agencies work together to coordinate housing and care. When youth stumble in transition, agencies can exchange feedback and insight so that youth get across the bridge.

7. **The interventions currently used to address housing gaps when youth are waiting on housing are costly, limited, and low impact.** For example, motel vouchers throw hundreds of dollars per client at housing crises without creating any true impact. The Smart Shelter offers the housing at a better price point, consistently, and with the promise of stable housing at the end.

8. **When youth are placed in programs without a thorough assessment of best fit, they often lose housing- accruing evictions, fines, and poor rental histories.** Furthermore, the providers lose units as landlords experience frustrations with tenants that damage units or bring in violence. The Smart Shelter allows youth to practice tenancy. If they blow out of their housing, it is while they are connected to the Smart Shelter and the impacts and greatly minimized.

Goals

Provide housing and intensive, daily support to unhoused youth (and their children) to reduce time homeless and expedite connection to long term housing stability.

Engage with youth daily to expedite completion of needed housing documents and tasks as well as to develop an accurate read of each youth's housing and support needs so that we ensure best housing fit.

Ensure warm hand offs between agencies by having staff across housing and support agencies work in the Smart Shelter and coordinate care and support for youth so that transitions do not derail progress.

Shorten wait times for housing for youth with vouchers and rental subsidies by ensuring daily engagement in the housing search so that greater turnover allows providers to increase numbers served.

Connect youth to diverse and incisive supports tailored to their individual need so that once they transition into permanent housing essential supports are already in place to ensure on-going momentum.

Improve system coordination by designing housing so that housing and support providers engage across silos daily to best serve youth and innovate services.

POSITION PAPER ON HOMELESS POLICIES BY ORGANIZATIONS REPRESENTING HOUSELESS PEOPLE IN SACRAMENTO
12.10.19

BY SACRAMENTO HOMELESS ORGANIZING COMMITTEE (SHOC); SACRAMENTO (LOCAL) POOR PEOPLE'S CAMPAIGN; SAFE GROUND, INC.; SACRAMENTO CHAPTER OF HOMELESS UNION:

SUPPORT SAFE GROUND, SAVE THE LIVES OF HOUSELESS PEOPLE.

SUMMARY:

The Proposed Emergency Shelters Will Not Make A Real Dent On Homelessness and The Money Would Be Better Spent In Supporting Permanent Housing, Jobs, And Self Governed Communities

We do not oppose shelters *per se*. People need to get out of the weather. Emergency shelter and its ability to connect people to resources and support services can play a role as an entry point and a transition from the street to permanent housing, if such housing is funded.

However, the plan to spend millions for short term, emergency, mass shelters should be rethought. The emergency shelter model is outmoded and not cost effective. Such shelters cover only a fraction of homeless people currently on our streets. (20% or less). We advocate opening up vacant buildings and establishing self governed Safe Ground campsites with support from the City and County for sanitation, communal centers and services.

We want accountability, transparency for funding plans, and to be at the table when decisions are made of how to spend the money.

Self-directed survival strategies, such as Safe Ground, can also serve as entry points if the City and County supported such camps with dedicated sites, de-criminalization, sanitation, trash collection, improved shelter/tents, and services. Respect homeless residents' civil rights, including search warrant requirements and expunging minor violations.

POLICY STATEMENT

1. Funds for shelters should not be tapped to pay for police services. This is unjustified, wasteful, and intimidating to homeless and other residents. It sends the wrong message and leads to criminalization of the poor.
2. Emergency shelters do not address root causes and will not stem the flow of houseless economic refugees who are without incomes and shut out of expensive housing.
3. Emergency shelters provide only a band-aid, as well as political window-dressing, and they cost a lot. A good example is the $400,000 per month spent for a hundred-bed Railroad shelter by the City. For this cost, many types of permanent supportive housing

(such as group homes or apartment buildings) could be rented or purchased through leveraged funds.

