COMMUNITY ACTION PARTNERSHIP
SOLANO
JOINT POWERS AUTHORITY

CAP Solano JPA
2020 Annual Report

2020 ANNUAL REPORT

1. Introduction from the Chair

Dear Community Stakeholders,

On behalf of the Board of Directors of the Community Action Partnership Solano, Joint Powers Authority (the JPA), I am pleased to present this report covering the activities of this body to coordinate homeless and safety net services during the 2020 calendar year.

2020 was full of unprecedented challenges, including a COVID-19 pandemic and wildfires that impacted our community in significant ways and required the JPA to work with more expediency, coordination, and flexibility than ever before. Throughout this year, the JPA Board Members volunteered their time to meet two and sometimes three times a month to quickly put into action the funds and partnerships needed to protect our residents experiencing homelessness from COVID-19. This work would not have been possible without our partners, including service providers, Solano Cities, Solano County, faith-based community, medical providers and Solano Community Foundation. Due to these incredible partnerships and the dedication of our JPA board members, the JPA was able to quickly create two Project Roomkey hotel projects to provide temporary housing for 250 persons experiencing homelessness. The JPA also continued to strengthen relationships with local stakeholders through a series of strategic planning meetings which helped identify priorities for the JPA for the coming years.

With the help of our board members and partners, the JPA obtained significant amounts of new funding in 2020 – including Homeless Housing, Assistance and Prevention (HHAP 2), Emergency Services Grant Coronavirus Relief Act (ESG CV 1 and 2), Community Services Block Grant Coronavirus Relief Fund (CSBG CV), and state emergency funds. The JPA now administers about $20 million in federal, state and local funding dedicated to addressing homelessness, of which over $5 million has been dedicated to Project Roomkey.

This year, the JPA has also developed a new vision statement to inspire our future work: "*CAP Solano JPA – providing a pathway to housing for everyone in Solano County.*" We are grateful for the hard work and community support the JPA has received this year and hope the partnerships and programs we built this year will serve as a springboard for future growth and more collaboration in helping our homeless residents find their way home.

Sincerely,

Dawn La Bar
Chair
CAP Solano JPA

2. Community Action Partnership Solano, Joint Powers Authority (JPA) Overview

The JPA is a combined governmental agency formed by a memorandum of understanding between the Cities of Benicia, Fairfield, Rio Vista, Suisun City, Vacaville, and Vallejo and the County of Solano to coordinate efforts to reduce poverty and homelessness in Solano County. Representatives from these governments serve on the JPA Board and meet at least monthly to fulfill their duties as Solano County's Community Action Agency. The JPA is also the Collaborative Applicant for Solano County's Continuum of Care (CoC), the Administrative Entity for other state and federal funds that flow through the CoC, and the Homeless Management Information System (HMIS) Lead.

JPA Vision
CAP Solano JPA – providing a pathway to housing for everyone in Solano County.

JPA Mission
To strengthen agencies working to end poverty and homelessness. The objective is to provide services and resources in coordination with existing service providers, including but not limited to non-profit organizations and faith-based providers, to promote and encourage self-sufficiency for the most vulnerable members of the community.

3. Community Action Agency Report

Community Action Agencies are non-profit private and public organizations established under the Economic Opportunity Act of 1964 to fight America's war on poverty. These agencies help people in achieving self-sufficiency. Some of the services that may be provided include: childcare, education, energy assistance, emergency assistance, financial and legal services, food programs, health services, housing services, prevention programs, self-reliance programs, and youth services.

The CAP Solano JPA is the entity responsible for administering Solano County's allocation of annual funding under the Community Services Block Grant Program (CSBG), an initiative of the U.S. Department of Health and Human Services. CSBG funds may be used to support activities that assist low-income families and individuals, homeless families and individuals, migrant or seasonal farm workers, and elderly low-income individuals and families in attaining the skills and knowledge necessary to achieve self-sufficiency.

In 2019, a Community Needs Assessment was performed to inform the 2020-2021 Community Action Plan (CAP) and set priorities for the use of CSBG funding in Solano. The 2020-2021 CAP identified and assessed poverty-related needs and resources in Solano County and guides how the JPA will deliver CSBG-funded services to individuals and families most affected by poverty. The CAP is required by the federal Community Services Block Grant Act and California Government Code 12747.

The 2019 needs assessment identified lack of affordable housing, lack of employment opportunities, high cost of living, lack of education and training, and mental health and substance abuse issues as the primary causes of poverty in Solano County.

In response, the JPA chose to prioritize the 2020 and 2021 CSBG funding to support programs that provide rental assistance, supportive and mental health services in housing,

employment and job search opportunities, financial literacy and life skills trainings for young adults and single female-headed households.

