



**SACRAMENTO  
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

**CoC Advisory Board Agenda**

Wednesday, March 13, 2019 || 8:10 AM - 9:40 AM

SETA, 925 Del Paso Boulevard, Sacramento, CA 95815 - Sequoia Room

I.	<b>Welcome &amp; Introductions:</b> Emily Bender, outgoing Secretary			Info.
II.	<b>Approve Executive Committee Slate- ACTION:</b> Emily Bender			Action
III.	<b>Chair’s Report</b>			Info.
IV.	<b>CEO’s Report:</b> Lisa Bates			Info.
V.	<b>Review and Approval of Minutes- ACTION:</b> Secretary			Action
<b>New Business</b>				
<b>A. Item: HEAP &amp; CESH Updates</b>		- Presenter(s): Ben Avey, SSF External Affairs Officer	8:25 AM (20 minutes)	Info.
<b>B. Item: Next Steps on March 12, 2019 Advisory Board Discussion of Local Priorities</b>		Presenter(s): Michele Watts, SSF Chief Programs Officer	8:45 AM (30 minutes)	Disc.
<b>C. CoC Advisory Board Annual Business Calendar</b>		Presenter(s): Michele Watts	9:15 AM (10 minutes)	Info.
<b>D. Item: 100-Day Challenge Update</b>		Presenter(s): Bridget Alexander & Kate Hutchinson, Challenge Co-Sponsors; Tristina Stewart, SSF CES Program Manager	9:25 AM (5 minutes)	Info.

<b>VI. Announcements</b>
<b>VII. Meeting Adjourned</b>

Upcoming meetings:

March 18 – CES Evaluation Committee

March 20 – Governance Committee

March 25 – 2019 PIT Committee

March 26 – Performance Review Committee

March 28 – Executive Committee

April 3 – Homeless Youth Task Force

April 4 – CES Committee

April 10 – Advisory Board Meeting

**Next Meeting: April 10, 2019**

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



## *Sacramento Continuum of Care Advisory Board*

*Wednesday, February 13, 2019*

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

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

**GUEST(S):** Angela Upshaw, Benjamin Uhlenhop, Christi Gonzales, MaryLiz Paulson, Nick Mori, Jeffery Tardaguila, Marin Ross, Cynthia Pimentel, Erica Plumb, Sheri Green, Laurence Lee, Stephanie Cotter, Lianne Egi, Randy Smith, Julie Davis-Jaffe, Angel Doney, Londell Earls, R. Trujillo

**MEMBERS NOT IN ATTENDANCE:** Katie Freeny, Todd Henry, Olivia Kasirye, Sarah O'Daniel

**SSF STAFF:** Michele Watts, Nick Lee, Lisa Bates, Ben Avey, Tristina Stewart, Chris Weare, Kate Casarino, Rolf Davidson

*Call to Order: Jonathan Porteus, Chair, 8:20 AM*

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

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

- Mike Jaske- Correction under Anne's report: Advisory Board understood that the chair of the Advisory Board would have a voting seat on the SSF Board.
- Dan Monk – Correction: Under Item A, Daniel Monk and Todd Henry agency is switched.
- **Motion to approve December Minutes with word correction: 1st – Erin Johansen; 2<sup>nd</sup> – Cindy Cavanaugh, MSC. Abstention: Cathy Creswell.**

### **III Chair's Report:**

- It's been a busy month with the PIT Count, Nominating Committee, and HEAP/CESH in the works.

### **IV SSF Board Chair Introduction of Lisa Bates, CEO**

- Matt Keasling thanks Anne Moore for stepping in as interim leadership for Sacramento Steps Forward. She helped transition smoothly, while making improvements.
- In searching for a new CEO, the SSF Board looked for someone who knows Sacramento and service providers. The Board unanimously selected Lisa Bates.

### **V Item A: 2019 Membership**

- Emily Bender presents the slate of new members:
  - ☐ Angela Upshaw – Homeless Veterans
  - ☐ April Wick – People with disabilities and Older Adults
  - ☐ Christie Gonzales – Substance Abuse Service Organization
  - ☐ Jameson Parker – Business Community & Street Outreach
  - ☐ Julie Davis-Jaffe - Employment

- ☐ Lt. Julie Pederson – Sacramento County Sheriff’s Department
- ☐ Peter Beilenson – Mental Health
- ☐ Stephanie Cotter – City of Citrus Heights

- **Motion to approve slate as presented: Cathy Creswell, 1<sup>st</sup>; Alyson Collier, 2<sup>nd</sup>. MSC.**

#### **VI Item B: 2019 PIT Report Back**

- Preliminary results show that there is a lot more data collected than previous years.
- Deployed 900 volunteers and covered 600 miles collectively, while collecting 600 surveys
- 2 deployment sites, eliminating massive wait time
- A magnet event was held for youth count where 60 surveys were collected.
- Team from Sac State went to Weave, Mustard Seed, and Women’s Empowerment to count families. This was a last minute decision, and something to improve in the future.
- PIT Committee to meet later this month to discuss what went well and how to improve in the future.

