



**SACRAMENTO
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

Sacramento Continuum of Care (CoC) Board Agenda

Wednesday, August 11th, 2021 || 8:10 AM – 10:00 AM

[Zoom Meeting](#) || Meeting ID: 882 6581 4637 || Passcode: 029998

One tap mobile: +16699009128,,88265814637#,,,,,0#,,029998# US (San Jose)

Dial by your location: +1 669 900 9128 US (San Jose)

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I. Welcome & Introductions: Erin Johansen, Chair			
II. Review & Approval of June 29th, 2021 Minutes: Pixie Pearl, Secretary			
III. Chair's Report: Erin Johansen			
IV. CEO's Report: Lisa Bates			
V. Consent Agenda - Action Items: A. CoC Board Member Appointment: Nicholas Golling B. System Performance Committee Slate Appointment			
VI. New Business:			
A. Racial Equity Action Plan	Angela Upshaw, & Ardy Akhzari, REQC Co-Chairs & Dr. Tamu Green, SSF Systems Performance Advisor	8:20 AM (40 minutes)	Information & Action
B. Unsheltered PIT Count Updates: 1. 2021 Unsheltered Survey Project 2. 2022 Unsheltered PIT Recommendations - Conduct a 2022 Unsheltered PIT	April Marie Dawson, PIT Subcommittee Co-Chair, Michele Watts, SSF Chief Planning Officer & Arturo Baiocchi, CSUS Division of Social Work	9:00 AM (15 minutes)	Information & Action

- Authorize SSF to Contract with CSUS			
C. 2021 CoC Governance Charter Revisions	April Marie Dawson, Governance Committee Chair, Michele Watts, & Andrew Geurkink, SSF CoC Specialist	9:15 AM (10 minutes)	Information & Action
D. Emergency Housing Vouchers (EHVs) Update	Peter Bell, SSF CES Manager	9:25 AM (5 minutes)	Information
E. Rapid Access & Problem Solving (RAPS) Pilot Launch	Peter Bell	9:30 AM (5 minutes)	Information
F. Upcoming State Funding Opportunities	Lisa Bates & Ya-yin Isle, SSF Chief Strategic Initiatives Officer	9:35 AM (15 minutes)	Information
G. CoC NOFA Update	Sarah Bontrager, PRC Co-Chair & Michele Watts	9:50 AM (5 minutes)	Information
VII. Announcements			
VIII. Meeting Adjourned Next CoC Board Meeting: Wednesday, Sept. 8th, 2021			



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June 29th, 2021 CoC Board Minutes



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Sacramento Continuum of Care (CoC) Board Meeting Minutes

Tuesday, June 29th, 2021 | 1:00 PM to 2:30PM

[Recording of Zoom Meeting](#). The chat is below the minutes.

Attendance:

Member	Area of Representation	Present
Alexis Bernard	Mental Health Service Organization	No
Amani Sawires Rapaski	Substance Abuse	Yes
Angela Upshaw - Vice Chair	Veterans	Yes
April Marie Dawson	People with Disabilities	No
Bridgette Dean	City of Sacramento	No
Chevon Kothari	County Health Services	No
Christie M. Gonzales	Substance Abuse Service Organizations	Yes
Christie Lynn	Law Enforcement	Yes
Cindy Cavanaugh	County of Sacramento	Yes
Erin Johansen - Chair	Mental Health	Yes
Fatemah Martinez	Shelter Provider	Yes
Jameson Parker	Business Community & Street Outreach	Yes
Jenna Abbott	Business Community	Yes
John Kraintz	Lived Experience	Yes
Joseph Smith	Coalition/Network	Yes
Julie Davis-Jaffe	Employment Development	Yes
Juile Hirota	Shelter and/or Housing Provider	No
MaryLiz Paulson	Housing Authority	Yes
Mike Jaske	Faith Community Advocate	Yes
Pixie Pearl - Secretary	Homeless Youth	No
Sarah Bontrager	City of Elk Grove	Yes
Stefan Heisler	City of Rancho Cordova	No
Stephanie Cotter	City of Citrus Heights	No

Tara Turrentine	Education	Yes
Tiffany Gold	Youth with Lived Experience	No

SSF Staff	SSF Title
Andrew Geurkink	Continuum of Care Specialist
Brandi Thomas	HMIS Representative (Temp)
Christina Heredia	Referral Specialist
Dennis Smiley	Outreach Navigator – TAY Specialist
Glenn Merker	Referral Specialist
Hamid Bashiri	Data and Analytics Manager
Lisa Bates	Chief Executive Officer
Michele Watts	Chief Planning Officer
Michelle Charlton	Continuum of Care Coordinator
Peter Bell	Coordinated Entry Manager
Rhonda Jang	CE Specialist
Sarah Schwartz	Field Administrator
Scott Clark	Systems Performance Analyst
Stacey Fong	Coordinated Entry Analyst
Tiffani Reimer	CE System Operations Coordinator
Ya-yin Isle	Chief Strategic Initiatives Officer

Guests
<p>Alexus Hubbard, Alondra Neira, Amanda Bayard, Anastasiya Hernandez, Angel Uhercik, Anira Khlok, Annum Khalid, Ane Watts, Arturo B, Brandon Wirth, Brenda Epperly, Caryl Rocher, Cheyenne Caraway, Coley Genger, Crystal Harding, Danielle Foster, Dawn Basciano, Dawn Williams, Debbie Hughes, Ebony SB, Edward Mariscial, Emily Halcon, Genelle Cazares, Gracyn Ortiz, James Landreth, Jeffery Tardaguila, Jesse Williams, Kaitlyn Monck, Kara Tow, Karen Clark, Karri Eggers, Koby Rodriguez, Michele Chouinard, Michelle Gotfried, Monica Rocha-Wyatt, Nadia Rains, Neil Kurtz, Nick Golling, Patti Uplinger, QJ Hylton, Rebecca Sterling, Ro'Mel Smith, Robin Presson, Robynne Rose-Haymer, Shannon Hus, Theresa Bible, Tiffany Rayford, Tiffany Glass, Tracey Bennett, William Rhodes, and Jgreen,</p>

I. Welcome & Introductions: Erin Johansen, Chair			
Erin was absent at the beginning of the meeting. Angela called the meeting to order around 1:09 PM. Attendance of 85 participants.			
II. Review & Approval of June 9th, 2021 Minutes: Pixie Pearl, Secretary			
Quorum was not met at this time on the agenda. Approval of 6/9/21 Board minutes will occur at a future CoC Board Meeting.			
III. Chair's Report: Erin Johansen			
Angela did not have anything to report out.			
IV. CEO's Report: Lisa Bates			
Lisa did not have anything to report out.			
V. Consent Agenda: None.			
VI. New Business:			
A. Emergency Housing Vouchers (EHV): <ul style="list-style-type: none"> - Prioritization - SHRA-SSF MOU 	Jenna Abbott & John Foley, Coordinated Entry System (CES) Committee Co-Chairs, Michele Watts, SSF Chief Planning Officer & Peter Bell, SSF CES Manager	1:20 PM (45 minutes)	Informational & Action
Jenna shared her excitement for Sacramento to receive 494 EHVs. Michelle provided background and timeline on EHVs. Peter briefly went over the SHRA EHVs presentation provided at the June 9th Board Meeting. He discussed the EHVs prioritization presentation (provided in the updated meeting materials packet) that			

covered targeted subpopulations, prioritization factors, and referral benchmarks. Questions were asked within the chat and discussed during the meeting. Please see the recording link above and chat below for more details.

Motioned for Approval of EHV's Prioritization: 1st - Jenna Abbott , 2nd - Angela Upshaw.

Motion approved.

SHRA-SSF MOU needs to be approved by the end of July:

Time did not permit sufficient discussion of the MOU. SSF staff recommendation was proposed to delegate the responsibility of approving the MOU to the EC and CESC Co-Chairs.

Motioned for Approval of delegating the responsibility of approving the MOU to the EC and CESC Co-Chairs: 1st - Jenna Abott, 2nd - Joseph Smith

Discussions/Comments:

- Cindy Cavanaugh requested the amendment: including herself within the process with the EC and CESC.
- Jenna Abott declined the amendment, however she can accept the removal of CESC co-chairs from the process and only have EC involved.

Motion approved.

- Angela Upshaw suggested creating an input form to receive feedback to involve others.
- Michele Watts suggested SSF can provide a target request for Board Members input (only) with a hard deadline to meet the timeline.

Action Item:

- SSF Staff will send out a form for Board members to provide input with a hard deadline. Completed, please see form [here](#).

B. COVID-19 PSH Prioritization Extension	Jenna Abbott, John Foley, & Peter Bell	2:05 PM (15 minutes)	Informational & Action

Peter shared details about the COVID-19 prioritization extension deadline, stating this will be the last extension. Please reference the recording link above for more details.

Motioned for approval COVID-19 PSH Prioritization Extension: 1st - Angela Upshaw, 2nd - Sarah Bontrager.

Motion approved.

C. Youth Homelessness Demonstration Project (YHDP) Application	Michele Watts	2:20 PM (10 minutes)	Informational
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Time did not permit sufficient discussion of the Youth Homelessness Demonstration Project (YHDP) Application.

Action Item:

- SSF Staff will follow up with written materials within minutes. Completed, please see below:

SSF is the designated submitting applicant on behalf of the Sacramento CoC for the 2021 Youth Homelessness Demonstration Program (YHDP) grant due Friday, July 27, 2021. This HUD-funded initiative is designed to reduce the number of Youth Experiencing Homelessness (YEH) to support selected US communities in developing and implementing a coordinated system-level approach to prevent and end youth homelessness. The YHDP application is meant to provide an assessment of the community to HUD and is not to be published publicly. This update primarily serves to inform you about this important coordinated community plan and gather community-wide support for the strategies and actions outlined, especially should this application be accepted to move forward into the planning process. SSF is collaborating with several community partners who currently provide direct services to YEH, actively engage with YEH, and have a stake in policies and decision-making that impact and prioritize YEH. The application team is also actively engaging the Homeless Youth Task Force and Youth Action Board in the narrative development and review process to ensure that youth voices are integrated and youth needs are prioritized. For more information, please see [here](#).

VII. Announcement: None.

**VIII. Meeting Adjourned at 2:46 PM. Attendance of 53 participants.
Next CoC Board Meeting: Wednesday, August 11th, 2021**

CoC Board Meeting Chat

- 13:11:33 From Patti Uplinger she/her : Housing Support Crisis Plan
- 13:12:30 From Amani Rapaski : Second
- 13:12:37 From Michelle Charlton (She/Her/Hers) SSF, CoC Coordinator : Approval of 6.9.21 Board Minutes:
- 13:12:42 From Jenna Abbott : aye
- 13:12:43 From Amani Rapaski : Yes
- 13:12:44 From Cindy Cavanaugh : Yes
- 13:12:45 From MaryLiz Paulson : Yes
- 13:12:46 From Christina Heredia : Christina Heredia, SSF Referral Specialist
- 13:12:46 From Christie Lynn : yes
- 13:12:46 From Mike Jaske : yes
- 13:12:48 From Joseph Smith : aye
- 13:12:50 From AngelaUpshaw, BFHP Roads Home : yes
- 13:12:55 From Sarah Bontrager : Yes
- 13:12:57 From Fatemah Martinez : Yes
- 13:12:59 From Christie Gonzales : yes
- 13:13:49 From John Krintz : yes
- 13:14:01 From Tasheba M Adkinson To Michelle Charlton (She/Her/Hers) SSF, CoC

Coordinator(private) : good afternoon I need housing assistance immediately. I am interested in the project room key. I find myself in a bad situation. I need assistance. I am new to the area of Sacramento. I've been motel ing it around Sacramento, is there any assistance to me immediately. I have some income, yet need a starting point

13:16:23 From Ebony SB : 500 people / families?

13:16:50 From Peter Bell (he/him) : Hi Ebony, 500 households, which can singles or families.

13:17:25 From Ebony SB : thank you Peter:)

13:17:59 From Cindy Cavanaugh : If folks could mute themselves, I am getting some feedback. Thanks!

13:22:04 From Mike Jaske : One rationale for speed is the potential to obtain more EHV's. What is the magnitude of this "reward" for conforming to great speed?

13:24:31 From Cindy Cavanaugh : I would like clarification on the speed question. The PP states that there may be additional vouchers, but this is not evaluated (per HUD guidance) until next summer and, according to the PRK HUD TA provider, not likely. I believe the accelerated timeframe is related more to incentive payments that SHRA would be eligible for. There is a timeline with reduced payments that is more accelerated (though further out than July).

13:25:03 From Emily Halcon : In response to Mike, there is no mandate for HUD to revoke/redistribute EHV's. Notice says that "HUD will be closely monitoring EHV leasing and will evaluate the PHA's leasing progress for purposes of EHV reallocation by assessing the PHA's EHV performance. This evaluation will occur no sooner than the one-year anniversary of the effective date of the PHA's EHV funding increment" Revoking and reallocation is a "may" not "must".

13:25:19 From Michelle Charlton (She/Her/Hers) SSF, CoC Coordinator : Update: we have 14 out of 25 Board Members present

13:27:23 From Ebony SB : which agencies are listed in the survivor system?

13:31:49 From Emily Halcon : Health Homes will be ending 12/31/2021. Clients will transition into CalAIM, but those services don't start until 1/1/2022

13:32:07 From AngelaUpshaw, BFHP Roads Home : Thanks, Michelle!

13:35:46 From Ebony SB : do we believe BIPOC victims go to these organizations?

13:35:57 From Rebecca Sterling : Sacramento Covered is one of the Health Homes Program providers, and we know our Health Homes clients will be grandfathered into CalAIM services, and that process should be smooth between December - Jan. These clients will continue to receive their existing support and housing services.

13:36:11 From Cindy Cavanaugh : Are the survivors always literally homeless? Will folks working with unsheltered persons experiencing DV be able to refer?

13:38:06 From Danielle Foster : Echoing what Rebecca said--there is a lot of transition planning happening to ensure ongoing client support in the switchover from Health-Homes and Pathways to CalAIM

13:39:28 From Cindy Cavanaugh : Re: RRH eligibility, do folks still need to be enrolled, e.g., receiving assistance, or can it be in the further past? what is definition of rent burden?

13:41:53 From Stacey Fong (she/her) : @Ebony, some of these victim service providers target BIPOC. But if you know of specific ones we should target, we're happy to reach out to them.

13:42:55 From Michelle Gotfried she/her : if the family/clients housing situation changes, a lot can happen in 4-6 months, can they still be eligible due what the referral initially stated?

13:43:28 From Robin Presson : If they are on waiting list with Hud, how can they ck availability and status update. Will this help them with status?

13:43:34 From Amanda Bayard : What happens after 10 years?

13:43:55 From Sarah Bontrager : Can you share more about the higher payment standards? Is this expected to affect unit availability for regular Section 8 voucher holders?

13:45:47 From Michelle Gotfried she/her : Also, last week there was a referral button for the EHV program in HMIS, now its not there, was that the correct referral button?

13:45:49 From Cindy Cavanaugh : I have additional questions: 1) much of the assessment criteria is vague (eviction history, need help with daily living, income, housing barriers) when will this be filled in 2) where are points applied in the process? E.g., after minimums? At end of month? e

13:46:28 From Danielle Foster : I think the payment standards are 20% higher than typical HCV payment standards, Sarah. I'm sure others can confirm.

13:47:16 From Peter Bell (he/him) : @Michelle G., that referral button was a mistake. We were setting up the program within HMIS and mistakenly created a public access. Online trainings re: EHV assessments and referrals will be released later this week.

13:48:01 From Robin Presson : C.H. Also has DV out reach organization.

13:48:35 From Julie Davis-Jaffe : I apologize for being late.

13:48:38 From Monica Rocha-Wyatt : Can BHS refer into HMIS for DV system or should we be referring to one of the 7 agencies

13:50:38 From Emily Halcon : How do you consider people who could qualify in more than one "track"? For example, a survivor who is also chronically homeless?

13:52:36 From Peter Bell (he/him) : The challenge of survivor's crossover is that we won't necessarily know who is accessing services from that Survivor System.

13:53:05 From Deisy Madrigal, She/Her : Will there be easily accessible deposit assistance available to this folks?

13:55:33 From Peter Bell (he/him) : We're hoping some of the other crossover concerns will be covered with training that goes more in depth on the eligibility criteria and pathways.

13:56:03 From Danielle Foster : I apologize but I need to jump over to a City Council Meeting. Nick is here to represent the City of Sacramento. I want to state my appreciation for everyone's awesome efforts on this program, especially SSF and SHRA in setting this up! Thanks!

13:58:45 From Cheyenne Caraway : PIH notice 2021-15
<https://www.hud.gov/sites/dfiles/PIH/documents/PIH2021-15.pdf>

13:59:53 From Sarah Bontrager : Won't the higher payments on this program make it nearly impossible for regular voucher holders to find units? Does SHRA have any plan to make sure these households are not negatively impacted?

14:00:04 From Robin Presson : Will property management Companies be open to vouchers? Like Cara?

- 14:00:17 From Robin Presson : cada
- 14:00:40 From Erin Johansen : I echo Sara's concern.
- 14:00:58 From Jenna Abbott : I did get a question from one of my stakeholders who asked what the plan is to ensure the people who receive the vouchers are Sacramento natives. Is there a plan for that?
- 14:03:27 From Michelle Gotfried she/her : What fees are we talking about?
- 14:04:20 From Mike Jaske : I asked earlier what is the scale of the incentive of additional vouchers?
- 14:05:00 From Emily Halcon : how can the community weigh in on the use of the \$1.7 million service fees coming with these vouchers?
- 14:06:41 From Emily Halcon : \$500/voucher if leased by 4 months
- 14:06:46 From Emily Halcon : \$250/voucher if leased 4-6 months
- 14:10:43 From Ronnie : How are these vouchers going out to the community since shra office is still closed to the public and many shra employees are doing working remotely?
- 14:11:06 From Robin Presson : I would be interested in applying for Navigator position
- 14:11:11 From Michelle Gotfried she/her : Is Salvation Army transitional family apartments being prioritize for vouchers?
- 14:11:24 From Sarah Bontrager : On the MOU, there appears to be no funding for SSF for their tasks. Is this accurate?
- 14:12:26 From Jenna Abbott : @Sarah, that is true and the committee was also very concerned about that
- 14:15:36 From Peter Bell (he/him) : There is a 5% minimum for RRH Bridge
- 14:18:36 From Erin Johansen : Motion to approve prioritization
- 14:18:47 From Cindy Cavanaugh : no
- 14:18:48 From John Krintz : y

14:18:48 From AngelaUpshaw, BFHP Roads Home : yes

14:18:50 From Sarah Bontrager : Yes

14:18:50 From Julie Davis-Jaffe : Yes

14:18:51 From Amani Rapaski : Yes

14:18:52 From Joseph Smith : yes

14:18:53 From Mike Jaske : yes

14:18:54 From Erin Johansen : yes

14:18:54 From MaryLiz Paulson : No

14:18:54 From Tara Turrentine : Yes

14:18:55 From Christie Gonzales : yes

14:18:57 From Christie Lynn : yes

14:18:58 From Jameson Parker : yes

14:19:03 From John Krintz : yes

14:22:14 From Emily Halcon : The service fee cannot be used to support CoCs, but can the preliminary fee of \$400/voucher be used? PIH says it can be used for "any eligible administrative expense related to EHV's"

14:22:17 From Sarah Bontrager : Lisa or Michele, does SSF actually have budget to support this effort? If yes, from what source?

14:23:01 From Emily Halcon : There are three types of fees SHRA will receive: admin fee (\$400/voucher); incentives (dependent on lease up) and service fee (\$3,500/voucher).

14:23:39 From Cindy Cavanaugh : For consideration: My amendment to the MOU would be to modify page 7 and 8 of MOU : CoC must refer at least 50% of the goal to be matched by the same number processed by SHRA. In the event there are not enough referrals, the CoC and SHRA may propose an adjustment of the referral process with approval of the CoC Board. SHRA and SSF will report out regularly on the number of referrals to the CoC, the number of referrals to SHRA, the acceptance/rejection of

applicants, and number leasing up.

14:25:00 From Cindy Cavanaugh : My concern is that we set overly ambitious goals that if we don't meet, means we can go outside of coordinated entry. And data is important for general transparency and for learning.

14:25:40 From Michelle Gotfried she/her : is the new SHRA pricing allotment sheet available?

14:32:24 From Joseph Smith : second

14:36:18 From Neil Kurtz : Thank you to the CoC team and everyone who provided information today. There was a lot of good feedback from community providers at this meeting and I know everyone is looking forward to this opportunity for their clients.

14:36:42 From Erin Johansen : Motion to move MOU discussion to Exec an CES cochairs

14:36:48 From Erin Johansen : yes

14:36:48 From Jenna Abbott : aye

14:36:49 From Cindy Cavanaugh : No

14:36:51 From Sarah Bontrager : Yes

14:36:51 From Jameson Parker : yes

14:36:52 From Joseph Smith : aye

14:36:53 From Tara Turrentine : Yes

14:36:55 From MaryLiz Paulson : Yes

14:36:55 From Mike Jaske : yes

14:36:57 From Christie Gonzales : yes

14:36:58 From AngelaUpshaw, BFHP Roads Home : yes

14:37:01 From Julie Davis-Jaffe : Yes

14:39:58 From Erin Johansen : Motion to extend COVID 19

14:40:00 From Jenna Abbott : aye

14:40:03 From Sarah Bontrager : Yes

14:40:08 From Angela Upshaw, BFHP Roads Home : Yes

14:40:40 From Jameson Parker : yes

14:41:18 From Jeffery Tardaguila : can get a report on the numbers so far?

14:41:20 From Erin Johansen : no

14:42:35 From Jeffery Tardaguila : this is convin

14:43:17 From Jeffery Tardaguila : have we had more then 100 thru this process?

14:43:41 From Tara Turrentine : Yes

14:43:59 From John Krintz : yes

14:45:03 From Mike Jaske : yes

14:45:49 From Erin Johansen : Covid Extension

14:45:51 From Jenna Abbott : aye

14:45:52 From Tara Turrentine : Yes

14:45:53 From John Krintz : yes

14:45:53 From Mike Jaske : yes

14:45:54 From Jameson Parker : yes

14:45:54 From MaryLiz Paulson : Yes

14:45:55 From Angela Upshaw, BFHP Roads Home : Yes

14:45:58 From Sarah Bontrager : Yes

14:46:00 From Erin Johansen : no

14:46:00 From Julie Davis-Jaffe : Yes

14:47:01 From Jeffery Tardaguila : my concern now is time for everything

14:47:04 From Peter Bell (he/him) : Have a nice day!



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CoC Board Member Appointment: Nicholas Golling Memo



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TO: Sacramento CoC Board Members

FROM: April Marie Dawson, CoC Governance Committee Chair
Michele Watts, SSF Chief Planning Officer
Michelle Charlton, SSF CoC Coordinator

DATE: August 6th, 2021

SUBJECT: Sacramento Continuum of Care (CoC) Board Appointment of
Nicholas Golling, City of Sacramento Department of Community
Response (Action- Consent Agenda)

The Sacramento Continuum of Care (CoC) is a [23 member Board](#) that includes representatives from a variety of stakeholders working to address homelessness in our community. Current member Bridgette Dean, representing the City of Sacramento Department of Community Response, has recommended that another member of her department, Program Manager Nicholas Golling, be appointed to the CoC Board, as she steps down due to consistent scheduling conflicts that interfere with her ability to attend standing CoC Board meetings. The CoC Board Governance Committee has reviewed this request and recommends Mr. Golling's appointment, concurrently with Ms. Dean's resignation.

Action Requested

Approve the appointment of Nicolas Golling to the CoC Board, representing the City of Sacramento Department of Community Response.



