



## California Interagency Council on Homelessness

# Homeless Housing, Assistance and Prevention Round 3 Application

## Application Information

This Cognito platform is the submission portal for the Cal ICH HHAP-3 Application. You will be required to upload a full copy of the HHAP-3 Data Tables Template *and* enter information into the portal from specific parts of the HHAP-3 Local Homelessness Action Plan and Application Template as outlined below.

Please review the following HHAP-3 resources prior to beginning this application:

- [HHAP-3 Notice of Funding Availability \(NOFA\)](#)
- [HHAP-3 Local Homelessness Action Plan & Application Template](#) and
- [HHAP-3 Data Tables Template](#)

## Application Submission for HHAP-3 Funding

Using the [HHAP-3 Local Homelessness Action Plan & Application Template](#) as a guide, applicants must provide the following information in the applicable form section (see *How to Navigate this Form*) to submit a complete application for HHAP-3 funding:

1. **Part I: Landscape Analysis of Needs, Demographics, And Funding:** the information required in this section will be provided in Tables 1, 2, and 3 of the HHAP-3 Data Tables Template file uploaded in the *Document Upload* section.
2. **Part II: Outcome Goals and Strategies for Achieving Those Goals:** the information required in this section will be provided in Tables 4 and 5 of the HHAP-3 Data Tables Template file uploaded in the *Document Upload* section, **AND** copy and pasted into the fields in the *Outcome Goals and Strategies* section of this application form.
3. **Part III: Narrative Responses:** the information required in this section will be provided by entering the responses to the narrative questions within the *Narrative Responses* section of this application form. Applicants are **NOT** required to upload a separate document with the responses to these narrative questions, though applicants may do so if they wish. The responses entered into this Cognito form will be considered the official responses to the required narrative questions.
4. **Part IV: HHAP-3 Funding Plans:** the information required in this section will be provided in Tables

6, 7 (as applicable), and 8 of the HHAP-3 Data Tables Template file uploaded in the *Document Upload* section.

5. **Evidence of meeting the requirement to agendize the information in Parts I and II at a meeting of the governing board** will be provided as a file upload in the *Document Upload* section.

## **How to Navigate this Form**

This application form is divided into **five sections**. The actions you must take within each section are described below.

- **Applicant Information:** In this section, indicate (1) whether you will be submitting an individual or joint application, (2) list the eligible applicant jurisdiction(s), and (3) provide information about the Administrative Entity.
- **Document Upload:** In this section, upload (1) the completed HHAP-3 Data Tables Template as an Excel file, (2) evidence of meeting the requirement to agendize the local homelessness action plan and outcome goals at a regular meeting of the governing board where public comments may be received, and (3) any other supporting documentation you may wish to provide to support your application.
- **Outcome Goals and Strategies:** In this section, copy and paste your responses from Tables 4 and 5 of the completed HHAP-3 Data Tables Template.
- **Narrative Responses:** In this section, enter your responses from Part III of the HHAP-3 Local Homelessness Action Plan & Application Template.
- **Certification:** In this section, certify that the information is accurate and submit the application.

Prior to the submission deadline, you can save your progress in this application and come back to it later by clicking the save button. This will provide you with a link to the saved application, and there will be an option to email that link to the email address(es) of your choosing.

After submitting the application, you will not be able to make changes to your responses unless directed by Cal ICH staff.

**I have reviewed the HHAP-3 NOFA and application template documents**

Yes

**I am a representative from an eligible CoC, Large City, and/or County**

Yes

## **Applicant Information**

List the eligible applicant(s) submitting this application for HHAP-3 funding below and check the corresponding box to indicate whether the applicant(s) is/are applying individually or jointly.

### **Eligible Applicant(s) and Individual or Joint Designation**

Individual

This application represents the individual application for HHAP-3 funding on behalf of the following eligible applicant jurisdiction(s):

### **Eligible Applicant Name**

City of Sacramento

## **Administrative Entity Information**

Funds awarded based on this application will be administered by the following Administrative Entity:

### **Administrative Entity**

City of Sacramento

### **Contact Person**

Danielle Foster

### **Title**

Housing Policy Manager

### **Contact Person Phone Number**

(916) 808-1869

### **Contact Person Email**

dfoster@cityofsacramento.org

## Document Upload

Upload the completed [HHAP-3 Data Tables Template](#) (in .xlsx format), evidence of meeting the requirement to agendaize the local homelessness action plan and outcome goals at a regular meeting of the governing body where public comments may be received (such as a Board agenda or meeting minutes), and any other supporting documentation.

### **HHAP-3 Data Tables**

HHAP-3 Data Tables Updated Template\_Sacramento City- 6.29.22.xlsx

### **Governing Body Meeting Agenda or Minutes**

June 28.2022- 2PM Sacramento City Council Agenda.pdf

### **Optional Supporting Documents**

3-Sacramento Local Homeless Action Plan.pdf

# Narrative Responses

Copy and paste your responses to Part III. Narrative Responses from the [HHAP-3 Local Homelessness Action Plan & Application Template](#) into the form below.

## Question 1

A demonstration of how the jurisdiction has coordinated, and will continue to coordinate, with other jurisdictions, including the specific role of each applicant in relation to other applicants in the region.

### Question 1 Response

Knowing that homelessness does not follow political boundaries, the City of Sacramento, smaller neighboring cities, County of Sacramento and the CoC regularly work together to address system needs, plan for new funding opportunities and oversee implementation of local programs. Sacramento County, the cities therein, and the Sacramento Continuum of Care (CoC) are regular collaborators on issues related to homelessness, including policy development, system design and program implementation. Sacramento County, as well as representatives from the cities of Citrus Heights, Elk Grove, Rancho Cordova, and Sacramento city and county serve on the CoC Board and on various subcommittees of the board.

In late 2019, each of the jurisdictions approved the development of the Sacramento Homeless Policy Council (Policy Council) and appointed representatives from their respective elected board or Council to serve on the Policy Council. The purpose of the Policy Council is to create a forum where members could meet regularly to provide strategic leadership on Sacramento's homelessness response. Due to the COVID-19 pandemic, initiation of the Policy Council was delayed to August 2021. A second meeting was held in March 2022 and the next meeting is scheduled for June 2022.

In early 2020, in coordination with the County and City of Sacramento, SSF released public facing data dashboards that will support this work. The dashboards (Public Dashboard - Sacramento Steps Forward) are updated quarterly with data from the community-wide Homelessness Management Information System (HMIS). Evaluation of data collected through HMIS may also be used to inform the collective understanding of interventions. Recent examples include: racial equity analysis of COVID-19 homelessness response and re-housing data across programs re-housing COVID-19 shelter participants. The COVID-19 re-housing effort has supported peer learning through bi-weekly sessions with re-housing program; topics have included how to access affordable housing; In-Home Supportive Services Program; peer sharing of challenges and success with participants; accessing behavioral health services, among other topics.

In 2022, the City of Sacramento, the County of Sacramento and the CoC began a collaborative process to complete a countywide Local Homeless Action Plan (LHAP). The development of this Plan leveraged existing plans and efforts to address homelessness. This LHAP, attached in the optional documents, creates a cross-jurisdictional unified approach to addressing homelessness across Sacramento County. This is a three-year plan beginning on July 1, 2022 through June 30, 2025. It is actionable, relatable, and provides a roadmap for future funding. Outlined in the plan are key system components that are in alignment with national best-practices and, if resourced and implemented consistently across funders and providers, will bring the local response system to scale with capacity to move the needle on homelessness. Through these efforts, homelessness in the County over time will become preventable whenever possible, brief, and non-recurring. The Plan was adopted by the CoC Board on June 8, 2022, the Sacramento County Board of Supervisors on June 14, 2022 and the Sacramento City Council on June 28, 2022.

## Question 2

A demonstration of the applicant's partnership with, or plans to use funding to increase partnership with:

- Local health care and managed care plans
- Public health systems
- Behavioral health
- Social services
- Justice entities
- People with lived experiences of homelessness
- Other (workforce system, services for older adults and people with disabilities, Child Welfare, education system)

### **Question 2 Response**

#### **Local health care and managed care plans**

The applicant is working closely with managed care plans and other stakeholders to ensure a strong partnership between the CoC, County, and City in the implementation of Cal-AIM. Cal-AIM represents a significant opportunity to infuse resources into the system to better address the service needs of people experiencing homelessness. The Local Homelessness Action Plan calls out the Cal-AIM opportunity, CoC Board membership and guests include representation from the managed care plans, and the CoC Board has agendaized Cal-AIM updates, funding applications, and planning at its monthly meetings to ensure this opportunity is maximized.

The Coordinated Access System CoC allocation of HHAP-3 funding will help support an increased partnership with Cal-AIM.

#### **Public health systems**

There is high intersectionality of homelessness and public health. In the midst of the COVID-19 health crisis, Public Health came to the forefront to address the needs and challenges of the homeless population, a particularly vulnerable and often, high risk, population that did not have access to basic hygiene supplies to keep themselves safe. Homeless service providers relied heavily on guidance from PH to address immediate health needs and increase protective measures for sheltered and unsheltered persons and staff. During the first year of the pandemic, Public health worked with local cities and the CoC along with designated outreach workers, provider agencies, mobile health units and medical volunteers. Outreach staff and COVID funding provided for the operation of handwashing stations, portable toilets, access to potable water, protective gear, testing and vaccine clinics. This relationship carries forward with new initiatives to increase street health services and support.

#### **Behavioral health**

The CoC operates the CoC's Coordinated Entry System (CES) and is the CoC HMIS Lead Agency. In both of these roles, the CoC partners closely with the County of Sacramento's behavioral health system and the array of nonprofit service providers that deliver services to people experiencing homelessness on behalf of the County. With CES, the CoC and County collaborate to maintain a By Name List of households that are co-eligible for CoC permanent housing and the most intensive level of behavioral health services and use this list to refer the most vulnerable households to available permanent supportive housing openings. With HMIS, the CoC works closely with the County and behavioral health services providers to ensure all homeless projects are entering into the HMIS and that agency staff have ongoing training and technical assistance to ensure good data quality.

#### **Social services**

The City's partnership with social services agencies is well-established in multiple arenas, including through the implementation of local shelters, programming, and community outreach. The Sacramento CoC's FY2021 award totaled over \$29M in funding for 25 projects operated by 12 agencies providing a wide array of supportive social services to over 2500 permanent supportive housing and rapid rehousing beds for people experiencing homelessness. The services provided by HUD CoC-funded agencies include wrap-around housing stabilization and retention services for people experiencing chronic homelessness, as well as agency-specific specialization in behavioral health and substance use disorders; employment; subpopulation services for families, youth, seniors, and veterans; and services for survivors of domestic violence and human trafficking. The HUD CoC provider agencies are actively partner with the CoC through engagement with the work of the CoC Board and its committees, convening 10-12 times a year for a combination of training sessions and information-sharing and problem-solving discussions.

#### Justice entities

The CoC Board and its Point-in-Time Count Committee include representatives from the Sacramento County Sheriff's Department and the Sacramento Police Department, offering ongoing opportunities to partner on CoC business in general and the PIT count specifically. The City of Sacramento recently created the Department of Community Response to further collaboration and appropriate assignment of social services call to outreach and service staff rather than to sworn officers. These allows law enforcement to focus more on illegal activities and DCR staff to help connect individuals to resources.

#### People with lived experiences of homelessness

PLE's are foundational to the work of the Sacramento CoC as they represent folks who are the most impacted by homelessness and need to be centered at every level of the decision-making process. Their shared experience is integral to making sure that the work being done is equitable, effective, and successful. PLE's are serving on multiple working groups, including the CORE HUD Equity Team, HHAP 3 Outcome Goals working group and the Racial Equity Committee. PLE's are being centered in the development of new racially equitable tools and frameworks for the continuum.

The Sacramento City and County CoC Board includes two board members with lived experience of homeless. The CoC Board reviews funding plans, funding allocations, and is consulted and provides feedback on program design, implementation and evaluation. In addition, outreach is being coordinated by SSF's PLE Coordinator to foster relationships with and center the voices of PLE's throughout the Sacramento CoC. This work includes developing training for PLE's to navigate the CES System and provide guidance to further develop their advocating, public speaking, financial literacy and other life skills.

#### Other (workforce system, services for older adults and people with disabilities, Child Welfare, education system)

The CoC's Racial Equity Action Plan highlights that intersectional issues of race/ethnicity, culture, disability, gender identity, and sexual orientation are both prominent and largely misunderstood. The data shows that persons who identify as Black, Indigenous, and People of Color are more likely to experience homelessness. Within the Racial Equity Action Plan, un-housed Black, Indigenous, and Persons of Color were interviewed, and it was noted that they also experience disabilities and other barriers not related to race/ethnicity. Due to the need to further explore intersectionality to understand the multiplier effects of demographics outside of race and ethnicity, the Sacramento Steps Forward conducted a Gaps Analysis in 2022. It was found that just over half of all adults (~54%) report having one or more severe and persistent disabling conditions. This work is happening throughout the CoC, yet is finding its home in the HUD CORE Racial Equity team. This team is foundational in this approach and has a rich, diverse representation of the most impacted persons experiencing homelessness in Sacramento. One of the major goals set forth by this team is to engage persons with lived expertise and to replace the VI-SPDAT with a new equitable assessment and prioritization tool to serve our most underserved populations including families and persons with disabilities.

In addition to this work, Sacramento Steps Forward (SSF) and the CoC recently was awarded the Cal ICH

Family Planning Grant that will be leveraged with the Bezos Day 1 funds to create a Family Collaborative. The Family Collaborative Strategy is in direct partnership with the Black Child Legacy Campaign and supports 7 newly formed navigator positions with problem solving, diversion and training support to assist 280 families over 2 years. Sacramento County (SCOE) of Education and the Local Education Agencies will be working directly within the Family Collaborative and in partnership with the navigators to end youth and family homelessness. SCOE, community partners, and SSF also sit in collaboration on the Youth Homelessness Task Force. The Youth Homelessness Task Force creates a forum for Youth Action Board members, providers, and system representatives to partner monthly to design policy, drive best practice, and strengthen youth voice across our continuum. These efforts will further address the needs of families, youth, and equitable response across the system.

