



SACRAMENTO  
STEPS FORWARD

Ending Homelessness. Starting Fresh.

## Sacramento Continuum of Care (CoC) Board Agenda

Wednesday, February 9, 2022 || 8:00 AM - 10:00 AM

[Zoom Meeting](#) || Meeting ID: 899 2915 5766 || Passcode: 168104

**One tap mobile:** +16699009128,,89929155766#,,, \*168104# US (Sacramento)

**Dial by your location:** +1 669 900 9128 US (Sacramento)

**Find your local number** [here](#)

<b>I. Welcome &amp; Introductions:</b> Erin Johansen, CoC Board Chair			
<b>II. Jan. 12th, 2022 Minutes:</b> Tabled until March Meeting - Pixie Pearl, Secretary			
<b>III. CoC Board Chair's Report:</b> Erin Johansen			
<b>IV. Sacramento Steps Forward (SSF) CEO's Report:</b> Lisa Bates			
<b>V. Announcements: (Upcoming Events &amp; Recent Actions)</b>	Coe Board Chair, Coe Board Members, SSF Staff, & Guests	8:25 AM (10 minutes)	Information
<b>VI. Consent Agenda -Action Item:</b> <b>A. Approve Reappointment of Current Members with Expiring Terms</b>			
<b>VII. New Business:</b>			
<b>A. Coordinated Access System Proposal</b> <ul style="list-style-type: none"><li>• Progress Report</li><li>• Action Items:<ul style="list-style-type: none"><li>○ RAPS Pilot Year 2</li><li>○ Coordinated Access System CoC Allocation</li></ul></li></ul>	Lisa Bates; Michele Watts, SSF Chief Planning Officer; Peter Bell, SSF CES Program Manager	8:35 AM (20 minutes)	Information & Action

<b>A. 2022 Unsheltered PIT Count Updates</b> <ul style="list-style-type: none"> <li>• <b>HUD Approval of Postponement</b></li> <li>• <b>Volunteer Recruitment</b> <ul style="list-style-type: none"> <li>◦ <b>Status Report</b></li> <li>◦ <b>Messaging for Partners</b></li> </ul> </li> <li>• <b>Event Logistics</b></li> </ul>	April Marie Dawson, PITC Co-Chair; Michele Watts, SSF Chief Planning Officer; & Kathreen "Nica" Daria, SSF Volunteer and Training Coordinator	8:55 AM (10 minutes)	Information
<b>C. HHAP-3 Application Process</b> <ul style="list-style-type: none"> <li>• <b>Local Homelessness Action Plan Requirement Opportunity-Approach &amp; Timeline</b> <ul style="list-style-type: none"> <li>◦ <b>Committee Meetings (February - March)</b></li> <li>◦ <b>Annual Meeting (April)</b></li> </ul> </li> </ul>	Ya-yin Isle, SSF Strategic Initiatives Officer	9:05 AM (20 minutes)	Information
<b>D. CoC Committees Overview Presentation- 2021 Accomplishments &amp; 2022 Goals</b>	Erin Johansen; CoC Committees Co-Chairs	9:25 AM (30 minutes)	Information
<b>VIII. Meeting Adjourned</b> <b>Next Coe Board Meeting: Wednesday, March 9th, 2022</b>			

Reference the [Coe Meeting calendar](#) for upcoming CoC Board and Committee Meetings. For any questions or concerns, please contact [Michele Watts](#), SSF Chief Planning Officer.

TO: Sacramento Continuum of Care (CoC) Board Members

FROM: Peter Bell, CES Program Manager  
Ya-Yin Isle, Chief Strategic Initiatives Officer

CC: Lisa Bates, Chief Executive Officer  
Michele Watts, Chief Planning Officer

DATE: Feb 9, 2022

RE: Homeless Housing, Assistance & Prevention (HHAP) Funding Recommendations

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This memo presents a set of recommendations for the use of the CoC's Homeless Housing, Assistance & Prevention (HHAP) funding to improve access to the CoC's Housing Crisis Resolution System (HCRS):

1. Rapid Access Problem Solving (RAPS) Pilot- Year 2
2. Coordinated Access System (CAS) - Essential Infrastructure Investment

Both RAPS and CAS address gaps in the front door of the CoC's HCRS, providing crisis response resources for people in need of shelter and/or other supports. RAPS funding began as a pilot in early 2021, with a CoC commitment to expand funding in Year 2 based on lessons learned. CAS is a new initiative under development in partnership between SSF and all local government jurisdictions in the CoC.

RAPS is funded using CoC HHAP funds, already approved by the CoC Board. Funding for CAS will require investments from across the system, including CoC HHAP funds and funds from the City and County of Sacramento and the suburban cities.

### **Background**

The CoC's HHAP 1 and 2 resources for Re-housing, Diversion, and Outreach are summarized below.

Funding Source	Application Description	Amount Available
HHAP-1	CE Re-housing	\$2,290,000
HHAP-2	RAPS Diversion	\$1,000,000
HHAP-2	RAPS Outreach	\$779,715 <i>(\$100k for youth-specific outreach)</i>

### ***Rapid Access Problem-Solving- RAPS***

The RAPS pilot launched in early 2021, providing problem-solving funds to divert households from the emergency shelter system or to help households rapidly exit the system. The RAPS pilot funded additional staff at 2-1-1 and SSF, as well as one-time financial assistance. SSF, 2-1-1, and the designated Problem-Solving Access Points (PSAPs) reported to the Coordinated Entry System Committee (CESC) and the CoC Board on the implementation of the RAPS pilot. Based on lessons learned in Year 1, staff recommends expansion of the RAPS pilot to include funding dedicated Housing Locators to each of the four contracted PSAPs and expanding the availability of problem-solving resources to additional access points. This expansion will be funded by \$1M in HHAP-2 funding previously earmarked by the CoC for RAPS Diversion activities, as specified below.

### ***RAPS Year 2 Program Budget***

HHAP-2 Diversion Activity	Funding Amount
4 FTE Housing Locators (2 years)	\$600,000
Problem-Solving Financial Resources (system-wide)	\$400,000
<b>Total</b>	<b>\$1,000,000</b>

SSF is expanding the RAPS model to support broader access to system-wide problem-solving by contracting with a problem-solving trainer who will teach interested access point staff the key components of delivering housing problem-solving resources. This training includes necessary HMIS tools and how to request financial assistance for clients eligible for one-time financial assistance. At this time, we do not have an estimate on the

number of access points who will complete this training but we anticipate training approximately 40-60 staff within the first two quarters of 2022.

The total RAPS investments are \$2.5M allocated in the following ways:

***RAPS \$2.5 M Investments***

<b>Activity</b>	<b>Duration</b>	<b>Funding Source</b>	<b>Funding Amount</b>
2-1-1 Staff	4 years	CESH / HHAP-1	\$150,000 / \$570,000
Problem-Solving Financial Assistance ( <i>PSAP-dedicated assistance</i> )	4 years	HHAP-1	\$530,710
CES SSF Staff Enhancement	2 years	HHAP-1	\$250,000
Housing Locators ( <i>PSAP-dedicated staff</i> )	2 years	HHAP-2	\$600,000
Problem-Solving Financial Assistance ( <i>system-wide assistance</i> )	2 years	HHAP-2	\$400,000
<b>TOTAL</b>			<b>\$2,500,710</b>

Additional information on RAPS is provided in the meeting materials following this memo.

***Coordinated Access System- CAS***

In late 2021, SSF and local government partners began work on a Coordinated Access System (CAS) proposal that would expand upon the innovation of the RAPS pilot. A recommendation to fund the CAS proposal is expected to be presentation the Sacramento City Council later this month and with potentially to the Board of Supervisors later this spring.

CAS would increase the funding for 2-1-1 and SSF to build out the necessary infrastructure to support 24/7 telephone access to vital shelter and crisis response services for people experiencing homelessness and the development of new HMIS tools.

Additional information on CAS is provided in the meeting materials following this memo.

As part of the development of the CAS, SSF convenes a weekly core team with representatives from the City and County of Sacramento, the cities of Elk Grove and Rancho Cordova, and a CoC Board member with lived experience with the support of a technical assistance consultant to refine the operational model. Currently, the team is developing a draft operational plan based on the vision presented to the CoC in January 2022. Through this process, we have identified that there are many gaps within our system that are necessary to be addressed for a successful implementation of the coordinated access system. Chiefly, there is a need for a team of system navigation specialists to support clients in accessing shelter and basic support services when no immediate shelter space is available.

The CAS proposal is currently seeking financial commitments and agreement to coordination of access to shelter beds and services from the City of Sacramento, Sacramento County, and surrounding cities to support its development. However, SSF is recommending that the CoC provide approximately \$1.5 million annually increasing the investment in this system by an additional 50%, beyond the individual partner commitments. This increased investment with a two-year timeline will create an opportunity for SSF/211 to demonstrate the effectiveness of a coordinated system. SSF recommends considering allocating a portion of the HHAP-3 funding to this effort.

Lastly, with the rollout of CalAIM, we anticipate being able to develop coordination strategies with ECM and supportive service teams to create more a more holistic system design that supports clients in navigating the shelter and housing system.

Sacramento Steps Forward is seeking the following CAS funding commitments from each of the key entities:

*CAS Proposed Contributions per Entity*

Entity	Amount Requested
CoC (HHAP 2 CE Rehousing and HHAP 3)	\$3,070,000 (2 years)

City of Sacramento	\$1,000,000 annually
Sacramento County	\$1,000,000 annually
Smaller Cities (50k each)	\$200,000 annually

Due to the overlap of RAPS and the CAS, and the individual needs of that pilot (housing location and expanded problem-solving) and the current state of the Coordinated Access proposal (going to local government governance bodies) we are recommending the Board approve an initial request of \$1 million being approved to expand RAPS Housing Location and problem-solving services and the remaining \$3.07 million to be set aside for the CAS. This decision will be revisited if broader support for the CAS is not received.

#### **CoC Board Action Requested**

1. Approve the funding recommendation of the RAPS Diversion HHAP-2 for \$1,000,000 for Housing Location and system-wide problem-solving resources to allow for the contracting and hiring process to begin with the four contracted agencies, and begin scheduling system-wide problem-solving training.
2. Approve the use of the remaining \$3.07 million to be allocated to support the development of the Coordinated Access system, contingent upon commitments received from at a minimum the City of Sacramento and County of Sacramento.



## **SACRAMENTO STEPS FORWARD**

Ending Homelessness. Starting Fresh.

TO: Sacramento CoC Board

FROM: Peter Bell, Coordinated Entry System Manager

DATE: October 29th, 2021

SUBJECT: Rapid Access and Problem-Solving Mid-Year Report

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### Summary

In April 2021, SSF and selected providers began the planning and implementation of the Rapid Access and Problem-Solving (RAPS) pilot. Data on outcomes have been captured for June – September of 2021. This report provides information about the outcomes and what to expect in the next quarter.

The project officially opened to clients in June 2021. Initial data has shown an increased accessibility of services through 2-1-1's central call line, with high call volumes of 1000 additional calls per month. 2-1-1 staff have utilized a housing triage assessment, which provides a standardized process to direct households to appropriate resources and integrates other assessments for a phased approach depending on need, including the VI-SPDAT, shelter survey, and problem-solving questions. Although limitations exist with the use of problem-solving funds, access points are successfully diverting or rapidly exiting households from housing crises into permanent housing with one-time financial assistance. SSF, 2-1-1 staff and problem-solving access point agencies continue to meet weekly to discuss and improve the overall process.

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## Purpose of RAPS

The Rapid Access and Problem-Solving pilot (RAPS) is a 4-year project that was developed to address key areas of improvement needed in the Coordinated Entry System (CES). Project goals were informed by the findings in an initial CES Visual Map Analysis and later by recommendations in the CES Evaluation conducted by Homebase.

Overall, RAPS aims to improve the core goals of the CES including: (1) providing efficient access to housing resources; (2) improving the fairness in how resources are allocated; and (3) facilitating rapid access to housing and services.

## Timeline of Project Phases

### **Q1. April- June**

SSF, 211 and problem-solving access point agencies develop key processes, assessments and reporting.

### **Q2. July – September**

Implementation of the pilot starts. 2-1-1 call line opens to housing-specific calls with scheduling at problem-solving access points. Four designated access points accept appointments and problem-solve with clients to self-resolve or provide financial assistance to divert or rapidly exit a household from homelessness.