4. Services for the mentally ill and for recovery must include the option of permanent homes.
5. The County as well as the City should be held accountable.
6. Homeless organizations and houseless individuals should be brought into decision making. A homeless commission to review plans and propose budgets should be created and should include these organizations and individuals.
7. Vacant, chronically tax delinquent, and abandoned properties should be claimed by eminent domain and made available to homeless and near homeless. Homeless people should be hired to fix and maintain the properties.
8. Self-governance of houseless communities, leadership development, and stability in place (right to rest) should be the governing principles for dealing with houseless camping. (This is Safe Ground.) Sanitation, trash collection, supportive services, and stability should be the key principles.
9. The government should fund, protect, and serve self-governing houseless camps like Safe Ground so that the residents can maintain clean, attractive, well run communities. The Anti-camping ordinance should be modified or repealed. "Safe parking" spaces would allow people to sleep in their cars without threat of arrest.
10. Non-profits, including Sacramento Steps Forward, who have contracted to provide services should be audited to curb high administrative costs. These programs should be reconfigured and annually audited for complete transparency.
11. No one should be forced into a shelter.

ADDRESS ROOT CAUSES

1. It's not about the money – it's how the money is used. A cot and a lunch bag does not address root causes. Managing the poor to get them out of view is not the answer.
2. Do not use homeless funds to pay for police services.
3. The City can use eminent domain to seize vacant and abandoned housing. These properties can and should be made available to house homeless people and families.
4. Local governments should employ homeless people to fix vacant properties so they can be rented for homeless and near homeless residents.
5. Sacramento should follow the lead of cities like San Diego that have funded and built permanent supportive housing units and other approaches to prevent homelessness and house the poor.
6. Sacramento should prioritize programs that allow groups of homeless people to earn enough collectively to pay first and last month's rents, and deposits.
7. City programs should pay decent wages in cash and not simply gift cards. Landlords do not accept gift cards.
8. The city should help homeless people to get business licenses. Many people have good skills they can use but are discouraged by hiring discrimination.

SacACT Proposal
Activities to be Funded by Sacramento CoC HHAP Grant
1/21/2020

Coordinated Entry Improvements

Problem – Homeless have major problems connecting to "the system" and the "system" loses contact with many homeless people

Solution – Three major elements of a major reform to the 2-1-1 system to coordinate access to all navigators irrespective of funding source and the balance of "the system."

- a single telephone number, answered by a very knowledgeable associate, who would ask a series of pertinent questions to determine the type of assistance needed by the caller, determine which navigator would be the best fit, and directly connect the caller with the navigator.
- once a caller has made contact with the system, their contact info would be entered into a data base as a front end to HMIS
- everyone of this list would be contacted monthly to follow their progress and make sure they are not lost to the system.

Benefits – Aside from improving CE for homeless people, this change would provide much needed data on the people that are enrolled anywhere or are listed as "contact lost" if they have made it into the HMIS system

Improve Data on Housing Available in Sacramento

Problem – Despite substantial expenditures on rehousing programs since 2017 it is unclear how far access to suitable rental units can expand due to insufficient knowledge of the actual inventory.

Solution – Work with rental landlords to create a real time inventory of vacant apartments and houses available for rent (or that could be with rehabilitation) stratified by monthly rent and location.

Benefits – First, aggregate data from this inventory would provide a real assessment of the availability of housing for people ready to be transitioned out of shelters and the availability of housing for people who could benefit from ongoing "shallow (a small amount)" rent assistance. This would provide data useful in determining the specific need for additional housing. Second, in locating housing for individual homeless people the cost of locating and negotiating leasing arrangements with landlords would be reduced and knowledge of available units distributed more broadly.

Fund Development and Evaluation of Alternative Shelter Models

Problem – An expansion of shelter is needed to bring homeless off the streets, but shelter development is expensive and successful transition to permanent housing is not happening for reasons related to the characteristics of some homeless people apart from insufficient PSH or TH capacity.

