March CoC Workshop
Wednesday March 11, 2020
SETA, 925 Del Paso Boulevard, Sacramento, CA 95815

Agenda

1. **Overview of HUD System Performance Measures (SPMs)**
2. **SPM Focus –** First Time Homeless, Length of Time Homeless, Exits to Permanent Housing, Returns to Homelessness
3. **CoC Application**
   a. **2019 CoC Application Responses –** Reviewing 2019 responses as basis for further strategy development
   b. **Input for the 2020 CoC Application –** Small group work focused on enhancing strategies to improve SPMs

Objectives
1. Attendees will learn about HUD's SPMs and their impact on the CoC Application
2. Attendees will do a deeper dive on a select number of SPMs, to understand how the measures are calculated and how Sacramento's trends compare to other similarly sized cities
3. Attendees will provide input and develop strategies aimed at improving a select number of SPMs

Input Opportunity:
Develop Strategies to Improve Sacramento's System Performance Measures

Background of Structure: Each year, HUD requires that each community to describe its strategies to improve performance on the [HUD-defined System Performance Measures](#). This document includes the Sacramento CoC's system performance measure-related strategies that were included in the 2019 NOFA application across four measures: (1) First Time Homelessness, (2) Length of Time Homeless, (3) Exits to Permanent Housing and Retention of Permanent Housing, and (4) Returns to Homelessness to support this group in **identifying ways to improve Sacramento's system performance measures**.

SPM 5: First Time Homelessness

What do we know about reducing first time homelessness?

Common Effective Strategies:

- Effectively **identify people at risk of homelessness** to assist with prevention resources (e.g. families "doubled up" in single housing)
- **Expand prevention & diversion programs** such as flexible funding to prevent homelessness (e.g., assistance with credit repair), landlord/tenant mediation, connection to mainstream resources, tenant legal services, or connections to family and natural supports *before* an individual enters the system of care (e.g., at intake for emergency shelter)
- Implement effective **discharge planning** resources for criminal justice and health care systems
- Increase **protections for renters** (e.g., cap rent increases, offer free legal counsel to individuals facing eviction)
- Develop **affordable housing**
- **Increase the minimum wage** to increase housing stability for households at risk of homelessness

How can we reduce first time homelessness in Sacramento in 2020?

2019 Strategy:

- Improve Diversion
  - **State funding is being used to improve the diversion system**: improving practices, creating community-wide standards for outreach, strengthening links to prevention resources, improving awareness of available resources and coordinating services and housing for individuals involved with the criminal justice system.
  - LSS and WIND provide **tailored prevention** and intervention services for individuals at risk of first time homelessness.
- Reduce Evictions

Questions to Consider:

- Where are the points in our community where we could better identify and divert households before they become homeless?
- What resources do the criminal justice and health care systems have/need to ensure people exit to stable housing instead of homelessness?
- How can we scale successful programs to the systems-level?

- o Sacramento City Council **capped rent increases** and limited evictions
- o Sacramento Self Help Housing (SSHH) runs a **Renter's Helpline**, which helped 6,499 people stay housed and **mediate landlord disputes** in 2018.
- o SSHH also partners with Project Sentinel/Legal Services of Northern California to provide **free legal assistance to tenants**.
- Financial Assistance
  - o Several programs are providing **financial assistance to households at risk** including housing repairs, expungement clinics, legal services, benefits counseling & one-time rental assistance for individuals at risk of eviction.
- Population-targeted Assistance
  - o Sacramento County receives $860,000 to provide **housing & other support for families** at risk of & experiencing homelessness **with CPS involvement**, serving 87 families as of May 2019.

SPM 1: Length of Time Homeless

What do we know about reducing length of time homeless?

Common Effective Strategies:

- **Reduce length of stay in shelter and transitional housing** as much as possible while still ensuring stable housing at exit
- Increase **housing-focused services in shelters** to help individuals exit to stable permanent housing
- **Prioritize** the people with longest terms of homelessness for permanent housing, including individuals with the longest stays in shelter
- Increase **dedicated permanent housing access** for individuals experiencing homelessness
  - Build permanent housing set aside for individuals experiencing homelessness
  - Increase the number of housing vouchers paired with landlord engagement and/or case management
  - Increase the number of vouchers dedicated to Move On programs, focused on exiting individuals from PSH to other subsidized housing when they are ready

How can we decrease the length of time Sacramento's families and individuals are homeless in 2020?