### **Q3. September – November**

SSF reports mid-year data to the Coordinated Entry Committee, providing an evaluation and assessment of gaps and opportunities.

### **Q4. December – February**

SSF and the Coordinated Entry Committee develop funding and planning recommendations for year 2.

## PSAP Selection Process

SSF conducted a competitive Request for Proposals (RFP) process to identify a pilot cohort of four PSAP sites to accept 2-1-1 referrals and receive problem-solving funding to support those referred with one-time financial assistance as needed. The RFP was released on January 13,

2021 and selected proposers were notified in February. SSF received nine proposals from a diverse group of non-profit organizations serving the Sacramento area. A five-member review panel of CoC Coordinated Entry System (CES) Committee and the CoC Board members and SSF CES team members reviewed proposals February 4-18, 2021. Proposals were scored on criteria published in the RFP, including agency experience, capacity to provide problem solving, population served, services offered, geographic range covered, ability to expand with the pilot and leveraged resources. The panel selected a cohort of strong projects serving different geographic areas and subpopulations using varied options for access (remote/electronic and in-person).

### Project Goals and Outcomes

RAPS project goals were informed by recommendations provided in the CES Evaluation and are aligned with CES priorities.

Goal	Project Outcomes Summary (June- September 2021)
<b>1. Access</b>	
1A. Expand 211 Capacity - improve access to services through a central helpline	1. Housing or housing-related service requests: 3,934 calls 2. Connections or referrals made to a program/service: 3,229 housing-related resources 67 victim service programs 183 emergency shelters 125 problem-solving access points 181 other services 3. Agencies involved: 32 different agencies received a connection or referral for 7,138 housing related-requests and 1,727 non-housing related requests
<b>2. Assessment</b>	
2A. Reduce the length of time to be assessed	The wait time to be assessed with the VI-SPDAT was reduced from two years to 0 days. Callers could be assessed at the time of being triaged.

2B. Increase number of completed assessments	<p>2-1-1 provided a triaged response to direct households to appropriate resources using a standardized assessment.</p> <p>Additional assessments were utilized as needed:</p> <ul style="list-style-type: none"> <li>a. 183 Shelter surveys</li> <li>b. 125 Problem-solving</li> <li>c. 161 VI-SPDAT</li> </ul>
<b>3. Diversion/ Problem-Solving</b>	
3A. Expand CES Problem-Solving	<ul style="list-style-type: none"> <li>1. Number of people served (all eligible persons): 89</li> <li>2. Number of problem solving conversations or service connections that leads to a resolved housing outcome: n/a</li> <li>3. Number of clients entering permanent housing: 34</li> <li>4. Number of trainings provided: 2 <ul style="list-style-type: none"> <li>o SHRA- SERA2 program</li> <li>o LGBT Center- Warm Hand-offs</li> <li>o Problem-solving: to be determined</li> </ul> </li> </ul>
3B. Expand financial and non-financial resources for clients	<ul style="list-style-type: none"> <li>1. Total amount of financial assistance provided: \$80,820</li> <li>2. Average amount of financial assistance provided per person: \$2,500</li> <li>3. Median size of request: \$1,285</li> <li>4. Percent of financial requests approved 70% (52 of 74 requests)</li> <li>5. Median length of time to process a request for financial assistance: 10 days</li> </ul>
3C. Create visible and diverse access points	<ul style="list-style-type: none"> <li>1. Demographics of persons served at PSAPs: <ul style="list-style-type: none"> <li>a. Race</li> <li>b. Gender</li> </ul> </li> <li>2. Visibility and accessibility: next quarter <ul style="list-style-type: none"> <li>a. Zip Code</li> </ul> </li> </ul>

### Project Outcomes Detail

#### 1. Access

To improve access to services, 2-1-1 staff capacity was expanded to serve as a central access point dedicated to receiving requests for housing-related needs. In four months, 2-1-1 staff handled nearly 4000 housing-related calls (see attached 211 RAPS Report). Of those requests, a majority were seeking housing search information and were referred or connected to housing resources **not connected to the CES**, including emergency shelter, transitional shelter and residential housing options. Connections were made to targeted CES resources, such as problem-solving access points, shelter and victim service providers that had not been previously available. Referrals were made to 32 different community agencies.

Number of Connections/Referrals Made to a Housing Program or Service
<ul style="list-style-type: none"><li>• 3,229 housing-related resources</li><li>• 67 victim service programs</li><li>• 183 emergency shelters</li><li>• 125 problem-solving access points</li><li>• 181 other services</li></ul>

2-1-1 collected zip code data of each caller. The highest number of requests for housing-related needs came from the 95823, 95811 and 95838 zip codes (see attached 211 RAPS Report). SSF aims to begin collecting zip code data for people served at a problem-solving access point. With the addition of four new problem-solving access points, both virtual and in-person appointments were available for 2-1-1 to refer households who were in housing crises and needed one-time financial support. Each access point had varying levels of capacity to receive Sacramento-region clients.

## 2. Assessment

2-1-1 provided a triaged response with a standardized assessment directing households to appropriate resources. The housing assessment

allowed for a phased approach with the use of additional assessments as needed, such as the VI-SPDAT or shelter survey. 2-1-1 staff had the option to conduct the VI-SPDAT with callers at the time of the call, eliminating a wait time. Previously, it may have taken months or even years to be scheduled to be assessed with the VI-SPDAT.

Number of Assessments Conducted
<ul style="list-style-type: none"><li>• Triage Assessment: all callers</li><li>• Shelter Survey: 183</li><li>• VI-SPDAT: 161</li><li>• Problem-solving: 125</li></ul>

### 3. Diversion/ Problem-Solving

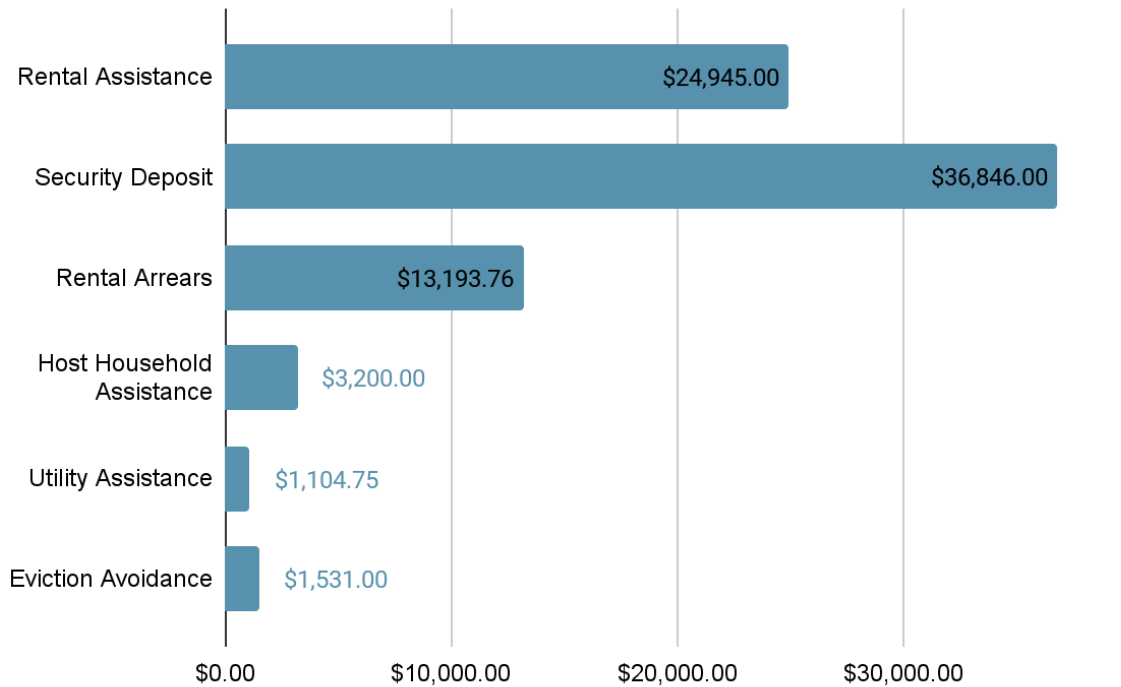
In four months, 34 households were diverted from or rapidly-exited from homelessness into permanent housing. PSAPs were allowed to request any amount of financial assistance per household, but on average \$2,500 was spent per household. Homeless households were eligible if they had already identified housing that they were seeking one-time financial assistance or support to acquire. Other eligible households included those at-risk of homelessness. The definition of ‘at-risk of homelessness’ was more clearly defined during the project to align with HUD’s definition used for the Emergency Housing Voucher program.

All requests submitted to SSF for approval needed to be accompanied by required documents and show that the financial assistance would lead to permanent housing for the household. Of the 74 unique requests submitted by PSAPs, 52 were approved. The amount of time to process, approve and mail the check ranged between 1-32 days with a median of 10 days.

Number of Approved Requests by Category
<ul style="list-style-type: none"><li>• Rental Assistance - 19</li><li>• Security Deposit - 17</li></ul>

- Rental Arrears - 8
- Host Household Assistance - 4
- Utility Assistance - 3
- Eviction Avoidance- 1

### Problem-Solving Financial Assistance Provided by Category



### Problem-Solving Financial Assistance Provided by PSAP

PSAP (Agency)	Amount Allocated	Amount Spent	Amount Remaining
LGBT Center	\$33,125	\$3,200	\$29,925
Sacramento Self Help Housing	\$66,250 (incl. year 2)	\$58,754	\$7,495

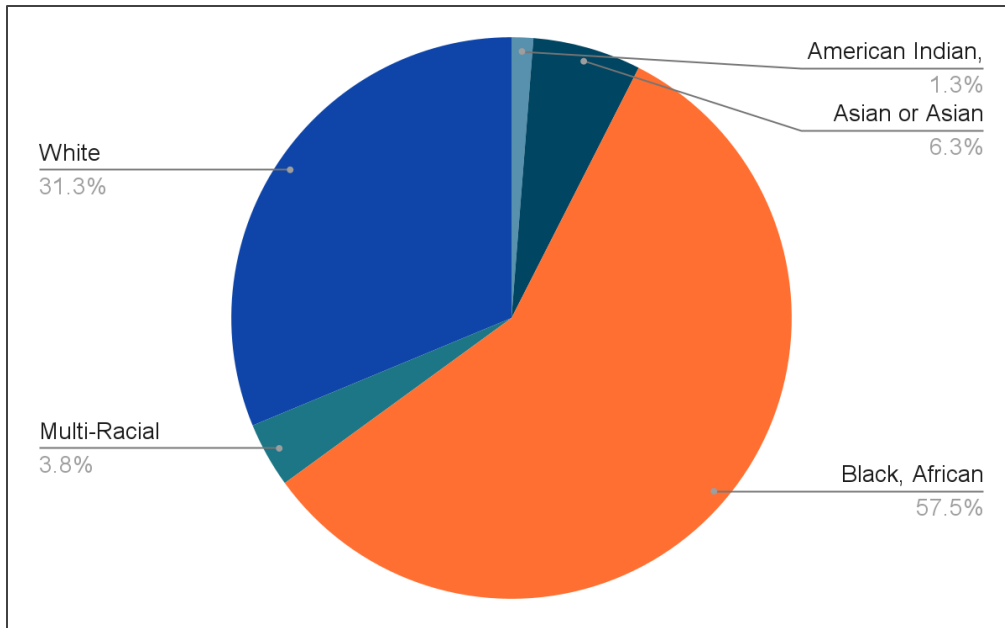
South Sacramento HART	\$33,125	\$8,254	\$24,870
WEAVE	\$33,125	\$10,611	\$22,514
<b>TOTAL</b>	<b>\$165,625</b>	<b>\$80,819</b>	<b>\$84,804</b>

The PSAPs provided housing services or financial assistance to 89 people. Although, access points served households throughout the Sacramento region, there were some additional focus subpopulations or areas:

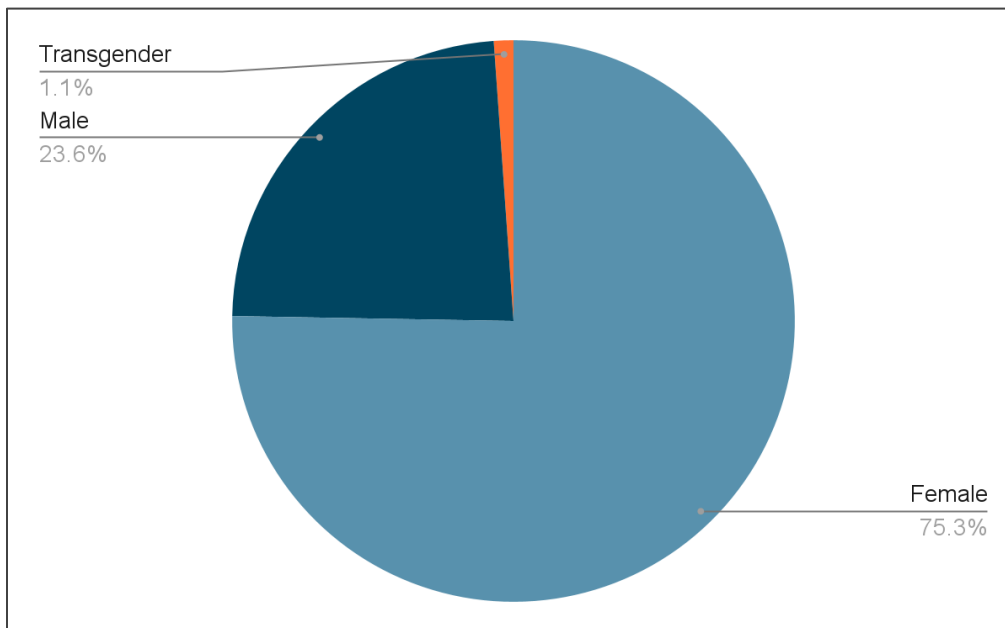
- South Sacramento HART - South Sacramento area
- Sacramento Self Help Housing - Elk Grove and Rancho Cordova area
- LGBT Center - Transitional-aged youth, LGBTQ+
- WEAVE - Survivors of domestic violence, sexual assault, and sex trafficking populations

Both race and gender information was captured for clients enrolled with a problem-solving agency. Black and African American households consisted of 57.5% of the population served. Females made up 75% of the clients served.

### **People Served at Problem-Solving Access Points by Race**



### People Served at Problem-Solving Access Points by Gender



### PSAP Spotlight: Client Story



## WEAVE Client:

At the time the client requested assistance, she was fleeing with her 12-year old child from an abusive relationship. She left the household where she was unsafe, but had to spend her savings to move and to break the lease agreement.

After staying with her friend temporarily, she found an apartment but could not afford to pay the first month's rent and security deposit. WEAVE was able to work with the client to cover the costs through the problem-solving financial assistance funds. Being able to provide quick one-time assistance, which otherwise may not have been available, was critical in helping house the client. She is now safe with her child living in her new place.

## Challenges

### **Operations**

- Collecting documentation for financial assistance requests
- Clients keeping appointments
- Difficulting with consistent scheduling due to staff turnover

### **System-Level**

- Housing navigation can be time consuming and unfunded
- Intentional filtering of clients towards the SERA program
- HMIS department issues - created delays for PSAP operations

### **Program Design**

- Refining our definition of at-risk of homelessness
- Being more clear on eligibility for clients with rental arrears

## Successful Strategies

- Eliminated wait times to be assessed with the VI-SPDAT increasing the system's ability to respond quickly. Previously, a person could have waited up to 2 years to be assessed.
- Utilized a phased assessment approach to connect clients to new services through a central front-door.
- Incorporated safety elements into the triage assessment to ensure callers were directed to appropriate victim-specific services, as needed. SSF identified five partner victim service providers who would be points of contact, with 67 people being triaged to these agencies.
- SSF, PSAPs and 211 participated in a learning cohort throughout the initiation and implementation of the pilot, discussing processes and working through issues that arise. It has allowed for more collaboration when responding to issues.

### Areas for Improvement

- PSAPs and 2-1-1 will track additional data points in HMIS:
  - Non-financial services that lead to a resolved housing crisis (most were triaged out before a PSAP financial assistance request)
  - Zip code
  - New HMIS clients
  - SSF- VI-SPDAT scores
- SSF has identified funding opportunities to provide problem-solving training. Homebase consultants are supporting SSF in developing a training plan that includes a train-the-trainer model and integrating CE priorities such as working with persons with lived experience.
- Clearly define and communicate accounting processes with PSAPs to ensure appropriate documentation is collected earlier with minimal requests of clients
- Identify opportunities and resources to connect clients to services through 211 and problem-solving access points

### Opportunities

1. Expand access to problem-solving funds from additional access points, including outreach teams, shelters and 2-1-1.
2. Amplify community's ability to problem-solve housing crises with and without dedicated funding via system-wide training
3. Housing search and more affordable housing
4. Incorporate additional resources available at the front-door
  - a. Housing and/or System navigation services
  - b. Expanded shelter offerings

Expanding RAPS will improve the system's overall capacity to respond to housing crises by reducing system inflow, and therefore the demand on shelter. From June to September, 211 received 7,138 housing-related requests for assistance. A majority of callers were referred to large housing agencies including Sacramento Self Help Housing, SHRA and Mercy Housing.

The following table highlights the need for housing location and emergency shelter resources. These clients were not connected to an emergency shelter or PSAP due to ineligibility. By expanding eligibility and the number of resources available, more households could be served through this triage and problem-solving process.

#### **Housing-Needs Requests by Category**

Top 5 Needs (Housing)	Number of Requests
Housing Search and Information	2480

Emergency Shelter	1562
Residential Housing Options	1052
Transitional Housing/Shelter	669
Housing Expense Assistance	657

### Conclusion

The RAPS pilot is addressing core issues in the system's response to homelessness. In its four months of operation, 211's call line was established as a central access point for people seeking homeless services, drastically improving assessment wait-times. Using a phased assessment approach, 211 has triaged and connected thousands of callers to housing-related services, including CE resources that were not previously available. Problem-solving access points have played a major role in rapidly resolving housing crises for clients who may need light-touch assistance.

By centralizing access and funding agencies with problem-solving financial assistance, it is helping reduce trauma for people in crisis by providing options for becoming housed quickly, avoiding prolonged periods of homelessness and shelter stays. However, we recognize that this resource is primarily limited to households who can more easily self-resolve. With additional resources and capacity this intervention could be expanded to households requiring more intensive services.

By expanding the number of agencies that can distribute problem-solving funds and through intentional training of staff to provide creative problem-solving conversations, problem-solving resources can expand the system's capacity to rapidly exit and divert households from homelessness. Housing problem-solving is a cost effective strategy that allows for additional

referrals beyond the traditional interventions such as emergency shelter, RRH, and PSH.

Referred to other housing resources

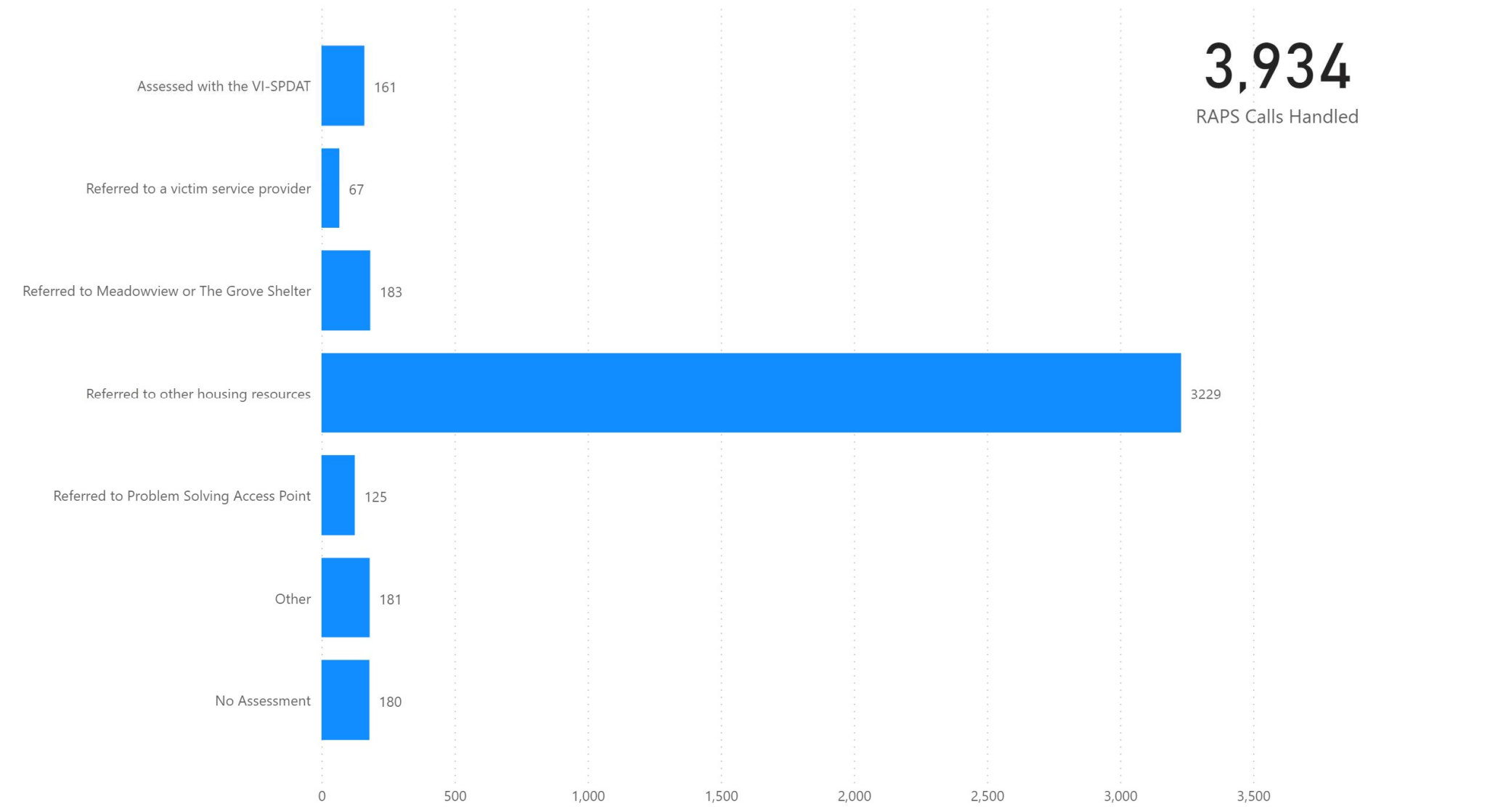
# Rapid Access Problem Solving (RAPS) June 1 - September 30, 2021 Report



