

File ID: 2026-00635

4/28/2026

[Contract Supplement] Emergency Bridge Housing Shelter at Grove Avenue [Two-Thirds Vote Required]

File ID: 2026-00635

Location: 2787 Grove Avenue, District 2

Recommendation: Pass a **Motion** by two-thirds vote: 1) waiving the requirement for 10-day posting of agreements over \$1 million under City Code section 4.04.020(C) and Council Rules of Procedure Chapter 7, Section E.2.d; 2) authorizing the City Manager or designee to execute Supplemental Agreement No. 1 to City Agreement No. 2025-0459 with First Step Housing Dba First Step Communities in an amount not-to-exceed \$1,875,000, for a total not-to-exceed amount of \$3,749,712 for the operation of the Emergency Bridge Housing Shelter.

Contact: Brian Pedro, Director, (916) 808-7816, bpedro1@cityofsacramento.org; Rodolfo Davidson, Program Manager, (916) 808-3703, rdavidson@cityofsacramento.org; Department of Community Response

Attachments:

- 1-Description/Analysis
- 2-First Step Communities Supplemental Agreement

Description/Analysis

Issue Detail: Homelessness is an issue that impacts communities without regard to geographic or political boundaries and for which there is no single answer or approach. Shelters play a significant role in addressing homelessness, and as such, it is necessary to create a systemic approach to addressing homelessness that includes low-to-no barrier crisis shelters. The City of Sacramento recognizes the important role that such shelters play in helping move people out of homelessness and into permanent housing.

The City of Sacramento has made a significant investment of resources into increasing the access and availability of shelter beds, services, and permanent housing for those experiencing homelessness. The positive impact from these investments can be seen from the latest Sacramento Point-In-Time (PIT) Count that was released in June 2024 by the Sacramento County Continuum of Care. According to the 2024 PIT Count, the County of Sacramento had an estimated homeless population of 6,615, a 28.7% decrease from the 2022 PIT Count. Between 2022 and 2024, the

number of people experiencing homelessness in shelters increased by 2.2%, from 2,614 to 2,671. In contrast, the number of unsheltered individuals decreased by 40.8%, dropping from 6,664 to 3,944. Despite recent improvement in the number of individuals experiencing homelessness, Sacramento has still seen a 19% increase in homelessness from the 2019 PIT count.

The City's response to homelessness includes an Emergency Bridge Housing (EBH) program at Grove Avenue for Transitional Aged Youth (TAY), which opened in June 2020. When opened, the shelter operations were managed and overseen by the Housing Authority of the City of Sacramento (Housing Authority) using Homeless Housing, Assistance, and Prevention (HHAP) funding that was awarded to the City from the State of California. The City and the Housing Authority in 2024 mutually agreed to transition the management and oversight of EBH at Grove Avenue from the Housing Authority to the City, with the transition occurring in 2025.

In preparation to take over management and oversight of EBH at Grove Avenue from the Housing Authority, City staff released a Request for Proposals for the shelter's operation in early 2025 and awarded the contract to First Step Communities for a not-to-exceed amount of \$1,874,712 starting on May 1, 2025.

From June 2020 through April 2025, 630 TAY experiencing homelessness were sheltered at the Emergency Bridge Housing, with 78 exiting to positive destinations (such as family reunification) and 274 exiting into permanent housing.

Since May 2025, FSC produced the following outcomes at EBH at Grove Avenue:

- Served 184 people
- 134 total people exited the program
- 29 TAY (22% of those who exited), exited to a positive destination
- 59 TAY (44% of those who exited), exited to permanent housing

City staff recommend entering into an supplemental agreement with First Step Communities for the continued operations of the Emergency Bridge Housing through April 30, 2027, using HHAP-5 and HHAP-6 funds.

Policy Considerations: Pursuant to Sacramento City Code Section 3.04.020, any agreement involving an expenditure of \$250,000 or more requires City Council approval.

The Sacramento City Code Section 4.04.020 and the City Council Rules of Procedure (Chapter 7, Section E.2.d) mandate that unless waived by a 2/3 vote of the City Council, all labor agreements, and all agreements greater than \$1,000,000 shall be made available to the public at least ten (10) days prior to City Council action. The recommendation is to waive this requirement.

Economic Impacts: None.

Environmental Considerations: Pursuant to Government Code section 8698.4(a)(4), the California Environmental Quality Act does not apply these contracts. Additionally, this report concerns activities that do not have the potential for causing a significant effect on the environment and would be exempt from the CEQA (CEQA Guidelines section 15061(b)(3)).

Sustainability: Not applicable.

Commission/Committee Action: None.

Rationale for Recommendation: The Emergency Bridge Housing Shelter provides critical shelter and stabilization services to TAY experiencing homelessness. Approval of this supplemental agreement will ensure uninterrupted operations and continued progress toward housing placement outcomes. Waiving the requirement for 10-day contract review is necessary because the contract expires on April 30th.

Financial Considerations: Sufficient funding is available (Operating Grants, Fund 2702) in the HHAP-5 Grant Project (G02000990) in the amount of \$1,558,699 and sufficient funding will be available (Operating Grants, Fund 2702) in the HHAP-6 Grant Project (G02001110) in the amount of \$316,301, upon the State's disbursement of HHAP-6 funding, to execute a supplemental agreement with First Step Communities for an amount not-to-exceed \$1,875,000, for a total not-to-exceed amount of \$3,749,712.

