State Funding for Homelessness in Sacramento
December 11, 2019

Emily Halcon  
Homeless Services Manager  
City of Sacramento

Lisa Bates  
Chief Executive Officer  
Sacramento Steps Forward

Cindy Cavanaugh  
Director of Homeless Initiatives  
Sacramento County
PART I

BACKGROUND AND CONTEXT
## HHAP Estimated Funding Allocation

<table>
<thead>
<tr>
<th>Entity</th>
<th>Estimated Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuum of Care</td>
<td>$6.6M</td>
</tr>
<tr>
<td>City of Sacramento</td>
<td>$13.9M</td>
</tr>
<tr>
<td>County of Sacramento</td>
<td>$6.1M</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$26.6M</strong></td>
</tr>
</tbody>
</table>
2019 Point-in-Time Count

5,570 Individuals Experiencing Homelessness

- 70% Unsheltered
- 30% Sheltered

Homelessness has increased by an estimated 19% in Sacramento County since 2017.

30% are experiencing chronic homelessness, a lower rate than anticipated given the general increase.

93% of unsheltered respondents were originally from Sacramento or long-term residents.

- 12% Children under 18 years
- 8% Youth 18-24 years
- 80% Adults 25+ years
Point-In-Time Count Trends

2013 - 2019

Methodology change between 2017 PIT Count and 2019 PIT Count
2019 Dashboard Entries and Exits

throughout the year ➤ 2019

experiencing homelessness on 1/1/2019
5,311

+ entering 6,772

- leaving 6,719

= experiencing homelessness on 9/30/2019
5,364

hover for additional detail >

sheltered 1,600

unsheltered 3,027

previously housed 808

re-engaged after losing contact 810

unknown living situation 684

total 5,311

new 5,154

housed 2,620

sheltered 1,450

other 4,099

unsheltered 3,493

unknown living situation 421

total 6,772

total 5,364

December 11, 2019
## Sacramento Key System Performance Measures

<table>
<thead>
<tr>
<th>SPM 1: Length of Time Homeless</th>
<th>SPM 4: Mainstream Benefits</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017: 118 days</td>
<td>2017: 21% (121/569)</td>
</tr>
<tr>
<td>2018: 130 days</td>
<td>2018: 18% (93/513)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SPM 2: Returns to Homelessness</th>
<th>SPM 5: First Time Homelessness</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017: 4.76% (117/2455)</td>
<td>2017: 5257</td>
</tr>
<tr>
<td>2018: 4.73% (161/3402)</td>
<td>2018: 5453</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SPM 3: Number of Homeless Persons</th>
<th>SPM 7: Exits to Permanent Housing and Retention of Permanent Housing</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018: 3621</td>
<td>2017: 43% (2023/4717)</td>
</tr>
<tr>
<td>2019: 5570</td>
<td>2018: 41% (2353/5804)</td>
</tr>
</tbody>
</table>
PART II

HOMELESS EMERGENCY AID PROGRAM (HEAP) AND CALIFORNIA EMERGENCY SOLUTIONS AND HOUSING (CESH) FUNDING
### 2019 HEAP and CESH Funding

<table>
<thead>
<tr>
<th>Entity</th>
<th>Local Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>HEAP Continuum of Care</td>
<td>$12.7M</td>
</tr>
<tr>
<td>HEAP City of Sacramento</td>
<td>$5.6M</td>
</tr>
<tr>
<td>CESH Continuum of Care</td>
<td>$2.5M</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$20.9 Million</strong></td>
</tr>
</tbody>
</table>

December 11, 2019
Combined Regional HEAP & CESH Funding

$9.3 million Emergency Shelters
44%

$8.6 million Flexible Housing Pool
41%

$2.1 million System Improvement
10%

$1 million Administration
5%

Continuum of Care
$15,255,596

City of Sacramento
$5,645,699

Combined HEAP & CESH Funding
$20,901,295
HEAP Local Guiding Principles

• Address immediate needs of unsheltered populations
• Fund activities that can be implemented quickly and can flex up and down
• Use existing administrative infrastructure to deliver services
• Drive broader system improvements
• Measure, evaluate, and communicate results
HEAP Collaborative Investment Plan

