



**CoC Advisory Board Agenda**  
 Wednesday, September 12, 2018 || 8:00 AM - 9:30 AM  
 SETA, 925 Del Paso Boulevard, Sacramento, CA 95815 - Shasta Room

I. Welcome & Introductions: Jonathan Porteus, Chair		
II. Review and Approve August 8, 2018 and August 29, 2018 Meeting Minutes – ACTION: Sarah Bontrager, Vice Chair		
III. Chair’s Report: Jonathan Porteus		
IV. CEO’s Report: Anne Moore, Interim CEO		
V. New Business:		
A. Item: City-County-SSF Proposal for Homeless Emergency Aid Program (HEAP) & California Emergency Solutions and Housing (CESH) Program Funding <ul style="list-style-type: none"> <li>• Approve Proposal for CoC HEAP (\$12.7M) &amp; CoC CESH (\$1.6M) Funding – ACTION</li> <li>• Designate SSF the Administrative Entity for CoC HEAP &amp; CoC CESH – ACTION</li> </ul>	Presenters: Member Cindy Cavanaugh, County of Sacramento; Member Emily Halcon, City of Sacramento; Ben Avey, SSF Public Affairs Officer	Time: 8:10 AM (55 minutes)
B. Item: No Place Like Home (NPLH) County Homeless Plan	Presenters: Cindy Cavanaugh; Katherine Gale, Focus Strategies	Time: 9:05 AM (20 minutes)
C. Item: NOFA Updates <ul style="list-style-type: none"> <li>• Projects Competition</li> <li>• CoC Application &amp; Planning Project Application</li> </ul>	Presenters: Michele Watts, SSF Chief Programs Officer; Kate Casarino, SSF Contracts & CoC Coordinator	Time: 9:25 AM (5 minutes)
VI. Announcements		
VII. Meeting Adjourned		

Next Meeting – October 10, 2018

Please note that today’s meeting is being recorded and the digital file will be available at [www.sacramentostepsforward.org](http://www.sacramentostepsforward.org) under Continuum of Care, Agendas and Minutes.



## *Sacramento Continuum of Care Advisory Board*

*Wednesday August 8<sup>th</sup>, 2018*

*928 Del Paso Boulevard, Suite 200, Sacramento, CA 95815 – Shasta Room*

**MEMBERS PRESENT:** Jonathan Porteus, Sarah Bontrager, Emily Bender, Cindy Cavanaugh, Alyson Collier, John Foley, Stefan Heisler, Erin Johansen, Noel Kammermann, Olivia Kasirye, Amani Sawires-Rapaski, John Kraitz

**GUEST(S):** Bruce Kanam, Angela Upshaw, Stephen Martin, Mary Sabillo, Nick Mori, Angel Doney, John del Castillo, Erica Plumb, Suzi Dotson, Chris Husing, Susan Veazey, Eduardo Ameneiro, Jeffrey Tardaguila, Martin Ross, Cynthia Pimentel, Londell Earls, Tanya Tran

**MEMBERS NOT IN ATTENDANCE:** Alexis Bernard, Joycelynn Brown-Hollis, Cathy Creswell, Dion Dwyer, Katie Freeny, Emily Halcon, Todd Henry, Mike Jaske, Lt. Dan Monk, Sarah O'Daniel

**SSF STAFF:** Michele Watts, Nick Lee, Desli Beckman, Ben Avey, Chris Weare, Kate Casarino, Anne Moore

*Call to Order: Jonathan Porteus, 8:07 AM, Quorum met 8:07 AM*

### **I Welcome and Introductions: Jonathan Porteus, Chair**

### **II Review and Approval of Minutes: Emily Bender**

- N. Kammermann – Make an addition to the minutes: July Minutes, page 4, rate of compliance is unacceptable and needs to improve next year.
- **Motion to approve the June 2018 minutes: 1<sup>st</sup>. Alyson Collier, 2<sup>nd</sup>. John Foley, MSC.**
- **Motion to approve the July 2018 minutes with the addition of Noel Kammermann's comment: 1<sup>st</sup>. John Foley, 2<sup>nd</sup>. Cindy Cavanaugh, MSC. Abstention due to absence: Emily Bender, Olivia Kasirye**

### **III Item A: Ratification of Executive Committee Actions on Behalf of the Board**

- S. Bontrager: What we're asking the Board is to ratify the decisions the Executive Committee made. One item was the approval of policies that were not discussed during the June Advisory Board meeting due to lack of time. The other item being DV threshold criteria. The decisions made at the June Advisory Board meeting surrounding this criterion was presented at the mandatory NOFA TA workshop. The Executive Committee met via phone call and discussed the wording on whether domestic violence service providers had to serve sheltered and unsheltered or whether they can serve one of those populations and the other issue that came up was whether or not they can target a certain population (i.e. target victims of sex trafficking). We approved some wording changes with the intent in making it clear that all service providers needed to make a plan to serve unsheltered domestic violence victims; while they can serve sheltered victims, they cannot exclude unsheltered victims. Additionally, we did allow for special project types. We are asking that the Advisory Board ratify the Executive Committee's decisions.
- **Motion to ratify the decisions surrounding the FY18 NOFA Competition DV Policies and criteria: 1<sup>st</sup>. John Foley, 2<sup>nd</sup>. Erin Johansen, MSC.**

### **IV Item B: NOFA Updates**

- K. Casarino: About 26 renewal projects have applied for the local competition and 4 new projects. 3 of those new projects are applying for the regular bonus funding, and one (Lao Family Community Development) is applying for the DV bonus funding. The CoC has the ability to apply for \$825,000 for the DV bonus, and \$1.2 million for regular bonus. The Review and Rank panel was oriented this past Monday. They will have a week to review all the applications and they will meet on Monday and Tuesday to discuss, review, and interview the projects to come up with a priority list, which will be shared on August 16<sup>th</sup> as a preliminary list. All projects seeking to appeal must submit their intent to appeal by the next day, August 17<sup>th</sup>, and then all appeals are due August 20<sup>th</sup>. The Appeals Committee will be meeting via phone conference on August 22.

If anyone would like to volunteer for the Appeals Committee, please contact me. The final recommended Priority List will be presented and asked to approved at the Special Meeting of the Advisory Board on August 29<sup>th</sup>.

