SACRAMENTO
STEPS FORWARD

Ending Homelessness. Starting Fresh.

CoC Advisory Board Agenda
Wednesday, November 14, 2018 ║8:10 AM - 9:40 AM
SETA, 925 Del Paso Boulevard, Sacramento, CA 95815 - Shasta Room

I. **Welcome & Introductions:** Jonathan Porteus, Chair	
II. **Review and Approval of Minutes:** Emily Bender, Secretary	
III. **Chair's Report** **A. Executive Committee Action on behalf of Advisory Board** • Approved staff recommendation to delegate responsibility for approval of HUD NOFA RFP for consulting services scope of work to the Performance Review Committee (10/17/18)	
IV. **SSF CEO's Report:** Anne Moore, Interim CEO	
V. **New Business**	

A. New Member Appointment • Appoint LaShanda McCauley to Represent Lived Experience of Family Homelessness (memo attached)- ACTION	- Presenter(s): Emily Bender	8:20 AM (5 minutes)
B. HMIS Plans- Approval of Revisions (PPT slides attached & plans distributed separately) • Privacy & Security Plan 2018/19- ACTION • Data Quality Plan 2018/19- ACTION	- Presenter(s): Dion Dwyer, HMIS & Data Committee Chair	8:25 AM (20 minutes)

C. Item: HUD CoC NOFA Competitions
 	
• FY2018 Competition
  - CoC Application Written Comment Period (10/10/18 – 10/31/18) - No Comments Received
 	
  - Follow Up Questions from October Presentation on the Sacramento CoC's Tier 2 Historical Performance (memo attached)
 	
• FY2019 Competition
 	
  - FY2019 Business Cycle (memo w/revised calendar attached)
    -- CoC Application Plan
    -- Planning Project Application Plan
 	
  - RFQ for Consultant Services Update (RFP attached)
	- Presenter(s): Michele Watts, SSF Chief Programs Officer
	
	- Presenter(s): Sarah Bontrager and Emily Halcon, Performance Review Committee Members
		Time: 8:45 AM (20 minutes)

D. Item: Sacramento County Homeless Plan	Presenter(s): Cindy Cavanaugh, County of Sacramento	9:05 AM (15 minutes)
E. Item: 100-Day Challenge to End Youth Homelessness Update	Presenter(s): Suzi Dotson, Homeless Youth Task Force Co-Chair	Time: 9:20 AM (5 minutes)
F. Item: HEAP/CESH Updates (memo attached)	Presenter(s): Ben Avey, SSF Chief Public Affairs Officer	Time: 9:25 AM (15 minutes)
VI. Announcements		
VII. Meeting Adjourned		

Next Meeting: December 12, 2018

Please note that today's meeting is being recorded and the digital file will be available at sacramentostepsforward.org under Continuum of Care, Agendas and Minutes.

Sacramento Continuum of Care
Advisory Board

Wednesday, October 10, 2018

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

MEMBERS PRESENT: Sarah Bontrager, Emily Bender, Alexis Bernard, Cindy Cavanaugh, Mike Jaske, Noel Kammermann, Olivia Kasirye, Captain Dan Monk, Emily Halcon, Erin Johansen, Cathy Creswell

GUEST(S): Bruce Kuban, Angel Doney, Cheyenne Caraway, Janelle Smalls, Arden Tucker, Jen Bennett, Suzi Dotson, Erica Plumb, Cynthia Pimentel, Tanya Tran, David Husid, Laurence Lee, Londell Earls

MEMBERS NOT IN ATTENDANCE: Jonathan Porteus, Alyson Collier, Dion Dwyer, John Foley, Katie Freeny, Stefan Heisler, Todd Henry, Sarah O'Daniel, Amani Sawires Rapaski, John Kraintz

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

Call to Order: Sarah Bontrager, 8:17 AM, Quorum met 8:45 AM

I   Welcome and Introductions: Sarah Bontrager, Vice Chair
II   Review and Approval of Minutes: Sarah Bontrager
- At the start of the meeting, a Quorum was not established; therefore the September meeting minutes were not approved.

III Chair's Report:
- Chair not present to give an update

IV   SSF Interim CEO Report: Anne Moore
- A. Moore: Gives a brief introduction to items being discussed on this day.

V   Item A: HUD CoC NOFA Competitions: Michele Watts
- FY2018 Competition:
  - CoC Application Memo: Sent to Advisory Board in an email. The application was sectioned into four parts for easy reading.
  - Report Back on Member Input Sessions on CoC & Planning Applications
    - Half of the meetings were cancelled due to other work that was occurring and staff capacity to attend the meetings and member attendance was really low (the most members at one meeting were 4).
    - A better strategy will be made for next FY2019.
  - Tier 2 Historical Performance Memo:
    - Tiering began in 2012.
    - 2014 was the last cycle in which all tier 2 was funded.
    - 2015 marked a much larger Tier 2 at 15%. 56% of Tier 2 was funded.
    - 2016 Tier 2 was at under 10%. 64% of projects were funded.
    - 2017: Tier 2 was at 5% and 55% of projects were funded.
    - More information can be gathered to have a more in-depth look.
    - 2018 there are 4.5 projects in Tier 2
- FY2019 HUD CoC Kick off
  - Review of draft FY2019 Business Cycle (handout)
    - Need to prioritize the renewal of the Governance Committee
    - Annual recruitment process begin in December 2018. Slate approval will occur in February 2019 for terms that start in March.

- There is not a defined process for the executive committee, but the Governance Committee can work to create that.
- There is also the ability to do year-round recruitment and appointment if someone leaves the Advisory Board for whatever reason.
  - Annual approval of HMIS plan (privacy and quality). This will come at the November meeting for approval.
  - Two data related activities that are the responsibility of the CoC:
    - Annual gaps analysis: Need a stakeholder engagement plan and schedule for development. We should target December 2018 to have the plan and schedule in place for when we will arrive at a gaps analysis that everyone can agree on.
    - Point-in-Time count: The shelter count occurs annually, and the unsheltered occurs every other year.
  - NOFA Competition: Process and timeline is based on when we think the NOFA will be released.
    - We never know when the NOFA will drop, so the proposed schedule is subject to change
    - It is unrealistic to think that the Scoring Tools will be ready to be presented to the Advisory Board when we will not have a consulting agency until January.
  - NOFA – CoC Application & Planning Grant:
    - A year-round process is needed to work on these applications and may need a working group to carry it out.
    - We would kick-off of what is and what is allowable expenses for planning funds will be presented.
    - There is a data plan, but it is not complete. This was presented at one of the input session and is posted on the website, but it may be difficult to locate. It will be shared through email again.
  o Recommendation to delegate responsibility for approval of RFP scope of work to the Performance Review Committee - memo
    - No longer have a quorum to approve this item.
    - M. Watts: The narrative portion of the memo describes the history of consultant, the second half of the memo describes qualifications of consultants. Input on these qualifications was taken from the Executive Directors of programs during a meeting held in July, as well as from the Performance Review Committee at their meeting in September. SSF will be taking input from the Advisory Board today, and written comment through the contracts@sacstepsforward.org email through October 17th so that the PRC can have final approval of the scope of work at their next meeting on October 23rd.
    - Since a quorum was not met, the approval of this item will be delegated to the Executive Committee.