Expand Shelters
286 New Beds
184 Improved

- Expand existing Family Shelters
- Add Scattered Site Shelters
- New City Triage Shelter
- Youth Respite Shelter and “Host Homes” program
- Stabilize and improve capacity in individual shelters

Flexible Housing Pool
Re-House 600 Households

- Flexible rent subsidies, < 24 months
- Flexible case management services
- Landlord supports
- Legal expungement services

Improve Homeless System

- Coordinated Entry Redesign
- Community Standards for service delivery
- Funder’s Collaborative
- Continue Strategic Planning

December 11, 2019
# HEAP Implementation:
## Expand Shelters – County

### Expand Capacity in Existing Family Shelters

<table>
<thead>
<tr>
<th>Cost</th>
<th>Family Units</th>
<th>Online Access</th>
<th>Sheltered Families</th>
</tr>
</thead>
<tbody>
<tr>
<td>$644,280 through June 2021</td>
<td>7 family units</td>
<td>Online in June</td>
<td>To date, 18 families (51 individuals) sheltered through expansion</td>
</tr>
<tr>
<td></td>
<td>Approximately 21 Beds</td>
<td></td>
<td>Estimated 52 families served annually</td>
</tr>
</tbody>
</table>

---

### Expand Capacity in Scattered Site Shelters

<table>
<thead>
<tr>
<th>Cost</th>
<th>Shelter Units</th>
<th>Online Access</th>
<th>Sheltered Families</th>
</tr>
</thead>
<tbody>
<tr>
<td>$1,045,547 through June 2021</td>
<td>8 leased single-family homes</td>
<td>1 online in Nov. 3 additional by mid-December</td>
<td>First home sheltering 5 women.</td>
</tr>
<tr>
<td></td>
<td>40 beds</td>
<td></td>
<td>Estimated 52 families served annually</td>
</tr>
</tbody>
</table>
** HEAP Implementation: Expand Shelters – City**

### Expand Capacity in New Youth Sheltering

<table>
<thead>
<tr>
<th>Amount</th>
<th>Beds at</th>
<th>Youth Served</th>
<th>Estimated Youth Served Annually</th>
</tr>
</thead>
<tbody>
<tr>
<td>$353,792 for STEP Shelter</td>
<td>12 beds at STEP</td>
<td>As of 9/2019, 22</td>
<td>80 youth</td>
</tr>
<tr>
<td>$443,504 for Host Homes</td>
<td>Up to 20 beds at Host Homes</td>
<td>As of 10/2019, 5</td>
<td></td>
</tr>
<tr>
<td>(augmented by Measure U &amp; State OES funds)</td>
<td></td>
<td>youth matched with Host Homes</td>
<td></td>
</tr>
</tbody>
</table>

### Expand Capacity in New City Shelters

<table>
<thead>
<tr>
<th>Amount</th>
<th>Beds for</th>
<th>Funding Approval Date</th>
<th>Women Served Annually</th>
</tr>
</thead>
<tbody>
<tr>
<td>$4,287,609 for capital costs for Meadowview Navigation Center</td>
<td>100 beds for unsheltered women</td>
<td>12/10 – construction to begin by 1/1/2020</td>
<td>300 women</td>
</tr>
</tbody>
</table>
HEAP Implementation: Improve Existing Shelters
City and County Collaborative Shelter Pan

### North A Street Shelter – River District

<table>
<thead>
<tr>
<th>Budget</th>
<th>Description</th>
<th>Providers</th>
<th>Estimated Annual Serve</th>
</tr>
</thead>
<tbody>
<tr>
<td>$694,298 Through June 2021</td>
<td>Expanded 24/7 for 80 beds focused on most vulnerable and women</td>
<td>New Providers partnership in January 2020</td>
<td>Estimated 300 individuals served annually</td>
</tr>
</tbody>
</table>