- M. Watts:
  - I would like to acknowledge the Contracts Team (Kate, Stacey, and Mike), who did an excellent job in preparing the eSNAPS applications for all of subrecipients in time for the local competition.
  - Updates on the CoC Application and Planning Project Application: For greater Advisory Board engagement the NOFA applications, we have been holding weekly meetings for any interested Advisory Board members on Wednesdays from 12:00 – 1:30 PM. Each week focuses on a certain part of the applications. The full schedule has been sent to the board, and updates will be shared weekly before meetings. We are also following a process where we put together the notes and post them to the website at the same place where you find the Advisory Board meetings.
    - C. Cavanaugh: I think this is a good process, but next year we should start earlier instead of holding meetings every week.

**V Item C: SB 850 HEAP and SB2**

- A. Moore: Cindy and I would like talk to you about some major funding opportunities that will be coming into the City very quickly specifically for homeless programs. The City, County, and Sacramento Steps Forward has been meaning to prepare for this opportunity. We want to share some information about the funding, the collaborative process, and timeline. The adoption of SB-850 this summer has created several opportunities that have enabled us to be in good position to secure money through the HEAP (Homeless Emergency Aid Program), which is a block grant of about \$500 million that will be available statewide for Cities and CoC's. The City will be able to apply for \$5.6 million and the CoC up to \$12.7 Million. The actual NOFA will be out September 5, and we're still waiting on some information to play out so we know how exactly to position for that. The types of categories that the money can be used for include all sorts of homeless prevention activities, criminal justice diversion, expanding services to meet the needs of homeless youth (required), and other types of homeless aids and programs. No less than 5% of the money must be allocated for youth programs; no more than 5% can be allocated for admin. In order to participate both the City and County have to adopt a shelter crisis. If any other city would like to participate, they can, but they also need to adopt the crisis ordinance. We've reached out to cities within the county and we're happy to schedule a meeting if that's helpful. The HEAP requires a collaborative process, and we'll have enough time today for comments. I also wanted to mention that SB-2 will also be issued in a couple of weeks, will make other funds available to the CoC, which will be compatible to the application we will be putting together.
- The Timeline: Hold an information and gathering session on August 23<sup>rd</sup> from 2-4 at the SSF office. Everyone is invited and we will get the word out to other stakeholders in the community. We are looking for other opportunities for stakeholders, youth specifically, and other cities. We're open and we want to make this a collaborative process. We'll gather up all the information this month and bring you a more flushed out proposal next month. The City, County, and SSF are tentatively scheduled to go to the City Council and Board of Supervisors for approval hopefully at the September 25<sup>th</sup> meeting. This is a very short timeline and we want to work together transparently and quickly. We have to think boldly on how we put this proposal together.
- C. Cavanaugh: We see this as an opportunity for the County, the CoC, and the Cities to really work together on how to use this one-time funding. We're looking at how we can really understand in the investments that both the City and County have made in the last few years, what's needed to thread robust services that impact homelessness. We will focus on the individual population, family re-design. This money could be useful in incentivizing system change, and how we shelter individuals, and how can we increase flow through shelters. We can build on the concept a flexible housing plan focused on recruiting landlords and coming up with alternative ways for folks to be housed and offer that service to those in shelters who are system compliant. That may mean looking at Coordinated Entry for shelters, which is actually a requirement for ESG shelters. The papers have been saying that they will sue anyone who is declaring a shelter crisis who don't actually have a crisis. How can we offer a rehousing assistance? Not everyone needs to go through shelter to get back into housing. We are also looking at a jail intervention prevention. As you can see we have some ambitious ideas, but I think if we make them complimentary to the work community knows and wants to do, then we're doing the work we want to do. We're not making up an activity. There will be a lot of time and room for input between now and September.
- J. Porteus: What's the thinking of the likelihood of the County joining this plan?
  - The County is likely to join, but those conversations are just beginning.
- S. Heisler: So there's a chance declaring a shelter crisis won't do anything?

- ☐ J. Porteus: It's a prerequisite to participate in the funding.
  - ☐ Are cities giving up anything by declaring crisis?
    - More susceptible to lawsuits.
- S. Bontrager: If other cities participate, how much more is available?
  - ☐ It's unclear.
- S. Heisler: Which agency is providing this?
  - ☐ Consumer Housing Agency
- S. Heisler: Does the funding go to the CoC, or to the Cities and Counties.
  - ☐ The City will be able to apply on its own, but the \$12 million will be going to the CoC.
  - ☐ The City will need to declare crisis for the City to receive funds.
- C. Cavanaugh: It says the money goes to the CoC, but who is the deciding body of the CoC, or do they mean the Collaborative Applicant of the CoC.
- J. Foley: It's very satisfying to hear the City of Sacramento, County of Sacramento, and SSF gathering together to do positive things for the community.
- E. Johansen: This is not a huge amount of money to fill gaps. We can't dismiss gaps just because it's expensive, because filling those gaps can lead to other opportunities of funding. Can also talk about mental health court?
- A. Sawires-Rapaski: Is there a space for SHRA in there? On the issue of risk—it might be worthwhile to have conversations with organizations that we believe might be posing the risks with an opportunity to provide education around cost and benefit of law suit vs. what that does to this kind of funding. Housing/Built Units—There are many built units, but there are creative ways to get clients in there. Many landlords don't want to take \$700 when they can have \$1100.
- J. Porteus: My concern is for access to clean facilities (like toilets). Austin has been innovative in this aspect.
- J. Kraintz: We need to talk about clean water too
- A. Collier: Work on the homelessness stigma. The stigma is very real, and that may be something that can be defined as a gap. The capacity of the community to embrace homelessness and the kinds of services that are needed to help those folks.
- Jeff Tardaguila: Los Angeles is going after pilot programs, forcing compliance on mental health. They're trying to use different tools. The City of Sacramento does sweeps downtown so that their not visible, but they are transferring to locations on Howe Avenue. So homelessness is not going anywhere.
- S. Dotson: Youth providers are ready to meet whenever you are ready.
- A. Collier: I appreciate that at least 5% of the funding is dedicated to youth. 5% is not actually very much, and if we really want to make a long term impact, we need to look at what is feeding the stream of homelessness. If we can intervene early with young people to help them stabilize and help them deal with the issues leading to homelessness, we can also impact that individual population in the long term. It's really important to do prevention that is focused on the stream that is leading into that large population of individuals.
- J. Kraintz: Rents are increasing for public owned properties, and seniors, even with their income through disability cannot afford it.
- C. Cavanaugh: In the family shelter redesign, we added diversion money, so that people who come to the shelter who are still housed can get some assistance so that they can stay housed.