Solution - Support those projects that are innovative, untested models of shelter such as those included in the 5-point plan proposed by SHRA to the City of Sacramento, and for each individual project collect necessary data to determine overall success rate and any general characteristics about the homeless subpopulations observed to be "more successful." These include:

- a Safe Parking site with sanitary and garbage services,
- a sanctioned encampment (with the suggestion that encampments be invited to apply for sanctioned status, rather than imposing it on them)
- a "sleeping cabin" village for families with children

- a "sleeping cabin" village for individuals and couples

Benefits – Current data is clear that one size does not fit all, but what type of shelter is successful for various subpopulations is unavailable. In addition to expanding aggregate shelter to reduce the number "on the street" this proposal would seek to acquire data to determine whether some subpopulations require novel shelter arrangements.

We discussed pressing on the C o C to commit to taking on the development of a comprehensive plan, but understand that politics and power struggles complicate that issue at the moment. We agreed on the importance of collecting data as a step toward making data informed decisions and setting data informed priorities.

Linking Planning to Analysis of Data

Problem – Both of the "strategic plans" developed in the past five years (2015 SSF/CoC, and 2018 County NPLH) to reduce or eliminate homelessness consisted of aspirational activities and objectives that were not tied to gap analyses or other quantitative estimates of needs versus capacity. Such plans provide no basis for determining necessary funding requirements, use only intuitive or anecdotal information to set priorities, and do not clearly indicate bottlenecks reducing flow of homeless people through "the system."

Solution – CoC/SSF should rebuild its analytic staff and undertake a more complete analysis of HMIS and other data to support performance evaluation at the individual project and system level.

Benefits – The Sacramento area is badly in need of public data that describes the quantitative nature of the homeless problem in our area. This is essential in determining where gaps between needs and capacities exist, and how much it will cost to fill these gaps. If the state is truly to shift more towards performance objectives in allocating additional funds, then such analytic improvements may be vital to competing for future state funds.

ENOUGH E. COLI. ENOUGH EXCUSES.

SACRAMENTO HOMELESS ENVIRONMENTAL JUSTICE ALLIANCE

CALL TO ACTION

Sacramento County has over 10,000 people experiencing homelessness.

There are little to no existing sanitation options.

SWEEP TRASH NOT PEOPLE

Human dignity, public health and the health of our waterways are at stake.

COMMON SENSE SANITATION SOLUTIONS

More public restrooms. Mobile bathrooms, showers & sanitation units. Humanely coordinated trash pick-up. Homeless employment.

ENOUGH! IT'S TIME FOR DIGNIFIED, COMMON SENSE SOLUTIONS FOR SACRAMENTO

EJCW
Water Justice for All

SACRAMENTO REGIONAL COALITION TO
END HOMELESSNESS
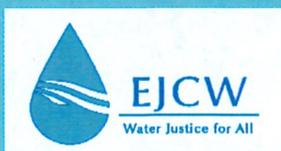
A HUMAN RIGHTS, PUBLIC HEALTH, AND ENVIRONMENTAL CRISIS

Unsheltered homeless residents in California face worse access to water and toilets than is required by international standards for refugee camps. [1]

California has no minimum standards for access to water and sanitation.

NO ENTRY
RESTROOM CLOSED

Only 16% (33) of restrooms in Sacramento's 205 city parks in 2018. [2]

In 2019, the Sacramento County Parks Department spent $4.97 million on clean up related to homelessness.

Of those, 21% were locked, and 63% only open from sunrise to sunset.

Sacramento Communities with High Populations of People Experiencing Homelessness:

Arden-Arcade
100% - 0 bathrooms

Fruitridge
60% locked

Central City
60% either none or locked

N. Natomas
43% no bathrooms

South
40% either none or locked

For more information: Bob Erlenbusch: bob@srceh.org   Cori Ring-Martinez: cori@ejc4w.org

[1]: *Basic and Urgent: Realizing California's Human Right to Water & Sanitation for People Experiencing Homelessness*, UC Berkeley Environmental Law Clinic and Environmental Justice Coalition for Water, August 2018.
[2]: *Dignity Denied: Homeless & No Where To Go...Literally*, Sacramento Regional Coalition to End Homelessness, 2018.

