

Individual Assessment by Homeless Initiative

County Initiative #1: Redesign Family Homelessness Response and Shelter System

Emergency Family Shelter System

The redesign of the emergency family shelter system sought to reduce barriers to accessing emergency shelter for families experiencing homelessness by establishing low-barrier entry requirements that allow families of any configuration, including those with pets, to access shelter in a time of crisis. Through centralized registration, it sought to prioritize shelter for literally homeless and vulnerable families and to improve consumer experience in accessing shelter services. This system also enabled DHA, for the first time, to assess each family before it enters a shelter to determine the best avenue of support and to offer other assistance. Finally, the shelter redesign sought to shorten the time it took for a family to secure permanent housing.

Implementation

Implementation of the redesigned emergency family shelter system began October 2, 2017, with two emergency family shelters operated by Next Move and Volunteers of America (VOA). The shelter redesign created a single point of access for families seeking shelter and enabled DHA to prioritize entry into shelter for those families who were experiencing literal homelessness. The registration system prioritizes families using a formula based on family composition, disability, and circumstances that indicate higher vulnerability, such as mental and physical health needs. The registration system went live on October 2, 2017, and families began to register for family shelter using this new online DHA portal.

Diversion

Diversion funding was included within the family shelter system redesign. This funding provides assistance for families to prevent homelessness and divert them from the shelter system. Through the end of FY 2017-18, 79 families were provided with non-welfare based financial assistance totaling \$28,839 for such purposes as back rent.

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Results/Challenges

Initiative #1-A Outcomes for Family Emergency Shelter October 1, 2017, through September 30, 2018	
Outcomes to date	Families
Diversion Assistance	79
Registered for shelter, self-identified Literally Homeless	838
Placed in Shelter	146
Total Households Exits	111
Permanent Housing Exits	50
Temporary/Institutional/Other Exits	61
Exits Back to Homelessness	1
Increased Household Income (from Entry to Exit)	15
Utilization Rate	100%
Average Days to Permanent Housing Exit	96 days
FY 17-18 Budget	\$1,567,997
FY 17-18 Expenditures	\$1,554,127

The most critical service an emergency shelter can provide, beyond providing a safe place to stay, is to ensure that participants are connected to permanent housing opportunities. Although services within both emergency shelters have focused on facilitating the shortest stay possible, the lack of affordable housing options has contributed to a lack of flow within the emergency shelters. The current average length of stay for a family from entry to permanent housing exit is 96 days. This is longer than originally anticipated but is in line with serving some of the most vulnerable families with the highest barriers. By managing shelter entry and working with providers to understand barriers families face, DHA has deepened its understanding of the complex needs amongst families experiencing homelessness. As a result, DHA has been actively engaged in improving outcomes at shelters, particularly for "long-term stayers," by coordinating

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with community partners, connecting some families to transitional housing programs, and leveraging CalWORKs and additional resources. Of significance, only one household has exited the shelter and returned to homelessness.

The number of families served falls short of what was projected. Over the year of implementation, 111 families were placed in shelter, as compared to the projected 268 families. DHA is committed to using data and best practices to improve flow and bed utilization rates. Managing access to the shelters has created collaboration between the shelter providers and DHA to ensure that as vacancies occur, beds are filled quickly. Since the inception of the shelter registration system, both shelters operated by Next Move and Volunteers of America (VOA) have maintained a nearly 100% occupancy rate of the beds with most vacancies not lasting longer than one day. Because DHA is essentially the front door to emergency shelters and also the administrator overseeing the emergency shelter contracts, DHA has had direct insight into essential data that has helped us understand shelter patterns; identify frequent users for more intensive follow-up and targeted interventions; and identify barriers to accessing and exiting shelter to permanent housing and other successful destinations.

The current registration list exceeds the capacity of both family shelters and has presented a challenge in ensuring all those who register will have their needs addressed immediately. Although not everyone will enter shelter, DHA is continually working to connect registered families with services, either directly or through valued partners. Because of the fluid nature of family homelessness, registration information is often outdated even days after families have initially signed up. To address this, DHA has committed to staying in monthly contact to assess immediate needs and ensure families receive the support needed and adequate follow up services.