### **Question 3**

A description of specific actions the applicant will take to ensure racial and gender equity in service delivery, housing placements, and housing retention and changes to procurement or other means of affirming racial and ethnic groups that are overrepresented among residents experiencing homelessness have equitable access to housing and services.

Note: These actions should be aligned with the equity-focused Outcome Goals and related strategies described in previous Parts, but should not need to be limited to those strategies.

#### **Question 3 Response**

In 2021, the Sacramento CoC created The Racial Equity Committee. This body conducted a community analysis including quantitative and qualitative data that identified contributing factors that highlighted a wide range of disparities that culminated into an action plan titled, The Findings & Recommendations from the CoC Racial Equity Committee. Key report findings included: disparities in access to homeless services, undercounting and poor data collection within historically under-resourced communities, negative impacts of racial biases across the system including the assessment and prioritization processes for the allocation of resources, implementation of a trauma-informed and racial equity approach to engage landlords to reduce historical discriminatory tenant leasing practices, and a lack of racial/ethnic, and lived expertise participation across all levels of the homelessness workforce.

While this work is happening throughout the CoC, it is finding its home in the HUD CORE Racial Equity team. This team is foundational in this approach and has a rich, diverse representation of the most impacted persons experiencing homelessness in Sacramento. This team is made up of 35% of persons with lived expertise and 66% of whom identify as Black, Indigenous and people of color. In addition to Persons with Lived Expertise, the team is also made up of persons identifying as LGBTQIA+, domestic violence survivors, TAY youth providers, veterans, outreach providers, seniors, coordinated entry representatives, housing providers, people living with disabilities, and justice impacted folks. Yet, the team is aware that there is a gap within the Indigenous community, and it is the goal of the team to engage Wilton Rancheria Tribal members to join by July 2022.

In 2022, Sacramento was chosen to participate in the California Racial Equity Action Lab Community of Practice. The Sacramento CoC and County teamed up to develop three SMARTIE goals to address racial disparities within the homelessness system in Sacramento. Goal #1 was to engage persons with lived expertise in the CORE HUD Initiative to replace the VI-SPDAT with a new equitable assessment and prioritization tool. Goal #2 was to develop thresholds of representation for all committee recruitment processes, with consideration given to the inclusion of individuals aiming to have at least 50% be Black individuals and persons with lived experience and expertise. The second part of Goal 2 was to survey existing committee members of the CoC to understand the demographics more clearly prior to recruitment. The survey would include questions in regards to domestic violence survivors, persons with Lived Experience, race, ethnicity, and/or persons with disabilities. Goal 3 focused on addressing inequities where the gaps exist and prioritizing the Black Population by using the data from surveys to identify inequities in



representation throughout the CoC. The Racial Equity Committee will review and analyze the recommendations and will present them to the CoC for adoption and implementation.

American Indian or Alaska Native (Indigenous) communities are 4 times more likely to experience homelessness in Sacramento and suffer a 13% return to homelessness after exiting homelessness to permanent housing. Due to these significant disparities, the Sacramento CoC has chosen to specifically target these groups with a trauma-informed approach. In February 2022, the Wilton Rancheria Tribe passed a Tribal resolution to join the Sacramento CoC. This is a historic partnership between the two entities and is supported by the Racial Equity Action Plan. Wilton Rancheria Tribe's Housing department is serving as an access point for Coordinated Entry and will be utilizing HMIS by the end of June, 2022. The goal of the CoC is to incorporate Wilton Rancheria Tribal Members into every committee to elevate Indigenous voices. Currently, Wilton Rancheria Tribal members are engaged in the work of the Homeless Youth Task Force that is writing and applying for the Youth Homelessness Demonstration Project. The Sacramento CoC is also recruiting Indigenous youth to participate in this grant process.

Other notable work has begun with prioritizing families identifying as Black/African American. In Sacramento, persons identifying as Black/African American are 3 times more likely to experience homelessness. Due to this disparity, the Sacramento CoC collaborated with PLE's, outreach staff, community partners, Wilton Rancheria, CORE HUD Equity Team, and the Racial Equity Committee to design a more equitable prioritization tool for families. The formation of this tool was based in trauma informed practices and targeted families identifying as Black/African American seeking permanent housing. The goal of this pilot tool was to address reducing the number of persons experiencing homelessness for the first time and on a daily basis. This tool will serve as the foundation for the replacement of the VI-SPDAT tool in Sacramento. Culturally responsive training and guidance is in development and will be provided to all administering the tool.

In addition, the Sacramento CoC seeks to build a system level coordinated response to ending family homelessness. Using innovative best practices and leveraging support from Community Solutions as a Built for Zero community, the effort will expand capacity to collect real time quality data on families experiencing or imminently at risk of homelessness, develop shared goals and strategies across systems of care to address family homelessness, and build cross-agency case conferencing by using an established quality by name list of homeless families in our community. We will be leveraging The Family Planning Grant (if awarded) and SSF's Day1 Family Fund in partnership with the Black Child Legacy Campaign to address the racial disparities of those experiencing homelessness, particularly among our Black/African American community.

Collaboration with Black Child Legacy Campaign will include coordinating on broader Family Collaborative Strategy and supporting 7 Community Incubator Lead navigator positions with problem solving, diversion and training support to assist 280 families over 2 years from experiencing homelessness. Studies have shown that 25-30% of families can be successfully diverted from homelessness with appropriate problem solving and diversion assistance. SSF's current gaps analysis identifies significant need for additional problem solving and diversion assistance for families and individuals. SSF and the CoC hope to learn from this partnership and pilot to build a more transformed system response to families experiencing or imminently at risk of homelessness that will reduce disparities of Black/African American families and reduce overall homelessness.

The Sacramento CoC is dedicated to focusing on its disparities to ensure that our system-wide approach is equitable. This work is at the heart of the entire CoC and will continue to help us end homelessness.

## **Question 4**

A description of how the applicant will make progress in preventing exits to homelessness from institutional settings, including plans to leverage funding from mainstream systems for evidence-based housing and

housing-based solutions to homelessness.

Note: Such mainstream systems could include:

- Physical and behavioral health care systems and managed care plan organizations
- Public health system
- Criminal legal system and system for supporting re-entry from incarceration
- Child welfare system
- Affordable housing funders and providers
- Income support programs
- Education system
- Workforce and employment systems
- Other social services and human services systems

#### **Question 4 Response**

The Sacramento CoC is working to develop and staff a Family Collaborative leveraging the broader Black Child Legacy Campaign network and city/county program homeless services. This collaborative will create a family specific By Name List and case conferencing approach to assist families out of homelessness by expediting and increasing rates of permanent housing placement. This collaborative will be used to pilot a Diversion program within the new Coordinated Access System with Black Child Legacy and Family Resource Navigators and Community Based Organizations to help divert homelessness. Collaboration with BCLC will include coordinating on broader Family Collaborative Strategy and supporting 7 CILs newly formed navigator positions with problem solving, diversion and training support to assist 280 families over 2 years from experiencing homelessness.

The Black Child Legacy Campaign (BCLC), a county-wide proven infrastructure, implemented by Community Incubator Leads (CILs), and overseen by the Reduction of African American Child Deaths (RAACD) Steering Committee (representatives from cross-sectors) is a community-driven coordinated support service system designed to build capacity and reduce the disproportionate rates of African American child deaths and related risk factors in seven neighborhoods throughout Sacramento County identified as experiencing the greatest disproportion of African American deaths and with at least 50% of African American children living below poverty. CILs, community-based organizations with trusted relationships in their neighborhoods and culturally relevant support services, have provided services to families experiencing homelessness through limited resources, including temporary, short-term housing, and motel voucher.

#### **Question 5**

Specific and quantifiable systems improvements that the applicant will take to improve the delivery of housing and services to people experiencing homelessness or at risk of homelessness, including, but not limited to, the following:

(I) Capacity building and workforce development for service providers within the jurisdiction, including removing barriers to contracting with culturally specific service providers and building the capacity of providers to administer culturally specific services.

(II) Strengthening the data quality of the recipient's Homeless Management Information System.

(III) Increasing capacity for pooling and aligning housing and services funding from existing, mainstream, and new funding.

(IV) Improving homeless point-in-time counts.

(V) Improving coordinated entry systems to strengthen coordinated entry systems to eliminate racial bias, to create a youths specific coordinated entry system or youth-specific coordinated entry access points, or to improve the coordinated entry assessment tool to ensure that it contemplates the specific needs of youth experiencing homelessness.

### **Question 5 Response**

(I) Capacity building and workforce development for service providers within the jurisdiction, including removing barriers to contracting with culturally specific service providers and building the capacity of providers to administer culturally specific services.

The Coordinated Entry System Committee surveyed its providers in April 2022 to determine the need for Language Accessibility and Culturally Responsive training needs. The responses were clear that there was a critical need for language accessibility for all access points to best serve the needs of the persons seeking services and that there is a substantial amount of people not accessing services because of the language barrier. This is also highlighted as a major goal within the Racial Equity Plan and Local Homeless Action Plan. The CoC is also working to strengthen collaboration with underserved communities that do not have access to HMIS.

Sacramento Steps Forward is organizing a series of trainings in the final half of the 2022 calendar year that will be focused on Coordinated Entry policies, standards, and assessor trainings; best practices for serving domestic violence survivors, including protocols for addressing immediate safety concerns; HMIS policies and procedures; and coverage of mainstream services. In addition, SSF intends to complete a provider assessment to identify gaps in knowledge within the areas noted above as well as further explore the professional development and training needs of our community's homeless providers. This activity directly aligns with the initiation of efforts around Strategy 5 of the Sacramento Local Homeless Action Plan to invest in community capacity building and training.

Building upon the work of the Coordinated Entry System and Coordinated Access System, CoC staff has launched the interactive cohort based "Housing Problem Solving" trainings. These sessions are a strength-based, empathetic, and client-centered approach to ending homelessness. This intervention specifically targets early stages of homelessness, seeking to avoid the trauma of being unhoused. The training focuses on building the skills necessary to put into practice through breakouts, scenario discussions, and role plays.

Furthermore, SSF has invested in internal staff whose role will be central to the planning, evaluation, and sustainability of communitywide trainings that are aimed towards building providers' skills and confidence that can mitigate barriers in their service and assist them with facilitating encounters in a trauma-informed, culturally responsive manner.

(II) Strengthening the data quality of the recipient's Homeless Management Information System.

As the lead agency for the Sacramento CoC, SSF oversees HMIS for the continuum. With designated HMIS infrastructure funding in the first round of HHAP, we were able to improve the infrastructure to support the HMIS system and bring on additional HMIS staff. As HMIS usage continues to grow and the CoC continues to bring more organizations into HMIS, our needs for staffing and funding also continues to grow to ensure accurate data. Additional funding is being requested from HHAP-3 to support our HMIS and Data system. Our HMIS/Analytics team has developed systemwide goals that include:

Appropriately staff HMIS to meet the needs of the CoC, HUD, and partners.  
Improve communication and coordination with partner agencies to determine their needs and Key Performance Measures.  
Improve the amount, quality and accuracy of data in HMIS  
Improve the training, support, and user experience for HMIS end-users  
Increase the representation of unsheltered individuals who are not connected to services in HMIS.  
Create methods for integrating other data sources into HMIS.  
Investigate and recommend alternative scoring for NOFO competition (outputs vs outcomes)  
Improve data sharing among agencies to aid in housing clients

(III) Increasing capacity for pooling and aligning housing and services funding from existing, mainstream, and new funding.

Available funding for homeless housing and services continues to be insufficient for the need and gaps, and leveraging and aligning funding is a high priority for the CoC. One example of funding alignment between the CoC, City of Sacramento and County of Sacramento was standing up the Project RoomKey Program, where resources - financial and staff - from all three entities were pooled to open and operate the program. The CoC's partnership with the Sacramento Housing and Redevelopment Agency for the Emergency Housing Voucher program is another example where we worked in close coordination around a new resource in the community. Most recently and notably funding for the Coordinated Access System includes funding allocations from the CoC, City of Sacramento and County of Sacramento. In addition, the CoC continues to apply for grant opportunities as they become available to increase new funding. Recent examples include the Bezos Day One Family fund where the CoC was awarded \$5 million and the Cal ICH Family Challenge grant.

(IV) Improving homeless point-in-time counts.

Despite the ongoing pandemic, the 2022 Point-in-Time count included approximately 500 volunteers trained and deployed across 143 sampled zones. In future PIT counts, essential community support should include expanded partnerships with non-traditional organizations, business community and other non-profits on identifying locations where people living on the streets are sleeping shortly before the count (pre-count mapping) and helping recruit volunteers to conduct the count and surveys of people experiencing homelessness on count night(s).

As managed care plans begin delivering Cal-AIM services through their supportive services partners, sharing information about where their unsheltered members sleep overnight will be very helpful for future counts- this can be accomplished through requiring data entry of location information into HMIS by contracted providers, as well as participation in PIT-specific location data collection outside of HMIS. Additionally, encouraging staff to participate as volunteers, and also spreading the call for volunteers across networks will also be very helpful.

(V) Improving coordinated entry systems to strengthen coordinated entry systems to eliminate racial bias, to create a youth-specific coordinated entry system or youth-specific coordinated entry access points, or to improve the coordinated entry assessment tool to ensure that it contemplates the specific needs of youth experiencing homelessness.

In the Sacramento Continuum of Care, the Racial Equity Committee (REQC) and the Coordinated Entry System Committee (CESC) are collaborating to address bias in the assessment and prioritization tool, language accessibility, system navigation, and outreach to eliminate racial bias in the homelessness system. The Racial Equity Committee conducted a community analysis including quantitative and qualitative data that identified contributing factors that highlighted a wide range of disparities that culminated into an action plan titled, The Findings & Recommendations from the CoC Racial Equity Committee. Key report findings included: disparities in access to homeless services, undercounting and poor data collection within historically under-resourced communities, negative impacts of racial biases across the system including the assessment and prioritization processes for the allocation of resources,

implementation of a trauma-informed and racial equity approach to engage landlords to reduce historical discriminatory tenant leasing practices, and a lack of racial/ethnic, and lived expertise participation across all levels of the homelessness workforce. The Racial Equity Plan and 2022 Gaps Analysis is serving as the basis to re-design the Coordinated Entry System in Sacramento.