VI   Item B: 100 Day Challenge to End Youth Homelessness

- S. Dotson (Wind Youth Services): The CoC is working on a 100 Day Challenge on Youth Homelessness with the consultation and guidance from Rapid Results Institute (RRI). The goal is to use short-term objectives and data to catalyze long term results. There will be a Systems Leader meeting this afternoon to come up with these short-term objectives for the next 100 days. Sacramento is the third cohort community out of five (Las Vegas, Cooke County, Miami/Dade, and Prince George). We will be working with the other communities to see what we can do in 100 days to make a lasting change in our system to end youth homelessness. The actually 100 days does not begin until mid-November. One of the things that the youth providers are excited about, is that most communities that have received the YHDP grant have done the 100-day challenge first.
- M. Watts: Sacramento was invited to be a 100-day community, and it was a very quick timeline. I am hopeful that this is a step one in getting the YHDP grant.

VII   Item C: No Place Like Home Strategic Plan

- Katherine Gale (Focus Strategies consultant for the County) presents a PowerPoint Presentation:
  - A plan is required to apply for State No Place Like Home (NPLH) funding
  - NPLH funding = new permanent supportive housing developments for persons with serious mental illness who are also experiencing homelessness
  - Data collection and stakeholder input was taken from July – September 2018, key strategies and plan drafting will take place October – November, with the plan adoption and sending to the State in December.

- Elements of the Plan (4 requirements)
  - Describe magnitude and characteristics of homelessness, chronic homelessness and the NPLH target population (serious mental illness)
  - Inventory existing efforts underway and partners in ending homelessness
  - Describe current resources and identify critical gaps
  - Lay out County and stakeholder plans to address unmet needs in key focus areas
- Data collected
  - Special HMIS data request from SSF on populations, subpopulations, disabilities, etc. including annual program data and current coordinated entry; 2018 Housing Inventory Count (HIC); 2017 Point in Time (PIT) count; FY17-18 program utilization information from County programs, including mental health, alcohol and drug, probation, and others; 2017 CAPER
- Things learned from stakeholder input:
  - Outreach and Navigation cover much of the region and have links with law enforcement and health care
  - New initiatives and existing homeless programs are leading the way, connecting people to housing and services, utilizing many best practices
  - Mainstream services are serving people experiencing homelessness and looking to coordinate to improve access
  - Multiple entry points of access services, which can be challenging for clients and system partners
  - Accessing the right data at the right time can be challenging, making it hard to drive leadership conversations and decisions
  - More clarity on the roles and responsibilities of community partners, along with ongoing coordination could improve system functioning and impact.
- Emerging strategies and potential recommendations: Many recommendations and strategies will leverage state funding resources, building on existing resources and partnerships.
  - Discharge Planning and Prevention: Including system level diversion, standardized practices, increase target upstream prevention, decrease impact in downtown of jail discharge, system level hospital discharge and coordination
  - Street Crisis and Quality of Life: Including the creation of a shared table and coordinating training and work for outreach and navigation efforts, expanding street hygiene, substance abuse response, and regular report out crisis response
  - Shelter and Interim Housing: Including creating emergency/triage shelters, building on scattered site shelter model, increasing capacity in existing shelters, developing coordinated entry for shelters, creating shelter standards
  - Expand Targeted Permanent Housing Resources: Including expanding progressive engagement approach to flexible housing, increasing coordination and support improvements in landlord outreach for rehousing efforts, developing permanent supportive housing, develop streamlined housing funding process, involving consumers in creative housing solutions
  - Services Expansion and Coordination: including the expansion of mental health services, create expanded and timely drug treatment options, support criminal justice diversion program, expungement clinic, expand targeted or effective employment strategies, increase coordination and alignment among frequent user/high needs clients
  - Leadership and Accountability: Including improving and expanding on Coordinated Entry, improving the use of data, defining system goals and develop a system map, ensure system is responsive to the needs of the people, defining and strengthening coordination and leadership roles
- Next Steps: October – draft plan, November – hold community meeting to receive feedback and input, November 7-16 = Post draft Plan online for written feedback, December 11 – Present Plan to Board of Supervisors for approval, December onward: Implement strategies, strengthen partnerships, and work with community to broadly build and adopt strategies.
- Q&A:
  - O. Kasirye: Two areas that I didn't hear of are 1) Coordinating medical care with community clinics and 2) public health. We need to have coordination and services with public health so that when we need to mobilize with any outbreaks.

- ☐ M. Jaske: Have you conducted formal gaps analysis?
  - − Data collected from what was available, but there was not a full service gaps analysis.
  - − Gaps analysis is the task and obligation of the CoC.
- ☐ M. Jaske: Is the frame of reference current need, or prospective need?
  - − In the framing of the challenges and the data section will contextualize the data in rising costs of housing and data we can collect like census data. This is not intended to be a gaps analysis or a forecast.
- ☐ C. Creswell: It would be helpful to list non-explicitly homeless but that can contribute. We needed to incorporate all of the available resources.
- ☐ E. Johansen: Revisit with the mental health providers to see where the money is actually being spent (in regards to prevention eviction dollars).
- ☐ E. Johansen: Jail discharge – the problems that surround this is when people are discharged from jails. Has there has been any effort to engage anyone who can affect that so that everyone can be on the same page?
  - − K. Gale: We went to the criminal justice cabinet, and also had some meetings with folks from the sheriff's department. Next step is to see who can actually lead that.
- ☐ C. Jennings: Outreach – have you thought about reaching out to non-profits and community-based organizations that have more geographical perspective than actually working directly in the homeless field? These organizations, who are not trained or poised to affect it, but can definitely be a part of it.