2019 Strategy:

- Prioritize Length of Time Homeless
  - Housing programs participating in **Coordinated Entry** (approximately 39% of PSH & RRH in Sacramento) use length of time homeless as the first cut in its prioritization scheme
  - In 2019, Sacramento County received $12.7 million in state money to create **181 units of PSH** (40% reserved for chronic homeless (CH) & 30% reserved for those at-risk of CH)
- Increase Housing Access for Homeless Individuals
  - SHRA has **voucher preferences** for individuals exiting homelessness and collaborates with HUD-

Questions to Consider:

- What resources do emergency shelters/transitional housing have/need to connect individuals to housing?
- Are there opportunities to increase the amount of homeless-dedicated housing access in Sacramento?
- Are there ways to reduce the number of days households prioritized for housing wait for move-in?

VASH to provide resources for homeless veterans

- o In 2018, County began the **Flexible Supportive Rehousing Program**, which targets the 250 most frequent users of County Jail & Behavioral Health resources for intensive case management, with supports ranging from housing navigation to transportation.
- o In 2019, Sacramento County set aside **$14 million in potential matching funds for future housing projects for homeless individuals with serious mental illness.**
- o County received $8.1 million in one-time state funds to create a **Flexible Housing Pool** which provides intensive case management services & tenant services to homeless individuals.

- Increase Low Barrier Emergency Shelter & Triage
  - o County operates **Homeless Triage Centers** to provide low-barrier housing and connect with homeless individuals with the longest length of time homeless, serving 730 people in 2017-2018.
  - o Sacramento County applied for **$20 million in state funding** to address the **shelter crisis**, including funding for rental subsidies and the creation of a host home program for Transition-Aged Youth

SPM 7B: Successful Placement in Permanent Housing

What do we know about increasing successful placements to permanent housing from shelter, transitional housing, and rapid re-housing?

Common Effective Strategies:

- Build buy-in around **Coordinated Entry**, a collaborative system with homeless-dedicated permanent housing interventions for high need individuals experiencing homelessness (***approx. 39% of PSH & RRH programs participate in CE in Sacramento***)
- Increase **dedicated permanent housing access** for individuals experiencing homelessness
  - Build permanent housing set aside for individuals experiencing homelessness
  - Increase the number of housing vouchers paired with landlord engagement and/or case management
  - Encourage partnerships between behavioral health services and permanent housing interventions, to serve high need clients.
  - Increase the number of vouchers dedicated to Move On programs, focused on exiting individuals from PSH to other subsidized housing when they are ready
- Increase **housing-focused services** in emergency shelters/transitional housing to exit people to stable permanent housing
- Expand **rapid re-housing** programs, a housing intervention that focuses on building housing stability through targeted services and a time-limited housing subsidy
- Ensure that emergency shelter, transitional housing, and rapid re-housing providers can **implement best practices** around implementing individual housing plans, connecting clients to mainstream benefits (e.g., SSI, SSDI, SNAP), and connecting clients with employment opportunities.

How can we increase the rate at which individuals and families in Sacramento are exiting to permanent housing?

2019 Strategies	Questions to Consider:
• Expand Coordinated Entry	• Are there opportunities to increase the amount of homeless-dedicated permanent housing access in Sacramento?

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o Using state funds in 2018, **Coordinated Entry access** was expanded to cover additional emergency shelters, to increase the likelihood of an exit to permanent housing	• What trainings would be useful for helping providers connect clients to permanent housing? • Is there a need for additional resources supporting housing access (e.g., housing navigators, funds for security deposits or to address unpaid utility balances)?
• Housing-Focused Trainings for ES, TH, and RRH Providers o Sacramento County dedicates funding to operating a **10-week training on housing-focused services**, available to CoC organizations. This training focused on providing services such as case management for clients after move-in, housing locator search tools and a landlord hotline • Expand Permanent Housing Focus across Interventions o Sacramento County piloted the $3.4 million **Flexible Supportive Re-Housing Program**, offering intensive case management to the 250 most frequent users of the County Jail & County Behavioral Health Teams with connections to permanent housing and supports to retain housing. After 8 months of the program, 94 participants had exited to permanent housing.	• Are there opportunities to further build community-wide understanding of and support for Coordinated Entry?

SPM 2: Returns to Homelessness

What do we know about decreasing returns to homelessness?