A. 2020 Community Services Block Grant

In 2020, $205,339 in CSBG funding was distributed to direct services. An independent panel comprised of JPA and Tripartite Advisory Board (TAB) members reviewed funding applications and selected the following agencies for CSBG awards:

Organization	Expected Clients	Award Amount	Program Description
Caminar	25	$55,000	Assist adults with severe mental health conditions to find and maintain housing and build stable homes, including rent, deposit, and utility costs, move-in furnishings and essentials to make a home.
Catholic Charities	9	$55,000	Assist households to maintain safe and affordable housing for 90 days through case management services, and rental and utility assistance.
Community Action North Bay (CAN-B)	10	$47,223	Move in assistance and rental assistance to Section 8 voucher holders.
Mission Samoa	20	$55,000	Immediate housing stabilization in community-based homes combined without-patient personal development, educational and job preparedness services for reentry population.

B. 2020 CSBG CARES Act Program

Additionally, in 2020, Solano CoC received CSBG Coronavirus Relief Funds in the amount of $494,830 which were awarded to the Volunteers of America to provide rapid rehousing with long-term case management.

Organization	Expected Clients	Award Amount	Program Description
Volunteers of America	50	**$494,830**	Rapid Rehousing Program to assist Project Roomkey participants in Solano County with rental assistance, case management and referrals to other services to sustain housing long-term.

C. Tripartite Advisory Board

The Tripartite Advisory Board (TAB) was created in 2015 to guide the JPA Board in its capacity as the Community Action Agency. The TAB is responsible for advising the JPA Board in conducting a community needs assessment, clarifying the JPA's mission, supporting long-range strategic planning and annual planning, assisting the JPA in implementing its programs, and evaluating the performance of JPA initiatives under CSBG funding. The TAB meets on a quarterly basis.

The TAB has twelve members: four from the public sector (elected officials or their representatives), four from the private sector, and four from the low-income sector (elected by the CoC). In 2020, Lauren Crutsinger served as Chair, and Tom Bartee served as Vice-Chair.

The following were the TAB members as of December 31, 2020:

Representative Type	Name	Organization
Elected Official Sector	Tom Bartee, Vice-Chair	Office of Senator Bill Dodd
Elected Official Sector	Supervisor Erin Hannigan	Solano County Board of Supervisors
Elected Official Sector	Daniel Huerta	City of Vacaville
Elected Official Sector	Councilmember Katy Miessner	City of Vallejo
Low-Income Sector	Patrick Stasio	Solano County
Low-Income Sector	Jenalee Dawson	California Human Development
Low-Income Sector	Lisa Martin	California Tribal TANF Partnership
Low-Income Sector	Amber Twitchell	On the Move
Private Sector	Constance Harris	Solano Community Foundation
Private Sector	Laura Escobar	United Way
Private Sector	Lauren Crutsinger, Chair	Seneca Family of Agencies
Private Sector	Ryan Loofbourrow	Sutter Health Government Relations

4. COVID-19 Response

When the COVID-19 pandemic hit in March 2020, CAP Solano JPA immediately sprang into action to ensure the safety of the public and the homeless community. The JPA seamlessly transitioned to holding virtual public meetings on an on-demand basis to decide on emergency funding and make quick decisions that impacted public health and safety. A COVID-19 Emergency Task Force was formed and a prioritization scheme was created to ensure that the most vulnerable were being served with COVID emergency funds. The JPA, the Cities, providers, and Solano County worked tirelessly to secure funding and motel space to protect those who were most at risk for severe complications from COVID-19 amongst the homeless population, those who were 65 and older, and/or those with medical conditions. Project Roomkey was created to provide hotel rooms to homeless individuals and families who tested positive for COVID-19 and/or those who were the most at-risk.

To support successful transitions to permanent housing for PRK residents, Solano County Health and Social Services (HSS) Behavioral Health Division assisted with assessing the PRK participants for mental health and other service needs through coordinated outreach to other County partners, city departments, and stakeholders to increase collaboration between programs and increase access to benefits and services for PRK participants. Behavioral health remains an important issue for many PRK participants. As illustrated in the chart below for data collected between May-June 2020, the rates of mental illness found in PRK participants was higher (2nd column) than the national prevalence rates of serious mental illness among homeless individuals which is typically between 20-30%:

PRK Locations	Total Number Screened	Identified as needing Mental Health Services	Accepted & Linked with Mental Health Services
Vacaville	12	6 (50%)	1 (0.8%)
Fairfield	98	45 (46%)	14 (14%)
Vallejo	123	42 (34%)	18 (14%)