February 4, 2020

TO: Mayor Steinberg and City Council Members
Sacramento County Board of Supervisors
Sacramento Steps Forward COC Advisory Board

FROM: Bob Erlenbusch, Executive Director, SRCEH
Cori Ring-Martinez, Sacramento Area Program Director, Environmental Justice Coalition for Water [EJCW]

RE: Recommendation from the Homeless, Housing Assistance Program [HHAP] from Homeless Environmental Justice Alliance [HEJA]

Background: *Lack of Access to Sanitation Options for Homeless People:*
Recognizing the severe lack of access to sanitation – bathrooms and showers – as simultaneously a public health crisis, a widespread human rights violation for people experiencing homelessness in our City and County, and an environmental threat to our shared waterways – SRCEH and EJCW convened the *Homeless Environmental Justice Alliance* on January 22, 2020.

An extremely diverse group of more than 40 individuals representing 20 organizations attended – including Area Congregations Together, Downtown Partnership, Midtown Business Association, Landpark Neighbordhood Association, Walk Sacramento, Sacramento Tax Payers Association, Save the American River, Sacramento Homeless Organizing Committee [SHOC], Homeless Union and Poor Peoples Campaign.

Consensus on 4 Common Sense Solutions to Homeless Sanitation Issues:

The organizations all agreed on 4 common sense solutions to Homeless Sanitation Issues: see attached flyer]

- **[1]** **Access to Bathrooms:** Portland Loos in areas of high concentrations of homeless people [coupled with a Mobile Shower and Bathroom program – below] - each would be staffed by people experiencing homelessness since research has shown the most effective programs are staffed by attendants – for safety and also serving as a point of access; Note: The Pit Stop 6 month pilot program was had bathroom attendants who made referrals;
- **[2]** **Mobile Shower/bathroom program:** this could serve as a "point of access" with case managers helping consumers access services and housing;
- **[3]** **Hand Sanitizing Stations:** again, to address the public health issue of Hepatitis C and other communicable diseases;
- **[4]** **Mobile Encampment Trash Pick Up program** – modeled after the highly successful program in Oakland CA.

HEJA frames these solutions as both Cost Effective Sanitation Solutions & Access Points, including homeless employment for homeless people- the latter is one of the three broad uses allowable uses of the Homeless, Housing Assistance Program funds [HHAP] as identified by the HHAP Collaborative Investment Plan [Shelter; Rehousing and Innovation which includes Access]