#### **VII Item C: HEAP & CESH Update**

- The community is expecting to receive funds soon for HEAP.
- Currently working with subrecipients to begin projects.
- CESH: Received award letter, but no contract yet.
- Youth Funds:
  - ☐ Wind Youth had a recent change in leadership. City, County, and CoC met and decided to keep the plan but change to 12 beds of shelter instead of respite provided by the Sacramento LGBT Center. This is an operational/programmatic change not requiring an approval.

#### **VIII Item D: 2019 Performance Review Committee Work**

- Emily Halcon Reports: The PRC met for the first time with the new HomeBase team last month. The committee is looking forward to change in leadership.
- The PRC formally nominated 2 co-chairs: Emily Halcon and Arturo Baiocchi
- During the meeting, there was a conversation about the mid-year project review and how there is internal value in conducting it, but there are time constraints. In-lieu of mid-year, a one-on-one TA with providers will be conducted to talk through last year’s applications.
- The PRC is also going to take a deeper dive into some topic of interest, though that topic has not been selected yet.

#### **IX Item E: Plan for Advisory Board Discussion of Local Priorities**

- HomeBase has committed to help develop and facilitate a discussion within the Advisory Board on local priorities. The session will be held in the first half of March and will be open to guests.
- This is a policy discussion separate from the scoring tool, however, the priorities that come out of the discussion may drive the tool.

#### **X Item E: 100-Day Challenge Update**

- Currently housed 200 youth, which was the overall goal. Team expected to house more by day 100, which would make Sacramento #1 in housing youth in the nation.

#### **XI Announcements:**

- The SSF Board was approached by City officials in interest to be more collaborative when it comes to homelessness.

#### **XII Adjourn**

- Meeting adjourned 9:40 AM

## MEMORANDUM

**Date:** March 7, 2019  
**To:** Continuum of Care Advisory Board  
**From:** Ben Avey, Chief External Affairs Officer  
**Subject:** HEAP/CESH Update

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### **Context**

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). Sacramento Steps Forward (SSF) was designated as the Administrative Entity on Sept. 12, 2018. This memo provides an update on implementation of those programs.

### **HEAP** (CoC - \$12.7 million, City of Sacramento - \$5.6 million)

SSF has signed the state standard agreement and has received the funding. SSF is currently working with the County of Sacramento and the City of Sacramento on sub-contracts for implementation of the HEAP programs.

The partnership team is currently working with stakeholders to develop program descriptions and standards for implementation. The team will return to the CoC with these descriptions and standards next month.

### **CESH** (CoC - \$1.6 million)

SSF has received the award letter from the California Department of Housing and Community Development but has not yet received a standard agreement. As such, we are unaware how soon funding will be available for the projects outlined in our approved plan.

The attached Request for Qualifications (RFQ) for a consultant to support systems improvement work was issued in February. The draft RFQ document was reviewed by the Coordinated Entry Evaluation Committee, who authorized SSF to move forward with revisions and issuance without further review or approval.

SSF reached out to ten potential responders in advance of issuance and received positive response from several of them. Since the RFQ was released, one potential responder submitted questions which were responded to on Feb. 22 (attached). The RFQ is posted on the SSF website, social media, and sent to additional partners.

### **Selection**

All submittals will be evaluated, and selected by a committee consisting of key staff from SSF, partnering funders and a representatives from the CoC and Coordinated Entry Evaluation Committee. SSF will work with the CoC Executive Committee and Coordinated Entry Evaluation

Committee to select representatives to participate with phone or in-person interviews April 8-18 with a goal to select qualified candidates by April 30.

**Implementation**

Sacramento Steps Forward will work with the selected consultant team to develop a work plan, schedule, stakeholder engagement process, and to define key decision points and information points for the Continuum of Care Advisory Board.

**Enclosures**

RFQ to Assist Homeless Response System Improvements  
RFQ Questions and Answers Feb. 22, 2019

###



**Request for Qualifications (RFQ) to Assist Homeless Response System Improvements Including: System Mapping; Gaps Analysis; Coordinated Entry System Assessment, Redesign, and Development of an Ongoing Evaluation Process; and Community-wide Standards Design and Implementation**

**Release Date: February 19, 2019**

**Submission Date: March 31, 2019**

**Introduction**

In partnership with the Sacramento City and County Continuum of Care (CoC), the City of Sacramento, and the County of Sacramento, Sacramento Steps Forward (SSF) is launching a number of related efforts to improve and extend our local homeless response system with the ultimate goal of maximizing and expediting the number of individuals assisted out of homelessness. SSF is seeking a qualified consultant/consultant team to assist this effort.

