

Outreach Strategy Workshop

Sacramento Continuum of Care (CoC) Board
June 24, 2020



SACRAMENTO
STEPS FORWARD

Agenda

- 1. Welcome and Purpose**
- 2. Overview**
- 3. Break-Out Groups:**
 - Ideal Outreach**
 - Meeting Survival Needs**
 - Engaging Volunteers and Non-Profits**
 - Building on COVID-19 Response**
- 4. Report Out**
- 5. Next Steps**

Purpose

Through a series of facilitated workshops and focus groups, utilize the collective knowledge of the members of the CoC, stakeholders and policymakers, and the SSF staff to explore the myriad issues and opportunities related to the crisis of unhoused residents living in encampments or are otherwise unsheltered.

Ultimately, produce a report and a set of outreach standards for the CoC board and Sacramento leaders that include recommendations that can be utilized to shape equity-oriented policy decisions and best practices for helping **bring unsheltered residents into permanent housing**.

Today's workshop is the start of this process. WELCOME.

Potential Focus Groups

- Currently and previously unhoused residents
- Localities
- Homeless services providers
- Volunteer network, including faith-based community serving the unhoused
- Business sector, including PBIDs and Chambers of Commerce
- Neighborhood associations
- Law enforcement
- Health and health care organizations

Intended Outcomes and Deliverables

- Build collective awareness and learnings on what is working and can be improved
- Address service gaps/overlaps
- Leverage community resources to improve housing outcomes through outreach
- Training series, guided by needs that emerge from the workshop and focus groups
- Written outreach standards to improve consistency and service based on best practices tailored to local context
- Develop data-driven targets in areas such as improvements to Quality of Life, reductions in length of time homeless, and reductions in the percent of the unsheltered population
- Report of recommendations to shape policies, practices, and investments

CoC Role

2019 Governance Charter:

Using a data-driven and evaluative approach, develop a plan that coordinates the implementation of a housing and services system... that meets the needs of individuals... experiencing homelessness. At minimum, such a system includes:

- Outreach, engagement, and assessment;
- Shelter, housing, and supportive services; and
- Prevention strategies.

COVID-19 Encampment Strategy

Ensuring Safety and Health for Persons Living Outdoors:

This strategy is focused around providing coordinated support to people who are unsheltered to remain safely in place per CDC guidance to slow the spread of COVID-19.

Mapping Summary Matrix

Zones	Small areas (1-19)	Medium areas (20-50)	Large areas (50+)
River	1	0	10
Del Paso	2	0	1
Downtown/ Midtown/ East Sac	5	3	0
Rancho Cordova & Rosemont	7	3	0
North Highlands	3	3	3
Florin East	4	4	2
Florin West	1	0	0
Citrus Heights	4	3	0
Oak Park/ Tahoe Park	0	1	2
Elk Grove	4	0	0
Arden Arcade/ Carmichael	6	4	1
Folsom	2	0	3
EST. TOTAL 3705 PEOPLE			

COVID-19 Response Outreach

- 38 outreach workers across 3 largest agencies trained to do COVID-19 sheltering system assessments throughout regular work assignments, providing the majority of outreach referrals into motels and trailers
- Additional outreach providers using Homeless Management Information System (HMIS) also trained to do the assessment
- Two full-time outreach staff conducting targeted COVID-19 outreach, focusing on access to motels & trailers Mon-Sat.

Other Support for Unsheltered Persons

- Sanitation Stations
- Water Delivery
- Meal Delivery
- Survival Gear
- Hygiene Supplies

Volunteer Network Outreach Efforts

Outreach Volunteer Network Summary Table

Outreach: reaches people who might not otherwise seek assistance

Number of Organizations: 42

Services	Hygiene	Food	Sanitation Facilities	Temporary Shelter	Health Services
Description of Services	Delivering hygiene items and kits	Preparing meals and delivers them to encampments & handing out meals	Providing showers or hand washing stations	Providing a place to sleep overnight	Providing COVID screening, health screenings, & footwashing
Services Provided	22	31	7	7	4