HHAP $22 million funding allocation to City; County and COC [note: does not include $2.1 million for youth; $1.8 for administration; $327,000 for planning and HMIS for a total allocation of $26.274 million]
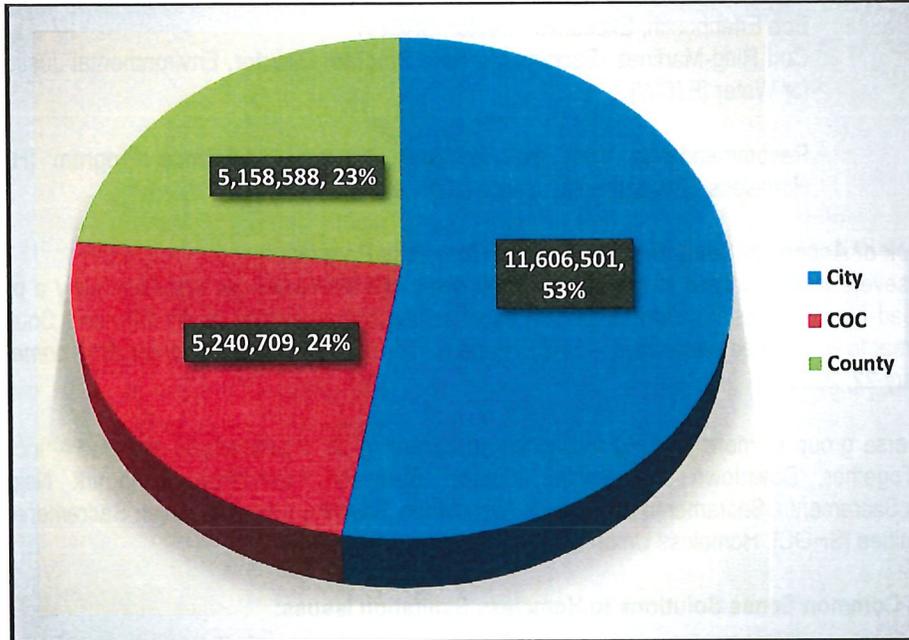
Distribution of $22 million: 70% to shelter; 19% to re-housing and 11% to access
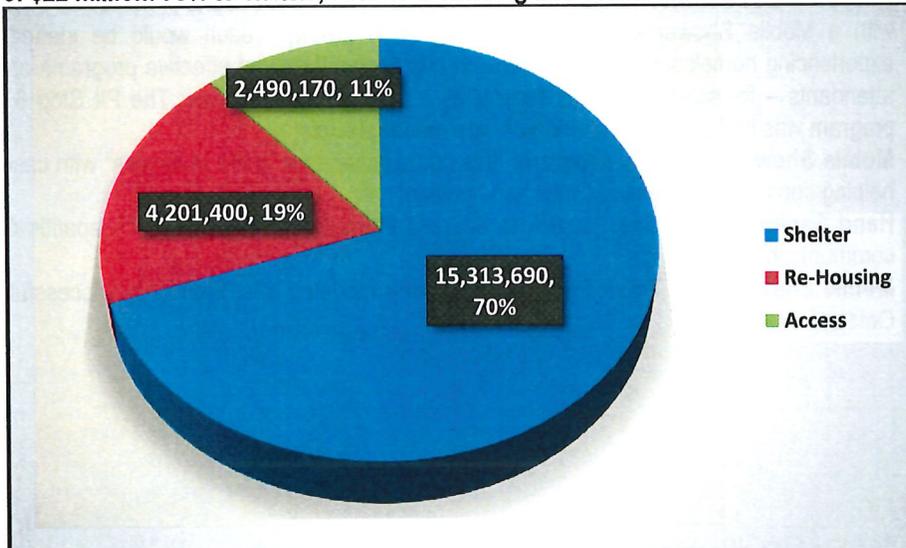
Note: funds must be expended on "evidence based solutions": Below are five evidenced based programs which provide employment to people experiencing homelessness as well as the dignity of a shower, bathroom and washing machines and case management and access to services: Lava Mae in San Francisco, PIT Stop, SF , PIT Stop and the North A Street Project in Sacramento

LAVA MAE, S.F- In 5 years [2014 – 2019] the Lava Mae [Mobile Shower Program] in San Francisco served 31,494 people experiencing homelessness or 6,298 homeless people annually. It is a proven point of access for people experiencing homelessness.

WE Hope, Palo Alto: A trailer outfitted with two shower restrooms and two washer and dryer units to be moved from designated locations, such as churches or private businesses, and even remote encampments. In addition, the trailer will include a volunteer nurse or case worker to assist in medical assistance, referrals and counseling for health issues and counsel on housing, education etc. services available to the homeless.

PIT Stop: SF: Public Works partners with two nonprofit organizations that staff the Pit Stops, as part of a workforce development program for people who have faced barriers to employment. Hunters Point Family staffs 23 of the 24 Pit Stop locations.

PIT Stop, Sacramento- PIT Stop, a 6 month pilot mobile bathroom project was used by 9,102 homeless men and women from June -September, 2016 for an average monthly use of 2,275 homeless people, many of whom were engaged in a referral process by the PIT Stop attendants.

North A Street Bathroom Sanitation Program, Sacramento: The Sanitation Program on North A averages about 8,000 uses per month – and linked with the North A Rehousing Program place 200 homeless people into housing in 2019.

> **Homeless Environmental Justice Alliance [HEJA] HHAP recommendations**

HEJA recommends the following: The City, County and COC create a **Homeless Sanitation Employment Program** who employ people with lived experience as staff attendants to the Portland Loo bathrooms, North A Sanitation Program, Mobile Shower and Bathroom Program and Mobile Encampment Trash Pick-Up Project.