## VI Item E: Care Transitions Update

- J. Porteus: I've had no feedback on care transitions. I hope this is a good reflection. We've had conversations with people we've never met before. It seems like we are on track.

## VII Announcements

- 2017 Sacramento Steps Forward Annual Report is available
- E. Bender: The Advisory Board is still looking for an individual from a young family with small children and lived experience to join the board. The Declaration of Interest is available online on the SSF website, or through Kate at [kcasarino@sacstepsforward.org](mailto:kcasarino@sacstepsforward.org)
- The Advisory Board Special meeting to approve the 2018 Priority List is scheduled for August 29<sup>th</sup>, from 10:30 -12:00. Location to be announced.

## VIII Adjourn

- Meeting adjourned 9:41 PM



## *Sacramento Continuum of Care Advisory Board*

*Wednesday August 29<sup>th</sup>, 2018 | 10:30 AM – 12:00 PM*

*928 Del Paso Boulevard, Suite 200, Sacramento, CA 95815 – Board Room*

**MEMBERS PRESENT:** Jonathan Porteus, Sarah Bontrager, Cindy Cavanaugh, Alyson Collier, Cathy Creswell, Dion Dwyer, Emily Halcon, John Foley, Stefan Heisler, Erin Johansen Todd Henry, Mike Jaske, Noel Kammermann, Lt. Dan Monk, Amani Sawires-Rapaski,

**GUEST(S):** Pamela Maxwell, Bridget Alexander, Suzi Dotson, Bill Knowlton, Erica Plumb, Danny M. Nick Mori, Cheyenne Caraway, Angela M., Tanya Tran, Kate Hutchinson, Jeffery Tardaguila, Roy Kim, William Norwood, Tiffanie Synnott

**MEMBERS NOT IN ATTENDANCE:** Alexis Bernard, Joycelynn Brown-Hollis, Cathy Creswell, Dion Dwyer, Katie Freeny, Emily Halcon, Todd Henry, Mike Jaske, Lt. Dan Monk, Sarah O'Daniel

**SSF STAFF:** Michele Watts, Anne Moore, Nick Lee, Ben Avey, Desli Beckman, Kate Casarino

*Call to Order: Jonathan Porteus, 10:45 AM, Quorum met 10:45 AM*

### **I Welcome and Introductions: Jonathan Porteus, Chair**

### **II FY 2018 CoC Competition Priority Listing**

Summary of Priority Listing - Kelly Shaban and Carolyn Wylie, Homebase

- HUD provided \$2.1 Billion in funding, Sacramento Continuum of Care is eligible for \$19,599,048 for use of homeless housing and services. The CoC is eligible for \$1,175,943 in permanent housing bonus funding. New in this year's competition is a Domestic Violence Bonus funding. HUD allotted \$15 million of which \$825,144 is eligible for the Sacramento CoC. Of note, this is a separate source of funding so while there is one project applying for the DV Bonus funding in the Sacramento CoC and is ranked in the Priority Listing, it will be considered separately in terms of that funding source.
- HUD expects that each CoC conduct a local competition and in addition participate in the larger, national competition. For the local competition, the process started almost a year ago in terms of having conversation what the objective and partial scoring criteria will look like and what will be required in the local competition. It was through the Advisory Board and through the PRC providing feedback that there were agreed-upon tools and criteria for new and renewal projects applying for funding. The second part of the national competition is the CoC application, which SSF is currently working on; project applications, and finally, the Priority Listing. That recommended Priority Listing will be presented for Advisory Board approval during this meeting.
- There are two tiers: Tier 1 is made up of 94% of the Annual Renewal Demand (ARD). Tier 1 is generally seen as safe, and according to policies and procedures, there are some projects that are automatically ranked at the bottom of Tier 1. Tier 2 is made up the remaining 6% of the ARD plus any additional bonus funding. While all projects are being recommended to apply this year, projects in Tier 2 have a higher risk of not being funded.
- Tier 2 points are based on the actual CoC score, so that's up to 50 points directly in proportion to how the CoC is evaluated. It's up to 40 points is evaluated on the actual CoC rankings. So HUD will look and make sure that the CoC did an appropriate job insuring their funds and prioritizing the list of projects in this year's competition. Up to 10 points for their commitment to housing policy priorities such as Housing First using HMIS, and ensuring that there are low barriers for any projects that are applying for funding.
- There were some new types of projects that were eligible in this year's competition, the DV bonus being the largest change, but projects this year are also allowed to consolidate projects that are currently in existence into one application. Projects were also allowed to transition from one component type to another and they were allowed to apply for an expansion project of a currently funded project.

