SACRAMENTO STEPS FORWARD

Ending Homelessness. Starting Fresh.

CoC Advisory Board Agenda
Wednesday, December 12, 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**		
IV.	**SSF CEO's Report:** Anne Moore, Interim CEO		
V.	**New Business**		
A. Item: 2019 Membership • Call for Nominations • Nominating Committee & Membership Slate Development	- Presenter(s): Emily Bender, Secretary & Kate Casarino, SSF CoC Coordinator	8:20 AM (15 minutes)	
B. Item: HEAP & CESH Updates • RFQ Concept for Systems Work, including mapping, gaps analysis, community standards, other elements • Coordinated Entry System Assessment, Redesign & Evaluation Scope of Work: Overview & Member Input	- Presenter(s): Anne Moore & Ben Avey, SSF Public Affairs Officer John Foley, CES Committee Co-Chair, Nick Lee, SSF Chief Operating Officer	8:35 AM (20 minutes)	
C. Item: 2019 PIT Committee • Committee Requirement & Scope of Work • Committee Membership	- Presenter(s): Nick Lee	8:55 AM (15 minutes)	

D. Item: Letter to City Council – ACTION	Presenter(s): Jonathan Porteus	9:10 AM (20 minutes)
E. Item: County Homeless Plan Update	Presenter(s): Cindy Cavanaugh, County of Sacramento	9:30 AM (5 minutes)
F. Item: 100-Day Challenge	Presenter(s): Suzi Dotson, Homeless Youth Task Force Co-Chair & Tristina Stewart, SSF CES Program Manager	9:35 AM (5 minutes)
VI. Announcements		
VII. Meeting Adjourned		

Next Meeting: January 9, 2019
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, November 14, 2018

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

MEMBERS PRESENT: Jonathan Porteus, Sarah Bontrager, Emily Bender, Cindy Cavanaugh, John Foley, Emily Halcon, Stefan Heisler, Todd Henry, Mike Jaske, Erin Johansen, Noel Kammermann, Olivia Kasirye, Capt. Dan Monk, Sarah O'Daniel, Amani Sawires Rapaski, John Kraintz

GUEST(S): Bruce Kuban, Angel Doney, Monica Rocha-Wyatt, Tanya Tran, Cynthia Pimentel, Erica Plumb, Gabriela Hemer, Martin Ross

MEMBERS NOT IN ATTENDANCE: Alexis Bernard, Alyson Collier, Cathy Creswell, Dion Dwyer, Katie Freeny,

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

Call to Order: Jonathan Porteus, 8:12 AM

I   Welcome and Introductions: Jonathan Porteus, Chair

II   Review and Approval of Minutes: Emily Bender

- **Motion to approve October Minutes: 1st – Dan Monk, 2nd – Erin Johansen, MSC.**

III   Chair's Report:

- The Executive Committee met via phone call on October 10th to approve delegation of responsibility for approval of HUD NOFA RFP for consulting services cope of work to the Performance Review Committee.

IV   SSF Interim CEO Report: Anne Moore

- A. Moore: An email message went out to the community regarding PIT count volunteer registration. The PIT count this year will take place on January 30th and 31st.

V   Item A: New Member Appointment

- E. Bender presents new appointment recommendation – Lashanda McCauley for representation of lived experience as a head of household with small children. Lashanda is a mother of 6 and is eager to give back to the community.
- **Motion to approve recommendation of Lashanda McCauley as a new member of the Sacramento CoC Advisory Board: 1st – Amani Sawires-Rapaski, 2nd – Todd Henry. MSC.**