In response to the inequities highlighted in the Racial Equity Action Plan and the 2022 GAPS analysis, a targeted approach has focused on two specified demographics of persons identifying as Black/African American or Indigenous American Indian/Alaskan Native experiencing homelessness. In March of 2022, The Coordinated Entry Committee collaborated with Partners with Lived Expertise, outreach staff, community partners, Wilton Rancheria Tribal members, the CORE HUD Equity Team, and the Racial Equity Committee to design a more equitable prioritization tool for families. The formation of this tool was based in trauma informed practices and targeted families identifying as Black/African American seeking permanent housing. The goal of this pilot tool was to address reducing the number of persons experiencing homelessness for the first time and on a daily basis. This tool will serve as the foundation for the replacement of the VI-SPDAT tool in Sacramento. Culturally responsive training and guidance is in development and will be provided to all administering the tool.

The Sacramento CoC created a partnership with Wilton Rancheria Tribe to join the CoC in 2022. This direct effort has led to collaboration and advocacy for youth programs specific to persons identifying as Indigenous. American Indian or Alaska Native (Indigenous) communities are 4 times more likely to experience homelessness in Sacramento and suffer a 13% return to homelessness after existing homelessness to permanent housing. This is a historic partnership between the two entities and is supported by the Racial Equity Action Plan. Wilton Rancheria Tribe's Housing department is serving as an access point for Coordinated Entry and will be utilizing HMIS by the end of June, 2022. The goal of the CoC is to incorporate Wilton Rancheria Tribal Members into every committee to elevate Indigenous voices. Currently, Wilton Rancheria Tribal members are engaged in the work of the Homeless Youth Task Force that is writing and applying for the Youth Homelessness Demonstration Project. The Sacramento CoC is also recruiting Indigenous youth to participate in this grant process.

Sacramento utilizes a combination of a "no wrong door" and centralized access point structure for youth. Any person, including youth, can be assessed at any access point. However, there are also dedicated TAY providers, street outreach teams, and drop-in services that can assess youth. Sacramento could improve on building out an updated assessment tool; we currently use the TAY VI-SPDAT, it centers racial and gender equity at the forefront, to ensure our most marginalized youth have equitable access to housing. With HHAP-3 funding, the CoC approved per the requested recommendations of the Youth Homelessness Task Force (YHTF) to support new housing coordination and retention staff for existing prevention & intervention teams, plus client problem solving funding. The new funding will be implemented through TAY-designated resources within the system-level Coordinated Access System initiative.

## **Question 6**

Evidence of connection with the local homeless Coordinated Entry System.

### **Question 6 Response**

The Sacramento Continuum of Care is the lead agency for the coordinated entry system. HUD mandated projects and programs currently participate in the coordinated entry system and the CoC continues to expand the reach of the coordinated entry system to other housing and shelter opportunities.

The Coordinated Access System was recently approved by the Sacramento County Board of Supervisors, the Sacramento City Council and the CoC Board, and will replace a siloed approach to addressing homelessness with a systematic approach that is designed to leverage all of the resources available in the region and looks to provide lasting results for clients.

People in crisis will have one phone number to call. On the other end will be specially trained staff and caseworkers who will work with them to immediately problem solve their situation and refer them to the best resource available in the area, ranging from one-time funds to prevent entering into homelessness, emergency shelter, to more permanent solutions.

In addition, the coordinated access system seeks to centralize access to shelter beds by ensuring that every shelter bed in the response system is fully utilized and that people throughout the county have access to those.

With the funding in place from the County, City of Sacramento and the CoC, the next steps are to bring on and train additional 2-1-1 specialists and other providers on trauma-informed approaches and assessment tools, expand the opportunity for service providers to connect with problem solving funds, increase the number of providers using the Homeless Management Information System (HMIS), and start coordinating with shelters, clinics, and other sites that serve people experiencing homelessness to launch fully by Fall 2022.

While all partners have been involved in the planning for the CAS that's coming online in July, the City shelter resources will be first to enter the CAS system completely (some are already in the 2-1-1 system). The City has a strong commitment to this centralized approach, the improved data and opportunities for prevention and diversion that it will bring to the CoC response.

## **Certification**

**I certify that all information included in this Application is true and accurate to the best of my knowledge.**

Yes

**Table 1. Landscape Analysis of Needs and Demographics**

	<b>People Experiencing Homelessness</b>	<b>Source and Date Timeframe of Data</b>
<b>Population and Living Situations</b>		
<b>TOTAL # OF PEOPLE EXPERIENCING HOMELESSNESS</b>	17,355	2019 Point-In-Time (PIT) Unsheltered Count and 2021 Housing Inventory Count (HIC) Sheltered (annualized)
# of People Who are <b>Sheltered</b> (ES, TH, SH)	9,557	CY 2021 HMIS Data (adjusted and annualized)
# of People Who are <b>Unsheltered</b>	7,798	2019 Unsheltered Count and 2021 HIC Sheltered (annualized and adjusted)
<b>Household Composition</b>		
# of Households <b>without Children</b>	10,122	Source derived from above "Population and Living Situations" estimates and FY 2021 Stella Performance Module (annualized)
# of Households with <b>At Least 1 Adult &amp; 1 Child</b>	1,171	Source derived from above "Population and Living Situations" estimates (annualized)
# of Households with <b>Only Children</b>	95	Source derived from above "Population and Living Situations" estimates (annualized)
<b>Sub-Populations and Other Characteristics</b>		
# of Adults Who are Experiencing <b>Chronic Homelessness</b>	3,495	Source derived from above "Population and Living Situations" estimates and FY 2021 Stella P (annualized)
# of Adults Who are Experiencing <b>Significant Mental Illness</b>	3,211	Source derived from above "Population and Living Situations" estimates and 2019 PIT Count (annualized)
# of Adults Who are Experiencing <b>Substance Abuse</b> Disorders	1,583	Source derived from above "Population and Living Situations" estimates and 2019 PIT Count (annualized)
# of Adults Who are <b>Veterans</b>	1,094	Source derived from above "Population and Living Situations" estimates and FY 2021 Stella P (annualized)
# of Adults with <b>HIV/AIDS</b>	254	Source derived from above "Population and Living Situations" estimates and 2019 PIT Count (annualized)
# of Adults Who are <b>Survivors of Domestic Violence</b>	4,001	Source derived from above "Population and Living Situations" estimates and 2019 PIT Count (annualized)
# of <b>Unaccompanied Youth (under 25)</b>	1,464	Source derived from above "Population and Living Situations" estimates (annualized)
# of <b>Parenting Youth (under 25)</b>	192	Source derived from above "Population and Living Situations" estimates (annualized)
# of People Who are <b>Children of Parenting Youth</b>	304	Source derived from above "Population and Living Situations" estimates (annualized)
<b>Gender Demographics</b>		
# of <b>Women/Girls</b>	8,268	Source derived from above "Population and Living Situations" estimates and FY 2021 Stella P (annualized)
# of <b>Men/Boys</b>	8,907	Source derived from above "Population and Living Situations" estimates and FY 2021 Stella P (annualized)
# of People Who are <b>Transgender</b>	108	Source derived from above "Population and Living Situations" estimates and FY 2021 Stella P (annualized)
# of People Who are <b>Gender Non-Conforming</b>	71	Source derived from above "Population and Living Situations" estimates and FY 2021 Stella P (annualized)



Ethnicity and Race Demographics		
# of People Who are <b>Hispanic/Latino</b>	3,039	Source derived from above "Population and Living Situations" estimates and June 2021 CoC Racial Equity Committee Draft Action Plan (annualized)
# of People Who are <b>Non-Hispanic/Non-Latino</b>	14,316	Source derived from above "Population and Living Situations" estimates and June 2021 CoC Racial Equity Committee Draft Action Plan (annualized)
# of People Who are <b>Black or African American</b>	6,810	Source derived from above "Population and Living Situations" estimates and FY 2021 Stella P (annualized)
# of People Who are <b>Asian</b>	278	Source derived from above "Population and Living Situations" estimates and FY 2021 Stella P (annualized)
# of People Who are <b>American Indian or Alaska Native</b>	479	Source derived from above "Population and Living Situations" estimates and FY 2021 Stella P (annualized)
# of People Who are <b>Native Hawaiian or Other Pacific Islander</b>	286	Source derived from above "Population and Living Situations" estimates and FY 2021 Stella P (annualized)
# of People Who are <b>White</b>	8,504	Source derived from above "Population and Living Situations" estimates and FY 2021 Stella P (annualized)
# of People Who are <b>Multiple Races</b>	960	Source derived from above "Population and Living Situations" estimates and FY 2021 Stella P (annualized)

Table 2. Landscape Analysis of People Being Served

	Permanent Supportive Housing (PSH)	Rapid Rehousing (RRH)	Transitional Housing (TH)	Interim Housing or Emergency Shelter (IH / ES)	Diversion Services and Assistance (DIV)	Homelessness Prevention Services & Assistance (HP)	Outreach and Engagement Services (O/R)	Other: [Identify]	Source(s) and Timeframe of Data
<b>Household Composition</b>									
# of Households <b>without Children</b>	5,101	5,503	778	6,934	6,279	3,316	4,719	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of Households with <b>At Least 1 Adult &amp; 1 Child</b>	537	469	106	589	682	437	310	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of Households with <b>Only Children</b>	0	51	16	48	75	18	7	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021

Sub Populations and Other Characteristics									
# of Adults Who are Experiencing <b>Chronic Homelessness</b>	5,389	1,921	0	3,318	0	0	3,480	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of Adults Who are Experiencing <b>Significant Mental Illness</b>	2,924	1,323	198	1,666	1,550	894	1,109	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of Adults Who are Experiencing <b>Substance Abuse Disorders</b>	1,442	652	98	821	764	441	547	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of Adults Who are <b>Veterans</b>	725	635	121	543	665	390	395	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of Adults with <b>HIV/AIDS</b>	229	104	16	132	122	70	88	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of Adults Who are <b>Survivors of Domestic Violence</b>	1,671	1,649	247	2,078	1,933	1,047	1,382	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of <b>Unaccompanied Youth (under 25)</b>	279	740	198	783	930	226	369	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of <b>Parenting Youth (under 25)</b>	73	99	19	79	129	52	25	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of People Who are <b>Children of Parenting Youth</b>	175	238	46	190	310	130	60	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021

Gender Demographics									
# of Women/Girls	2,457	2,539	409	3,191	3,075	1,707	2,055	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of Men/Boys	4,317	4,461	718	5,607	5,404	2,999	3,612	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of People Who are Transgender	69	71	11	89	86	48	57	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of People Who are Gender Non-Conforming	25	26	4	33	32	17	21	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021

Ethnicity and Race Demographics									
# of People Who are <b>Hispanic/Latino</b>	1,202	1,242	200	1,561	1,505	835	1,005	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of People Who are <b>Non-Hispanic/Non-Latino</b>	5,666	5,855	943	7,358	7,093	3,936	4,740	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of People Who are <b>Black or African American</b>	2,695	2,784	448	3,500	3,373	1,872	2,254	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of People Who are <b>Asian</b>	110	114	18	143	138	76	92	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of People Who are <b>American Indian or Alaska Native</b>	190	196	32	246	237	132	159	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of People Who are <b>Native Hawaiian or Other Pacific Islander</b>	113	117	19	147	142	79	95	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of People Who are <b>White</b>	3,380	3,493	562	4,390	4,232	2,349	2,828	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021
# of People Who are <b>Multiple Races</b>	380	393	63	493	476	264	318	0	Annualized estimate need: Source derived from "Population and Living Situations" estimates in Table 1 and FY 2021 Stella Performance Module (Stella P) Resources needed from system modeling, Calendar Year (CY) 2021