### North 5th Street Shelter – River District

<table>
<thead>
<tr>
<th>Budget</th>
<th>Description</th>
<th>Providers</th>
<th>Estimated Annual Serve</th>
</tr>
</thead>
<tbody>
<tr>
<td>$742,100 through June 2020</td>
<td>Fully utilize capacity at 104 beds</td>
<td>New provider in January 2020</td>
<td>Estimated 300 individuals served annually</td>
</tr>
</tbody>
</table>
Collaborative Shelter Plan Approach

| Existing Shelters | • 24/7 operations  
|                   | • Full utilization of existing Beds  
|                   | • Invitation entry, River District focus  
|                   | • Stabilization/housing services & metrics  
|                   | • County/City “hands on” and collaborative approach  
| New Shelters      | • Outside River District  
|                   | • All shelters use Shelter Standards  
| River District Mitigation | • Downtown Streets Team  
|                   | • Increased Solid Waste Services  
|                   | • Continued sanitation services  
|                   | • Increased City Police presence  

December 11, 2019
** HEAP Implementation: New Flexible Housing Pool - County **

Re-house 600 persons through FHP, building on existing County PSH re-housing program for top 250 users of jail and behavioral health

<table>
<thead>
<tr>
<th>$9,059,537 through June 2021</th>
<th>Rehouse 600+ persons with time-limited re-housing and case management services</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• FHP launched 10/15/19 with shelter referrals from two shelter partners: families and scattered site.</td>
</tr>
<tr>
<td></td>
<td>• November's shelter referral partners:</td>
</tr>
<tr>
<td></td>
<td>• Shelters: North A, North 5th, TSA and Wind</td>
</tr>
<tr>
<td></td>
<td>• Outreach SSF, Elk Grove, Citrus Heights, Rancho Cordova, and APS Navigator.</td>
</tr>
<tr>
<td></td>
<td>• To date, FHP has received 178 referrals, 91 of which have been enrolled in the program and assigned to a PRTS team.</td>
</tr>
<tr>
<td></td>
<td>• Expect to have the first ten HEAP referrals housed in December.</td>
</tr>
</tbody>
</table>
FHP: Creating System Flow

FHP Services: 635 Housed

Core Services < 24 months:
- Case Management using Critical Time Intervention
- Flexible Rental Assistance
- Expungement Services
- Disability Advocacy
- System Brokering
- Case Conferencing

Street Outreach Programs (175)
Jail Diversion Pilot (80)
Adult Protective Services (80)
Countywide Shelters (300)
FHP Jail Diversion Process

Step 1: Person experiencing homelessness is pending misdemeanor charges.

Step 2: Public Defender identifies person as a candidate for FHP Jail Diversion

Step 3: Case is negotiated and continued so candidate can meet FHP case manager and written plan for services and housing made.

Step 4: FHP delivers services, interim housing, and re-housing assistance. Candidate is monitored by court for up to one year. Upon successful participation, case is dismissed.
# HEAP Implementation: Expungement Services – County

Legal Services to expunge criminal records for persons experiencing homelessness, improving employment and income.

<table>
<thead>
<tr>
<th>$220,000 through June 2021</th>
<th>Review 60 expungement cases/month</th>
<th>April 2019 began taking applications:</th>
<th>To date, Expungement Clinic has worked with 179 individuals, reviewed 870 cases and filed Prop. 47, Prop. 64, arrests seals, and expungements, as appropriate.</th>
</tr>
</thead>
</table>
|                          | Individuals will typically have several expungement applications related to multiple criminal records. | • FSRP  
• Mather Community Campus  
• Adolfo Youth  
• Self-Help Housing  
• Loaves and Fishes |
# HEAP Implementation: System Improvements

Create Communitywide standards to improve practices & outcomes.

| HCD Technical Assistance | Working with City, SSF, CoC providers, consumers and others, develop community standards  

- Shelters  
- Outreach/Navigation  
- Case Management  
- Re-Housing  

Standards work will also include developing approaches to ongoing training. | City and County prepare draft shelter standards in September.  

In November Technical Assistance Collaborative led three focus groups (funders, providers, and consumers) seeking input  

Standards under revision in December.  