On March 30, 2026, the City received the State's approval of the Sacramento Region's HHAP-6 action plan, and the State's award of \$16,120,619 of HHAP-6 funding. Until the City receives the State's disbursement of HHAP-6 funding, there is sufficient funding available (Measure U, Fund 2401) in the Homeless Housing Initiative MYOP (I23001000) to fund the HHAP-6 portion of both agreements, if needed.

Local Business Enterprise (LBE): All businesses and non-profit organizations that the Department of Community Response is partnering with are LBEs in the City of Sacramento.

Contract Routing Sheet

Payment / Performance Bond Only

General Routing Information

Department: Community Response Department

Contract Coordinator: Tereza Salinas Email: tasalinas@cityofsacramento.org

Effective Date: 05/01/2026 Expiration Date: 04/30/2027

Grant/Project Name: Emergency Bridge Housing

Other Party: First Step Housing dba First Step Communitites

Original Not to Exceed Amount: \$1,874,712.00

Assessor's Parcel Number(s): _____

Project Number: G02000991 Bid/RFQ/RFP#: _____

Supplements/Addendums/Change Orders

Adjusted Amount of this Change (+/-): \$1,875,000.00 New Not to Exceed Amount: \$3,749,712.00

Change In Scope: Yes

Original Contract Number: 2025-0459 Supplement Number: 1

Council Approval

Original Meeting Date: 04/29/2025 Council File ID: 2025-00842

Supplement Meeting Date: 04/28/2026 Council File ID: 2026-00635

Processing Information

- Clerk's Office to Mail for Recording
- Return to Dept for Other Party Signature
- Real Estate
- Return to Dept for Recording
- Construction Related
- Additional Originals Attached – Return to Dept.

Add notes/instructions, including any other contract or council file ID numbers related to this agreement:

Signing Authority - Department Directors up to \$100K; \$100K - \$250K City Manager or Assistant City Manager; \$250K+ Council Approval & Council Appointee or designee.

Department Review and Routing

AB 339 Review Confirmation (if needed) _____

Sign Rodolfo Davidson Division Manager

Sign Jessie Buckstrom (Apr 22, 2026 11:21:32 PDT) Support Services Manager

Sign _____

Sign _____

Sign _____

CONTRACT #: | 2025-0459 |
CONTRACT NAME: | Emergency Bridge Housing Shelter |
AGREEMENT TERM: | May 1, 2026- April 30, 2027 |
AUTHORIZED RENEWALS: | Yes |
DEPARTMENT/DIVISION: | Community Response/Homeless Services |

PROJECT: | G02000991 |
NOT-TO-EXCEED AMOUNT: | \$3,749,712.00 |
SOLICITATION: | N/A |
LBE (Y/N): | N |
COUNCIL FILE ID: | 2026-00635 |

CITY OF SACRAMENTO

**HOMELESS HOUSING, ASSISTANCE, AND PREVENTION PROGRAM GRANT AGREEMENT AMENDMENT
CHANGE IN SCOPE AND NOT-TO-EXCEED AMOUNT**

The City of Sacramento ("City") and First Step Housing, DBA First Step Communities ("Grantee"), as parties to that certain Homeless Housing, Assistance, and Prevention Program Grant Agreement designated as Agreement Number 2025-0459, including any and all prior supplemental agreements modifying the Agreement (the Agreement and all supplemental agreements are hereafter collectively referred to as the "Agreement"), hereby supplement and modify the Agreement as follows:

1. The term of the Agreement specified in Section 1 (Term) is extended through April 30, 2027.
2. Section 2 (Disbursement of Funds) of the Agreement is revised to read:

The City shall disburse to the Grantee a total sum not to exceed \$3,749,712.00 in accordance with section 3 below. The funds disbursed by the City under this agreement are referred to as "HHAP funds." In no instance will the City be liable for any payments or costs in excess of this amount, for any unauthorized or ineligible costs, or for costs incurred after April 30, 2027.
3. As of May 1, 2026, the revised Scope of Work attached hereto as Attachment 8 supersedes the Scope of Work set forth in Attachment 1.
4. As of May 1, 2026, the revised Budget attached hereto as Attachment 9 supersedes the Budget set forth in Attachment 2.
5. The maximum not-to-exceed amount that is specified in the Grant Agreement for payment of Grantee's fees and expenses is **increased** by \$ 1,875,000.00, and the Agreement's maximum not-to-exceed amount is amended as follows:

Agreement's original not-to-exceed amount:	\$1,874,712.00
Net change by previous amendments:	\$0.00
Not-to-exceed amount prior to this amendment:	\$1,874,712.00
Increase by this amendment:	\$1,875,000.00
New not-to exceed amount including all amendments:	\$3,749,712.00

6. Grantee agrees that the amount specified in section 5 above shall fully compensate Grantee under the Agreement, as modified by this amendment, including any and all direct and indirect costs that may be incurred by Grantee in connection with such additional and/or revised services, and costs associated with any changes and/or delays in schedules or in the delivery of other services by Grantee.
7. Grantee warrants and represents that the person or persons executing this supplemental

CONTRACT #: | 2025-0459 |
CONTRACT NAME: | Emergency Bridge Housing Shelter |
AGREEMENT TERM: | May 1, 2026- April 30, 2027 |
AUTHORIZED RENEWALS: | Yes |
DEPARTMENT/DIVISION: | Community Response/Homeless Services |

PROJECT: | G02000991 |
NOT-TO-EXCEED AMOUNT: | \$3,749,712.00 |
SOLICITATION: | N/A |
LBE (Y/N): | N |
COUNCIL FILE ID: | 2026-00635 |

agreement on behalf of Grantee is duly authorized by Grantee to sign this supplemental agreement and bind Grantee to the terms hereof.