The first round of emergency funding was awarded to the City of Vallejo, with the City of Vacaville and SHELTER, Inc. in the City of Fairfield awarded shortly after. Over 1,000 people from Resource Connect Solano's (RCS) community list were contacted in an attempt to identify those who were eligible and connect them to a hotel room. As of December 31, 2020, Project Roomkey has served 250 clients providing them with a place to quarantine/isolate during the pandemic as well as three meals a day and case management services. Thus far, 93 clients have exited with 24 going to permanent destinations, 47 to temporary destinations, 7 clients to institutional settings, and 15 clients to "other destinations". (See chart below.) In total, approximately $5.3 million has been allocated to the homeless COVID-19 response in Solano since March 2020.

Project Roomkey hotels run by the City of Vallejo and SHELTER, Inc. in the City of Fairfield continue to serve 157 clients as of the end of 2020 and potential extensions are currently being discussed. The projects have served some of the most acute homeless individuals with significant mental health and physical needs. The average VI-SPDAT score for clients in PRK

is a nine. SHELTER, Inc. continues to serve those who are homeless and COVID positive by providing them a hotel room and medical care when needed. The JPA and Resource Connect Solano are now focusing on prioritizing Project Roomkey clients for permanent rehousing efforts.

5. Homeless Management and Information Systems (HMIS) Lead Report

A. HMIS Overview

The HEARTH Act, enacted into law on May 20, 2009, requires that all communities have an HMIS with the capacity to collect unduplicated counts of individuals and families experiencing homelessness. The U.S. Department of Housing and Urban Development (HUD) and other planners and policymakers use aggregate HMIS data to better inform homeless policy and decision making at the federal, state, and local levels.

Specific HMIS benchmarks from 2020 include:

Longitudinal System Analysis (LSA). The HUD required LSA report provides CoC-level Point-In-Time (PIT) and Housing Inventory Count (HIC) estimates of homelessness, as well as estimates of chronically homeless persons, homeless veterans, and homeless children and youth. Through an ongoing effort to improve data quality, Housing First Solano completed its second submission of LSA data, including data for HUD FY 2019 and FY 2020. These submissions will be used to write the Annual Homeless Assessment Report (AHAR) and will serve as an important resource for communities to track how different households navigate the homeless system.

HMIS usage. By the end of 2020, the CoC was using 121 HMIS licenses to collect client-level data as well as data on the provision of housing and services to homeless individuals and families and persons at risk of homelessness. HMIS is the universal data system for the homeless system of care. It prioritizes the most vulnerable in the community and allows for the system to more accurately serve those in need of homeless services and housing. Every agency selected through the most recent funding competitions is required to utilize HMIS. The more agencies that participate in HMIS, the fuller the picture the Solano CoC will have in addressing the needs of the community. The HMIS Administrator continues to train new users and provide technical support to service providers. Thirty new licenses were added in 2020, while six new homeless services providers became HMIS Partner Agencies.

Coordinated Entry. The region's Coordinated Entry (CE) System, Resource Connect Solano (RCS), is using HMIS to support intakes, assessments, matching, and referral to move people into the CE System. By the end of 2020, **3,929 persons** had received assessments through Resource Connect Solano in HMIS.

B. HMIS Lead Feedback

In 2020, Housing First Solano conducted a survey to collect feedback on the performance of the JPA as HMIS Lead. Thirteen responses were collected:

1. Email Help Requests:
   - 93% of respondents had submitted a question to SolanoHMIS@homebaseccc.org.

- 100% of respondents felt the response time was acceptable.
- 100% of respondents felt HMIS staff were helpful or very helpful in resolving their issues.
- 92% of respondents felt the combination of staff support and trainings allowed them to comply with HUD data entry and reporting requirements.

2. Individualized Trainings:
- 69% of respondents had taken advantage of individualized HMIS trainings.
- 89% of respondents felt the trainings were helpful or very helpful.
- Respondents wanted the following trainings at future meetings:
  - o Reporting (56%)
  - o Monitoring Data Quality (33%)
  - o Creating Custom Assessments (11%)

3. User Group Meetings
- 92% of respondents had attended an HMIS user group meeting.
- 67% of persons who had attended an HMIS user meeting felt it was helpful or very helpful.
- Respondents wanted the following subjects discussed at future meetings or trainings:
  - o Reporting (36%)
  - o Sharing Information in HMIS (36%)
  - o Using HMIS data for grant writing (26%).

4. Experience with ServicePoint System:
- 50% of respondents rated their experience with ServicePoint as "excellent" or "good."
- 54% of respondents would prefer the CoC adopt a different HMIS provider.
- 78% felt their organization had the time, resources, and staff capacity to adapt to a different HMIS provider.