- The timeline for this year's competition: The official NOFA was released by HUD on June 20<sup>th</sup>, however the process of the local competition began well in advanced. In April, projects were able to review their APR (Annual Performance Report), which is the objective data that they place into HMIS that provides them on feedback on the HUD priorities and where they are in terms of system performance. During this time, projects were able to provide feedback if the data seemed inconsistent with their actual performance. In addition to reviewing the APRs, renewal projects were invited to fill out the Supplemental Questionnaire which they input into the local online system called PRESTO. This gave an opportunity to see their objective criteria how the Review and Rank panel would view it as well as provide any narrative if they felt like anything needed further explanation. SSF and HomeBase hosted a TA workshop on July 16<sup>th</sup>. The new applicants were then invited to participate in the Local Competition. They do not have APR's as they have not been a functioning program previously, but they were invited to answer the Supplemental Questions and enter their narratives into PRESTO. Those applications were due August 2<sup>nd</sup>. The Review and Rank Panel met for two full days (August 13<sup>th</sup> and 14<sup>th</sup>) to review all projects together. The panel members had one week to review all projects before meeting as a group. During the two-day review and rank period, the panel had the opportunity to call and speak directly to project applicants and ask any clarifying questions that came up during the review and discussion of projects. On August 16<sup>th</sup>, the projects were informed of the preliminary priority listing and were given their score card. Projects had 24 hours to submit their intent to appeal. Formal Appeals were due on August 20<sup>th</sup>. The Appeals Panel convened on August 22<sup>nd</sup> where they considered two appeals. The Appeals Panel affirmed the Review and Rank Panel's decision, so the Priority Listing did not change, which is the same listing that is being recommended to the Advisory Board today.
- We would like to thank the Review and Rank Panel for volunteering their time to participate in this difficult and time consuming task. Members include: Sarah Bontrager, Emily Halcon, Angel Uhercik, Ardath Ferris, and Bill Knowlton.
- Review and Rank Process Details: Renewal projects by agency were reviewed first. Sometimes there are interrelationships between projects where you can see trends. This also allows the panel to review all projects of one agency and make one phone call if the panel had any questions. The Panel was not given any scores or ranking until ALL projects were reviewed and scored. The New projects were reviewed on the second day and were again viewed in order by agency. The panelists were again able to talk to the agencies and then there was a second follow-up period, which is new year. Last year the panelists found that they had more questions after reviewing all projects and thought it would be helpful to have a second follow-up period to ask more questions of the projects. The preliminary priority listing was created for the panel to review and discuss. After final scoring was made, the final list was created and the panel voted to approve it for the official preliminary Priority Listing. After that, we moved into the Appeals Panel Process. After the Appeals Process, the Priority Listing becomes the final list that is being recommended to the Advisory Board.
- We had three applicants apply for combined funding of new projects: Lutheran Social Services, TLCS, and Sacramento Self-Help Housing. All three are recommended for funding.
- The fourth new project is in its own separate bonus funding (DV Bonus Funding), which is the Lao Family Community Development (LFCD). They submitted a new project application for a joint TH/RRH program. The panel had a conversation with them and they only applied for \$488,000 out of the possible \$825,144 allocated to the Sacramento CoC. In doing a threshold review, which is something that HomeBase does for all projects, there were some issues found. One of those is that for that project type, it was very clear in the NOFA this year, that you had to have a certain balance between the ration of TH and RRH beds: you have to have more RRH beds than TH beds so that people can transition at any time in to rapid rehousing. After the panel talked to LFCD, they felt comfortable recommending the project to apply for HUD funding so long as LFCD worked with HomeBase to ensure that the project was eligible and that they moved the RRH beds up to the full amount without increasing the supportive services budget.
- The Appeals Process: The Appeals Panel Members include Noel Kammermann, Bill Knowlton, Stefan Heisler, Todd Henry, and Dion Dwyer. There were three projects that submitted appeals. HomeBase had conversations with all three of them and one of them decided it was not necessary to continue to file their formal appeal. The Appeals were heard and denied and they affirmed the Priority Listing as you see it today.
- The Recommended Priority List (pg 6): HUD requires that all CoC's go through a local process and submit their projects in a ranked priority order. Five years ago they made that order appear in Tiers. Tier 1 is typically safe and Tier 2 is at more risk of not being funded. In Tier 2, they are very clear of what scoring criteria they will use. Tier 1 doesn't have that same criteria. HUD will fully fund those projects so long as something doesn't happen with the budget that takes away their funding.



- Two agencies are consolidating projects. In previous years, the consolidation of projects were done after the projects have been awarded funding, which could take a long time. This year, HUD is allowing for projects to consolidate at the competition level, which means you create a new application in addition to the individual project applications that are being consolidated. This doesn't mean that there will be additional funding, rather the funding of each project are combined into one, which is why you see that some projects don't have the amount cell filled out. Projects being consolidated have to have the same project type serving the same population, and if approved by HUD, then during the next NOFA cycle, only the consolidation project will be applying.
- First Year Renewals, projects without one year of operating data of the measured local competition year, and HMIS projects are automatically ranked at the bottom of Tier 1.
- One project is straddling Tier 1 and Tier 2, which means the project is in both Tiers.
- 25 Projects are in Tier 1, 4 projects are in Tier 2.

#### Comments and Questions from the Advisory Board

- J. Foley: I was one of the projects that appealed and I thought that our intention is that we would never review a project that didn't have a complete year of data, but it turns out that HUD doesn't look at it that way and they say that I have to have everything straight away within 12 months of when they first make announcement of the award. The project that was in Tier 2 this year, we were awarded in March of 2016, but did not have an actual contract until October 2016. I thought that I would have all the way up to September 2017 before I would be expected to be fully ramped up. But apparently I was supposed to be fully ramped up by March 2017, according to HUD. So I was thinking it was unfair to look at my numbers. And the reason for that is we have two things: bed utilization rate, and of course all my beds weren't occupied because they didn't even exist yet, and we had another category for grant spend down, and obviously I wasn't spending all the money because I didn't have anything to spend it on. We lost enough points that we were placed in Tier 2. This worries me because I started a project not too long ago, and it looks like that project will be in the same situation for next year's competition. The process of obtaining 14 houses is not quick. It takes about 12 months, if I'm lucky, to get that done. It's almost like I shouldn't get funded by HUD anymore because they don't really want to give me the time to get everything situated. That's troubling. I should have known this, but I didn't. It's a reminder, that every year, when we do this, we find out something new. Hopefully we can find a way to work around these kinds of things.
  - E. Johansen: I didn't know this either, and one of my programs will be in the same situation next year. TLCS has been receiving funds from HUD for the last 25 years.
- E. Johansen: Another troubling thing is that one of my expansion projects ranked higher than the actual current project, which is actually straddling into Tier 2. How can the actual project not get funded while an expansion project does? The reason why the straddling project lost points was the really large amount of points lost from a negative outcome: one negative outcome brought down the score significantly.
  - C. Wylie: The expansion project would not be funded if the actual project was not.
- A. Sawires-Rapaski: The issues that are being brought up today are issues that have resulted in loss of funding to PSH in the past. I don't think we have the time to talk about the specifics of these two programs right now, but I do think it's important to talk about a strategy conversation around exactly this kind of thing because this has happened in the past and it doesn't seem strategic. It doesn't add to our bed capacity and it really doesn't do anything to move us toward the objective of creating more housing for homeless and chronically homeless people. My opinion is that the scoring tool can be improved. I would also like to add that we as a community have a strategy to move in a direction and we need to make everything that we do from our scoring to the way we discuss these things that the panel is oriented in that same direction. I'm really concerned, because this like the 4<sup>th</sup> or 5<sup>th</sup> project to be in this situation in the last 3 years.
  - J. Porteus: I would like the Advisory Board to consider whether this is a Cap-to-Cap thing? Do we need to go to HUD? Is this something where we start to engineer the system that allows for creativity, allows for ingenuity.
- A. Collier: Can you quantify the reduction of youth services based on this result?
  - C. Wylie: The current recommendation is that ALL projects be funded. The projects in Tier 2 are at greater risk for losing funding. The one at the bottom of the list is a youth project, and is at the greatest risk. The Priority List is a requirement from HUD, otherwise the CoC cannot participate in the national competition.
  - J. Porteus: What proportion of youth services in our community are linked to The Doorway?