TAC also led discussion with leads and their groups to plan work on  
- Outreach (SSF is lead)  
- Re-Housing (County is lead) |
CESH Implementation: System Improvements

System Tools
• System Map – March 2020
• Gaps Analysis – April 2020

Coordinated Entry System Redesign – August 2020

Strategic Plan – Third Quarter 2020
PART III

2020 HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP)
**HHAP Eligible Uses - HCFC**

- **Rental Assistance and Rapid Rehousing**
- **Operating Subsidies and Reserves**
- **Landlord Incentives**
- **Outreach and Coordination** (including employment)
- **Systems Support to create regional partnerships**
- **Delivery of Permanent Housing**
- **Innovative solutions like motel/hotel conversion**
- **Prevention and shelter diversion to permanent housing**
- **New navigation centers and emergency shelters** (based on demonstrated need)

**funds shall be expended on evidence-based solutions**
HHAP Eligible Uses – Local Categories

<table>
<thead>
<tr>
<th>HHAP Eligible Uses</th>
<th>Details</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Homeless Services</strong>, such as shelter and navigation center operations, prevention, shelter diversion</td>
<td></td>
</tr>
<tr>
<td><strong>New shelters and navigation centers</strong> based on demonstrated need, as specified</td>
<td></td>
</tr>
<tr>
<td><strong>Outreach and Coordination</strong> to help vulnerable populations access permanent housing and stability, including income</td>
<td></td>
</tr>
<tr>
<td><strong>Re-Housing Services</strong>, including rental assistance, rapid re-housing, landlord incentives</td>
<td></td>
</tr>
<tr>
<td><strong>Housing</strong>, including delivery of permanent housing and innovative housing solutions (such as hotel and motel conversions), operating subsidies</td>
<td></td>
</tr>
<tr>
<td><strong>Systems Improvements</strong>, to create regional partnerships and maintain a homeless services and housing delivery system.</td>
<td></td>
</tr>
</tbody>
</table>
### HHAP Estimated Funding Allocation

<table>
<thead>
<tr>
<th>HHAP Funding</th>
<th>CoC</th>
<th>City</th>
<th>County</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>State HHAP Allocation</td>
<td>$ 6,627,050.00</td>
<td>$ 13,932,757.00</td>
<td>$ 6,141,725.00</td>
<td>$ 26,701,532.00</td>
</tr>
<tr>
<td>Youth 8% min</td>
<td>$ 530,164.00</td>
<td>$ 1,114,620.56</td>
<td>$ 491,338.00</td>
<td>$ 2,136,122.56</td>
</tr>
<tr>
<td>HHAP Funding Available for Eligible Uses</td>
<td>$ 6,096,886.00</td>
<td>$ 12,818,136.44</td>
<td>$ 5,650,387.00</td>
<td>$ 24,565,409.44</td>
</tr>
</tbody>
</table>

### Capped Eligible Uses

<table>
<thead>
<tr>
<th>Eligible Uses</th>
<th>CoC</th>
<th>City</th>
<th>County</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Administration 7% max</td>
<td>$ 463,893.50</td>
<td>$ 975,292.99</td>
<td>$ 429,920.75</td>
<td>$ 1,869,107.24</td>
</tr>
<tr>
<td>Planning and HMIS 5% max</td>
<td>$ 331,352.50</td>
<td>$ 696,637.85</td>
<td>$ 307,086.25</td>
<td>$ 1,335,076.60</td>
</tr>
</tbody>
</table>
HHAP CoC Survey Results
Participating Organizations – 31 Responses

- Berkeley Food & Housing Project
- City of Citrus Heights
- City of Elk Grove
- City of Rancho Cordova
- City of Sacramento
- County of Sacramento (2)
- Lutheran Social Services
- Next Move Homeless Services
- Perfect Union
- Resources for Independent Living
- Sacramento Area Congregations Together (ACT) (2)
- Sacramento County DHS
- Sacramento LGBT Community Center
- Sacramento Loaves & Fishes
- Sacramento Regional Coalition to End Homelessness
- Sacramento Youth Council (3)
- SHRA (2)
- Turning Point Community Programs
- Volunteers of America (2)
- Waking The Village/Wind Youth Services
- Waking the Village
- Wind Youth Services
- WEAVE
HHAP CoC Survey Results
CoC Board Participants

CoC Board or Committee Member?
31 responses

- 58.1% Yes
- 41.9% No
HHAP CoC Survey Results

- Rental Assistance and Rapid Rehousing: 16
- Landlord Incentives: 14
- Operating Subsidies and Reserves: 7
- Outreach and Coordination: 9
- Systems Support: 3
- Delivery of Permanent Housing: 18
- Innovative Solutions - Motel/Hotel Conversions: 14
- Prevention & Shelter Diversion to Permanent Hsg: 19
- New Navigation and Emergency Shelters: 10
- Other: 7

December 11, 2019
What is the greatest need in our community to improve the homeless response system?