VI   Item B: HMIS Plans – Approval of Revisions

- Michele Watts reports in place of Dion Dwyer: The plans and a powerpoint presentation was shared with everyone prior to the meeting. These plans are meant to reviewed and approved by the Advisory Board.
- HMIS & Data Committee makes sure that the HMIS Privacy and Security Plan, as well as the Data Quality Plan are aligned with HUD regulations, as they are documents required by HUD.
- The Changes in the plan include
  - A simplification in training requirements. We will be replacing the requirement that every HMIS user be recertified annually through an in person training, with a quiz which allows us to fulfill a requirement that would require hundreds of users be retrained.
  - The way that agencies are audited for compliance for privacy and security plan has changed. The previous plan had high standards and were administratively burdensome. Those have been replaced with an annual self-audit with a checklist developed by the SSF Data Team and the ability for SSF to monitor as needed.
  - There are about 30 agencies participating, with 300 individual users.
  - The term for how long consent is good has been extended from 5 years to 7 years consistent with the majority of the CoCs researched on how long a term should be.

- ☐ HMIS users may respond to an oral request from a law enforcement officer for PPI for the purposes of identifying or locating a suspect, fugitive, material witness, or missing person. The only information that can be shared is name, address, date of birth, place of birth, social security number, and distinguishing physical characteristics of the individual and NO programmatic information can be shared.
  - ☐ Change to the term of HMIS user password change to every 30 days. For those users who don't sign on as often, the Data team is quick to reset passwords.
  - ☐ The prior plan had a policy that prohibited program participants receiving services from using the system, but the HMIS committee is recommending that this policy be removed because we recognize that people with lived experience often make good employees at our agencies, particularly in Outreach, who need access to the HMIS.
- The Data Quality Plan only had minor changes
  - ☐ It broadens the checks that are performed to include data quality issues identified by the HMIS users. We've added a provision that includes broader checks where we discovered data quality is suffering.
  - ☐ Proposes a process of producing quarterly reports on data quality and posting de-identified data quality information in a dashboard, which hasn't been built yet.
  - ☐ The AHAR, which is now the Longitudinal System Analysis (LSA) Report, has much more stringent data quality requirements and the HMIS and Data Committee needs to further examine how to address those mandates.
    - – Users/agencies will reach out to by the SSF Data Team if they seem to be having trouble meeting the standards
    - – The Data Team is currently identifying topics to create training videos that will be available online
  - ☐ What are the expectations of the timeliness for emailed referrals to fill the beds?
    - – The goal is to have referral requests submitted by Monday of the week, and by Thursday we know who we want to come to appointments the next week.
- **Motion to approve Privacy and Security Plans 2018/2019 – Todd Henry, 1st, Noel Kammermann, 2nd. MSC.**
- **Motion to approve Data Quality Plan 2018/19 – Mike Jaske, 1st, Todd Henry, 2nd. MSC**

Item C: HUD CoC NOFA Competitions

- Michele Watts presents:
  - ☐ FY 2018: We announced a written comment period for the CoC Application at your last meeting, and we did not receive any written comments in the designated email address.
  - ☐ FY2019: Draft of the FY 2019 Business Cycle, memo with revised calendar.
    - – The CoC Governance Charter is an annual responsibility of the Advisory Board to review and make changes. The Governance Committee is meeting now, but have not yet scheduled a date to complete its review.
    - – We are about to enter into the annual membership recruitment in December.
    - – Annual Gaps Analysis: SSF staff is proposing to having a plan for stakeholder engagement and a schedule for completing the gaps analysis by December at your next meeting.
    - – NOFA Projects Competition: Contingent upon when HUD releases the NOFA
    - – NOFA CoC Application and Planning Grant: Host a series of input session on Planning Project and CoC Application. We will publish the schedule by topic so that people can come to topics they are interested in. Meetings will be monthly or potentially bi-monthly.
  - ☐ E. Johansen: One of the things that we haven't had a conversation about is the community priorities and how to align that with HUD NOFA priorities. We need a philosophical conversation that informs the tool, and we need to see the impact that the tool has on projects before the actual competition.
  - ☐ M. Watts: There is a way for us to begin review of projects with items that do not require date (threshold items), and there is also a way for the Data Team to take a look into the impact of the scoring tool and the unintended consequences.
  - ☐ S. Bontrager: Realistically, the PRC does not have a consultant and we do not have a gaps analysis. Under normal circumstances, the PRC would already be working on the 2019 tool, but cannot do so until a consultant has been hired. We don't have a gaps analysis. What helped us to see unintended consequences was a mid-year review. If we can get through the gaps analysis in the next year, we can really use that data to develop the tool for the next year.
  - ☐ Staff will come back at the December meeting with a plan for the gaps analysis.