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System Performance Committee Slate Appointment Memo



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TO: CoC Board Members

FROM: Stefan Heisler, CoC System Performance Committee Co-Chair
Lisa Bates, CoC System Performance Committee Co-Chair
Scott Clark, SSF Systems Performance Analyst

DATE: August 6, 2021

SUBJECT: CoC Systems Performance Committee Slate Appointment -
ACTION (Consent)

Background

The Sacramento Continuum of Care (CoC) System Performance Committee (SPC) conducted a process to recruit new members to fill current and upcoming vacancies and to increase diversity of perspective. This memo presents the SPC Co-Chairs' recommended slate of new members for CoC Board approval.

System Performance Committee Responsibilities

The CoC Charter specifies that the SPC is responsible for system wide planning to ensure the overall housing and service system meets the needs of individuals, including unaccompanied youth, and families experiencing homelessness. Reporting to the Sacramento CoC Board, areas of responsibility for the SPC include, but are not limited to:

- Conducting the annual gaps analysis;
- Mapping how the homeless system of services functions;
- Evaluating system-level performance measures; and
- Reviewing the annual HUD NOFA application relative to system performance and planning activities

System Performance Committee (GC) Call for Nominations Process

Activity	Date
Recruitment Announcement at CoC Board	Tuesday, July 13, 2021
Recruitment Announcement, Application, and Member Roles & Responsibilities Posted to SSF Website	Tuesday, July 13, 2021
Application Period	Tuesday, July 13, 2021 - Friday, July 27, 2021
Slate Developed	Wednesday, July 28, 2021 – Friday, August 6, 2021
CoC Board Approval of Slate	Wednesday, August 11, 2021

The Call for Nominations opened at the July 13, 2021 CoC Board meeting and highlighted at subsequent CoC committees meetings. The SPC application was shared on the Sacramento Steps Forward (SSF) website and throughout the community via multiple emails. 34 individuals submitted applications.

Proposed Slate

The slate below includes 10 new members. The recruitment process initially aimed to fill 5 current and upcoming vacancies, including those of major system partners, such as the City of Sacramento, Sacramento County, and SHRA. During the recruitment process, an additional seat was vacated, bringing the needed number of new members to 6 in order to fill the 15 committee positions.

The Co-Chairs also recommend expanding the committee size by 4 for a total of 19 members in order for the SPC to better represent the community it serves in terms of lived experience and racial diversity. The proposed slate increases the representativeness of the committee by 2 persons with lived experience (PLE), 2 who identify as Black, Indigenous & Other People of Color (BIPOC), and 2 who are both PLE and BIPOC .

Proposed New SPC Members

Member	Representation
Alexis Sher Singh	Business: National Business Professional Women's Federation
Avery Holland	Service Provider: Consumers Self Help
Cheyenne Caraway	Housing Authority: SHRA
Danielle Foster	Local Government: City of Sacramento
Dawn Basciano	State Government: Department of Public Health CoC Racial Equity Committee Member
Emily Halcon	Local Government: Sacramento County
Lorraine Wilkins	Education: Sacramento State Service Provider: Urban Strategies
Rebecca Sterling	Service Provider: Sacramento Covered
Sanford Robinson	Veterans: Nation's Finest
Tahirih Kraft	Service Provider: Sacramento Self-Help Housing

No Longer a SPC Member

Member	Representation
Angela Marin	City of Sacramento
Angela Upshaw	Veterans
Cindy Cavanaugh	County of Sacramento
Debra Larson	Seniors and Vulnerable Adults
John Foley	Homeless Services Provider
Sarah O'Daniel	Housing Authority

2021 CoC SPC Slate: New & Current Members

Member	Representation	New / Current Member
Alexis Bernard	Mental Health	Current Member
Amani Sawires Rapaski	Substance Abuse & Housing Programs	Current Member
Erin Johansen	Mental Health	Current Member
Gina Roberson	Domestic Violence	Current Member
John Kraintz	Lived Experience	Current Member
Lisa Bates, Co-Chair	Lead Agency	Current Member
Mike Jaske	Faith Community Advocate	Current Member
Monica Rocha-Wyatt	Mental Health	Current Member
Stefan Heisler, Co-Chair	City of Rancho Cordova	Current Member
Alexis Sher Singh	Business	New Member
Avery Holland	Service Provider	New Member
Cheyenne Caraway	Housing Authority	New Member
Danielle Foster	Local Government	New Member
Dawn Basciano	State Government	New Member
Emily Halcon	Local Government	New Member
Lorraine Wilkins	Education & Service Provider	New Member
Rebecca Sterling	Service Provider	New Member
Sanford Robinson	Veterans	New Member

Tahirih Kraft	Service Provider	New Member
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Action Requested

Approve the proposed CoC System Performance Committee slate of new and current members recommended by the Nominating Committee.



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CoC Racial Equity Action Plan Memo



SACRAMENTO STEPS FORWARD

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TO: CoC Board Members

FROM: Tamu Green, PhD, SSF, Systems Performance Advisor
Angela Upshaw, Racial Equity Committee Co-Chair
Ardy Akhzari, Racial Equity Committee Co-Chair

DATE: August 6, 2021

SUBJECT: CoC Racial Equity Action Plan - ACTION

Background

In October 2020, the CoC Board voted to approve the creation of a Racial Equity (REQ) Committee. In November 2020, it voted to approve funding for the Committee, which includes staffing, consultation, and stipends for members with lived experience of homelessness through July 2021.

REQ Action Plan Development

The proposed purpose of this committee was to uncover the scope, causes, and potential solutions of race serving as a predictor for homelessness in Sacramento. This discovery extended to the ways in which Black, Indigenous, and People of Color (BIPOC) experience homelessness and our local homelessness system.

The Committee was tasked with developing an Action Plan that would be fully informed by BIPOC with lived experience of homelessness, as well as input and recommendations from stakeholders, studies, pilots, our local gaps analysis and Coordinated Entry System evaluation, and the learnings of other communities to guide the decision-making process of the CoC Board over the next 3-5 years. The ultimate vision is to create an equitable, accountable, and transparent homelessness system that catalyzes structural change both inside and outside of our current sphere of influence.

CoC Board Action Requested

Adopt the Racial Equity Action Plan as presented.



SACRAMENTO CONTINUUM OF CARE (COC)

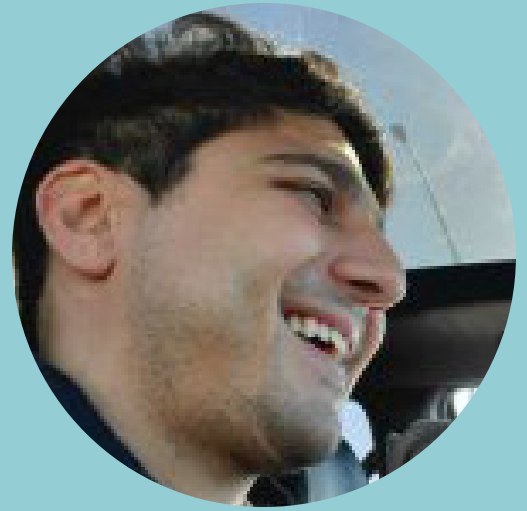
ACTION PLAN:

Findings &
Recommendations
from the CoC Racial
Equity Committee

SUMMER 2021



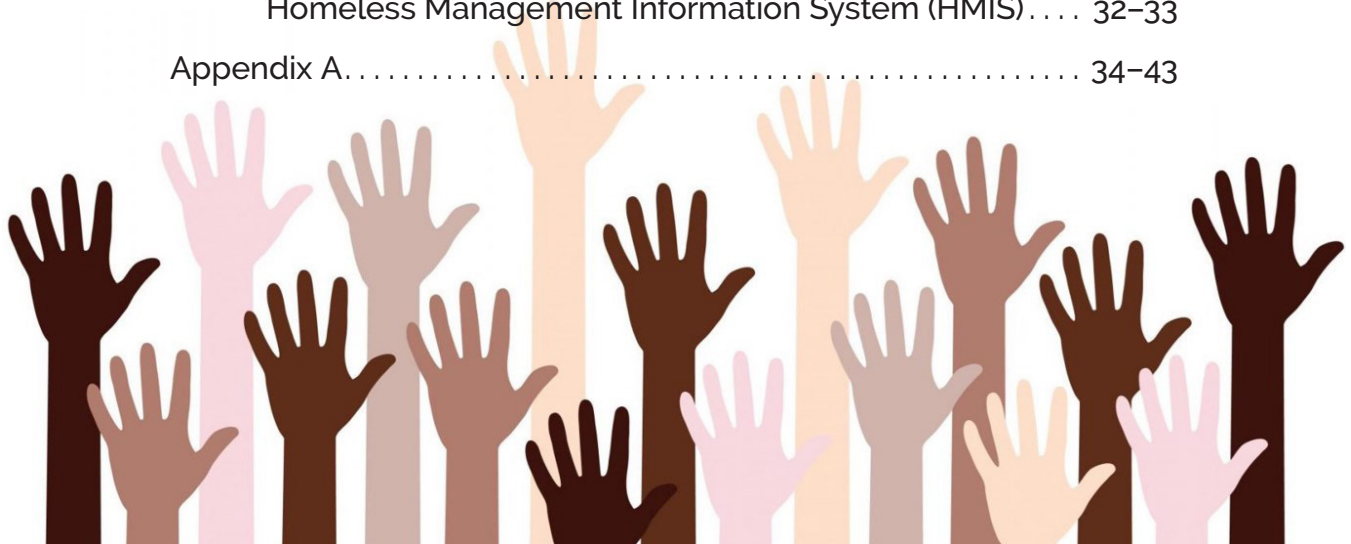
Angela Upshaw



Ardy Akhzari

Table of Contents

Racial Equity Committee (REQC)	
Approval, Recruitment, & Formation	4-7
Racial Equity: Data & Context About the Disparities	
in Homelessness	8-11
REQC Vision & Process	12-13
2021 Rosters & Key Staff	14-15
Findings & Recommendations	
Racial Equity Committee (REQC)	16-17
Data with a Racial Equity Lens	18-19
Training & Education/Normalizing Conversations	20-21
Staff & Leadership Diversity	22-23
Assessment & Prioritization	24-25
Language Access	26-27
Equitable Funding	28-29
Partnerships	30-31
Homeless Management Information System (HMIS)	32-33
Appendix A	34-43



LETTER FROM THE CO-CHAIRS

Sacramento Continuum of Care's

Racial Equity Committee (REQC)

As co-chairs of the Sacramento Continuum of Care's Racial Equity Committee (REQC), we submit our recommendations to reduce and eliminate disparities in the homeless services system. Our recommendations are guided by: input from interviews with Black, Indigenous, People of Color (BIPOC) who have lived experience with homelessness; feedback during stakeholder forums; studies; listening sessions; and perspectives from our committee members and meeting guests. We had the pleasure of serving alongside the dedicated members of the REQC, each of whom brought a wealth of experience and vision to this work. We are grateful to all those who shared their perspectives, experiences, and potential solutions of race serving as a predictor for homelessness in Sacramento.

In Sacramento County and across the country, people of color experience homelessness at disproportionately higher rates because of historic and ongoing inequities. In Sacramento, BIPOC are three to four times more likely to experience homelessness than the general population. Disparities in homelessness are exacerbated by a wealth gap driven by racism; on average, the net wealth of a Black family in America is about one-tenth that of a white family, as it has been for the past 70 years. This dramatic wealth gap is further entrenched by Black families earning little more than half of the income earned by white families. We also know that racial and social inequities are directly connected to health inequities.

While the problems may seem vast and multi-dimensional, change is possible through our collective efforts. Meaningful change will require leaders, elected officials, public institutions, community organizations, and individuals to look at their work, policies, and decision-making through a racial equity lens and use their collective circles to influence change.

Our recommendations provide a framework for action towards improving our current practices and righting an inherently inequitable system. This action plan is not the final word on what can and should be done. Instead, it is a starting point and pathway towards addressing racial equity in our homeless services system.

Angela Upshaw, MPH, MBA

Associate Director

Berkeley Food & Housing Project-Roads Home

Ardy Akhzari

Chief Executive Officer

PacksforColdBack Inc.

Racial Equity Committee (REQC) Approval, Recruitment, & Formation

In November 2020, the Sacramento CoC Board approved the creation of a Racial Equity Committee to serve through July 2021, with the primary purpose of recommending an action plan for the board's approval. Intensive outreach efforts combined with tremendous interest from the community resulted in 66 applications being submitted. The Racial Equity Committee (REQC) membership slate was approved from this pool of applicants, with attention to ensuring robust inclusion of applicants who identified as BIPOC or as part of BIPOC families as well as those with lived experience of homelessness (a stipend was offered for members with lived experience). At the first meeting of the REQC in January 2021, the committee approved its ambitious work plan and initiated its implementation.



Subcommittee As Working Group

The committee met just once monthly, so an ad hoc subcommittee structure was utilized to move the work forward between the committee meetings. Interested committee members, along with SSF staff and members of the public, met one to three times monthly to address the project at hand. These meetings were opportunities to delve deeper into the questions and issues that were raised at the committee meetings, and to prep materials and recommendations for the full committee's consideration. The membership was fluid so that individuals could participate based on their interests and availability. It was in these meetings that the logistics and assignments for the BIPOC interviews were ironed out, that feedback was provided on the REQ data webpage, that understanding and gaps in our best practices were discussed, and that the action plan began to take shape.

Activities & Inputs

There were a number of activities and inputs that informed our findings and the recommendations that resulted from those findings.



■ REQ 3-Part Training Series:

CoC Board members, REQC members, and CoC-funded providers were invited to participate in an interactive training series in Spring 2021 designed to build a common knowledge base and move our community in the direction of collective, coordinated, well-informed action—at the individual, organizational, and systemic level. For each session, post-training professional development assignments and resources were offered along with a follow-up Courageous Conversation. The titles of the trainings were:

1

I Am a Good Person:

I Can't Possibly Have Bias And Other Myths About How Our Brains Work

2

Acknowledging Our Shared Inheritance:

Government-Sanctioned Bias, Systemic Racism, and a Renewed Demand for Change

3

Bringing It All Together:

Aligning Our Heads, Our Hearts, and Our Institutions for Equity

The materials from these trainings are available on our website sacramentostepsforward.org. To protect confidentiality and encourage transparency, the trainings were not recorded.

■ BIPOC Interviews:

To augment our quantitative data, the REQC engaged in a community-based participatory research process to design and conduct interviews with BIPOC who were currently experiencing or had recently experienced homelessness. The full report of this process and its findings can be found in **Appendix A**.

■ **Listening Sessions with Other Communities:**

SSF staff and REQC co-chairs engaged staff and consultants from other communities around the country to learn about their efforts towards racial equity, including their innovations, challenges, structures, funding, and advice.

■ **Stakeholder Forum:**

In April 2021, the REQC held an online forum to discuss with the broader community the questions that were driving the action plan. Several local leaders were invited as panelists to represent their BIPOC-led and/or BIPOC-serving organizations. Following the panel, participants met in small break-out groups that then reported out. A recording of this forum, as well as the follow-up forum in which we previewed the draft action plan, are available on our website sacramentostepsforward.org.

■ **Annual CoC Meeting:**

At the May 2021 meeting, we heard from local community members, including youth, with lived experience of homelessness. We also hosted three break-out sessions, including Advancing Racial Equity: Social Justice Through Community Engagement. In this session, we had the opportunity to explore several community-driven efforts to advance racial equity and re-imagine our homelessness system as being fully inclusive, anticipatory, and responsive. To learn more about the meeting, go to our website sacramentostepsforward.org.

■ **Community Input Forms:**

Following the first Stakeholder Forum and the Annual CoC Meeting, survey links were provided to the public to provide input on what they would like to see our community commit to. Among others, questions included: How can we ensure non-discrimination in our homelessness services system? How can we expand funding to underserved communities and non-traditional providers? How should the CoC Board partner to promote racial equity? What performance measures should we be tracking?

■ Presentations on System Performance:

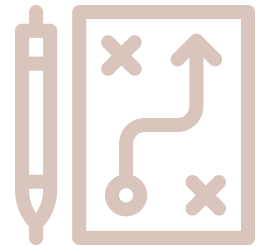
At the REQC meetings, we engaged with SSF staff to gain a clear picture of our system performance from the perspective of: Local Race and Ethnicity Data, the VI-SPDAT assessment tools used to prioritize individuals and families for housing and other services, Coordinated Entry, and the recently conducted Gaps Analysis. Committee members and the public received presentations and materials, which are posted on our website, and were able to ask questions.

■ Presentations on Best Practices:

Outside guests as well as REQC members were invited to educate us on the unique histories and needs of some of the populations that are over-represented in homelessness. Due to time constraints and availability of presenters, there were limitations on the number of presentations. There were two presentations from the Native American lens (one on housing and the other on health), and one each from the lens of Latinx Intersectionality and BIPOC with Disabilities. They can be found on our website.

Tiered Recommendations

As the recommendations have emerged from the findings, we have assigned them a number of T1, T2, or T3 based on our understanding of their ease of implementation, with T1 recommendations currently having the greatest capacity, resources, political will, partnerships, timeliness, and other considerations making them the “lowest hanging fruit”, while T3 recommendations currently present the greatest stretch. The plan has been designed to fulfill a 3-5 year vision, with the anticipation that some recommendations will be implemented sooner than others.



Racial Equity

Data & Context About the Disparities in Homelessness



In Sacramento County and across the country, people of color experience homelessness at disproportionately higher rates because of historic and ongoing inequities.

In Sacramento, Black/African Americans are three times more likely to experience homelessness than the general population. Meanwhile, American Indian and Alaskan Natives are four times more likely to experience homelessness than the general population.

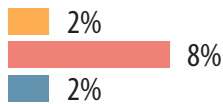
The Sacramento Continuum of Care (CoC) Racial Equity Committee (REQC) reviewed available data on homelessness by race and ethnicity and determined that it was important to share the following perspectives on the data.

The data shown below helps us understand the disparity in homelessness experienced by Black, Indigenous, and People of Color (BIPOC). However, the federally mandated language and definitions used to collect and report data does not best serve BIPOC communities.*

Proportion of Race/Ethnicity by Population

■ Sacramento County
 ■ Experiencing Homelessness
 ■ Enrolled in Programs

American Indian & Alaska Native



American Indian or Alaska Native persons are 4 times more likely to experience homelessness and under represented in program enrollment.

Asian



Black or African American



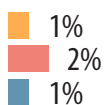
Black or African American persons are 3 times more likely to be homeless.

Hispanic or Latino



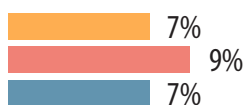
Hispanic or Latino may be of any race, so they are also included in other race categories.

Native Hawaiian & Other Pacific Islander



Unlike other racial groups, there are more American Indian or Alaskan Native multiracial persons than there are American Indian or Alaska Native only persons.

Two or More Races



White



Sacramento County population from 2019 Census Quick Facts. Population experiencing homelessness from 2019 Point-in-Time Count (1/31/19). Population enrolled in programs from Sacramento Homelessness Management Information System (1/31/19).

Race is a social construct.

There exists no clear, reliable distinctions that bind people to the racial categories, which were created as a way to define physical differences between people, and often used as a tool for oppression and violence.

Ethnicity categories are inadequate oversimplifications.

We are required to collect data on ethnicity separate from race using two ethnicity choices ("Hispanic or Latino" or "Not Hispanic or Latino"), which neglects the true diversity of shared culture, language, ancestry, practices, and beliefs. In addition, "Hispanic" and "Latino," which the federal government defines as a "person of Cuban, Mexican, Puerto Rican, South or Central American or other Spanish culture of origin, regardless of race," are not terms universally embraced by the labeled community. See more data on the intersection of race and ethnicity below.

Intersection of Ethnicity & Race

for those enrolled in programs on March 1, 2021

Non-Hispanic/ Non Latino	Black or African American	3,071	47%
	White	2,705	41%
	Two or More Races	425	6%
	American Indian or Alaska Native	120	2%
	Asian	108	2%
	Native Hawaiian or Other Pacific Islander	91	1%
	Unknown Race	37	1%
	TOTAL	6,557	100%
Hispanic/ Latino	White	883	63%
	Two or More Races	190	14%
	Black or African American	149	11%
	American Indian or Alaska Native	83	6%
	Unknown Race	60	4%
	Native Hawaiian or Other Pacific Islander	19	1%
	Asian	8	1%
	TOTAL	1,392	100%
Unknown Ethnicity	Unknown Race	74	76%
	White	15	15%
	Black or African American	6	6%
	Native Hawaiian or Other Pacific Islander	1	1%
	American Indian or Alaska Native	1	1%
	TOTAL	1,392	100%

The data does not reflect the true range of identity and experience.

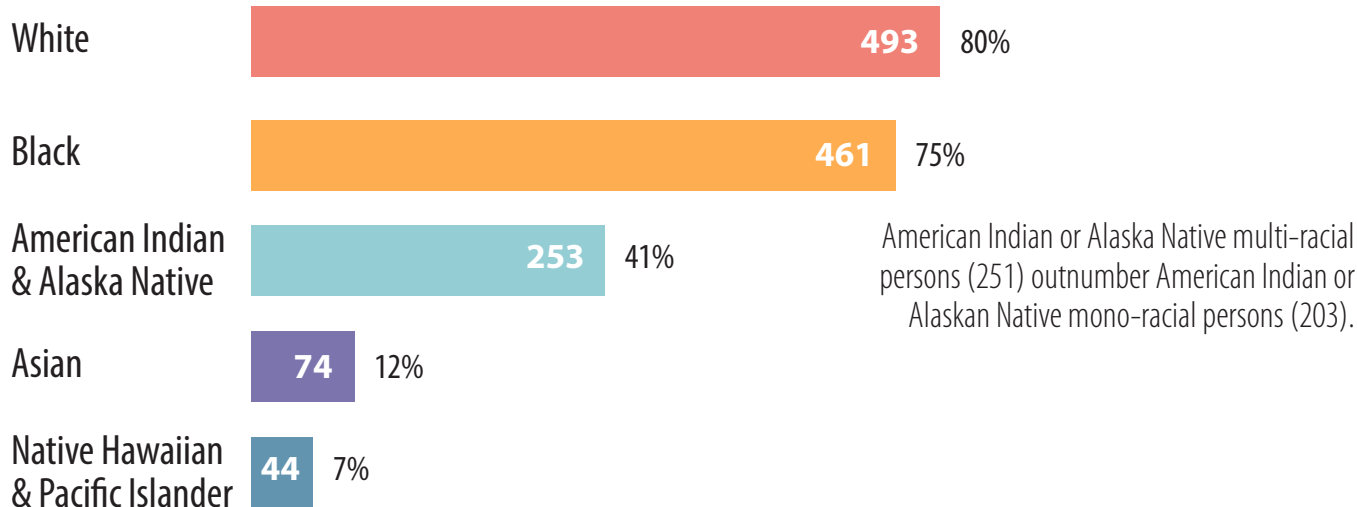
The data reflects the self-identified race and ethnicity of persons experiencing homelessness, but the categories are limiting. For example, the racial category "Asian" groups together a huge number of countries and people of very diverse cultures.

In addition, combining multiracial persons into a category such as "Two or more races," can mask the true impacts for some racial groups. For example, there are more multi-racial American Indian/Alaska Native persons experiencing homelessness than there are American Indian/Alaska Native mono-racial persons. See more data on who is represented within "Two or more races" on the next page.

Unpacking the “Two or more races” category

for those enrolled in programs on March 1, 2021

RACES REPORTED FOR THOSE OF TWO OR MORE RACES



615 TOTAL PERSONS

The data does not represent the true burden of the housing crisis facing the BIPOC community.

By focusing on those who are unsheltered, the federal definition of homelessness leaves out other housing crisis situations that may be more common among some populations, such as over-crowding of multiple families in a unit meant for one or two persons, or couch-surfing.

Qualitative data adds critical context.

Interviews and surveys, such as the one undertaken by the REQC in 2021, shed more light on the true burden and challenges faced by BIPOC experiencing homelessness.

Despite the data's limitations, it is clear there is disparity.

The data on this page and other data related to racial equity will be reviewed and updated regularly. If you are interested in learning more and helping address the disparity in homelessness, we encourage you to participate in the REQC meetings.