**Purpose and Goal**

To create a sustainable, streamlined, expanded and integrated/aligned homeless response system that will rapidly connect individuals and families to housing and services. This system will be easily understood and transparent to clients and providers alike. System operations and outcomes will be measurable to facilitate ongoing evaluation and improvement.

**About SSF and our Partners**

SSF, a 501(c) 3 non-profit entity, has been the CoC Administrative Entity, Collaborative Applicant, and Homeless Management Information System (HMIS) lead since incorporation in 2011. In this capacity, SSF is responsible for administration of HUD funds for CoC programs, the Homeless Point-in-Time Count, the Coordinated Entry System, HMIS, and all other CoC implementation responsibilities. The Sacramento

## RFQ to Assist Homeless Response System Improvement

CoC Advisory Board has also identified SSF as the applicant and administrative entity for the State of California CoC Homeless Emergency Assistance Program (HEAP) and the California Emergency Solution and Housing (CESH) Program grants. The CoC Advisory Board, comprised of local jurisdictional representatives, homeless services providers, consumers, advocacy groups, meets monthly and carries out business through a variety of committees.

SSF works closely with the CoC Advisory Board and community partners including the City of Sacramento and other cities, the County of Sacramento, the Sacramento Housing and Redevelopment Agency, consumers and other stakeholders to increase our community's capacity to plan, develop, prioritize and implement systematic community-wide strategies to end homelessness.

Sacramento Steps Forward will assign .5 FTE project manager to work with the consultant and be the implementation liaison with CES, system access staff, and key stakeholders.

The scope of work included in this RFQ falls into two categories:

1. Coordinate closely with SSF, partners and stakeholders to develop and oversee a plan to implement of the scope of work below.
2. Directly or through an identified sub-contract, meet the objectives of specifically named projects included in the scope below and incorporate them into the overall work plan.

### **Homelessness in Sacramento and our Homeless Response System**

At the time of the most recent Point-in-Time Count in January 2017, 3,665 people were experiencing homelessness in Sacramento County. More than half of those counted, or 2,052 individuals, were unsheltered. Over the course of one year from January to December of 2017, as identified by HMIS, 7,370 people identified as newly homeless or returned to homelessness after a period of time away from seeking services.

SSF's most 2017 HUD CoC grant award was for \$20,180,803, allocated to 10 homeless service providers operating 31 homeless programs. In 2017 this funding supported 1,406 housing units which include 2,424 beds for homeless individuals and families. Coordinated Entry System (CES) is used to make referrals into the majority of these units. The CES is primarily focused on HUD-funded housing and has limited referrals



## RFQ to Assist Homeless Response System Improvement

into other homeless services and no referrals into emergency shelters. This limitation as well as unclear CES access can be confusing for people who are experiencing homelessness and their advocates.

Not every program that serves homeless people participates in HMIS. In 2017 the Sacramento CoC's Homeless Management Information System (HMIS) included 87% of all emergency shelter and transitional housing beds in the community, with the remaining 13% of beds not reporting into the system. In addition there are many different data collection systems and methods to track the provision of services and housing to people who are experiencing homelessness and they are often not integrated.

In 2018, in response to new funds from the State of California to address homelessness, SSF and the Sacramento CoC collaborated with the City of Sacramento and the County of Sacramento to develop collaborative and complementary applications for the HEAP and CESH programs. These funds will significantly increase shelter capacity and rehousing opportunities for homeless individuals and families and support significant improvements in our homeless response system. This funding also provides an opportunity for, as detailed in this RFQ, a qualified consultant/consultant team to support desired system improvements,

In parallel with the CoC, the City of Sacramento and County of Sacramento have implemented significant homeless initiatives.

The City of Sacramento, with the largest homelessness population in the County, provides significant funding and oversight to a range of homeless programs. In addition to a number of other programs, the City operates the Pathways to Health + Home, a Whole Person Care project designed to connect homeless individuals to critical medical and related resources. [Click here](#) to read more.

Sacramento County is the largest provider of social services and a major funder of a variety of homeless services. In 2017, the County Board of Supervisors approved four significant homeless to 1) improve family crisis response and shelters; 2) preserve the Mather Community Campus providing transitional housing, employment services, and recovery support; 3) establish a full service re-housing shelter for homeless difficult to engage in traditional shelter and 4) create a new flexible supportive re-housing program for persons experiencing long term homelessness. In addition the County has recently increased resources for homeless outreach, navigation and rehousing services as well as services for transition aged youth. Significant expansions to the County's mental

## RFQ to Assist Homeless Response System Improvement

health and substance use disorder services are also underway. More information can be found [here](#).