While DHA has made great strides in improving the family homelessness response and shelter system, additional work is needed to ensure we have the right balance of outreach, diversion, housing navigation and shelter bed supply that are sufficient enough to promote an effective flow. The information from the shelter registration system provides insight to DHA to examine the types of support that homeless families in Sacramento County need. This will ensure continued progress in enhancing or developing the programs to reduce family homelessness. DHA will add shelter for seven (7) families through new one-time State Homeless Emergency Aid Program (HEAP) funding, as well as providing additional flexible resources for re-housing assistance.

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Family Transitional Housing

In addition to strengthening the family shelter system, the redesign funded a transitional housing program (THP) for families experiencing homelessness which choose transitional housing.

Implementation

Initially, County funding was to have supported 19 families of any configuration over the course of the year. As the awardee, Volunteers of America (VOA) was able to provide support for up to 25 families annually within the proposed budget at Mather Community Campus. THP provides the following:

- Residential housing with the goal of exiting families to stable housing within 12 months;
- Recovery support services for families with members struggling with substance abuse disorders; and
- Life skills classes and employment training and placement services.

Results/Challenges

Initiative #1-B Outcomes for Transitional Housing Program for Families October 1, 2017, through September 30, 2018	
Outcome to date	Families
Families Placed in THP	23
Total Household Exits	10*
Permanent Housing Exits	5
Temporary/Institutional/Other Exits	2
Exits Back to Homelessness	3
Increased Household Income (from Entry to Exit)	6
FY 17-18 Budget	\$505,776
FY 17-18 Expenditures	\$505,776

*includes 7 families who were in transitional housing before October 1, 2018

Access into family transitional housing is through DHA referral. Utilizing the family shelter registration system and referrals from DHA eligibility staff and other partnering agencies, including the County Department of Health

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Services Alcohol and Drug Services Division, DHA prioritizes families who need additional services beyond traditional shelter to transition successfully to permanent housing. Considerations include length of homelessness and presence of barriers to housing, such as poor credit, evictions, low or no income and in need of more intensive support.

Implementation of the County-funded transitional housing program began in October 2017. Seven (7) families which were in the program prior to October 1, 2017, have exited the program and three (3) which entered since the redesign exited by the end of October 2018. Case management coordination has been critical between DHA and VOA to ensure families receive the services that best meet their needs. The extended length of the program has also enabled staff to identify and enroll families who qualify for and need permanent supportive housing (PSH), including one family that will make the transition into PSH this winter. Without the transitional housing program, these families may not have received the necessary support during a shorter stay at an emergency shelter. DHA will continue to monitor the effectiveness of the program as the initial families begin their exit to permanent housing.

County Initiative #2: Preservation of Mather Community Campus

Transitional Housing Program; Single Adults

Mather Community Campus (MCC) is a residential and employment program for individuals experiencing homelessness who choose a supportive transitional housing environment with services aimed at helping them attain permanent housing stability. MCC supports clients in achieving employment/income as well as recovery goals. MCC works in collaboration with DHA to ensure participants gain the necessary skills for self-sufficiency and long-term housing stability.

Implementation

Through this initiative, the Board sought to preserve the large residential program for individuals at MCC providing \$2.6 million in County General Fund to offset the loss of HUD Continuum of Care funding. With that shortfall, VOA could not have continued operating MCC, putting all eight residential and nonresidential programs on the campus in jeopardy. In addition to County General Fund support, VOA successfully submitted an application to the Federal SNAP to Skills (S2S) Program, which provides additional funding through DHA to preserve the MCC program for individuals. This funding was effective October 1, 2017, and ensured a seamless transition without the need for MCC to cease operations when HUD funding ended. MCC has continued operations of supportive services and transitional

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housing utilizing the coordinated entry system for referrals of new participants, and works collaboratively with DHA to ensure the program remains low-barrier and accessible to motivated participants.

Results/Challenges

Initiative #2 Outcomes for Mather Community Campus October 1, 2017, through September 30, 2018	
Outcomes to date	Persons
Entered Transitional Housing	351
Individuals Exiting Program	204
Permanent Housing Exits	116
Temporary/Institutional/Other Exits	47
Exits Back to Homelessness	42
Increased Income from Entry to Exits	44
FY 17-18 Budget	\$3,456,701
FY 17-18 Expenditures	\$3,329,570

MCC continues to have successful outcomes with participants exiting with increased incomes and permanent housing. DHA and Volunteers of America (VOA) have worked collaboratively to both improve program services and to ensure clients referred from the coordinated entry system are matched to the employment and recovery environment at MCC. While referred individuals have primarily scored in the low-to-medium barrier range of the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT), VOA has identified a rise in the number of participants who are not "employment ready" upon entry. The VI-SPDAT is the tool used in the coordinated entry system and indicates high, medium and low barriers. With DHA's assistance, MCC is developing a more robust training program to assist staff with identifying barriers and providing appropriate support and referrals to ensure client success.