Common Effective Strategies:

- Identify **common risk factors** for returns to homelessness and fund an effort to identify those at risk of renewed homelessness
- **Diversify homeless-dedicated permanent housing** options to increase the chance of a successful permanent housing placement
- Increase the number of **aftercare services** for people placed in permanent housing
- Provide resources for **landlord support**, including risk mitigation funds and other support services (e.g., landlord hotline)
- Build client connections to **stable income** prior to move-in, including long-term employment, disability income, or other sources
- Improve client connections to **mainstream benefits**, including nutrition, clothing, and transportation that support a stable budget for formerly homeless households
- Fund **prevention and diversion** resources targeting formerly homeless people

How can we increase the rate at which individuals and families are exiting to permanent housing?

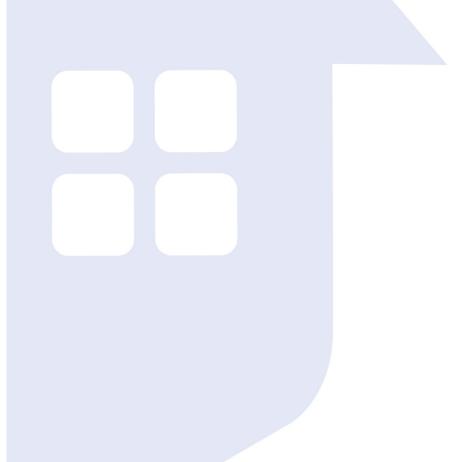| 2019 Strategies	Questions to Consider:
- Identify Individuals Retuning to Homelessness - SSF Data Team is developing **profiles** of those who return to homelessness with a focus on household type. - Length of time homeless is noted when a returner makes contact with the **Coordinated Entry System**. - Improve Housing Diversity - Coordinated Entry administrators take **previous housing type** into account when deciding interventions.	- Where are the points in our community where we can better identify individuals returning to homelessness? - How can we scale successful programs to the systems- level? - What resources do housing providers have/need to ensure people do not return to homelessness? - How can we better maintain connections with formerly homeless persons to stop crises before they escalate?

- o In 2018, Coordinated Entry completed **30 transfers between permanent housing destinations** to prevent evictions. Transfers can be initiated by clients or providers. Transfers to prevent eviction take priority over the community queue.
  - o In 2019, Sacramento County received $8.1 million for additional **housing services** to improve permanent supportive housing and other permanent housing retention including a **property liaison** and **landlord point of contact**.
- Increase Aftercare Supports
  - o RIL completed a pilot **Rental Assistance project**, which checks in on individuals exiting homelessness one month after housing to provide additional resources and case management and provides an independent living skills training focused for individuals exiting homelessness.
  - o Turning Point's **Pathways to Success After Homelessness** program provides 24/7 on-call support & ongoing psychiatric care to individuals with serious mental illness so they retain permanent housing after exiting homelessness. In FY2017-18, 68.7% (374 total) of clients had 0 homeless days while receiving support.
- Improve Connections to Resources & Landlord Relationships
  - o SSF trains service providers to give a **Ready to Rent** training to each person exiting homelessness with a

focus on creating budgets, appropriate housekeeping and landlord communication.
- Fund Diversion and Prevention
  - Several programs provide **financial assistance to households at risk** including housing repairs, legal services, benefits counseling & one-time rental assistance

System Performance Measures

Comparison CoCs:

- Oakland, Berkeley/Alameda County CoC
- Stockton/San Joaquin County CoC
- Santa Ana, Anaheim/Orange County CoC
- Bakersfield/Kern County CoC
- Long Beach CoC
- Riverside City & County CoC

SPM1. Length of Time Homeless (or, Change in Length of Stay in ES, SH, and TH)

	2016	2017	2018	2019
Sacramento CoC	68 days	65 days	71 days	78 days
Comparison CoCs (Median)	46 days	49.5 days	63.5 days	

SPM2. Returns to Homelessness in 24 Months

	2016	2017	2018	2019
Sacramento CoC	20%	26%	19%	21%
Comparison CoCs (Median)	17.5%	20%	15.5%	

SPM5. First Time Homelessness

	2016	2017	2018	2019
Sacramento CoC	3,941 persons	5,257 persons	5,108 persons	5,206 persons
Comparison CoCs (Median)	2,712 persons	3,291.5 persons	3,250 persons	

SPM7. Exits from ES, SH, and TH to Permanent Destinations

	2016	2017	2018	2019
Sacramento CoC	56%	43%	41%	42%
Comparison CoCs (Median)	40.5%	47.5%	45.5%	