**Update: In May 2021, HUD communicated upcoming changes to the wording of the race and ethnicity categories based on feedback from communities. The visual shows the language people were allowed to choose from at the time the data was collected. For more information on the new wording, go to the HUD's website www.hud.gov.*

Sacramento Continuum of Care's Racial Equity Committee (REQC)



The overwhelming number of those un-housed BIPOC interviewed for the Racial Equity Committee report that informs this action plan experience disabilities. This is in keeping with the national trend of the rising number of disabled and seniors experiencing homelessness who are also BIPOC. The intersection of un-housed, BIPOC and disabled means that city and county leaders must ensure that initiatives serving the un-housed are delivered in a universally accessible way and that BIPOC people with disabilities and older adults are at the table designing the programs meant to serve them.

–April Marie Dawson

CoC Board Member and Racial Equity Committee Member

Vision

- 1 Uncover the scope, causes, and potential solutions of race serving as a predictor for homelessness in Sacramento.
- 2 The 20-member committee is comprised primarily of Black, Indigenous, and People of Color (BIPOC), many with lived experience of homelessness.
- 3 The committee is tasked with developing an action plan to guide the decision-making process of the CoC Board over the next three to five years. This plan will be fully informed by BIPOC with lived experience of homelessness, as well as input and recommendations from stakeholders, studies, pilots, local systems evaluations, and the learnings of other communities.
- 4 The ultimate vision is to create an equitable, accountable, and transparent homelessness system that catalyzes structural change both inside and outside of our current sphere of influence.

Process

■ Racial Equity Committee (REQC) Approval, Recruitment, and Formation

■ Subcommittee as Working Group

■ Activities and Inputs:

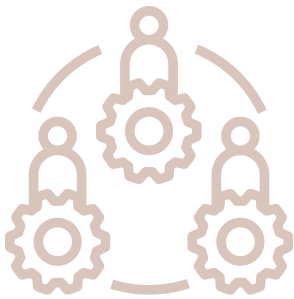
- | | | |
|---|---------------------------------------|-----------------------------------|
| • REQ 3-Part Training Series | • Community Input Forms | • Presentations on Best Practices |
| • BIPOC Interviews | • Presentations on System Performance | –Native American |
| • Listening Sessions with Other Communities | –Local Race and Ethnicity Data | –Latinx Intersectionality |
| • Stakeholder Forum | –VI-SPDAT | –BIPOC with Disabilities |
| • Annual CoC Meeting | –Coordinated Entry | |
| | –Gaps Analysis | |

2021 Racial Equity Committee Roster

COMMITTEE MEMBER	AREA OF REPRESENTATION	TITLE/ORGANIZATION
Aimee Zenzele Barnes	City of Sacramento	Diversity & Equity Manager, <i>City of Sacramento</i>
Alicia Gonzales	Greater Sacramento	Public Health Programs Manager, <i>Sacramento Native American Health Center</i>
★ Angela Upshaw, <i>Co-Chair</i>	Veterans	Associate Director of Programs, <i>Berkeley Food and Housing Project - Roads Home</i>
Anira Khlok	Sacramento, Health System	Community & Homeless Health Project Manager, <i>Dignity Health</i>
April Marie Dawson	People with Disabilities	Executive Director, <i>Resources for Independent Living</i>
★ Ardy Akhzari, <i>Co-Chair</i>	Sacramento	Founder & CEO (Volunteer), <i>Packs for Cold Backs</i>
Brina Sylve	Greater Sacramento Area	Paralegal, <i>California Housing Finance Agency</i>
Dawn Basciano	Sacramento	Public Policy Manager, <i>California Department of Public Health</i>
Fatemah Martinez, <i>MSW</i>	South Sacramento, Unsheltered/ Non-Profit/Outreach	President, <i>South Sacramento (HART)</i>
Henry Ortiz	Incarceration, Systemic Oppression, Community Violence	Grassroots Community Organizer, <i>All of Us or None Sacramento</i>
Koby Rodriguez	Central City, Non-Profit, BIQTPOC	Chief Program Officer, <i>The Sacramento LGBT Community Center</i>
Mike Nguy	Government Agency in the Public Health Division	Health Equity Lead, <i>Sacramento County Public Health</i>
Patricia Jones	Sacramento	Client, <i>Lutheran Social Services</i>
Shaline Hunter	Sacramento and Statewide	Civil Rights Attorney & Assistant Director of Equal Employ. Opp., <i>Caltrans</i>
Stephanie D. Thompson	Oak Park and Marina Vista	Vice Chair-Person, <i>Community Wellness Forum</i>
Stephen Hernandez	Sacramento, Veterans	Site Director, <i>Nation's Finest</i>
Steven Seeley	Mental Health Services, Sacramento County	Hope Coop Active Board Member/Volunteer, <i>Hope Coop</i>
Tiffany Glass	Elk Grove, Sacramento County	Human Services Program Planner, <i>Dept of Child, Family and Adult Services, CPS</i>
Tiffany Gold	Youth with Lived Experience, POC	Child Care transportation, <i>Waking The Village</i>
Vanessa Johnson	Sacramento County	Sheriff Lieutenant, <i>Sacramento County Sheriff's Office</i>

2021 Racial Equity Subcommittee Roster

COMMITTEE MEMBER	AREA OF REPRESENTATION	TITLE/ORGANIZATION
★ Angela Upshaw, <i>Co-Chair</i>	Veterans	Associate Director of Programs, <i>Berkeley Food and Housing Project - Roads Home</i>
Anira Khlok	Sacramento, Health System	Community & Homeless Health Project Manager, <i>Dignity Health</i>
★ Ardy Akhzari, <i>Co-Chair</i>	Sacramento	Founder & CEO (Volunteer), <i>Packs for Cold Backs</i>
Brina Sylve	Greater Sacramento Area	Paralegal, <i>California Housing Finance Agency</i>
Christina Heredia	Lead Agency	Referral Special, <i>Sacramento Steps Forward</i>
Fatemah Martinez, <i>MSW</i>	South Sacramento, Unsheltered/ Non-Profit/Outreach	President, <i>South Sacramento (HART)</i>
Henry Ortiz	Incarceration, Systemic Oppression, Community Violence	Grassroots Community Organizer, <i>All of Us or None Sacramento</i>
Patricia Jones	Sacramento	Client, <i>Lutheran Social Services</i>
Stephanie D. Thompson	Oak Park and Marina Vista	Vice Chair, <i>Community Wellness Forum</i>



Key Staff

Lisa Bates
CEO

Michelle Charlton
Continuum of Care Coordinator

Scott Clark
Systems Performance Analyst

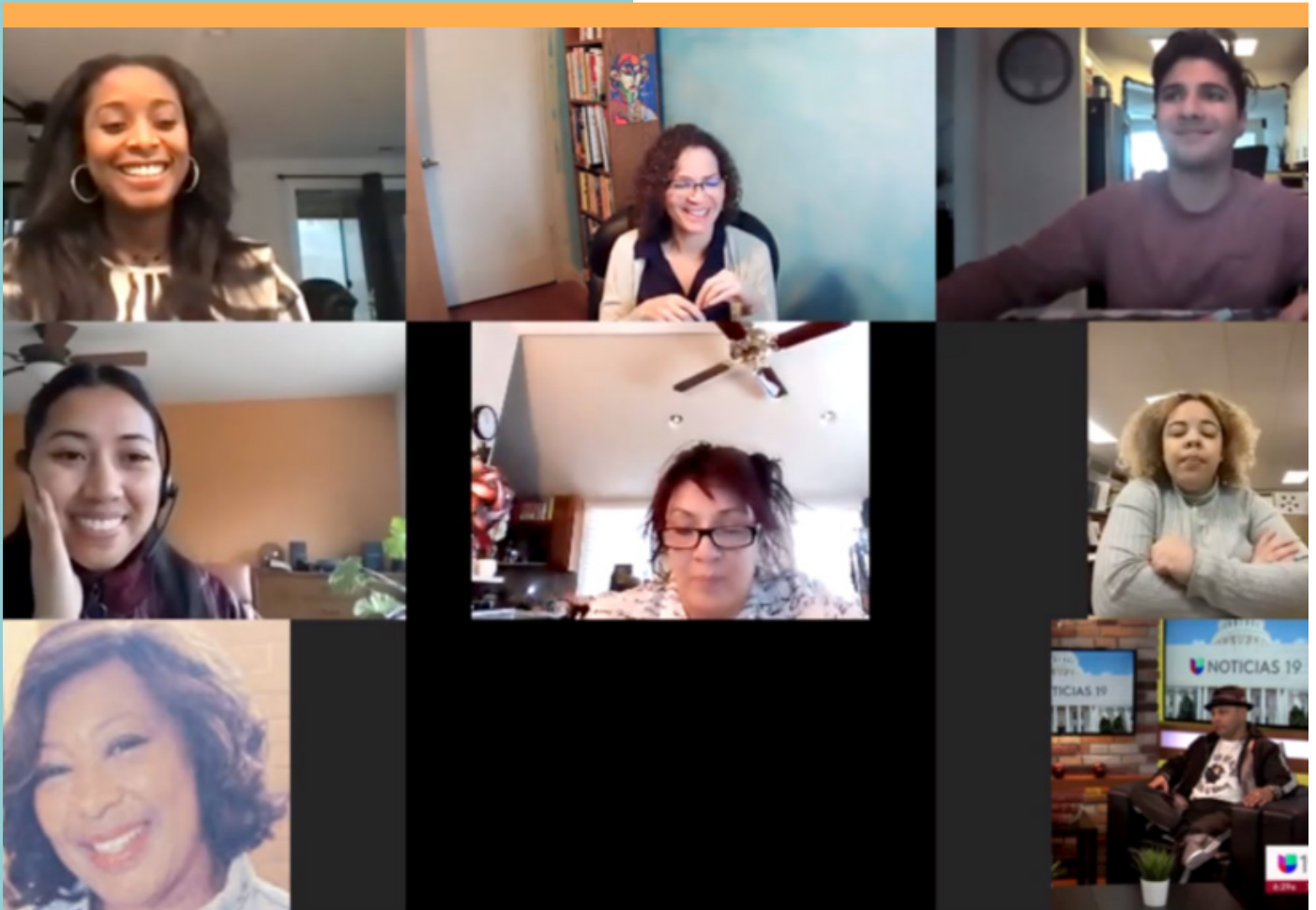
Tamu Green, PhD
Systems Performance Advisor

Christine Heredia
CE-Referral Specialist

Racial Equity Committee (REQC)



Screenshot of a Racial Equity Subcommittee Meeting



Findings

- The REQC was established in November 2020 to develop an action plan for the CoC board's consideration.
- The initial REQC commitment extended through July 2021 for members and staff.
- The REQC has become a valuable resource in the community, serving to give voice to BIPOC with lived experience of homelessness, to provide input on matters beyond the action plan, to foster trust and accountability, and to raise questions, concerns, and solutions in a brave space.
- Its members believe that an equitable homelessness response system in Sacramento is more likely to be achieved with an extended commitment to dedicated racial equity work.

Recommendations

- Secure funding to staff the REQC, supporting the members with committee logistics as well as meeting the liaison, training, and advocacy needs of the committee with other organizations in the community. (T2)
- Expand the term of the REQC as a standing committee of the CoC Board, which would primarily provide support for implementation of the action plan and the racial equity work of the other committees. (T1)
- Incorporate racial equity goals and tools into each of the CoC Board's committees when they develop their annual work plans. Have the REQC advise on the development and implementation of these goals and tools. (T2)

Data with a Racial Equity Lens



Photo Credit: Hector Amezcua



Findings

- The vast majority of our data is quantitative.
 - Quantitative categories do not always capture true identities or make all communities visible. This is particularly true of those that are not community-defined, as is the case for our HUD-designated racial and ethnic categories.
 - Data is generally most useful and actionable when it is disaggregated. Disaggregation can be challenging when there are small numbers of a subpopulation.
 - Qualitative data can provide meaningful context to understanding quantitative data.
 - Racial inequities can be compounded by other demographic factors such as disability, gender, gender identity, and sexual orientation, creating a multiplier effect.
 - Outside of the official HUD definition of homelessness, there are many who are housing insecure and ineligible for services.
-

Recommendations

To include a clearer picture of the BIPOC homelessness experience:

- Explore intersectionality data to understand multiplier effects of demographics outside of race and also to devise targeted universalism solutions. (T1)
- Collect, analyze, and report qualitative data when exploring issues related to equity. (T2)

To make data on racial equity more meaningful:

- Provide contextual information prepared with REQC input when presenting quantitative data. (T1)
- Disaggregate data on race/ethnicity identity as much as possible when presented. (T1)
- Develop and provide input to HUD on mandated race and ethnicity data process.
 - Explore opportunity to collaborate with other CoCs. (T1)
- If HUD presents an opportunity for community input on the definition of homelessness, advocate for a broader definition. (T1)

To incorporate more BIPOC voices :

- Discuss racial equity data initiatives with the REQC and other racial equity advocates to get input on key aspects such as data definitions, data collection, analysis, and findings. (T1)
- Work with the REQC to identify racial equity key performance measures. (T1)

Training & Education/ Normalizing Conversations



Source: California Department of Public Health, Office of Health Equity, as inspired by World Health Organization, Robert Wood Johnson Foundation, and many others.

Achieving Health & Mental Health: Equity at Every Level

Transforming the conditions in which people are
BORN, GROW, LIVE, WORK and AGE
for optimal health, mental health & well-being.



Findings

- The community will participate in workshops, educational presentations, trainings, and courageous conversations when those opportunities are offered. There is strong interest in learning the context for racial disparities in homelessness, as well as how to take personal and organizational action.
- Some community members have requested that providers receive training in Housing First principles and good communication skills, as well as training on the unique history, needs, and best or promising practices for specific racial and ethnic populations that are little understood in relation to homelessness services.
- Intersectional issues of race/ethnicity with disability, gender identity, and sexual orientation are both prominent and largely misunderstood.
- There is a continuum of expertise within the local community, with some members newly entering these conversations and others who have significant depth of understanding.
- Bringing CoC board members, providers, volunteers, and other members of the CoC community together to learn about and openly discuss the challenges that BIPOC face demonstrates leadership and fosters trust and collaboration.

Recommendations

- Provide ongoing training and educational opportunities that are free and open to the entire community. The trainings should be determined by the needs that are demonstrated and expressed to better understand and promote racial equity, including intersectional needs. Note: Free disability training is available through the local independent living center (RIL). (T1)
- Adapt the national Culturally and Linguistically Appropriate Services (CLAS) Standards to provide guidance to the homelessness sector, and provide training on how to implement the standards. (T2)
- Draw on local and national expertise to provide this education, uplifting the experience and voice of BIPOC with lived experience of homelessness in the process. (T2)

Staff & Leadership Diversity



Coc Board Members



Erin Johansen

Chair

*Executive Director,
Hope Cooperative*

Representing:
Mental Health



Angela Upshaw

Vice Chair

*Associate Director
of Programs,
Berkeley Food &
Housing Project*

Representing: Veterans



Pixie Pearl

Secretary

*California Homeless
Youth Project*

Representing:
Transition-Age Youth,
LGBTQ Community

Findings

- While many of the organizations and institutions that comprise the CoC have line staff that reflect the racial and ethnic demographics of Sacramento's population experiencing homelessness, there is less diversity at the leadership level.
 - It is often the leadership within these organizations and institutions that are recruited to the CoC board because of their authority and influence.
 - As such, the CoC board does not reflect the community's racial and ethnic diversity.
-

Recommendations

- Among Sacramento's homelessness service providers, encourage social equity — intentionally hiring management level individuals with lived experience. (T2)
- When recruiting for the CoC Board and committees, replicate the process of recruitment for the REQc, intentionally seeking overrepresentation of BIPOC, especially those with lived experience. (T1)
- Explicitly offer stipends for participation for board and committee members with lived experience. (T1)

Assessment & Prioritization

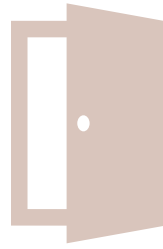


Photo Credit: Sacramento Poor People's Campaign



Findings

- Version 1 of the VI-SPDAT has been criticized for not properly scoring BIPOC, under-prioritizing them for services.
- Some communities have modified their assessment and prioritization process to account for communities that have experienced gentrification and displacement and/or a history of redlining.
- Many individuals in Sacramento wait for long periods of time in the Coordinated Entry process after their VI-SPDAT data is gathered.
- There is the potential for real and perceived bias on the part of anyone involved in the assessment process.
- There is also the potential for the person being assessed to feel uncomfortable with those involved in the process based on their demographics and lived experience.

Recommendations

To address/prevent potential issues with the VI-SPDAT tool:

- Involve the REQ Committee in any planned changes to the Coordinated Entry assessment process before implementation. (T1)
- Explore alternative tools and methodologies for potential future use. (T2)

To better support individuals experiencing homelessness:

- Continue to improve the Coordinated Entry process, so that people do not wait for long periods of time after data is gathered from VI-SPDAT. (T3)

To address/prevent potential assessment administrator bias:

- Educate those who conduct needs assessments about racial disparities in housing and homelessness. (T2)
 - Advocate for racial equity training for anyone who administers an assessment.
- Collect race/ethnicity data about those who provide assessments to understand to what degree administrators represent population they serve. (T2)
 - Administer survey or ask organizations to provide information.

Language Access



Photo Credit: Sacramento Street Medicine



Findings

- Because the VI-SPDAT is only offered in English, individuals and families without English as their Native language are at a disadvantage from accessing entry, assessment, resources, and housing at an equitable level.
- While there has been a transition from discouraging translation to allowing bilingual service providers to translate, this adjustment is recent, not widespread knowledge, and leaves a heavy burden on those bilingual service providers to adequately understand, interpret, and translate complex assessment tools.
- With the exception of the consent form, vital documents necessary to navigate successfully through the HMIS process are not translated into languages other than English.

Recommendations

Vital Documents: VI-SPDAT Risk Assessment, Consent Form and Additional Documents (e.g., third party verification, self-certification, disability certification, program information, practices and policies)

- Translate all necessary information and documentation into multiple languages (T2)
- Train service providers on navigating access to translated forms and delivering assessments (T2)
- Ensure that all newly implemented tools and documents are offered in multiple languages (T2)

Provide funding for free and ongoing access to realtime translation and interpreting services for providers and programs without bilingual and multilingual staff. (T3)

Assess all documents that are provided to clients for readability; as necessary, re-create them to read at a 4th-5th grade level. (T2)

Include accessibility statements on all outreach materials/brochures that includes who to reach out to if someone needs accommodations to participate in programs and services. (T1)

Equitable Funding



Photo Credit: Sacramento Poor People's Campaign



Findings

- Small, BIPOC-led organizations are at a disadvantage in the NOFA and other competitions for contracts and grants due to infrastructure challenges such as lack of board training and development, liability insurance and other requirements, internal HR processes and procedures, and prior large-scale contract or grant management.
- Small organizations are burdened with data collection, preventing them from playing to their strengths: direct service provision.
- Competition between service providers stifles collaboration, innovation, and new funding streams.
- There is community concern that legacy projects are not effective enough and continually funding them without thorough evaluation of their impact impedes the funding of other projects that may be more effective.

Recommendations

- Explore developing the capacity of small, BIPOC-led organizations by offering cohort and individual training and technical assistance annually, in preparation for competitive procurement and successful implementation of the NOFA and other opportunities to diversify Sacramento's network of homelessness providers. Explore paying existing BIPOC-led providers to provide the training and technical assistance as peer mentors. (T3)
- Incentivize larger organizations to partner with small, BIPOC-led organizations that have a longstanding history of working in the community by providing preference to their funding applications when such partnerships are in place or by requiring complementary collaboration. (T3)
- Evaluate current funded projects for effectiveness with BIPOC populations. (T3)

Partnerships



Sacramento Native American Health Center (SNAHC)

You are on Native Land

Sacramento Tribal areas consist of:

- Nisenan
- Foothills and Southern Madiu
- Valley Miwok
- Wilton Miwok
- Me-Wuk people

South of the Sacramento River, are the

- Patwin
- Wintun
- Wintu



Findings

- Federally recognized tribes have the authority to create their own CoCs. There is one federally recognized tribe in the Sacramento area, Wilton Rancheria.
- There are many organizations and institutions that provide preventative or supporting services to individuals and families facing homelessness who are not connected to or knowledgeable of the CoC.
- The disproportionate numbers of BIPOC in institutions and systems that are further upstream contribute to the racial inequity found in homelessness. Unsupported exits from the foster care, juvenile and adult incarceration, education, and health care systems increase the likelihood of experiencing homelessness.
- Youth homelessness strongly predicts adult homelessness.

Recommendations

- Offer formal support and allyship to Wilton Rancheria in the creation and sustainability of a CoC. (T1)
- Conduct outreach into the community to develop a more comprehensive database of organizations and institutions that could aid the efforts of the CoC. Include these potential partners in communications about funding opportunities, board and committee meetings and openings for membership, forums, trainings, and other engagement that will strengthen case management/case conferencing, housing development and placement, HMIS utilization, and collaborative program design. (T1)
- Establish a workgroup to learn from other communities that have established data-sharing agreements among multiple systems and provide case management prior to anticipated exits from overrepresented BIPOC systems, to determine the feasibility of replicating this type of transition coordination in Sacramento. (T2)

Homeless Management Information System (HMIS)

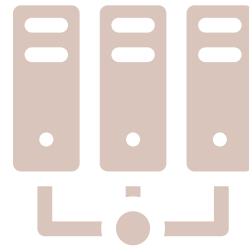


Photo Credit: Hector Amezcua



Findings

- Not all providers use HMIS, and among those that do, data quality varies — although there is widespread agreement that having a single database or integrated platform would enable better system performance.
- HMIS is considered by some to be too burdensome for data entry and too complicated to navigate.
- Some volunteers of BIPOC-led and BIPOC-serving organizations that are not currently CoC-funded have specifically requested that they be trained to enter data into HMIS.

Recommendations

- Convene leaders and database administrators to discuss opportunities to standardize data collection and reporting, reduce duplicative data entry across systems, and explore potential for future data sharing (Source: Gaps Analysis). Specifically, seek to build a data sharing system that is comprised of: a) Technical infrastructure that allows secure data transfer between SSF and its data sharing partners, b) A data sharing agreement template so that SSF can quickly and easily establish legal and binding agreements with its partners, and c) Tools to perform external data integration into HMIS. (T3)
- Identify the scope of the data quality issues in HMIS and communicate them with the operators/ providers. Log this communication to get a clearer understanding of the effectiveness of current interventions. (T1)
- Expand training and education for the providers at management and data entry levels, making sure the training curricula are themselves easy to understand and follow. (T2)
- Consider funding a diverse team of resource specialists to provide intensive hands-on coaching with current and potential HMIS users to increase their comfort and success with inputting and accessing HMIS data. (T2)
- Individuals who are serving as volunteers or staff for BIPOC-led and BIPOC-serving organizations should specifically be outreached to receive this HMIS support. (T1)



Racial Equity Committee Interviews Summary June 2021

The Sacramento Continuum of Care Racial Equity Committee (REQC) established a goal to better understand the local Black Indigenous & Persons of Color (BIPOC) homelessness experience through an interview process.

REQC members were encouraged to contribute names of persons with current or recent past experience with homelessness, who might be willing to be interviewed. 19 people were recommended for interview.

Based on the ability to connect, 20 REQC members were involved in surveying 14 people. Participants were provided with a gift card.

Participant Demographics Summary

14 people interviewed

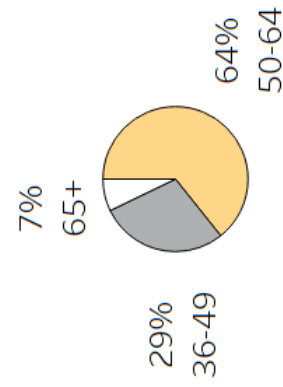
"How do you identify racially and ethnically?"