County and VOA staff continue to meet to determine ongoing program needs and structure for the MCC transitional housing. Currently, DHA staff is working with VOA to increase alcohol and drug services typically needed throughout recovery and to strengthen case management support. DHA is

committed to working with VOA to update program policies, strengthen case management, and provide additional staff training to address some of the client complexities and programmatic issues identified.

County Initiative #3: Full Service Rehousing Shelter

The Full Service Rehousing Shelter (FSRS) was created to offer unsheltered adults low-barrier entry to shelter and access to permanent housing. A founding tenet of the program is accepting people as they present, with no restrictions surrounding behavioral health concerns, family composition or judgements on whether or not they could be successfully housed. FSRS was intended to not only increase shelter capacity in Sacramento County but to reach those not typically served through traditional shelters and other supportive services. Initially proposed as a single-site facility, FSRS has developed into a scattered-site shelter model utilizing private residential homes throughout the County. When fully operational, fifteen homes serving 75 persons at any given time will provide shelter and rehousing services to approximately 250 to 300 persons annually.

FSRS sites are geographically spread across the County and are centered near public transportation and other community amenities. Each home has a live-in house monitor and a case manager who is shared by the guests in each home. These homes serve as the primary location for service provision and guests are engaged in services early in their stays. Case management is tailored to individual need with a focus on quickly resolving homelessness by identifying permanent housing. Flexible, short-term financial assistance is available to FSRS participants. Referrals to mental health and Alcohol and Drug (AOD) services are provided. Connections to all eligible benefits through DHA, VA, and Social Security are made promptly to stabilize the person and move him or her towards housing stability. The case managers provide transport to appointments and support each guest in planning and executing the steps necessary to move forward to permanent housing.

Implementation

Between March 2018, and September 30, 2018, Sacramento Self-Help Housing (SSHH) operationalized 11 sites into the FSRS network, providing shelter to 91 persons, 16 dogs and four cats. Nineteen people have exited into permanent and stable housing. FSRS continues to be under development, including four new sites. The additional sites are reliant on the rental housing market, which caused the initial ramp-up to be slower than originally anticipated. A lack of available housing units and rising rents complicate the acquisition and geographic flexibility of homes for the FSRS.

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Currently, the sites are geographically spread with most FSRS homes in the northern and southern parts of the County.

Strong partnerships between DHA, Sacramento Self Help Housing (SSHH), the Sheriff's Department, County Park Rangers, and other agencies have been developed to identify potential shelter guests and quickly move them into the FSRS network. These referring organizations target vulnerable persons either residing unsheltered in neighborhoods or along the river for entry into the shelter. County partners now identify, engage, and quickly coordinate entry into the shelter with DHA for persons in immediate need of emergency shelter and permanent housing. Once a person, adult family or encampment has been identified, the referring party works closely with shelter operators and SSHH to support the transition into the shelter.

Results/Challenges

Initiative #3 Outcomes for Full Service Rehousing Shelter March 16, 2018, through September 30, 2018	
Outcomes to date	Persons
Entered shelter	91
Beds Occupied as of 9/30/18	54
Total Exits	42
Permanent Housing Exits	19
Temporary/Institutional/Other Exits	16
Exits Back to Homelessness	7
Utilization rate	95%
Range for Length of Stay	13 to 105 days
Average Length of Stay	47 days
Increased Income from Entry to Exit	2
Four-Month Operations Budget (FY 17-18 Contract term)	\$441,667
Four-Month Operations and Rehousing Services Expenditures*	\$389,357

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*FSRS contracts were not fully expended due to the unpredictability of the rental market which caused a delay in acquiring the shelter sites and locating affordable housing for guests in the shelter.