8. Except as specifically revised herein, all terms and conditions of the Agreement shall remain in full force and effect, and Grantee shall perform as required under the Agreement, as modified by this supplemental agreement.

[SIGNATURES ON FOLLOWING PAGE]

SUPPLEMENTAL CONTRACT

Approval Recommended By:

Brian Pedro, Director, DCR, City of Sacramento

Approved By:

Joseph Pacheco, Executive Director, First Step Communities

Approved By:

Ryan Moore, Assistant City Manager, City of Sacramento

Approved As To Form By:



Audreyell Anderson, Deputy City Attorney

Attest:

City Clerk

Attachment 8

Emergency Bridge Housing Shelter

Scope of Work

Service Location: 2787 Grove Avenue, Sacramento, CA 95815

Statement of Work

First Step Communities (the “Operator”) will operate the Emergency Bridge Housing (EBH) Shelter providing sheltering and supportive services to Transitional Aged Youth (TAY) experiencing homelessness. The EBH shelter consists of 50 cabins and can serve up to 72 (TAY) Emergency Bridge Housing is located at 2787 Grove Ave, Sacramento, CA 95815.

The primary focus of the services will be to stabilize and quickly (on average within six months) transition TAY to housing stability. The Operator will work with each TAY guest to create an Individualized Service Plan (ISP) with measurable steps to guide and track progress towards housing stability.

I. Staffing

The Operator’s staff will be employed to support the day-to-day operations of the EBH program. They will have training and experience working with the TAY homeless population and will design services to meet the diverse needs of that population. Front line staff must be trained in youth mental health first aid, trauma informed care, and motivational interviewing.

II. Scope of Work

The Operator will work collaboratively with the Department of Community Response (DCR) to complete tasks and deliverables as outlined in this Scope of Work including, but not limited to the following:

- Intake of guests.
- Stakeholder relations.
- Cabin preparations.
- Coordination of intake with other service providers.
- Shelter operations.
- Case Management for TAY.
- Re-housing and Program exit.
- Homeless Management Information System (HMIS) to include intake, exit, assessment, ISP, and services data.
- Administration and Project/data reporting.
- Attending Coordinated Access System TAY Case Meetings.

The Operator staff must meet monthly with DCR staff to provide updates, address pending issues and collaborate on operations of the site. Additional meetings may be scheduled between Operator and DCR as needed.

III. Program Activities

The Operator will provide written policies, plans, protocols, and guidelines in order to address best practices. All program policies are subject to review by DCR. These include:

- a. **Intake Protocol:** Have a collaborative process with the Continuum of Care Agency, Sacramento Steps Forward, and in partnership with the TAY providers to continuously ensure a transparent intake process based on low barrier criteria.
- b. **Operational Guidelines:** Policies and procedures that follow the core components of Housing First identified in Section 8255 of the Welfare and Institutions Code that are intended for cabins and surrounding grounds, including, but not limited to:
 - Services to be available at site/off-site;
 - Partnering TAY with related TAY service providers;
 - Program ground rules;
 - Management of non-compliant guests; and
 - Monthly data reports.
- c. **Program Ground Rules:** Updated written program rules that serve as protocols or guidelines for ensuring the safety and security of TAY guests, as well as program staff. Rules should address safety and security concerns, and any agency policy and procedure for search and seizure of property (search, confiscation, and securing of weapons and other contraband). Program ground rules must be guest-centered to minimize barriers to accessing services and prevent/minimize exits from the EBH program due to rule violations.
- d. **Termination Plan:** Policies and procedures of program violations that result in termination. If a TAY guest violates program requirements, the Operator staff may terminate assistance as a last resort in accordance with the formally approved process. The Operator must exercise judgment and examine extenuating circumstances in determining when violations warrant termination so that a guest is terminated only in the most severe cases. The Operator shall notify DCR staff if a guest is terminated. Termination does not bar the Operator from providing further assistance at a later date to the same household.
- e. **Formal Complaint and Grievance Procedures:** Policies and procedures to allow guests to address concerns. The policy will include the number of days the operations staff have to respond and how complaints and grievances will be documented. The complaint and grievance policy will be posted for transparency. Operator shall also implement a method to track each grievance case, maintain records and provide reports on grievance cases, if required, to ensure transparency and proper oversight.
- f. **Re-Housing Plan:** A re-housing program for TAY to move into other appropriate longer-term housing. This service will begin once the guest is stabilized, keeping in mind the average stay at EBH is six months.
- g. **Exit Policies and Procedures:** Exit policies and procedures will include the type of exit, such as re-housed, voluntarily declined services, or termination. All exits will be entered into the HMIS system by the Operator staff in real time.