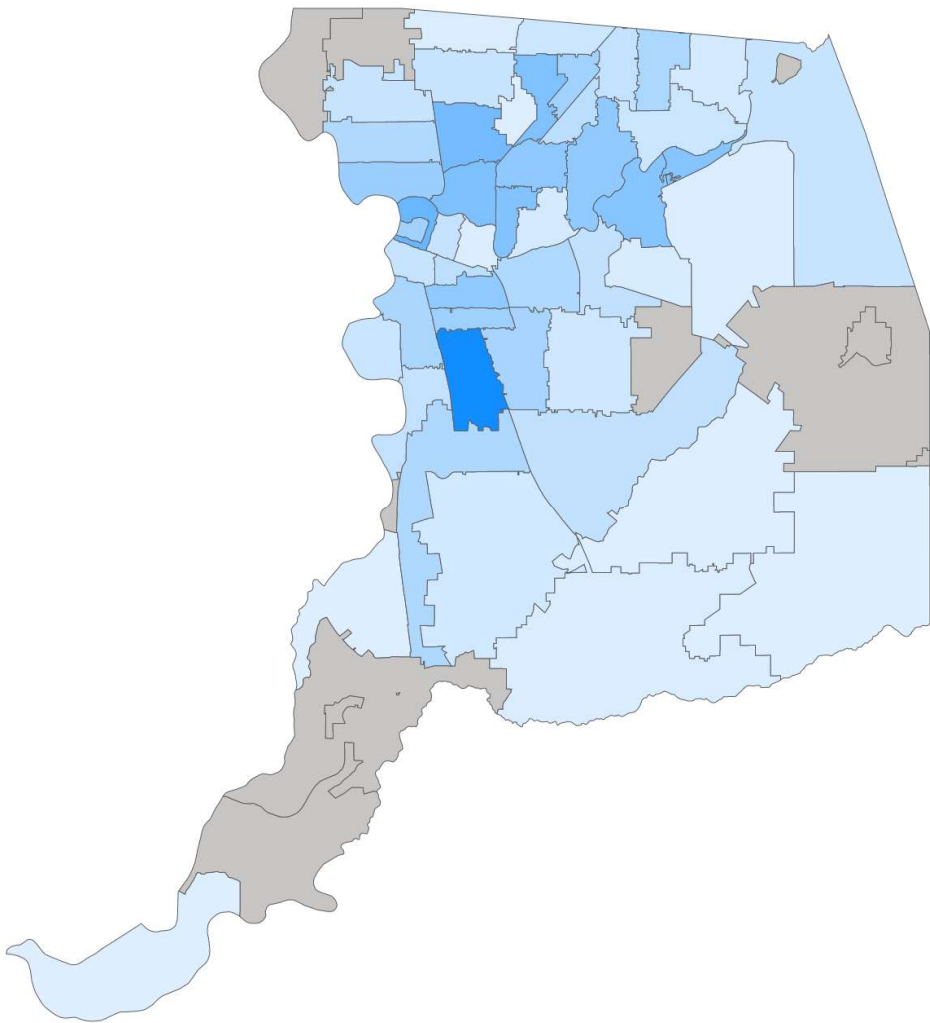
3.23K



June 1 - September 30, 2021 RAPS Calls by Outcome



Call Volume by Postal Code



Postal Code    Count

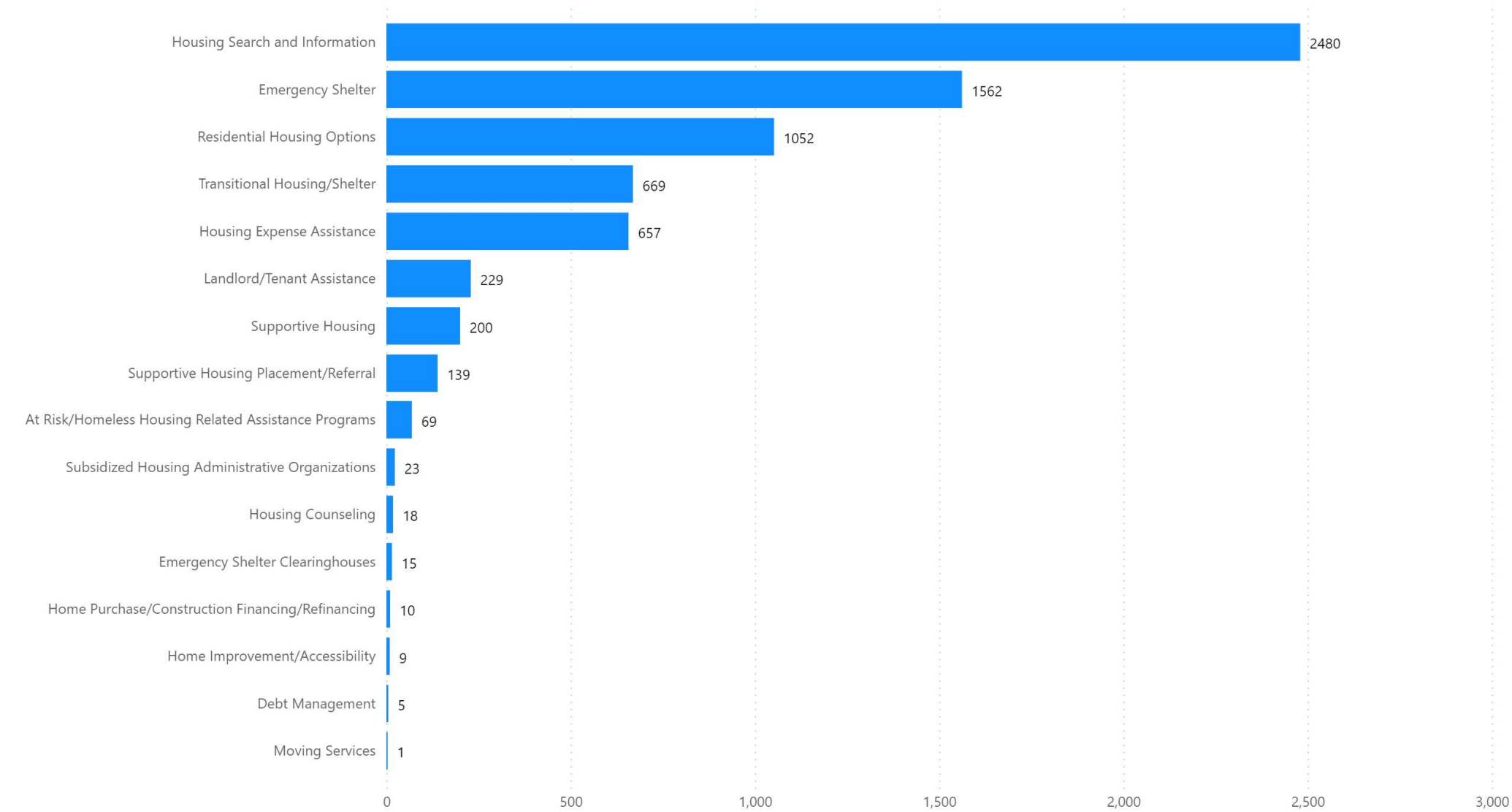
Postal Code	Count
95823	286
95811	163
95838	148
95815	136
95660	132
95825	128
95670	123
95821	111
95608	109
95820	109
95833	94
95824	88
95814	87
95842	84
95828	78
95822	72
95610	71
95758	67
95826	66
95834	62
95841	48
95817	46
95827	42
95624	41
95621	40
95832	39

Postal Code    Count

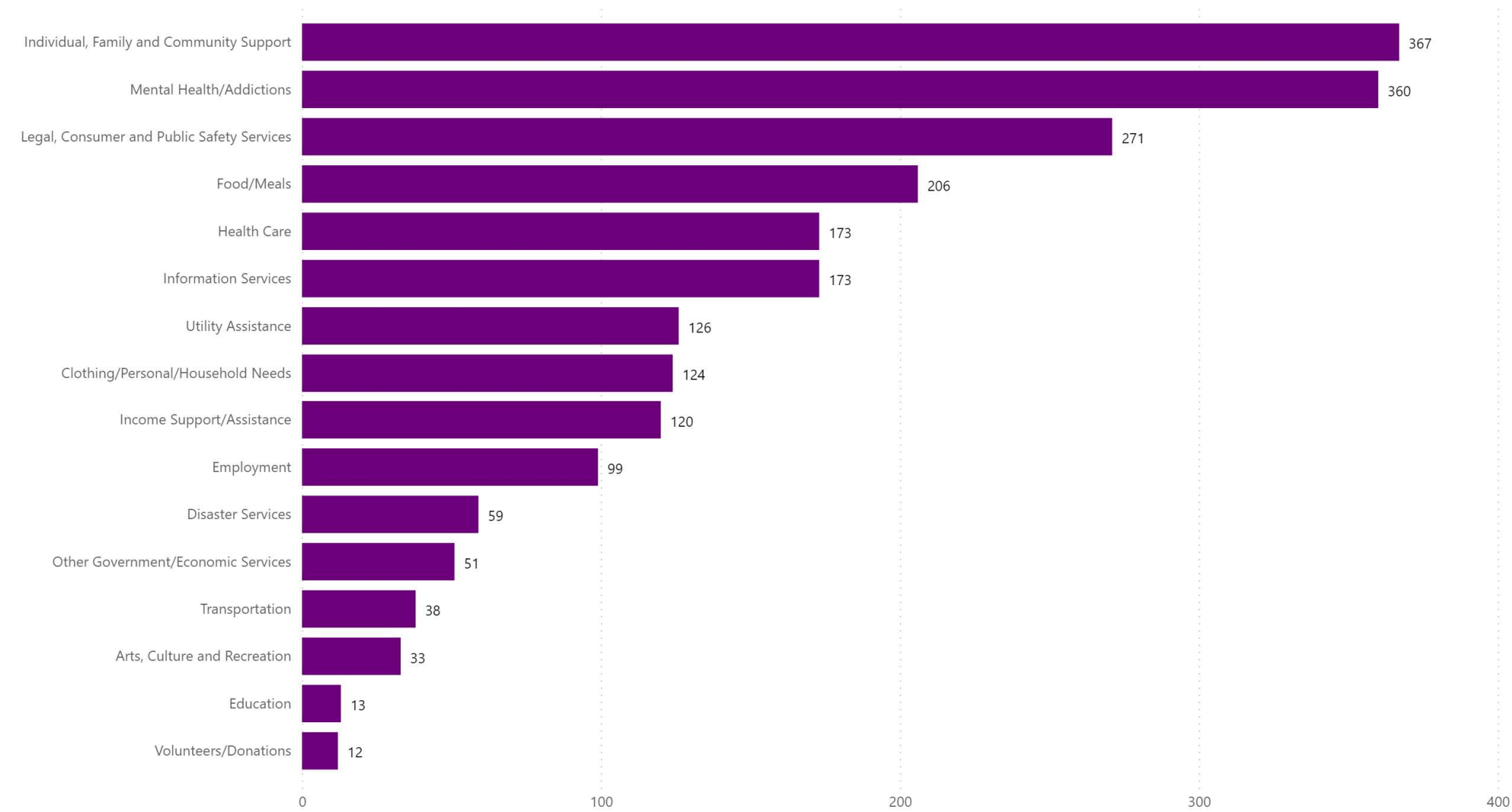
Postal Code	Count
95816	36
95818	33
95835	32
95630	31
95673	31
95831	30
95628	28
95843	27
95829	20
95757	19
95662	15
95864	15
95655	9
95812	7
95626	6
95632	6
95742	5
95819	5
95652	3
95693	3
94207	1
94571	1
95615	1
95638	1
95741	1
95813	1