Most recently, Sacramento County led a community process to develop a County Homeless Plan which includes a set of key goals and strategies, including system improvement strategies and actions, to be implemented over the next two to three years. Responsibilities for these strategies are shared between the County of Sacramento, City of Sacramento, and SSF. Many of the strategies link to our shared HEAP and CESH proposals and the scope of work detailed in this RFQ. The County Homeless Plan was adopted by the Sacramento County Board of Supervisors on December 12, 2019. Plan adoption allows the County to participate in the State's No Place Like Home program which will create new permanent supportive housing for persons with a serious mental illness who are experiencing homelessness. More details [here](#).

### **Scope of Work**

SSF is requesting expressions of interest from respondents qualified to carry out the scope of work detailed below. It is anticipated that the duration of the contract will be for 12 months with an option for one 6-month extension.

#### **Phase1 - Refining Scope of Work**

In this first phase, the selected consultant/consultant team will work closely with SSF and stakeholders to refine the scope of work below in a way that maximizes community benefit. The current scope is the product our (SSF and stakeholders) best estimation of tasks and deliverables needed to achieve the desired outcomes. The scope of work, as stated here within or amended in the response, should result in the efficient use of finite grant dollars and should leverage and improve SSF staff and community capacity. Throughout the course of this work, input will be sought from the CoC Advisory Board and its committees including the CES Evaluation Committee, consumers, providers and key stakeholders including a local Funders Collaborative, comprised of public and private funders to be re-formed in early 2019.

#### **Phase 2 - Specific Products**

## RFQ to Assist Homeless Response System Improvement

Directly, or in collaboration with a subcontractor, the selected consultant will deliver:

- **Systems Map** - Develop a conceptual map of Sacramento's current Homeless Response System based on input from consumers, stakeholders, and providers as well as existing data. The mapping effort should take into account related systems not currently included in Sacramento's Homeless Response System to create an ideal map to guide systems improvement initiatives.

The systems map will serve as a foundational element for a number of the initiatives listed below. It is anticipated that the role of the consultant team will be to gather input, facilitate discussions with consumers and stakeholders, including the CoC and our local Funders Collaborative, and develop an agreed upon systems map with staff support provided by SSF.

- **Gaps Analysis**- Work with partners and stakeholders to develop a gaps analysis which identifies key unmet needs in housing and service systems for persons experiencing homelessness, focusing on overall as well as specific subpopulation needs.

It is anticipated that the role of the consultant team will be to educate community stakeholders, including the CoC Advisory Board and Funders Collaborative, on the components and uses of a gaps analysis and to facilitate community discussions to reach agreement on a preferred gaps analysis model. The consultant will work with SSF staff to build out the agreed upon gap analysis as well as the process to update the gaps analysis overtime.

- **Coordinated Entry System (CES) Assessment, Redesign and Development of an Ongoing Evaluation Process and Implementation Support**

**Assessment** - Working with SSF staff, partners, consumers and stakeholders and using HMIS data, evaluate Sacramento's CES functionality and results to inform and guide a CES redesign to:

- Improve how individual client's connect to services to resolve their homelessness;
- Ensure compliance with HUD standards;
- Improve transparency regarding access to and availability of resources;
- Improve functionality for providers; and
- Increase operational efficiencies.

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**Redesign** - Develop comprehensive recommendations based on assessment findings and ongoing community feedback. Redesign should include strategies, actions and potential costs to improve key features such as access, assessment, prioritization and referrals and recommend ways to improve governance, operations (including data management), and ongoing evaluation. Redesign should also recommend strategies and actions to increase housing and program resources from outside the CoC to be connected to CES.

Additional redesign priorities include:

1. Incorporating emergency shelters, including the design and implementation of a single entry and bed reservation systems; and,
2. Integrating diverse entry systems including those for the general population, veterans, transition-aged youth, families, and behavioral health clients; and,
3. Identifying opportunities to integrate with hospitals, jails and the criminal justice system.
4. Identify opportunities for technology to support system operations.

**Support Implementation of Recommendations** - Work with SSF staff to implement redesign recommendations and standardize CES reporting, accountability, and evaluation processes aligned with HMIS. Provide guidance to SSF staff regarding the establishment of written policies and procedures to govern CES administration. Provide support to SSF staff on the implementation of the other related policies, procedures and recommendations as needed. Provide change management/communication plan strategies.

**Ongoing Governance and Evaluation Process** - Establish benchmarks and metrics for future evaluations of the CES. Work with the CoC Advisory Board and the CES Coordinated Entry Evaluation Committee to design and implement improved governance and ongoing evaluation, including appropriate metrics, tools and ongoing evaluation criteria.