5. Additional Feedback about HMIS:
- Three respondents shared their appreciation for the responsiveness and assistance of the HMIS Lead.
- One respondent stated support for the CoC adopting Clarity as its HMIS provider.

6. Collaborative Applicant and Administrative Entity Report

The JPA serves as the Collaborative Applicant and Administrative Entity (the official contracting, management, and oversight entity) for Solano County's Continuum of Care, which is known as the Housing First Solano Continuum of Care. Collaborative Applicant and Administrative Entity duties include: CoC administration; creating and operating a coordinated entry system; engaging the private sector on behalf of the CoC; promoting the visibility of the CoC; coordinating the annual CoC Program Competition; serving as the lead for state funding opportunities; making recommendations regarding performance measurement and improving outcomes; and coordinating the HUD required homeless Point-in-Time Count.
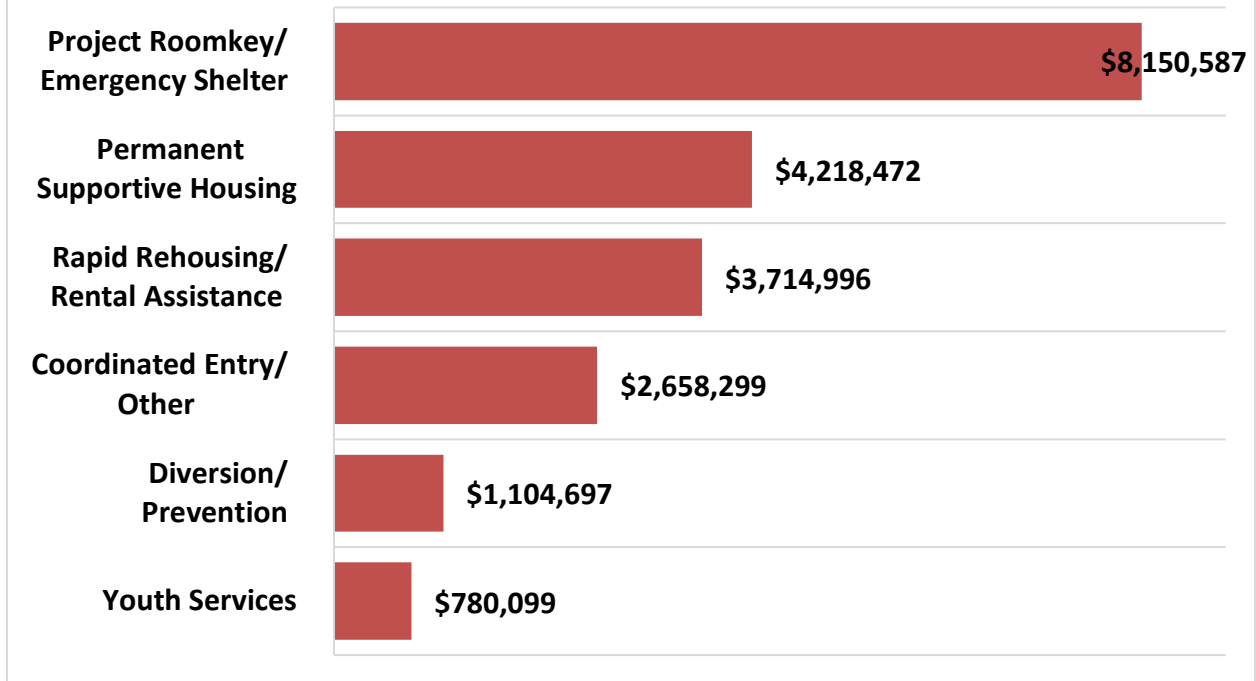
A. 2020 Continuum of Care Competition

The preparation for this competition took place as normal, including conducting a debrief from the 2019 CoC Competition; holding public meetings to review and revise the competition policies and procedures, design the scoring tools, and presenting those documents to the CoC Board for approval; and preparing the PRESTO database system for facilitating the competition and review of the annual performance reports (APRs) for each funded provider and necessary data clean up in HMIS.

The final steps of the competition (Review and Ranking and preparing the community application) did not take place in 2020 due to the COVID-19 pandemic. As of January 2021, HUD released guidance that current CoC grant recipients in good standing would have their funding renewed but that there would not be opportunities for new projects to be funded. As of the end of 2020, HUD had not provided guidance as to what the final project amounts would be. In lieu of the traditional review and ranking process, JPA staff utilized the PRESTO system set up for the competition and conducted individual check-ins with currently funded providers to review the status of their grants according to HUD and local performance measures to help them prepare for future competitions, and ensure they were best able to serve consumers. In addition, Homebase provided more intensive capacity building and monitoring for funded agencies that were identified as needing that level of support.