- S. Dotson: The Doorway is 30 beds: 18 for single youth, 12 for youth families. Since 2015 we will have lost about 50 beds mostly due to rank inconsistencies. These 30 beds are out of 103 beds in youth beds.
- C. Creswell: What is the history of the project at the bottom of Tier 2 being funded?
  - C. Wylie: It varies in terms of how far up the list is funded and it depends on the variables in terms of the strength of the CoC application comparative to others, but the last project on the list does not have a strong record of being funded.
  - M. Watts: We don't have the details today, but in our CoC, the last project on the list has not been funded during the history of tiering. The straddling project, however, has always been funded.
  - C. Wylie: The bottom project has only been funded in a few cases that I've seen, so it's hard to say. It's contingent on many factors.
- J. Porteus: We knew when we took on this position on the CoC Advisory Board that we would be making some hard decisions
- S. Dotson: To add on to the conversation of strategy, we lost 18 points because 4 children are included. Two of them that were taken by CPS, which we are mandated to do. We save two children's lives, and we're being penalized for it. That's another part of the rank and review tool that we really need to think about.
- C. Cavanaugh: Why would an expansion project do better than the existing project? I think we can fix that. We need more detail in what we are funding: population served, numbers served, what type of project. If you are not on the rank panel, you really don't know what we're funding. We're not getting what is it that we're doing. Who is being disadvantaged. What are the long term trends? What does that mean to scoring changes? We tend to keep things mechanical.
  - J. Porteus: It sounds like we need to ask for an analysis. Was there a cap on who could be on the review and rank panel?
    - Non-conflicted members of the Performance Review Committee.
- C. Creswell: Frequently when you are reviewing applications and following standard rules, the implications of those decisions and those rules aren't really known until you go through the process. But it seems like every year we have the same conversation about these problems and then we have this discussion about doing general things to try and make sure that we're better prepared next time, and yet it seems that we tend to have the same kinds of issues from year to year. That is a fundamental issue that as a board we need to figure out how not to be in the exact same place next year. Another issue is where John said "I should have known this..." but I'm not sure he should have and if he should have known it, who should have told him? This is a HUD rule; how do we not know about that?
  - C. Wylie: Each year in the last two years, there seems to be specific issues that potentially fall into Tier 2. We take a community debrief and then we go to the PRC. Things are put into the tool to cope with those particular issues and there is less focus/assessment on how it's affecting smaller projects. One or two exits has a disproportionate impact for smaller projects. It didn't really come to the surface, the impact on smaller projects or the impact on sophomore projects, until it was done. For example, John's project was still in the protected phase last year and was automatically placed at the bottom of Tier 1. Last year the CoC had a huge amount of projects automatically ranked in Tier 1, so none of the projects had to deal with this question or the issues that came to light then. John's project was automatically ranked twice because of the timing of the start date. The project actually did have a year of ramp up before we started looking at the data. This is one of the first years where this is becoming an issue for multiple projects. It's the timing of the ramp up. So what I think is happening is that different issues come up every year—it feels the same, and everyone is thinking about changing the policy, which we can't really do midstream without undermining the review and rank but that does not mean it's worth it for us to go and look. Is there something that we can do, is there some discretion for them to look at next year? Is something disproportionately impacting a second year project or a small project. Maybe we want to change the scoring tool with separate scales. These are all things we can look at in the next year, but these are not the same issues we have anticipated, nor something that has occurred in the past.
  - C. Wylie: Three years ago this body took on the issue about automatically ranking and they very specifically put it in the policy that projects that had less than one year of data in the operating year being measured



would be automatically ranked, and for some folks that meant that that would mean a full year of data in addition to a full year of ramp up and that was the misconception there, but the policy is very explicit. It says that if a project is operational during the full 365 days being measured, they will be participating in the competition. This is where the misconception is. Some people may have misunderstood the point of which projects shall start being measured.

- J. Porteus: I hear that the policy is explicit, and I hear people saying that they should have known that so is this a referendum on consultation from SSF and from HomeBase that we should be doing a better job? This is something else we can take onboard as well as something we need to work on.
- J. Foley: I sat in those meetings, and I agreed to the policy, but I misunderstood and I thought we intended that review and rank would not penalize somebody and that they would only review it if they only had 12 months of data during the time that they were reviewing for everybody.
- C. Creswell: That's just human nature. Anyone can hear the same thing, but hear it differently. But it's the job then of the administrators to really make sure to explain what it really means.
- J. Porteus: We need to calibrate the administrators to explain so that the misunderstanders, understand.
- C. Creswell: It is not unusual to go through a process that the outcomes of ranking are not what you intended. And I'm wondering if in the process of when things get finalized, is there a way you can look at what those outcomes are and figure out if there's another way to interpret the requirements that would have an outcome that makes more sense without changing regulations. Every rule that you have has a number of ways that can be interpreted and the fact that we have people who voted on it have a different view that what was actually intended shows that there is some room to improve there. I know that we're always in a hurry so is there a way to look at outcomes before the final process and see if we are interpreting it in the way that makes the most sense to the goal that this body is trying to achieve.
- M. Jaske: Example of what Cathy is talking about: The scoring tool in for new projects in the full utilization category has a scoring criteria for being ready to start. "Award points if the project will be ready start housing clients within 3 months of receiving HUD funding." What does receiving HUD funding mean? Does it mean there's a contract signed? Or is announcement of award? That's open to interpretation, given the words in the scoring tool.
- C. Creswell: I also ask that we get more information about the appeals, not just that we received 3 and more information about the ongoing record for Tier 2.
- N. Kammermann:
  - The ongoing record for Tier 2 is not the best indicator of what's going to happen with Tier 2 from year to year because in some years from the CoC I came from, we had Tier 2 completely pass through where all projects were awarded. And in some years we had the bottom two projects not funded. It depends on the HUD priorities and how we score as a CoC and do well on a number of things not just the individual projects. And that's in comparison to every other CoC participating in the competition. We don't always have the best indicators on hand on how we're actually going to do.
  - Training: The work that SSF and HomeBase does is supplemental to a lot of the HUD trainings that projects have to go through. There's something every year called CoC Start-up Training. I've been to that numerous times, and they cover a lot of the individual questions that a lot of us have running CoC's have. We can also contact HUD representatives in case there's anything that we're not clear about.
  - Strategy: This is something we can decide here in terms of what kinds of strategies we want to lay out, whether we want to target certain subpopulations—if it's youth or the elderly, or DV and have that as something in our scoring tool. Also looking at project types when looking at tie breakers. Do you fund RRH over a PSH?
  - Ranking conversations: You're going to have these conversations every year because unfortunately we will always have projects ranking at the bottom of Tier 2 and they will be at risk. But that is really what is driving projects to do well so that they can rank in Tier 1.
- E. Halcon:
  - Process: As a Review and Rank panelist, we hear you. We had the same conversations over the course of the two days. Some of these things were unintended consequences. Some of these things were unfortunate data issues. One of the surprising things that I haven't heard here as we started looking at this is when your