- h. **Good Neighbor Policy:** Continuously review and comply with the attached Good Neighbor Policy (see Attachment 9) to address the premises and the immediate surrounding neighborhood.
- i. **Infection Control Policy:** Operator will have an Infection Control Policy that addresses airborne pathogens. Staff shall be screened for Tuberculosis (TB) risk annually. Screening may consist of an assessment of any symptoms (e.g. cough) and review of any occupational exposure to TB. Staff with TB symptoms or exposure to a person with active TB should be referred to a health care provider for TB testing

IV. INTAKE

a. Coordinated Access System

The service operator will not accept walk-up referrals. All referrals will come through the Coordinated Access System (CAS). Any outreach performed by the service operator to people experiencing homelessness in the area will need to refer individuals to CAS to be referred to the shelter. CAS is a streamlined system designed to match TAY experiencing homelessness with sheltering, housing, and service options. Eligible guests are TAY aged 18-24, who are able to provide self-care (able to independently feed, clothe, toilet, ambulate) and who are experiencing literal homelessness as defined by having a primary nighttime residence that is a public or private place not meant for human habitation.

The service operator will work in accordance with the “Housing First” approach which reduces barriers to guest entry and shall not deny entry to EBH Housing based on suspicion of substance abuse, insobriety, or criminal background, unless a guest poses an imminent threat to themselves, staff, or other guests.

The service operator must not deny a referral but must bring any concerns immediately to the attention of DCR staff. This should be an unusual event as EBH Housing must use a “Housing First” approach—focusing on filling vacant beds, welcoming guests “as they are” and seeking to engage them in ongoing services using best practices.

The service operator must ensure that daily occupancy records and bed counts are available and completed in real time. Every effort will be made to ensure that as many beds as possible are occupied every night utilizing the CAS and that there are not any unnecessary vacancies.

b. Homeless Management Information System

Upon entry, the service operator is required to input data for all guests into the Sacramento County Homeless Management Information System (HMIS) in real time. Required data includes, entry/exit data, client case notes, assessments, individualized service plans (ISPs), housing plans, any documents used to track progress, and services provided to client(s). Initial enrollment entries must be completed within 24 hours of program entry, in strict adherence to HMIS policies and procedures.

The Operator is responsible for ensuring the accurate and timely entry of client data into HMIS, following prescribed formats and protocols, and maintaining compliance with confidentiality standards and

program guidelines. HMIS entry and exit printouts must be kept in the guest files, along with the homeless certification.

c. California Advancing and Innovating Medi-Cal (CalAIM)

The Operator shall collaborate with DCR to ensure that program participants are enrolled in California Advancing and Innovating Medi-Cal (“CalAIM”). Working together, the operator(s) and DCR will seek CalAIM reimbursements for services provided to participants, as appropriate. All CalAIM reimbursements obtained shall be directed to the City to offset other program-related operational costs. The Operator shall not seek or claim reimbursement for any services for which the City is pursuing CalAIM reimbursements.

d. Guest Belongings

During the intake process, TAY guests’ personal belongings will be inspected to ensure compliance and prevent safety issues. If any disallowed items have been identified during inspection, they will be stored on-site as appropriate. The Operator will be responsible for maintaining a log of stored items. There will also be secure access for daily entrance and exit from the property.

e. Guest Check-in

The Operator staff will complete check-in with new TAY guests including the following:

- HMIS Intake.
- Walk through inspection of the cabin with the guest to ensure everything is in working order, that clean bedding is provided, and that storage has been made available.
- Provide guest with an identification badge; and
- Provide check-in checklist and obtain guest signature of receipt.

During the check-in process, guests will also be provided with written materials informing them of facility and operational information including programs and services. This will include:

- Office hours.
- Information on programs and case management services.
- Location and availability of restrooms and showers.
- Laundry services.
- Meal service.
- Location of trash receptacles.
- Complaint and grievance procedures; and
- Ground rules.

f. Sacramento City Police Department

The Operator will coordinate with the Sacramento City Police Department on an ongoing basis related to the EBH program. The Operator staff will check-in with the Sacramento Police Department on a monthly basis to maintain a collaborative partnership.

g. Social Services Agencies and Other Community Based Organizations

The Operator will regularly attend and participate in meetings with social service agencies and other CBOs, especially the TAY providers, to ensure that resources and opportunities are made available to homeless TAY. The Operator will also facilitate meetings between the guests and the agencies.

IV. CABIN PREPARATIONS

The Operator is responsible for ensuring that cabins are move-in ready prior to check-in for eligible guests that complete the intake process. All buildings, furniture, equipment and linens are the property of the City except those brought onto the property by the operator.

This Intake process will include:

- Inspection of cabins to ensure that the cabins are safe, clean and ready for occupants to move in.
- Each cabin will be equipped with a mattress for the guests.
- Clean bed linens and blankets will be provided.
- Ensure that all identification badges are accounted for and available for new guests upon check-in.