B. Administrative Entity Report

In 2020, the JPA oversaw the distribution of about $20 million in services and housing in Solano County, including Homeless Housing Assistance and Prevention (HHAP), California Emergency Solutions and Housing Round 2 (CESH 2), Continuum of Care (CoC), annual and Coronavirus Community Services Block Grant (CSBG, CSBG CV), annual and Coronavirus Emergency Solutions Grant (ESG, ESG CV 1 & 2), and private and jurisdictional funds. Below is the chart of the type of homeless interventions funded by these grants:

2020 JPA Program Spending

Program	Amount
Project Roomkey/ Emergency Shelter	$8,150,587
Permanent Supportive Housing	$4,218,472
Rapid Rehousing/ Rental Assistance	$3,714,996
Coordinated Entry/ Other	$2,658,299
Diversion/ Prevention	$1,104,697
Youth Services	$780,099

C. Grant Writing Workshop

In February 2020, the JPA continued to build capacity of local service providers by holding a grant writing workshop focused on building practical grant writing skills to respond to federal and state homelessness funding opportunities. The grant writing workshop provided participants with grant writing and budget tips and sample answers to Request for Proposals (RFP) essays on agency capacity and project description. Participants used an interactive web-based program to view and score sample essays related to agency capacity, project description and proper use of one-time funding. These topics and sample essays were based on real RFPs issued in 2019 in preparation for the expected numerous forthcoming RFPs in 2020 (CSBG, HHAP, CESH 2.0, etc.). The workshop was open to all Solano County community members and organizations, and workshop materials were distributed to the entire CoC over the listserv.

D. Collaborative Applicant and Administrative Entity Feedback

As with the HMIS Lead feedback survey, Housing First Solano circulated a survey to the CoC General Membership seeking stakeholder input on the CoC and on the JPA's performance as Collaborative Applicant and Administrative Entity.   Fifteen respondents submitted anonymous input:

- Responsiveness of CoC staff and CoC and JPA meeting satisfaction:
  - 80% of respondents were satisfied or very satisfied with the responsiveness of CoC staff and additional respondents reported they had not tried to contact CoC staff.

- 87% of respondents were satisfied or very satisfied with CoC and JPA meetings.
- 80% of respondents were satisfied or very satisfied with CoC and/or JPA workgroups/committees (Coordinated Entry workgroups, HMIS workgroups, etc.) and additional respondents reported they had not attended these meetings.

- CoC and JPA funding and contracting processes:
  - 11 of the 15 respondents who applied for CoC/JPA funding in 2020 were satisfied or very satisfied with the application process for funding (whether they were successful applicants or not).
  - 9 of the 11 respondents that were awarded CoC/JPA funding in 2020 reported being satisfied or very satisfied with the process to get under contract, draw down, and administer funds.

- Project Roomkey feedback:
  - Feedback was primarily positive regarding Project Roomkey projects, with comments addressing how month-to-month funding and the unpredictable nature of the pandemic made projects difficult to run.
  - Feedback specific to the Project Roomkey rehousing effort detailed that additional housing and personnel resources are needed for the rehousing effort to be successful in 2021, along with better communication between Project Roomkey projects, Coordinated Entry and housing agencies.

7. Coordinated Entry System Report

In February 2020, the JPA staff held a community event to promote and celebrate the Coordinated Entry System expansion. Over 100 people attended the event, including jurisdictional representatives and elected officials. This event was used to educate community partners about the Coordinated Entry System, debut the landlord incentive and support program, and to build stronger relationships with new community stakeholders and partners.

As of the end of November 2020, RCS reported a total of 1,867 active clients in the coordinated entry system awaiting placement. 848 clients exited the coordinated entry system in 2020 with the following outcomes:
- Rental by client, no ongoing subsidy: 348 (41%)
- Permanent housing with family/friend: 79 (9%)
- Rental by client w/ongoing subsidy: 75 (9%)
- Permanent Supportive Housing: 50 (6%)
- Rental by client with Rapid Re-Housing (RRH): 44 (5%)
- Rental by client with Housing Choice Voucher (HCV): 29 (3%)
- Residential project or halfway house: 8 (1%)
- Temporary housing with family/friend: 7 (1%)
- Rental by client with Veteran Affairs Supportive Housing (VASH) Voucher: 5 (1%)
- Transitional housing: 5 (1%)
- Hotel or motel w/o emergency shelter voucher: 5 (1%)
- Place not meant for habitation: 5 (1%)
- Substance abuse facility: 5 (1%)
- Emergency shelter: 3 (<1%)