African American	5
African American/Black	2
Black	1
Native American/Black	1
Native/Black	1
Indigenous/Haitian/Native American	1
Native American	1
Hispanic/Indian	1
Anglo/Asian/Latin	1

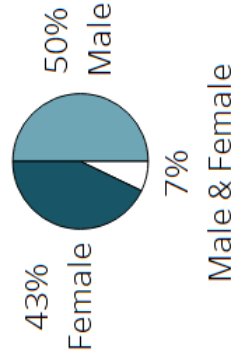
Current homelessness situation

Experiencing/connected to services	6
Experiencing/not connected to services	4
Resolved	4

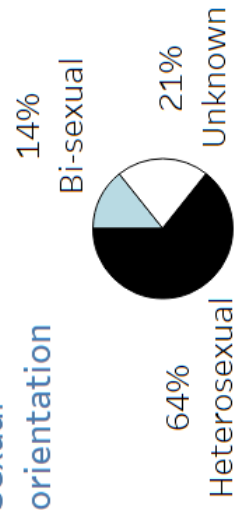
Age group



Gender



Sexual orientation



Racial Equity Committee Interviews Summary June 2021



Participant Demographics Detail:

Person ID	Race/Ethnicity	Gender	Sexual Orientation	Head of Household	Living w/ Disability	DV Survivor	Formerly Incarcerated	Veteran	Age Group	Current Situation
1	Black	Male	Straight	Yes	Yes	-	-	-	36-49	Experiencing/not connected to services
2	Indigenous & Haitian/ Native American	Male	Straight	Yes	Yes	-	-	-	50-64	Experiencing/connected to services
3	Native American	Female	Straight	Yes	Yes	Yes	-	-	50-64	Resolved
4	Black/African American	Female	Bi-sexual	Yes	Yes	Yes	Yes	-	36-49	Experiencing/connected to services
5	Native American & Black	Female	Not answered	Yes	Yes	Yes	Yes	-	50-64	Experiencing/not connected to services
6	African American Black	Male	Straight	-	-	-	-	Yes	50-64	Resolved
7	African American	Male	Heterosexual	Yes	Yes	-	-	Yes	50-64	Resolved
8	African American	Female	Not answered	Yes	Yes	-	-	-	65+	Experiencing/connected to services
9	Hispanic/Indian	Female	Not answered	Yes	-	-	Yes	-	50-64	Experiencing/connected to services
10	Anglo Asian Latin	Male/Female/ Hesperus	Bi-sexual	Yes	-	-	-	-	50-64	Experiencing/not connected to services
11	African American	Male	Straight	Yes	-	-	Yes	-	36-49	Experiencing/connected to services
12	Native & Black	Male	Straight	Yes	Yes	-	-	-	50-64	Experiencing/connected to services
13	African American	Male	Straight	Yes	Yes	-	-	-	50-64	Experiencing/not connected to services
14	African American	Female	Straight	Yes	Yes	Yes	-	-	36-49	Resolved

- For Race/Ethnicity, Gender, and Sexual Orientation, the participant self-identified and was not limited to any categories.
- For Head of Household, Living with a Disability, Domestic Violence (DV) Survivor, Formerly Incarcerated, and Veteran categories, participants were asked "Which of these descriptions best describe you?"
- For Current Situation, participants chose from three options.

Racial Equity Committee Interviews Summary June 2021



Length of time homeless

Of the 12 persons who responded, all indicated a length of one year or longer. It was in some cases difficult to tell if lengths were continuous or represented multiple cases of homelessness. The range reported spanned “about one year” to 30 years.

Those who had resolved their homelessness, reported shorter lengths of time homeless.

Current homelessness situation	Average years homeless
Experiencing/connected to services	9.2
Experiencing/not connected to services	10.3
Resolved	2.0
Overall average years homeless	8.3

Location of homelessness

The majority of persons had spent all of their time homeless in Sacramento.

Other locations mentioned were Los Angeles (experience was better in Sacramento) and Texas (experience was better in Sacramento).

Location of homelessness	Count
All Sacramento	8
Not just Sacramento	5
Total	13

Events leading to homelessness

All 14 persons identified events contributing to their homelessness.

8 people reported multiple events leading to homelessness, and each event was counted.

The most common themes were related to:

- Employment, including loss of job or inability to find work
- Health-related challenges, including illness or injury that prevented them from working, as well as related bills
- Family changes, including death of family member and separation from partner

Event type	Count
Multiple reasons	8
Employment	7
Health	7
Family change	6
Not enough money	5
Other	3
Drug addiction	1
Eviction	1
Total	38

Racial Equity Committee Interviews Summary June 2021

Personal impact of homelessness

10 people answered a question on how homelessness affected them. 4 people focused on challenges (1 had resolved their homelessness). 5 people focused more on things they had learned (1 person had resolved their homelessness). 1 person spoke to both challenges and growth.

Challenges identified in response to this question included:

- bad weather
- no bathroom or shower
- health issues got worse
- addicted to living outside
- realize people look down on you
- things get stolen
- getting the “run around” from providers

Changes that reflect new understanding included:

- increased empathy
- more aware of world
- helped resolve personal issues
- increased understanding of self
- realized you need others to survive

Resources accessed

13 people indicated a wide variety of services and agencies accessed or attempted to access, including navigation, housing services, shelter, and drug-related programs. 2 persons (both not connected to services) indicated that they “haven’t really tried.” Sometimes resources were referred to generally, but specific programs were also mentioned.

Sacramento programs and providers mentioned

- 2-1-1
- Covered Sacramento
- Loaves & Fishes
- Sacramento Covered navigator
- Sacramento Self Help Housing
- Salvation Army
- Volunteers of America
- Union Gospel Mission
- Sacramento Housing & Redevelopment Agency (SHRA)
- Sacramento Native American Health Center (SNAHC)

Veteran programs mentioned

- Roads Home
 - VASH vouchers
 - Veterans advocate program
- Other programs mentioned
- Section 8
 - SSI



Racial Equity Committee Interviews Summary June 2021

Housing Choice Vouchers

A little more than half (8 out of 14) indicated they had received Housing Choice Vouchers, 3 of whom reported that they received denials for vouchers or from apartments or landlords. An additional 2 people who did not receive Housing Choice Vouchers reported other housing-related denials. No reasons for denials were provided in response to this question, but related issues emerged for other questions, as captured elsewhere in this report.

Time to services

Of the 11 people who responded, 5 reported they were quick to get services ("immediate"/"daily"/"not long"). 2 people indicated months (1 of which was specific to housing), and 1 person indicated years (specific to housing). 1 person said it depends. 2 people said they had not yet received services.

Barriers to accessing services

11 out of 13 people indicated barriers to accessing services at some point in the interview. 2 people stated that they did not experience any barriers.

The most common barrier identified was transportation to appointments and/or to access services with 8 mentions, followed by health-related issues, and documentation issues.

Barriers identified	Count
Transportation	8
Health condition	4
Documentation	3
Hard to connect with providers	2
Men-only program	1
Locating housing	1
Politics	1
Long wait for housing/shelter	1
Drug use	1
Domestic Violence	1
Lack of opportunity	1
Lack of resources	1
Being a woman	1
Insurance changes	1

Racial Equity Committee Interviews Summary June 2021

Reasons rejected or denied resources

Of the people who responded, half (6 out of 12) said they had been rejected or denied services. In some cases, details were provided.

- Person 2 was told that he was verbally abusive and an “angry black man” and doesn’t meet the criteria because of his attitude.
- Person 5 said the Sheriff’s Department denied her resources when they were around, and she noticed someone else of another race get vouchers, but she didn’t receive any.
- 3 people mentioned that the call-back process is an issue, and some programs do not return calls.
- Person 14 said no call-backs leaves people feeling lost. In addition, she said “So many places have denied me along the way for having a voucher and some take advantage that you do in all type of ways – profiling, indecent behavior, or just not helping at all.”

Alternatives that played a part in resolution of homelessness

Alternatives to the homeless-related services and programs were not cited by most. Person 2 indicated an alternative, which was making relationships with people who had housing. Persons 5 and 11 referenced jail-based programs.

Ability to meet basic needs

1 person not connected to services said they were not able to meet their needs. 3 people clearly stated that their needs were met. In total 12 people listed different ways they were able to meet at least some of their needs. In general, people spoke positively about the services available to meet their basic needs, but 2 people indicated it was difficult to meet their needs.

General ways meeting needs

- Resourcefulness
- Car sharing
- Doctor service
- Food closets
- Food/supplies delivery
- Navigator
- Shelter/housing
- Wellness center

Specific programs meeting needs

- Citrus Heights Food Closet
- Loaves & Fishes
- Maryhouse
- One Community Health
- Salvation Army
- Section 8
- SHRA
- SNAHC
- St Francis house
- VA health care
- Volunteers of America
- Roads Home

Racial Equity Committee Interviews Summary June 2021



History of homelessness or other social or economic challenges related to race in family

The majority of the 8 people who responded did not indicate that there was a family history of homelessness or other family challenges related to race.

Of those who indicated there was a history, Person 2 indicated it was job-related ("you're not getting the job because you are a black guy with dreads"), and the Person 13 mentioned challenges of growing up in "the South."

History related to race	Count
No	6
Yes	2
Total	8

Is there a difference compared to other races in the factors that played a part in becoming homeless?

3 people indicated there was a difference.

- Person 1 said being black in America is hard. He doesn't blame his skin color, but he clarified that it does make it a little tougher.
- Person 10 said he gets rejected because of the way he looks.
- Person 13 said he has been "undercut" on construction jobs by other races who are willing to do the job cheaper.

Is there a difference compared to other races in applying for or accessing services?

A little more than half (8 out of 14) thought there was a difference by race in applying for and accessing services. Some people provided specific examples.

- Person 1 says sometimes people look to help certain other people faster than they help you. He feels that being black "puts you at the bottom of the totem pole."
- Person 2 said he was frustrated and upset that his word isn't taken at face value, he wants to be treated equally when requesting resources.
- Person 4 said "When I was at the river, Discovery, there were different services and groups come out; groups would have you write down your name and social and were going to call you. White females got calls and spoke highly of them; I couldn't get a call back. And, I was pregnant at the time. Yes, like I was saying early a couple of people swear by these services; there was a pastor that got hotel, people who got the help were white. Never saw anybody who wasn't get much help. Not until where I work now."
- Person 5 said it is not fair that the only time she has access to services is when she is being taken to jail.

Racial Equity Committee Interviews Summary June 2021

- Person 6 mentioned being given a “not up to par” feeling by a particular provider who wound up not providing the sought-after service to him, but providing to two others.
- Person 7 did not think race was a factor and mentioned that because he used a phone line that may have helped since they didn’t know what color he was.
- Person 12 said “it’s a certain look...they’re not hiding it.”
- Person 13 said “Man I don’t know why they hate us, what did we ever do?...I’m at this stand, grabbing coffee, he’ll just look up and move away like I’m going to do something to him or something, that hurts more than anything.” He says he is not a threat to anyone, and it is sad for him to go through things like that.
- Person 14 said “I see many pick-and-choose situations with races.”

Were services denied or delayed due to labels such as “service resistant”, “aggressive”, “violent”?

Of the 11 people who answered the question, 4 said they were delayed or denied services due to labels more readily assigned to BIPOC individuals. Specific labels were mentioned by 3 people.

- Person 1 says he was called a “lazy son of a bitch” and told “it’s just like you people.”
- Person 2 despises the “angry black man” moniker that has been assigned to him in the past.
- Person 12 has been labeled “service resistant.”

An additional person answered no, but said she had observed others get labelled as “aggressive” and “service resistant.”

Person 4 said they had not been labelled, but is impacted by the possibility of being labelled. “I try to keep myself as calm as possible because I know this; I’m a black female and of course seen as aggressive especially coming off of drug addiction, coming off the river all stacked up against me, so I try to be as pleasant as possible.



Racial Equity Committee Interviews Summary June 2021

What would a more racially just system look like?

All 14 people responded, with a general call for equal access and treatment echoed by almost all. In addition, there were a wide variety of other recommendations.

Changes

- Remove program limitations (e.g., one bag limit at shelter)
- Better leadership
- Learn more about people served
- Provide mailing addresses
- More mental health staff
- More communication
- More funding
- More housing
- Expand Roads Home program
- Allow more time in programs
- More promotion of programs
- More training for providers
- Equality
- Compassion
- Accept imperfections
- Challenge each other
- Individual role
- Stop killing each other
- God's judgment
- Accept authority

Person 1 wishes everyone would realize that we all bleed the same blood. We should be judged by the content of our character, not the color of our skin. We need to treat each other better instead of pulling each other down. They need to realize that we are all the same.

Person 2 says equality across the board is the start. Zero tolerance on both sides, both the provider and the participant. Organization leadership needs to set a proper example. The individual coming in for help needs to be open and put their biases aside as well. Funds, more money needs to be poured into this. This is a state of emergency and needs to be addressed as such.

Person 3 says God is the only one that can judge us. She wishes everyone would just get along because we are all children of God regardless of the race.

Person 4 says the professionals in the industry of helping along with education need some training with who they are dealing with. Every staff should have one person on staff for mental health, staff for drugs and alcohol and mental health for sure, it should be required. Need people who are compassionate or do understand that mindset. Need to know if there's mental issues. A training course once a month for the staff because they can be the breaking point for a person being homeless

Racial Equity Committee Interviews Summary June 2021



Person 5 says equal access to services for all, color of skin shouldn't matter. Start handing out vouchers for everyone who is living on the street. Help those that want to be helped, shouldn't discriminate beyond that. Remove limitations, such as "you can only take one bag with you" Don't place time constraints for individuals, such as showering in 10 minutes, taking only one bag. Also, mailing addresses are needed and often times identification cards are stolen and other things like that.

Person 6 says people should just be treated as people. People who care and listed, showed compassion, understood the system are key to his/and everyone's success. Not everyone is "Cinderella." The attitudes of the employees of non-profits and legislators who are hired/and elected needs to change. They are there to serve the homeless population and he feels that they don't really follow through sometimes. When he was in the service, his job was to protect and serve the country. As a provider of services, they need to do the same. They need to care, that is paramount. You are in the public services to care and empathize with whatever your role entails that is what needs to happen.

Person 7 says if Roads Home could expand their services beyond veterans, it could be very helpful in getting more people off the street.

Person 8 says build more apartments and buildings. More funding to keep more homeless people off the street all the time.

Person 11 says try to love each other more. We got to stop killing each other before we worry about police killing us. As a whole, my race needs to take authority. We don't take authority that well, we don't like other people telling us what to do, that's what we have to get past, until we can do that, then nothing will change. Everyone's perception has to change and in order to do that, we have to look out for each other more. It falls back on that four-letter word, love.

Person 12 says a just system has no barriers holding specific races back. We should be challenging each other on how to better ourselves, society, and the world. We should come together as one, get back into the lawbooks to represent the people as one.

Person 13 says help everyone and everyone get along. Be more communicative, learn about people, don't go about old sayings and what you were you were taught in your household. Things have changed, and I hope so, we're not bad people man, we just need a break like everybody else. Everyone needs to learn how to let it flow and be good human beings. Equality is the goal, doesn't believe it'll happen in his lifetime, but he mentioned that even a little bit of change in his lifetime would be positive.

Person 14 says the reach out should be genuine to where it doesn't matter what race you are but based on the situation you are in and the desire to get out of your situation.



SACRAMENTO STEPS FORWARD

Questions or comments?
Email tgreen@sacstepsforward.org

Sacramento Steps Forward
2150 River Plaza Drive, Suite 385
Sacramento, CA 95833



**SACRAMENTO
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

Unsheltered PIT Count Updates



TO: Sacramento CoC Board

FROM: April Dawson, CoC PIT Subcommittee Co-Chair
Michele Watts, SSF Chief Planning Officer

DATE: August 11, 2021

SUBJECT: 2021 Unsheltered Survey- Information
2022 Unsheltered PIT Recommendation- Action
Authorization to Contract with CSUS- Action

This memo reports two items from the PIT Subcommittee to the CoC Board:

- Results of an unsheltered survey conducted in early 2021
- Recommendation to conduct a 2022 Unsheltered PIT Count and Next Steps

This memo also seeks authority for SSF to contract with CSUS for research and methodology consultant services for the 2022 Unsheltered PIT Count.

Background

Like many CoCs throughout the state and nation, the Sacramento CoC did not conduct its biennial Unsheltered PIT Count in January 2021 as expected, due to the COVID-19 pandemic. HUD allowed for CoCs to seek waivers because the pandemic created conditions where gathering large groups of volunteers together and sending them out to conduct face-to-face surveys with people experiencing homelessness would be unsafe. In the course of agreeing to seek the waiver, the CoC Board also agreed to do the following:

- In lieu of a PIT Count, deploy professional outreach workers fully equipped with PPE to conduct a brief survey with a small number of people who are unsheltered, with the purpose of determining the degree to which people currently living on the streets are represented in HMIS.

- Assess the feasibility of conducting an Unsheltered PIT Count in January 2022, a year in which CoCs are not required to do so.

The PIT Subcommittee (PSC) returns to the CoC Board today to report back on what was learned from the unsheltered survey and recommend the CoC proceed with plans to conduct a 2022 Unsheltered PIT Count.

2021 Unsheltered Survey

SSF partnered with the CSUS Institute for Social Research to design a simple survey to determine the extent to which individuals currently experiencing unsheltered homelessness are represented in HMIS. Surveys were conducted in late January and early February by SSF outreach staff and outreach workers from partner agency Sacramento Self Help Housing. Staff were deployed to known locations and approximately 150 useable surveys were conducted.

This data was shared with the SSF Data Team to match with records in the Homeless Management Information System (HMIS). The team looked for matches of current/active clients as well as inactive clients. We learned that the majority of the people surveyed had no HMIS history, currently or in the past. Because of the low match rate and the small sample size, it is not possible to use this data to make any sort of prediction about the number of people experiencing unsheltered homelessness in Sacramento. However, this data has provided SSF and the CoC with valuable insight about the urgent need to increase participation in HMIS, both in terms of bringing new agencies into HMIS and ensuring all users are entering all unsheltered clients into the system. Specific steps being implemented or developed now to achieve this goal include the following:

- Increase efforts to recruit agencies not currently participating in HMIS, especially agencies providing street outreach
- Target HMIS user training to emphasize the importance of entering all unsheltered clients into the system
- Reduce barriers to HMIS participation
- Consider development of targeted supports for volunteer outreach groups to participate in HMIS

2022 Unsheltered PIT Count

The PSC evaluated the 2022 Unsheltered PIT (US PIT) feasibility question over the course of two meetings in April and June. The PSC considered feasibility across four criteria:

- Financial feasibility
- SSF staff capacity
- Sacramento CoC and community capacity
- Possibility of continued impacts of COVID-19

Based on information reported by SSF staff and discussion among members, the PSC agreed an US PIT is feasible and agreed to recommend that the Sacramento CoC conduct one in January 2022. A summary of the PSC decision-making criteria and process is attached.

Next Steps

Pending approval of the PSC's recommendation, SSF will proceed with next steps. Activities will include:

- Contracting with CSUS for research and methodology consultant services. Language in the 2019 US PIT RFP in which CSUS was selected allows for continued engagement with the same consultant for up to two (2) subsequent program years or PIT cycles, contingent upon, but not limited to, satisfactory contractor performance and availability of funds. Both of these criteria are satisfied and no other issues exist that would prevent contracting with CSUS again for this service.

In preliminary discussion of contracting for a 2022 US PIT with 2017 and 2019 principal researcher, Arturo Baiocchi, a research team and proposed scope of work can be provided for SSF's review and approval in September 2021 (additional next steps can proceed prior to finalization of a contract).

- Developing a 2022 US PIT work plan and timeline with the PSC.

Recommended Actions

- Approve the CoC PIT Subcommittee recommendation to conduct an Unsheltered PIT Count in January 2022.
- Authorize Sacramento Steps Forward to contract with California State University Sacramento for research and methodology consultant services for the 2022 Unsheltered PIT Count.



PIT Subcommittee Recommendation to the System Performance Committee and the CoC Board to Conduct a 2022 Unsheltered PIT

July 22, 2021

Background: Like many CoCs, the Sacramento CoC received a waiver/exemption from HUD on conducting a 2021 unsheltered PIT count due to the COVID-19 exposure risks to volunteers and people experiencing homelessness. At the time that the CoC Board agreed to forgo the 2021 unsheltered PIT, the board also agreed to consider conducting a 2022 unsheltered PIT if feasible (even though the next HUD-mandated PIT is not required until 2023).

The 2021 PIT Subcommittee (PSC) evaluated the 2022 Unsheltered PIT (US PIT) feasibility question over the course of two meetings in April and June. The PSC considered feasibility across four criteria:

- Financial feasibility
- SSF staff capacity
- Sacramento CoC and community capacity
- Possibility of continued impacts of COVID-19
-

The following table details the assessment of all four categories:

2022 Unsheltered PIT Feasibility Summary Table

Feasibility Criteria	Summary/Discussion	Feasibility Determination
Financial- Does the CoC have the financial resources? <i>* Funding resources detail provided below</i>	The Sacramento CoC relies on annual HUD CoC Planning grant funding to conduct PIT Counts, as well as to fulfill other planning-related activities required by HUD and prioritized locally, including staffing the CoC Board and its committees. SSF staff conducted a review of HUD CoC Planning Grant resources and determined that there are sufficient funds available to conduct a 2022 US PIT of similar quality as the last US PIT in 2019.	Yes
Staff Capacity- Does SSF have the staff capacity?	SSF staff capacity to conduct a US PIT requires administrative resources to negotiate and monitor a contract for research and methodology and process payments to contracted entities, and coordinate planning and implementation, including a significant investment in volunteer recruitment, training, and coordination. The SSF Planning team is fully staffed/has no vacancies and in 2021, SSF added accounting staff and a full-time Volunteer & Training Coordinator, all of which enable the organization to provide staff support for a 2022 US PIT.	Yes
Sacramento CoC and Community Capacity-	At the April and June PSC meetings, provider members and guests were asked about their capacity to help support a 2022 US PIT, given the	Likely Yes

Does the CoC and community have capacity?	challenges of returning to normal operations after the pandemic and any other considerations. The type of supports needed include participating in meetings, contributing information about where people are unsheltered for the purpose of deploying count volunteers, contributing to volunteer recruitment efforts, and, for some providers, making skilled outreach and social workers available to conduct surveys in large encampments on count night(s). No one suggested that capacity to do so does not exist, however, input focused on the importance of conducting a US PIT and the need to put forth any effort needed.	
COVID-19- Will the pandemic not impact the CoC's ability to conduct an US PIT?	Due to significant decreases in infections and deaths, increasing vaccination rates, and the subsequent easing of restrictions, the PSC felt confident at the time of the recommendation that COVID-19 would not be a barrier to conducting a 2022 US PIT.	Likely Yes

*** Funding Resources Detail:**

HUD CoC Planning Grant Amounts

- FY2018 NOFA \$587,971- active
- FY2019 NOFA \$609,817- upcoming
- FY2020 (no NOFA) \$609,817- announced

Note: Unlike other HUD CoC grants, Planning Grants can operate concurrently or consecutively and can also be extended from a standard 12-month term to a term of up to 18 months.

Sacramento CoC Planning Grant Primary Uses

Consultants:

- CoC annual NOFA projects competition and year-round performance review (supporting the CoC Project Review Committee)
- Unsheltered PIT Counts

SSF Staff:

- CoC Board and Committees Team and stipends for CoC Board and Committee members with lived experience
- Data Analytics Team

Standard Unsheltered PIT Expenses

- Research and methodology- consultants and staff
- Volunteer recruitment and coordination- consultants and/or staff
- Thank you gift cards/ incentives for survey participants

Cost range is approximately \$150,000 - \$170,000

Recommendation: Based on its review, the 2021 PIT Subcommittee recommends the Sacramento CoC conduct an Unsheltered PIT in 2022.

At its June meeting, the PSC did not have a quorum present, and therefore could not conduct a formal vote to approve the recommendation to do a 2022 Unsheltered PIT. However, all of the members present agreed by consensus to move forward with the recommendation for consideration. Co-chair April Dawson and staff agreed to report that a consensus of members recommend this action and to outline the information used to come to this consensus to inform decision-making.