It is anticipated that the consultant team will lead the work related to the CES assessment, system redesign and evaluation design, including facilitation of a community process to include discussions with the CoC Advisory board, the CoC Coordinated Entry Evaluation Committee, the Funders Collaborative, consumers providers, and decision makers. In addition, the consultant team will support assigned staff from SSF to implement recommendations including the creation of policies and procedures, alignment with HMIS and other data sources and

## RFQ to Assist Homeless Response System Improvement

implementation of an ongoing evaluation process. Consultant team will recommend a long term staffing plan to operate the redesigned CES.

- **Community-wide Written Standards for Shelters, Street Outreach/Navigation, Permanent Supportive Housing, and Rehousing Services**

Provide support for the development of consistent community-wide standards for shelter, street outreach/navigation, permanent supportive housing (PSH), rehousing services. This work should include the design of a training and certification process for service providers in each system. (Note: Sacramento funders have adopted rapid re-housing standards and the CoC Advisory Board has adopted standards for prioritization of PSH.)

It is anticipated that the role of the consultant team will be to support assigned staff as needed from SSF, the City Sacramento and the County of Sacramento. This work will include facilitated input sessions with consumers and providers. Some initial standards are currently being developed in association with the HEAP program.

Consultant team will recommend a long term Coordinated Entry System and system access staffing plan to operate according to the community-wide written standards.

## Consultant Qualifications

### Essential Expertise and Skills

- Project management
- Homeless systems mapping, assessment and design
- Post implementation evaluation protocols
- Data analysis
- Strong facilitation skills
- Ability to communicate clearly with a variety of stakeholders
- Professionalism and excellent customer service
- Neutrality
- Excellent verbal, written and visualization skills
- Change management expertise (ADKAR or Prosci)

### Minimum Qualifications

## RFQ to Assist Homeless Response System Improvement

- Significant work with local communities to recommend improvements and implement changes to homeless response systems including systems mapping and gaps analysis
- Work related to the design or redesign of at least two homeless CES
- Significant role in multiple (two or more) communities providing similar services.
- At least two years working with collaborative decision-making processes
- At least three years of experience facilitating and working within a committee decision-making structure to accomplish goals
- Experience developing program policies, procedures and operations manuals

### Minimum Requirements

- The ability to either attend community 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.
- Commitment to participate in specific milestone activities in person, including:
  - a. CoC Advisory Board meetings, as needed to report-out key work products
  - b. Listening sessions with consumers and providers.
  - c. Workshops as necessary to facilitate the success of the project.
- Commitment to provide in-person training and coaching throughout implementation.

### Submittal Requirements

All submittals must be transmitted electronically by (5:00 PM PST, March 31, 2019) to [RFQ@SacStepsForward.org](mailto:RFQ@SacStepsForward.org) ..)

Submittal of Narrative Items shall be in 12 point Arial font, with one inch margins and not exceed page limits identified below:

Submittals should include the following:

Narrative Items:

1. Description of the consultant/consultant team's background and capacity to deliver the consultant services requested. Description of the consultant/consultant teams experience as detailed in this RFQ with particular attention on:
  - a. developing systems maps and gaps analysis;
  - b. assessing and redesigning CES and other systems;
  - c. developing evaluations processes;

## RFQ to Assist Homeless Response System Improvement

- d. developing program standards, policies and procedures, operations manuals and training curriculum; and
  - e. providing technical assistance to providers regarding regulations governing federal and/or state funding streams and the procedures and processes associated with them. (5 pages)
2. Description of the proposed approach to providing the consultant services sought. The description should include how the proposer will lead and manage this work, a plan for working with SSF and partners to negotiate the details of the scope of work after awarded, a timeline for the delivery of the specific projects listed in this RFQ, and the planned use of staff and subcontractors. (3 pages)
3. Description of the proposed method of compensation. (2 pages)

Attachments should include

4. Organization chart(s), staffing plan and resumes of key staff.
5. Samples of relevant past work products.
6. A list of clients, including contact person and phone number, you or your firm has worked for in the past three years
7. 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 sub recipient
  - c. CoC collaborative applicant
8. Specific staff and percentage of their time to be assigned to this project. For Sub-Contractors, include organizational name and staff name. If this information cannot be provided, please explain the staffing strategy in detail.

### **Selection Criteria/Process**

All submittals will be reviewed and evaluated by a selection committee consisting of key staff from partnering agencies as well a representative from the CoC and a representative from the CoC Coordinated Entry and Evaluation Committee.

Submissions will be evaluated on the following criteria and qualifications:

- Demonstrated experience and knowledge on criteria detailed in this RFQ
- Established track record of successful collaborations
- Experience reporting the results of systems assessments in a thorough and accessible format to various stakeholders

## RFQ to Assist Homeless Response System Improvement

- Management plan, staff availability and readiness to proceed
- Compensation approach
- Quality of references

One or more proposers may be asked to return with a more detailed plan and cost proposal prior to final selection.