Most shelter guests come to the FSRS with extensive housing and employment barriers. This has presented a challenge in obtaining permanent housing for them. FSRS does provide limited-term housing subsidies, but many of the shelter guests have varying barriers to employment with no current mechanism to increase their income. Many of the FSRS guests qualify for Permanent Supportive Housing (PSH) which would increase their chances of a successful exit to permanent and stable housing. Utilizing the HUD-funded Restart Program (the Continuum of Care replacement project for MCC), eight (8) persons have qualified for and have been successfully placed in PSH since the inception of the FSRS.

While the 47-day average length of stay is less than the estimated 75 days, it is not clear if this will continue as the program reaches full capacity of 15 homes. For this reason, and given the partial first year, it is not yet clear whether the program will meet the initiative target of serving 250 to 300 persons annually. It is noted that new State HEAP funding will allow for an additional eight scattered homes, accommodating forty individuals at a time.

The flexibility of FSRS has allowed for successful sheltering which may not be provided in traditional shelters, including

- Accommodating unique pairings into the shelter, including adult couples, adult siblings, and parents with their adult children, and self-identified street families.
- Sheltering cohorts together has led to more successful shelter stay and increased ability to rehouse in shared housing due to multiple incomes.
- The scattered-site model allows shelter guests to reside in communities they identify as home. This allows guests to maintain their connections to existing services, family and community.
- The small home-like setting allows a guest to stabilize in a comfortable and intimate setting. It also reduces potential personality and behavioral clashes among guests as they are paired with those with similar experiences.
- Multiple locations have allowed for the creation of population-specific homes, such as youth-specific, employment-based and female-only sites.

County Initiative #4: Flexible Supportive Rehousing Program

Modeled after Los Angeles County's nationally recognized Housing for Health Program, FSRP is the first permanent supportive housing (PSH) program that is not only County-funded, but County-driven. Based on 2017 data from the Homeless Continuum of Care (CoC), an estimated 1,126 chronically homeless individuals were assessed as needing PSH. With an average of ten vacancies a year among 2,970 PSH units available, FSRP was developed to relieve the system pressure for 250 individuals with the highest needs from the 1,126. Launched on February 1, 2018, FSRP provides flexible rehousing and stabilization services to persons who have experienced chronic or long-term homelessness and through data analysis, have been identified as frequent users of the County jail and Behavioral Health Services.

FSRP provides two pillars of service intended to create new pathways out of homelessness for the target population:

- Intensive Case Management Services (ICMS) offering "whatever it takes" services to proactively engage and stably rehouse participants; and
- Property-Related Tenant Services (PRTS), securing housing in a variety of settings and maintaining ongoing relationships with owners. Long-term rental assistance is provided through either a Limited Allocation of Housing Choice Voucher from Sacramento Housing and Redevelopment Agency (SHRA), or through more flexible local rental assistance supported through County General Fund.

County involvement has been critical to the successful day-to-day administration of this innovative program. DHA staff leads weekly case conference calls with all four ICMS teams made up of case managers and project managers from Consumer Self-Help Center, Transforming Lives, Cultivating Success (TLCS), WellSpace Health and Wind Youth Services, to discuss the complex needs of the individual participants and advise in the development of case plans. County involvement not only ensures FSRP operates as a client-centered program, but also aids in the mutual work towards accomplishing the Board-approved objectives of the FSRP.

Implementation

Targeting 250 frequent users of County jail and behavioral health systems, FSRP was also the first program to use data from multiple sources to develop a highly targeted population for ongoing robust supportive services and housing assistance, including ongoing stabilization services. Those sources included the County and CoC. The Sacramento Homeless Informational Network Ecosystem (SHINE), a data collection tool, was

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developed as a case management assignment and tracking tool that allows the County to have immediate insight into the micro and macro operations of the FSRP.

Results/Challenges

Initiative #4 Outcomes for Flexible Supportive Rehousing Program February 1, 2018, through September 30, 2018	
Outcomes to date	Households
Located, Engaged and Enrolled	191
Assigned to PRTS for Housing Services	177
Placed in Interim Housing	83
Permanent Housing Exits	94
Five-Month Budget	\$1,697,500
Five-Month Expenditures*	\$692,952

*FSRP contracts were not fully expended due to the unpredictability of the rental market. Only 16 persons were rehoused in FY 17-18, but that number increased to 94 in the first quarter of FY 18-19.