VIII Announcements:

- HEAP & CESH: October 16th is the next big day for approvals of the HEAP proposal.
- Follow-Up report will be resumed in November.

IX Adjourn

- Meeting adjourned 9:40 AM

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Ending Homelessness. Starting Fresh.

To: Sacramento CoC Advisory Board

From: Nominating Committee

Date: November 14, 2018

Subject: Persons with Lived Experience of Homelessness: Head of Household with
           Minor Children- ACTION

The Sacramento CoC Advisory Board held its annual Public Call for Nominations for new members in January 2018. During that call, the Nominating Committee did not receive any applications from individuals with lived experience of homelessness. When new member appointments were made, the Nominating Committee recommended and the CoC Advisory Board approved setting aside two (2) seats for individuals with lived experience. Additional recruitment efforts followed.

In February 2018, a Public Call for Nominations specifically for Persons with Lived Homeless Experience was published. During this process, the Nominating Committee received a total of three (3) Declarations of interest; one individual was selected for recommendation to join the Sacramento CoC Advisory Board. The Nominating Committee decided to leave the second seat open and to conduct targeted recruitment of an individual to represent lived experience of family homelessness, to fill a gap for a population that has never been represented on the Advisory Board.

On August 3, 2018, a Public Call for Nominations for Candidates with Lived Homeless Experience with Minor Children was published on the Sacramento Steps Forward website and shared with the community through other media sources. With a one-month timeline for application submissions, the Nominating Committee received a total of four (4) Declarations of Interest. The Nominating Committee consisted of Advisory Board Executive Committee members Jonathan Porteus, Sarah Bontrager, and Emily Bender, along Alexis Bernard, who responded to an emailed call for additional participants from among the general membership. After conducting interviews with the candidates, the Nominating Committee is recommending LaShanda McCauley to join the Sacramento CoC Advisory Board.

LaShanda McCauley is a mother of 6 with recent lived experience of family homelessness. She was housed this year through a program within the CoC. She is excited to be able to give back to the community and help other who are experiencing homelessness.

ACTION: Appoint LaShanda McCauley to the CoC Advisory Board to represent lived experience of family homelessness.

CoC Advisory Board Review and Approval

- HMIS Lead Agency CHOs responsible for maintaining a privacy and security plan
- Requires review and update plan as rules and operations evolve

- Last Plan update and approval occurred in Dec. of 2015

- CoC HMIS and Data Committee approved revised plans on July 12, 2018

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Privacy and Security Plan

Review of Changes

- Simplify training and recertification of HMIS users

- Streamline audits of agencies using HMIS

- Revise term of ROI consent to 7 years

- Clarify rules for information sharing with law enforcement

Privacy and Security Plan

Review of Changes (cont.)

- Formalize procedures for removing PPI from accounts inactive   for 7 years

- Require password resets after 30 days of inactivity

- Allow individuals currently receiving homeless services to access HMIS

- Secure a HIPPA-compliant server to facilitate secure transmission of sensitive information

Data Quality Plan

Review of Changes

    - Only minor changes

    - Proposes broader set of measures for which to check data quality (e.g. checks on move-in dates)

    - Recent changes in the former AHAR (now LSA – Longitudinal System Analysis) have created new data quality requirements

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TO: CoC Advisory Board

FROM: Michele Watts, Sacramento Steps Forward Chief Programs Officer

DATE: November 14, 2018

SUBJECT: Follow Up Questions on the October 10, 2018 Memo "HUD CoC NOFA
            Competition Historical Comparison of the Funding of Tier 2 Projects in the
            Sacramento CoC"

The following memo was distributed via email to the CoC Advisory Board on October 9,
2018 and presented at the October 10, 2018 Advisory Board meeting. Because the
memo was distributed only one day before the meeting and time for discussion at the
meeting was limited, staff offered to provide members with an opportunity to ask
questions at the November meeting, after further independent review and consideration.

Starting with the FY2012 NOFA (coinciding with the first year that Sacramento Steps
Forward (SSF) took on responsibility for the entirety of the Sacramento CoC), HUD
introduced "tiering" into the project ranking process in its annual CoC Program funding
competition. Prior to FY2012, CoCs scored and ranked projects, but there was no
tiering. This new concept required CoCs split their ranked list into two parts, placing
projects identified as higher performing based on local scoring criteria into Tier1 and
lower performing projects into Tier 2. Tier 1 projects are nearly guaranteed to be
funded while Tier 2 projects must compete nationally with all other CoCs for the funds
remaining after all Tier 1 projects are funded. While all projects regardless of tier have
to pass HUD threshold criteria, Tier 1 projects are otherwise assured of funding; no
Sacramento CoC projects proposed in Tier 1 have ever been denied funding by HUD.

Although HUD has consistently applied the tiering policy over the last seven NOFA
competitions, the relative size of each tier changes from one cycle to the next. HUD
bases its definition of tiers on a percentage of a CoC's Annual Renewal Demand (ARD),
the total amount of funding required to support all existing projects for one year. A
percent of the total ARD is designated for Tier 1 and the balance of this percentage and
amount is placed in Tier 2. In the early years of tiering, defining Tiers 1 and 2 was only
based on the ARD, with new permanent housing (PH) bonus projects and planning
projects funded separately. More recently, CoCs are required to rank new bonus
projects, renewals, and new projects through reallocation together in one list, letting the
tier cut point fall where it may. Planning projects continue to be funded separately. The
table below summarizes the tiering details of the HUD CoC Program NOFAs, FY2012 –

FY 2018, as well as the performance of the Sacramento CoC's Tier 2 projects as a percentage of Tier 2 projects funded.