Table 3. Landscape Analysis of State, Federal and Local Funding

Funding Program <i>(choose from drop down options)</i>	Fiscal Year <i>(see cell that apply)</i>	Total Amount Invested into Homelessness Interventions	Funding Source*	Intervention Types Supported with Funding <i>(select all that apply)</i>	Brief Description of Programming and Services Provided	Populations Served <i>(please x the appropriate population[s])</i>
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2021-2022	\$ 35,822,093.00	State Agency	Systems Support Activities	Improve access to services and prevention, provide navigation centers and motel sheltering for crisis response and rehousing support, and continue youth sheltering.	<b>ALL PEOPLE EXPERIENCING HOMELESSNESS</b> <input checked="" type="checkbox"/> People Exp Chronic Homelessness <input checked="" type="checkbox"/> Veterans <input checked="" type="checkbox"/> Parenting Youth <input checked="" type="checkbox"/> People Exp Severe Mental Illness <input checked="" type="checkbox"/> People Exp HIV/ AIDS <input checked="" type="checkbox"/> Children of Parenting Youth <input checked="" type="checkbox"/> People Exp Substance Abuse Disorders <input checked="" type="checkbox"/> Unaccompanied Youth <input type="checkbox"/> Other (please enter here)
	FY 2022-2023			Administrative Activities		
	FY 2023-2024			Non-Congregate Shelter/ Interim Housing		
	FY 2024-2025			Outreach and Engagement		
Homeless Housing, Assistance and Prevention Program (HHAP) - via Cal ICH	FY 2022-2023	\$ 4,000,000.00	State Agency	Systems Support Activities	Provide short-term homeless prevention assistance through targeted system coordination and outreach to reduce instances of homelessness.	<b>ALL PEOPLE EXPERIENCING HOMELESSNESS</b> <input checked="" type="checkbox"/> People Exp Chronic Homelessness <input checked="" type="checkbox"/> Veterans <input checked="" type="checkbox"/> Parenting Youth <input checked="" type="checkbox"/> People Exp Severe Mental Illness <input checked="" type="checkbox"/> People Exp HIV/ AIDS <input checked="" type="checkbox"/> Children of Parenting Youth <input checked="" type="checkbox"/> People Exp Substance Abuse Disorders <input checked="" type="checkbox"/> Unaccompanied Youth <input type="checkbox"/> Other (please enter here)
	FY 2023-2024			Administrative Activities		
	FY 2024-2025			Diversion and Homelessness Prevention		
				Outreach and Engagement		
Local General Fund	FY 2021-2022	\$ 5,200,000.00	Local Agency	Systems Support Activities	Annual funding for Women and Children Sheltering contracts that include households escaping domestic violence, human trafficking, and homelessness.	<b>ALL PEOPLE EXPERIENCING HOMELESSNESS</b> <input checked="" type="checkbox"/> People Exp Chronic Homelessness <input checked="" type="checkbox"/> Veterans <input checked="" type="checkbox"/> Parenting Youth <input checked="" type="checkbox"/> People Exp Severe Mental Illness <input checked="" type="checkbox"/> People Exp HIV/ AIDS <input checked="" type="checkbox"/> Children of Parenting Youth <input checked="" type="checkbox"/> People Exp Substance Abuse Disorders <input checked="" type="checkbox"/> Unaccompanied Youth <input checked="" type="checkbox"/> Other (please enter here); Survivors of Domestic Violence
	FY 2022-2023			Administrative Activities		
				Non-Congregate Shelter/ Interim Housing		
				Diversion and Homelessness Prevention		
Local General Fund	FY 2021-2022	\$ 8,000,000.00	Local Agency	Systems Support Activities	Motel Sheltering Program for service connections, stabilization from crisis and focused rehousing services	<b>ALL PEOPLE EXPERIENCING HOMELESSNESS</b> <input checked="" type="checkbox"/> People Exp Chronic Homelessness <input checked="" type="checkbox"/> Veterans <input checked="" type="checkbox"/> Parenting Youth <input checked="" type="checkbox"/> People Exp Severe Mental Illness <input checked="" type="checkbox"/> People Exp HIV/ AIDS <input checked="" type="checkbox"/> Children of Parenting Youth <input checked="" type="checkbox"/> People Exp Substance Abuse Disorders <input checked="" type="checkbox"/> Unaccompanied Youth <input checked="" type="checkbox"/> Other - Families
	FY 2022-2023			Administrative Activities		
				Non-Congregate Shelter/ Interim Housing		
				Diversion and Homelessness Prevention		
Coronavirus Relief Fund (CRF) - via Treasury	FY 2021-2022	\$ 1,000,000.00	Federal Agency	Systems Support Activities	Motel Sheltering Program for service connections, stabilization from crisis and focused rehousing services	<b>ALL PEOPLE EXPERIENCING HOMELESSNESS</b> <input checked="" type="checkbox"/> People Exp Chronic Homelessness <input checked="" type="checkbox"/> Veterans <input checked="" type="checkbox"/> Parenting Youth <input checked="" type="checkbox"/> People Exp Severe Mental Illness <input checked="" type="checkbox"/> People Exp HIV/ AIDS <input checked="" type="checkbox"/> Children of Parenting Youth <input checked="" type="checkbox"/> People Exp Substance Abuse Disorders <input checked="" type="checkbox"/> Unaccompanied Youth <input type="checkbox"/> Other (please enter here)
				Administrative Activities		
				Non-Congregate Shelter/ Interim Housing		
				Diversion and Homelessness Prevention		
Local General Fund	FY 2022-2023	\$ 3,000,000.00	Local Agency	Systems Support Activities	Implementation of coordinated entry/ coordinated access system, systems support through 2-1-1 and the Continuum of Care.	<b>ALL PEOPLE EXPERIENCING HOMELESSNESS</b> <input checked="" type="checkbox"/> People Exp Chronic Homelessness <input checked="" type="checkbox"/> Veterans <input checked="" type="checkbox"/> Parenting Youth <input checked="" type="checkbox"/> People Exp Severe Mental Illness <input checked="" type="checkbox"/> People Exp HIV/ AIDS <input checked="" type="checkbox"/> Children of Parenting Youth <input checked="" type="checkbox"/> People Exp Substance Abuse Disorders <input checked="" type="checkbox"/> Unaccompanied Youth <input type="checkbox"/> Other (please enter here)
	FY 2023-2024			Administrative Activities		
	FY 2023-2024			Diversion and Homelessness Prevention		
				Outreach and Engagement		
Local General Fund	FY 2022-2023	\$ 6,700,000.00	Local Agency	Systems Support Activities	City outreach teams, with Hope Cooperative staff, and funding for outreach center.	<b>ALL PEOPLE EXPERIENCING HOMELESSNESS</b> <input checked="" type="checkbox"/> People Exp Chronic Homelessness <input checked="" type="checkbox"/> Veterans <input checked="" type="checkbox"/> Parenting Youth <input checked="" type="checkbox"/> People Exp Severe Mental Illness <input checked="" type="checkbox"/> People Exp HIV/ AIDS <input checked="" type="checkbox"/> Children of Parenting Youth <input checked="" type="checkbox"/> People Exp Substance Abuse Disorders <input checked="" type="checkbox"/> Unaccompanied Youth <input type="checkbox"/> Other (please enter here)
				Administrative Activities		
				Outreach and Engagement		

\* NOTE: Private funder(s) option here could include philanthropy, resources from managed care plans organizations, corporate funders, or other private sources of funding

**Table 4. Outcome Goals**

<b>Outcome Goal #1a: Reducing the number of persons experiencing homelessness.</b>		
<b>Baseline Data:</b>	<b>Outcome Goals July 1, 2021 - June 30, 2024</b>	
<b>Annual estimate of number of people accessing services who are experiencing homelessness</b>	<b>Decrease/Increase in # of People</b>	<b>Decrease/Increase as % Change from Baseline</b>
9,899	495+	5% (increase)
<b>Optional Comments</b>		
This outcome goal assumes at least 5% increase over CY20 baseline, due to assumed increased capacity, access, and quality of services.		
<b>Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness</b>		
<b>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b>	
Analysis of local data shows that while persons who identify as Black/African American represent 11% of the population in our CoC's geographic area, yet this this demographic represents approximately 39% of individuals experiencing homelessness. ("Source derived from above ""Population and Living Situations"" estimates and FY 2021 Stella P)	In order to reduce persons experiencing homelessness we will consider the 5% increase from baseline data of people accessing HMIS, 39% should be persons who identify as Black/African American.	

<b>Outcome Goal #1b: Reducing the number of persons experiencing homelessness on a daily basis</b>		
<b>Outcome Goals July 1, 2021 - June 30, 2024</b>		
<b>Baseline Data:</b>		
<b>Daily Estimate of # of people experiencing unsheltered homelessness</b>	<b>Reduction in # of People</b>	<b>Reduction as % Change from Baseline</b>
3,900	2764+	71% (increase)
<b>Optional Comments</b>		
<p>The outcome goal is an increase of 60% over the 2019 PIT baseline (2,340 additional people for an end total of 6,240 unsheltered) due to local housing market, economic conditions, and diminishing emergency rental assistance and other eviction safeguards, assuming 2024 PIT count numbers will be used to measure the outcome. This estimate is based on a projection which assumes the 2024 PIT count will be at least 2 times over the 2019 PIT (~7,800). Additional system investments and improvements are expected to result in a 20% reduction in unsheltered homelessness by Jan 2024 PIT count, compared to current trend (6,240 vs 7.800 unsheltered as of 2024 PIT).</p>		
<b>Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness</b>		
<b>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b>	
<p>Analysis of local data shows that while persons who identify as Black/African American represent 11% of the population in our CoC's geographic area, yet this this demographic represents approximately 39% of individuals experiencing homelessness. ("Source derived from above ""Population and Living Situations"" estimates and FY 2021 Stella P)</p>	<p>In order to reduce the number of persons experiencing homelessness on a daily basis, we will consider the 71% increase from the baseline data. Of that 71% increase the goal would be to not increase Black/African persons experiencing unsheltered homelessness past 39%.</p>	



<b>Outcome Goal #2: Reducing the number of persons who become homeless for the first time.</b>		
<b>Baseline Data:</b>	<b>Outcome Goals July 1, 2021 - June 30, 2024</b>	
<b>Annual Estimate of # of people who become homeless for the first time</b>	<b>Reduction in # of People</b>	<b>Reduction as % Change from Baseline</b>
4,051	203+	5% (increase)
<b>Optional Comments</b>		
This outcome goal assumes a modest increase of 5% over the baseline (203 more people recorded as homeless for the first time in HMIS) due to increased HMIS coverage and system use.		
<b>Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness</b>		
<b>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b>	
Analysis of local data shows that persons who identify as Black/African American folks only represent 11% of the population in our CoC's geographic area, this demographic represents approximately 39.6% of individuals experiencing homelessness for the first time. (CAL ICH Baseline data)	In order to reduce the numbers of persons who become homeless for the first time we will consider the 5% increase from the baseline data. Our goal is the number of persons who become homeless for the first time persons identifying as Black/African American should not surpass 39.6%.	

<b>Outcome Goal #3: Increasing the number of people exiting homelessness into permanent housing.</b>		
<b>Baseline Data:</b>	<b>Outcome Goals July 1, 2021 - June 30, 2024</b>	
<b>Annual Estimate of # of people exiting homelessness into permanent housing</b>	<b>Increase in # of People</b>	<b>Increase as % Change from Baseline</b>
2,770	277	10%
<b>Optional Comments</b>		
This outcome goal assumes a modest improvement of 10% over the baseline (277 more people exiting into permanent housing) due to additional system rehousing capacity, fidelity to evidence-based practices, and performance.		
<b>Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness</b>		
<b>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b>	
Analysis of local data shows that while persons who identify as Black/African American represent 11% of the population in our CoC's geographic area, this demographic is exiting to permanent housing at rate of 32%. (CAL ICH Baseline data)	In order to increase the number of people exiting homelessness into permanent housing we will consider the 10% increase from baseline data. Of the 10% increase determined by the Gaps analysis, our goal is to ensure that at least 50% of persons exiting to permanent housing will identify as Black/African Americans.	

<b>Outcome Goal #4: Reducing the length of time persons remain homeless.</b>		
<b>Baseline Data:</b>	<b>Outcome Goals July 1, 2021 - June 30, 2024</b>	
<b>Average length of time (in # of days) persons enrolled in street outreach, emergency shelter, transitional housing, safehaven projects and time prior to move-in for persons enrolled in rapid rehousing and permanent housing programs"</b>	<b>Decrease in Average # of Days</b>	<b>Decrease as % Change from Baseline</b>
156	20+	13% (increase)
<b>Optional Comments</b>		
This outcome goal assumes a 13% increase over the baseline to 176 average days (20 day increase) due to limited system capacity, the Coronavirus pandemic, local housing market and economic conditions. However, this goal is an improvement over the current trendline, which indicates an 18% increase in days homeless from CY18 to CY20.		
<b>Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness</b>		
<b>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b>	
Currently the analysis of local data shows Black/African Americans average 157 days length of time homeless. (CAL ICH Basline Data)	In order to reduce the length of time persons remain homeless, we will consider a 13% increase from baseline data. Of that 13% increase to 176 average days, the similar goal is to increase the number of days of Black African Americans experiencing length of time homeless by 19 days for a total of 176 days length of time homeless.	

<b>Outcome Goal #5: Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.</b>		
<b>Baseline Data:</b>	<b>Outcome Goals July 1, 2021 - June 30, 2024</b>	
<b>% of people who return to homelessness after having exited homelessness to permanent housing</b>	<b>Decrease in % of People who return to Homelessness</b>	<b>Decrease as % Change from Baseline</b>
8%	2%+	24% (increase)
<b>Optional Comments</b>		
This outcome goal assumes an increase in returns to homelessness to 10% (increase of 2%) over baseline. However, this is a positive outcome compared to CY19 (11% returns) and CY20 is less representatvie for baseline purposed due to the pandemic. The anticipated improvement is due to increase capacity and stabilization supports.		
<b>Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness</b>		
<b>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b>	
American Indian or Alaska Native persons are 4 times more likely to experience homelessness. (Racial Equity Action Plan, 2021) Analysis of local data shows that 13% of persons who identify as Indigenous (state refers to as American Indian or Alaska Natives) return to homelessness within 6 months of exiting homelessness to permanent housing. (CAL ICH Baseline data)	In order to reduce the number of persons returning to homelessness after exiting to permanent housing, we will consider an increase of 24% from baseline data. Of that 24% increase, the goal is to reduce the number of persons identifying as American Indian or Alaskan Native who return to homelessness after 6 months from 13% to 10%.	

<b>Outcome Goal #6: Increasing successful placements from street outreach.</b>		
<b>Baseline Data:</b>	<b>Outcome Goals July 1, 2021 - June 30, 2024</b>	
<b>Annual # of people served in street outreach projects who exit to emergency shelter, safe haven, transitional housing, or permanent housing destinations.</b>	<b>Increase in # of People Successfully Placed from Street Outreach</b>	<b>Increase as % of Baseline</b>
297	59	20%
<b>Optional Comments</b>		
This outcome goal assumes a modest improvement by 20% (total of 386 successful placements) over the baseline due to improved street outreach, rehousing capacity, and service engagement.		
<b>Describe Your Related Goals for Underserved Populations and Populations Disproportionately Impacted by Homelessness</b>		
<b>Describe any underserved and/ or disproportionately impacted population(s) that your community will especially focus on related to this Outcome Goal and how this focus has been informed by data in your landscape assessment:</b>	<b>Describe the trackable data goal(s) related to this Outcome Goal:</b>	
Analysis of local data shows that 112 persons (29%) who identify as Black/African American are served in street outreach projects who exit emergency shelter, safe haven, transitional housing, or permanent housing designations. (CAL ICH Baseline data)	In order to increase successful placements from street outreach, we will consider the 20% increase from baseline data. With that 20% increase to 386 total successful placements, 143 persons identifying as Black/African American will be served by successful placements from street outreach by offering culturally responsive training to street outreach providers.	