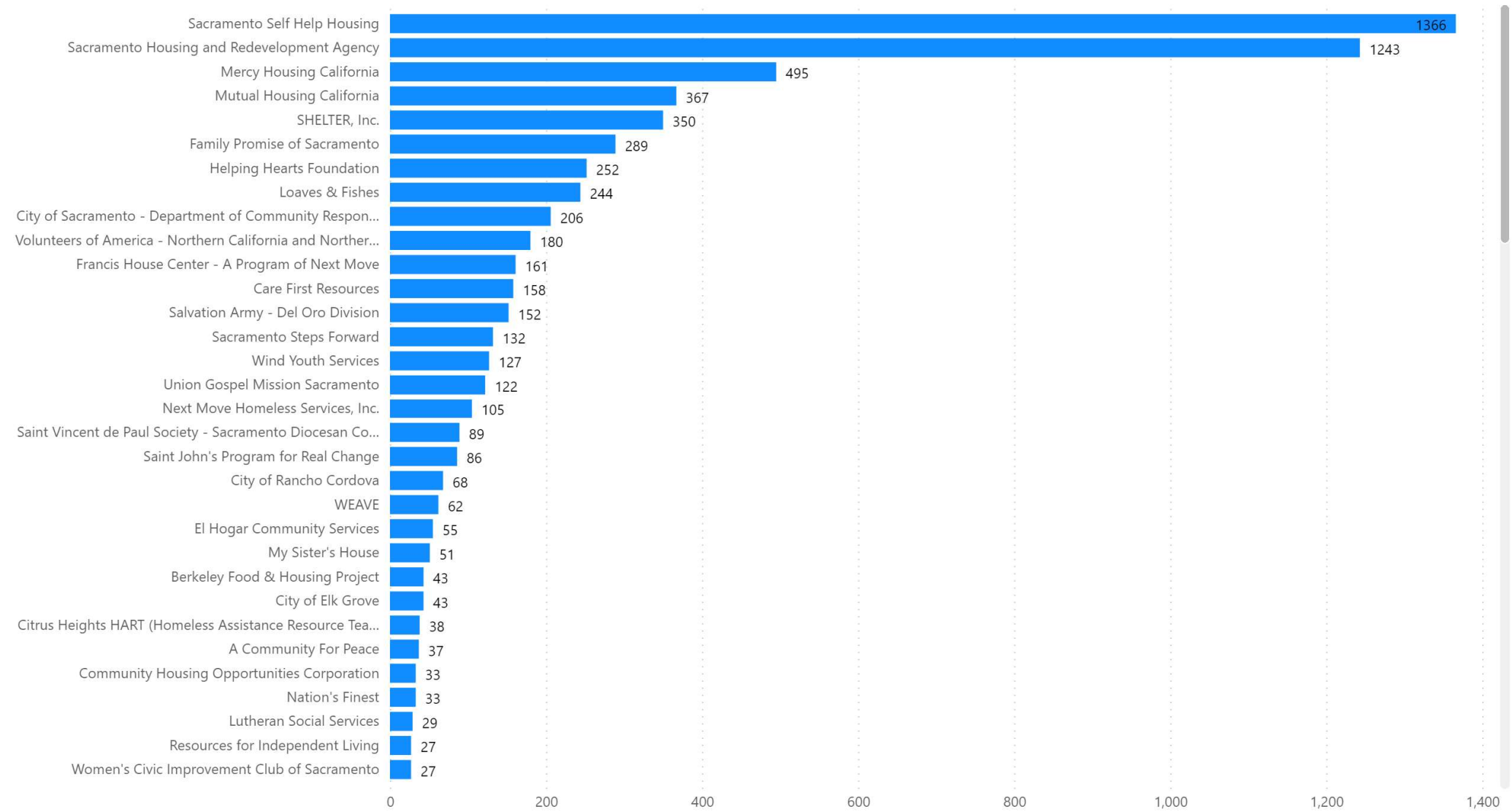
Housing Needs



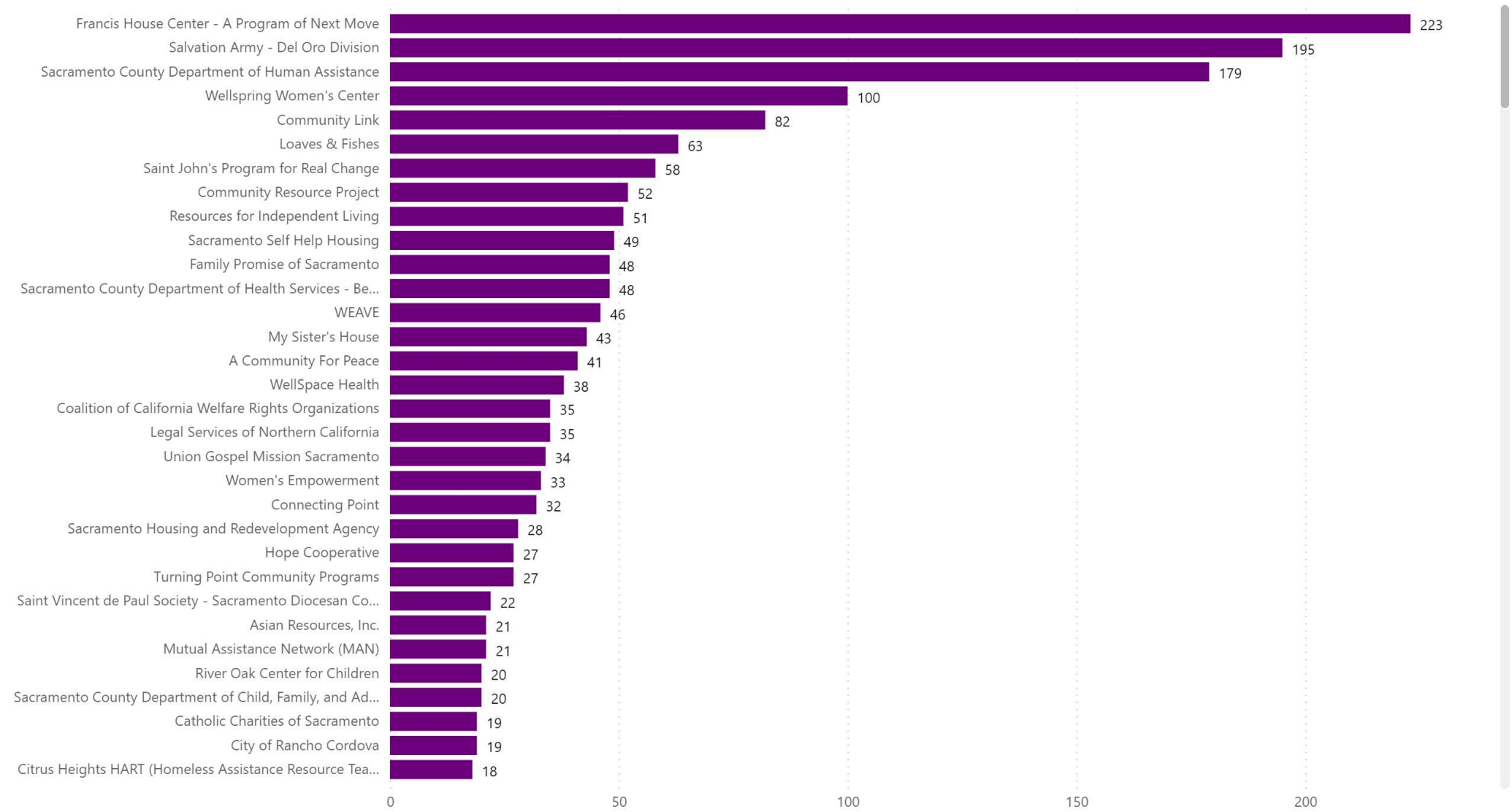
Non-Housing Needs



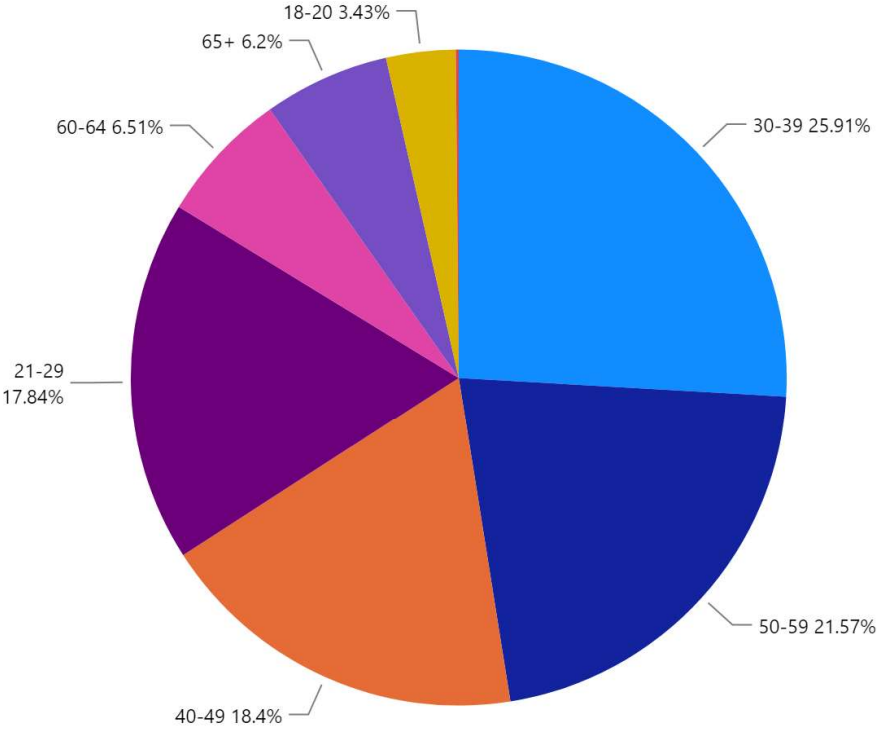
Housing Referrals



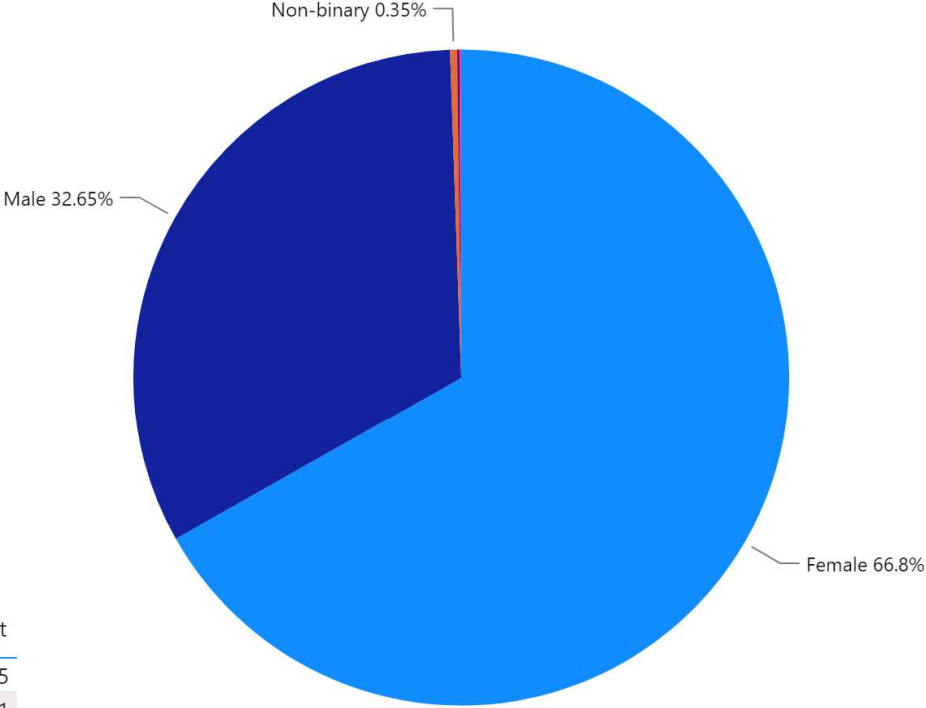
Non-Housing Referrals



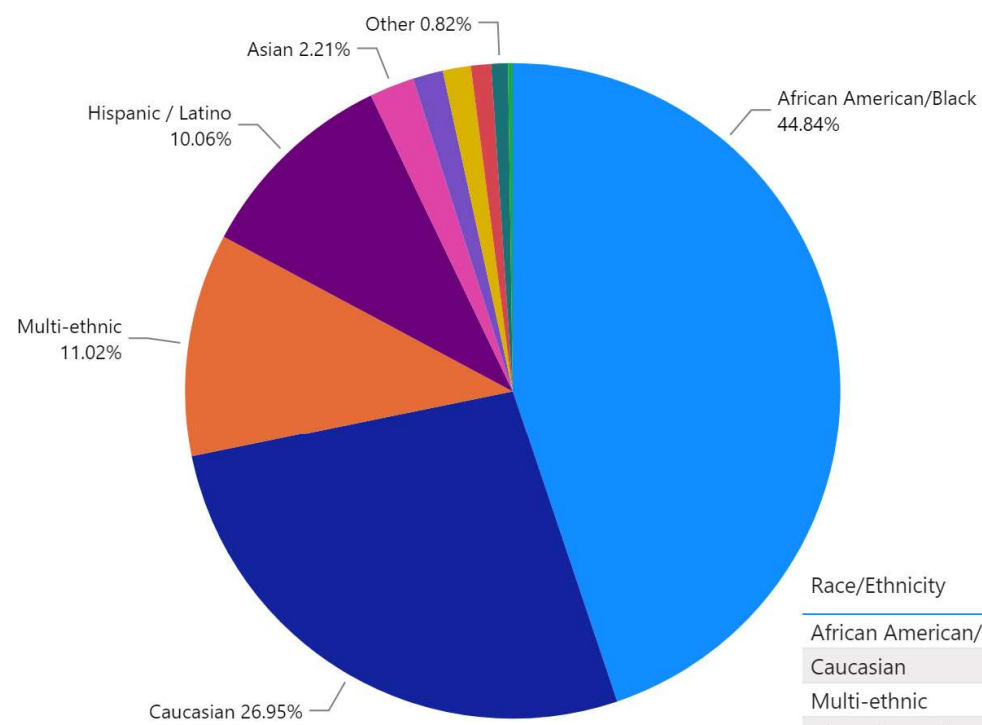
Age



Gender

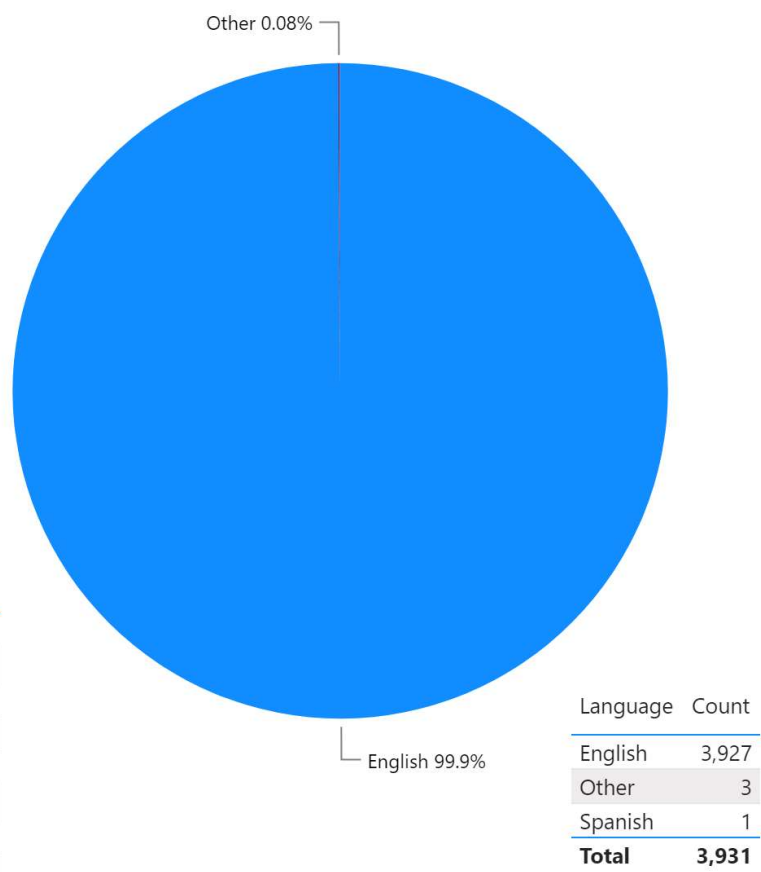


Race/Ethnicity



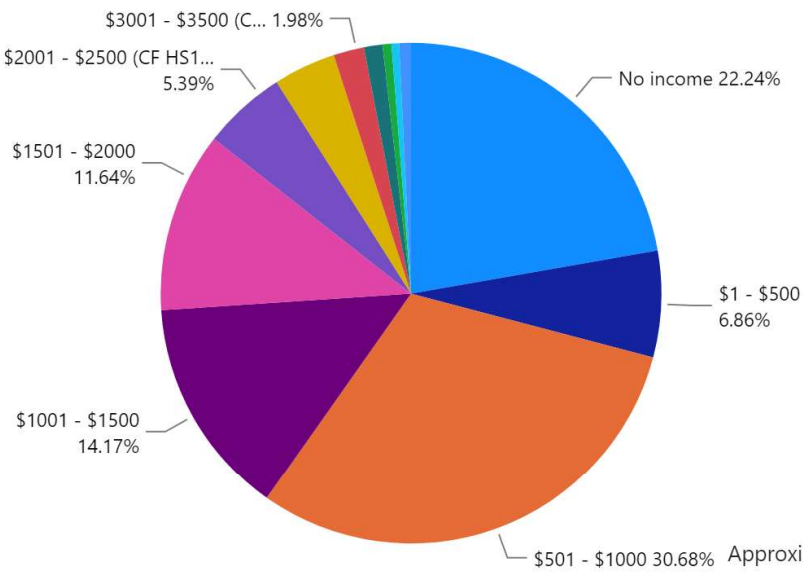
Race/Ethnicity	Count
African American/Black	1,359
Caucasian	817
Multi-ethnic	334
Hispanic / Latino	305
Asian	67
Native American	45
Pacific Islander / Native Hawaiian	42
Middle Eastern	30
Other	25
Russian / Slavic	7
Total	3,031

Language



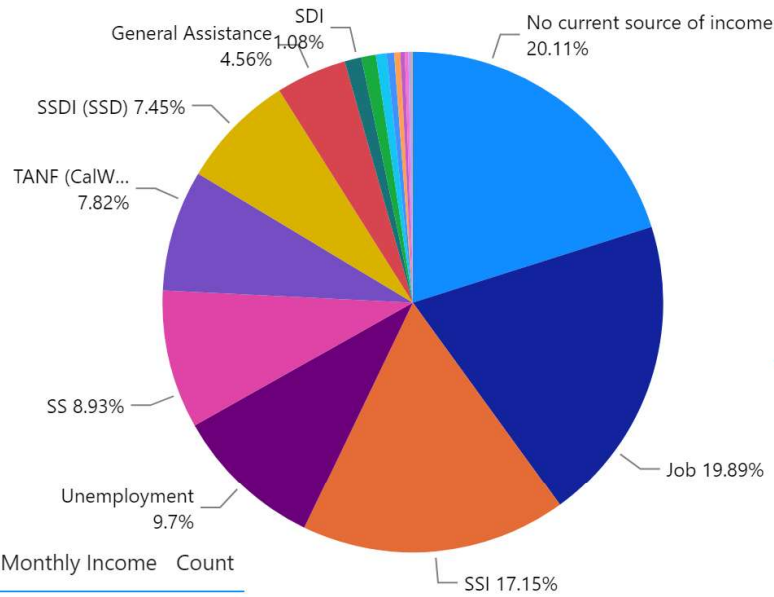
Language	Count
English	3,927
Other	3
Spanish	1
Total	3,931

Approximate Gross Monthly Income



Approximate Gross Monthly Income	Count
No income	730
\$1 - \$500	225
\$501 - \$1000	1,007
\$1001 - \$1500	465
\$1501 - \$2000	382
\$2001 - \$2500 (CF HS1 < \$2128)	177
\$2501 - \$3000 (CF HS2 < \$2874)	132
\$3001 - \$3500 (CF HS3 < \$3620)	65
\$3501 - \$4000	39
\$4001 - \$4500 (CF HS4 < \$4368)	19
\$4501 - \$5000 (CF HS5 < \$5030)	16
More than \$5000	25
Total	3,282

Main Source of Income



Main Source of Income	Count