V. PROGRAM OPERATIONS

The Operator is responsible for the day-to-day operations of the EBH program, which will also include tracking and maintaining general operational records. The operational responsibilities are listed below.

a. Laundry

- The Operator will provide laundry services.
- Upon entry, the Operator will take all clothing and wash appropriately. Spare clothing will be provided during this initial laundry service.
- New linens and blankets will be placed on the bed prior to their entry when a new guest arrives. Soiled linens will be changed as needed.
- Sufficient bed liners will be provided to each new guest.
- Shuttle service may take guests to laundromats.

b. Meals

- The Operator is responsible for providing participants with three daily meals as well as beverages, and snacks outside of any scheduled mealtimes; and
- Meals must be nutritionally adequate in accordance with U.S. Department of Agriculture guidelines.

c. Surveillance and Safety

- The Operator will coordinate 24-hour site surveillance and facilitate uniform and effective program entry and property searches, as appropriate.
- Prevent weapons, illegal drugs or alcohol from being brought in at all entrances by asking guests to remove and display possessions on a table for inspection. Items disallowed on-site will be stored, or disposed of, as appropriate.
- Respond and de-escalate crisis in an appropriate manner, providing emergency assistance to guests and co-workers as necessary and ensure timely conflict resolution to assist in problem solving and skill- building.
- Create an emergency evacuation plan.
- Staff must monitor video cameras 24 hours a day, seven days a week.
- Provide resource information for local domestic violence and sexual assault hotlines.
- Track and maintain records of any critical incidents that include any emergency response related to the site and the TAY guests. The operator will also make DCR staff aware of any

critical incidents within 48 hours of incident using the DCR's Incident Reporting Form (see Attachment 10). These records are to be maintained in the guest's file maintained by the Operator.

d. On-Site Property Management

The Operator will subcontract with a property management company or complete the following tasks with their own staff for the following items:

1. Janitorial Services

- Cleaning the facilities (office/community room, restrooms and shower facilities).
- Ordering and replacing cleaning and hygiene supplies (soap, toilet paper, etc.).
- Maintaining daily inspection and cleaning log for restroom and shower facilities.

2. Grounds Operations

- Daily monitoring and clean-up of the cabin program grounds, open areas and sidewalks around the program site.
- Regular pest extermination.

3. Equipment Maintenance and Repair

- Monthly log of cabin equipment repairs (lights, heaters/AC, outlets if applicable).
- Ensure the bicycle rack is always fully operational.
- Report power outages and other utility issues immediately.
- Inspection log of safety equipment (smoke and carbon monoxide detectors, battery replacement dates, fire extinguishers).
- Bi-annual inspections of cabins.
- Maintain equipment maintenance and repair log to include issue, date first reported, date resolved.

4. Hygiene Services

- Ensure regular waste disposal, including dark water.
- Ensure that maintenance requests are completed in a timely manner.
- Post 'out of order' signs when facilities are not working properly.

5. Sanitation Services

- Sub-contract with waste disposal company.
- Ensure an adequate number of trash receptacles (trash cans and dumpsters) are available on the property and regularly emptied.
- All necessary utilities (including water, sewer, electricity, waste disposal, etc.)

e. Community Engagement

- Coordinate with case managers and other service providers and TAY service providers to provide services on and off site.
- Attend community meetings and be available as a resource to DCR and neighborhood members.
- Promote appropriate peer support and community between TAY guests and staff.
- Provide opportunity for guest feedback and suggestions (spoken and written form.)
- Provide community resource information including support groups such as Alcoholics Anonymous, Narcotics Anonymous, Domestic Violence and other appropriate resources.

VII. CASE MANAGEMENT

The Operator will provide case management (and/or connect) TAY to those needing services to address barriers to stable housing (i.e., behavioral health, mainstream benefits, medical care, employment, transportation, health and wellness). The Operator will partner with TAY service providers and local social service agencies to address these barriers while also working to find creative opportunities for guests to obtain stable housing.

The following case management services must be available to program participants receiving case management services. To ensure the consistent delivery of case management services, operators must incorporate written case management procedures and forms that include the following:

- Housing Conversation Tool (HCT) and Individualized Support Plans (ISP), assessments provided in HMIS, should be completed in HMIS for all clients within 1 week of intake. The ISP must contain specific, measurable, achievable, relevant, and time-bound goals for the client to progress towards housing. ISPs should include applications for any benefits (e.g. Supplemental Security Income, disability, Medical) the client may be eligible for, assessments for job development programs, educational assistant programs, and any other services that may assist a client to progress towards stable housing.
- Case Managers should review ISPs with clients weekly to ensure progress towards rehousing.
- Referral Procedures: Establish referral and follow-up procedures to confirm participants are connected to services to which they are referred. Documentation of referrals made, and referral confirmation must be maintained in participant files;
- Health and Wellness referrals: Ensure participants are linked to and assisted in accessing medical health, mental health, and any needed alcohol and other drug services;
- Education/Employment: Ensure participants are linked to and assisted in accessing information on completing their education, if necessary; and Employment Development/Placement Programs. Assess employment history and goals and assist participants with engaging in services that will prepare the individual to obtain employment.
- Life/Independent living Skills: Assist program participant with time management, meal preparation, maintaining cleanliness, personal hygiene, and effective communication. Assist with independent living skills such as budgeting, home maintenance, health care management, and self-advocacy. Educate participants on financial literacy, including managing debt and understanding credit, how to maintain a healthy credit score and how to save and invest for the future.

VIII. RE-HOUSING AND PROGRAM EXITS

a. **Re-Housing**

Re-housing TAY guests must be a priority for the Operator. After the guest is stabilized in housing, re-housing efforts must start immediately upon the arrival of the guests to the program and must be a daily focus for every individual and staff person.