Written Outreach Standards

- Supported by Technical Assistance Collaborative (TAC)
- Provided by CA Dept of Housing and Community Development
- Surveys to Outreach Providers
- Surfacing Best Practices that meet local context
- Tool for Consistency, Accountability, and Improved Service

System Mapping and Gaps Analysis

- Supported by Homebase
- Funding from California Emergency Solutions and Housing (CESH)
- Overseen by the CoC Systems Performance Committee
- Focused on Eligibility and Access
- Four Work Products Under Development
 1. Visual System Map
 2. Program Eligibility Matrix and Analysis
 3. Tableau Client Movement Dashboards
 4. HMIS Client Flow Case Study

Ground Rules for Break-Out Groups

Full Attention

Step Up/Step Down

Future Focused

Conflict is Okay, Animosity is Not

Amnesty: Kindness to Self and Others

Break-Out Group Themes

- 1. Ideal Outreach**
- 2. Meeting Survival Needs**
- 3. Engaging Volunteers and Non-Profits**
- 4. Building on COVID-19 Response**

Identify which group you would like to enter by typing the number in the Zoom chat.

Questions

What motivated you to participate in this session today, and specifically in this small group topic?

How can we utilize <break-out group topic> to move people from being unsheltered into housing?

What more do we need to know or consider about what this will take?

What should we be doing that we aren't currently doing?

Especially as we consider our vision for racial equity in housing, who else needs to be involved and how?

Report Outs

From your group, please highlight the 3-5 most important ideas or insights from your conversation.

Your full notes will be compiled and distributed to the workshop participants and used to inform the larger process.

Proposed Next Steps

Contract with a consultant(s) to help:

- Plan and facilitate the series of workshops and focus groups.
- Provide technical assistance and training as needed to maintain an equity lens throughout the process, as part of a broader CoC plan to address racial disparities within the Response System.
- Identify areas of strength from which to build from the COVID-19 response.
- Develop and adopt a set of community standards for outreach and engagement.
- Coordinate milestones and decision points with the intensive rehousing effort.
- Provide regular updates on learnings from workshops and focus groups to the CoC Executive Committee and at monthly CoC meetings.
- Write a report of recommendations, to be finalized by September 30, 2020.

Tentative Schedule

- Kick-off workshop on June 24, 2020
- Procure facilitation contract (early July 2020)
- Conduct 8 focus groups (July - September 2020)
- Closing session to highlight findings from the initial workshop and the focus groups (mid-September 2020)
- Written Standards with TAC support (Target: September 30, 2020)
- Final report (September 30, 2020)
- Trainings (October - December 2020)

Ideal Outreach

What motivated you to participate in this session today, and specifically in this small group topic?

- Better connection to resources
- Better connection to housing
- Better way to communicate between orgs, esp finding a person when their name comes up for housing, this has been a struggle. (SHRA)

How can we utilize outreach to move people from being unsheltered into housing?

- Multiple contacts with an individual
- Emphasizes staying in touch with the clients over time, case management
- Better communication across agencies
- Focus on prevention of homelessness/ long term connection/ address phones dead w/COVID/ use social media to find people?/ access to solar chargers?
- Wider spread access to HMIS & VI-SPDAT

What more do we need to know or consider about what this will take?

- More humans in the field doing the work
- COVID response = networks & collaboration/ more collaboration in outreach efforts & more humans doing the work
- More training for HMIS, COVID survey & VI-SPDAT

What should we be doing that we aren't currently?

- More mental health services
- Need for collaboration
- A single phone number for services
- More connections to shelter and rehousing services, outreach workers should have lived experience/ more ability to relate to the clients
- Trauma-informed care approach
- More humans in the field doing the work
- COVID response = networks & collaboration/ more collaboration in outreach efforts & more humans doing the work
- More training for HMIS, COVID survey & VI-SPDAT
- More transparency, esp re: data numbers (housing units available, #ppl in area, timeframe for housing w/ls, etc.)
- Forum for all providers to have voice/ intentionality re: collaborative outreach efforts/ more of this
- Having HMIS access & training

Especially as we consider our vision for racial equity in housing, who else needs to be involved and how?