contract start date is, which inadvertently may dictate your score. There are some projects that have a start date that give them more time, whereas others that give them less time.

- Strategy: One of my frustrations is having these strategy conversations in the context of a scoring tool instead of the context of our community and our policies and priorities as a system. My perception when the PRC was formed was that we wouldn't have to drive policy in the context of a scoring tool, but to have the conversations where the gaps are, and how our system—not or projects—are performing and what our collective policy as a community is so that when it comes time to create the tool we really are just mechanizing the policy that is set here. Unfortunately, that hasn't happened.
- M. Jaske: I would like some clarification of the way John first posed the issue for his project. There's the general announcement of the NOFA result, which is usually announced December/January. Then he mentioned a March start date, and then October, when he actually had a contract. Clarify the distinction between the NOFA result announcement versus the March time frame.
  - K. Shaban: The project at hand was awarded in FY2015, but did not enter into contract until October 2016, when the project began. For this year's competition, we are evaluating data from April 2017 to March 2018. This means that the project had a full year of data after they had entered into contract with HUD—not based on their initial notice of award.
  - C. Wylie: We don't look at ramp up. So anyone who had one year of operational data for the time frame being measured, will compete in the competition, whether they were a month ahead of that, or a year ahead of that.
  - M. Jaske: I think this brings us back to Noel's point of training.
  - C. Wylie: HUD requires that all first time renewal projects are automatically ranked.
- E. Johansen: To Cathy's point of having the same conversations every year. It's the same kind of dialogue with different nuanced issues. Can we make a logic decision in the Rank and Review when we come across something that doesn't make sense? The Rank and Review Panel should have some ability to logic test problems of negative outcomes that don't necessarily have negative results (The Doorway's children who went to CPS, which ultimately saved their lives). I would like to ask for that little bit of latitude on those things that are just logically smart.
  - C. Wylie: You can change that scoring factor if you want to go away from HUD's scoring factors. But those children who went to an institution a negative outcome by HUD system performance measures. It's not an error or an anomaly. You can define a different system performance measure, but you would be heading in a different direction than HUD's system performance measures, which will have a negative impact on the CoC as a whole. These are things that you need to take into consideration.
  - E. Johansen: This illuminates the confusion on what is HUD, and what is the CoC's decision
- C. Cavanaugh: What is the next step? We never get to the actual discussion and change. We need to respond to the community wants and needs better. Can we get a written assessment of what this means?
- J. Porteus: What we've been trying to do this year is to bring these issues to the right committee. Can staff summarize what has been said during this meeting and make suggestions on where these items go for corrective action for October meeting.
- Jeffery Tardaguila: Page 9 of packet- use a different a different sign other than the plus sign and at the end of the footnotes, explain acronyms. It's not easily understandable to the public. It would also be nice to see at the top of the column, "New."
- **Motion to approve the FY 2018 Priority Listing: Stefan Heisler, 1<sup>st</sup>, Mike Jaske, 2<sup>nd</sup>. John Foley; Cathy Creswell; Erin Johansen; Amani Sawires-Rapaski, abstain. MSC.**
- D. Dwyer: Perhaps adding program highlights at the end of each Advisory Board meeting. If we are setting the calendar looks like, then maybe we should provide some strategy for the program so they aren't blindsided down the line.
- E. Johansen: I suggest we start having those strategy discussions for early in the Fall at Advisory Board meetings so that we are not running up the clock in the Spring.

### III Adjourn

- 12:00 PM

# Continuum of Care SB 850 Workshop

Ben Avey

Chief Public Affairs Officer  
Sacramento Steps Forward

The background features abstract, overlapping geometric shapes in various shades of blue, ranging from light sky blue to deep navy blue. These shapes are primarily located on the right side of the image, creating a modern, dynamic feel. The left side is a solid white space where the text is placed.

Anne Moore  
Interim CEO  
Sacramento Steps Forward

Cindy Cavanaugh  
Director of Homeless Services  
County of Sacramento

Emily Halcon  
Homeless Services Coordinator  
City of Sacramento

The background features abstract, overlapping geometric shapes in various shades of blue, primarily on the right side of the slide, creating a modern and professional look.

Please hold questions and comments  
until the end of the presentation.

Thank you.

# State Grants

## 2018/19 California State Budget (Senate Bill 850)

- ▶ \$553 million in new funding
- ▶ One-time Block Grants
- ▶ Three funding formulas and three grant applications

## Homeless Emergency Aid Program (HEAP)

- ▶ City of Sacramento \$5.6 million
- ▶ Continuum of Care \$12.7 million

## California Emergency Solutions and Housing Program (CESH)

- ▶ Continuum of Care \$1.6 million



# Shelter Crisis Declaration

Required to be adopted by local jurisdiction(s) to:

- ▶ Receive Funds
- ▶ Capitol Expenditures
- ▶ Project Based Expenditures

\* Skin in the game

# HEAP Eligible Uses

- ▶ Services: Street outreach, health and safety education, criminal justice diversion programs, prevention services, navigation services, and operating support for short-term or comprehensive homeless services.
- ▶ Rental assistance or subsidies: Rental Assistance, Flexible Housing Subsidy Funds for Local Programs, Operating Support for Short Term, Emergency Housing Interventions, Housing vouchers, rapid re-housing programs, and eviction prevention strategies.
- ▶ Capital improvements: Emergency shelter, transitional housing, drop-in centers, permanent supportive housing, small/tiny houses, and improvements to current structures that serve homeless individuals and families.