No current source of income	705
Job	697
SSI	601
Unemployment	340
SS	313
TANF (CalWORKs)	274
SSDI (SSD)	261
General Assistance	160
SDI	38
Other	33
Pension	24
Child Support	17
Self-Employed	14
Family	10
Workers Compensation	8
AB 12 Foster Care	7
Alimony	2
Student Financial Aid	1
Total	3,505

# Coordinated Access Proposal

Sacramento Continuum of Care



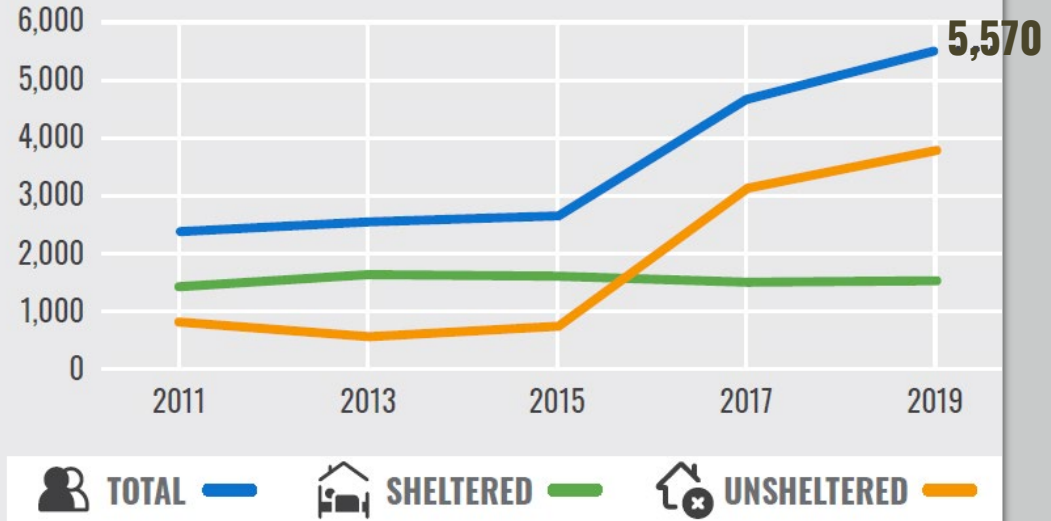


# Community Challenge

System capacity cannot meet the current need:

- **11,222** people engaged with the homeless response system in 2020
- **6,111** entered the homeless system for the first time
- 25% were housed or self-resolved

## Homelessness Has Increased Over Time<sup>1</sup>



**Source: Point-in-Time Counts 2011-2019**

# Definition of Ending Homelessness (“Functional Zero”)

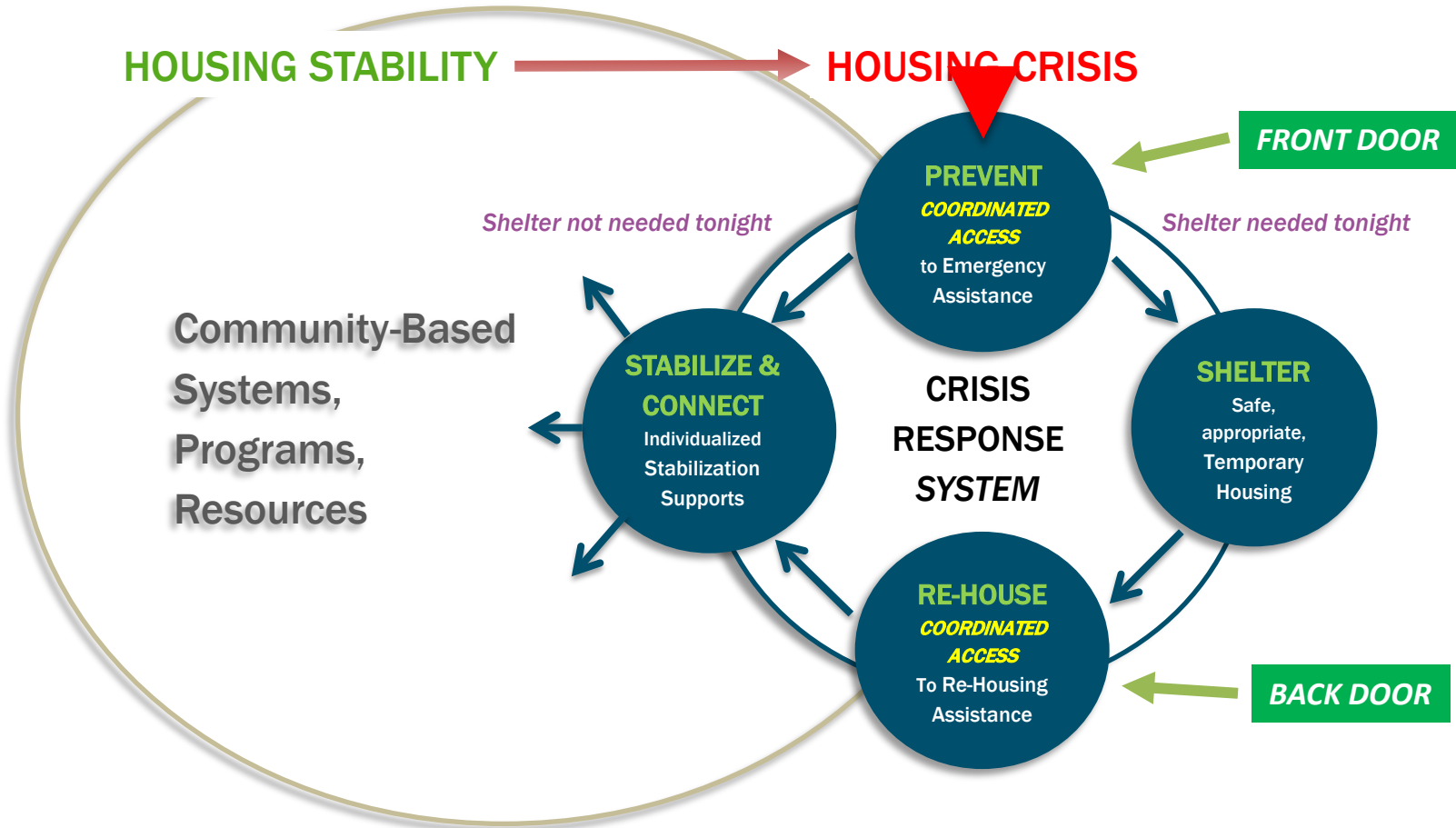
– *US Interagency Council on Homelessness (2015)*

An end to homelessness **does not mean that no one will ever experience a housing crisis again....**

An end to homelessness means that every community will have a **systematic response in place** that ensures homelessness is **prevented whenever possible or is otherwise a rare, brief, and non-recurring** experience.