- ☐ N. Kammermann: Getting the consultant lined up is important piece of work that we all depend on. The gaps analysis is an important as a secondary piece, but it would be great to have a consultant that came in with that kind of expertise that can help us facilitate what that process will be. There's a lot of pieces that you have to analyze when you're doing a gaps analysis and I think that we need the guidance of a consultant to lead us in a thoughtful way.
- RFP For Consultant Services Update – S. Bontrager:
  - ☐ Michele took the lead in preparing the RFP looking for a consultant for the Performance Review Committee. The RFP was circulated to the entire PRC and received some feedback and has been released.
  - ☐ The comments that we received from this Board and the Executive Directors of participating agencies was important and the feedback was reflected in the RFP.
  - ☐ Main services components:
    - – Facilitating the year-round PRC meetings
    - – Running the two-day Review and Rank, which is where we look at and score all the projects participating in the NOFA projects
    - – Providing training and technical assistance (1 on 1) to CoC program providers
    - – Publishing a FAQ on the website as questions come in so we can assure consistency across all programs
    - – Assistance and guidance in submitting NOFA applications
  - ☐ Proposals are due December 13th with a quick turnaround for interviews
  - ☐ HomeBase had an exit interview with Sarah Bontrager and PRC member Cheyenne Caraway where they received feedback on what has helped the PRC, and areas that need improvement.
  - ☐ A total of 10 agencies received the RFP, and hopefully we will receive a good amount of proposals.
  - ☐ The Performance Review Committee will participate in reviewing proposals and interviewing the top candidates.
  - ☐ Sacramento Steps Forward will be contracting with the selected candidate.

VII Item D: Sacramento County Homeless Plan
- C. Cavanaugh presents:
  - ☐ The Sacramento County Homeless Plan is under development and will go to the board of supervisors on December 11th
  - ☐ The plan is currently on the website and comments are due by November 25th.
  - ☐ A large community meeting was held the first week of November.
  - ☐ 6 areas of strategies:
    - – Prevent people from becoming homeless;
    - – improve the response to street crises and the quality of life;
    - – expand and improve interim housing and shelter;
    - – expand permanent housing;
    - – leverage and coordinate mainstream and other resources;
    - – strengthen leadership and accountability
  - ☐ We want the plan to work as a building document
  - ☐ You will see in the strategies that because of the HEAP and CESH work that we were able to find other leads other than the County.
    - – System Development will be led by SSF
    - – Shelter work will be led by the City
  - ☐ You may go online to provide feedback.
  - ☐ Intend to adopt the plan at the end of December
- M. Jaske: This is a county-wide plan—how does the CoC buy into this document?
  - ☐ J. Porteus: We will add an agenda item for making a formal statement that the CoC is in support of the plan?

VIII Item E: 100-Day Challenge to End Youth Homelessness Update
- M. Watts: The 5 cohorts have sent their teams to Miami for the 100-Day workshop and launch, happening right now. After the team has selected a goal, we will be able to provide a better update at the next meeting.

IX Item F: HEAP/CESH Updates
- We have not submitted HEAP yet. The City and County have both adopted the concept. The City and County have both adopted shelter crisis resolutions. The City of Elk Grove is going to take up a shelter declaration tonight. We are still talking

to the other cities to declare shelter crisis. We are planning to submit the HEAP application on December 3rd. We can add on other shelter declarations after that day.