# HEAP

## June 30, 2021

100% of funds must be expended by June 30, 2021. Unexpended funds must be returned. 50% of funds must be contractually obligated by Jan. 1, 2020.

# CESH Eligible Uses

- ▶ System support for Coordinated Entry System, Homeless Management Information System, and homeless planning activity.
- ▶ Develop or update Coordinated Entry System or Homeless Management Information Systems
- ▶ Develop a plan addressing actions to be taken within the CoC service area if no such plan exists.
- ▶ Rental assistance and other housing supports
- ▶ 15 year capitalized operating reserves
- ▶ Operating support for Navigation centers, street outreach, shelter diversion

# CESH System Change

Requires funding be used in line with Housing First principles and development of Coordinated Entry System. Goals and performance tracked in Homeless Management Information System. Provides funding for planning and coordination.

# Other Funding (HCD)

## ▶ Long Term Interventions

- ▶ Veteran Housing and Homelessness Prevention Program - \$550 million (\$300M left)
- ▶ Multifamily Housing Program - Supportive Housing - \$58 million
- ▶ No Place Like Home - \$2 billion
- ▶ Housing for Healthy California Program - \$57 million

## ▶ Short Term Interventions

- ▶ 2009 Homeless Prevention and Rapid Re-Housing Program - \$44 million
- ▶ California Emergency Solutions Grant Program - \$35 million
- ▶ Emergency Solutions Grant Program 2018 - \$11 million



# Purpose

Review and discuss SB 850 (HEAP/CESH) grant proposal concepts prior to Sept. 12 Advisory Board meeting and Sept. 25 Sacramento County Board of Supervisors and City Council meetings.

At that time, we will ask each body to approve our application and proposal.

# One Program Three Approvals Multiple Partners

- Continuum of Care
- County Board of Supervisors
- Sacramento City Council

\*Pending governing body approvals, Other cities may join by the time of award.

# Messy Process

The state requires a collaborative process with stakeholder input and alignment between the Continuum of Care and local jurisdictions on a very short timeframe. They have verbally acknowledged that it is a messy process but one they feel is important to facilitate collaboration.

# We cannot be all things to all people.

There are a lot of ideas of how to use the money but we are most likely to be successful if we focus it in a few key areas that expand sheltering, increase pathways out of homelessness and make key improvements to our continuum of care system.

# Input Process

- ▶ Aug. 8: CoC Meeting, Initial CoC briefing and Input Session
- ▶ Aug. 10: Youth Provider Input Session
- ▶ Aug. 23: Public Input Session (details at [SacramentoStepsForward.org](https://SacramentoStepsForward.org))
- ▶ Aug. 29: CoC Informal input session on HEAP & CESH
- ▶ Sept. 6: CoC Workshop - HEAP & CESH
- ▶ **Sept. 12: CoC Consideration and Approval**
- ▶ Sept. 25: Sacramento County Board of Supervisors Approval
- ▶ Sept. 25: Sacramento City Council Approval

\*Does not include individual stakeholder conversations

# Program Feedback

## **Shelter (more)**

### **Shelter staff**

Gap funding for housing projects

First Step Communities Campus

Sanctioned tent city

### **Expand scattered site housing model**

### **Move in assistance**

### **Rental subsidies**

### **Landlord incentives & mitigation fund**

### **Post-housing case management**

### **Crisis fund**

Fund a higher level of care for PSH

### **Legal support**

Re-Entry from Institutions

### **Support with life documents**

Fund care givers

Subsidize Sutterview Car-Share program

Needle Collection Stations & Harm Reduction Services and Naloxone.

CoC Strategy

### **Outreach/Navigator Management & Training**

Bathrooms, Showers, Water Fountains

Respite Care Beds



# Population Served Feedback

- ▶ Unsheltered
- ▶ Criminal Justice population
- ▶ Single Women without Children
- ▶ Seniors
- ▶ Transitional Age Youth
- ▶ Single men
- ▶ Families

“

Thank you

”

What are we solving for?

# 2,052 unsheltered people

According to the 2017 Point-in-Time count there are 2,052 people who are experiencing homelessness and living unsheltered on any given night.

# 7,370 newly homeless

In 2017, 7,370 people were served by the homeless service providers for the first time or returned to services after a period of time away.

# 3,897 newly housed

In 2017, 2,061 people were housed in homeless service programs and 1,836 were housed outside of homeless service programs.

# Concept

Version 2

# Program Focus

- ▶ Expand shelter capacity
- ▶ Create a flexible housing pool
- ▶ Expand and align case management
- ▶ Eliminate and/or mitigate legal barriers to housing
- ▶ Improve long term success through system change



# Expand Shelter

- ▶ Extend operations at current City Triage Shelter
- ▶ Site and operate additional City Triage Shelters
- ▶ Expand beds within existing shelters.
- ▶ Open additional county-operated scattered site shelters
- ▶ Work with Youth providers on emergency support programs

# Flexible Housing Program

- ▶ Flexible Housing Pool: Limited term flexible rent subsidies providing one-time support, move-in assistance, rental subsidies, crisis fund and owner support
- ▶ Modeled within County of Sacramento's Flexible Supportive Re-Housing Program, to be administered by Department of Human Assistance
  - ▶ Flexible re-housing funds and owner/property and limited-term support services,
  - ▶ Entry through shelter programs and outreach programs who meet client-centered standards for services (which will be developed)
- ▶ **Limited-term, individualized support services**
  - ▶ At selected shelters to increase housing rate and make more beds available
  - ▶ For outreach/in-reach services, including Adult Protective Services, Jail Diversion, youth programs

# Mitigate Legal barriers to Housing and Employment

## ▶ Criminal Justice Diversion Program

- ▶ Provides opportunity to connect homeless people accused of crimes to services by working with the court to avoid the employment and housing barriers created by convictions.
- ▶ Prop 47 did not include funding for such services. AB 109 funding is directed to probation and is restricted to felons.