HUD CoC Program NOFA Competition Tiering Summary, FY2012 – FY2018

NOFA Cycle	Tier 2 %*	New PH bonus projects tiered* (Yes or No)	Percent of Sacramento CoC Tier 2 Funded	Notes
FY2012	3.5% ARD	No	100%	Renewals and new projects through reallocation are tiered, PH bonus funded separately, planning project funded separately
FY2013	5% ARD	No	100%	Renewals and new projects through reallocation are tiered, PH bonus funded separately, planning funded separately
FY2014	5% ARD	No	100%	Renewals and new projects through reallocation are tiered, PH bonus funded separately, planning funded separately
FY2015	15% ARD plus PH bonus amount	Yes	56% (4 / 12 projects)	Renewals, new projects through reallocation, and PH bonus tiered together/treated the same, planning project funded separately
FY2016	7% ARD plus PH bonus amount	Yes	64% (5 / 7 projects)	Renewals, new projects through reallocation, and PH bonus tiered together/treated the same, planning project funded separately
FY2017	6% ARD plus PH bonus amount	Yes	55% (4 / 8 projects)	Renewals, new projects through reallocation, and PH bonus tiered together/treated the same, planning project funded separately
FY2018	6% ARD plus PH	Yes		Renewals, new projections through reallocation, and PH bonus tiered together/treated the same, planning project

	bonus amount			funded separately, DV funds funded separately

* Further Defining Tier 2- Technically, HUD considers all projects not funded in Tier 1 to be part of Tier 2. For the FY2012, FY2013, and FY2014 NOFAs, language referring to Tier 2 states that Tier 2 consists of the total ARD minus Tier 1 plus PH bonus and planning project funds; however, from a *ranking* perspective, PH bonus and planning projects are treated separately from the renewals and new projects through reallocation and **not ranked** alongside them in those three cycles. For the FY2015, FY2016, and FY2017 NOFAs, Tier 2 is described in the same way, however, instructions elsewhere in the NOFA specify that from a *ranking* perspective, PH bonus projects are treated the same as renewals and new projects through reallocation, with all projects ranked in one list in those three cycles; however, planning projects are still funded separately. In the FY2018 NOFA, all the FY2015-FY2017 conditions apply, while projects proposed for the new DV funding are considered separately.

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TO: CoC Advisory Board

FROM: Michele Watts, Sacramento Steps Forward Chief Programs Officer

DATE: November 14, 2018

SUBJECT: Revised Draft CoC Advisory Board 2018/19 Annual Business Cycle

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At the October 10, 2018 CoC Advisory Board meeting, staff presented a 2018/19 business cycle calendar incorporating the activities and projects that the board must complete annually. These responsibilities are outlined in the HEARTH Act and many of them appear in the CoC's Governance Charter. Additionally, the CoC Advisory Board has requested the opportunity for increased in engagement in the HUD NOFA competition CoC Consolidated Application beyond the Project Priority List ranking of new and renewal Rapid Rehousing, Permanent Supportive Housing, and Homeless Management Information System (HMIS) projects, specifically the CoC Application and Planning Project Application.

The table below lists these recurring duties and increased engagement opportunities and the approximate point in the calendar year in which they should occur. Clarifications and revisions have been made to the version presented at the October 10, 2018 meeting based on comments received at that meeting and at a subsequent meeting of the Executive Committee on October 29, 2018. The only significant changes since last month pertain to the proposed approach to increased engagement with the CoC Application and the CoC Planning Project, based on input provided by the Executive Committee.

All HUD CoC NOFA-related dates are estimates based on a June NOFA release date and a September NOFA due date.

Draft CoC Advisory Board 2018/19 Annual Business Cycle

CoC Advisory Board Responsibility	Description	Month(s)
CoC Governance Charter		
Governance Charter Annual Renewal- *Action Item*	Ad hoc Governance Committee charged with annual review, revision,	Schedule is pending- need to prioritize renewal

	and renewal of Governance Charter.	before FY2019 NOFA competition
Membership		
Annual Membership Recruitment	The HEARTH Act requires that a public, widely circulated new member recruitment process occurs annually.	December- January
Annual Approval of Executive Committee Slate- *Action Item*	Executive Committee membership terms are one-year terms that can be renewed. Bylaws and Charter do not specify a limit on the number of Executive Committee terms a member can serve.	February
Annual Membership Appointment- *Action Item*	The annual recruitment process culminates in a formal vote on a slate of new and renewing members.	February
Year-round Recruitment & Appointment	The Governance Charter also outlines a process of adding new members outside of the annual slate as needed.	Year-round
HMIS Requirements		
HMIS Data Quality Plan Approval- *Action Item*	Annual renewal recommended by HMIS & Data Committee	November 2018
HMIS Privacy and Security Plan Approval- *Action Item*	Annual renewal recommended by HMIS & Data Committee	November 2018
Data		
Annual Gaps Analysis	Stakeholder engagement plan and schedule to be developed by December 2018.	
PIT Count	Sheltered count occurs every January. Sheltered and unsheltered counts occur every other January.	January 2019
NOFA- Projects Competition*		

Pre-NOFA Preparations, including Approval of Review Tools & Policies- *Action Item*	Review tools and policies are developed by the Performance Review Committee and presented to the Advisory Board for approval in the first half of the calendar year, prior to the release of the NOFA.	January – March
NOFA-Related Adjustments to Review Tools & Policies (as needed)- *Action Item*	Upon release of the NOFA, amendments to tools and policies may be needed to adjust to unexpected requirements.	June
Project Priority List Developed	The Review and Ranking Panel convenes to review and score applications and develop the Project Priority List.	August
Project Priority List Approved- *Action Item*	The CoC Advisory Board reviews and approves the Project Priority List.	August
NOFA- CoC Application & Planning Grant*		
CoC & Planning Project Applications Input	CoC Advisory Board members review and provide input on the CoC and Planning Project Applications. <u>SSF Staff & CoC Executive Committee Proposal: Staff will host a series of monthly and bi-monthly sessions between November 2018 and August 2019 to develop these applications.</u>	November 2018 – August 2019

* All HUD CoC NOFA-related dates are estimates based on a June NOFA release date and a September NOFA due date.

Process
This draft CoC Advisory Board 2018/19 Business Cycle calendar was presented in October for member review and input. The calendar has been revised based on this input, as well as input received at the October Executive Committee meeting. Once activities are agreed upon, committee timelines will be added and another version of the calendar in chronological order will be produced.

Sacramento City & County Continuum of Care
Request for Proposals (RFP) for Consulting Services:
HUD CoC Program NOFA Competition and Year-Round Performance Review

I. BACKGROUND

A. Purpose/Intent

The purpose of this Request for Proposals (RFP) is to solicit proposals from interested and qualified consultants to support the Sacramento City and County Continuum of Care (CoC) to prepare and submit the annual CoC Consolidated Application to the US Department of Housing and Urban Development (HUD). The selected consultant will work closely with the CoC Advisory Board and its Performance Review Committee to develop all materials for the annual Notice of Funding Availability (NOFA) competition, as well as to establish and facilitate year-round processes for system and project performance review.

This RFP seeks consulting services for an initial term of three years, with the option for two one-year extensions and a maximum term of five years before a new RFP must be released for additional services.