- We submitted the CESH application. We may awarded funds any day, perhaps in December. We are not waiting for the money to get started. We are currently working on the scope for an RFP for a Coordinated Entry redesign consultant. Input on the scope will be gathered at the Coordinated Entry System Committee, as well as it's Evaluation committee, before bringing it to the Advisory Board in December.
- We will provide monthly updates on policy issues, quarterly updates to present metric reports. We are trying to be as transparent as possible.

X   Announcements:

- PIT Count Registration is open. Contact Ben if you do not know how to register.
- E. Bender: Petition to get the Children's Fund on the March 2020 ballot. Allocates 2.5% of city's general fund to go to youth programs. See Emily to sign the petition, which will just get it on the ballot.

XI   Adjourn

- Meeting adjourned 9:45 AM

To: Sacramento CoC Advisory Board

From: Sacramento Steps Forward

Date: December 12, 2018

Subject: Sacramento CoC Advisory Board Annual Public Call for Nominations

The annual Public Call for Nominations for membership recruitment of the Sacramento CoC Advisory Board was shared on the Sacramento Steps Forward website and shared throughout the broad community via email blast on December 5, 2018. This year, the Declarations of Interest form is electronic and can be found on the SSF website. The application process will take place over the course of 2 months, with Declarations of Interest due on Wednesday, January 16, 2019. The Nominating Committee will deliberate and select up to eight (8) members to join them on the Advisory Board and a candidate slate will be recommended for approval at the February 2019 Advisory Board meeting. The approved slate of new members will commence their membership in March 2019. This process aligns with the annual new member recruitment activities outlined in the CoC Governance Charter.

Call for Nominations timeline:

Activity	Date
Call for Nominations	Wednesday, December 5th
Application Period	Wednesday, December 5th – Wednesday, January 16th
Application Due Date	Wednesday, January 16th
Nominating Committee Deliberation	Wednesday, January 16th – Wednesday, February 6th
Advisory Board Recommendation/Approval	Wednesday, February 13th

Currently, the Advisory Board has a total of 22 members with five (5) members whose memberships are expiring with no eligibility to renew. Another seven (7) memberships are expiring with eligibility to renew for another two-year term. As a reminder, each member is eligible for a total of three two-year terms, equaling six years of membership.

The 2018 Advisory Board Member Roster and term renewal eligibility is depicted on the following page:

Sacramento Continuum of Care Advisory Board

	Member Name	Area of Representation	Title/Organization	Term & Exp.	Conflict
1	Jonathan Porteus	Social Services Provider	CEO, WellSpace Health	Term 3, Exp. 2/28/19	No
2	Sarah Bontrager	City of Elk Grove	Housing and Public Services Manger	Term 1, Exp. 2/28/19	No
3	Emily Bender	Youth & LGBT	Consultant, The Social Changery	Term 1, Exp. 2/28/19	No
4	Alexis Bernard	Mental Health Service Organizations	Director of Housing, Turning Point Community	Term 1, Exp. 2/28/20	No
5	Alyson Collier	School Administrators/Homeless Liasons	Coordinator Education of Homeless Children & Youth, Sacramento County Office of Education	Term 1, Exp. 2/28/20	No
6	Amani Sawires-Rapaski	Substance Abuse	COO, Volunteers of America NCNN	Term 1. Exp. 2/28/19	Yes
7	Cathy Creswell	Homeless Advocate	President, Sacramento Housing Alliance	Term 3, Exp. 2/28/19	No
8	Cindy Cavanaugh	County of Sacramento	Director of Homeless Initiatives	Term 2, Exp. 2/28/20	No
9	Capt. Dan Monk	Law Enforcement	Police Department Central Division, City of Sacramento	Term 2, Exp. 2/28/20	No
10	Dion Dwyer	Business Community	Community Service Director, Downtown Sacramento Parternship	Term 3, Exp. 2/28/19	No
11	Emily Halcon	City of Sacramento	Homeless Services Coordinator, City of Sacramento	Term 1, Exp. 2/28/19	No
12	Erin Johansen	Mental Health	Executive Director, TLCS	Term 1, Exp. 2/28/19	Yes