**SACRAMENTO
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

Amendments to Sacramento CoC Governance Charter Memo



**SACRAMENTO
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

TO: Sacramento CoC Board

FROM: April Wick, Resources for Independent Living, Executive
Director, Governance Committee Chair
Michele Watts, SSF, Chief Planning Officer
Andrew Geurkink, SSF, CoC Specialist

CC: Lisa Bates, SSF, Chief Executive Officer

DATE: August 11, 2021

RE: Amendments to Sacramento CoC Governance Charter

Background

The current Sacramento CoC Governance Charter (Charter) was drafted and approved by the Sacramento CoC Board in 2019. All Continuum of Cares) are mandated by The United States Department of Housing and Urban Development (HUD) to develop and follow a Governance Charter to comply with the duties per the Homeless Emergency and Rapid Transitions to Housing Act of 2009 (HEARTH Act) and with implementing HUD regulations at 24 CFR Part 578 (operating a Continuum of Care).

The Sacramento CoC (CoC) is mandated to review its Charter annually, revising when needed, and submitting a copy of the active Charter concurrent to the CoC's annual Notice of Funding Availability (NOFA) application. The current Charter was not updated in 2020 due to the ongoing impacts of the COVID-19 pandemic and HUD's suspension of the 2020 NOFA competition. HUD has resumed the NOFA process for 2021

and the CoC must submit its Charter for this application to ensure ongoing compliance.

On May 19, 2021, staff from Sacramento Steps Forward (SSF) provided an initial summary of proposed Charter amendments to the Governance Committee as well as an outlined process for vetting proposed amendments among the members of CoC committees. This vetting process included soliciting for additional input and amendments from all members of CoC committees via an electronic survey. Committee members were given a week to review the Charter and submit their response. SSF received responses from 15 members and their input has been incorporated in the proposed Charter amendments. The attached draft version of the Charter contains all proposed amendments to date and has been approved by the Governance Committee on August 5th, 2021 for recommendation to the CoC Board.

Summary of proposed changes

Proposed amendments to the current Charter all into the following main categories:

- Correcting technical writing issues,
- Revising language for clarification,
- Non-substantive reordering of Charter content, and
- Proposed modification to the CoC Board and Committees' roles or processes.

Most of the changes to the Charter reflect revisions that seek to clarify the roles of committees, but there are also amendments for two proposed additions to the standing committees of the CoC. The Homeless Point in Time Committee is currently a subcommittee of the System Performance Committee (SPC) and SSF staff and members of the SPC recommend creating a separate committee and section within the Charter for this CoC planning activity. In addition, a section has been created to detail the role of the Racial Equity Committee (REQC), which is currently a temporary committee of the CoC. SSF staff and members of the REQC have recommended this become a standing committee, and a separate recommendation will be brought forth to the CoC Board for consideration and request for approval.

At the direction of the CoC Executive Committee, staff also added language allowing for alternating representation from the Youth Action Board (YAB) at CoC Board meetings. This language is intended to reflect the difference between youth appointments as chair of the YAB and the formal youth representative on the CoC Board as they do not currently align. YAB members may identify, in advance of each CoC Board meeting, a youth to attend and represent the work of the YAB, provided they have received sufficient preparation to do so.

Next Steps

SSF is seeking CoC Board review and approval of the Governance Committee's recommended amendments to the Charter.

Upon approval, SSF staff will incorporate amendments and the updated version of the Charter will be adopted and published to the SSF website. A version of the revised Charter will also be submitted to HUD along with the NOFA application in late Fall 2021.

Because the work of our CoC is dynamic, there may be more changes needed in the future as the work of the Sacramento CoC continues to develop. The review of the Charter and proposing amendments is an iterative process and is intended to be as reflective of the CoC efforts, roles and responsibilities, and processes as possible. SSF anticipates revisiting this process with the CoC Board, Governance Committee, and Committees of the CoC again in 2022.

Attachment:

- Sacramento CoC Governance Charter with Proposed Amendments

Sacramento City and County Continuum of Care

GOVERNANCE CHARTER

Table of Contents

Overview	2
Purpose	2
Part I. Responsibilities of Sacramento CoC.....	3
A. Operating the Sacramento CoC	3
B. CoC Planning	5
C. Designating and HMIS Lead and Operating HMIS	6
D. Preparing Applications for Funds	6
Part II. Sacramento CoC	7
A. Composition.....	7
B. Joining the Sacramento CoC.....	7
C. Meetings	7
Part III. Sacramento CoC Board	8
A. Composition	8
B. Sacramento CoC Board Member Appointment	8
C. Terms	8
D. Board Officers	9
E. Sacramento CoC Board Member Responsibilities.....	9
Part IV. Sacramento CoC and Sacramento CoC Board Meetings	11
A. Sacramento CoC.....	11
B. Sacramento CoC Board.....	11
Part V. Committee Structure.....	13
A. Types of Committees	13
B. CoC Committee Membership and Chairs.....	13
C. Procedures	14
Part VI. Standing Committees.....	15
A. Executive Committee	15
B. Governance Committee	15
C. HMIS and Data Committee.....	16
D. Project Review Committee	16
E. System Performance Committee.....	17
F. Coordinated Entry System Committee	17
G. Youth Committee.....	18
Part VII. CoC Lead Agency and HMIS Lead	18
A. CoC Lead Agency.....	18
B. HMIS Lead.....	20
Appendix A: Roles and Responsibilities	1

Overview

This governance charter establishes the Sacramento City and County Continuum of Care (Sacramento CoC) to carry out the duties in accordance with the Homeless Emergency and Rapid Transitions to Housing Act of 2009 (HEARTH Act) and with implementing HUD regulations at 24 CFR Part 578. The Sacramento CoC has parallel responsibilities as assigned by the State of California for funding it provides to Continuum of Care organizations. The Sacramento CoC includes representatives from organizations serving individuals experiencing homelessness or who were formerly homeless and other interested, relevant organizations within Sacramento County. The Sacramento CoC covers all the cities, towns and unincorporated area of Sacramento County.

The Sacramento CoC has established a governing board, which is named the Sacramento Continuum of Care Board (Sacramento CoC Board). The Sacramento CoC Board is the lead decision-making body responsible for Sacramento CoC activities. The Sacramento CoC Board is an unincorporated association.

The Governance Charter outlines the composition, roles, and responsibilities of the Sacramento CoC, Sacramento CoC Board, its committee structure, the CoC Lead Agency serving as the Collaborative Applicant and the Homeless Management Information System (HMIS) Lead Agency.

Purpose

The Sacramento CoC addresses critical issues related to homelessness through a coordinated community-based process promoting the community-wide commitment to the goal of ending homelessness. The Sacramento CoC is dedicated to a collaboration with diverse organizations that is inclusive of the needs of the homeless population and subpopulations in the geographic area.

As the decision-making body for the Sacramento CoC, the Sacramento CoC Board is responsible for managing community planning, coordination and evaluation to ensure that the system of homeless assistance resources are used effectively and efficiently to rapidly and permanently end people's homelessness. This includes planning for the use of HEARTH Act Continuum of Care resources and State or local funds allocated to the Sacramento CoC and coordinating these funds with other relevant resources in the CoC geography. The Sacramento CoC Board will also share its data and analyses to inform the use of State, local, and private resources throughout Sacramento County.

Part I. Responsibilities of Sacramento CoC

As the designated board of the Sacramento CoC, the Sacramento CoC Board works with the CoC Lead Agency serving as the Collaborative Applicant and HMIS Lead Agency to fulfill four major duties.

A. Operating the Sacramento CoC

1. Membership

- Issue public invitation for new members within the geographic area to join the Sacramento CoC and the Sacramento CoC Board at least annually; and
- Follow and update annually the written process to select the Sacramento CoC Board to act on behalf of the Sacramento CoC. The written process is contained within this governance charter.

2. Regular Meetings

- Hold annual public meetings of the full Sacramento CoC membership, with published agendas;
- Hold monthly public meetings of the Sacramento CoC Board with published agendas; and
- Appoint standing committees, ad hoc committees, and collaboratives.

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3. Governance

In consultation with the CoC Lead Agency and HMIS Lead Agency, follow and update annually the governance charter, which will include all procedures and policies needed to comply with the HUD regulations; and a code of conduct and recusal process for the CoC Board, its Chair, and any person acting on behalf of the CoC Board.

4. Performance Targets, Monitoring and Outcomes Evaluation

- In consultation with HUD Continuum of Care Program (HUD CoC Program) recipients and sub-recipients, establish performance targets appropriate for population and program type;
- Monitor recipient and sub-recipient performance, evaluate

outcomes, and take action against poor performers;

- Evaluate outcomes of projects funded under the Emergency Solutions Grants (ESG) program and the HUD CoC Program, and report to HUD and other funders; and
- Publicly report results of HUD CoC Program and ESG subrecipient performance monitoring and outcomes.

5. Written Standards

In consultation with recipients of HUD CoC Program and ESG program funds in Sacramento, establish and consistently follow written standards for providing Continuum of Care assistance, including policies and procedures for:

- Evaluating individuals' and family's eligibility for CoC assistance;
- Determining and prioritizing which eligible individuals and families will receive transitional housing assistance;
- Determining and prioritizing which eligible individuals and families will receive rapid re-housing assistance;

Deleted: <#>Coordinated Entry¶

¶ Coordinated entry is intended to increase the efficiency of local crisis response, improve fairness, ease access to resources, and prioritize people who are most in need of assistance. Responsibilities include: ¶

¶ In consultation with recipients of HUD CoC Program and ESG program funds in Sacramento, establish, operate and monitor a coordinated entry system (CES) that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services and complies with any requirements established by HUD by notice.¶

¶ Develop specific policies to guide the operations of a CES on how its system will address the needs of individuals and families who are fleeing, or attempting to flee domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from nonvictim service providers. This system must comply with any requirements established by HUD notice.¶

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- Standards for determining what percentage or amount of rent each program participant must pay while receiving rapid re-housing assistance;
- Determining and prioritizing which eligible individuals and families will receive permanent supportive housing assistance (including emergency transfer priority); and
- Determining and prioritizing which eligible individuals and families will receive prevention assistance.

6. Secure Additional Funds

In addition to the HUD CoC Program funding, authorize the CoC Lead Agency and HMIS Lead Agency to apply for and receive funding and to administer or implement programs that reduce homelessness on behalf of the Sacramento CoC.

B. CoC Planning

1. Using a data-driven and evaluative approach, develop a plan that coordinates the implementation of a housing and service system in the geographic area that meets the needs of individuals, including unaccompanied youth and families experiencing homelessness. At minimum, such system includes:
 - Outreach, engagement, and assessment;
 - Shelter, housing, and supportive services; and
 - Prevention strategies.
2. Plan for and conduct the Point-In-Time Count (PIT) of homeless persons in Sacramento that meets HUD requirements, including an annual count of persons living in emergency shelters and transitional housing projects (sheltered persons) and a bi-annual count of sheltered person and persons who are living in a place not designed or ordinarily used as a regular sleeping accommodation for humans (i.e., unsheltered persons);
3. Conduct an annual gaps analysis of the homeless needs and the capacity to provide services for the current year and identify near-term trends to inform decision-making;

4. Provide information required to complete the Consolidated Plan(s), Annual Action Plans and Consolidated Annual Performance Reports (CAPERs) for jurisdictions in Sacramento County;

5. Consult with State and local government ~~ESF~~ESG program recipients on the plan for allocating ESG program funds and reporting on and evaluating the performance of ESG program recipients and sub-recipients;

Commented [AG2]: Correcting technical writing issue

6. Develop the emergency transfer plan for the Sacramento CoC in accordance with the Violence Against Women Act; and

7. Prepare and publicize CoC-wide data and analyses to broadly inform CoC funders, program operators, and the public.

8. Coordinated entry is intended to increase the efficiency of local crisis response, improve fairness, ease access to resources, and prioritize people who are most in need of assistance. Responsibilities include:

Commented [AG3]: Non-substantive change to charter structure

- In consultation with recipients of HUD CoC Program and ESG program funds in Sacramento, establish, operate and monitor a coordinated entry system (CES) that provides an initial, comprehensive assessment of the needs of individuals and families for housing and services and complies with any requirements established by HUD by notice.
- Develop specific policies to guide the operations of a CES on how its system will address the needs of individuals and families who are fleeing, or attempting to flee domestic violence, dating violence, sexual assault, or stalking, but who are seeking shelter or services from nonvictim service providers. This system must comply with any requirements established by HUD notice.

C. Designating and HMIS Lead and Operating HMIS

1. Designate a single Homeless Management Information System (HMIS) for the Sacramento CoC;
2. Designate an eligible applicant to manage the Continuum's HMIS, known as the HMIS Lead;
3. Review, revise, and approve privacy, security, and data quality plans for the HMIS;

4. Promote consistent participation of recipients and sub-recipients in the HMIS; and
5. Ensure the HMIS is administered in compliance with HUD requirements.

D. Preparing Applications for Funds

HUD CoC Program

1. Design, operate, and follow a collaborative process for development of applications for funding;
2. Approve submission of applications in response to a HUD CoC Program Notice of Funding Availability (NOFA);
3. Establish priorities for funding projects;
4. Ensure that only one application for HUD CoC Program funds be submitted and collect and combine required application information from all approved projects in Sacramento;
5. Designate the Collaborative Applicant to submit Sacramento's HUD CoC Program application on behalf of the Sacramento CoC; and
6. Establish an appeals and grievance process to consider and resolve conflicts arising from Board funding decisions [for CoC HUD funded projects](#).

Commented [AG4]: Change in language to improve clarity

Other Funding

The Sacramento CoC Board may also make funding applications, in addition to HUD CoC program funding, consistent with its purpose, for State, private or other funds, or authorize the CoC Lead Agency or HMIS Lead Agency to make applications on its behalf.

Part II. Sacramento CoC

A. Composition

The Sacramento CoC shall include a diverse body of stakeholders from throughout the entire geographic area of the CoC to ensure a community-wide commitment to preventing and ending homelessness. Stakeholder representation includes, but is not limited to, nonprofit services providers, victim service providers, faith-based organizations, governments, businesses, advocates, public housing agencies, hospitals, universities,

affordable housing developers, law enforcement, organizations that serve veterans, youth, and formerly homeless individuals, and persons experiencing or formerly experiencing homelessness. The intent is for the CoC to be as inclusive as possible to reflect the opinions and insights of various stakeholders.

B. Joining the Sacramento CoC

The Sacramento CoC invites new members to join via electronic application on an ongoing basis. The invitation is communicated by public notice and other appropriate media, which may include website announcements and email messages distributed to a wide range of stakeholders and members. To become and remain a member of the Sacramento CoC, an individual or organization must submit an application, attend meetings, or engage in a supportive way with the community-wide effort to end homelessness.

C. Meetings

The CoC Board will host one public meeting of the Sacramento CoC each year to receive input from CoC membership on key issues pertinent to the community-wide effort to end homelessness.

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Part III. Sacramento CoC Board

A. Composition

The Sacramento CoC Board shall have a minimum of fifteen (15) and maximum of twenty-five (25) seats. Board membership shall be representative of relevant and diverse organizations and projects serving homeless subpopulations and include at least one individual either currently experiencing homelessness or formerly homeless.

B. Sacramento CoC Board Member Appointment

The Sacramento CoC Board will issue a public call for board members annually. Applications will be solicited and reviewed by the Governance Committee and qualified applicants will be recommended to the Sacramento CoC Board for approval, with the exception of the Youth Action Board. For this committee, youth representation will be elected by Youth Action Board members. The public call will ask for information about the candidate's relevant experience, knowledge and experience with the Sacramento CoC and homelessness in the community and may request a letter of recommendation.

Commented [A5]: Added per recommendation from CoC CG 8.4.2021

Commented [A6]: Added per recommendation from CoC EC.

The selection process will consider basic candidate qualifications and

experience and strive to ensure, to the greatest extent possible, a balanced representation of governmental, service provider and at-large members, including those who are currently or formerly homeless, and representation of diverse homeless subpopulations and a variety of services and solutions (shelter, transitional, rapid re-housing, permanent supportive housing, and supportive services).

In the event of a vacancy due to resignation or removal, the Sacramento CoC Board may appoint qualified persons to fill the vacated position. A board member that is removed pursuant to this charter shall not be eligible for appointment for at least one (1) year after removal.

C. Terms

The standard term of office for Sacramento CoC Board members shall be two (2) years. Members may renew their terms up to two (2) times, for a maximum duration of service of six (6) consecutive years. Election of the board members should be staggered to ensure continuity.

Terms shall be based upon the Sacramento CoC Board's annual year of March through February. Members who begin their first term mid-year shall be assigned a first-term end date of the February of the second year following the month in which they joined the Board.

D. Board Officers

The officers of the Sacramento CoC Board shall be a Chair, Vice Chair, and Secretary. The Governance Committee will be responsible for soliciting nominations for officer candidates from among the members of the Advisory Board. Recommended candidates for officer positions shall be included in the slate of candidates as a part of the annual election of board members recommended to the CoC Board. The term of office will be one (1) year or until a replacement is elected.

Officers are responsible for the professional functioning of the Sacramento CoC and its committees, including recommending committee chairs, overseeing committee work plans and progress, and coordinating with the CoC Lead Agency and HMIS Lead Agency. Officer duties are carried out with support of the CoC Lead Agency.

- The Chair shall be responsible for scheduling meetings, including bi-annual Sacramento CoC full membership meeting and emergency meetings; setting meeting agendas; and chairing Sacramento CoC Board meetings.

- The Vice Chair shall be responsible for chairing Sacramento CoC Board meetings when the Chair is unavailable or has recused him/herself and for carrying out other duties to support the Chair.
- The Secretary of the Sacramento CoC Board shall be responsible for ensuring meeting notices, working with the Governance Committee on membership, reviewing CoC Board meeting minutes, ensuring the election of officers and members, and for carrying out other duties to support the Chair.

E. Sacramento CoC Board Member Responsibilities

1. Participation

Board members are responsible for carrying out CoC responsibilities as outlined in Part I and consistent with this charter. Board members demonstrate their commitment by regularly attending Sacramento CoC Board meetings and participating on at least one committee. Sacramento CoC Board members shall serve without compensation, but some board members may be provided a stipend to support their participation when they would not otherwise be able to participate.

2. Code of Conduct

Sacramento CoC business will be conducted in a manner that reflects the highest standards and in accordance with federal, state, and local laws and regulations. Sacramento CoC Board members will act in accordance with and maintain the highest standards of professional integrity, impartiality, diligence, creativity and productivity. Board members shall not derive a personal or professional profit or gain, directly or indirectly, due to participation with the Sacramento CoC Board.

3. Conflict of Interest and Recusal

Board members must comply with the Conflict of Interest regulations in the HEARTH Interim Rule 24 CFR 578.95. Prior to nomination or appointment to the Sacramento CoC Board and annually thereafter, candidates shall complete a Conflict of Interest disclosure form.

Board members shall identify actual or perceived conflicts of interest as they arise with Board business items. This includes matters that have a direct financial bearing on the individual or organization that the member is employed by or represents, including all decisions with respect to funding, awarding contracts, and implementing corrective actions. Board members with a conflict of interest shall recuse themselves from voting

on any issue in which they may have a conflict but may comment on the item as a member of the audience.

4. Removal of Board Member

The seat of any board member who is absent without good cause for three consecutive Sacramento CoC Board meetings may be declared vacant by a majority vote of the remaining CoC Board members in attendance where a quorum is present. Good cause for failure to attend meetings includes, but is not limited to, illness or death of a family member.

The Sacramento CoC Board may also recommend the removal of a board member for just cause by a two-thirds (2/3) vote of the Sacramento CoC Board members in attendance at a meeting where a quorum is present. Just cause for removal includes, but is not limited to, failure to disclose a conflict of interest and intractable disruptive behavior or demeanor.

Members may motion for removal of another Sacramento CoC Board member by providing written notice to the Chair of the Sacramento CoC Board specifying reasons for removal. The item so noticed must be placed on the agenda for the next meeting.

Part IV. Sacramento CoC and Sacramento CoC Board Meetings

A. **Sacramento CoC**

The full membership of the Sacramento CoC shall meet at least annually. These meetings will include periods of time designated for public comment.

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B. **Sacramento CoC Board**

1. Meeting schedule

The Sacramento CoC Board shall meet monthly throughout the calendar year and may meet more often as necessary to carry out its responsibilities.

Special meetings may be called at any time by the Sacramento CoC Board Chair or upon request to the Chair by ten or more board members. Special meetings may be conducted in-person, by telephone or via computer.

2. Quorum

A simple majority of the voting members constitutes a quorum of the Sacramento CoC Board. If 51 percent of the membership is not in attendance at a meeting, no votes may take place during the meeting.

3. Decision Making

Each board member has one vote. New board members must have attended at least one meeting before being eligible to vote. Members with a conflict of interest shall recuse themselves and abstain from voting on the conflicted action item.

The act of the majority of the board members entitled to vote at which a quorum is present shall be an act of the Sacramento CoC Board. No business may be officially transacted without a quorum.

Procedures

1. Open Meetings

All meetings of the Sacramento CoC and Sacramento CoC Board shall be open to the public except as otherwise determined by the Sacramento CoC chair or Board for reasons including, but not limited to, discussion of anticipated or pending legal or personnel matters. Meetings shall be run by the chair consistent with Robert's Rules of Order. Meetings are not subject to the Ralph M. Brown Act.

2. Meeting Calendar

The Sacramento CoC Board shall publish and follow an annual calendar with a day, time and location for Sacramento CoC full membership and Sacramento CoC Board meetings.

3. Meeting Notices

Notices of CoC Board meetings and agendas shall be distributed via e-mail to Board members and posted on the CoC website. Notices of Sacramento CoC meeting shall be distributed via email to the CoC distribution list and posted on the CoC website.

All meeting notices and agendas of the Sacramento CoC Board, except emergency meetings, should be, when possible, distributed no less than three (3) business days prior to the meeting. Meeting notices and agendas for special meetings shall be provided by email no less than 48 hours prior to the meeting.

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Meeting notices for the annual meeting of the full membership of the Sacramento CoC shall be distributed no less than ten (5) days prior to the scheduled meeting.

4. Meeting Minutes

Action minutes, containing only record of actions taken, for all meetings of the Sacramento CoC and Sacramento CoC Board shall be distributed via e-mail to Board members and posted on the CoC website within two weeks of the meeting.

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Part V. Committee Structure

A. Types of Committees

The Sacramento CoC Board will carry out its work through Standing Committees, Ad Hoc Committees, and Collaboratives (collectively called "CoC Committees"). CoC Committees may make policy, funding or other recommendations to the Sacramento CoC Board for consideration and official action. Committees will be staffed by the Collaborative Applicant consistent with Attachment A.

- Standing Committees. Standing committees are identified in Part VI of the Governance Charter and ensure that the core functions of the Sacramento CoC are implemented. Standing committees shall be reviewed as part of the annual review of the Governance Charter and changes shall be subject to Sacramento CoC Board approval. Standing committees may organize their work through informal work groups or subcommittees.
- Ad Hoc Committees. The Sacramento CoC Board may establish time-limited ad-hoc committees to address specific issues or tasks. Ad hoc committees will be chartered with a defined scope, membership, staffing, end product and timeframe. The Sacramento CoC Board will consult with the CoC Lead Agency and HMIS Lead Agency to determine capacity to staff.
- Collaboratives. The Sacramento CoC Board may establish collaboratives with open membership to share and improve practices within subpopulations, interventions or for another identified purpose. Collaboratives will be chartered with a defined scope, staffing, and timeframe. The Sacramento CoC Board will consult with the CoC Lead Agency and HMIS Lead Agency to determine capacity to staff.

B. CoC Committee Membership and Chairs

1. CoC Committee Chairs

The Executive Committee will recommend committee chairs or co-chairs to the Sacramento CoC Board for approval. CoC Committee chairs will be appointed for two-year terms. Either the chair or co-chair of Standing Committees must be a Sacramento CoC Board member, with the exception of the Youth Action Board. For this committee, youth representation will be elected by Youth Action Board members.

Commented [A11]: Added per recommendation from CoC EC.