- Long-term care facility or nursing home: 3 (<1%)
- Hospital or psychiatric facility: 2 (<1%)
- Jail or prison: 1 (<1%)
- Deceased: 13 (2%)
- Other/unknown: 161 (19%)

During 2020, RCS made a total of 689 referrals for housing and services; most common referrals were as follows:

- Rental Assistance: 30%
- Prevention/Diversion: 20%
- Employment Programs: 12%

RCS holds monthly case conferences to facilitate referrals to housing and services for the highest-priority consumers. Case conferences are an opportunity to have robust conversations about wraparound services that can be provided and reduce duplication of services by multiple providers.

In 2020, RCS held 10 case conferences and presented 138 clients for referrals. There were no case conferences held in April and May due to the COVID-19 stay-at-home orders and social distancing requirements. The RCS team and partners continued to work remotely to facilitate client referrals and placements. The RCS team also partnered with Project Roomkey (PRK) to identify and place the system's most vulnerable clients into PRK rooms. The RCS team made over 500 outreach phone calls to high-risk individuals, took the lead on referrals and prioritization for Solano County's PRK initiative, and actively participated in rehousing efforts for PRK participants.

In 2020, the following agencies participated in RCS case conferences:

- Ascending (R&B)
- Bay Area Community Services (BACS)
- Berkeley Food and Housing Program
- Caminar Supported Housing
- Community Action North-Bay (CAN-B)
- City of Vallejo Homeless Services
- Solano Dream Center/Damascus House
- Edge Community Church
- Fairfield Homeless Intervention Team
- Family Justice Center
- Genesis House (R&B)
- Global Center for Success/Christian Help Center
- Homebase
- Hugs 2 A Fresh Start (R&B)
- La Clinica
- Lutheran Social Services
- Madena's Haven (R&B)
- Mike's Place (R&B)
- MLK Humanity Project
- Opportunity House
- SafeQuest

- SHELTER, Inc.
- Solano Advocates for Victims of Violence
- Solano County Health & Social Services
- Veterans Resource Center

RCS also participated in a total of 42 community engagement, trainings, and system promotion presentations.

In 2020, the Solano Coordinated Entry System 2019 evaluation was completed by TAC, Inc. providing feedback on how to best improve the CE response system. The JPA took first steps in addressing the evaluation recommendations for clarity around roles and responsibilities by creating a Coordinated Entry System Delegation of Authority (CES DOA) delineating the responsibilities of the various entities connected with the CES. The CES DOA can be found [here]. The TAC, Inc. CES evaluation can be found [here]; Summary of Recommendations can be found [here]. In 2021, the JPA, RCS, CES workgroup and the CoC will continue to work together on implementing the recommendations.

In 2020, the JPA also selected a new Coordinated Entry System provider for Domestic Violence survivors. The Family Justice Center was selected as the new provider in July 2020 and has begun conducting intakes and attending RCS and Project Roomkey case conferencing.

8. Regional Strategic Plan

In 2016, the JPA commissioned the creation of a five-year regional strategic action plan to respond to homelessness in Solano County. The JPA continues to rely on the Strategic Plan as the foundational document to guide the priorities for all funding sources.

In 2020, the JPA created the Solano Strategic Leadership Group and convened a series of meetings with them to develop an action plan for the coming year that addressed the impacts of the COVID-19 pandemic on the Solano homeless community. The Solano Strategic Leadership Group identified specific action items, priorities, and essential partners who can help implement the strategies identified by the Group. The goal of the Group was to identify new priorities or prioritize old priorities for implementation and for these priorities to be added as an addendum to the current Strategic Plan.   The following stakeholders participated in Solano Strategic Leadership Group meetings:

Colleen Berumen, Opportunity House, Continuum of Care Chair
Yolanda Bonomo, NorthBay Healthcare
Emily Cantu, City of Vacaville, CAP Solano JPA Treasurer
Joey Carrizales, Continuum of Care
Daniel Del Monte, Solano County, CAP Solano JPA Secretary
Gloria Diaz, City of Vacaville Family Resource Center
Connie Harris, Solano Community Foundation
Masaki Hirayama, Veterans Affairs
Ryan Loofbourrow, Sutter Health Medical Center
Kandy Piresburt, Resource Connect Solano
Jamie Summerall-Alton, Family Justice Center
Debi Tavey, Fairfield-Suisun Chamber of Commerce
Amber Twitchell, On the Move

Erik Upson, Benicia Police Department, CAP Solano JPA, Benicia City Manger
Brandon Wirth, SHELTER, Inc.