B. History

Sacramento Steps Forward has been the Sacramento City and County CoC's Lead Agency and Collaborative Applicant since incorporation as a nonprofit organization in 2011. The Sacramento CoC Advisory Board has been responsible for the annual HUD CoC Program NOFA competition review and rank/Project Priority List since 2012. To formalize a more robust review and ranking process informed by system-level and in-depth understanding of projects, the CoC Advisory Board established a year-round Performance Review Committee in 2015.

The CoC Performance Review Committee is responsible for the projects competition component of the annual HUD CoC NOFA Consolidated Application. The Performance Review Committee develops all competition policies and procedures, including the scoring criteria used by non-conflicted members to review and rank projects submitted by community providers. The Project Priority List established by the non-conflicted members of the Review Committee is then presented to the CoC Advisory Board for final approval, as are all policies and procedures adapted by the committee.

Since its formation in 2015, the Performance Review Committee's primary focus has been the scoring criteria for each upcoming NOFA competition. However, it is the goal of the CoC Advisory Board and the Performance Review Committee to use the year-round meeting schedule to gather information that will allow for the development of

better scoring tools and performance review techniques that align with service priorities and address major gaps. In the upcoming contract term, the CoC Advisory Board and the Performance Review Committee seek support from a consultant to design a year-round process that moves the Performance Review Committee toward this goal.

C. Key Participants
Sacramento Steps Forward-
Sacramento Steps Forward is a nonprofit organization, the issuer of this RFP, and the subsequent entity with whom the successful proposer will contract. Sacramento Steps Forward is also the HUD CoC Lead Agency, Collaborative Applicant, and HMIS Lead Agency.

Sacramento City and County Continuum of Care (CoC) Advisory Board-
The Sacramento CoC Advisory Board fulfills the HEARTH Act requirements, including the annual NOFA competition.

Performance Review Committee-
The Performance Review Committee is a standing committee of the CoC Advisory Board charged with developing all the tools, policies, and procedures for conducting the annual NOFA competition for approval by the CoC Advisory Board.

II. Scope of Work
The following scope of work provides the essential expertise and skills of the ideal proposer, as well as a description of services to be provided.

A. Essential Expertise and Skills
- HUD CoC Program expertise
- Strong facilitation skills
- Professionalism
- Neutrality
- Ability to communicate clearly with a variety of stakeholders
- Excellent customer service

B. Description of Services
1. Support the Performance Review Committee and CoC Advisory Board- The ideal consultant will provide the Performance Review Committee and the CoC Advisory Board with expert guidance on HUD requirements and expectations, research and analysis on how other CoCs are addressing community needs and HUD requirements, and will possess superior facilitation and consensus-building skills to move the committee and board through the review and ranking process in a meaningful and efficient manner.
   a. Prepare materials for, attend, and participate in monthly 2-hour meetings of the Performance Review Committee. Depending on the selected consultant's location, some meetings may be attended remotely.

b. Provide the research, information, and expertise required to lead the Performance Review Committee in its work to develop NOFA competition scoring criteria and policies.

c. Provide clear and accurate guidance on project review and ranking requirements set forth in the CoC Program NOFA annually and in regulations.

d. Serve as the expert on HUD expectations as gleaned from sources supplemental to NOFAs and formal regulations, such as webinars, conferences, FAQs, trainings, etc.

e. Provide examples of best practices for performance review from other CoCs, especially high performing CoCs.

f. Provide meeting materials far enough in advance to allow Performance Review Committee and CoC Advisory Board members to attend meetings prepared to have a productive discussion.

g. Conduct a thorough debrief of the NOFA competition process with the Performance Review Committee and CoC Advisory Board after the completion of each competition.

2. Support to the Performance Review Committee's Review and Rank Panel- The ideal consultant will support the Review and Rank panel in its development of the Project Priority List, in a process that is equitable, independent and efficient.

a. During each competition cycle, facilitate a two-day review and rank process for the non-conflicted members of the Performance Review Committee who constitute the Review and Rank Panel.

b. Provide web-based or otherwise easily accessible tools designed to maximize the efficiency of the review and rank process.

c. Design a provider interview methodology that adds value to the review and ranking of projects and enables providers to sufficiently prepare.

3. Provide Training and Technical Assistance to CoC Program Providers- The ideal consultant will work supportively with CoC Program providers to offer training and technical assistance that prepares them to submit high-quality applications for the local and federal NOFA competition.

a. Provide clear and accurate guidance on project requirements set forth in the CoC Program NOFA and in regulations.

b. Provide clear, accurate, transparent, and easily understood guidance on the local competition application requirements and process.

d. Work with CoC Program providers in a supportive and collaborative fashion.

e. Conduct the annual training/Kick-Off Conference on the HUD NOFA and local competition requirements as soon as possible after the release of the NOFA to allow maximum time for preparing applications.

f. Provide 1:1 technical assistance to providers in a manner that addresses project-specific challenges requiring custom guidance.

g. Create and publish FAQs based on individual technical assistance requests to ensure consistent guidance and efficient sharing of information on common inquiries.

h. Conduct a thorough debrief of the NOFA competition process with CoC Program providers after the completion of each competition.

III. Pre-Proposal Information

A. Rolling Q & A Schedule

Questions and requests for clarification will be accepted on an ongoing basis until Tuesday, December 11, 2018 at 5:00 PM (48 hours before the proposal deadline) via email to contracts@sacstepsforward.org. Responses will be posted to the Sacramento Steps Forward website every Wednesday. Proposers are asked to put "CoC Consultant RFP" in the subject line of the email. Details on the Q & A schedule are as follows:

Questions Received (by 5 PM)	Responses Posted (by 5 PM)
Monday, November 12, 2018	Wednesday, November 14, 2018
Monday, November 19, 2018	Wednesday, November 21, 2018
Monday, November 26, 2018	Wednesday, November 28, 2018
Tuesday, December 4, 2018	Wednesday, December 5, 2018
Tuesday, December 11, 2018	Wednesday, December 12, 2018

B. RFP Addenda & Updates

It is the responsibility of each proposer to check the Sacramento Steps Forward website for any RFP addenda, Question & Answer postings, and other updates posted regarding this RFP. While this responsibility ultimately lies with the proposer, Sacramento Steps Forward will send electronic reminders and updates to any proposer that requests them via email to contracts@sacstepsforward.org.