- People with lived experience
- How do people see that happening now?
- Open the door to having everyone at the table, remove barriers between people who don't usually work together, would like to see client-centered work
- Perceptions from black leaders that parts of the community don't receive services, could use community members to bridge that gap
- Reentry/ Probation
- Address police presence in encampments
- Representation on CoC Board of ALL people

Engaging Volunteers and Nonprofits

What motivated you to participate in this session today, and specifically in this small group topic?

- Genelle Cazares, El Hogar, interested in wanting support this endeavor
- Judi Alexander, Folsom HART – runs winter shelter, uses a lot of volunteers in efforts and some want more opportunities
- Nitya Janardhan , Sacramento Street Medicine – provides medical to street encampments, provide better scope of care – wants to learn more about outreach orgs
- Zach Kaufman, Sacramento Street Medicine (see above) – build educational background
- Diane Wolf, working with advocacy through St Mark's, interest in community developing top-down approach to homelessness, interested
- Sara, Sacramento Street Medicine and Sex Workers Outreach Project, interested in developing outreach protocol
- Bobbie Wooten, Feed Sacramento Homeless and Coalition for BREAD - Has a passion, a calling. Understands that consistency in our services is important.
- Eric Engle, Antelope New Hope Christian Center - Loves helping people. Wants to relay the information to the other 6 people with whom he volunteers.
- Julie Davis-Jaffe, SacWORKS - On the CoC board. Wants to understand what's happening in the community.
- Jenna Abbot, River District PBID - On the CoC board. Feels the business community voice has been lost. Volunteerism when done well is beautiful, but currently how it's being done in the River District is a mess -- no management or coordination; concerns about bringing in/spreading COVID-19; trash is made without garbage cans or clean-up; parking is taken up, etc.
- Elizabeth Marsolais, Sac Steps Forward - Brand new SSF CoC Policy Analyst, here to listen and learn.

How can we utilize volunteers and nonprofits to move people from being unsheltered into housing?

- Assumes this is our goal, but this is not going to happen very fast
- How are we going to continue to support the encampments until we can get into housing?
- How many housing opportunities are out there really?
- Common goal: getting as many people involved to support
- Room and boards come with contingencies – would like operators to get on the same page in terms of costs and operational quality
 - This is a step to housing, it is not the end
 - There would need to be more room and boards
 - Some issues with strings attached (for example, not being able to choose their own roommate)
- Importance of redefining problems and perspectives
 - Don't go immediately to housing
 - Get people excited about putting their empathy to work
 - Provide a real, optimistic place for people to put their hearts to work – build relationships
- Need to consider what consumers want (e.g. room and boards as a temporary step)
- Definition of housing
- There should be an association for the volunteers that provides management, education, and economies of scale. It should identify what volunteers want to accomplish and give them structure in which to operate.
- Volunteers need training and resources to know what can be done. Volunteers want the education to be more productive.
- Non-profits need to know how to access housing. What are the eligibility requirements? What are the next steps? While acknowledging that there's only so much housing and rental assistance available, we want to set them up for success.
- It is a disservice to not talk about people who don't want to move off the street because of mental illness or substance use disorders. How to manage them? It's not an option to leave them camped on business property. Navigators haven't been successful. Perhaps volunteers would be.
- It's important for volunteers to provide service no matter what, but also to focus on those who want help. There are many layers, including pain and trauma, to work through before some people are ready and trusting enough.
- It takes patience and time to make connections.

What more do we need to know or consider about what this will take?

- How to facilitate a sense of community
 - Build environment that appears to be trustworthy, honest, caring
 - Build a sense of community in the encampments – or maintain this
- How to establish a sense of trust
- Get the voices of people living in encampments – find out what they feel about community
- Figure out how to change the “us vs. them” mentality of volunteers and people experiencing homelessness

- o Volunteers see permanent/apartment housing as the only acceptable outcome
- o It's purely a time game to build trust.
- o We need to compel treatment. Until people get medicine (for mental health), outreach won't make a difference.
- o We can't leave things as they are.
- o Jenna is offering tours through the River District.
- o The business community is running out of compassion. It's becoming volatile.
- o Volunteers also agree that people need to be moved off of private property -- in a way that everyone is safe and feels safe.