13	John Foley	Homeless Services Provider	Executive Director, Sacramento Self Help Housing	Term 2, Exp. 2/28/19	Yes
14	John Kraintz	Formerly Homeless	Board Chair, SHOC	Term 1, Exp. 2/28/20	No
15	Katie Freeny	Mental Health	El Hogar Guest House Homeless Clinic	Term 2, Exp. 2/28/19	No
16	Lashanda McCauley	Formerly Homeless – Family		Term 1, Exp. 2/28/21	No
17	Mike Jaske	Faith Community Advocate	Volunteer Advocate, SacACT	Term 1, Exp. 2/28/20	No
18	Noel Kammermann	Local Homeless Coalition/ Network	Chief Executive Officer, Loaves and Fishes	Term 1, Exp. 2/28/20	No
19	Olivia Kasirye, MD	County of Sacramento Public Health	Public Health Officer, County of Sacramento Public Health	Term 3, Exp. 2/28/19	No
20	Sarah O'Daniel	Housing Authority	Assistant Director, SHRA	Term 3, Exp. 2/28/19	Yes
21	Stefan Heisler	City of Rancho Cordova	Reinvestment Analyst, City of Rancho Cordova	Term 1, Exp. 2/28/20	No
22	Todd Henry	Jail/Law Enforcement	Lieutenant/Operations Commander North, Sacramento County Sheriff's Department	Term 3, Exp. 2/28/20	No

Summary:

Members with expiring terms that are not eligible for renewal (Members in RED above)

	Member Name	Area of Representation
1	Jonathan Porteus (Board Chair)	Social Services Provider
2	Cathy Creswell	Homeless Advocate
3	Dion Dwyer	Business Community
4	Olivia Kasirye	County of Sacramento Public Health
5	Sarah Thomas	Housing Authority

Members with expiring terms that are eligible for renewal (Members in BLUE above)

	Member Name	Area of Representation	Terms remaining
1	Sarah Bontrager	City of Elk Grove	2
2	Emily Bender	Youth & LGBT	2
3	John Foley	CoC Funded Service Provider	1
4	Katie Freeny	Mental Health	1
5	Emily Halcon	City of Elk Grove	2
6	Erin Johansen	Mental Health	2
7	Amani Sawires-Rapaski	Substance Abuse	2

Sacramento City & County Continuum of Care
Request for Proposals (RFP) for Consulting Services:
Coordinated Entry System Assessment, Redesign, & Evaluation

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) assessment, redesign, implementation, and evaluation of the Coordinated Entry System (CES) and to ensure full compliance with requirements for CES established by the U.S. Department of Housing and Urban Development (HUD).

The selected consultant is to work closely with Sacramento Steps Forward, CoC Advisory Board, its CES Committee, CES Evaluation Committee, consumers and key stakeholders including a local funders collaborative.

B. Background

The federal Continuum of Care Interim Rule (24 CFR 578) requires CoCs to: Establish and operate either a centralized or decentralized coordinated assessment system that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services.

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. Sacramento Steps Forward has worked with the CoC Advisory Board and local Funders Collaborative to develop the current CES which facilitates the assessment process and makes referrals into HUD funded CoC housing programs and non-HUD funded programs.

In the most recent Point-in-Time Count collected on January 25, 2017, it was found that Sacramento County has experienced an increase in the number of individuals and families who confront homelessness on a nightly basis. 56% of people experiencing homelessness in the county are sleeping outdoors, an 85% increase from the point-in-

time count that occurred two years prior. Overall, the estimated growth of nightly homelessness in 2017 was 3,665.

While Sacramento's current version of CES has been successful in many ways, the community seeks to redesign the program based on national best practices and common agreement on its policies and procedures and goals.