Re-housing activities include but are not limited to:

- Finding landlords with units available for rent.
- Advocating to the landlord on behalf of the guest.

- Workshops for guests to be rent-ready (i.e., how to keep unit clean, etc.)
- Financial management workshops.
- Providing security deposits.
- Mediating between TAY guests who choose to live together.
- Assisting with housing search and placement services to find affordable rental options.
- Collaborating with programs such as the Department of Veterans Affairs (VA) and the U.S. Department of Housing and Urban Development (HUD) to provide rental assistance and case management services to homeless veterans.
- Connecting individuals with federal or state programs that helps low-income individuals and families rent homes by providing a subsidy.

b. Program Exits

The Operator will collaborate with DCR, and other partners, to develop a coordinated exit strategy for TAY guests to permanent and stable housing solutions. The Operator will implement these strategies as guests leave the program. The Operator will establish clear policies and procedures for exiting guests. Guests may be exited after three nights of unapproved absences. Extenuating circumstances will be considered on a case-by-case basis. The Operator may re-enroll guests that have exited the premises.

The Operator may exit guests when the following conditions are met:

- Guest successfully relocates into permanent housing and other types of housing.
- Guest relocates outside of Sacramento County.
- Guest reunifies with family with stable housing or secures housing on their own.
- Guest is deemed a risk to the safety of self, other guests, or the Operator's staff.
- Guest requires a higher level of care than can be provided on-site and is connected to appropriate resources.

Unless the guest is deemed to be at risk to others or him/herself, guests may not be exited due to active substance use or active health issues.

For other exits not listed here, the Operator will consult with DCR to get approval on a case by-case basis. Data must be entered into HMIS in real time prior to exit.

IX. ADMINISTRATION AND PROGRAM REPORTING

The Operator and partners must attend monthly meetings with DCR staff.

Line item transfers between budget categories must be reviewed and approved in writing by DCR before any transfer can take place. Such transfers cannot result in the total budget exceeding the maximum total contract amount and cannot compromise the intent of the EBH program. In addition, any approval by DCR from one line item to another may require City Council and state (granting agency) approval.

If a budget revision is needed, the Operator must contact DCR to request an amendment **prior** to work being performed. Work and/or costs are not authorized until an amendment is fully executed and approved by the appropriate approving bodies.

a. Record Keeping

Operator shall maintain client files in accordance with the requirements of the Homeless Housing, Assistance and Prevention (HHAP) State funding stream and the Homeless Management Information System (HMIS) operated by Sacramento Steps Forward (SSF). Operator's records must be made available upon request by the City. Upon entering the program, data on all clients must be entered in the HMIS, pursuant to the data standards required by SSF. City staff are required to follow SSF's HMIS policies and procedures. The City's subrecipients are also required to follow HMIS policies and procedures.

In order to comply with HHAP reporting requirements, the Operator is required to submit monthly reports to the City by the 10th of each month, using the City's Monthly Reporting Guideline form (see Attachment 11.) These reports shall include data on participant entrances, exits, case management status, services provided, as well as expenditure and program-level data associated with this contract.

All reports should be submitted in accordance with the City's established formats to ensure transparency and compliance with contractual obligations.

b. Expected Outcomes

The Homeless Management Information System (HMIS) will be used for entering all information regarding EBH guest stays, guest demographics, guest income, exit destinations, etc. The transition goal for guests entering the EBH program will be approximately six months, knowing that it may take longer for them to obtain stable housing.

The Operator will continue to collaborate and participate in developing performance goals with the Department of Community Response (DCR), Sacramento Steps Forward (SSF), and other approved participating service providers (specializing in services for the TAY population), to increase the number of cabin guests exiting to permanent and stable housing.

The goals of the EBH program over the one-year period are as follows:

- Reduce the number of TAY experiencing unsheltered homelessness (373) by 35% (65 TAY over one year)
- Exit TAY guests from emergency to stable housing within an average of six months
- Exit at least 60% of TAY guests (baseline of 72 TAY in cabins over one year) to a non-homeless destination (permanent housing, transitional housing, rapid re-housing, reunification, treatment, etc.)
- Exit at least 50% of TAY guests (baseline of 72 TAY in cabins over one year) to permanent housing
- Improve income for TAY through employment and/or access to cash benefits
- Improve non-cash benefit utilization (such as health insurance) for TAY
- Average of no more than five percent vacancy rate per night
- Serve a minimum of 100 and up to 72 unique TAY guests annually

This initiative will be part of an ongoing evaluative process to review the status of the project, ensure the above outcomes are met, and to create efficiencies during the duration of the project.

c. Media

The Operator agrees to acknowledge the City in all public-facing communications related to services provided under this Agreement, including but not limited to social media posts, press releases, and promotional materials. Such acknowledgment shall include tagging or otherwise clearly identifying the City's official social media accounts, as applicable.

d. Invoicing

The Operator shall submit a monthly invoice to the City of Sacramento, Department of Community Response by the fifteenth (15th) business day of the following month or sooner. Reimbursement requests must be on the service operator's letterhead and executed by an authorized staff person.

Backup documentation must be provided which supports each expense listed on the reimbursement form.

e. Evaluation

The City may conduct monthly monitoring of the shelter which may include, but is not limited to, evaluation of program operations, integrity of physical spaces, and engagement with shelter participants. Outside of this monitoring, the City, State, or the federal government may at any time evaluate this program, which may include site inspection, program fiscal management, and monitoring client files. The Operator shall be given opportunities to participate in the evaluation process.