What should we be doing that we aren't currently doing?

- Bring in more voices from people with lived experience
 - o All the reports we do are not getting voices of clients
 - o Folks living outside should be primary directors of volunteer efforts
- Coordinate between volunteer groups to ensure consistency – limit groups going to each encampment so each can build more trust
- Forty-some organizations with varying capacity
- Overarching organization of volunteers to recognize overlaps and hit gaps
 - o Monthly or bimonthly general meetings, open to the public and interested volunteers
 - o Screen and direct volunteers (this is sort of what HART does)
- Find a place for individual volunteers – we need a headhunter organization for volunteers
- What we're seeing is a gap between organizations and which encampments might need services
- Helping volunteer groups educate the public and give info on outreach
- More education for volunteers

Especially as we consider our vision for racial equity in housing, who else needs to be involved and how?

- Activist groups
- Homelessness union
- People with lived experience, especially people currently living in encampments
- Some of the local volunteer groups, especially
- People of color, LGBT+ youth, transgender, drug users
- Law enforcement has been forced into doing things they don't want to do. There are duties that should be shifted to the right non-profits (not to volunteers).
- The problems are so severe that even the Fire Department has been blocked from arriving on scene.
- There is the sense from the business community that there are too many volunteers because they are uncoordinated. But they would likely be willing to give more resources if it were to help coordination.

Building COVID-19 Response

What motivated you to participate in this session today, and specifically in this small group topic?

- SSHH involved in outreach effort to get folks into the motels, curious, trying to learn
- Response has been so big and departure from past, build on successes
- Really need collective advocacy, infrastructure stays in place after pandemic
- Great step forward using trailers and motels, once pandemic over we put folks in PH

How do we sustain medical care, housing, other services provided, etc. after COVID-19?

- As moratorium lifts, more folks may experience homelessness
- Funding will likely decrease by then, so how can we sustain services?
- Volunteer efforts for now have increased because normal projects decreased so how do we sustain that when everything opens up as well?

How can we utilize what we built with the COVID-19 response to move people from being unsheltered into housing? What parts of our COVID-19 response do we want to sustain that would result in better housing outcomes for folks?

- 600 people in motels and trailers, we should try to ensure that all of those people stay housed after the end of the COVID-19 response (supposedly at the end of July)
- Retaining those motels and hotels would be an important transitional step so we aren't just pushing everyone back out into
- Also medical care is easier to provide when individuals are stationary
- Building on relationships that are already established with housing facilities
Instead of trying to find more, why don't we use this housing as non-essential housing? Where are trailers going to go, can't they stay? All this work was done to build all of this and people are engaged, this has shown we can house individuals, so why can't we make this long term?
- Like the weekly reports, need to get families into housing with HCV, only done 45 out of 200 families
- Evaluation of folks who have gone into trailers/motels, not having volume of HCV or housing...are we leading people to a dead end? Analyze and look at data, folks in these options, have we talked to them.
- Out of mayor's office, purchasing motels, place to rather than encampment
- Taking over foreclosed homes would go a long way to putting people into permanent housing...what's the process they can purchase? Imminent domain?
- Stems from lack of affordability, increase supply of housing, infrastructure is important, less expensive materials, reserved for low income families
- We can move people inside, what kind of support are we offering, addressing underlying issues so they can remain housing

How can we utilize this outreach to influence PIT count because we know that comes from federal dollars? How can we use trends we see to get better data to increase PIT count?