- Notable demographic/characteristic findings among the 191 persons located and enrolled in FSRP include:
 - 132 are on formal probation in Sacramento County
 - 15 are lifetime sex offender registrants
 - 115 have a physical disability
 - 154 have a mental health diagnosis
 - 127 have a substance use addiction
 - 112 have co-occurring mental health issues and substance use disorders
- Given the high number of persons on probation and the number of persons with a mental health diagnosis, DHA is confident the methodology used to develop the target population effectively identified hard-to-serve individuals. FSRP participants struggle with difficult diagnoses and addictions, made worse by their homeless experience.
- On average, FSRP is the sixth housing program participants have been offered in their lifetime of homelessness and is one of at least two other County systems with which participants continuously interact.

Considering the number of programs from which participants have been exited back into homelessness, maximum flexibility and commitment to doing “whatever it takes” is imperative to ensuring client success.

- Due to the complex needs of the target population, FSRP has created a collaboration network within the greater County organization. This network reinforces the “whatever it takes” approach and has strengthened the relationships between many County departments to ensure the best outcome for a shared client/customer.
- PRTS providers have permanently rehoused 53% of participants assigned to PRTS. With a less than 2% vacancy rate in rental housing in our community, PRTS providers have been both creative and aggressive in acquiring new properties and units. One particularly successful strategy has been master leasing. Master leasing allows our PRTS providers to take control of a property and guarantees steady income to the property owner. Using master leasing, one PRTS provider acquired a 15-unit apartment complex that the County was able to fill within a week.
- Since launching FSRP on February 1, 2018, DHA notes several discoveries not only within our target population but in how and what services are offered among our providers, and has identified the need for training. FSRP is developing a multi-module curriculum designed to train providers as experts in ICMS and unify the way in which services are offered to our community’s vulnerable, homeless populations. There is a desire within our homeless continuum to open this training to anyone who interacts with persons experiencing homelessness. This suggests a potential systemic change in the Sacramento community.
- The separation of case management and housing services among our providers has been the most complicated challenge in the implementation of FSRP. However, as FSRP progresses and additional funding for housing becomes available, it has become evident that this strategic design feature is critical since it limits the number of funded housing services providers competing for the already limited housing supply, and allows those providers to develop skills and tools to engage owners and secure housing.
- FSRP has created a flexible programmatic infrastructure that can be expanded readily with new ICMS service providers through an ongoing Request for Qualifications (RFQ). FSRP is being adapted with the influx of over \$8 million in State HEAP funding to provide limited-term supportive services and housing assistance for hundreds of households. While lessons are anticipated with shorter-term assistance, this expandability means a new infrastructure or program

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does not need to be created with new funding, thereby increasing system efficiencies.

Augmentation of County Initiatives: Prevention, Intervention and Diversion for Transitional Aged Youth

Wind Youth Services (WYS) provides prevention, intervention and diversion services to transition-age youth ages 18-24 who are homeless or at risk of becoming homeless. WYS subcontracts with two additional providers who specifically serve homeless youth: Lutheran Social Services (LSS) and Waking the Village (WTV). Through this program, WYS provides three Prevention and Intervention Specialists and three Case Managers to serve participants through a variety of innovative resources and approaches to address housing instability and youth homelessness.

Definitions for this Program

- Prevention Services: applicable to those who will be at risk of losing temporary or permanent shelter without support
- Diversion Services: applicable to those requiring immediate services and resources before any amount of time is spent unsheltered
- Intervention Services: applicable to those who are in need of stable or permanent housing to end homelessness

NOTE: Some participants may require more than one service to address or resolve housing instability or homelessness.

Through the range of services of this program, staff mitigates barriers to maintaining housing in the event of a pending eviction, landlord/roommate dispute or family issue. If a youth requests services after one of these situations has escalated, this program will attempt to shelter the youth and divert him or her from unsheltered homelessness. This is a temporary solution to prevent homelessness while all possible options for stable housing are explored. When intervening to end homelessness, WYS, WTV and LSS provide housing resources and options and budgeting tools to assist the participant in understanding what is required to secure and maintain housing. Once stable housing is secured through available vouchers or other means, staff provides case management services ranging from six months to one year, depending on need, to ensure ongoing success for the youth once he or she is housed.