**Housing**
“Access to housing that is affordable for people is by far the greatest need, in my opinion.”

**Outreach and Access**
“Additional outreach to homeless to provide assistance, so many homeless are not in contact with resources or assistance that can help them.”

**Sheltering**
“Safe emergency shelter with supportive services.”

**Regional Collaboration**
“Overall community plan that enables coordination between all public entities funding any and all homeless services....”

**Landlord Incentives and Rental Assistance**
“Funding for landlord incentives to take families with rental assistance.”
What is the greatest need in our community to improve the homeless response system?

**Coordinated Entry**
“Coordinated Entry System with community/regional waitlists that includes shelter system...and full commitments to participate by the City, County, and state.”

**System Improvement**
“We need to fix the pipeline so that we are tracking folks into the best fit program and ensuring one housing step leads to the next logical step...”

**Youth**
“We need a dramatic expansion of transitional housing so that we can work daily with youth to assess needs and barriers, gain traction toward wellness and employment, and develop tenancy skills....”
## Permanent Supportive Housing Pipeline

### State No Place Like Home Awarded to County/Developers in June 2019

<table>
<thead>
<tr>
<th>Sponsor</th>
<th>Sunrise Point, Citrus Heights</th>
<th>Capitol Park Hotel, Sacramento</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsor</td>
<td>Jamboree Housing Corporation Hope Cooperative (TLCS, Inc.)</td>
<td>Mercy Housing California</td>
</tr>
<tr>
<td>Funding</td>
<td>$3,019,967 NPLH Competitive</td>
<td>$6,890,825 NPLH Competitive $2.8M NPLH Non Competitive</td>
</tr>
<tr>
<td>Population</td>
<td>22 Family &amp; Individual NPLH Units 46 Total PSH Units</td>
<td>65 Individual NPLH units 134 Total PSH Units</td>
</tr>
</tbody>
</table>

### State No Place Like Home Co-Applications in January 2020

<table>
<thead>
<tr>
<th>Sponsor</th>
<th>Metro at 7th, Sacramento</th>
<th>Mutual Housing on the Boulevard, Unincorporated County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsor</td>
<td>USA Properties/Jamboree Housing</td>
<td>Mutual Housing CA</td>
</tr>
<tr>
<td>Funding</td>
<td>$12.5M NPLH Competitive</td>
<td>$14.8M NPLH Competitive</td>
</tr>
<tr>
<td>Population</td>
<td>55 Family and Individual NPLH 15 Additional PS 150 Total Affordable Units</td>
<td>50 Family and Individual NPLH 17 additional PSH 127 Total Affordable Units</td>
</tr>
</tbody>
</table>
City Housing Initiatives

**Housing Bond**
- Local bond against sales tax to fund affordable housing
- Estimating $50 million per year for two years
- Goals for affordability (ELI and VL), efficiency housing, and leveraging resources
- Housing Working Group and Priority Corridors/Neighborhood Development Action Teams

**City Surplus Properties**
- Identifying opportunities for affordable housing development
- Integrating this with the Housing Bond and Working Group
- Disbursement of development within the City
- Prioritize most competitive sites for funding
City of Sacramento Sheltering

• Through HEAP and one-time Measure U Funds, City has fully funded capital costs to build Meadowview and Broadway Navigation Centers, with capacity to serve up to 600 individuals annually.