- All data that is being collected through this process -- how do we integrate it and what we're learning into regular work that SSF does?
- State funding has been supporting motel leases and staffing, trailers, the food, all operations
- Response Team is drafting a housing plan, will be available on the city's website tomorrow after being heard by City Council, and Board of Supervisors will be hearing the item on July 14th. CoC will be hearing the item on their July 8th meeting
- Currently leases go until end of July, but Response Team is recommending that leases go until September to effectively transition to being able to let people go into other housing or shelter
- SHRA is the lead entity looking at motel acquisition with some of the funding that's coming down

What more do we need to know or consider about what this will take?

- We had a priority system for COVID-19 housing, and youth were not prioritized, but how do we make adult services accessible to youth? LSS jumped on to taking calls for youth for motel referrals, etc. and that helped
- How do we make this equitable for the community moving forward as these COVID-19 priorities may not reflect the community's most vulnerable after the pandemic?
- How do we get to proactive mode as well, how do we also avoid youth getting into eventually being 55 and unsheltered
- People with these severe medical needs is eye-opening, people in motel programs who need day-to-day care or need help administering meds -- shows a gap in our system. There's not a place for people who need that medical care to go to
- Assessments during COVID-19 went into HMIS system, what information do we need to gather to about people's interest in and barriers for rehousing + we should push for this info to be included in HMIS as well to keep information with the client's profile and can be accessed
- Additional input on what we need to be doing to move unsheltered individuals to housing?
- Some skepticism that there's enough person power to process all 600 people in trailers and motels by the end date of the program, staffing issue more than a housing dollar issue?
- We'd need staffing money, housing money, and full use of the housing network -- all hands on deck, not just the response team. Relying on providers and partners in the community, looking at pulling in Behavioral Health, etc.
- Hopeful on system mapping and gaps analysis

What should we be doing that we aren't currently doing?

- Shortage of housing, build more housing, we as residents, people need to get involved
- Put housing in their backyard, accessory dwelling unit
- New states laws combat some nimbyism
- From non-profit side, focus hasn't been on capacity issue, if advocacy world came together, lot more noise

- As shelters have moved to social distancing, that cuts capacity, need more emergency shelters...money not there
- Seen how hard it is to get community together for large shelter, scatter site not as affected, kept operating
- Businesses won't return to the same model, potentially empty office building or commercial, parking lots
- Looking at rezoning

Especially as we consider our vision for racial equity in housing, who else needs to be involved and how?

- Having POC or Black professionals would be a start, also work in affordable housing or tenant's rights (there's a Black tenants union)
- If we're moving to preventative, how can we rope in folks who work with prevention?
- Native Americans overrepresented also
- Wealth building, under-represented in home ownership, whole variety to build wealth, salaries
- Looking at policing, defund the impact and hot teams and instead EBP, 24/7 response team non-criminal cases, calls diverted from police, revamping 911 system, non-profits and sw's should be first responders for some crisis, saves city a lot of money
- Talk to these communities, a lot of outreach, more representation in decision making and committees, have their input...a big issue
- Intentional seeking out people of color, neighborhood associations aren't always of residents
- In creating affordable housing, important we do job training, need to invest into these communities, they are disadvantaged, provide services that would uplift
- HART groups, huge financial gap between areas, invest in groups that know their communities, how we can properly invest in grassroots efforts
- Lack of resources in these communities, cycle, homeless, jail, just not economically sufficient, let people of color into these discussions
- Provide financial incentive to participate, lower barriers to participation, transportation, meeting times, change expectations, when and where are they already meeting, we can go to them
- Change expectation for government workers too
- Upstream issues with equity, focus on those issues
- What is it going to take, more collaboration between team players, hoping we will continue to work together more, more efficiently and effectively, some orgs are siloed

Survival Needs

What motivated you to participate in this session today, and specifically in this small group topic?

- Keep work alive

- Work with other community partners
- Opportunity to enact change

How can we utilize this to move people from being unsheltered into housing?

- People need advocates, they are hungry, weak, as weather gets warmer they get dehydrated. Need a plan for unsheltered to have some dignity in encampments.
- **Relationships – trust increases buy-in**, and meeting needs in encampments builds a relationship and trust. Street med and providing survival needs builds trust. Street Med Team, Faye, Joe, all volunteers build trusting relationships which can be leveraged to help people be open to the idea of moving to the next step. The trust involves the trust unsheltered people have in volunteers, and the trust volunteers have in the strength, viability, effectiveness of housing options. People with lived experience important.
- **Temporary housing supports stability**. COVID housing 60-90 days gives breathing room, stability to access services and appointments because they don't have to worry about their stuff being stolen, etc.