The CoC and our partner agencies identified following goals for the CES redesign process:

- An evaluation of the current system functioning based on community feedback and data assessment;
- CES system redesign to integrate and maximize other parts of the system, including sheltering system functioning to ensure client flow;
- Integration of diverse entry systems including the general population, veterans, youth, families and behavioral health;
- Fully developed written policies and procedures around each focus area;
- Standardize CES reporting, accountability, and evaluation processes and align with HMIS;
- Expansion of CES to incorporate emergency shelters, including a bed reservation system; and,
- A strategy and action plan focused on maximizing housing and program resources connected to CES.

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. It is also the Administrative Entity for grants to from the State of California's Homeless Emergency Aid Program (HEAP) and California Emergency Supportive Housing program (CESH).

Sacramento City and County Continuum of Care (CoC) Advisory Board: The Sacramento CoC Advisory Board is an unincorporated board that fulfills the HEARTH Act requirements, including the annual NOFA competition. It is also the designated body eligible to receive funds from the State of California HEAP and CESH programs. The CoC Advisory Board has selected Sacramento Steps Forward as its HUD CoC Lead Agency, Collaborative Applicant, HMIS Lead Agency, and Administrative Entity for state and federal grant programs.

Coordinated Entry and Assessment Committee: The Coordinated Entry and Assessment Committee is responsible for the design, implementation, success and on-going evaluation of the local system to triage, prioritize and track consumers of the Continuum. The CES Committee has a sub-committee focused on CES evaluation.

Funders Collaborative: The Funders Collaborative is a group of local system administrators who fund and manage homeless systems. This collaborative provides a single table at which region-wide policies and practices can be considered and alligned.   Current participants include Sacramento Steps Forward, Sacramento County, Sacramento City, Sacramento Housing and Redevelopment Agency, City of Citrus Heights, City of Elk Grove, City of Rancho Cordova and potentially others.

HEAP/CESH Implementation Team: Sacramento Steps Forward, Sacramento City, and Sacramento County have convened a team from across our respective agencies to implement the HEAP and CESH grant programs. These teams include front line staff, managers, and leadership. This RFP is funded through the CESH program's efforts to improve our local homeless crisis response system, including our Coordinated Entry System.

II. Consultant Requirements and Scope of Work
The following section describes 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
- CoC Coordinated Entry System expertise
- Strong facilitation skills
- Professionalism and excellent customer service
- Neutrality
- Ability to communicate clearly with a variety of stakeholders

B. Scope of Work
The Sacramento CoC is soliciting a consultant to assess, redesign, and evaluate the CES, to provide guidance on written policies and procedures that govern CES implementation, to set up benchmarks and metrics on how the effectiveness of the CES, and to support the implementation of the policies and procedures and other decisions approved by the CoC Advisory Board.

1. **Phase 1: Community Stakeholder Engagement**
   a. <u>Target Group</u>: Consumers, Providers, Funders Collaborative

   b. <u>Goal:</u> Determine the reach of system participation, adherence to policies and procedures, quality of collaboration, quality of referrals, and functioning of the referral process and to collect recommendations for system improvement and opportunities to increase participation in CES

   c. <u>Action:</u> Engage Consumers and Stakeholders in the assessment of the current system; seek input on what an ideal CES would look like in Sacramento. Solicit feedback from targeted groups including consumers. Areas of focus should include but are not limited to:
      1. Access to the system;
      2. Assessment;
      3. Prioritization;
      4. Referral Processes for both shelter and housing; and,
      5. Housing Placement.

   d. <u>Deliverables:</u> a comprehensive system map and a written assessment, including inventory of stakeholder organizations that are currently a part of the CoC's CES. Inventory and map should include organizations that provide: Homeless Diversion, Street Outreach, Emergency Shelter, Transitional Housing, Rapid Rehousing and Permanent Supportive Housing. Provide trainings or workshops to ensure the CoC has been given the opportunity to share in the understanding of the system map and inventory