IV. Proposal Requirements

A. RFP Timeline & Submission Requirements
1. RFP Timeline

Activity	Date(s)
RFP Release	Thurs., November 8. 2018
Proposals Due Date	Thurs., December 13, 2018 at 5:00 PM
Proposals Threshold Review	Fri., December 14, 2018
Proposer Interview Schedule Published	Mon., December 17, 2018 by 5:00 PM
Proposals Review & Proposer Interviews	Wed., December 19, 2018
Award Announcement	Fri., December 21, 2018 by 5:00 PM
Contract Start Date	Tues., January 15, 2019

2. Submission Requirements
Proposers shall submit one electronic PDF of the proposal package to Sacramento Steps Forward. The electronic file name should include the Proposer Name followed by the RFP Title. The file must be submitted via email to contracts@sacstepsforward.org no later than 5:00 PM on the proposal due date of Thursday, December 13, 2018. Any proposal attachments that cannot be combined into a single PDF should be appropriately named and numbered (e.g. Proposer Name RFP Title Attachment 1 of __). An email confirming receipt of the proposal will be provided automatically. Late submissions will not be considered. Supplemental documents or revisions sent after the proposals deadline will not be accepted.

B. Proposal Submission Format
Proposers must submit a proposal narrative in accordance with stated requirements set forth in Section IV.C. below. Two templates have been provided and must be used: (1) Funding Competitions Experience and (2) Budget Worksheet.

C. Proposal Contents
1. Proposal Cover Page
   Provide a cover page that includes the following: Organization Name, Address, Director/President/CEO and Contact Name, Email, Phone Number, Annual Proposed Budget Amount, Subcontractor Information (if applicable)

2. Minimum Qualifications
   Proposals shall document minimum qualifications by completing the Funding Competition Experience template outlining experience with the HUD CoC Program, and other relevant federal, and state funding opportunities. Minimum qualifications include items a-d below.
   a. Experience with federal and/or state grants, including:
      - At least three years of federal and/or state grant writing and submission experience, including successful federal and/or state grant award applications.
      - At least three grant writing and submissions to funders that resulted in an award in the last five years.
      - At least three years of experience providing technical assistance to provider agencies on federal and/or state funding stream regulations.
   b. Experience with collaborative decision-making processes:
      - At least three years of experience working within a committee decision-making structure to accomplish goals.
   c. The ability to either attend monthly Performance Review Committee meetings in person or to provide a means of participating remotely through the use of technology. The proposer should describe the use of such technology in this section.
   d. Commitment to participate in specific annual activities in person, including:

- Two CoC Advisory Board meetings, including support for the presentation by the Performance Review Committee Co-Chairs to approve HUD CoC Program NOFA competition tools, policies, and procedures and the presentation of the Project Priority List, the ranked list of projects developed by the review and rank panel, for approval the CoC Advisory Board.
- The annual NOFA competition Kick-Off Conference for all new and renewal project applicants.
- The two-day convening of the review and ranking panel to review all project applications and develop the recommended Project Priority List for approval by the CoC Advisory Board.

3. Organizational Capacity
   Proposers shall describe organizational capacity to deliver the consultant services requested via an organizational chart, job descriptions and resumes associated with the staffing plan in item (d), and a sample CoC NOFA Review Tool if available. Organizational Capacity includes items a-d below.
   a. Describe the agency's experience developing and implementing NOFA application processes. Experience with HUD CoC Program NOFA application processes is of particular interest. The applicability of experience with other NOFAs to the HUD CoC Program NOFA should be explained. Proposers that have experience with HUD CoC NOFAs should provide a sample Projects Scoring Tool for review.
   b. Describe the agency's experience providing technical assistance to providers regarding regulations governing federal and/or state funding streams and the application requirements and processes associated with them. Technical assistance to HUD CoC Program providers is of particular interest. The applicability of experience with other federal funding streams and applications to the HUD CoC Program should be explained.
   c. Describe the agency's experience providing technical assistance and analysis regarding regulations governing federal funding streams. Experience providing assistance and analysis on HUD CoC Program regulations to committees and/or advisory bodies and collaborative applicants is of particular interest. The applicability of experience with other federal program regulations should be explained.
   d. Describe the staffing plan for this project. Attach the job descriptions for key program positions and provide the resumes for the staff who will fill those positions. Provide a written commitment to provide notice to and seek input from Sacramento Steps Forward, the CoC Advisory Board, and the Performance Review Committee before individuals listed as occupying the key project positions are reassigned to another project or substituted with other personnel.

4. Approach

Proposers shall describe the approach to delivering the consulting services sought, including the key components of the scope of work, measurable objectives and reporting, and program quality improvement. Approach includes items a-e below.

a. Describe the agency's plan to prepare and develop an annual HUD CoC Program NOFA projects competition application process and year-round performance review.
b. Describe the agency's plan to provide technical assistance to CoC Program providers related to the CoC application process.
c. Describe the agency's plan to provide technical assistance to the Performance Review Committee related to year-round performance review.
d. Propose at least two outcome objectives by which success of the delivery of services could be evaluated and how they would be met and reported.
e. Describe the agency's process for ongoing evaluation and refinement of the consulting services being delivered.

5. Budget

Proposers shall complete the Budget Worksheet template and provide a budget narrative. Budget includes items a-b below.

a. Complete the Budget Worksheet template, providing direct expenses for all proposed costs to be supported through this contract for a three-year term.
b. Provide a budget narrative that clearly explains the basis for each expense listed on the Budget Worksheet template.

6. References

The ideal consultant will provide references from key CoC stakeholders, including one person from each of the following groups that has worked with the staff proposed. If the proposer has not worked on a CoC Program NOFA competition, similar references should be identified.

a. CoC governing body membership
b. CoC provider/ recipient or subrecipient
c. CoC collaborative applicant

D. Proposal Package Checklist

✓	Item	Section
	Proposal Cover Page	IV.C.1.
	Narrative	
	Minimum Qualifications	IV.C.2.
	Organizational Capacity	IV.C.3.
	Approach	IV.C.4.
	Budget Narrative	IV.C.5.
	Templates	
	Budget Worksheet Template	IV.C.5.
	Funding Competitions Experience Template	IV.C.2.
	Attachments	
	HUD CoC NOFA Competition Projects Scoring Tool	IV.C.3.
	Organizational Chart	IV.C.3.
	Job Descriptions for Key Program Positions	IV.C.3.
	Resumes for Key Program Staff	IV.C.3.
	References	IV.C.6.