The Strategic Action Plan can be accessed [here](#).

9. Housing First Solano Continuum of Care (CoC) Report

A. Collaboration with JPA

Housing First Solano Continuum of Care (CoC) is the coordinating body for efforts to address homelessness in Solano County. The JPA provides funding for Housing First Solano CoC staff to ensure that it has the necessary capacity to discharge its attendant duties. Each jurisdiction has a seat on the CoC Board and most actively participate in the planning activities and governance of the CoC. There are JPA Board members actively involved in CoC committees, including the Performance and Evaluation Committee, the Coordinated Entry Workgroup, and Point-In-Time Committee.

B. CoC Initiatives

The CoC continued to increase its visibility as it awarded and distributed new sources of funding to providers in the community through the JPA, with a focus on COVID-19 emergency response funding for people experiencing homelessness). The CoC conducted many member trainings in 2020, including:
- A Fair Housing and COVID-19 Eviction Protection training from Legal Services of Northern California,
- A detailed overview of the CoC's System Performance Measures and a Mainstream Benefits training given by CoC staff, and
- A CoC Grant Management and Monitoring Training from a HUD Senior Community Planning and Development Representative.

The CoC also had CoC-funded agencies give presentations regarding their projects and services, including local emergency shelters and providers serving survivors of domestic violence. CoC members with lived experiences of homelessness and representing healthcare, behavioral health, education, and Veteran's services in the community also presented.

The CoC also made revisions to the CoC Governance Charter and Written Standards. The CoC convened many grievance panels to review client grievances. As a result of these convenings and the desire for continuous improvement of the grievance process, the JPA staff lead a massive overhaul to the CoC grievance policy making it a joint CoC and JPA policy. The CoC and JPA Boards held joint meetings to further modify and improve the general grievance process and its associated forms. As of the end of 2020, the new joint grievance policy was in the final stages of being vetted and approved.

The CoC and JPA staff continue to attend community meetings within the homeless system of care in Solano County (i.e. Vacaville Homeless Round Table, Workforce Development Board, etc.).

C. Private Sector Engagement

The CoC and the JPA continued to work closely with the private sector in 2020. The JPA worked closely with Sutter Health and NorthBay medical systems to identify strategic plan priorities for the coming year of implementation and the JPA will rely on the support of these partners to help carry out some of the strategic plan activities. The JPA also worked closely with these medical health systems to provide medical support for the Project Roomkey participants during the COVID-19 stay-at-home orders. Kaiser Permanente and the Solano Community Foundation have also supported the JPA in strategic planning and financial support for Project Roomkey.

D. Performance Measurement and Outcomes

In July of 2014, HUD released a document entitled *System Performance Measures: An Introductory Guide to Understanding System-Level Performance Measures*, which provides guidance on how to implement system-level performance measures to evaluate CoC performance as a coordinated system and to track community-level progress. In 2020, Housing First Solano (HFS) continued to track all HUD performance measures and Local Performance Measures 8A and 8B:

Performance Measure	Housing First Solano Adoption	System Performance Measure Outcome for Solano
HUD Measure 1: Length of time persons remain homeless.	HFS uses this measure to determine whether the length of time people remain homeless is decreasing.	Average length of time homeless: 204 bed nights, a decrease from 249 bed nights
HUD Measure 2a: The extent to which persons who exit homelessness to permanent housing destinations return to homelessness within 6 to 12 months.	HFS uses this measure to determine the effectiveness of CoC permanent housing placements.	Total returns to homelessness in 6–12 months: 3%, a slight increase from 2%
HUD Measure 2b: The extent to which persons who exit homelessness to permanent housing destinations return to homelessness within 2 years.	HFS uses this measure to determine the effectiveness of CoC permanent housing placements.	Total returns to homelessness in 2 years: 27 or 8%, a decrease from 40 or 13%
HUD Measure 3: Number of homeless persons.	HFS uses this measure to determine whether the number of people experiencing homelessness in the CoC is decreasing.	Total persons: 1,129, a decrease from 1,232
HUD Measure 4a: Employment and income growth for homeless	HFS uses this measure to determine whether there is an increase in the percent of	Change in total income for adult stayers: 14% of stayers

persons in CoC program-funded projects.	adults who gain or increase cash income over time.	increased their income, an increase from 8%
HUD Measure 5a: Number of persons who become homeless for the first time.	HFS uses this measure to determine whether there is a reduction in the number of persons who become homeless for the first time.	Number of first-time homeless: 357, a decrease from 740
HUD Measure 7a: Successful placement from street outreach.	HFS uses this measure to assess street outreach efforts and will encourage additional street outreach projects to use HMIS.	Successful placements: 0% (this measure has not been tracked in HMIS)
HUD Measure 7b: Successful placement in or retention of permanent housing.	HFS uses this measure to assess street outreach efforts and will encourage additional street outreach projects to use HMIS.	Successful placements: 157 56%, a slight increase from 54%