**Table 5. Strategies to Achieve Outcome Goals**

Strategy	Performance Measure to Be Impacted (Check all that apply)
<b>Description</b>	
Build and Scale a Streamline Coordinated Access System	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
<b>Timeframe</b>	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
7/1/2022 - 6/30/2025	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
<b>Entities with Lead Responsibilities</b>	
Sacramento Continuum of Care, in partnership with the County of Sacramento and City of Sacramento	<input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
<b>Measurable Targets</b>	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach.
Increase dedicated coordinated access navigators to support diversion and system access.	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
<b>Description</b>	
Ensure Emergency Shelter and Interim Housing is Focused on Rehousing	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time.
<b>Timeframe</b>	<input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
7/1/2022 - 6/30/2025	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
<b>Entities with Lead Responsibilities</b>	
City of Sacramento, County of Sacramento, Sacramento Housing and Redevelopment Agency	<input type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
<b>Measurable Targets</b>	<input type="checkbox"/> 6. Increasing successful placements from street outreach.
Increase emergency shelter, interim, and transitional housing full-service beds dedicated to rehousing.	<input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
<b>Description</b>  Increase Permanent Housing Opportunities	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
<b>Timeframe</b>  7/1/2022 - 6/30/2025	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
<b>Entities with Lead Responsibilities</b>  City of Sacramento, County of Sacramento, Sacramento Continuum of Care, Sacramento Housing and Redevelopment Agency	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
<b>Measurable Targets</b>  Increase housing exits for households through landlord engagement and increased coordinated rehousing resources.	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach. <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
<b>Description</b>  Expand Prevention and Diversion Programs	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing.
<b>Timeframe</b>  7/1/2022 - 6/30/2025	<input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless.
<b>Entities with Lead Responsibilities</b>  City of Sacramento, County of Sacramento, Sacramento Continuum of Care, Sacramento Housing and Redevelopment Agency	<input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing.
<b>Measurable Targets</b>  Increase availability of housing problem-solving and diversion services for all people engaged with the Coodinated Access system.	<input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach. <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.

Strategy	Performance Measure to Be Impacted (Check all that apply)
<b>Description</b>	
Invest in Community Capacity Building and Training	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach. <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
<b>Timeframe</b>	
7/1/2022 - 6/30/2025	
<b>Entities with Lead Responsibilities</b>	
Sacramento Continuum of Care, in partnership with the County of Sacramento and City of Sacramento	
<b>Measurable Targets</b>	
Develop and provide educational materials that explains how to access services and navigate the homeless crisis response system.	

Strategy	Performance Measure to Be Impacted (Check all that apply)
<b>Description</b>	
Ensure Adequate Mental Health and Substance Use Services	<input checked="" type="checkbox"/> 1. Reducing the number of persons experiencing homelessness. <input checked="" type="checkbox"/> 2. Reducing the number of persons who become homeless for the first time. <input checked="" type="checkbox"/> 3. Increasing the number of people exiting homelessness into permanent housing. <input checked="" type="checkbox"/> 4. Reducing the length of time persons remain homeless. <input checked="" type="checkbox"/> 5. Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing. <input checked="" type="checkbox"/> 6. Increasing successful placements from street outreach. <input checked="" type="checkbox"/> Focused on equity goals related to underserved populations and populations disproportionately impacted by homelessness.
<b>Timeframe</b>	
7/1/2022 - 6/30/2025	
<b>Entities with Lead Responsibilities</b>	
County of Sacramento, in partnership with the Sacramento Continuum of Care and City of Sacramento	
<b>Measurable Targets</b>	
Complete gaps analysis on the needs for these services within Sacramento County and create and execute a plan for the provision of services.	



Table 6. Funding Plans

Activity to be funded by HHAP 3 <i>(choose from drop down options)</i>	Eligible Use Categories Used to Fund Activity										Total Funds Requested:	Description of Activity	
	1. Rapid rehousing	2. Operating subsidies	3. Street outreach	4. Services coordination	5. Systems support	6. Delivery of permanent housing	7. Prevention and diversion	8. Interim sheltering (new and existing)	9. Shelter improvements to lower barriers and increase	10. Administrative (up to 7%)			
Administrative Activities	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 740,791.00	\$ 740,791.00	Program Administration
Non-Congregate Shelter/ Interim Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,668,357.00	\$ -	\$ -	\$ -	\$ 1,668,357.00	Youth Sheltering
Non-Congregate Shelter/ Interim Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 3,447,202.00	\$ -	\$ -	\$ -	\$ 3,447,202.00	North Fifth Street Navigation Center
Non-Congregate Shelter/ Interim Housing	\$ 720,000.00	\$ 2,114,000.00	\$ 374,800.00	\$ -	\$ 145,384.00	\$ -	\$ -		\$ -	\$ 224,616.00	\$ -	\$ 3,578,800.00	Meadowview Navigation Center
Non-Congregate Shelter/ Interim Housing	\$ 210,000.00	\$ 2,607,200.00	\$ 74,800.00	\$ -	\$ 167,560.00	\$ -	\$ -		\$ -	\$ 202,440.00	\$ -	\$ 3,262,000.00	Grove Bridge to Housing Youth Navigation Center
Non-Congregate Shelter/ Interim Housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,986,420.00	\$ -	\$ -	\$ -	\$ 1,986,420.00	Motel Sheltering Program
Diversion and Homelessness Prevention	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000.00	\$ -	\$ -	\$ -	\$ -	\$ 2,000,000.00	One-Time Homeless Prevention Assistance
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>Totals:</b>	<b>\$ 930,000.00</b>	<b>\$ 4,721,200.00</b>	<b>\$ 449,600.00</b>	<b>\$ -</b>	<b>\$ 312,944.00</b>	<b>\$ -</b>	<b>\$ 2,000,000.00</b>	<b>\$ 7,101,979.00</b>	<b>\$ -</b>	<b>\$ 1,167,847.00</b>	<b>\$ -</b>	<b>\$ 16,683,570.00</b>	

**Explanation of How the Proposed Use of Funds Will Complement Existing local, state, and federal funds and equitably close the gaps identified in the Local Landscape Analysis**

Allocation of the HHAP-3 Funding in this way complements the City of Sacramento's overall Homeless Response System and Housing Element goals, and related housing production work, as it expands prevention services, consistent with local needs, while also maintaining crisis response supports focused on rehousing, that will further connect to local outreach teams, coordinated access system, and housing vouchers and units. Through the local Racial Equity Plan and additional connections with the Youth Collaborative and Family Collaborative work, racial and service disparities amongst these groups will also be reduced.

**Table 7. Demonstrated Need**

**Complete ONLY if you are selected Non-Congregate Shelter / Interim Housing as an activity on the Funding Plans tab.**

<b>Demonstrated Need</b>	
<b># of available shelter beds</b>	1862
<b># of people experiencing unsheltered homelessness in the homeless point-in-time count</b>	6664
<b>Shelter vacancy rate (%) in the summer months</b>	17% beds
<b>Shelter vacancy rate (%) in the winter months</b>	17% beds
<b>% of exits from emergency shelters to permanent housing solutions</b>	23%
<b>Describe plan to connect residents to permanent housing.</b>	
<p>Staff at each of the shelters and interim housing programs works with clients to expand income, assess for housing qualifications for permanent supportive housing or other specialty housing programs, like Emergency Housing Vouchers, and then work with clients to identify potential housing options, including creative solutions with roommates, family, etc. These efforts will be further expanded with local initiatives to incentivize landlord participation in the housing choice voucher program and a county-led landlord engagement and housing retention program, all aimed at further utilization of existing housing resources in addition to new housing units coming online.</p>	



HOMELESS HOUSING, ASSISTANCE AND PREVENTION PROGRAM (HHAP) - Round 3  
BUDGET TEMPLATE

APPLICANT INFORMATION

CoC / Large City / County Name:	City of Sacramento	Applying Jointly? Y/N	N
Administrative Entity Name:	City of Sacramento	Total Allocation	\$ 16,683,570.00

HHAP FUNDING EXPENDITURE PLAN

ELIGIBLE USE CATEGORY	FY21/22	FY22/23	FY23/24	FY24/25	FY25/26	TOTAL	Initial	Remainder
Rapid rehousing	\$ -	\$ 697,500.00	\$ 232,500.00	\$ -	\$ -	\$ 930,000.00	\$ -	\$ -
<i>Rapid rehousing: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Operating subsidies	\$ -	\$ 3,540,900.00	\$ 1,180,300.00	\$ -	\$ -	\$ 4,721,200.00	\$ -	\$ -
<i>Operating subsidies: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Street outreach	\$ -	\$ 337,200.00	\$ 112,400.00	\$ -	\$ -	\$ 449,600.00	\$ -	\$ -
<i>Street outreach: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Services coordination	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Services coordination: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Systems support	\$ -	\$ 234,708.00	\$ 78,236.00	\$ -	\$ -	\$ 312,944.00	\$ -	\$ -
<i>Systems support: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Delivery of permanent housing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Delivery of permanent housing: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Prevention and shelter diversion	\$ -	\$ 2,000,000.00	\$ -	\$ -	\$ -	\$ 2,000,000.00	\$ -	\$ -
<i>Prevention and shelter diversion: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interim sheltering	\$ -	\$ 5,326,484.00	\$ 1,775,495.00	\$ -	\$ -	\$ 7,101,979.00	\$ -	\$ -
<i>Interim sheltering: youth set-aside</i>	\$ -	\$ 1,251,267.00	\$ 417,090.00	\$ -	\$ -	\$ 1,668,357.00	\$ -	\$ -
Shelter improvements to lower barriers and increase privacy	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
<i>Shelter improvements: youth set-aside</i>	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Administrative (up to 7%)	\$ -	\$ 875,885.00	\$ 291,962.00	\$ -	\$ -	\$ 1,167,847.00	\$ -	\$ -
<b>TOTAL FUNDING ALLOCATION</b>						\$ 16,683,570.00	\$ -	\$ -
<b>Youth Set-Aside (at least 10%)</b>						\$ 1,668,357.00	\$ -	\$ -

COMMENTS:



Sacramento City  
and County  
Continuum of Care



2022

*Developed in partnership with:*

Sacramento Steps Forward  
Sacramento City and County Continuum of Care  
Sacramento County  
City of Sacramento  
Sacramento Housing and Redevelopment Agency

# Sacramento

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# Local Homeless Action Plan

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In our pursuit of addressing homelessness within the Sacramento region, we wish to acknowledge that Sacramento is the homeland of the Southern Maidu, Valley, and Plains Miwok, the Nisenan people, the Patwin Wintun people, and members of the Wilton Rancheria Tribes, who have inhabited this landscape since time immemorial.

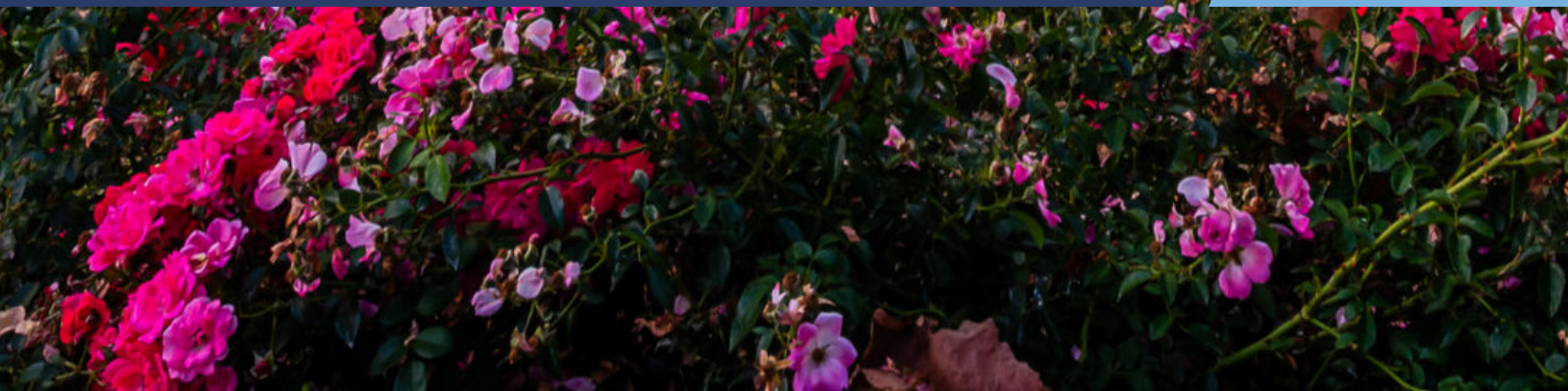
We extend our gratitude to the ancestors of all California Native American Tribes and their descendants, as we recognize that wherever we are joining from in our virtual community, we are all on California Native American land.

We recognize the systemic inequities created by the negative impacts of colonization, past and present. We stand committed to dismantle ongoing legacies of oppression that have dispossessed California Native Americans of their lands and denied their rights to self-determination.

*Written by the Wilton Rancheria Tribe*



# LAND ACKNOWLEDGEMENT



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# INTRODUCTION

This local homeless action plan creates a cross-jurisdictional unified approach to addressing homelessness across Sacramento County. This is a three-year plan beginning on July 1, 2022 through June 30, 2025. It is actionable, relatable, and provides a roadmap for future funding. Outlined in the plan are key system components that are in alignment with national best-practices and if resourced and implemented consistently across funders and providers, will bring the local response system to scale with capacity to move the needle on homelessness. Through these efforts, homelessness in the County over time will become preventable whenever possible, brief, and non-recurring.

Specifically, this plan envisions making a collective impact in the following performance measures:

➤ Reducing the number of people experiencing homelessness	➤ Reducing the number of people who become homeless for the first time	➤ Increasing the number of people exiting homelessness into permanent housing
➤ Reducing the length of time persons remain homeless	➤ Reducing the number of persons who return to homelessness after exiting homelessness to permanent housing	➤ Increasing successful placements from street outreach

## 5 Core Strategies

The plan is organized around five core strategies that facilitate a system-focused, equitable framework:



**1** Build and Scale a Countywide Coordinated Access System (CAS)

**2** Ensure Current and New Emergency Shelter and Interim Housing is Focused on Rehousing

**3** Increase Permanent Housing Opportunities

**4** Expand Prevention and Diversion Resources

**5** Invest in Community Capacity-Building and Training

These strategies were designed to be scaled up (or back) over time within the confines of local resources including funding, workforce availability, and stakeholder agreement. At present, they are presented as a framework that will require additional community conversations to identify supporting activities on an annual basis that will shape the implementation of these five strategies.