   In addition, the consultant shall consider the community outside CES to create a perspective that helps accurately portray CES

2. **Phase 2: Infrastructure Development**
   a. <u>Target Group</u>: CoC Advisory Board, CES Committee, SSF CES Program Manager, Funders Collaborative, HEAP/CESH Implementation Team

   b. <u>Goal:</u> To incorporate consumer feedback, stakeholder feedback, target group discussions and data captured from Phase I to inform and guide the development of the CES redesign to address any gaps in the CES

that will allow the CES to be compliant by HUD standards and functional by user standards

    c. <u>Action:</u> Work with target groups to review consumer and stakeholder feedback and incorporate into CES program redesign. The redesign and build-out plan should:
  i. Present strengths and gaps raised by stakeholders;
  ii. Address gaps identified in stakeholder meetings and work to create a resolution;
  iii. Develop CES project outline with specific action plan and timeline;
  iv. Create clear policies and procedures including a clear definition of Coordinated Entry System;
  v. Create clear standardized policies around the common assessment tool;
  vi. Develop clear messaging in order to help stakeholders clearly articulate how the system works and what an assessment means;
  vii. Improved system access with clearly identified points of entry;
  viii. Develop prioritization policies to meet the needs of the community and serve the most vulnerable;
  ix. Create transparent and standardized referral process;
  x. Create placement strategies geared towards moving clients quickly and effectively out of homelessness with a focus on Housing First, client choice, and not waiting for a "perfect fit"; and,
  xi. As necessary re-engage with stakeholders for continued refinement

    d. <u>Deliverables:</u> Assessment of present staffing needs, future staff proposal, and long-term cost schedule and staffing plan for future staff. Provide assessment on current policies and procedures as well as guidance on recommended policies and procedures to govern CES implementation. A communication plan for updating the Target Groups as well as the greater CoC community

3. **Phase 3: Implementation**
    a. <u>Target Group:</u> CoC Advisory Board, CES Committee, CES Evaluation Committee, Funders Collaborative, HEAP/CESH Implementation Team

b. <u>Goal:</u> Gain approval on staffing plan and process improvements, develop an evaluation plan and train the CES Evaluation Committee on metrics, tools and ongoing evaluation criteria

c. <u>Action:</u> Propose implementation plan to stakeholder group, accept feedback, and modify as appropriate. Include operational staffing plan and budget

Work with Sacramento Steps Forward Staff to build and integrate identified necessary changes and strategies in regards to:
1. Access
2. Assessment
3. Prioritization
4. Referral (Shelter and Housing)
5. Housing Placement

d. <u>Deliverable:</u> Ensure execution of the staffing plan and process improvements, develop an evaluation plan and train the CES Evaluation Committee on metrics, tools and ongoing evaluation criteria

4. **Phase 4: Transition to CES Evaluation Committee**
   a. <u>Target Group</u>: CES Evaluation Committee, Sacramento Steps Forward Staff, Consumers and Providers

   b. <u>Goals:</u> Provide CES Evaluation Committee with the tools and training to evaluate and assess the redesigned CES to determine if it is meeting stakeholder and community needs

   c. <u>Action:</u> Develop and implement a plan to evaluate stakeholder feedback and assess the effectiveness of the newly redesigned CES. Evaluation should include quarterly and annual evaluations as recommended by HUD, but also may include other regular intervals of evaluations. Ongoing evaluation reports should be developed in order to be provided by the CES Evaluation Committee for Sacramento Steps Forward, CoC Advisory Board, and the Funders Collaborative

   d. <u>Deliverable:</u> Training on the tools and metrics created to evaluate outcomes. and provide performance monitoring focused on system functioning on an annual basis. Items to be evaluated include intake, assessment and referral processes for both participating projects and

participants. Ongoing ability for the CES Evaluation Committee to evaluate the effectiveness of the CES on consumers and providers

III. Proposal Requirements

1. Proposals shall document experience with the HUD CoC Program, experience with CES assessment, design, implementation, and evaluation, and other relevant experience with individuals experiencing homelessness and homeless continuum's of care.