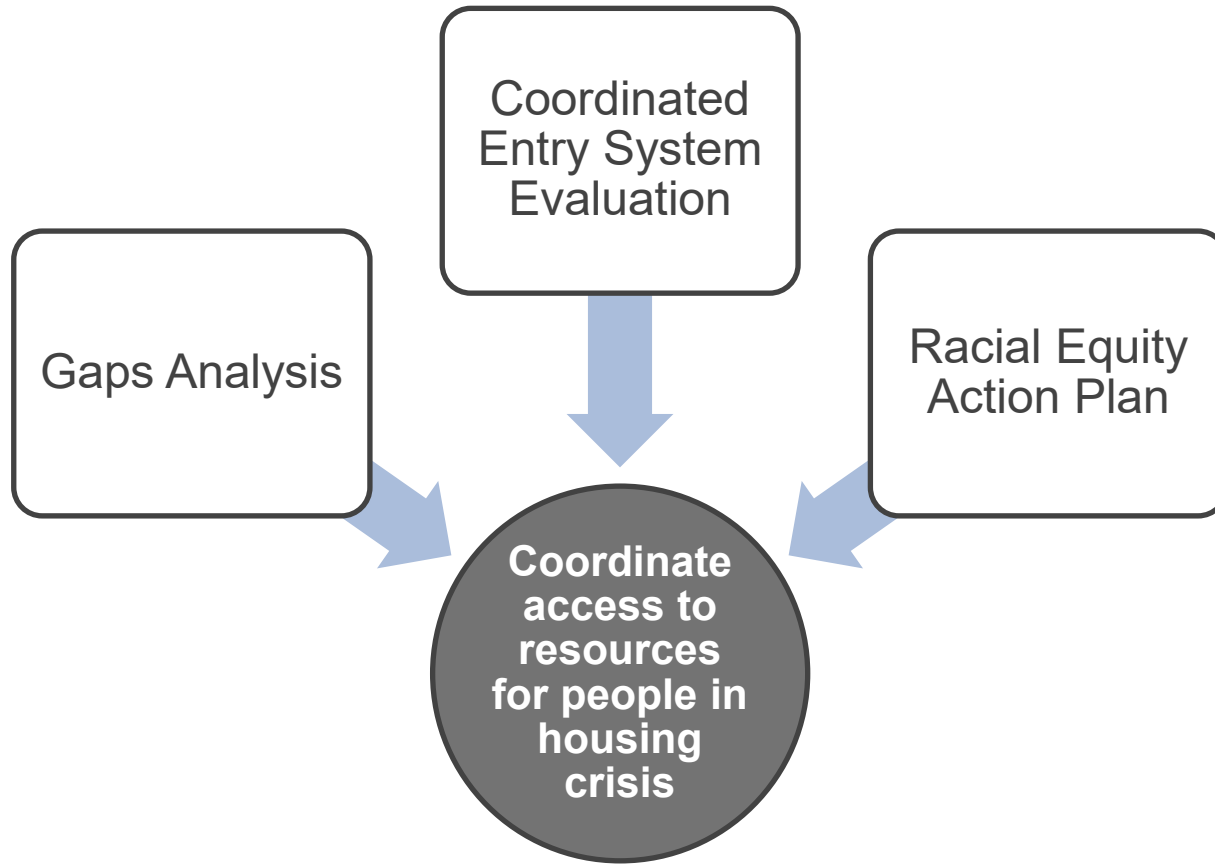
# Housing Crisis Response System: Key Components



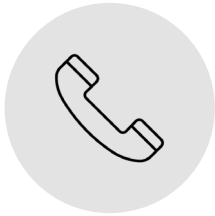
“I’ve heard of this housing and hotels. Where do I sign up?”

- Krystle Little

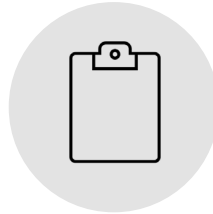




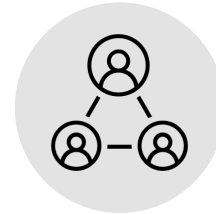
# Proposed System Components



**Coordinated Access**  
24/7 helpline to housing  
and homeless services,  
urgent shelter and  
outreach resources



**Standardized Triage  
Response**  
with phased  
assessments



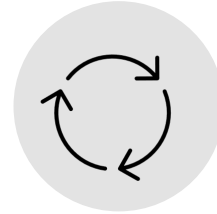
**Integration of City,  
County & Housing  
Resources** into the  
coordinated entry system  
with access available  
through 211 and  
Outreach partners



# Proposed System Components



**Expansion of Problem-Solving Resources**  
including financial assistance and community-wide training



**Collaborative Development and Continuous Improvement**  
operationalizing, memorializing, and scaling best practices through active community-wide engagement



# Purpose and Values

**Purpose:** To expedite equitable access into shelter and immediate resources. Collaboratively design effective system-wide elements that improve housing placement and retention.

**Values:**

1. Person-Centered, Equitable Coordinated Responses
2. Data Integration and Transparency
3. Rapid Crisis Resolutions
4. Optimized System Resources and Management



# Roadmap

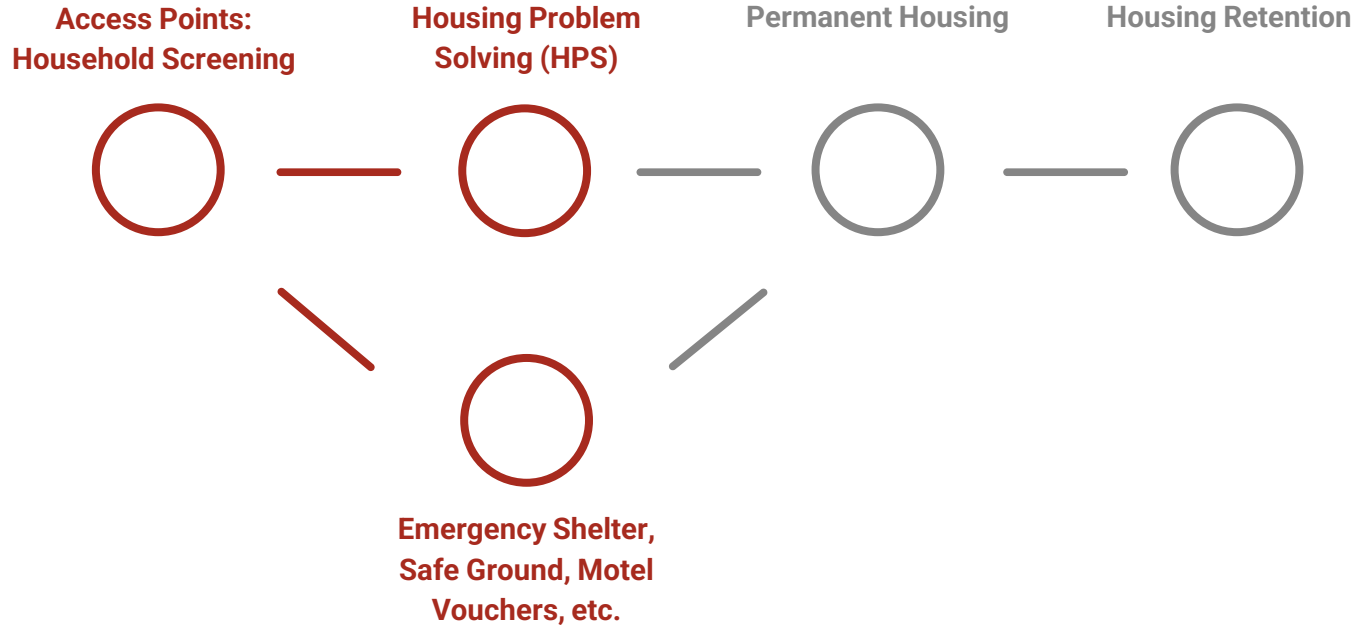
## Focus Area 1: Improving Housing Problem Solving (HPS) & Shelter Access

- Physical and Virtual Access Points
- Housing Problem-Solving

## Focus Area 2: Scaling Access/Coordination (Flow)

- Landlord Engagement / Rehousing
- Housing Retention

# Focus Area 1: Housing Problem Solving and Shelter Access



# Coordinated Access System Overview



# Coordinated Access: Front Door Development ROADMAP

(Revised: 1/5/2022)

Jan-Mar 2022

Apr-Jun 2022

Jul-Sept 2022

Oct-Dec 2022

**FOCUS AREA: FRONT DOOR** (Coordinated Access to Initial Housing Crisis Response: Screening/HPS then triage to: Prevention OR Outreach & Shelter)

**DESIGN PHASE**

**EARLY  
IMPLEMENTATION  
PHASE: PILOTING**

**EARLY IMPLEMENTATION PHASE:  
SCALING**

CAS Core Development Team  
DESIGN Meetings (Cadence:  
weekly)

CAS Core  
Development  
Team REVIEW  
Meeting

CAS Core  
Development  
Team REVIEW  
Meeting

**Concurrent Initiatives that will inform CAS design/development/implementation:**

- ☐ 100-day encampment challenge
- ☐ Shared housing cohort
- ☐ Racial equity initiative

# FRONT DOOR: Coordinated Access to Crisis Response: HPS, Outreach, Shelter

## Preliminary Key Performance Indicators (KPIs)

### **Outputs:**

- # Engaged by access point (211, identified outreach providers)
- # Screened, provided HPS

### **Outcomes:**

- #/% Diverted, not diverted
- # Returns to Access Point (at-risk) and/or literal homelessness  
(sheltered/unsheltered)

**Dependency:** Full HMIS participation by providers (universal/program-specific elements and custom CES elements)

# FRONT DOOR: Coordinated Access to Crisis Response: HPS, Outreach, Shelter **System Plan Components (Initial drafting during design phase)**

- Vision/mission
- Guiding principles
- System standards and measures
- Roles and responsibilities
- Governance and accountability
- Continuous performance and quality improvement

# Next Steps

- Continue to work with Core CAS development team (city, county, suburban cities,& PWLE) **Jan-March**
- Present proposal and funding requests to City, County, CoC (**Feb-March**)
- Begin hiring and implementation phases in late **March**



## SACRAMENTO STEPS FORWARD

Ending Homelessness. Starting Fresh.

To: Sacramento CoC Board Members  
From: Michele Watts, SSF Chief Planning Officer  
Date: February 9, 2022  
Subject: Sacramento CoC Board Annual Membership  
Renewing Members – ACTION  
New Members – INFORMATION

---

This memo presents the slate of current CoC Board members seeking renewal of terms ending February 28, 2022 for approval. This memo also provides information on the appointment of new members for terms beginning March 1, 2022, scheduled for approval at the March CoC Board meeting.

### Background

The Governance Charter states the CoC Board will conduct a Public Call for Nominations for membership on the Sacramento CoC Board annually. The Call for Nominations for 2022 began in December 2021, for the appointment of new members and the renewal of terms for current members eligible for continuing service, with new terms for both groups commencing in March of every year.

### Timeline

#### *Renewing Members*

CoC Board members are appointed to two-year terms, with a maximum/term limit of three consecutive terms. CoC Board members with terms ending February 28, 2022, eligible for one or more additional terms, were contacted in January 2022 and asked to respond with their intent to continue to serve. Most members falling into this cohort confirmed their willingness to continue their service. No members with terms expiring at the end of February have reached their term limit. The slate of confirmed renewing members is listed below:



### *Confirmed Renewing Members*

<b>Member</b>	<b>Confirmed New Term</b>	<b>Confirmed Term Length</b>
Jenna Abbott	Term 2	3/1/22 – 2/28/24
Alexis Bernard	Term 3	3/1/22 – 2/28/24
Stefan Heisler	Term 3	3/1/22 – 2/28/24
Mike Jaske	Term 3	3/1/22 – 2/28/24
Pixie Pearl	Term 2	3/1/22 – 2/28/24

In addition, one member's intent to renew is pending. Staff will continue to seek confirmation on this member's intentions between now and the March 2022 CoC Board meeting, when new members will also be added to the slate.