## ▶ Expungement Clinic

- ▶ Overcoming shelter and employment barriers caused by criminal convictions
- ▶ Expunge records when possible
- ▶ Reduce current felony convictions to misdemeanors
- ▶ 60-80 expungement requests a month

# Sustain Success Through System Change

- ▶ Coordinated Entry System to meet local community expectations and improve prioritization process based on national best practices.
- ▶ Expand CES to include Emergency Shelters, local initiatives, and programs not currently participating in the program due to its inflexibility.
- ▶ Develop and sustain standardized case management and street case management standards through longer term training, education, oversight, and support.
- ▶ Support efforts to redesign shelter system to support consumer friendly access.
- ▶ Improve system performance through ongoing coordination and evaluation.

# Youth Specific Funding

- ▶ HEAP requires a youth specific funding set-aside of \$918,754
  - ▶ City of Sacramento - \$ 282,284
  - ▶ Continuum of Care \$636,470
- ▶ Currently working with Wind Youth Services, Waking the Village, and Lutheran Social Services on specific programs and funding allocations.

\*\*\*PRELIMINARY ESTIMATES\*\*\*

# Funding -- \$19.7 million

- ▶ Flexible Housing Program

- ▶ \$9.4 million
- ▶ 48% of total funding

- ▶ Shelter Expansion

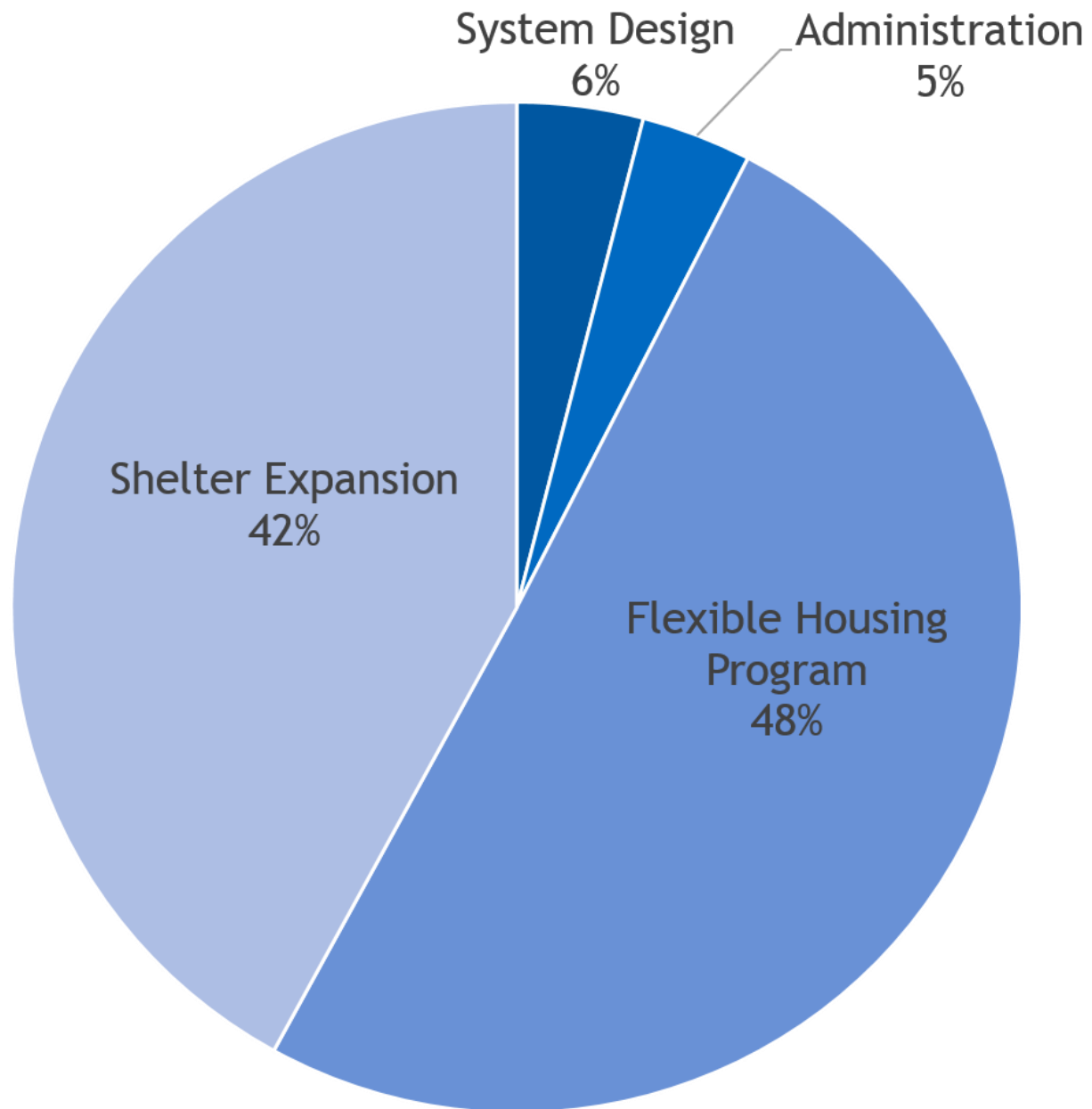
- ▶ \$8.2 million
- ▶ 42% of total funding

- ▶ System Change and Redesign

- ▶ \$1.1 million
- ▶ 6% of total funding

- ▶ Administration

- ▶ \$1 million
- ▶ 5% of total funding
- ▶ Proportionally divided between program administrators.





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Your votes are required today.

# Next Steps

- ▶ Sacramento County Board of Supervisors (Oct. 16)
  - ▶ Approve Partnership Proposal
- ▶ Sacramento City Council (Sept. 25)
  - ▶ Approve Partnership Proposal

# Next Steps Cont.

- ▶ Sacramento Steps Forward, as the Administrative Entity, will submit the application and begin the award process.
- ▶ The Continuum of Care may designate a working group to further develop the concepts presented in the application and in this presentation.
- ▶ Goal is January 1 program start date with phased implementation to flush out program operations while working to meet immediate needs.
- ▶ Round 2 of HEAP funding is expected to be available in February 2019.

# Questions and Comments

Continuum of Care Advisory Board

General Public and Stakeholders