V. Contractor Selection

A. Minimum Qualifications/Threshold Review
Sacramento Steps Forward will conduct a threshold review of proposals received by the submission deadline. Proposals will be evaluated for completeness and confirmation of references, with all successful proposals transmitted to the CoC Performance Review Committee for substantive review.

B. Proposal Evaluation
Proposals will be evaluated by the CoC Performance Review Committee. Proposals will be evaluated based on minimum qualifications, organizational Capacity, approach, and budget. In addition to the review of written materials, the CoC Performance Review may also interview proposers.

1. Organizational Capacity Evaluation Criteria
   a. Agency clearly demonstrates it has the capacity to develop and implement a NOFA application process.
   b. The agency clearly demonstrates that it has the capacity to provide technical assistance to providers regarding federal regulations and NOFA processes.
   c. The agency clearly demonstrates that it has the Capacity to provide technical assistance and analysis regarding federal regulations to Sacramento Steps Forward, the CoC Advisory Board, and the Performance Review Committee.
   d. The agency clearly demonstrates the ability to facilitate collaborative decision-making within a committee structure.

e. The agency clearly demonstrates it has the organizational structure needed to provide the services required in the RFP and the staffing pattern is clear, reasonable, and well matched to the services required in the RFP.

2. Approach Evaluation Criteria
   a. The proposed plan is clear, reasonable, and provides a well thought out approach to prepare and develop an annual NOFA competition and year-round performance review.
   b. The proposed objectives and specific, measurable, and realistic; the plan to meet, report, and incorporate data into the program is clear and reasonable.

3. Budget Evaluation Criteria
   a. The budget provide is clear and reflects good allocation of resources and matches the program requirements and proposed staffing structure.
   b. The budget narrative is clear and provides justification for budget line items.

C. **Interviews & Award Announcement**
Proposals will be reviewed by the CoC Performance Review Committee on Wednesday, December 19, 2018. Interviews will be conducted with the strongest proposers the same day. All proposers should reserve 12:00 PM to 4:00 PM on December 19, 2018 to potential participate in an interview with the Performance Review Committee. A more specific one-hour interview time will be provided by 5:00 PM on Monday, December 17, 2018.

The Performance Review Committee will select the successful proposer and the award announcement will be made by Friday, December 21, 2018.

VI. Agreement Requirements
The successful proposer will be required to enter into a contract agreement with Sacramento Steps Forward. Immediately upon award announcement, Sacramento Steps Forward and the successful proposer will begin contract development, with a target contract start date of Tuesday, January 15, 2019. The successful proposer will immediately begin working with the Performance Review Committee to prepare for the FY2019 HUD CoC Program NOFA competition.

MEMORANDUM

Date:	November 9, 2018
To:	Continuum of Care Advisory Board
From:	Ben Avey, Chief Public Affairs Officer
Subject:	HEAP/CESH Update

Overview

The Sacramento Continuum of Care approved a grant application concept for California's Homeless Emergency Aid Program (HEAP) and the California Emergency Solutions Housing (CESH) program and designated Sacramento Steps Forward as the Administrative Entity on Sept. 12, 2018. The Sacramento County Board of Supervisors and Sacramento City Council approved the same program concept on Oct. 16, 2018. Sacramento Steps Forward submitted the CESH application on Sept. 27 and is currently working with Sacramento County and city partners on shelter crisis declarations prior to HEAP application submission.

HEAP

The HEAP program concept and shelter crisis declarations have been approved by the Sacramento County Board of Supervisors and the Sacramento City Council, who are HEAP administrative partners.

The partners are currently working with the City of Citrus Heights, City of Elk Grove, and City of Rancho Cordova to determine if they will declare a shelter crisis to facilitate participation in the program. The City of Folsom has declined our invitation to participate. The City of Galt and the City of Isleton have not responded to multiple engagement requests.

Sacramento Steps Forward and the City of Sacramento, which are the two applicant entities, are planning to submit our applications in conjunction with one another on Dec. 3. If additional cities declares a shelter crisis Dec. 3 - 31, we will submit them to the state as an amendment to the SSF HEAP application.

Sacramento Steps Forward, Sacramento County, and City of Sacramento have started planning for the implementation of HEAP and will provide more information as it becomes available.

CESH

Sacramento's CESH application was submitted by the Sept. 27 early submission deadline. Award letters are anticipated anytime between November and January. As such, Sacramento Steps Forward, Sacramento County, and City of Sacramento have started planning for the implementation of CESH.

As a reminder, CESH will be used to improve overall system performance and to fund scattered site shelters. Specifically, system development work covered by the CESH grant will include

- improvement of the Coordinated Entry System;
- developing community standards for sheltering, navigation, and re-housing;
- staffing the Funder's Collaborative;
- Continuing Strategic Planning, including work on selected issues identified in the County's No Place Like Home Plan

More detail on each of the categories of system development work listed above can be found in the attached HEAP/CESH Investment Plan

The agreed upon first step is to start work on the Coordinated Entry System. As such, Sacramento Steps Forward recommends the issuance of a Request for Proposals to contract with an outside consultant to guide the process and ultimately make recommendations to the Continuum of Care on system changes and staffing recommendations.

To ensure the selected consultant meets the needs of the Continuum of Care, Sacramento Steps Forward recommends a committee-based input process on the RFP.

- Nov. 19 -- Coordinated Entry Evaluation Committee Input
- Dec. 6 -- Coordinated Entry Committee Input
- Dec. 12 -- CoC Advisory Board Input

Based on this schedule, Sacramento Steps Forward anticipates releasing the RFP prior to the end of the year with an award in early 2019.

Preliminary Schedule for CoC Reports Related to HEAP and CESH

November 14, 2018 CoC meeting - Present overview of CESH funding for system change.

December 12, 2018 CoC meeting - Present RFP scope for consultant services to evaluate Coordinated Entry System and develop plan for optimization, including integration of shelter and other homeless systems, (with prior consultation with Coordinated Entry and Coordinated Entry Evaluation Committees)

January 2019 - Formally launch bi-monthly meetings of Funders Collaborative. Initial members to include City of Sacramento, County of Sacramento, interested cities, SHRA and SSF. SSF will staff meetings and include recommendations to the Continuum of Care.

February 13, 2019 CoC meeting: Present process for Street Case Management System standards and training.

Monthly updates – Report out on activities and consultation with CoC on policy level issues. Monthly updates may evolve based on the needs of the Continuum of Care.