### Questions

The contact for all questions related to this RFQ and the included scope of work should be direct to Ben Avey at [rfq@sacstepsforward.org](mailto:rfq@sacstepsforward.org):

### Timeline

- RFQ issued: February 19, 2019
- Responses due: March 31, 2019 5:00 pm PST, via e-mail.
- Phone or in person interviews of top candidates: week of April, 8-19 2019
- Selection process completed: April 30, 2019

### Key Partners/Participants

**Sacramento Steps Forward:** Sacramento Steps Forward (SSF) is a nonprofit organization, the issuer of this RFQ, and the subsequent entity with whom the successful proposer will contract. Sacramento Steps Forward is the HUD CoC Lead Agency, Collaborative Applicant, and HMIS Lead Agency. SSF is also the Administrative Entity for grants 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



## RFQ to Assist Homeless Response System Improvement

Agency, and Administrative Entity for state HEAP and CESH grants and federal HEARTH Act funds.

**Coordinated Entry and CES Evaluation Committee:** The Coordinated Entry and CES Evaluation Committees are 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 aligned. 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.

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## Request for Qualifications: Sacramento Homeless Crisis Response System Improvements

Questions and Answers, February 22, 2019

Q1. Will a consultant firm be selected based on a response to the RFQ? Or, is a subsequent RFP planned for release after the RFQ?

A1. One or more proposers may be asked to return with a more detailed plan and cost proposal prior to final selection.

Q2. Does Sacramento Steps Forward have a planned budget for the work? Can you share the actual budget or budget range?

A2. We are not publishing the budget at this time, but are asking respondents to include a description of the proposed method of compensation. A specific cost proposal may be required if we invite one or more proposers to return with a more detailed plan prior to final selection.

Q3. Will the prime contract for the work described in the RFQ be with SSF or some other entity?

A3. Sacramento Steps Forward is the designated Administrative Entity for the Sacramento Continuum of Care and therefore will hold the prime contract for the work described in the RFQ.

Q4. Sacramento adopted a County Homeless Plan that seems to align with specific goals identified in the RFQ. Will the selected consultant implement those key strategies from the County Homeless Plan, or with the consultant identify and implement a different set of goals?

A4. Sacramento Steps Forward works in close cooperation with the County and intentionally designed the RFQ to have over lapping with goals/strategies that are identified in the County Homeless Plan.

Q5. It appears a smaller set of RFQ respondents may be asked to submit a more detailed plan and cost proposal as part of a final selection. Should the initial response to the RFQ not include a detailed cost proposal?

A5. A detailed cost proposal is not required for the RFQ. We are asking respondents to include a description of the proposed method of compensation. As a part of that description, you have the latitude to provide any level of detail you deem appropriate.

# Sacramento CoC Advisory Board Annual Business Cycle

Updated March 2019

CoC Advisory Board Responsibility	Description	Topic	Status
<b>January</b>			
Annual Membership Recruitment	The HEARTH Act requires that a public, widely circulated new member recruitment process occur annually.	Membership	Completed
PIT Count	Sheltered count occurs every January. Sheltered and unsheltered counts occur every other January.	Data	Completed
Pre-NOFA preparations, including Approval of Review Tools & Policies	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.	NOFA - Projects Competition	In Process
<b>February</b>			
Annual Approval of Executive Committee Slate	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.	Membership	In Process
Annual Membership Appointment	The annual recruitment process culminates in a formal vote on a slate of new and renewing members.	Membership	Completed
Pre-NOFA preparations, including Approval of Review Tools & Policies	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.	NOFA - Projects Competition	In Process
<b>March</b>			

## Sacramento CoC Advisory Board Annual Business Cycle

Updated March 2019

CoC Advisory Board Responsibility	Description	Topic	Status
Pre-NOFA preparations, including Approval of Review Tools & Policies	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.	NOFA - Projects Competition	In Process (March - June)
<b>April</b>			
Pre-NOFA preparations, including Approval of Review Tools & Policies	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.	NOFA - Projects Competition	In Process (March - June)
CoC Application and Planning Project Application development	Convene monthly meetings to develop CoC Application and Planning Project Application	NOFA- CoC Application & Planning Project	-
<b>May</b>			
Pre-NOFA preparations, including Approval of Review Tools & Policies	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.	NOFA - Projects Competition	In Process (March - June)
CoC Application and Planning Project Application development	Convene monthly meetings to develop CoC Application and Planning Project Application	NOFA- CoC Application & Planning Project	-
<b>June</b>			
NOFA- Related adjustments to Review Tools & Policies as needed	Upon release of the NOFA, amendments to tools and policies may be needed to adjust unexpected requirements	NOFA - Projects Competition	In Process (March - June)