Implementation of the plan is supported by guiding principles identified by the broader community and includes a commitment to racial equity, inclusion of partners with lived expertise, improved data collection, and continuation of collaborative planning and decision-making across jurisdictions.

Initial seed funding to begin implementation of the plan include state allocations from the Homeless Housing, Assistance and Prevention (HHAP) program, a recognition of emerging opportunities with CalAIM, leveraged with federal, county, city, and private funding sources.

This plan was developed in partnership between Sacramento City and County Continuum of Care, the City of Sacramento, the County of Sacramento and Sacramento Housing and Redevelopment Agency (SHRA). These entities, and in close collaboration with the neighboring cities will be the primary stewards of this plan.



# BACKGROUND

A recently completed gaps analysis indicates that the estimated number of persons experiencing homelessness annually in Sacramento County ranges from 16,500 to 20,000 people. Falling into homelessness is often described by partners with lived expertise as a downward spiral of broken safety nets. In Sacramento, rising rents and limited affordable housing options is a leading driver into homelessness. This dynamic may have been exacerbated during the Coronavirus Pandemic due to loss of employment and/or COVID related health conditions. Other drivers include histories of foster care and domestic/intimate partner violence.

By most observations, unsheltered homelessness continues to increase. At the time of this writing, it is anticipated that the 2022 Point-in-Time Count data (available later in June 2022) will likely show an increase from 2019. This trend reflects communities statewide who are also grappling with post-pandemic increases in the number of households experiencing homelessness. Solutions to addressing homelessness, however, are locally driven.

## 2022 Needs Assessment and Gaps Analysis

Among people who experience literal homelessness annually, it is estimated that<sup>1</sup>:

- One out of four people (~23%) are adults and children in family households
- Almost half of all people (~45%) are unsheltered (1 or more days) and do not or cannot access shelter
- Two out of three (~66%) access homeless assistance (outreach, shelter, re-housing, etc.) but the remainder do not due to insufficient capacity, access, quality of services, or other issues
- Black and African American people are significantly overrepresented among people who experience homelessness: 39% of all people experiencing homelessness compared with 11% overall in Sacramento County<sup>2</sup>
- Just over half of all adults (~54%) report having one or more severe and persistent disabling condition:
  - One out of five adults (~22%) report having a severe mental illness
  - One out of ten adults (~11%) report having a substance use disorder
  - One out of four adults (~24%) adults are chronically homeless (disabled and homeless for 12 months or more), most are adult only households

<sup>1</sup>2022 Needs Assessment and Gaps Analysis report

<sup>2</sup>American Community Survey, Sacramento County Population Estimates, July 2021 (V2021)

## The gaps analysis approach involved the following:



The gaps analysis estimates that among people who experience homelessness each year in Sacramento, approximately 15% of individual and family households experience only a brief episode of homelessness and are able to self-resolve and return to housing with limited assistance, if any. An additional approximately 38% *could* avoid homelessness with timely and targeted homelessness prevention assistance or could otherwise be diverted from the homeless response system with one-time or short-term problem-solving, financial assistance and/or housing navigation services.

Among the 47% who cannot avoid or quickly exit homelessness, it is estimated that 65% of all households will need individualized short- to medium term housing navigation and financial assistance, while 33% will need ongoing rental assistance and supportive services to quickly resolve their homelessness and remain stably housed. Overall, over 90% of all households experiencing literal homelessness also need temporary housing (emergency shelter or interim/transitional housing) while they are working to resolve their homelessness.



This data reveals a need for increased investments in and expanded access to prevention, rehousing assistance, and affordable housing, including permanent supportive housing and other forms of ongoing housing and service assistance outside of the homeless response system. When fully scaled and available, such investments can effectively reduce homelessness and the need for more costly crisis responses, including emergency shelter.

In the near-term however, until prevention and rehousing resources are more fully scaled, more emergency shelter is needed to reduce harm experienced by people who are unsheltered and to provide a safe, stable, and temporary shelter to access rehousing assistance and address other critical health and wellness needs more readily.

The Sacramento Continuum of Care Needs Assessment and Gaps Analysis: Summary Findings can be found in [Appendix A](#).

## **Addressing Racial Disparities**

Nationally and locally, race and ethnicity are additional risk factors of homelessness. Several national organizations such as the National Alliance to End Homelessness and the federal Housing and Urban Development (HUD) have developed toolkits to assist local continuum of cares to identify and mitigate racial disparities within their homelessness programs. Addressing racial disparities within the countywide homeless response system is a priority for all the sponsoring partners and further advances the County's *Resolution Declaring Racism a Public Health Crisis*<sup>3</sup> and the City's *Race & Gender Equity Action Plan 2020-2025*<sup>4</sup>.

In Sacramento, the CoC formed a Racial Equity Committee in 2020 after reviewing the local data that revealed persons identifying as Black and American Indian/Alaskan Native communities experience homelessness at disproportionate rates.

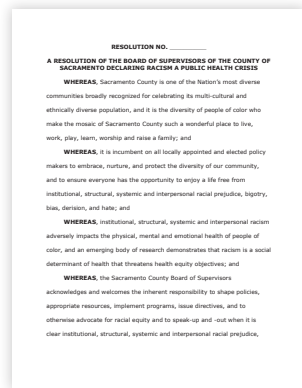
While persons identifying as Black only represent 11% of the population in our CoC's geographic area, they represent approximately 39% of individuals who are experiencing homelessness and approximately 39% of families with children experiencing homelessness have a Black head of household<sup>5</sup>. Additionally, local data reflecting persons identifying as American Indian/Alaskan Native are not accessing homeless services in proportion to the number of people believed to be experiencing homelessness from that community.

<sup>3</sup>[https://www.saccounty.gov/news/Documents/RES\\_-\\_Racism\\_Public\\_Health\\_Crisis.doc.pdf](https://www.saccounty.gov/news/Documents/RES_-_Racism_Public_Health_Crisis.doc.pdf)

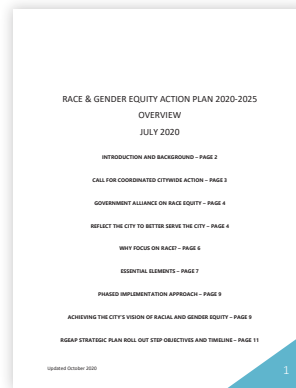
<sup>4</sup><https://www.cityofsacramento.org/-/media/Corporate/Files/CMO/RGEAP-20202025-Overview-v710012020.pdf?la=en#:~:text=Racial%20Equity%20Statement8%20%E2%80%93%20The,service%20all%20our%20diverse%20communities>

<sup>5</sup>HUD' CoC Racial Equity Analysis Tool and Gaps Analysis CA-503 Sacramento City and County CoC: <https://www.hudexchange.info/resource/5787/coc-analysis-tool-race-and-ethnicity/>

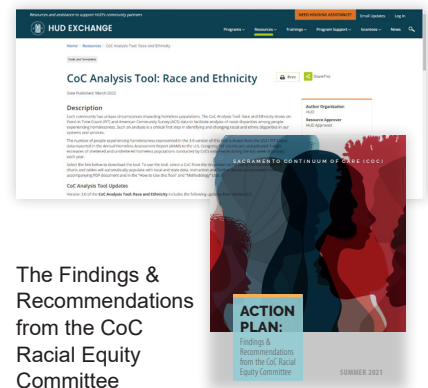
## County's Resolution Declaring Racism a Public Health Crisis



## City's Race & Gender Equity Action Plan 2020-2025



## HUD' CoC Racial Equity Analysis Tool and Gaps Analysis



## The Findings & Recommendations from the CoC Racial Equity Committee

The Racial Equity Committee conducted a community analysis including quantitative and qualitative data that identified contributing factors that highlighted a wide range of disparities that culminated into an action plan titled, *The Findings & Recommendations from the CoC Racial Equity Committee*<sup>6</sup>. Key report findings included: disparities in access to homeless services, undercounting and poor data collection within historically under-resourced communities, negative impacts of racial biases across the system including the assessment and prioritization processes for the allocation of resources, implementation of a trauma-informed and racial equity approach to engage landlords to reduce historical discriminatory tenant leasing practices, and a lack of racial/ethnic, and lived expertise participation across all levels of the homelessness workforce.

The Racial Equity Action Plan also identified a number of initial steps to begin redressing systemic harm. These include increasing access points in historically under-resourced communities; diversifying language and literacy levels on key documents to improve participants' understanding and consent for services; increase hiring of diverse staff including partners with lived expertise across all organizational levels within the homeless response system; engaging in practices of restorative justice; and replacing the current common assessment tool with a culturally responsive design. These recommendations may become activities under one or more strategies within the plan.

## Cross-Jurisdictional Coordination under the Coronavirus Pandemic

During the Coronavirus pandemic, the County, Sacramento Steps Forward on behalf of the Continuum of Care (CoC), City of Sacramento, neighboring cities, and Sacramento Housing and Redevelopment Agency (SHRA) came together in unprecedented coordination to provide safe sheltering to Sacramento's most vulnerable experiencing homelessness<sup>7</sup>. These leaders leveraged an infusion of state and federal relief dollars to operate 522 units of temporary sheltering that served nearly 2,000 people through Project Roomkey; reduced evictions for over 12,000 people from falling into homelessness through the Sacramento Emergency Rental Assistance program; and deployed an additional 30+ regional outreach workers. The plan sustains this demonstration of cross-jurisdictional planning, decision-making, and action.

<sup>6</sup>[https://sacramentostepsforward.org/wp-content/uploads/2021/08/10\\_SSF-Racial-Equity-Action-Plan-12-copy.pdf](https://sacramentostepsforward.org/wp-content/uploads/2021/08/10_SSF-Racial-Equity-Action-Plan-12-copy.pdf)

<sup>7</sup>Persons aged 65 and older and/or with a chronic health condition.

# METHODOLOGY

The development of this plan leveraged existing efforts to address homelessness and included the following process:

- Reviewed current City, County, and CoC plans including:
  - City of Sacramento Comprehensive Siting Plan (2021)
  - County of Sacramento Homeless Plan (2018)
  - County Programs exclusively Serving Homeless Population (May 2021, February 2022)
  - Sacramento CoC Action Plan: Findings & Recommendations from the CoC Racial Equity Committee (2021)
  - Sacramento CoC Gaps Analysis (2021)
- Synthesized key points and created an inventory of all current and planned programs and activities.
- Designed a recommended theory of change in alignment with national best-practices to meet required state and national system performance outcomes by clustering activities into five key strategies.
- Held an in-person visioning session with strategic partners to further refine the theory of change model.
- Sought input from select CoC Committees and the larger community during the Annual CoC public meeting held on April 21, 2022.

Concurrent to these steps, the Continuum of Care also commissioned the 2022 Needs Assessment and Gaps Analysis referenced above. Emerging data from this effort has been integrated into this plan. See **Appendix A** for a summary of the 2022 Needs Assessment and Gaps Analysis.

# NATIONAL BEST PRACTICES FOR OPTIMAL HOMELESS RESPONSE SYSTEMS

Communities across the country are implementing national best practices identified by leading entities such as the U.S. Interagency Council on Homelessness and the National Alliance to End Homelessness to optimize their homeless response systems.

Key elements supported by evidence-based research include the following components:

- Coordinated Access System (CAS)
- Prevention, diversion, and problem-solving resources
- Crisis Response focused on rehousing participants
- Permanent housing opportunities dedicated to persons exiting homelessness
- A robust, diverse workforce reflective of participants experiencing homelessness and inclusive of partners with lived expertise
- Quality HMIS data with participation and coverage of all homelessness programs
- Collaborative & coordinated cross-jurisdictional planning and implementation process

These system elements were considered in the development of the proposed countywide strategies and activities outlined in the plan.

# GUIDING PRINCIPLES

**S**takeholders identified several qualitative principles in addition to the quantitative measures to apply across all proposed strategies in support of a shared vision for a more collaborative, accessible, equitable, and transparent homeless response system.

These principles include:

- Strive to make homelessness in Sacramento rare, brief, and non-recurring
- Implement a person-centered, trauma-informed countywide response system, which provides access to immediate and on-going supportive service needs (i.e., mental health, substance use, housing retention)
- Promote housing-first policies and practices
- Address racial disparities across programs and system outcomes
- Create partnerships that value the experience, voice, and contribution of Partners with Lived Expertise
- Collect quality data and use to inform decisions on program prioritization and resource allocation
- Facilitate collaborative planning and decision-making across jurisdictions

# STRATEGIES & ACTIVITIES

The local homeless action plan is arranged into five core strategies that represent essential components to build an effective and coordinated homelessness response system with capacity to move the needle and make homelessness rare, brief, and non-recurring within the Sacramento community. Each strategy is supported by sub strategies to provide additional strategic direction.

Strategies can be thought of as strategic initiatives or focus points to guide investments by local decision-makers in the deployment of resources including funding, workforce, capital investments, and cross-jurisdictional planning. The five strategies presented in this plan are offered as foundational steps and create a transitional roadmap towards the development of an optimal Countywide response system that can be scaled up over time, while creating measurable impact during these first three years of implementation.

The sub strategies support the strategies and are designed to evolve each year with increased understanding of local needs through processes of continual feedback, system refinement, and improved data-collection. First Steps are presented as a year one guidepost to track progress. As data is collected during the first-year numerical targets may be added to the First Steps to measure progress over years 2 and 3. The partners will continue to work with the community to identify annual activities that will advance these strategies.

These core strategies and sub strategies listed below align with national best practices to address homelessness, integrate in the guiding principles, and provide a critical path toward making a collective impact in addressing homelessness.



- 1** Build and Scale a Countywide Coordinated Access System (CAS)
- 2** Ensure Current and New Emergency Shelter and Interim Housing is Focused on Rehousing
- 3** Increase Permanent Housing Opportunities
- 4** Expand Prevention and Diversion Resources
- 5** Invest in Community Capacity-Building and Training





➤ **Strategy 1: Build and Scale a Countywide Coordinated Access System (CAS)**

- **Sub Strategy 1.a:** Increase targeted participation in homeless crisis response services.
- **Sub Strategy 1.b:** Grow and embed problem-solving/diversion in all system access sites, safe grounds, respite centers and emergency shelters.
- **Sub Strategy 1.c:** Provide comprehensive and aligned outreach Countywide.