• In an action on 8/27/2019, Council committed future City funding, including HHAP, prioritized for at least 2 years of shelter operations, including re-housing, community services, and facility maintenance.
HHAP Investment Options -
Costs to Continue HEAP Activities

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>HEAP CAPACITY</th>
<th>Annual Costs</th>
<th>TimeFrame</th>
</tr>
</thead>
<tbody>
<tr>
<td>Family Shelter</td>
<td>7 family units 52 households annually 156 individuals annually</td>
<td>$280K</td>
<td>Continue beds after 6/2021</td>
</tr>
<tr>
<td>Scattered Site Shelter</td>
<td>40 beds 150 individuals annually</td>
<td>$880K</td>
<td>Continue beds after 6/2021</td>
</tr>
<tr>
<td>North A Shelter</td>
<td>24/7 operations of 80 beds, including outreach 300 individuals annually</td>
<td>$695K</td>
<td>Continue beds after 6/2021</td>
</tr>
<tr>
<td>Expungement Clinic</td>
<td>Process 80 expungement applications/month</td>
<td>$110K</td>
<td>Continue services after 6/2021</td>
</tr>
<tr>
<td>Flexible Housing Pool – Existing Clients</td>
<td>Continue services for 130 HEAP clients</td>
<td>$2,977M</td>
<td>Extend assistance after 6/2021</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>One Year: $4.93M</td>
<td></td>
</tr>
</tbody>
</table>
1. Serve Additional New Households in Flexible Housing Pool
   - Approximately $2.3M to serve 100 persons over a year with ICMS and PRTS
   - Option: Target specific populations or referral sources and leverage other investments
   - Option: Utilize PRTS for securing housing for underutilized voucher or rental subsidy programs
HHAP Investment Options
New Activities - County

2. Forensic Behavioral Health Program
   - Exploring new approach as an MHSA Innovation project
   - Partner with Probation and Mather Community Campus for interim housing
   - Provide behavioral health and re-housing services, using mix of MHSA, Medi-Cal and FHP
   - Approximately $1.75M for PRTS services for 100 persons
## Estimated Criminal Justice System Involvement and Mental Illness Among Unsheltered Homeless in CA

<table>
<thead>
<tr>
<th>Description</th>
<th>Estimate</th>
<th>% of Unsheltered Homeless Population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ever Incarcerated</td>
<td>64,149</td>
<td>70%</td>
</tr>
<tr>
<td>Recently Incarcerated</td>
<td>25,660</td>
<td>28%</td>
</tr>
<tr>
<td>Presently Justice Involved</td>
<td>1,913</td>
<td>13%</td>
</tr>
<tr>
<td>Ever Incarcerated Reporting Mental Health Issues</td>
<td>29,692</td>
<td>32%</td>
</tr>
<tr>
<td>Ever Incarcerated Reporting a Serious Mental Illness</td>
<td>13,746</td>
<td>15%</td>
</tr>
</tbody>
</table>

December 11, 2019
Youth Process for HHAP Funding

- Homeless Youth Task Force forming funding recommendations with the Youth Advisory Board (YAB) in December.
- Incorporating efforts to broaden stakeholders to include schools, colleges and other for input.
- Opportunity to use Grand Challenge experience to inform funding recommendations.

<table>
<thead>
<tr>
<th>HHAP Funding</th>
<th>CoC</th>
<th>City</th>
<th>County</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth 8% min</td>
<td>$530K</td>
<td>$1.1M</td>
<td>$491K</td>
<td>$2.1M</td>
</tr>
</tbody>
</table>

December 11, 2019
Access

• Navigation Points
  o Prevention
  o Diversion
  o Rapid Exits to Re-Housing
  o Phone Triage
  o Outreach and Case Management Coordination

Housing

• Landlord
  o Master Leasing
  o Incentives
  o Intensive Case Management

• New PH or Non-Residential Conversion to Permanent Supportive Housing
Next Steps and Future Meetings

• January 2020 TBD – Continued community input on funding recommendations

• February 2020 – Approvals of funding recommendations (CoC Board, City Council, Board of Supervisors)

• February 15, 2020 – HHAP Application Due
Discussion Questions

• What of what we are doing currently do we want to continue, expand, or change?
• What new services and/or system improvements are going to be necessary and important to invest in our community?
• What additional data do we need to help inform our decision making?
• Other thoughts or considerations?