## Sacramento CoC Advisory Board Annual Business Cycle

Updated March 2019

CoC Advisory Board Responsibility	Description	Topic	Status
CoC Application and Planning Project Application development	Convene monthly meetings to develop CoC Application and Planning Project Application	NOFA- CoC Application & Planning Project	-
<b>July</b>			
CoC Application and Planning Project Application development	Convene monthly meetings to develop CoC Application and Planning Project Application	NOFA- CoC Application & Planning Project	-
<b>August</b>			
Project Priority List Developed	The Review and Ranking Panel convenes to review and score applications and develop the Project Priority Listing	NOFA - Projects Competition	-
Project Priority List Approved	The CoC Advisory Board reviews and approves the Project Priority Listing	NOFA - Projects Competition	-
<b>November</b>			
HMIS Data Quality Plan Approval	Annual renewal recommended by HMIS & Data Committee	HMIS Requirements	-
HMIS Privacy and Security Plan Approval	Annual Renewal recommended by HMIS & Data Committee	HMIS Requirements	-



**SACRAMENTO  
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

# Continuum of Care Committees

## March 2019

### Continuum of Care Advisory Board

The Continuum of Care Advisory Board is made up of community stakeholders who are responsible for submitting the HEARTH Grant application to HUD each year to fund homeless programs in the Sacramento Continuum of Care and to provide policy recommendations to the Sacramento Steps Forward Board of Directors.

**Meeting Schedule:**

2nd Wednesday 8:10am-9:40am

**Status:**

Active

**Meeting Location:**

SETA

**Chair (Co-Chair):**

*(Chair will be selected at March 2019 Advisory Board Meeting)*

**Appointed Members:**

Alexis Bernard, Alyson Collier, Amani Sawires Rapaski, Angela Upshaw, April Wick, Christie M. Gonzales, Cindy Cavanaugh, Ct. Dan Monk, Emily Bender, Emily Halcon, Erin Johansen, Jameson Parker, John Foley, John Krintz, Julie Davis-Jaffe, Lt. Julie Pederson, Lashanda McCauley, MaryLiz Paulson, Mike Jaske, Noel Kammermann, Peter Beilenson, Sarah Bontrager, Stefan Heisler, Stephanie Cotter

### Coordinated Entry Committee

The Coordinated Entry Committee is responsible for the design, implementation, success, and on-going evaluation of the Housing Crisis Resolution System, specifically how the system triages clients, prioritizes them for service, and tracks clients through the Continuum of Care.

**Meeting Schedule:**

1st Thursday 3:00pm-4:30pm

**Status:**

Active

**Meeting Location:**

Sacramento Steps Forward

**Chair (Co-Chair):**

John Foley and Jenn  
Flemming

**Members:**

This committee has open membership.

## Coordinated Entry System (CES) Evaluation Committee

The CES Evaluation Committee is a subcommittee of the CES Committee. Its goal is to evaluate the overall function and performance of the Coordinated Entry System by engaging in ongoing data collection.

**Meeting Schedule:**  
Every 3rd Monday, 2:30 PM -  
4:00 PM

**Status:**  
Active

**Meeting Location:**  
SSF

**Chair (Co-Chair):**  
John Foley and Andrew Geurkink

### **Appointed Members:**

Alexis Bernard, Andrew Geurkink, Cindy Cavanaugh, Howard Lawrence, John Foley, Joan Burke, Kate Hutchinson, Ronnie Vaughn, Tanya Tran, Tina Glover, Steve Watters

## Executive Committee

The Executive Committee of the Advisory Board, comprised of the Board Chair, Vice Chair, and Secretary, is responsible for leading the Advisory Board and handling urgent matters. The Executive Committee may act in the absence of the CoC Advisory Board.

**Meeting Schedule:**  
4<sup>th</sup> Thursday 3:00 PM – 4:30 PM

**Status:**  
Active

**Meeting Location:**  
Sacramento Steps Forward

**Chair (Co-Chair):**  
*(Chair will be selected at March  
2019 Advisory Board Meeting)*

**Members:**  
Advisory Board Officers

## Governance Committee

The Governance Committee reviews and updates the CoC Advisory Board's Governance Charter.

**Meeting Schedule:**  
3<sup>rd</sup> Wednesday 1:30 PM – 3:00  
PM

**Status:**  
Active

**Meeting Location:**  
Sacramento Steps Forward

**Chair (Co-Chair):**  
Cindy Cavanaugh

### **Appointed Members:**

Cindy Cavanaugh, Emily Halcon, Erin Johansen, Mike Jaske, Sarah Bontrager, Emily Bender, Jonathan Porteus

### HMIS and Data Committee

This HMIS and Data Committee is responsible for evaluating HMIS data, ensuring it is accurate, timely, and comprehensive information, so that the committee can make recommendations for improvement. The committees work includes data analysis, system mapping, Point in Time Count information, data security, and other tasks directed by the Advisory board.