Guiding Principles for Case Management

Case management is a collaborative process of assessment, planning, facilitation, care coordination, evaluation and advocacy for options and services to meet individual needs. Case management and supportive services are designed to focus on housing needs and to help the guest become stably housed and access a stable income source.

The following guiding principles in the provision of case management services should be applied:

Housing First: an approach to ending homelessness that prioritizes providing permanent and stable housing to the literally homeless as quickly as possible. Once housed, providing services as needed to promote housing stability.

Harm Reduction: an approach aimed at reducing the risks and harmful effects associated with substance use and addictive behaviors for the person, and the community as a whole without requiring abstinence. A Harm Reduction approach is tailored to each person's stage of recovery.

Trauma Informed Care: an approach that understands and responds to the impact of trauma on the human being, while emphasizing physical, psychological and emotional safety for providers and survivors.

Resident Centered: an approach where the care, goals and interventions of a guest are based on their individually identified need for services.

Culturally Sensitive: an approach that honors, understands and respects the beliefs, lifestyles, and behaviors of diverse groups of people. There is knowledge of one's own cultural values and ability to live/function with members of other cultural groups.

Case Management and Other Services

Additional service providers will be invited to partner with the Operator and DCR in order to more effectively support the transitional age youth (TAY) residents. The Operator staff must receive approval from DCR in advance of bringing any additional service providers on-site.

The Operator will ensure that the TAY guests (guests) are linked to Alcoholics Anonymous (AA), Narcotics Anonymous (NA) and other support groups that are specifically geared to assist TAY homeless individuals. Attendance at these support groups is optional.

The Operator and any other subcontracted service providers must provide services in the most efficient manner possible and to improve referrals to appropriate agencies/programs. Case management services must be available to each program participant. To ensure the consistent delivery of high-quality supportive services, case management services, will include but not be limited to the following:

Referral Procedures: establish referral and follow up procedures to confirm participants connect to services to which they are referred. Documentation of referrals made and confirmation of the referrals must be maintained in the guests' files.

- Warm handoffs: when referrals are made, the First Step Communities case worker will facilitate a “warm handoff” by communicating with staff from the referred agency to introduce the guest.
- Health and Wellness referrals: ensure guests are linked to and assisted in accessing medical health, mental health and any needed alcohol and other drug services to address barriers to housing.
- Other referrals: Support from TAY collaborators and other service providers related to behavioral health and youth related services will be needed on-site in addition to employment services.
- Mainstream benefits: establish procedures for screening guests at program entry and intake for eligibility to mainstream benefits. This includes coordinating the completion and submission of applications for public benefits and entitlements (for example SSI/SSDI), health insurance benefits and other sources of financial assistance.

**Attachment 9: Budget
Emergency Bridge Housing**

COMPONENT	ORIGINAL BUDGET	Supplemental #1	NEW BUDGET (Total)
STAFFING			
.10 FTE Executive Director	\$12,000.00	\$13,200.00	\$25,200.00
.25 FTE Operations Manager 3 (COO)	\$26,250.00	\$26,400.00	\$52,650.00
.25 FTE Manager of Client Services 2	\$21,500.00	\$21,675.00	\$43,175.00
1.0 FTE Program Manager 2	\$82,000.00	\$82,500.00	\$164,500.00
2.0 FTE CSA Operations Supervisor	\$116,480.00	\$117,000.00	\$233,480.00
9.6 Client Support Associate - Shift Support	\$459,264.00	\$0.00	\$459,264.00
12.6 Client Support Associate - Shift Support	\$0.00	\$459,750.00	\$459,750.00
0.0 FTE Case Manager Supervisor	\$0.00	\$0.00	\$0.00
3.0 FTE Case Manager 1	\$168,560.00	\$183,750.00	\$352,310.00
1.0 FTE Facilities Maintenance Manager	\$58,240.00	\$58,275.00	\$116,515.00
0.0 FTE Housing Case Manager	\$0.00	\$0.00	\$0.00
Overtime Cache	\$20,000.00	\$0.00	\$20,000.00
STAFFING SUBTOTAL	\$964,294.00	\$962,550.00	\$1,926,844.00
BENEFITS SUBTOTAL	\$241,073.00	\$240,638.00	\$481,711.00
OPERATIONS			
Insurance	\$19,200.00	\$19,500.00	\$38,700.00
Consultants - Client Support Stipends	\$9,000.00	\$9,000.00	\$18,000.00
Food & Food Supplies	\$186,150.00	\$168,000.00	\$354,150.00
Program Supplies	\$25,834.00	\$38,700.00	\$64,534.00
Facilities	\$78,856.00	\$87,600.00	\$166,456.00
Telephone/ Internet/ Communications	\$5,400.00	\$5,400.00	\$10,800.00
Transportation	\$9,060.00	\$9,000.00	\$18,060.00
Rapid Rehousing Fund	\$200,000.00	\$198,750.00	\$398,750.00
Security System	\$13,200.00	\$13,200.00	\$26,400.00
OPERATIONS SUBTOTAL	\$546,700.00	\$549,150.00	\$1,095,850.00
In-direct Costs (not to exceed 7%)	\$122,645.00	\$122,662.00	\$245,307.00
TOTAL PROGRAM COSTS	\$1,874,712.00	\$1,875,000.00	\$3,749,712.00

Attachment 10- Reportable Incident Guidelines

Objectives:

Establish guidelines and processes for the reporting of critical incidents in City-operated emergency shelters.