> We propose **$3 million in HHAP funds or 13.6% of the total funding allocation [$22 million] go toward these four common sense sanitation solutions: $1 million from the City or 8.6% of its allocation; $1 million from the County or 19% of its allocation and $1 million from the COC or 19% of its allocation.**

This is proposal is extremely cost effective especially given that at the end of 2019, the Park Rangers spent $4.97 million in homeless related clean-up- or $1.65 times as the $3 M HEJA recommendation.

From Jackie Guzman, The Glass Slipper

We are currently establishing a housing program for youth emancipated from the foster care system. Thank you!

Jackie Guzman
www.TheGlassSlipper.org
(916) 222-3598

From Ardath Ferris, McKinney-Vento Liaison, San Juan Unified School District

My interest from a school district perspective is that we have about 3200 kids without regular, permanent housing, most parents work or grandparents, disabled parents have SSI or SSD, some receive CalWorks, however, there is no housing they can afford while meeting rental criteria. Low credit, past felonies are barriers as well. I am hoping that there can be concessions to builders who would build lower cost housing for these families throughout our communities. School stability is super important for kids to be able to learn well, graduate, be contributing members of their community and would help families stay intact and stronger/healthier in many ways.

From April Wick, RIL

- Are we setting up a situation where we are putting all our funds into sheltering and underfunding the pathways to move from sheltering to permanent housing?

- We need some of these funds dedicated to home modifications i.e. to eliminate physical access barriers with scattered site inventory

- Creative no wrong door MOUs with non HUD funded entities not always at the table i.e. RIL.

- ADA cultural competency training for funded partners (maybe not with HHAP but this piece is not getting done).

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STEPS FORWARD
Ending Homelessness. Starting Fresh.

To: Sacramento CoC Board

From: Executive Committee

Date: January 8, 2020
           February 12, 2020

Subject: CoC Board 2020 Schedule

At the January 2020 CoC Board meeting, the proposed CoC Board Calendar of Actions was introduced, but there was not sufficient time for discussion or the prioritization of projects proposed in this memo. We are revisiting this topic at the February 2020 to allow for discussion and prioritization.

For the CoC Board's consideration, the Executive Committee is suggesting a comprehensive review of both CoC-mandated and CoC-requested work items for 2020. A review and prioritization of CoC Board and committee work topics will help to align committee workplans and expectations with the priorities of the Board, as well as allow Sacramento Steps Forward to effectively allocate staff resources to support those priorities.

In addition to review of the workplan, the Executive Committee is seeking to make the following changes to the Board meeting schedule and process:

1) Delegate more work to the committee level. With the addition of new committees and restructuring of other committees as contemplated in the recently adopted Governance Charter, committees will be more active in reviewing policy and making recommendations to the Board. Going forward, many of the Board's requested actions will have been reviewed and recommended by an appropriate committee.

2) Use more of the monthly Board meeting time for discussion and deliberation on key system issues that have direct relevance/impact on

reducing homelessness and serve to also increase awareness and understanding of system performance.

3) Increase the use of the consent calendar for routine items being recommended by or reported from committees (such as monitoring plans or data quality policies). In most cases, items proposed on the consent agenda will have been vetted by their respective committees.

4) Provide four additional hosted workshop sessions throughout the year in addition to the biannual CoC convenings. The goal of these hosted workshops will be to allow for deeper discussion on key CoC planning areas and also to cover broader system initiatives and topics. It is likely that many of the hosted workshops will include a small group experience similar to that of the December HHAP presentation, which hopefully will allow for meaningful participation from Board members and all attendees. The Executive Committee will seek ongoing feedback for suggested workshop topics and make the decisions on workshop topics.

Recognizing the significant amount of analytical and programmatic work in 2020, the Board will need to regularly review and prioritize work to ensure resources are being used to advance the highest priority areas, while also maintaining the CoC's compliance with requirements to continue to receive federal and state funding.

The attached schedule shows activities with fixed action dates that generally can't be moved due to funding or reporting requirements and also a list of other tasks that are mandated and/or that have been requested by members of the Board. Please review and be prepared to discuss and rank the top five priority activities for the CoC in 2020.

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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

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
2020 CES Data Standards Review				D								
2020 CES Data Standards Approval										D	B*	
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