Working with the Collaborative Applicant, CoC Committee chairs or co-chairs shall be responsible for the following:

- Recommending committee members from the Sacramento CoC Board and broader community to the Sacramento CoC Board for approval. All committees shall seek to include representation from Black, Indigenous, and People of Color (BIPOC) and people with lived experience of homelessness.
- Developing with committee members an annual work plan that identifies work products, staff and committee member roles and responsibilities and timelines;
- Soliciting stakeholder feedback, including the voice of BIPOC and people with lived experience of homelessness and reflecting it in recommendations;
- Making recommendations to the Sacramento CoC Board;
- Scheduling meetings and posting an annual meeting calendar;
- Providing written agendas in advance to committee members and on the CoC website;
- With the exception of closed meetings, posting meeting summaries to committee members on the CoC website; and
- Providing regular written or oral reports, as requested, to the Sacramento CoC Board.

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2. Membership

Committee members shall be appointed by the Sacramento CoC Board for two-year terms, with the exception of the Youth Action Board. For this committee, youth representation will be elected among Youth Action Board members.

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Commented [A12]: Added per recommendation from CoC EC.

Commented [A13]: Added per recommendation from CoC CG 8.4.2021

Voting members must follow the code of conduct, conflict of interest and recusal requirements outlined in Part IV.

C. Procedures

Committee meetings will generally follow the procedures for open meetings in Part IV consistent with the following:

- Committee chairs shall determine how often they will meet in order to achieve their work plan goals.
- Committee chairs will make agendas available to members and the public 24 hours in advance and meeting summaries within two weeks of the meeting.
- Meeting shall generally be open with the exception of Executive Committee and the Project Review Committee. All Committee chairs have discretion to hold closed meetings for certain discussions and decisions.

Part VI. Standing Committees

The following Standing Committees are intended to ensure that the core responsibilities of the Sacramento CoC are carried out efficiently and effectively to meet its mission.

A. Executive Committee

The Executive Committee is comprised of the three Sacramento CoC Board officers to carry out officer responsibilities as described in Section III.D. The Executive Committee calls all meetings of the Sacramento CoC and Sacramento CoC Board. The Executive Committee may act for the Sacramento CoC Board for urgent decisions where a regular or special meeting of the Sacramento CoC Board cannot be scheduled. In such a case, decisions are then referred to the full Sacramento CoC Board for ratification.

B. Governance Committee

The Governance Committee is responsible for ongoing evaluation of the

CoC structure and operations, including:

- Annual review of the governance charter and making recommendations for changes to the Sacramento CoC Board;
- Overseeing Sacramento CoC Board member appointment process, including reviewing applications and nominating candidates to the Sacramento CoC Board;
- Annually inviting membership to the Sacramento CoC and developing strategies to ensure broad participation, including persons with lived experience on the Sacramento CoC, Sacramento CoC Board, and its committees; and
- Reviewing the annual budget and year-end reconciliation of the CoC Lead Agency and HMIS Lead Agency, relative to Sacramento CoC activities and reviewing activities broadly carried out by these entities outside of the Sacramento CoC activities.

C. HMIS and Data Committee

With assistance from the HMIS Lead Agency, the HMIS and Data Committee is responsible for carrying out responsibilities of Part II. C., including,

- Ensuring HMIS is operated in compliance with HUD;
- Reviewing local reports to HUD to ensure accuracy;
- Ensuring accurate, timely and comprehensive data is available to inform Sacramento CoC activities;
- Reviewing and recommending changes to the Sacramento CoC Board on privacy, security, and data quality plans consistent with HUD regulations and notices;
- Developing and regularly reviewing HMIS policies and procedures materials; and
- Assisting in the evaluation of the HMIS Lead, as requested by the Sacramento CoC Board and ensuring the Lead Agency successfully completes the following:
 - The annual Housing Inventory Count, and
 - The biennial Homeless Point-in-Time Count
 - HUD System Performance Measures (SPMs)
 - Longitudinal Systems Analysis (LSA)

D. Project Review Committee

The Project Review Committee holds primary responsibility for overseeing

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a collaborative process to select projects for the HUD CoC funding application and for evaluating project performance of HUD-funded activities. Activities include:

- In consultation with funding recipients, establishing performance targets by population and program type, which includes soliciting the review and input of the Systems Performance Committee;
- Implementing the review and rank process, including determining funding priorities, and making funding recommendations for the CoC funding application, which reflect established performance targets;
- In consultation with funding recipients and ESG jurisdictions, establish written standards as described in Part I. A. 6.;and
- Evaluating year-round performance of recipients and outcomes as required for HUD-funded CoC and ESG activities and report to HUD and Sacramento CoC Board.

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E. Point in Time Committee

The role of Point-In-Time (PIT) Count Committee is to engage the broader CoC community in the planning, implementation, and debriefing of biennial PIT Counts.

Activities include:

- Serving as the formal mechanism for the CoC Board to engage with staff and consultants in the planning and implementation of the count.
- Engage with the Lead Agency, including the selection of research consultant, to review and provide input on the process, methodology and survey content and the final reporting of results after the count.
- Provide regular updates, as well as recommendations as needed, to the System Performance Committee and/or the CoC Board on the planning of the unsheltered count efforts of the biennial homeless PIT Count.
- Research and define best practice to ensure representation of all community subpopulations in the PIT Count.

F. System Performance Committee

The System Performance Committee supports system wide planning to help the overall housing and service system meets the needs of individuals, including unaccompanied youth, and families experiencing homelessness. Working with the CoC Lead Agency who prepares the documents and reporting out to the Sacramento CoC Board for approval or adoption, areas of responsibility for this committee include:

- Mapping how the homeless system of services functions, including inventorying of major programs, services and resources, to inform the Sacramento CoC Board and public;

- Conducting the annual gaps analysis and presenting to the Sacramento CoC Board;

- Convening the PIT Subcommittee

This subcommittee provides regular updates, as well as recommendations as needed, to the System Performance Committee and/or the CoC Board on the planning of the unsheltered count efforts of the biennial homeless PIT Count.

- Evaluating system-level performance using HUD and community performance measures;

- Reviewing and providing feedback as needed on aspects related to the CoC NOFA Competition and its components:

- project priorities list

- community narrative (HUD calls this the CoC Application)

- planning application

- Reviewing and providing feedback as needed on aspects related to system performance and planning activities, such as:

- The annual Housing Inventory Count

- Performance targets set in the project review tools developed by the PRC

- Point-in-Time Counts

- The annual CoC application

- Strategic plans and community initiatives

G. Coordinated Entry System Committee

The Coordinated Entry System Committee oversees the design and implementation of the local coordinated entry system (CES) and evaluates its functioning and impact on improving access and connection to services to resolve homelessness. Responsibilities include:

- In consultation with ESG jurisdictions and CoC recipients, establishing policies and procedures, including specific policies to guide operation for persons fleeing domestic violence to ensure HUD requirements and local goals are met;

- Developing performance metrics and evaluative tools specific to oversight

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and administration of the CES;

- Regularly seeking feedback from providers, consumers, and others engaging with the CES; and
- Reporting regularly on the activities of the CES to Sacramento CoC Board and broader CoC community on access, resources, and functioning.

H. Youth Committee

The Sacramento Youth Action Board (YAB) is a formal committee of the Sacramento CoC Board. Membership consists of persons between ages 18 and 24 years at the time initial appointment to the YAB, and at least two-thirds of YAB members must be experiencing homelessness or formerly experienced homelessness. The YAB advises the Sacramento CoC Board on policies and activities that relate to preventing and ending youth homelessness. Specific areas of work include:

- Informing CoC's written plans or strategies relative to preventing and ending youth homelessness;
- Informing the design of the PIT Count; and
- Informing other CoC Committee work, such as the CES Committee, Project review Committee and System Performance Committee, as it relates to preventing and ending youth homelessness.

I. Racial Equity Committee

The 20-member committee is comprised primarily of Black, Indigenous, and People of Color (BIPOC), many with lived experience of homelessness and seeks to uncover the ways in which BIPOC experience homelessness and our local homelessness system. Activities include:

- Developing an action plan to guide the decision-making process of the CoC Board over the next three to five years;
- Incorporate racial equity goals and tools into each of the CoC Board's committees when they develop their annual work plans; and
- Advise on the development and implementation of the CoC's work, goals, and tools.

Part VII. CoC Lead Agency and HMIS Lead

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The Sacramento CoC Board shall appoint a CoC Lead Agency and an HMIS Lead Agency. In response to negligence or poor performance, the Sacramento CoC Board reserves the right to open an RFP process.

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A. CoC Lead Agency

Sacramento CoC Board shall appoint a CoC Lead Agency to provide leadership, expertise, and staff to manage the day-to-day operations of to the CoC Board. The CoC Lead Agency will be a legal entity who is also eligible to act as the Collaborative Applicant for the HUD CoC funding and the applicant for any State of California CoC funding. The CoC Lead Agency will serve the following primary roles, which are specified in more detail in Appendix A.

- Provide leadership to Sacramento CoC stakeholders and the CoC Board regarding best practices, system planning and overall direction to meet the responsibilities of the Sacramento CoC, as specified in Part I.
- Provide meeting support to the Sacramento CoC, Sacramento CoC Board, and CoC Committees. This includes scheduling meetings, developing agendas, issuing meeting materials, and posting all materials on the CoC website.
- Act as the Collaborative Applicant for the annual application to HUD for HUD CoC Program and CoC planning funding. The Collaborative Applicant is responsible for collecting and compiling the required application information from all CoC funded projects within the geographic area and for required coordination. The final application is submitted to the Sacramento CoC Board for approval prior to HUD submission.
- The CoC Lead Agency may seek and use other funding on behalf of the Sacramento CoC, as authorized by the Sacramento CoC Board. The CoC Lead Agency will share information with the Sacramento CoC Board on other homelessness-related activities or funding implemented outside of its role as the CoC Lead Agency.
- Ensure quality performance and impact for funded projects, including adherence to written standards, performance monitoring,

provider training and technical assistance.

- Produce HUD-required planning materials and ensure HUD-required products and reports are completed and submitted on time, when required. This includes the PIT Count, annual gaps analysis, Housing Inventory Count, and performance reporting.
- Provide analytic support to CoC Committees needed to accomplish the scope of work outlined in Section VI of this Charter or any other explicit assignment made by the CoC Board.
- Produce other written materials such as policies, procedures, and written reports as necessary to transparently and professionally implement CoC activities and as specified in Appendix A.
- Provide an enduring forum to continually engage stakeholders, including persons experiencing homelessness or formerly experiencing homelessness; community leaders; and the public on homelessness through proactive engagement, outreach to and coordination with stakeholders, creation of outreach materials including but not limited to interactive website, social media campaigns, and community education.
- Implement, or oversee implementation, and evaluation of the coordinated entry system.
- Monitor federal, state and local requirements, trends and resources.

The CoC Lead Agency is eligible to apply for HUD CoC Program and planning, funding and other State or local funding to support dedicated staff to carry out the work of the CoC as authorized by the Sacramento CoC Board.

At this time, the designated CoC Lead Agency is Sacramento Steps Forward.

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B. HMIS Lead Agency

The Sacramento CoC Board shall designate a legal entity who is also a

HUD CoC Program-eligible applicant to serve as the HMIS Lead Agency. The HMIS Lead Agency will maintain the community's HMIS in compliance with HUD standards and coordinate all related activities including training, maintenance, and the provision of technical assistance to participating organizations. The HMIS Lead Agency will provide necessary support to the CoC Lead Agency and the Sacramento CoC Board in carrying out planning activities and other activities requiring HMIS data and analysis as outlined in Part I.

The Sacramento CoC Board will maintain an HMIS Governance Agreement with the HMIS Lead Agency to be updated at least annually. The HMIS Lead Agency will be responsible for activities specified in Part I.C. and further detailed in Appendix A.

The HMIS Lead Agency is eligible to apply for HMIS funds through the HUD CoC grant process or other sources, as authorized by the Sacramento CoC Board. Funding shall support staff and resource the HMIS functions so that the HMIS is implemented as specified by HUD guidelines and to meet other goals identified by the Sacramento CoC. The HMIS Lead Agency will share information with the Sacramento CoC Board on other activities or funding related to HMIS implemented outside of its role as the HMIS Lead Agency.

At this time, the designated HMIS Lead Agency is Sacramento Steps Forward.

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Appendix A: Roles and Responsibilities

CoC Responsibilities	Sacramento CoC Board	Responsible Committee	Support Needed
Governance/Administration			
1. Hold meeting of full membership annually	Lead	Executive	Support all meetings, including logistics, notices, minutes
2. Make public invitation for new CoC members annually and as vacancies arise and appoint new members	Approve	Governance	Lead staff
3. Oversee Board membership process.	Approve	Governance	Support committee work
4. Appoint Chairs and members for Standing Committees. Develop workplans.	Approve	Executive	Support solicitation of chairs and members Staff all standing committees
5. Create and charter additional Ad Hoc Committees and Collaboratives	Approve	Executive	Recommend staffing capacity when new Ad Hoc committees and Collaboratives are being considered
6. Annually review governance charter in consultation with Collaborative Applicant and HMIS Lead	Approve	Governance	Work collaboratively with committee
7. Establish code of conduct, recusal processes to comply with conflict of interest.	Approve (with annual charter)	Governance	Implement through collecting forms and monitoring conflicts, recusals, etc.
8. Coordinate on organizational and administrative matters, including financials, staffing.	Receive annual report	Executive	Coordinate on organizational issues – including financials and staffing, and report out annually
9. Coordinate with SSF Board	Receive Report	CoC Board Chair	
10. Evaluate and designate CoC Lead Agency and HMIS Lead. <u>and confirm expectations are being met</u>	Approve	Executive	Collaborative review
11. Review CoC Lead Agency and HMIS Lead Agency financials <u>as related to HUD and State-funded CoC projects</u> (budget and year-end)	Receive report	Governance	Work collaboratively to review and submit

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CoC Funding Application			
12. Design, operate and follow a collaborative application process	Approve	Project Review	Work collaboratively with committee on process and submission
13. Establish HUD-funded priorities	Approve	Project Review/ System Performance	Work collaboratively with committee on process and submission (Project Review Committee is lead)
14. Rate and rank projects	Approve	Project Review	Work collaboratively with committee on process and submission
15. Develop system (non project) for portions of application, including application for planning activities.	Approve	System Performance	Work collaboratively with committee on process and submission
16. Monitor and ensure compliance with new federal policies.	Approve	Varies by topic	Lead Staff
CoC Project Oversight			
17. Coordinate implementation of a County-wide housing and support services system for persons experiencing homelessness	Approve	Executive Committee: All Committees System Performance	Lead Staff
18. Establish new HUD CoC Project performance targets by population and program type	Approve	Project Review Committee with support from System Performance	Lead staff
19. Monitor performance, evaluate outcomes and provide recommendation to CoC Board for action to address poor performance.	Receive report	Project Review with support from System Performance	Lead staff Conduct onsite monitoring, reports and follow up
20. Evaluate ESG and CoC outcomes and report to HUD and CoC Board	Receive report	Project Review with support from System Performance	Independent Consultant Lead staff

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System Performance

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21. Establish and follow written standards for providing CoC assistance, in consultation with ESG, including P&P for <ul style="list-style-type: none"> Evaluating eligibility; Prioritizing who receives TH assistance Prioritizing who receives RRH Rent and assistance standards Prioritizing PSH 	Approve	Project Review with support from System Performance	Independent Consultant Lead staff
Coordinated Entry			
22. Establish and operate centralized or coordinated entry, in consultation with ESG recipients.		CES	implementation of Coordinated entry, either directly or through contracts
23. Approve policies and procedures. Develop specific policy to guide operation for DV.	Approve	CES	Lead staff
24. Ongoing evaluation of system and outcomes and annual report	Receive report	CES	Lead staff
HMIS/Data			
25. Designate single HMIS system and lead	Approve	HMIS and Data	
26. Review, revise and approve, privacy, security, data quality plans	Approve	HMIS and Data	HMIS Lead prepares plans
27. Ensure HMIS operated in compliance with HUD		HMIS and Data	HMIS Lead implements
28. Report to HUD and community on system and project performance outcomes	Receive report	HMIS and Data/System Performance	HMIS Lead prepares reports
Communitywide Planning			
29. Support development of communitywide plan to ensure outreach, shelter, housing, supportive services, prevention	Approve	Executive Committee: All Committees System Performance	Lead staff
30. Conduct PIT	Receive report	System Performance /PIT Sucommitte	Prepare or contract for report, leads community discussion in developing and reviewing

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31. Conduct annual gaps analysis of needs and services	Approve	System Performance	Prepare or contract for report, leads community discussion in developing and reviewing
32. Submit Housing Inventory Count (HIC) to HUD	Receive report	HMIS and Data	Lead staff
Coordination			
33. Provide info for Consolidated Plan	Receive report	System Performance	Lead staff
34. Consult with ESG recipients on the Plan for allocating ESG funding and reporting on performance in CAPER	Receive report	Project Review Committee is lead, with support from System Performance.	Lead staff
Communication			
35. Maintain CoC membership and communications, including website		Executive	Lead staff
36. Communicate with public, leaders and stakeholders on key issues	Receive report	Executive	Lead staff

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Rapid Access & Problem Solving (RAPS) Memo



To: Sacramento Continuum of Care Board
From: Peter Bell, SSF Coordinated Entry System Program Manager
Date: August 11, 2021
Subject: Rapid Access Problem Solving (RAPS) Pilot Project Launch

This memo provides an update to the CoC Board on the launch of the RAPS pilot, including early results and lessons learned.

In November 2020, the CoC Board approved a Rapid Access to Problem Solving (RAPS) Pilot project using state homelessness funding. RAPS is comprised of the following elements:

- Enhanced 211 services and staff to conduct assessments and make referrals to problem-solving access points
- Increased SSF staff to support problem-solving access points and process problem-solving funding requests
- Problem-solving funds provided to four organizations through a competitive application process
 - LGBTQ Center
 - Sacramento Self Help Housing
 - South Sacramento Assistance Resource Team
 - WEAVE

Project components were launched in phases, with all three in place by June 2021.

Enhanced 2-1-1 Services

On April 1, 2021, SSF entered into contract with 211 to serve as a dedicated “front door” for people experiencing homelessness by providing a variety of new triage and housing assessments. 211 is utilizing a progressive assessment process, connecting callers to the most appropriate resource. The assessment process can result in referrals to shelter, domestic violence

and/or human trafficking services, and problem-solving access points. If need be, 211 staff can complete the VI-SPDAT assessment over the phone.

211 call data [June 1 - June 30, 2021] is attached.

- 811 RAPS calls handled
- 76 callers referred to a PSAP
- 38 callers referred to an emergency shelter (Meadowview or The Grove)
- 8 callers referred to a VSPList

Increased SSF Staff

With the RAPS pilot, SSF added a RAPS Specialist to the CES team, dedicated to supporting the cohort of problem-solving access points with training, technical assistance, and other needs and to process problem-solving funding requests. Funding also supports the CES Analyst who supports with RAPS integration into the other work of the CES team.

Problem-Solving Access Points

The problem-solving access points began accepting appointments in June 2021. Each of the four agencies will receive approximately \$33,000 annually to provide problem solving resources to people who are experiencing homelessness or who meet the HUD definition of at-risk of homelessness. As of June 30, 2021, the following problem-solving funds have been provided to each agency:

- LGBTQ Center- \$3,200 **(four households)**
- Sacramento Self Help Housing- \$2,875 **(one household)**
- South Sacramento Assistance Resource Team- \$6,406 **(five households)**
- WEAVE- \$2,452 **(two households)**

Measuring Performance

A set of metrics evaluating the components of the RAPS pilot have been developed by the Coordinated Entry System Committee (CESC). SSF staff will report on these metrics to the CoC Board on a quarterly basis and to the CESC more frequently. However, because the project is in its early implementation, many of these metrics are not yet applicable. Formal quarterly reporting will begin as follows: In October 2021, staff will report to the CESC on the first two quarters of the pilot (April 1, 2021 – September 30, 2021), followed by presentation of this data and information to the full CoC Board in November 2021. The RAPS metrics matrix is attached.