Implementation

The Prevention, Diversion and Intervention Program (PDIP) started with limited staff in April 2018, with full implementation by June 2018. WYS, WTV, and LSS work collaboratively with one another and DHA to identify,

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discuss, support and resolve barriers to housing for the youth in this program. Regularly scheduled case conferences are utilized as a platform for all four agencies to coordinate services and resources to benefit participants.

The Prevention, Diversion and Intervention Program (PDIP) assists youths at risk of homelessness as opposed to waiting until the youth has spent any amount of time unsheltered. This preventative approach is innovative in relation to past efforts to serve this population. Through PDIP, Prevention and Intervention Specialists seek to educate, mediate and advocate for the participant to maintain or obtain housing and will also work closely with the individuals providing care, support or shelter to the participant if homelessness cannot be avoided. WYS collaborates with both contracted providers to provide diverse and meaningful outlets for youth as well as workshops intended to provide life skills to maintain independence after the agency's involvement has ended. With each successful diversion, youths are prevented from experiencing the traumas associated with living on the streets.

In the winter of 2018, WYS will open the Wind Youth Center, which is in the completion phase of construction. This Center will house all staff from this contract at one location, which will also serve as a drop-in center for youth who are homeless or at risk of homelessness. WYS, LSS and WTV will coordinate services and create a triage at this location, thus centralizing referrals and services. This process will impact the delivery and efficiency of services to homeless youth to a great degree. Youths will be offered services which will best meet their needs.

Additionally, all three agencies have existing relationships with property developers that are leveraged for the benefit of PDIP participants. These properties leverage vouchers from the Sacramento Housing and Redevelopment Agency (SHRA) and Mutual Housing California (MHC) to reserve units for transition-age youth. WYS, WTV and LSS work collaboratively with SHRA and MHC to leverage vouchers for youths in this program. The coordination of these services assists participants in entering and maintaining stable housing.

Results/Challenges

Prevention, Diversion and Intervention Services April 1, 2018, through September 30, 2018	
Outcomes to date	Number of Individuals
Youth Served	115
Entered Permanent Housing	35
Services Provided to Maintain Housing	32
Receiving Ongoing Services	21
Entered Emergency Shelter/Interim Housing	17
Refused Services/Exited Program/Self Resolved	10

The Prevention and Intervention Specialists and Case Managers through this initiative employ an approach that is geared specifically for the youth population and which is sensitive to the unique needs of the participants. WYS and the partnering agencies have extensive experience in serving homeless youth in Sacramento and therefore are flexible to serve youths who are: students or pursuing education; unemployed or under-employed; those with no prior employment history; parenting; who identify as LGBTQ+; and former foster youth. Additionally, this program assists participants as needed to: identify support systems or family connections; provide the tools and education necessary to maintain healthy relationships; conduct outreach; and connect individuals to necessary supportive services and community providers.

Augmentation of County Initiatives; Navigation, Outreach and Rehousing Services

Through this program, Sacramento Self-Help Housing (SSHH) provides homeless outreach, navigation and rehousing services to unsheltered individuals living in environments not designed for human habitation. Services are offered in the following unincorporated areas of Sacramento County: Carmichael, Rio Linda/North Sacramento, South Sacramento and Arden Arcade. The navigators assigned to each service area engage

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individuals living in unsheltered situations, assess individual needs, and assist the participant, if he or she is willing, to navigate systems and processes to access mainstream services, shelter or permanent housing.

Implementation

Many of the County's resources for homeless individuals, such as emergency shelters, food and navigation services are concentrated in specific areas which are inaccessible to homeless individuals without transportation. This initiative is proactive in seeking out individuals instead of requiring that the individuals present themselves to a specific location to receive services and targeted specific regions of the unincorporated County.

This program started with minimal staffing in April 2018, and was fully implemented in June 2018. The navigators in each service area connect with homeless individuals where they provide resources and immediate support without requiring additional travel, contact by phone or a wait for shelter space. The navigation team is flexible in assisting families and individuals, serving participants where they are most comfortable. Navigators are familiar with the communities they serve, the specific needs of the population, and the available resources. SSHH specializes in maintaining a housing inventory; connecting potential renters to properties, roommates and landlords for possible tenancy; and providing advocacy services through the renter's helpline. Navigators are quickly able to identify sheltering and housing options in the community that fit the needs of the individual and the identified budget. Navigators also provide advocacy on behalf of the individuals to obtain housing and provide access to training classes, community support groups, and other organizations that can provide options to assist in resolving barriers to housing.