➤ **Strategy 2: Ensure Current and New Emergency Shelter and Interim Housing is Focused on Rehousing**

- **Sub Strategy 2.a:** Align the Cities' and County's current and emerging shelter and interim housing programs with the Coordinated Access System to increase access and occupancy of available units.
- **Sub Strategy 2.b:** Increase permanent housing exits across all emergency shelter & interim housing programs.

➤ **Strategy 3: Increase Permanent Housing Opportunities**

- **Sub Strategy 3.a:** Increase rehousing assistance and improve access to existing and new units in market and subsidized programs.
- **Sub Strategy 3.b:** Increase the stock of permanent supportive housing units and other dedicated affordable housing units for people experiencing homelessness.
- **Sub Strategy 3.c:** Develop a regional landlord engagement partnership program to increase the number of participating landlords across all homelessness rehousing programs.

➤ **Strategy 4: Expand Prevention and Diversion Resources**

- **Sub Strategy 4.a:** Coordinate and leverage prevention resources across jurisdictions to connect households at imminent risk of homelessness to stabilization resources to avoid literal homelessness.
- **Sub Strategy 4.b:** Scale existing prevention and diversion programs into a countywide rehousing program.

➤ **Strategy 5: Invest in Community Capacity-Building and Training**

- **Sub Strategy 5.a:** Create an inclusive & supportive working environment to retain the current workforce and attract new staff from historically under-resourced communities and partners with lived expertise.
- **Sub Strategy 5.b:** Increase community stakeholder support for countywide homelessness activities through increased engagement.

A matrix of all strategies and sub strategies can be found in **Appendix B**.

# 1

## Build and Scale a Countywide Coordinated Access System (CAS)

**Sub Strategy 1.a:** *Increase targeted participation in homeless crisis response services*

**Sub Strategy 1.b:** *Grow and embed problem-solving/diversion in all system access sites, safe grounds, respite centers and emergency shelters*

**Sub Strategy 1.c:** *Provide comprehensive and aligned outreach Countywide*

Currently, a person seeking homeless services in Sacramento County must potentially navigate over 100 “front-doors” to find the right assistance to meet his/her/their need. There is not one single access point at this time that can connect a person experiencing homelessness to the right shelter and/or housing resource and there is not sufficient capacity that results in a positive exit from homelessness even if the person could find the right door. Instead, programs are siloed, and services are limited to the offerings of a particular service provider without a systemwide mechanism for uniform assessment and to make referrals to or directly provide crisis services, including temporary housing, and rehousing assistance based on identified client needs. Additional barriers to services include limited or no access points in key under-resourced communities and mono-lingual materials on homelessness services that are not inclusive of all the key languages reflective of the diverse demographics of people experiencing homelessness.

A countywide coordinated access system is a mechanism and national best practice that will centralize access to and improve the efficacy of homeless and rehousing services across a variety of geographically and virtual access points and within all existing and future shelter sites. When fully implemented, it will: increase access to immediate housing crisis screening, problem-solving, and navigational support through expansion of 211 and partnerships with trusted cultural community partners; allow for more streamlined and standardized assessment, prioritization, triage and intake processes across all available forms of rehousing assistance currently and as new rehousing capacity is added; and improve accuracy and timeliness in matching the right person to the right resourced pathway for successful rehousing.

### **First Steps:**

- Increase dedicated coordinated access navigators to support diversion and system access
- Increase dedicated 211 coordinated access staff

# 2

## Ensure Current and New Emergency Shelter and Interim Housing is Focused on Rehousing

**Sub Strategy 2.a:** *Align the Cities' and County's current and emerging shelter and interim housing programs with the Coordinated Access System to increase access and occupancy of available units.*

**Sub Strategy 2.b:** *Increase permanent housing exits across all emergency shelter & interim housing programs.*

According to the 2019 Point-in-Time Count, approximately 70% of people experiencing homelessness within the County are unsheltered, residing in places not meant for human habitation such as vehicles and street encampments, increasing visibility and raising concern over the health and safety of all. Unsheltered homelessness was exacerbated by the Coronavirus pandemic when traditional safety-nets closed or transferred services to online platforms, leaving many under-resourced homeless communities without access to basic needs.

Local jurisdictions have responded with investments in temporary sheltering initiatives including safe grounds and safe parking programs, Respite Centers, increased use of motel vouchers, and plans to open and/or expand emergency shelters and navigation centers. An estimated 2,200 to 2,700 total emergency shelter and transitional housing beds for individuals and 300 to 350 units for families will be needed once the system has fully developed prevention, diversion, and various forms of rehousing assistance. This is roughly equal to the amount of shelter and transitional housing currently available in Sacramento County. In the near-term, current shelter and transitional housing capacity is only available for approximately one out of four individuals and families in need. Investments are needed in the short-term to meet local crisis response needs for shelter and other forms of temporary housing, while investments to increase prevention and permanent housing options are secured that will reduce this need.

This strategy highlights the need to identify additional resources required to ensure that current and new emergency shelter options have access to and/or provide pathways to rehousing opportunities for all clients. It also outlines a plan to develop additional units (congregate and non-congregate) of flexible, emergency shelter and interim housing in the near-term that can later be repurposed into permanent housing options as the demand for shelter falls when new permanent housing options come online.

### **First Steps:**

- Increase emergency shelter, interim, and transitional housing full-service beds dedicated to rehousing
- Increase dedicated housing navigators in contracted shelters

# 3

## Increase Permanent Housing Opportunities

**Sub Strategy 3.a:** *Increase rehousing assistance and improve access to existing and new units in market and subsidized programs.*

**Sub Strategy 3.b:** *Increase the stock of permanent supportive housing units and other dedicated affordable housing units for people experiencing homelessness.*

**Sub Strategy 3.c:** *Develop a regional landlord engagement partnership program to increase the number of participating landlords across all homelessness rehousing programs*

Access to affordable housing is a central reason why many people fall into homelessness in the Sacramento region. The homeless response system cannot solve the County's affordable housing crisis on its own; however, it can leverage homelessness funding to expand rehousing opportunities dedicated to this population. Housing opportunities include ongoing rental assistance, permanent supportive housing, time-limited rehousing services and rental assistance (including individualized housing navigation) and other forms of affordable permanent housing dedicated or prioritized for people experiencing homelessness.

According to the Gaps Analysis, the County's homeless response system optimally needs 2,800 to 3,400 short/medium term rehousing service slots for individuals and 250 to 320 service slots for families, leaving a current gap of 600-750 total rehousing service slots. Additionally, approximately 5,900 to 7,100 total units of permanent supportive housing (PSH) are needed for individuals and families with at least one severely and persistently disable household member, particularly for people who are disabled and experience chronic homelessness. This capacity would address PSH needs among households who are currently chronically homeless, as well as those who become chronic homeless each year. After accounting for current and planned PSH capacity coming online in the next three years, it is estimated that an additional 2,700 to 3,300 PSH units are needed.

For other disabled individuals and families with a disabled adult or child, approximately 1,600 to 2,000 annual placements in permanent housing that is subsidized and provides access to supportive services (e.g., assisted living, service-enriched housing, skilled nursing facility) are needed beyond what individuals and families are currently able to access.

Housing discrimination remains a barrier to housing for many persons identifying with historically under-resourced communities. Landlord engagement programs coming online under this initiative will implement a trauma-informed and racial equity lens in working with participating landlords.

### First Steps:

- Increase housing exits for households connected to outreach, shelter, and other crisis response programs through a landlord engagement & rehousing initiative

# 4

## Expand Prevention and Diversion Resources

**Sub Strategy 4.a:** *Coordinate and leverage prevention resources across jurisdictions to connect households at imminent risk of literal homelessness to stabilization resources to avoid literal homelessness.*

**Sub Strategy 4.b:** *Sub Strategy 4.b: Scale existing prevention and diversion programs into a countywide rehousing program.*

Investment in the expansion of prevention and diversion resources presents the greatest opportunity to reduce inflow into homelessness and minimize cost in crisis services, including the unnecessary trauma caused by loss of housing. It is estimated that there are approximately 3,200 individuals and 350 families that could be prevented from becoming homeless if the homeless response system had at least 29 FTEs and at least \$7.5M annually in financial assistance for prevention and diversion resources. These resources will need to grow over time and coordinated with other system components for maximum effectiveness.

As funding for the expansion of prevention and diversion resources is sought, this strategy seeks action steps that can prevent at-risk households from falling into homelessness and/or divert from entry into the homeless response system.

### **First Steps:**

- Increase availability of housing problem-solving and diversion services for all people engaged with the Coordinated Access System.

# 5

## Invest in Community Capacity-Building and Training

**Sub Strategy 5.a:** *Create an inclusive & supportive working environment to retain the current workforce and attract new staff from historically under-resourced communities and partners with lived expertise.*

**Sub Strategy 5.b:** *Increase community stakeholder support for countywide homelessness activities through increased engagement.*

Successful implementation of this plan relies on the local homelessness workforce and support from the broader community. During the Coronavirus pandemic, homeless response system staff at all levels of leadership and stature demonstrated incredible resilience on the frontlines with an all-hands-on-deck approach to ensure necessary services for the community's most vulnerable residents. Sacramento residents were also gracious in support of new crisis models such as Project RoomKey and expansion of safe parking and safe ground initiatives. Despite the tremendous show of commitment from the homeless provider community during COVID, higher turnover rates and difficulty filling vacancies has become commonplace. As the community seeks to adapt to its new post-pandemic normal, there is a concern that the response system will continue to lose workers through the burnout, competition with higher-paying industries, and compassion fatigue.

This strategy seeks to reinvigorate the workforce and workplace culture to retain and advance current staff while leveraging position vacancies to attract an increasingly diverse workforce more reflective of participants being served from historically under-resourced communities, including partners with lived experience. Embracing workforce strategies that support employees from under-resourced communities improves the workplace culture for all staff. This strategy also seeks to engage trusted community organizations who may not provide direct homeless services but would make great partners to increase awareness and access to this expansion of homelessness services. Finally, this strategy seeks to work with homeless service providers, faith-based, and grassroots organizations to develop community education strategies and volunteer opportunities to engage the community at-large in the implementation of these solutions.

### First Steps:

- Implement workforce recruitment and retention activities to support all employees, targeting staff from under-resourced communities including partners with lived expertise.
- Develop a standard high-quality annual training agenda for homelessness services staff
- Develop and provide general educational materials that explains how to access services and navigate the homeless crisis response system.

# CONCLUSION

The Sacramento community is at the crossroads of an incredible opportunity to harness existing homelessness efforts and bring them to scale to address this urgent crisis. Investment and implementation of the strategies and sub strategies outlined in this local homeless action plan will transform the status quo and generate visible and meaningful change to make homelessness in Sacramento rare, brief, and non-recurring.

This plan sets a unifying strategy for optimal homeless response and enhances current crisis response investments made by cities and the County. With current and additional funding opportunities on the horizon, this plan opens pathways to future funding by presenting an assessment of need and gaps that new dollars can fill. It demonstrates the cost effectiveness in pivoting from investments in crisis-only-responses to additional investments in homeless prevention, diversion, and problem-solving services to make them accessible for all people at-risk and/or seeking emergency shelter. The plan also identifies additional rehousing opportunities that are needed to create a streamlined flow so that system-users can exit homelessness in an efficient and streamlined manner, hopefully matched to an appropriate rehousing resource to mitigate their return to homelessness.

Additional efficiencies that this plan may generate upon successful implementation include increased HMIS participation with improved data collection and analysis; expansion of shelter and rehousing programs participating with the coordinated access system; increased coordination among funders and providers for staff recruitment and provision of staff training initiatives; and collaborative cross-regional planning and decision-making.

Success of this plan requires real commitment to implementation; additional investments; collective action; transparent progress reports and impact measurements and engaged stakeholders. It will require expanding the circle to include increased participation by the local healthcare, philanthropic, and business sectors. It will also require the ongoing support of the local community including creating additional opportunities for volunteerism and education on homelessness programs and services.

The plan will be measured through consistent review of the system level performance goals and presentation of these in a public-facing dashboard to be managed by Sacramento Steps Forward.

Once adopted by local governing bodies, the plan's partners will continue to work with the community to develop an annual slate of activities that offer strong action steps toward the advancement of the strategies and sub-strategies and quantify the First Steps milestones.

All together we can make a collective impact on addressing homelessness in Sacramento.

## **Sacramento Continuum of Care Needs Assessment and Gaps Analysis: Summary Findings**

The following are summary findings from a comprehensive gaps analysis conducted by Sacramento Steps Forward, in consultation with the Sacramento Continuum of Care, City of Sacramento, and Sacramento County. The gaps analysis approach involved the following:

1. Estimating the *annual* number of people who experience literal homelessness in Sacramento County.
2. Estimating the annual service needs of those who experience literal homelessness, including need for targeted prevention assistance, based on an optimal range and availability of services that result in literal homelessness being prevented or quickly and successfully ended.
3. Examination of current and planned (i.e., funded and under-development) capacity expected to be available currently and in the next three years in Sacramento County to address service needs.
4. Estimating the service gaps remaining after accounting for current and planned capacity.

A complete description of gaps analysis methods, assumptions, and results will be provided in a separate report, pending availability of 2022 point-in-time (PIT) count data and any resulting adjustments to the gaps analysis findings reflected below.

### **Estimated Annual Number of People who Experience Literal Homelessness in Sacramento County: 16,500 to 20,000**

It is estimated that between 16,500 and 20,000 people in any given year experience literal homelessness in Sacramento County<sup>1</sup>.

### **Key Characteristics**

Among people who experience literal homelessness annually, it is estimated that:

- One out of four people (~23%) are adults and children in family households.
- Almost half of all people (~45%) are unsheltered (1 or more days) and do not or cannot

<sup>1</sup>The range is based on -5% and +15% of the specific estimate of 17,355 people annually. A range is used as the exact estimate is used only as a baseline for system modeling. The annual estimate was calculated using a combination of Homeless Management Information System (HMIS) data for calendar year 2021 and the 2019 Point-in-Time (PIT) count for the Sacramento CoC geographic area (Sacramento County).



access shelter.