What more do we need to know or consider about what this will take?

Barriers

- **Necessary documentation and fees needed to access services and phones**. As simple as getting a phone, need current ID. It costs \$25-30 to get birth certificate, need that for driver's license or ID. In other states, like southern states, may cost more (\$75). Even if find money, what address will it be mailed to?
- **Reduced accessibility of transportation to support services given COVID**. Because of geographic managed care, provider may be miles away but showing up to another place without necessary paperwork (lost or stolen) – they can't prove their identity. People on Stockton Blvd near Fruitridge but health care in Del Paso Heights or further away. Due to COVID, people afraid to give rides
- **PPE – COVID health and safety – in supporting access to services**. People make decision about eating, showering, or going to appointment. When people go to appointment, and return to find their tent and blanket stolen, how does that impact likelihood to access services? Prior to COVID, volunteers would have put their equipment in the car, but now cannot. As a society, we haven't come to terms with impact of virus and how it impacts how we interact with each other and people who are unhoused.

What should we be doing that we aren't currently doing?

- Without relationships and building trust with communities, people are disconnected. We need to go to camps, get to know people, there is lack of information about who to contact. Steps are not accessible if people don't have a phone or can't charge phone
- The more people are building relationships, getting information, and putting in contact through phone or visit.
- We need to provide the tools, many encampments have 1 person with a phone who loans it out, but is

- More navigators; 38 navigators is not enough; people have multilayered needs and challenges. It takes a while to get them housed. Look at the bottleneck that occurs. How to reduce time to assess get off streets for people who may be vulnerable.
- One person is retired, it took them 1 month to get a person housed – it shouldn't take a month. The person met every criteria of being vulnerable. It took 1 day of being on 2 separate calls, on hold waiting. If she were working, couldn't have done that.
- **Interacting with folks in encampments – need non-law enforcement unless critical need.** No one with a badge should visit encampment unless critical need. Even well-intentioned officers, coming into encampment to say we found you a home, grab your stuff and let's go. The presence of those officers in the encampment will traumatize people, regardless of why they're there.
- **Law enforcement should be trained to ask consent to enter space,** as they would when entering a home.
- **To support consistency among volunteers,** a set of guidelines for addressing multi-layered problems, triage how to respond with different issues, problems solved in quickest manner – like access to communication
- **Volunteers need a sheet with contact information to pass out – hand out a sheet with places to call.**

Especially as we consider our vision for racial equity in housing, who else needs to be involved and how?

- Seeing a lot of African Americans who meet criteria not being housed.
- One barrier POC and poor people face in buying or renting a house is the racism they face in getting a loan, renting an apartment. \$500 deposits, if low income on limited income, unable to rent an apartment.
- Apartment associations need to be at the table.
- **Need to acknowledge racism is there.** Move past denial, understand it is there, and that's why many Black, POC, and poor people can't access housing. Acknowledge we bring biases to the table, and Black folks have a long legacy . Invite Dr. Jesus Hernandez to discuss how **redlining impacts people of color, Sacramento communities along Stockton and Del Paso communities have been redlined for years,** locked out people of color for years.
- **A lot of policies put in place to get people into housing were designed without considering poor or unhoused individuals.** All stipulations make it nearly impossible to get into housing because past experience of homelessness or poverty or criminal justice involvement. If you've ever been evicted from a home, you're on a 10 year blacklist from ever being rented to again. If you committed a drug offense or felony, no matter if changed life, the background check is an immediate disqualification and will hold a group of people in homelessness.
- **A lot of work needed to get criminal justice records cleared.** It takes a long time, is subjective depending on judge, public defender, etc. Whole segment of population is being discriminated against – add in color of skin, racism – have insurmountable barrier.