### *Pending Renewing Member*

<b>Member</b>	<b>Eligible New Term</b>	<b>Eligible Term Length</b>
John Kraintz	Term 3	3/1/22 – 2/28/24

### *New Members*

New membership recruitment is currently underway, open through February 21, 2022. Based on the current 25-member cap on CoC Board membership, there is one current vacancy and one potential additional vacancy based on pending membership renewal. To date, five new member applications have been received. When the new member application period closes later this month, the CoC Governance Committee will review vacancies and applicants and return to the Board in March with recommendations for the addition of new members. New members may be added to fill vacancies and/or through expanding the current 25-member membership cap.

### Action Requested

Approve the proposed CoC Board slate of renewing members.

# Sacramento Continuum of Care 2021 Committee Overview

**Sacramento Steps Forward | February 9th, 2022**

# List of the Sacramento CoC Committees:

Executive Committee

Governance Committee

Racial Equity Committee

Homeless Management Information System (HMIS) & Data Committee

Project Review Committee

Coordinated Entry System Committee

System Performance Committee

Point-In-Time (PIT) Count Committee

Youth Action Board (YAB)

# Sacramento Continuum of Care Executive Committee



# Sacramento Continuum of Care Executive Committee

**Our Purpose:** comprised of the 3 Sacramento CoC Board officers (Chair, Vice Chair, Secretary) is responsible to carry out officer responsibilities & calls all meetings of the Sacramento CoC & Sacramento CoC Board.

## Our 2021 Key Products:

- CoC Board meetings & Annual meeting agendas
- CoC Committee Slates: Coordinated Entry System, Governance, HMIS & Data, Point-In-Time Count,, Racial Equity, & System Performance Committees.

## Our 2021 Accomplishments:

- [2021 CoC Annual meeting](#)
- Approval of CoC infographics ([CE](#), [CoC](#), [Homelessness in Sacramento](#))
- Supporting the [Sacramento Homeless Policy Council](#) first meeting
- Monthly sessional planning for Executive Committee



# Sacramento Continuum of Care Executive Committee

**Our Purpose:** Sacramento CoC Board officers (Chair, Vice Chair, Secretary) are responsible to carry out officer responsibilities & call all meetings of the Sacramento CoC & Sacramento CoC Board.

## Our 2022 Goals:

- CoC planning: increased communication, education & community engagement
- Develop CoC Board agendas
- Lead adoption of multi-jurisdictional Homeless Action Plan
- Promote development of a focused housing committee/strategy
- Implement & improve new CoC membership recruitment process & application in collaboration with the CoC Governance Committee

# Sacramento Continuum of Care Governance Committee



# Sacramento Continuum of Care Governance Committee

**Our Purpose:** is responsible for the ongoing evaluation of the CoC structure & operations, including a review of the governance charter, oversees the CoC Board strategies, activities, budget, and year-end reconciliation.

## Our 2021 Key Products:

- [2021 CoC Governance Charter](#)
- Annual CoC Board membership slate
- Annual CoC Board Executive Committee slate
- New CoC recruitment process & membership application

## Our 2021 Accomplishments:

- 2021 CoC Governance Charter revisions
- More accessible membership process
- Resumed meeting regularly





# Sacramento Continuum of Care Governance Committee

**Our Purpose:** is responsible for the ongoing evaluation of the CoC structure & operations, including a review of the governance charter, oversees the CoC Board strategies, activities, budget, and year-end reconciliation.

## Our 2022 Goals:

- Revisit the 2021 CoC Governance Charter
- Serve as the nominating committee for the Annual CoC Board & Executive Committee slates
- Implement & improve the new CoC recruitment process & membership application in collaboration with the CoC Executive Committee

# Sacramento Continuum of Care Racial Equity Committee



# Sacramento Continuum of Care Racial Equity Committee

**Our Purpose:** to uncover the scope, causes, and potential solutions of race serving as a predictor for homelessness in Sacramento.

## Our 2021 Key Products:

- Three-part training series (materials, professional development assignments, & courageous conversations)
- Two stakeholder forums
- BIPOC & PLE interviews & report
- [Racial Equity Action Plan](#)

## Our 2021 Accomplishments:

- 2021 CoC Annual meeting breakout session
- Adoption of Racial Equity Action Plan by the CoC Board
- Transitioned from an ad hoc to a standing committee with a diverse slate, including BIPOC & PLE
- Assignment & plan of standing committee member liaisons



# Sacramento Continuum of Care Racial Equity Committee

**Our Purpose:** to uncover the scope, causes, and potential solutions of race serving as a predictor for homelessness in Sacramento.

## Our 2022 Goals:

- Implementation of tiered recommendations from Racial Equity Action Plan to guide the CoC Board & Committees over the next three to five years.
- Embed liaisons into each of the CoC Board's open committees, to incorporate racial equity goals & tools when they develop their annual work plans.
- Advise ongoing on the development & implementation of these goals & tools.
- Advise & provide feedback to institutional partners as warranted.
- Successfully complete participation in the HUD Technical Assistance project to develop a more racially equitable Coordinated Entry System.
- Generate knowledge of & resources for underserved communities.

# Sacramento Continuum of Care Homeless Management Information System (HMIS) and Data Committee



# Sacramento Continuum of Care HMIS and Data Committee

**Our Purpose:** is responsible, with the assistance from the HMIS Lead Agency, HMIS is compliant with HUD, provides comprehensive data, & develops HMIS policies & procedures to inform the Sacramento CoC.

## **Our 2021 Key Products:**

- 2021 HMIS Privacy & Security Plan
- 2021 HMIS Data Quality Plan
- Discussion of future implementation of the Racial Equity Action Plan recommendations & outlining of committee efforts

## **Our 2021 Accomplishments:**

- 2021 HMIS Privacy & Security Plan approved by the CoC Board (10/29/21)
- 2021 HMIS Data Quality Plan approved by the CoC Board (10/29/21)



# Sacramento Continuum of Care HMIS and Data Committee

**Our Purpose:** is responsible, with the assistance from the HMIS Lead Agency, HMIS is compliant with HUD, provides comprehensive data, & develops HMIS policies & procedures to inform the Sacramento CoC.

## Our 2022 Goals:

- Annual HMIS Privacy & Security Plan Revisions
- Annual HMIS Data Quality Plan Revisions
- Revised Annual HMIS Recertification Quiz
- Proposal for HMIS Fee Structure
- Coordinate with the Racial Equity Committee liaisons to implement components of the Racial Equity Action Plan

# Sacramento Continuum of Care Project Review Committee





# Sacramento Continuum of Care Project Review Committee

**Our Purpose:** is responsible for overseeing a collaborative process to select projects for the HUD CoC funding application & for evaluating project performance of HUD-funded activities.

## Our 2021 Key Products:

- FY 2021 HUD CoC NOFO Projects Competition: Materials (review tools, policies & procedures); Review & Ranking Panel; & Project Priority List
- CoC NOFO/A Scoring Criteria Subpopulations Analysis

## Our 2021 Accomplishments:

- FY 2021 HUD CoC NOFO Projects Competition
  - 16 CoC NOFO New Project Letters of Intent (50% increase from 2019); 9 Applications; 7 Recommended for Funding
  - \$29,990,210 Total
- Year-round Technical Assistance to CoC Providers
- Persons with Lived Experience Engagement Survey of CoC Providers
- Quality of services scoring criteria improvements



# Sacramento Continuum of Care Project Review Committee

**Our Purpose:** is responsible for overseeing a collaborative process to select projects for the HUD CoC funding application & for evaluating project performance of HUD-funded activities.

## Our 2022 Goals:

- New membership recruitment
- FY 2022 HUD CoC NOFO/A Projects Competition
- Revisit project performance targets in partnership with the Systems Performance Committee & Racial Equity Committee
- Coordinate with the Racial Equity Committee liaisons to implement components of the Racial Equity Action Plan

# Sacramento Continuum of Care Coordinated Entry System Committee



# Sacramento Continuum of Care Coordinated Entry System Committee

**Our Purpose:** is responsible for the design & implementation of the local Coordinated Entry System (CES) & evaluates its functioning & impact on improving access & connection to services to resolve homelessness.

## Our 2021 Key Products:

- [Rapid Access & Problem Solving \(RAPS\)](#) pilot launch & evaluation of Year 1
- Coordinated Entry Survivors System launch
- COVID-19 PSH Prioritization Extension

## Our 2021 Accomplishments:

- 2021 CoC Annual Meeting breakout session
- [Emergency Housing Vouchers \(EHV\)](#)
- Racial Equity Action Plan & CES Priorities
  - HMIS Assessor Demographics Survey
- Dynamic Prioritization: foundational knowledge building & current state of the system



# Sacramento Continuum of Care Coordinated Entry System Committee

**Our Purpose:** is responsible for overseeing a collaborative process to select projects for the HUD CoC funding application & for evaluating project performance of HUD-funded activities.

## Our 2022 Goals:

- New member recruitment: increase size & recruit membership with a focus on BIPOC & PLE
- Develop more equitable (Post-COVID) prioritization scheme with less emphasis on VI-SPDAT
- Develop & implement next steps from Assessors Demographic Survey (ex. Training for assessors, develop recommendations re: hiring/recruitment of staff at service provider organizations)
- Establish a communications plan aimed at simplifying the message for service providers & users of the CE system
- Coordinate with the Racial Equity Committee liaisons & the Equity Initiative Team collaboration to implement components of the Racial Equity Action Plan

# Sacramento Continuum of Care System Performance Committee



# Sacramento Continuum of Care System Performance Committee

**Our Purpose:** is responsible for system wide planning to ensure the overall housing & service system meets the needs of individuals, including unaccompanied youth, & families experiencing homelessness.

## Our 2021 Key Products:

- [Gaps Analysis Report](#) & Presentations
- 2020 System Performance Measures overview

## Our 2021 Accomplishments:

- Review & input on system level issues & opportunities, including:
  - 2021 HUD CoC NOFO Application
  - Racial Equity Action Plan
  - Emergency Housing Vouchers
- Launched new collaboration with Project Review Committee
- New member recruitment



# Sacramento Continuum of Care System Performance Committee

**Our Purpose:** is responsible for system wide planning to ensure the overall housing & service system meets the needs of individuals, including unaccompanied youth, & families experiencing homelessness.

## Our 2022 Goals:

- 2022 Gaps Analysis
- HHAP Action Plan support
- System Performance Measures review
- Project Review Committee collaboration
  - Review Local Performance Targets
- 2022 HUD CoC NOFO Application support
- Coordinate with the Racial Equity Committee liaisons to implement components of the Racial Equity Action Plan



# Sacramento Continuum of Care Point-in-Time (PIT) Count Committee



# Sacramento Continuum of Care Point-in-Time (PIT) Count Committee

**Our Purpose:** is responsible with debriefing and analyzing the implementation of the 2021 Point-in-Time Count and to develop recommendations for forthcoming Point-in-Time Counts and PIT Committees.

## Our 2021 Key Products:

- 2021 Unsheltered PIT Count COVID-19 Exemption/Waiver

## Our 2021 Accomplishments:

- Unsheltered Survey with the CSUS partnership
- Transition from a subcommittee to a committee
- 2022 Unsheltered PIT Count Planning
- New member recruitment



# Sacramento Continuum of Care Point-in-Time (PIT) Count Committee

**Our Purpose:** is responsible with debriefing and analyzing the implementation of the 2021 Point-in-Time Count and to develop recommendations for forthcoming Point-in-Time Counts and PIT Committees.

## Our 2022 Goals:

- 2022 Unsheltered PIT Count
- New member recruitment, targeting specific areas of representation
- Coordinate with the Racial Equity Committee liaisons to implement components of the Racial Equity Action Plan

# Sacramento Continuum of Care Youth Action Board (YAB)



# Sacramento Continuum of Care Youth Action Board

**Our Purpose:** is responsible to advise the Sacramento CoC Board on policies & activities that relate to preventing & ending youth homelessness.

## **Our 2021 Accomplishments:**

- YAB Representatives on the CoC Board: Marcella “Modie” Cotton, Youth Action Board Co-Chair, California Coalition for Youth Board Member

## **Our 2022 Goals:**

- Develop & formalize recurring meeting schedules, deliverables, etc.
- Continue efforts to build stronger relationships & communication between YAB & the CoC
- Coordinate with the Racial Equity Committee liaisons to implement components of the Racial Equity Action Plan

# Thank you!