- Two out of three (~66%) access homeless assistance (outreach, shelter, re-housing, etc.), but the remainder do not due to insufficient capacity, access, quality of services, or other issues.
- Black and African American people are significantly over-represented among people who experience homelessness: 39% of all people experiencing homelessness compared with 11% overall in Sacramento County<sup>2</sup>.
- Just over half of all adults (~54%) report having one or more severe and persistent disabling condition.
  - One out of five adults (~22%) report having a severe mental illness.
  - One out of ten adults (~11%) report having a substance use disorder.
  - One out of four adults (~24%) adults are chronically homeless (disabled and literally homeless for 12 months or more currently or over four episodes in three years); most are in adult only households.

## Estimated Annual Prevention and Homeless Assistance Needs

The following service estimates are based on documented or otherwise assumed needs among those who experience literal homelessness annually. The estimates assume a much higher use of services than currently (91% vs 66%) due to greater availability of services, improved community-wide and equitable access, and adherence by providers to evidence-based practices. The gaps included in the table are estimates and assume that each type of service is generally available when needed and desired by qualifying populations.

Assistance Type (among those using the system)	Individuals (12,010)	Family Households (1,184)	Estimated Total System Capacity NEED	Estimated Total System Capacity GAP (additional capacity needed)
<b>Targeted Homelessness Prevention</b> (including one-time and short-term prevention assistance for highest risk)	~ 36% (3,200 individuals)	~ 38% (350 families)	~ 16 Full-Time Equivalent (FTE) staff @ 20 cases/FTE ≥ \$11.3M Annual Financial Assistance (above current levels)	~ 16 Full-Time Equivalent (FTE) staff @ 20 cases/FTE ≥ \$11.3M Annual Financial Assistance (above current levels)
<i>Among those not prevented...</i>				
<b>Diversion</b> (including housing problem-solving and diversion provided through Coordinated Access System)	100% (6,500 individuals)	100% (700 families)	Estimated FTEs and financial assistance costs pending implementation of new Coordinated Access System and further analysis of baseline need.	Pending further analysis of needed capacity. <i>There is little diversion assistance currently available.</i>
<i>Among those not diverted...</i>				
<b>Street Outreach</b> (providing individualized engagement and connection to shelter, rehousing assistance, other services)	~ 55% (4,700 individuals)	~ 36% (300 families)	~ 21 FTEs @ 40 cases/FTE	Pending further analysis of current and planned capacity.
<b>Temporary Housing</b> (emergency shelter, transitional housing, interim housing)	~ 90% (7,800 individuals)	~ 98% (700 families)	IND: 2,200 to 2,700 beds FAM: 300 to 350 units	Near-term: pending further analysis of current capacity Future: -0- gap for families assuming fully developed prevention, rehousing assistance. TBD singles pending further analysis.
<b>Short/Medium-Term Rehousing Assistance</b> (including rapid rehousing, other individualized rehousing assistance)	~ 64% (5,600 individuals)	~ 66% (500 families)	IND: 2,800 to 3,400 service slots (avg daily active cases) FAM: 250 to 320 service slots ~ 150 FTEs @ 22 cases/FTE ≥ \$18M Annual Financial Assistance	COMBINED: 600-750 service slots ~ 29 FTEs @ 22 cases/FTE ≥ \$3.6M Annual Financial Assistance
<b>Permanent Supportive Housing and other Dedicated Permanent Housing Assistance with Ongoing Services</b>	~ 34% (3,000 individuals)	~ 17% (120 families)	PSH Units COMBINED: 5,900 to 7,100 units Other PH w/Services COMBINED: 1,600 to 2,000 annual placements	PSH Units COMBINED: 2,700 to 3,300 units Other PH w/Services COMBINED: 1,600 to 2,000 annual placements

<sup>2</sup>American Community Survey, Sacramento County Population Estimates, July 2021 (V2021)

## Key Takeaways

- ✓ Estimates will be adjusted as more current data is available (e.g., forthcoming 2022 PIT data).
- ✓ Investments in prevention, diversion, and permanent housing solutions (e.g., housing navigation, rapid rehousing, permanent supportive housing) will directly reduce the number of people experiencing homelessness, the time people spend homeless, and returns to homelessness. When funded, developed, and operated consistently, these responses can eliminate the need for additional emergency shelter capacity.
- ✓ Alternatively, without significant additional prevention and rehousing capacity (“business as usual”), more people will experience homelessness, requiring more emergency shelter and other costly crisis services.
- ✓ Near-term investment in additional shelter capacity is needed to ensure safety and access to rehousing assistance but should be flexible to allow for later repurposing/use for housing.
- ✓ Efforts are needed to increase positive turn-over (and openings) among current PSH units, increase the overall number of PSH units funded with homeless assistance and other resources, and increase other community-based affordable housing and service solutions to address gaps.
- ✓ The need for rehousing supports and affordable, supportive housing options cannot be met by the homeless crisis response system alone. Cross-sector collaborations to develop sustainable housing and service supports for people with needs beyond housing are needed, such as for people with severe and persistent disabling conditions, returning citizens (following incarceration), and for older adults.

## Factors Influencing Future Need

### ***Population growth and demographic changes:***

Although the Sacramento County general population growth is just under 1% on average per year over the past ten years, changes in demographic makeup (e.g., higher rate of growth among low- and very low-income households) of the County can directly affect the number of people experiencing homelessness and potentially needing prevention or shelter and rehousing assistance. The gaps analysis assumes no marked changes in population growth or characteristics will occur over the next five years.

### ***Availability of affordable housing and other forms of assisted/supportive housing in the community:***

The severe lack of naturally occurring and subsidized affordable housing options directly impacts the number of households that are precariously housed and inherently at-risk of literal homelessness. The average rent in Sacramento County has increased 16.7% since 2019, increasingly pricing out lower-income households, while at the same time vacancy rates

are declining, directly decreasing viable housing options for lower-income households, and increasing risk for housing insecurity and homelessness. According to the latest Out of Reach report from the National Low-Income Housing Coalition, a full-time worker would have to earn at least \$28.75 to afford a two-bedroom apartment at current fair market rental rates (\$1,495)<sup>3</sup>. The gaps analysis assumes housing market conditions will not materially improve.

### ***Landlord partnerships:***

Landlord partners are essential the success of homeless crisis response system, both to support and prevent households who are facing eviction, as well as to increase access to housing options in the rental market that might otherwise not be available to people experiencing homelessness and systemic racism. Increased investment in landlord partnerships and the capacity to maintain and grow partnerships can indirectly and directly influence the success of prevention and rehousing efforts, particularly with owners and property managers willing to consider applicants with potential credit, rental history, or criminal justice system involvement. The gaps analysis assumes growing investment and partnerships will occur as part of the natural evolution of the homeless crisis response system, consistent with other communities around California and the U.S.

### ***Fidelity to evidence-based and best practices:***

There is a growing body of empirical research on program practices and interventions, and documented evidence-based practices that prevention and homeless assistance providers can adopt to improve service quality, equity, and outcomes. Adherence to practices such as Housing First, motivational interviewing, harm reduction, and positive youth development, are key to improving system performance while ensuring efficient and, when needed, targeted use of resources. The gaps analysis assumes local providers will continue to adopt and iterate evidence-based and best practices, while local public and private funders continue to further standardize such practices and requirements in program funding, monitoring, and compliance activities.

### ***Funding availability and strategic allocation:***

Funding availability and strategic allocation for prevention and homeless services is a critical ingredient to developing a comprehensive, coordinated, and community-wide approach to preventing and ending homelessness. Coordinated approaches to determining local priorities, allocating resources, and monitoring investments for intended outcomes are hallmarks of high functioning, equitable, and effective homelessness prevention, and crisis response systems. The gaps analysis assumes that local entities – the City of Sacramento, Sacramento County, other Sacramento County municipalities, and the Continuum of Care – will continue to align funding priorities and allocation decisions toward achieving the regional plan, closing gaps, and achieving better outcomes for Sacramento residents.

<sup>3</sup>Fair Market Rents are often not fully representative of typical rental costs and likely understate actual rental costs in many areas.

# Appendix B

## Summary of Strategies and Sub Strategies

### ➤ **Strategy 1: Build and Scale a Countywide Coordinated Access System (CAS)**

- **Sub Strategy 1.a:** Increase targeted participation in homeless crisis response services.
- **Sub Strategy 1.b:** Grow and embed problem-solving/diversion in all system access sites, safe grounds, respite centers and emergency shelters.
- **Sub Strategy 1.c:** Provide comprehensive and aligned outreach Countywide.

### ➤ **Strategy 2: Ensure Current and New Emergency Shelter and Interim Housing is Focused on Rehousing**

- **Sub Strategy 2.a:** Align the Cities' and County's current and emerging shelter and interim housing programs with the Coordinated Access System to increase access and occupancy of available units.
- **Sub Strategy 2.b:** Increase permanent housing exits across all emergency shelter & interim housing programs.

### ➤ **Strategy 3: Increase Permanent Housing Opportunities**

- **Sub Strategy 3.a:** Increase rehousing assistance and improve access to existing and new units in market and subsidized programs.
- **Sub Strategy 3.b:** Increase the stock of permanent supportive housing units and other dedicated affordable housing units for people experiencing homelessness.
- **Sub Strategy 3.c:** Develop a regional landlord engagement partnership program to increase the number of participating landlords across all homelessness rehousing programs.

### ➤ **Strategy 4: Expand Prevention and Diversion Resources**

- **Sub Strategy 4.a:** Coordinate and leverage prevention resources across jurisdictions to connect households at imminent risk of homelessness to stabilization resources to avoid literal homelessness.
- **Sub Strategy 4.b:** Scale existing prevention and diversion programs into a countywide rehousing program.

### ➤ **Strategy 5: Invest in Community Capacity-Building and Training**

- **Sub Strategy 5.a:** Create an inclusive & supportive working environment to retain the current workforce and attract new staff from historically under-resourced communities and partners with lived expertise.
- **Sub Strategy 5.b:** Increase community stakeholder support for countywide homelessness activities through increased engagement.

# Appendix C

## Glossary of Terms

**Cal-AIM** is the California Advancing & Innovating Medi-Cal initiative sponsored by the state Department of Health Care Services is a long-term commitment to transforming and sustaining Medi-Cal, offering Californians, including persons experiencing homelessness, a more equitable, coordinated, person-centered approach to maximizing their health and life trajectory.

**Chronically Homeless Individual** refers to an individual with a disability who has been continuously homeless for one year or more or has experienced at least four episodes of homelessness in the last three years where the combined length of time homeless on those occasions is at least 12 months.

**Chronically Homeless People in Families** refers to people in families in which the head of household has a disability and has either been continuously homeless for one year or more or has experienced at least four episodes of homelessness in the last three years where the combined length of time homeless on those occasions is at least 12 months.

**Congregate Shelter** is an emergency shelter where the residents share a common sleeping area.

**Continuum of Care (CoC)** is the local planning body responsible for coordinating the full range of homelessness services in the

Sacramento region and may cover the cities, county, and unincorporated geographic areas.

**Coordinated Access System (CAS)** is a regionally based system that connects new and existing programs into a “no wrong-door network” by assessing the needs of individuals/ families/youth experiencing homelessness and linking them with the most appropriate housing and services to end their homelessness.

**Diversion Services** is a client-driven approach designed to immediately help a person or household who just lost housing find safe alternative housing, rather than entering shelter or experiencing unsheltered homelessness.

**Emergency Shelter** is a facility with the primary purpose of providing temporary shelter for homeless people.

**Homeless** describes a person who lacks a fixed, regular, and adequate nighttime residence.

**Homeless Management Information System (HMIS)** is a computerized data collection system designed to capture client information over time on the characteristics, service needs and accomplishments of homeless persons. Implementation of an HMIS is required by the federal department Housing and Urban Development (HUD) for programs receiving federal funding through the Continuum of Care (CoC).

**Homelessness Prevention** refers to policies, practices, and interventions that reduce the likelihood that someone will experience homelessness.

**Housing First** is an approach that offers permanent housing as quickly as possible for people experiencing homelessness, particularly for people with long histories of homelessness and co-occurring health challenges, while providing the supportive services people need to keep their housing and avoid returning to homelessness.

**Individual** refers to a person who is not part of a family with children during an episode of homelessness. Individuals may be homeless as single adults, unaccompanied youth, or in multiple-adult or multiple-child households.

**Non-congregate Shelter** is an emergency shelter that provides private sleeping space, such as a hotel or motel room.

**Other Permanent Housing** is housing with or without services that is specifically for people who formerly experienced homelessness but that does not require people to have a disability.

**People in Families with Children** are people who are experiencing homelessness as part of a household that has at least one adult (age 18 and older) and one child (under age 18).

**Permanent Supportive Housing (PSH)** is a housing model designed to provide housing assistance (project and tenant-based) and supportive services on a long-term basis to people who formerly experienced homelessness. Participants are required to have a disability for eligibility.

**Rapid Rehousing** is a housing model designed to provide temporary housing assistance to people experiencing

homelessness, moving them quickly out of homelessness and into permanent housing.

**Street Outreach** is defined as the activity of engaging unsheltered homeless individuals through the process of rapport building with the goal of linking that individual to a permanent housing resource.

**Sheltered Homelessness** refers to people who are staying in emergency shelters, transitional housing programs, or safe havens.

**Transitional Housing Programs** provide people experiencing homelessness a place to stay combined with supportive services for up to 24 months.

**Unaccompanied Homeless Youth (under 18)** are people in households with only children who are not part of a family with children or accompanied by their parent or guardian during their episode of homelessness, and who are under the age of 18.

**Unaccompanied Homeless Youth (18–24)** are people in households without children who are not part of a family with children or accompanied by their parent or guardian during their episode of homelessness and who are between the ages of 18 and 24.

**Unsheltered Homelessness** refers to people whose primary nighttime location is a public or private place not designated for, or ordinarily used as, a regular sleeping accommodation for people (for example, the streets, vehicles, or parks).

**Veteran** refers to any person who served on active duty in the armed forces of the United States. This includes Reserves and National Guard members who were called up to active duty.