Results/Challenges

Navigation, Outreach and Rehousing Services April 1, 2018, through September 30, 2018	
Outcomes to date	Number of Individuals
Participants Served	177
Entered Permanent Housing	30

This program would not be successful without the coordination of services and the collaboration of all stakeholders. SSHH and DHA have committed to regular case conference meetings to discuss successes, identify solutions, leverage resources and address potential barriers to service. Shortly after

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implementation, DHA coordinated introductions between the newly assigned navigators and local law enforcement agencies, including: the Sacramento County Park Rangers, the Sacramento County Sheriff's Homeless Outreach Team, and the Sacramento Police Department's Impact Team. The coordination between DHA, SSHH and these agencies reduces service duplication and greatly benefits individuals served in the identified service areas, as well as the businesses and residents of those communities. The support received from the law enforcement agencies has been of tremendous value to this program.

In addition to the services described above, SSHH has facilitated and encouraged the development of Homeless Assistance Resource Teams (HART) in the identified service areas. This effort requires the collaboration of interested residents, businesses, medical providers, faith-based groups and community leadership to address homelessness in their communities. Carmichael HART is well established and existed prior to the implementation of this program. The navigator assigned to this area participates in the HART group extensively and provides support in the mission to serve homeless individuals in the Carmichael community. In August 2018, SSHH facilitated the first meeting for the newly organized HART in Northern Sacramento County. Currently, SSHH is working to establish the next HART in South Sacramento.

Through the presence of the navigators, local community-based organizations and businesses have quickly realized the value of the knowledge, outreach, navigation, and rehousing services offered through this team. These organizations and groups have offered access to their sites in order to coordinate office hours within the service areas. Currently, there are weekly office hours held in Arden-Arcade, South Sacramento and Carmichael which provides an opportunity for follow-up with participants or an option for those individuals who are unable to connect to services through other means.

Augmentation Initiatives Contract Budget	
FY 17-18 Contracts amount	\$135,000
FY 17-18 Contracts Expenditures	\$86,500*

*Contracts span FY 17/18 to FY 18/19

Winter Sanctuary Update for FY 17-18

The Winter Sanctuary Program (WSP) is a seasonal emergency shelter program based upon collaboration with the faith-based community to provide an additional 100 beds for individuals experiencing homelessness who are not able to receive shelter assistance through other programs. First Step Communities (FSC) was selected as the provider to operate the program for Fiscal Year 17-18.

WSP began on November 20, 2017, and concluded on April 2, 2018, utilizing 1400 North A Street as the main intake site, with two additional pick-up sites. WSP remained at or near capacity for most nights during operation. Over 40 congregations in Sacramento County participated in the FY 17-18 program by contributing facilities, meals and volunteers. The program provided a total of 12,532 shelter overnights to 809 unduplicated participants. The table below provides participant identified demographics:

Results/Challenges

Fiscal Year 2017-2018 WSP Outcomes November 20, 2017, through April 2, 2018		
Gender	Total Participants	Percentage of Participants
Men	519	64%
Female	283	35%
Transgender	7	1%
Total Unduplicated Participants	809	100%

Age Demographics of participants

Age	Total Participants	Percentage of Participants
18-24	84	10.3%
25-54	479	59.2%
55-89	236	29.2%
Unspecified	10	1.3%
Total	809	100%

Winter Sanctuary Program Contract Budget	
FY 17-18 Budget	\$606,367
FY 17-18 Expenditures	\$551,066

Increased Services

FSC integrated two days per week of increased services, which included Elica Health appointments, housing counseling appointments, legal services, mental health counseling and case management provided by One Community Health. FSC collaborated with Sacramento Self Help Housing (SSHH) to enter information into the Homeless Management Information System (HMIS) and perform the Vulnerability Index-Service Prioritization Decision Assistance Tool (VI-SPDAT) to ensure guests were entered into the system to be able to gain access to additional housing opportunities.

Additionally, at the conclusion of the shelter period last year, FSC was able to include a ten-day pilot program with valuable community partners that included intensive rehousing and other coordinated services, including case management. FSC is committed to including this best practice in FY 18-19's WSP. Including the ten-day pilot program, FSC was able to successfully house 53 participants throughout the Winter Sanctuary Program.