Referred to other housing resources

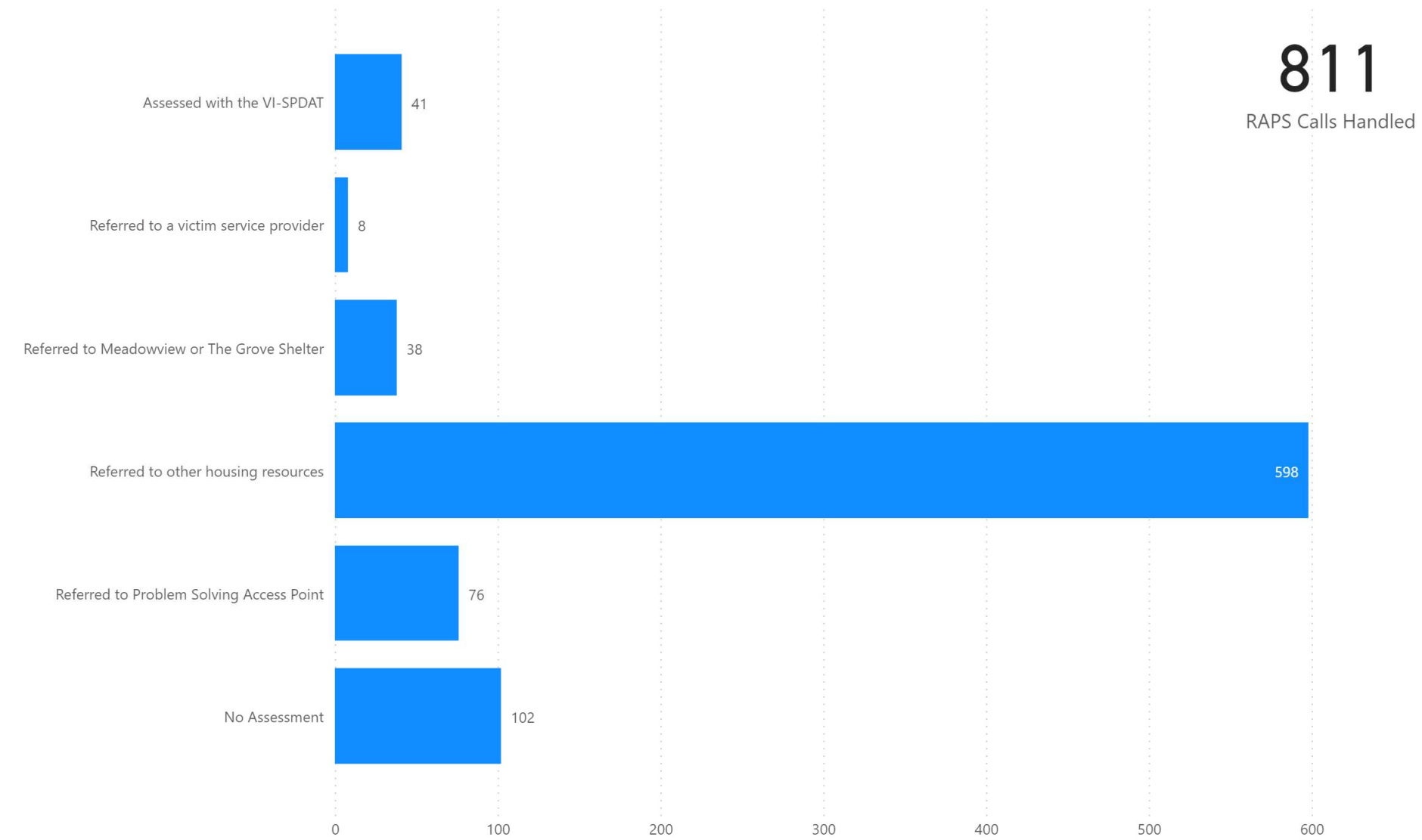


Rapid Access Problem Solving (RAPS) June 2021 Report

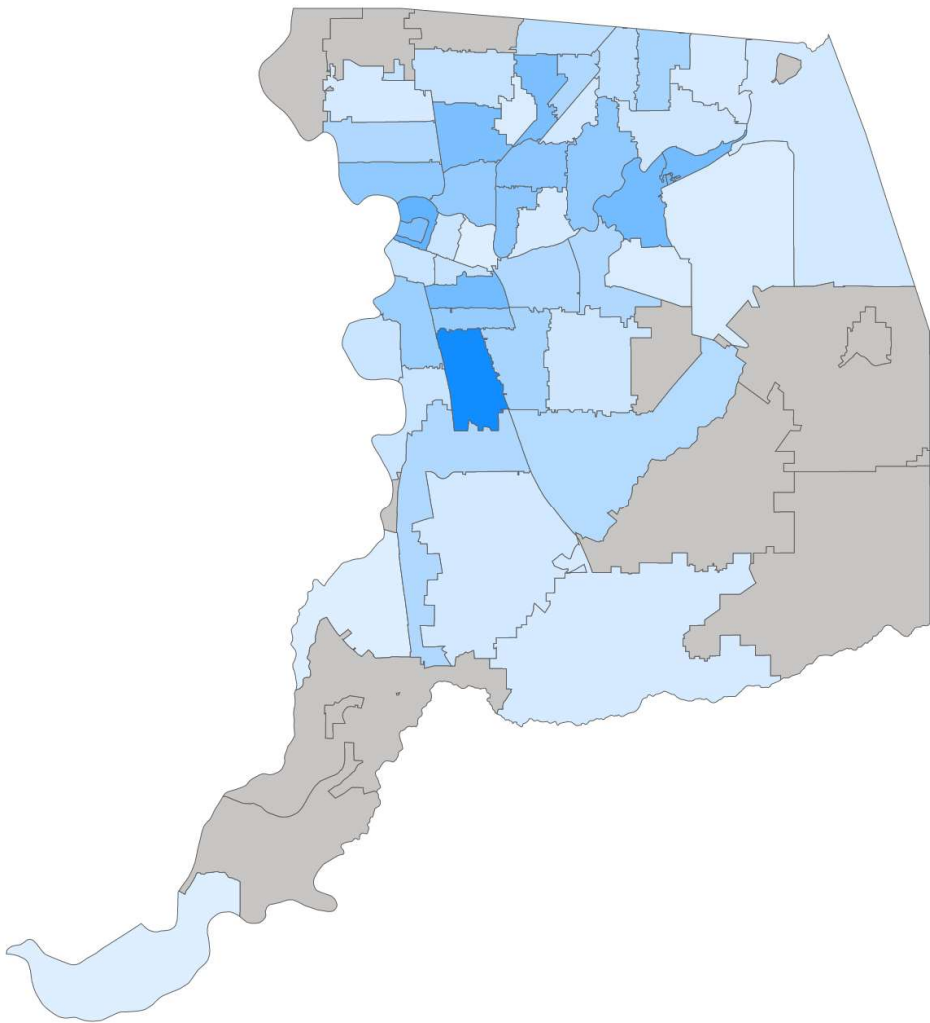
811
RAPS Calls Handled



June 1 - 30, 2021 RAPS Calls by Outcome



Call Volume by Postal Code



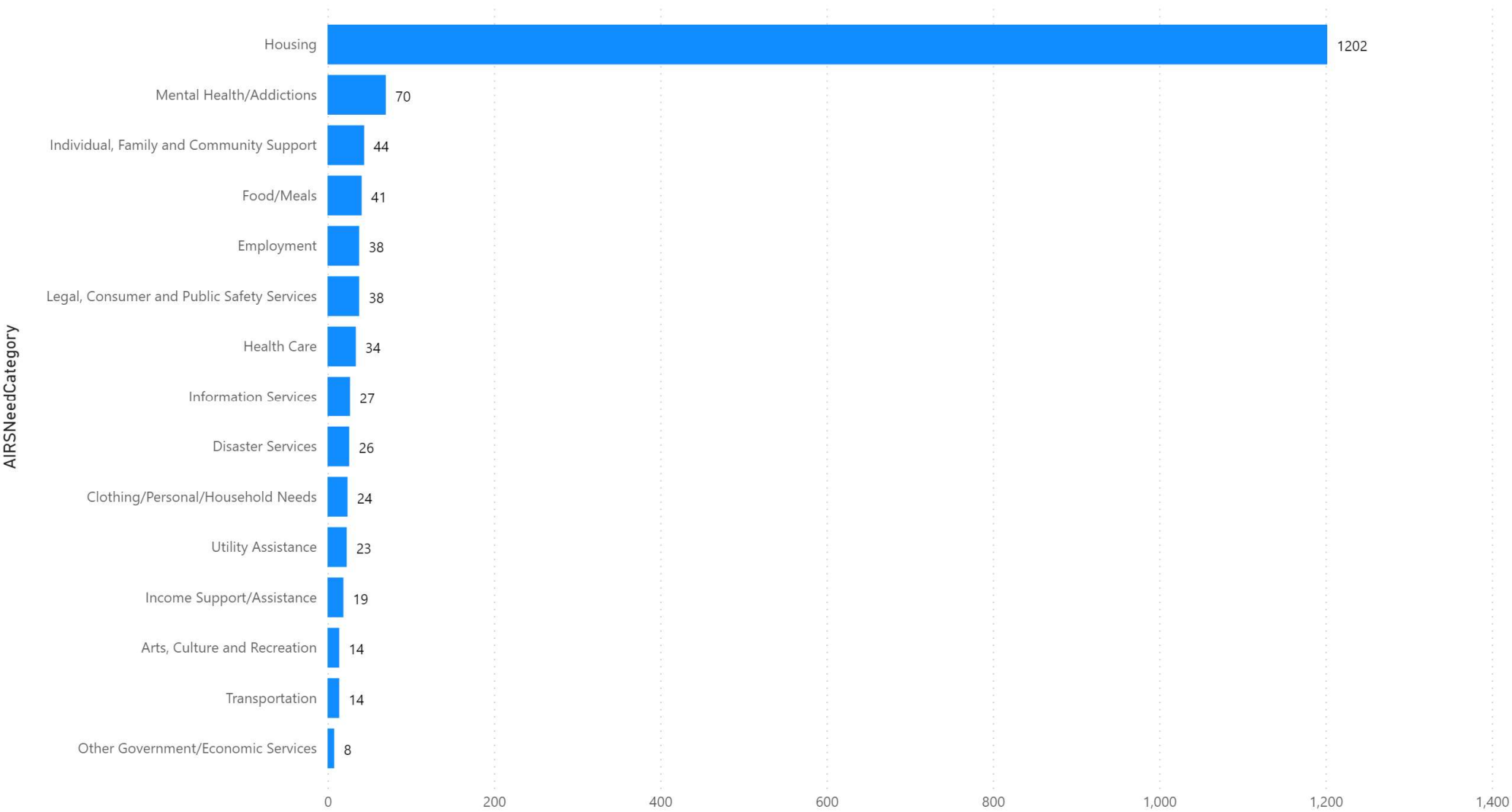
Postal Code Count

Postal Code	Count
95823	51
95811	31
95670	27
95820	27
95660	25
95814	25
95838	25
95821	21
95825	21
95608	20
95833	20
95815	19
95824	18
95822	17
95610	14
95828	14
95758	12
95826	12
95827	12
95834	12
95842	12
95624	11

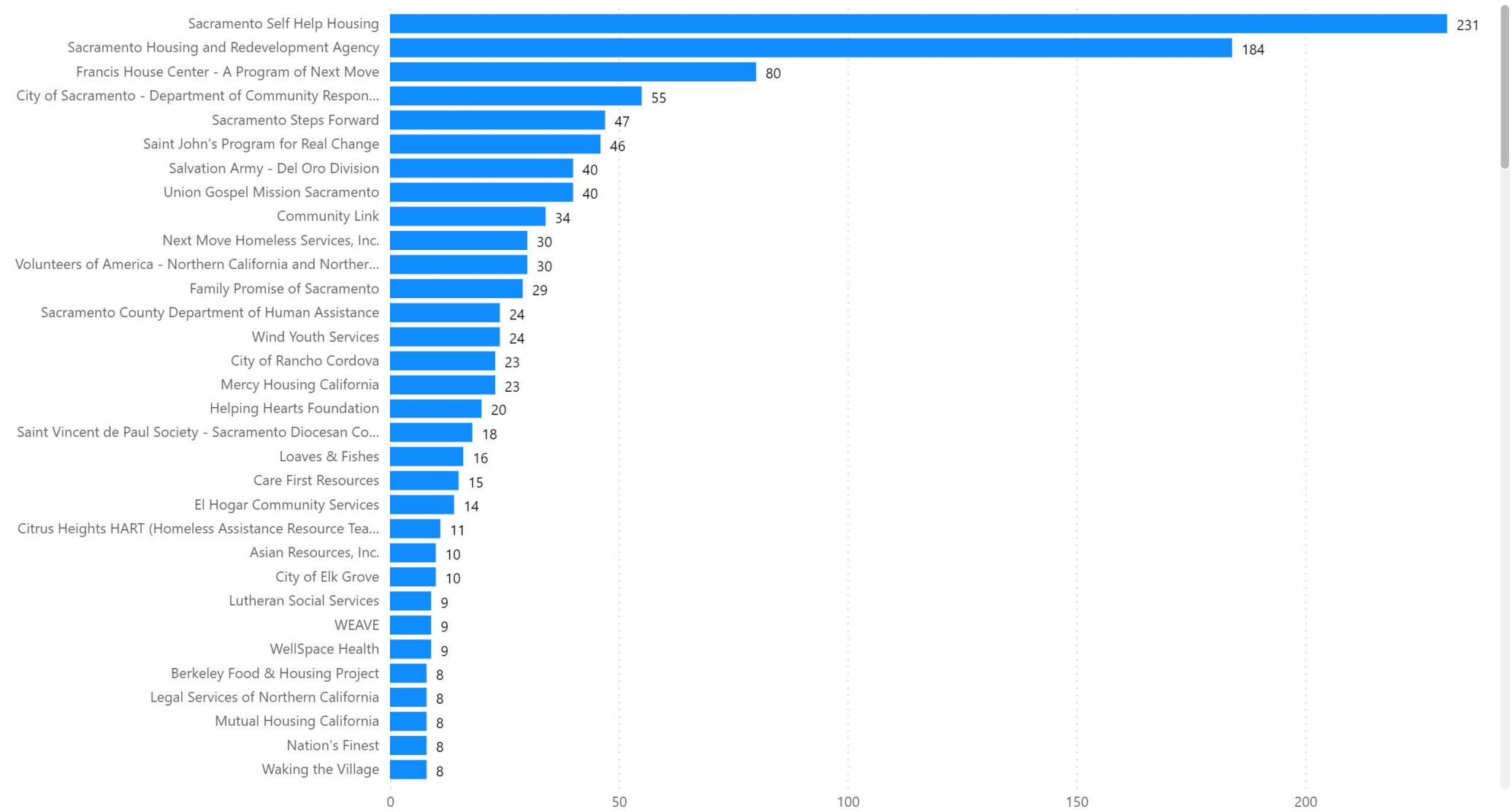
Postal Code Count

Postal Code	Count
95621	9
95843	9
95673	7
95817	7
95816	6
95818	6
95831	6
95832	6
95628	5
95829	5
95630	4
95757	4
95841	4
95632	3
95662	3
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95652	2
95655	2
95742	2
94571	1
95615	1
95741	1
95819	1

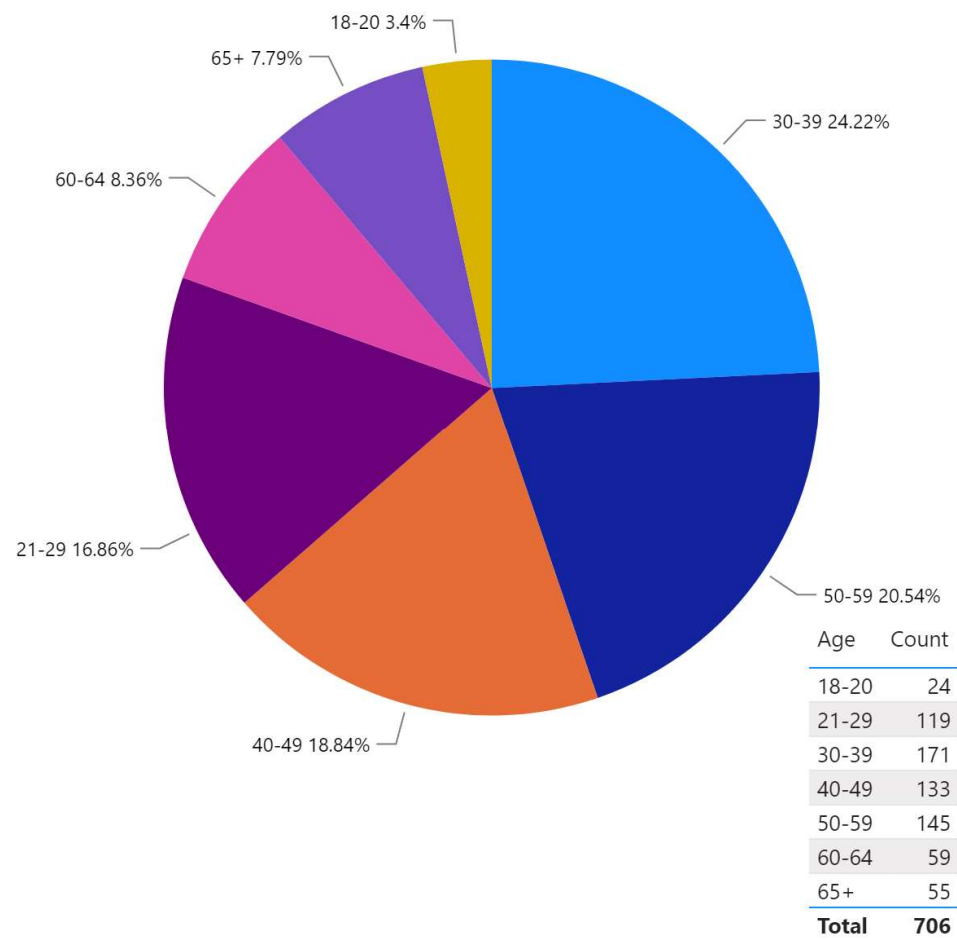
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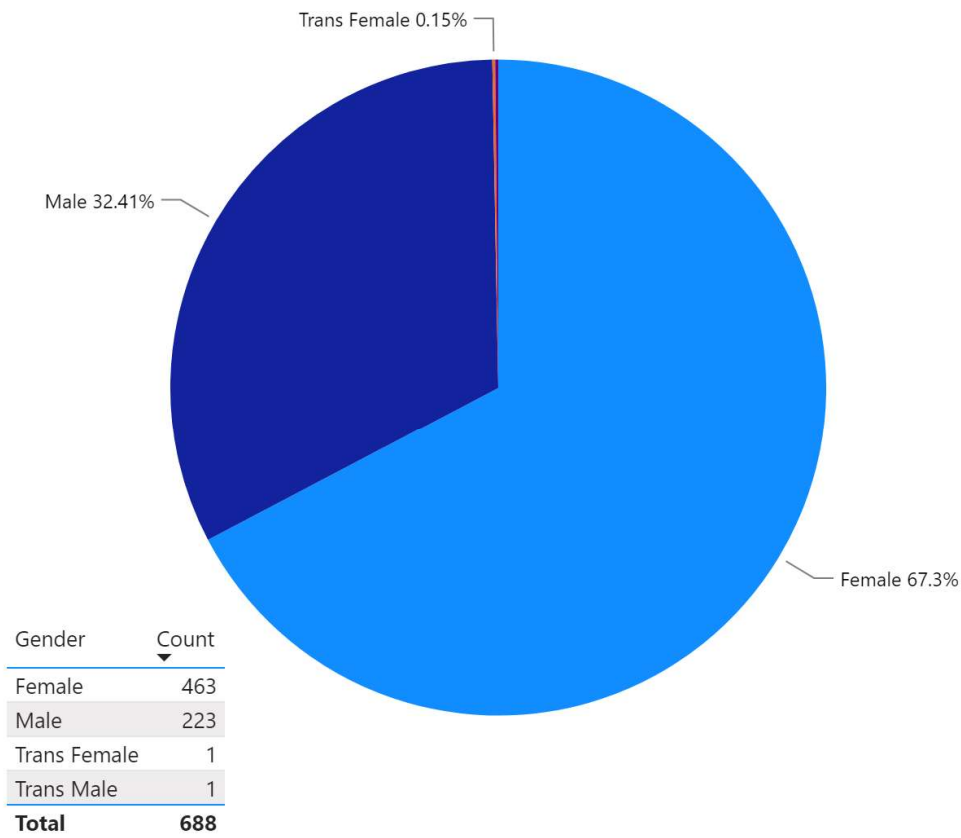
Referrals



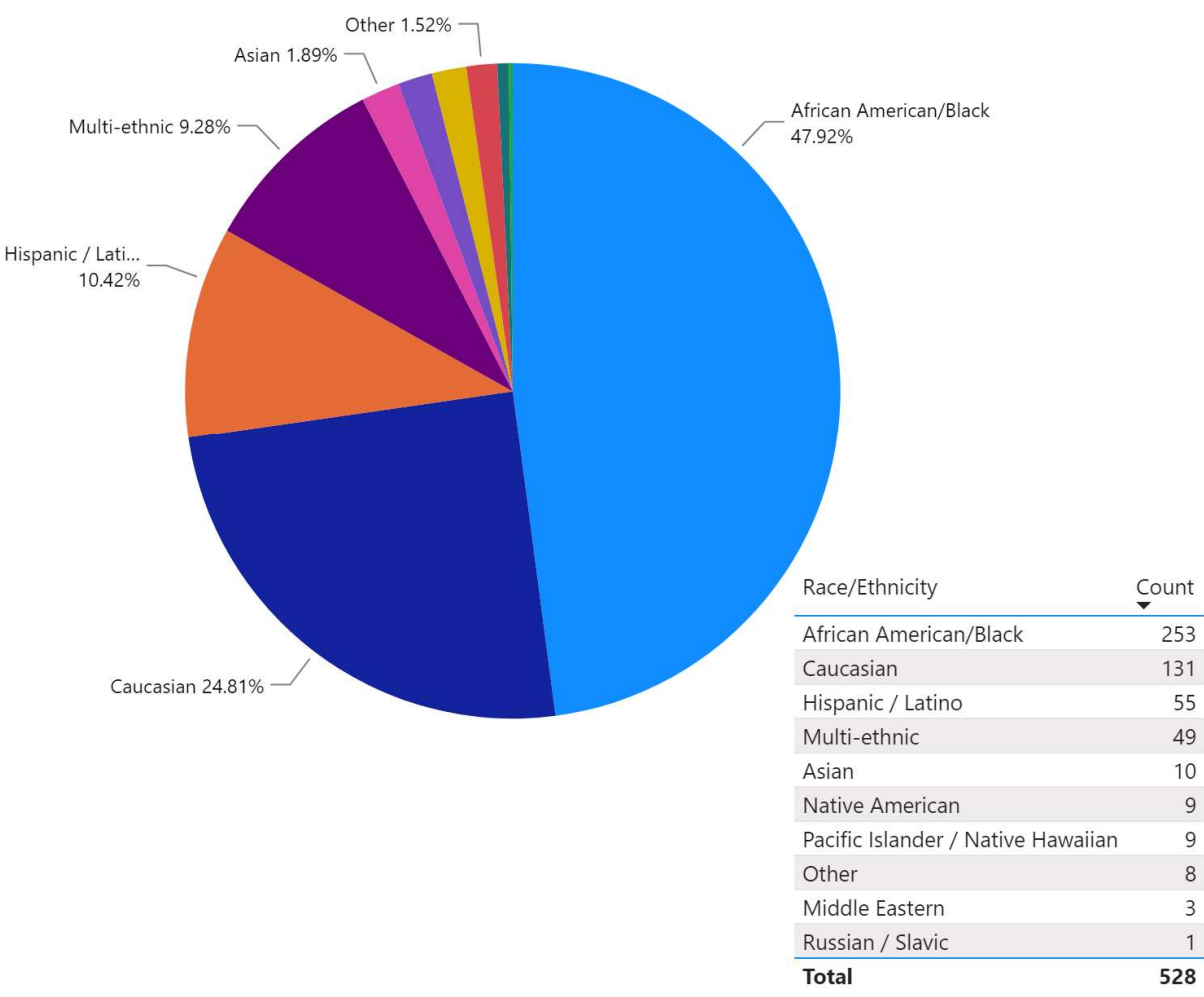
Age



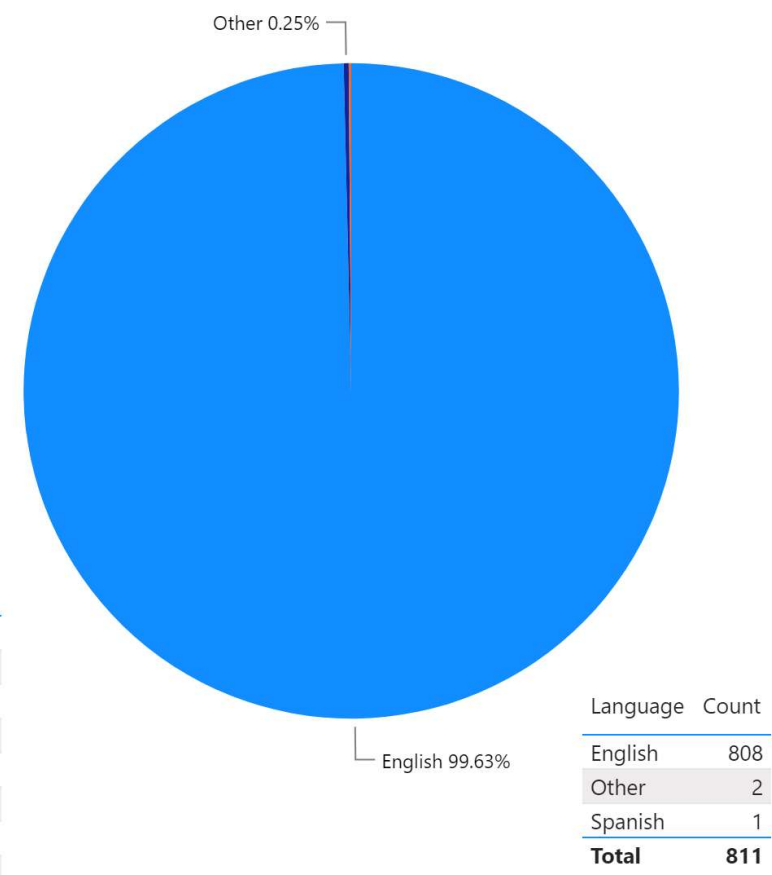
Gender



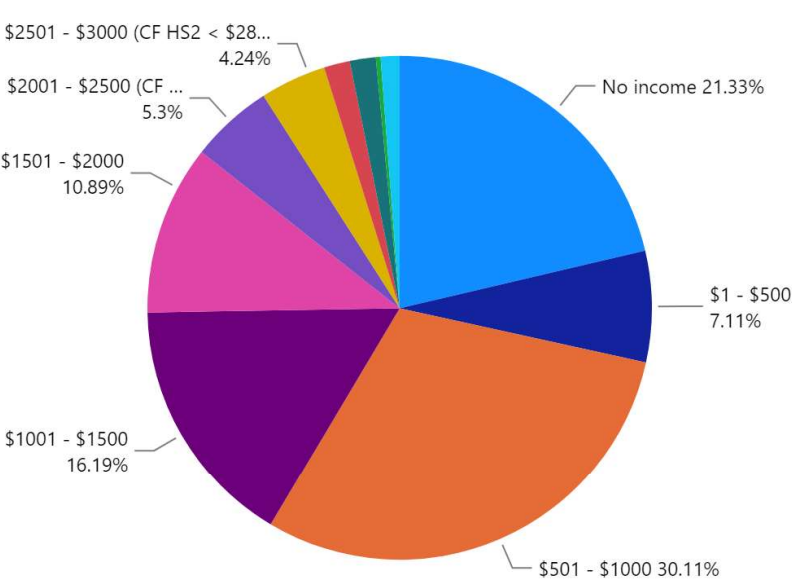
Race/Ethnicity



Language

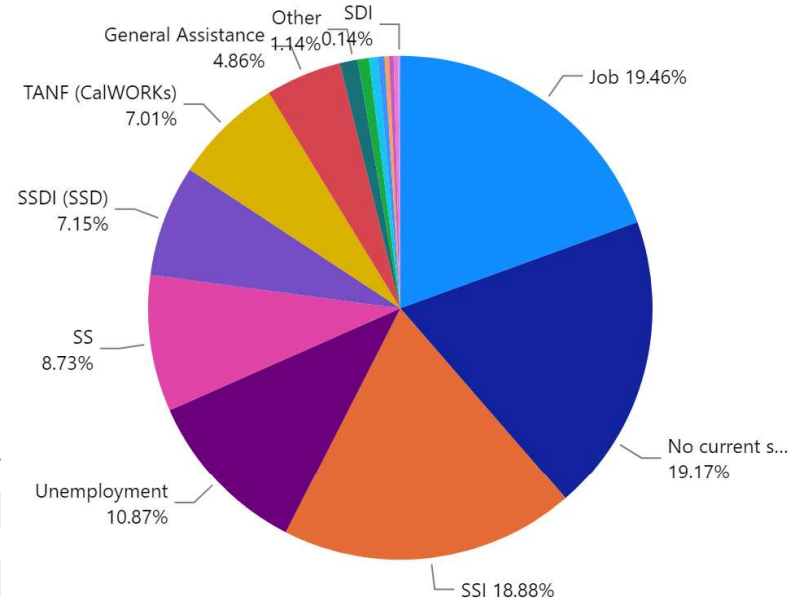


Approximate Gross Monthly Income



Approximate Gross Monthly Income	Count
No income	141
\$1 - \$500	47
\$501 - \$1000	199
\$1001 - \$1500	107
\$1501 - \$2000	72
\$2001 - \$2500 (CF HS1 < \$2128)	35
\$2501 - \$3000 (CF HS2 < \$2874)	28
\$3001 - \$3500 (CF HS3 < \$3620)	11
\$3501 - \$4000	11
\$4001 - \$4500 (CF HS4 < \$4368)	2
More than \$5000	8
Total	661

Main Source of Income



Main Source of Income	Count
Job	136
No current source of income	134
SSI	132
Unemployment	76
SS	61
SSDI (SSD)	50
TANF (CalWORKs)	49
General Assistance	34
Other	8
Pension	5
Workers Compensation	4
Self-Employed	3
AB 12 Foster Care	2
Child Support	2
Family	2
SDI	1
Total	699



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RAPS Proposal Draft Metrics

The following matrix outlines draft metrics for the RAPS proposal components, which include funding for new (1) 211 Care Coordinator; (2) SSF CES Program/Policy Coordinator; (3) SSF Problem-Solving Coordinator/Navigator; and (4) Problem-Solving Funding Recipient Agencies. The matrix organizes potential metrics by each of these components, as well as System-wide metrics not assigned to a particular funded component. In some instances, the same metrics apply to multiple components.