2. Minimum qualifications required include items a-d below:
   - A. Experience with Continuums of Care:
     - a. work with at least three Continuums of Care;
     - b. development or redesign of at least three CES systems
   - B. Experience with collaborative decision-making processes:
     - a. At least three years of experience working within a committee decision-making structure to accomplish goals.
   - C. The ability to either attend monthly Coordinated Entry System 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 milestone activities in person, including:
     - A. Four CoC Advisory Board meetings, including the report-out on each phase of the project;
     - B. Two in-person listening sessions with consumers and providers.
     - C. Workshops and/or retreats as necessary to facilitate the success of the project.

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 of CES policies and/or procedures, if available. Organizational Capacity includes items a-d below.
   - a. Describe the agency's experience developing CES systems using national best practices.
   - b. Describe the agency's experience providing technical assistance to providers regarding regulations governing federal and/or state funding streams and the procedures and processes associated with them.

Technical assistance to HUD CoC Program providers is of particular interest.

c. 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.

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 a plan to operationalize phases 1-4 or this RFP, or if a different plan is proposed, an explanation as to how this is a superior process that will ensure better outcomes.

b. Describe a plan to provide technical assistance to CoC Program providers related to the CES system.

c. Describe a plan to provide technical assistance to the Coordinated Entry and Assessment Committee to help facilitate the process.

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 submit a budget summary describing the costs associated with the project as well as a narrative to include items below:

a. Describe the costs of the overall project including time frame expected to complete the project. To be included in the time frame will be costs associated with level of involvement. Please include any recommended level of involvement after initial project ceases.

b. Explain the justification for each line item in the budget and include detail that describes what each item is and how the item relates to the project.

c. Describe the internal management and fiscal control systems for the single agency or each partner agency, as appropriate.

d. Describe the role, scope of services and cost basis for proposed consultant services.

e. Discuss any additional sources of income that have been or will be leveraged to support the project.

6. References

The ideal consultant will provide references from key CoC stakeholders, including one person from each of the following groups

    a. CoC governing body membership

    b. CoC provider/ recipient or subrecipient

    c. CoC collaborative applicant

TO: Sacramento CoC Advisory Board

FROM: Sacramento Steps Forward

DATE: December 7, 2018

RE: Draft RFP(RFQ) for Consulting Services: CES Assessment, Redesign & Evaluation

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Attached is the draft Request for Proposal (RFP) to solicit qualified consultants to support the Sacramento Continuum of Care's assessment, redesign and evaluation of the Coordinated Entry System (CES) for review and comment by the CoC.

This RFP has been reviewed and commented on in both the CES Committee as well as a joint meeting held with both the CES Committee and the CES Evaluation Committee.

The Scope of Work is presented in the following four phases that include details on targeted group, the goal of the phase, what action to be taken and deliverable that is requested from the consultant to complete the phase:

- Phase I: Community Stakeholder Engagement
- Phase II: Infrastructure Development
- Phase III: Implementation
- Phase IV: Transition to CES Evaluation Committee

  It is the "deliverable" part of each phase that we are requesting the CoC Advisory Board to offer suggestions during the December 12th meeting.

CES Committee and CES Evaluation Committees Recommendation:

The CES Committee and CES Evaluation Committee met together on December 6, 2018 to review the documents and discuss next steps. The committee members provided many helpful comments which have been incorporated in the attached draft RFP. Committee members recommended that following comments from the CoC Advisory Board, SSF staff proceed with finalizing the RFP for release. In the event that the CoC Advisory Board would require further work by the committees, they are prepared to call a joint meeting. There was agreement that there is benefit in expediting release of the RPF in order to increase our ability to solicit proposals from consultants with the highest level of expertise required for this work.