**Meeting Schedule:**

Quarterly, 2<sup>nd</sup> Thursday  
10:00 – 11:30

**Meeting Location:**

Sacramento Steps Forward

**Status:**

Active

**Chair (Co-Chair):**

Erica Plumb and (vacant)

**Members:**

This committee has open membership.

### Homeless Youth Task Force

The Homeless Youth Task Force develops and coordinates initiatives and specific programs that focus on homeless youth and transitional aged youth. They provide strategies for locating this population for the bi-annual PIT anmd represent the special needs of this population within the larger CoC framework.

**Meeting Schedule:**

1st Wednesday 3:00pm-4:30pm

**Status:**

Active

**Meeting Location:**

Saybrook

**Chair (Co-Chair):**

Bridget Alexander & rotating Youth Action Board Chair

**Members:**

This committee has open membership.

### Nominating Committee

The Nominating Committee, comprised of the Board Secretary, Chair, Vice Chair, is tasked with nominating stakeholders to serve on the Advisory Board.

**Meeting Schedule:**

Upon Call of the Chair

**Status:**

Active

**Meeting Location:**

Sacramento Steps Forward

**Chair (Co-Chair):**

*Board Secretary will be selected at March 2019 Advisory Board meeting*

**Members:**

*Advisory Board Officers + other members as needed*



### Performance Review Committee

The Performance Review Committee reviews HEARTH Grant program performance, system-wide performance, and makes project rank recommendations to the full Advisory Board for the HEARTH Grant Application. The PRC also provides policy recommendations to the Sacramento CoC Advisory Board and the SSF Board of Directors regarding program and system performance improvements.

**Meeting Schedule:**  
4<sup>th</sup> Tuesday 10:00 AM – 11:30 AM

**Status:**  
Active

**Meeting Location:**  
Sacramento Steps Forward

**Chair (Co-Chair):**  
Arturo Baiocchi and Emily Halcon

**Elected Members:**  
Angel Uhercik, Ardath Ferris, Arturo Baiocchi, Bill Knowlton, Emily Halcon, Sarah Bontrager, Vivien Khem

### Point in Time (PIT) Committee

The 2019 PIT Committee's focus is assessing existing PIT Count practices, debriefing the 2019 PIT count, and defining the role and scope of future PIT Count Committees, to be implemented beginning the 2021 PIT Committee. The 2019 PIT Committee will report back to the full Advisory Board in August or September 2019 with their assessment and plans.

**Meeting Schedule:**  
4<sup>th</sup> Monday 9:30 AM – 11:00 AM

**Status:**  
Active

**Meeting Location:**  
Sacramento Steps Forward

**Chair (Co-Chair):**  
Jeff Tardaguila, Jesse Archer,  
Noel Kammermann

**Elected Members:**  
Benjamin Uhlenhop, David Heitstuman, Ct. Dan Monk, Jeff Tardeguila, Jesse Archer, Lt. Julie Pederson, Noel Kammermann, Stefan Heisler

# Inactive Committees

## Crisis Response Committee (Family)

Chair: Bill Knowlton

Last Meeting: August 2017 | Inactive 19 months

The goal is to design a program that would identify those households and individuals who could be prevented from moving into homelessness with limited and specific support and services

## Crisis Response (Single)

Chair: Joan Burke

Last Meeting: August 2017 | Inactive 19 months

The goal is to design a system to have a “same day” response so that people do not have to stay more than 30 days, before they get into permanent housing.

## Employment and Income

Chair: Rachel Wickland

Last Meeting: May 2017 | Inactive 22 months

The purpose is to develop and coordinate initiatives and specific programs that increase employment for consumers of the CoC.

## Health Committee

Chair: Erin Johansen

Last Meeting: May 2017 | Inactive 22 months

The purpose is to coordinate initiatives and specific programs related to health care for consumers of the CoC.

## Housing

Chair – Cathy Creswell

Last Meeting: May 2017 | Inactive 22 Months

The purpose is to develop and coordinate initiatives and make recommendations related to permanent housing for people experiencing homelessness to the COC Advisory Board.

## Leadership Committee

Chair: Joan Burke

Last Meeting: May 2017 | Inactive 22 Months

The Leadership Committee is comprised of the Executive Committee of the Advisory Board and all the Chairs/Co-Chairs for the CoC sub-committees. Its purpose is to support the working details of the CoC in moving forward the Aims & Drivers of the Strategic Plan.