Goal 1: Improve Access	
<i>Funded Proposal Component</i>	<i>Draft Metrics</i>
1A. Expand 211 Capacity	
211 Care Coordinator	<ul style="list-style-type: none"> - # of people served/overall people requesting service - # of new agencies engaged @ the Care Coordinator level
1B. Expand CES Problem-Solving	
SSF CES Program/ Policy Coordinator	-Case Conferencing client-level outcomes - # of agencies actively participating (by-name list management) in case conferencing
SSF Problem-Solving Coordinator/Navigator	- Number of trainings provided - agencies supported (hours) - # of attendees trained
Problem-Solving Funding Recipient Agency	<ul style="list-style-type: none"> - Agency level: # of people served, # of problem solving conversations (possibly measured in hours), # of service connections, # of clients entering permanent housing -- (Level of responsibility depends on RFP responses)
Goal 2: Improve Assessment	
<i>Funded Proposal Component</i>	<i>Draft Metrics</i>
2A. Increase Number of Completed Assessments	
211 Care Coordinator	<ul style="list-style-type: none"> - # of VI-SPDATs and New Assessments Completed via the RAPS pilot: <ul style="list-style-type: none"> -- VI-SPDAT 2.0 - # of VISPDATs completed, # compared to baseline # for similar time period -- NEW problem-solving assessment - # of assessments completed -- NEW client housing preference assessment - # of assessments completed -- Implement DV/SA/HT screening - # of assessments completed -- Other NEW assessments?- # of assessments completed - & for ALL assessments, #/% of assessments resulted in a program connection and/or positive outcomes?
SSF Problem-Solving Coordinator/Navigator	
Problem-Solving Funding Recipient Agencies	

2B. Reduce Time from Contact to Assessment	
211 Care Coordinator	- Reduce time to assessment (change in wait time from contact to assessment, including VI-SPDAT + the new assessments) (*2-1-1 driven?) -- Reduce waiting time from one year to one month (or less?)
SSF Problem-Solving Coordinator/Navigator	
Problem-Solving Funding Recipient Agencies	
Goal 3: Improve Diversion	
<i>Funded Proposal Component</i>	<i>Draft Metrics</i>
3A. Expand System-wide Problem-Solving Resources	
System-wide	- # of resources introduced to CES
3B. Expand financial and non-financial resources for clients	
Problem-Solving Funding Recipient Agencies	<ul style="list-style-type: none">- the total/average amount of financial assistance provided, # of people helped, cost per person<ul style="list-style-type: none">-- mean and median amount and top 3 or top 5 uses of these funds.- % of folks helped with financial vs. non-financial- # of referrals and leveraged resources (transportation assistance, drop-in services, health connections, etc.) <p>Proposals should explain how many clients can be served annually with and without financial resources</p> <p>NOTES: CES evaluation shows ~250 people score in the diversion range annually EXAMPLE: 66 clients served \$2,000 avg cost per person for a total of 132,500 spent each year</p> <ul style="list-style-type: none">- Housing Retention<ul style="list-style-type: none">-- <15% returning to homelessness within 12 months after a successful housing outcome-- <30% returning to homelessness within 24 months after a successful housing outcome- Reduce CES wait time (for those who require less intensive services)<ul style="list-style-type: none">-- change in wait time for those who fall into the diversion category as compared to current wait (indefinite)- Reduce days homeless<ul style="list-style-type: none">-- reduction in # of days homeless for those who fall into the diversion category (assessed by looking at historical VI-SPDAT data?)- Provide collaboration and skills training

	-- # of trainings created and/or provided, # of trainers developed, # of people who participated -- Host quarterly trainings for the problem-solving access point agencies - 4/year	
SSF Problem-Solving Coordinator/Navigator	- Provide collaboration and skills training -- # of trainings created and/or provided, # of trainers developed, # of people who participated -- Host quarterly trainings for the problem-solving access point agencies - 4/year	
Goal 4: Improve Public Relations		<i>Draft Metrics</i>
<i>Funded Proposal Component</i>	<i>Draft Metrics</i>	
System-wide	- # of media mentions - changes to client satisfaction survey (needs to be developed) - changes to provider satisfaction survey (needs to be developed)	

Data Tracking in HMIS

Agency

- # of individuals and families (families are households of more than 1)
- # of participants by participating program
- Participant Demographics:
 - o Gender
 - o Race
 - o Ethnicity
 - o Age
- Types of conversations:
 - o # of individuals and households with 1 conversation/service
 - o # of individuals and households with more than 1 conversation/service
 - o average # of conversation/service for individuals and households with more than 1 conversation/service
 - o average # of conversation/service for each category/sub category
- Financial assistance:
 - o Average amount spent on individual/family
 - o # of individuals/families with successful exits who received financial assistance

Sacramento Steps Forward

- System Measures
 - Successful exit rate, including temporary and permanent destinations (# and %)
 - Exit destinations
 - % of returns to homeless system within 1, 3, 6, 12 and 24 months
 - % of individuals and households who received financial assistance
 - How many conversations resulted in Client Housed/ re-housed in a safe alternative? (CE APR)
- Process Measures
 - Average number of conversations per successfully exited household
 - Project types
 - What types of services were provided
 - ex: 80% of exits involved financial assistance
 - ex: 60% in mediation



**SACRAMENTO
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

Upcoming State Funding Opportunities

State Funding for Homelessness Update

CoC Board Meeting – August 11, 2021

Lisa Bates, Executive Director
Ya-yin Isle, Chief Strategic Initiatives Officer
Sacramento Steps Forward



SACRAMENTO
STEPS FORWARD

2021-2022 State Budget Approved

- [Assembly Bill \(AB\) 140](#), signed by the Governor on July 19, 2021
- Makes historic investments in the state's 2021-22 budget to address housing and homelessness
- Approximately \$12 billion in new funding over the next two years for homelessness programs
- A full summary of the state's FY 21-22 budget is available online at ebudget.ca.gov



2021-2022 State Budget Approved

This [linked correspondence](#) from HCFC outlines several of the investments the 2021-22 budget for housing and homelessness:

- California Community Colleges
- California Department of Health Care Services (DHCS)
- California Department of Housing and Community Development (HCD)
- California Governor's Office of Emergency Services (Cal OES)
- California Department of Social Services (DSS)



Homeless Coordinating and Financing Council (HCFC) Funding

- \$1 billion annually in FYs 21-22 and 22-23 for round 3 and 4 of the Homeless Housing, Assistance, and Prevention Program (HHAP)
- Flexible uses including street outreach, interim housing, rapid rehousing, hotel and motel conversions, and permanent supportive housing
- Clear focus on accountability and outcomes – grantee must establish quantifiable performance goals and will receive bonus funds if goals are met
- Includes a required minimum of 10% set aside for youth experiencing or at-risk of homelessness



Homeless Coordinating and Financing Council (HCFC) Funding

- HHAP rounds 3 and 4 will also include a tribal government set-aside (\$20 million each round) to support tribes in providing culturally appropriate housing services responsive to the needs of Indigenous / American Indian people experiencing homelessness.
- HHAP will continue to require implementation of strategies to eliminate racial bias in services and outcomes across local homeless response systems.



Homeless Coordinating and Financing Council (HCFC) Funding

HCFC will also be implementing two new challenge grant programs:

- \$40 million for Family Homelessness Challenge Grants and technical assistance
- \$50 million for Encampment Resolution Funding to support collaborative, innovative efforts to resolve encampment issues

Grants are competitive and will be awarded to highest scoring applicants; details on timelines for applications and awarding of funds will be released in coming months.



DRAFT HHAP-3 Regional Funding Allocations

\$800 million statewide for HHAP-3

Entity	Amount
Sacramento Continuum of Care	\$8.32 million
City of Sacramento	\$16.68 million
County of Sacramento	\$7.76 million
TOTAL	\$32.76 million

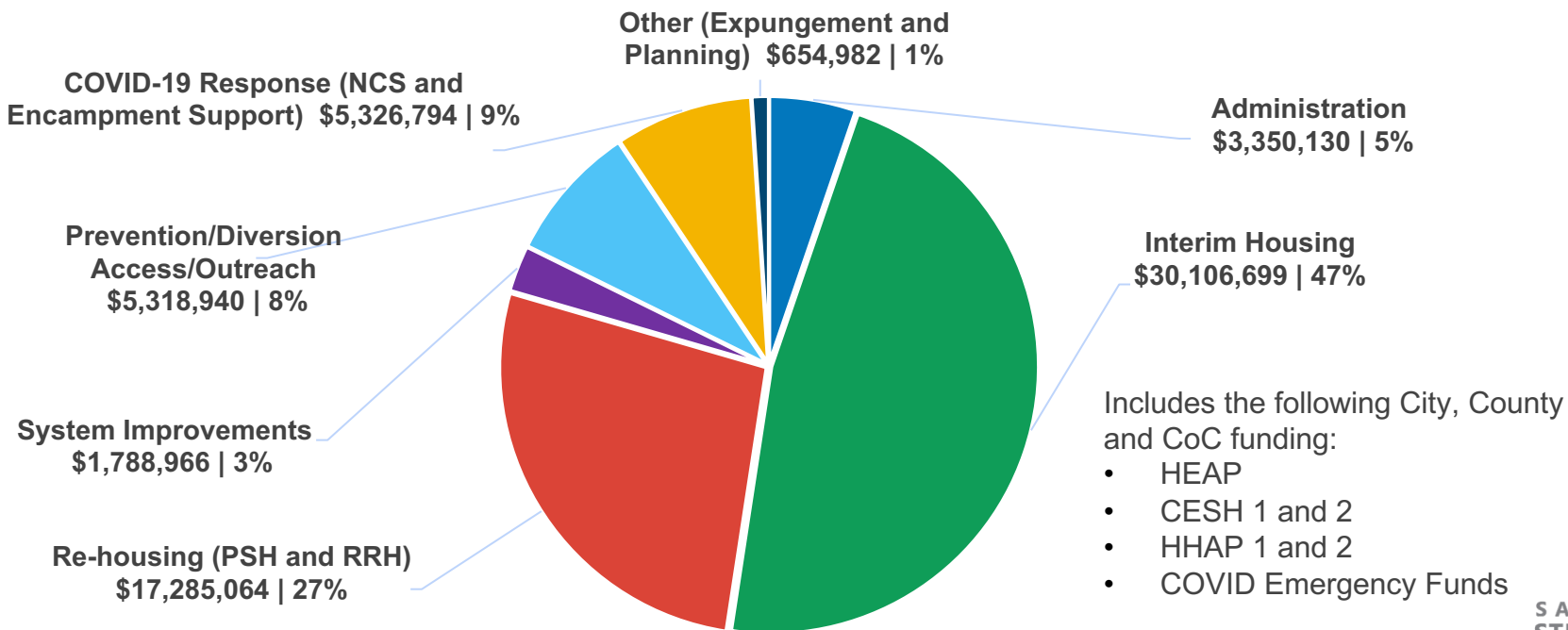
DRAFT HHAP-3 allocations are based on 2019 PIT count. HHAP-4 will be based on most recent PIT count available when allocations are determined.



SACRAMENTO
STEPS FORWARD

Prior State Funding Activities

Sacramento City, County and CoC

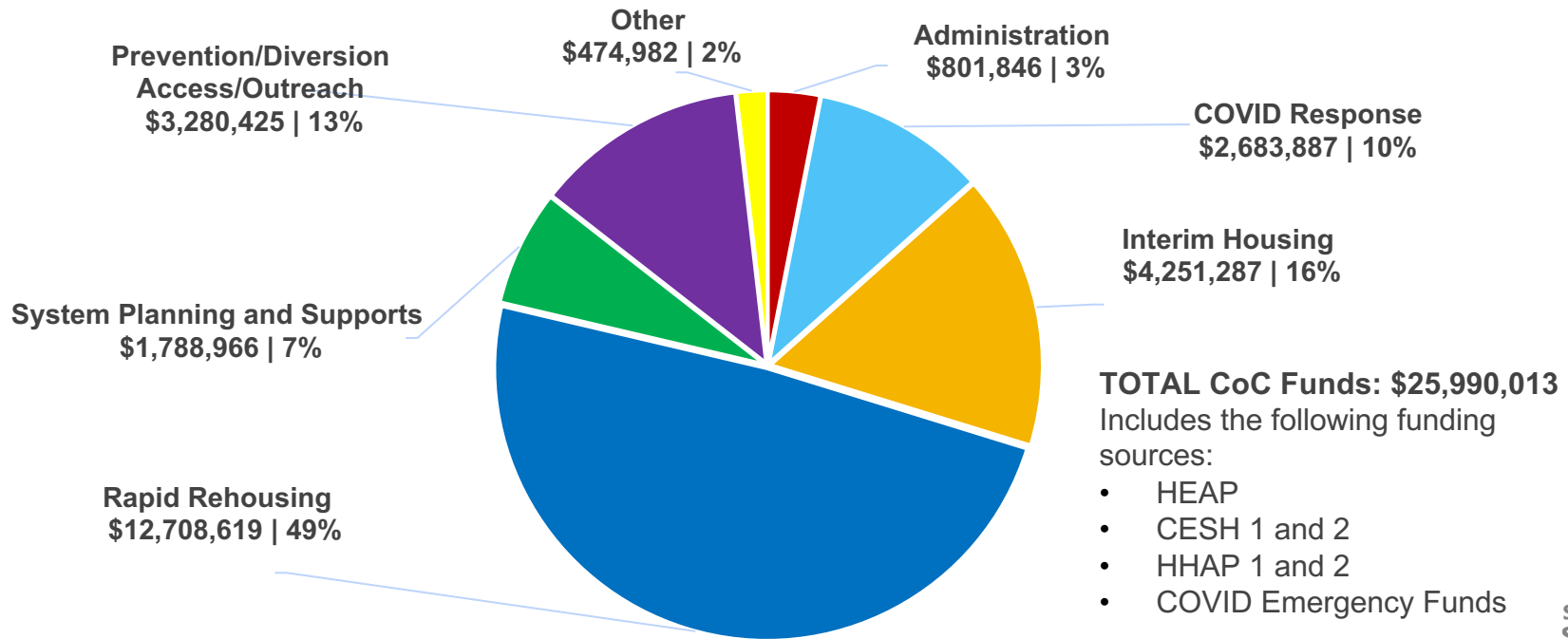


HHAP-1 Community Process

- November 13, 2019 - CoC Board Meeting HHAP introduction
- Survey to CoC Board and Stakeholders
- December 11, 2019 - CoC Board/Community Meeting #1 on HHAP
- January 8, 2020 - CoC Board Meeting Update on HHAP Process and Youth presentation
- January 29, 2020 - Community Meeting #2 on HHAP
- February 12, 2020 - CoC Board Action on HHAP Funding Recommendation
- April 8, 2020 – CoC Board Action on revised HHAP Funding Allocation



Sacramento CoC Prior Funding Activities



HHAP-3 Anticipated Timeline

- The standard agreement to begin the HHAP 3 grant process will be released by or before September 15, 2021
- Final applications will be due to the state by or before June 30, 2022
- HCFC will be providing ongoing guidance and technical assistance as components of the application process are released
- HHAP-3 needs to be fully expended by 6/30/2026



HHAP-3 Next Steps

- Begin conversations with City and County (opportunity for joint applications)
- September CoC Board meeting - begin preliminary discussions around HHAP-3 funding activities
- September – begin discussions with Homeless Youth Taskforce
- Potential for additional community meetings to receive input
- Final CoC Board approval – dependent on state application due date



Questions and Comments



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Dear Partners:

As you may know, a highly anticipated budget agreement was recently passed. We are pleased to announce that the budget places great focus on addressing the housing and homelessness crisis in California. The budget enacts unprecedented investments for homelessness programs, approximately \$12 billion in new funding over the next two years. These investments provide great support for our shared work towards preventing and ending homelessness in California.

The 2021-2022 Budget also allows several Homeless Coordinating and Financing Council member departments to address homelessness and housing. Highlights from these investments are below.

Department Allocations for Homelessness and Housing

Homeless Coordinating and Financing Council (HCFC).

- \$1 billion annually in FYs 21-22 and 22-23 for round 3 and 4 of the Homeless Housing, Assistance, and Prevention Program (HHAP). These funds will support local communities through a broad range of flexible uses, including street outreach, interim housing, rapid rehousing, hotel and motel conversions, and permanent supportive housing. For the first time in the state's history, these discretionary homelessness funds will have a clear focus on accountability and outcomes – each grantee must establish quantifiable performance goals and will receive bonus funds if they meet their goals. HHAP will include a required minimum of 10% set aside for youth experiencing or at-risk of homelessness.
- For the first time, HHAP will also include a tribal government set-aside (\$20 million each round) to support tribes in providing culturally appropriate housing services responsive to the needs of Indigenous / American Indian people experiencing homelessness. Furthermore, HHAP will continue to require implementation of strategies to eliminate racial bias in services and outcomes across local homeless response systems.
- HCFC will also be implementing two new challenge grant programs:

- \$50 million for Encampment Resolution Funding to support collaborative, innovative efforts to resolve encampment issues.
- With both grants, HCFC will encourage a broad range of applicants in the hopes of representation from all types of communities; grants are competitive and will be awarded to highest scoring applicants; details on timelines for applications and awarding of funds will be released in coming months.
- Additional HCFC budget items include:
 - \$4 million to support the state's Homeless Data Information System (HDIS).
 - \$5.6 million for a statewide landscape assessment; an RFP for a vendor to conduct the assessment is forthcoming.

California Community Colleges (CCC)

- \$100 million one-time to support student basic needs, such as food, housing, childcare, and mental health.
- \$30 million ongoing to support basic needs centers at all community colleges.

California Department of Health Care Services (DHCS)

- Funding to implement CalAIM, which will allow for opportunities including an incentive for building an integrated, long-term services and supports program and the necessary clinically linked housing continuum for our homeless population.
- \$15 million to support the Alameda Wellness Campus to provide an integrated model of care that includes permanent supportive housing and intensive homeless prevention and housing placement services for seniors experiencing homelessness.
- Funding to support the Behavioral Health Continuum Infrastructure Program.

California Department of Housing and Community Development (HCD)

- \$1.45 billion in FY 21-22 and \$1.3 billion in FY 22-23 for Homekey, administered by HCD for local governments to purchase and rehabilitate housing to convert into interim or permanent, long-term housing.
- \$1.75 billion to alleviate the backlog in affordable housing construction by financing "shovel-ready" projects.
- \$300 million for the preservation of existing affordable housing.

California Governor's Office of Emergency Services (Cal OES)

- \$10 million for the Homeless Youth Emergency Services Pilot Program.
- \$40 million for the Homeless Youth Emergency Services and Housing Program.

California Department of Social Services (DSS)

- \$380 million over two years – in addition to the ongoing, annual appropriation of \$95 million – for the CalWORKs Housing Support Program (HSP), which supports housing stability for families experiencing or facing homelessness in the CalWORKs program.
- \$185 million over two years for the Bringing Families Home Program (BFH), which provides housing-related supports to families receiving child welfare services and aims to increase family reunification and prevent foster-care placement.
- \$300 million over two years – in addition to the ongoing, annual appropriation of \$25 million – for the Housing and Disability Advocacy Program (HDAP), which provides

- \$185 million over two years for Home Safe Program, which supports the safety and housing stability of individuals involved in Adult Protective Services.
- \$150 million one-time for Project Roomkey and Rehousing Strategy to support continued non-congregate shelter operations while increasing the focus and resources to transition participants to permanent housing.
- \$805 million for the new Community Care Expansion (CCE) program to support acquisition and rehabilitation of residential care settings for seniors and adults with disabilities.

For a full summary of DSS housing and homelessness programs, please reference the [All County Welfare Directors Letter](#) dated July 19, 2021.

California Tax Credit Allocation Committee (TCAC)

- \$500 million in low-income housing tax credits.

California Department of Veterans Affairs (CalVet)

- \$25 million to support organizations that provide supportive services to homeless or at-risk veterans.
- \$20 million to help fund 1,200 permanent supportive housing units for homeless and at-risk veterans at the West Los Angeles VA Medical Center Campus.

These state-level investments represent just some of the ongoing work to prevent and end homelessness in California. The federal government has shown its commitment to this task as well. Through the American Rescue Plan Act, the California Department of Education (CDE) received more than \$98 million in Elementary and Secondary School Emergency Relief – Homeless Children and Youth Funds, to help identify children and youth experiencing homelessness, ensure these students can attend and fully participate in school, and expand wraparound services in light of the COVID-19 pandemic.

Locally, community partners and service providers work daily to address the needs of people experiencing homelessness. Historic investments at all levels in housing and homelessness systems will help further this work. This budget provides the funding needed to expand and improve efforts to ensure homelessness in California is rare, brief, and a one-time experience. A full summary of the state's FY 21-22 budget is available online at ebudget.ca.gov, and additional details on many of the above resources can be found in [Assembly Bill \(AB\) 140](#), signed by the Governor this week.

In partnership,

Ali Sutton

(Pronouns: She/Her/Hers)

Deputy Secretary for Homelessness

Homeless Coordinating and Financing Council

Business, Consumer Services and Housing Agency