Housing First Solano observed progress in homeless system performance in several key areas. Housing First Solano observed a decrease in the average amount of time spent homeless from 249 bed nights in FY2018 to 204 bed nights in FY2019 (Metric 1.0). System performance measures revealed a decrease in returns to homelessness within two years of program exit from 13% in FY2018 to 8% in FY2019 (Metric 2.0). While Housing First Solano observed a decrease in the percentage of homeless persons leaving a program who increased their income (38% to 21%), the percentage of homeless persons enrolled in programs who increased their income increased (8% to 14%).

System performance measures further point to increases in the percentage of homeless persons exiting to permanent destinations; the percentage of persons enrolled in emergency shelter, transitional housing, and permanent housing programs who exited to permanent housing destinations increased slightly from 54% in FY2018 to 56% in 2019 (Metric 7b.1); in addition, the percentage of persons enrolled in permanent housing programs (excluding rapid re-housing) who exited to permanent housing destinations increased slightly from 95% to 96% (Metric 7b.2).

E. Sheltered Point-in-Time (PIT) Count

The Sheltered Homeless PIT Count is conducted annually in Solano County and is a requirement to receive homeless assistance funding from the U.S. Department of Housing and Urban Development (HUD). For 2019 in Solano County, the sheltered count was conducted on January 28, 2020. The JPA conducted the Sheltered PIT count by sending demographic questionnaires to all emergency shelter and transitional housing providers prior to the night of the count. The PIT results presented below reflect all the sheltered

individuals experiencing homelessness counted on this night. The total number of individuals experiencing sheltered homelessness for 2020 was 230, a slight increase from 219 sheltered people in 2019.

	Emergency Shelter	Transitional Housing	Total
Total Number of Persons Counted	145	85	230

Households and Individuals

	Emergency Shelter	Transitional Housing	Total
Total Number of Households	124	65	189

Youth Households

	Parenting Youth Households	Unaccompanied Youth Households	Total
Total Persons (including parented children)	23	32	55
Youth Parents	10	—	10
Youth 18 to 24	10	31	41

Subpopulation data from PIT provider surveys and from HMIS and Provider Surveys

Number of Persons Who Are:	
Adult Survivors of Domestic Violence	16
Adults with a Serious Mental Illness	96
Adults with a Substance Use Disorder	78
Chronically Homeless	91
Veterans	17

F. Housing Inventory Count

The U.S. Department of Housing and Urban Development (HUD) requires each Continuum of Care (CoC) to conduct an annual inventory of housing dedicated for homeless people in each community, called the Housing Inventory Count (HIC), during the last ten days of January. The HIC report tallies the number of beds and units available on the designated night by project type, and includes beds dedicated to persons who are homeless in Emergency Shelter, Transitional Housing, and Permanent Housing. The category of Permanent Housing includes Permanent Supportive Housing (including HUD-VASH vouchers) and Rapid Re-housing.

In 2020, the HIC was conducted by sending surveys to homeless shelter and housing providers in Solano County. The providers completed the surveys based on the information gathered on the night of the homeless count, January 28, 2020.

	Emergency Shelter			Transitional Housing			Permanent Housing		
	2018	2019	2020	2018	2019	2020	2018	2019	2020
Total Number of Year-Round Beds	240	240	222	99	99	109	462	470	405

While the number of recorded permanent housing beds decreased from 470 to 405, this was the result of the closing of several supportive housing programs operated by Solano County Health & Social Services, as well as a reassessment of program standards for projects that had historically been included in the Housing Inventory Count. Additional efforts were made to deduplicate voucher-based supportive beds in order to ensure a comprehensive and accurate inventory. In addition, the number of temporary beds decreased slightly from 339 to 331.

10. Conclusion

The JPA continues to pursue all available funding, build relationships with local stakeholders and service providers and allocate funding strategically to address homelessness in our community. Major rehousing efforts are going on in the community as Project Roomkey projects are winding down, and the JPA will be dedicating its resources to help house our most vulnerable residents with rapid rehousing and supportive services. In the coming year, the JPA will also be looking at elevating its image and increasing our efforts in informing the community about the issues of homelessness and the need for a coordinated multi-disciplinary approach to solving homelessness.