Overview

All City shelter service operators must immediately notify DCR of any reportable event(s) specified below via call or text. For all incidents, a written incident report must be provided to DCR as soon as possible, but within 48 hours of the incident. Operators must use [DCR's Incident Report Form](#).

Reportable Incidents

Reportable incidents include but are not limited to:

- Death of a shelter guest from any cause.
- Any facility-related injury requiring medical treatment excluding basic first aid.
- All incidents of violence.
- All cases of communicable disease reportable under Section 2502 of Title 17, California Code of Regulations. Any reportable incident under this category shall also be reported to the County Public Health Officer.
- Fires or explosions that occur in or on the premises.
- Any time shelter staff call 911 or when law enforcement, Fire, or EMT personnel respond to a guest while at the property.
- Any damage to the shelter facility that renders part of the shelter uninhabitable or unusable.
- Animal bites.

Attachment 11

Shelter Monthly Reporting Guideline

Objectives:

Establish guidelines and definitions for the monthly reporting of shelter performance data.

Overview

All City shelter service operators must submit monthly performance reporting to DCR by the 10th of each month. Data submitted should be through the end of the previous month.

Instructions:

Monthly Shelter Reports should be submitted through the DCR Shelter Reporting Webform located at <https://forms.office.com/g/WtQAQQznRB>. No personally identifiable data should be sent through this form.

Exit/Entrance Data Definitions

Number of Scheduled Intakes: Enter the total number of scheduled intake appointments during the specified month.

Number of Accepted Intakes: Enter the total number of participants and households who were enrolled during the specified month.

Total Number of Exits: Enter the total count of program exits, including those categorized as Involuntary, Improved, Homelessness, Permanent, and Unknown.

Number of Involuntary Exits: Enter the total number of participants who were exited by the program operator due to failure to comply with program rules or policies.

Number of Exits to Improved Situations: Enter the total number of participants who exited the program to any of the following destinations: group homes; medical facilities; long-term care facilities; psychiatric facilities; substance abuse facilities; exits to transitional housing; residential

projects; halfway homes; hotel or motel, with or without voucher; host home; staying with family or friends; transfer to another emergency shelter

Number of Exits to Homelessness: Enter the total number of participants who exited the program to a location that is not ordinarily used as regular sleeping accommodation for people.

Number of Exits to Permanent Situations: Enter the total number of participants who exited the program into a permanent housing situation.

Number of Exits to Unknown Destinations: Enter the total count of participants who exited the program, but whose whereabouts are unknown.

Client Services Data Definitions

Total number of clients provided a service: Enter the total number of participants who were provided with at least one service during the reporting period. This number must correspond with an HMIS data entry of provided service.

Total number of clients with no service provided: Enter the count of clients or participants who were not provided with at least one service during the reporting period.

Number of clients provided with an AOD service: Enter the count of unduplicated clients who received an Alcohol & Drug Abuse (AOD) service during the reporting period. AOD services include treatment and referrals to treatment services.

Number of clients provided a Documentation Assistance Service: Enter the number of unduplicated clients provided with a service listed under the Case Management: Documentation Assistance services in HMIS during the reporting period. These services include assistance obtaining HUD required homeless documentation, ID cards, social security cards, military service verification (DD-214), income verification, birth certificates, and documents required for housing referrals.

Number of clients provided a Housing Search and Placement service: Enter the number of unduplicated clients who received a service listed under the Housing Search and Placement services in HMIS during the reporting period.

Number of clients provided an Employment service: Enter the number of unduplicated clients who received an Employment service in HMIS during the reporting period.

Number of clients provided a Health Care service: Enter the number of unduplicated clients who received a service listed under Case Management: Health Care Services in HMIS during the reporting period.

Number of clients provided an Income Benefits Service: Enter the unduplicated number of clients who received a service listed under the Case Management: Income Benefits / Services in HMIS during the reporting period.

Individualized Service Plans (ISP) Data Definitions

Number of ISPs created: Number of new Individualized Service Plans (ISPs) created. ISPs can use the ISP feature in HMIS or existing documents. ISPs goals should be jointly created by the client and Case Manager and be designed to address the client's unique goals with deadlines. ISPs not using the HMIS ISP template should be uploaded into HMIS.

Number of clients without an ISP: Enter the number of currently enrolled clients who do **not** have an active Individual Support Plan (ISP).

Percentage of clients with a completed ISP goal: Provide the percentage of clients who completed an Individualized Service Plan (ISP) goals during the reporting period.

Complaints/Grievance Data Definitions

Number of Client Grievances/Formal Complaints: Enter the total number of unduplicated clients who submitted a formal grievance or complaint during the reporting period.

Number of Clients who received a write-up: Please provide the total count of clients who have received a formal write-up.

Narrative Summary:

This section should include key events for the month, highlights such as any significant changes in services or policies, challenges faced, and successes achieved. This is also the place to mention any special events, partnerships, or initiatives that occurred. Additionally, note any trends observed in the population served or other noteworthy information that provides context for the numerical data reported.