Quarterly Reports – Report out on program metrics based on measures required by the State (start in April 2019)

Annual Reports – As required by the State of California (January 2020 and 2021.)

Attachment
Investment Plan for New State Homeless Funding: HEAP and CESH (September 12, 2018)

###

Investment Plan for New State Homeless Funding: HEAP and CESH
September 12, 2018

In June of 2018, the Governor signed SB 850, which allocated over $553 million in new State funding, creating two new programs: the Homeless Emergency Aid Program (HEAP) and the California Emergency Solutions Program (CESH).   Both programs operate as block grants, intended to get funding to localities quickly and efficiently for one-time emergency programs. Sacramento funding is as follows:

Program	Local Amount	Administrative Entity
HEAP (CoC)	$12.7 M	CoC: Sacramento Steps Forward (SSF)
HEAP (City)	$5.6 M	City of Sacramento:
CESH	$1.6 M	CoC: SSF

While similar in many ways, HEAP and CESH are administered by two different state entities and differ in several ways, including formulas used to allocate funding, funding timelines and eligible uses.

Program	State Agency	Eligible Uses	Funding Timeline
HEAP	Business, Consumer Services, Housing Agency	**Services:** includes Outreach, criminal justice diversion, shelter, diversion **Rental Subsidies** **Capital Improvements**	Applications Open: 9/1 Applications Due: 12/ 31 (Earlier preferred) Program Start Up: March 2019 Expenditures by 6/30/2021
CESH	Dept. of Housing and CD	Homeless: System Improvements, plus same as HEAP	Applications Open: 8/15 Apps Due: 9/27 Start Up: February 2019

Shelter Crisis Declaration Required in HEAP

To receive HEAP funding, the statute requires that the jurisdiction(s) "that the administrative entity represents" must declare a shelter crisis pursuant to State law (commencing with Government Code 8698) by the time, funding is awarded (preferred with the application).   State HEAP guidance requires a declaration for jurisdictions:
- Receiving or administering funding
- Making capital expenditures
- Using Rental Subsidies for housing placement

Local Collaboration and Goals

The City of Sacramento, Sacramento County and SSF have been collaboratively working on the HEAP and CESH investment proposal, vetting ideas through community stakeholders. Given the broad range of activities that can be funded, the short timeframe for expenditure, and the limited administrative funding available, the collaborative identified five investment objectives:

- Address the immediate needs of unsheltered populations;
- Can be implemented quickly and flex down;
- Can be folded into an existing administrative infrastructure;
- Drive broader system change; and
- Can be measured and evaluated.

<u>Recommended Programs</u>

1. **Expand Emergency Shelters** especially for highly vulnerable populations, including:
   - Stand up and operate at least one additional triage shelter, for 200+ people in City of Sacramento;
   - Increase capacity in existing individual shelters through either case management services and/or funding operations for new capacity;
   - Increase youth respite capacity at the new drop-in center and implement a host home program;
   - Increase family shelter capacity through existing contracted providers; and
   - Stand up additional scattered site shelter beds in leased homes using County model.

2. **Create a Flexible Re-Housing Program**

   Using an existing programmatic framework (Flexible Supportive Re-Housing Program) FHP creates new housing opportunities for unsheltered clients working with navigation and outreach programs and in shelters who agree to reduce barriers and open access. FHP funding coordinates limited-term case management and limited-term housing assistance, including:

   - Flexible rent subsidies up to 24 months
   - "Whatever it takes" case management
   - Landlord and housing support services
   - Legal services through an expungement clinic for HEAP participants and others experiencing homelessness
   - Crisis intervention for housed HEAP participants (homeless diversion)

   In a phased implementation shelter and navigation programs that meet operational standards would be able to refer into the FHP for rental assistance and case management services. Potential referral programs include the following:

Program/Service	Housing Assistance	Case Management
Shelters meeting	Yes	Already provided
Adult Protective Services	Yes	Yes
Youth Shelter/Navigation	Yes	Yes
Jail Diversion	Yes	Yes
Pathways	Yes	Already provided
DHA Outreach Workers	Yes	Yes
Navigation Programs	Yes	Already provided

   HEAP funding will create a jail diversion pilot for approximately 50 low-level misdemeanants who are experiencing homelessness offering housing and services in lieu of jail.

3. **System Development.**
   Fund homeless systems development and improvements through a combination of consultant and staff resources. The following areas of work have been initially identified; additional input will be sought from CoC committees and stakeholders.

Improve coordinated entry system (CES)	• Evaluate and modify current system functioning, including access (incorporate progressive engagement), assessment, prioritization (incorporate dynamic prioritization) and matching/referral. • Integrate CES system to other parts of homeless system to ensure client flow • Expand CES to emergency shelter, e.g., bed reservation system • Integrate diverse entry systems: general pop, veterans, youth, families, behavioral health • Fully develop transparent written policies and procedures • Increase housing and program resources connected to CES • Standardize CES reporting, accountability, and evaluation. Align with HMIS.

Develop Community Standards for sheltering, navigation, and re-housing	• Develop operating and reporting standards for
	    o Outreach/navigation programs
	    o Shelters
	• Develop and update community standards for Re-housing programs (RRH standards, Flexible Fund Manual)
	• Facilitate learning communities and ongoing training

Staff Funder's Collaborative	• Coordinate HEAP/CESH implementation and oversight • Coordinate and improve outcomes of homeless investments (e.g., through performance based contracting) • Improve outcome evaluation, using common metrics
Continue Strategic Planning	• Facilitate "deeper dives" into select issues identified in the County No Place Like Home Homeless Plan • Develop process for ongoing strategic planning

Collaborative Roles

In addition to the CoC Advisory Board, HEAP investment strategies will be presented to the Sacramento City Council and the County Board of Supervisors in late September or October. The proposal has also been shared with other cities, who may present to their governing bodies.

SSF is anticipated to be the administrative entity for CESH and the CoC portion of HEAP and the City of Sacramento will be the administrative entity for its HEAP allocation. Administration will be shared among SSF, the City of Sacramento and the County as follows:

1. Emergency Shelter Expansion   City (most activities) and County (scattered site)
2. Flexible Housing Pool   County
3. System Development   SSF

SSF, the County and the City envision an ongoing collaborative role with each other and the CoC as programs are more fully developed and implemented. Learning communities will deepen partnerships and improve implementation in key areas. In addition, the administrators will jointly oversee all implementation activities through a structured Funder's Collaborative.