

Closing the Gaps: Planning & Coordinating to Improve the Homeless System of Care

Sacramento CoC Annual Meeting
May 26, 2021



SACRAMENTO
STEPS FORWARD

About this Breakout Session

Focus: System-wide planning efforts, high-level gaps analysis, and cross-agency/partner collaboration

Gaps & Opportunities presentation (20 minutes)

- Scott Clark, SSF Systems Performance Analyst

Reactions from community partners (15 minutes)

- Monica Rocha-Wyatt: Program Planner, Sacramento County Department of Health Services, Division of Behavioral Health Services
- Faye Wilson Kennedy, Lead Organizer, Sacramento Poor People's Campaign, & Vice Chair, of Sacramento Area Black Caucus
- Danielle Foster, Housing Policy Manager, City of Sacramento

Facilitated discussion (50 minutes)

- Stefan Heisler, CoC Systems Performance Committee Co-Chair & Housing Manager, City of Rancho Cordova



SACRAMENTO CONTINUUM OF CARE GAPS ANALYSIS: EXECUTIVE SUMMARY FEBRUARY 2021



Full report available at:
<https://sacramentostepsforward.org/coc-program-comp/policies/>



Areas of Opportunity



**Improve Coordination
and Align Priorities**



**Increase System
Capacity**



**Explore and Address
Disparities in Program
Outcomes**

- Streamline Access to the Homeless System of Care
- Forge a Cohesive and Coordinated Homeless System of Care



Areas of Opportunity



Improve Coordination
and Align Priorities



Increase System
Capacity



Explore and Address
Disparities in Program
Outcomes

- Stop Homelessness Before it Begins
- Optimize Existing Housing and Shelter Programs
- Address the Gap in Housing and Supportive Services for People Experiencing Homelessness
- Create More Affordable Housing Units



Areas of Opportunity



**Improve Coordination
and Align Priorities**



**Increase System
Capacity**



**Explore and Address
Disparities in Program
Outcomes**

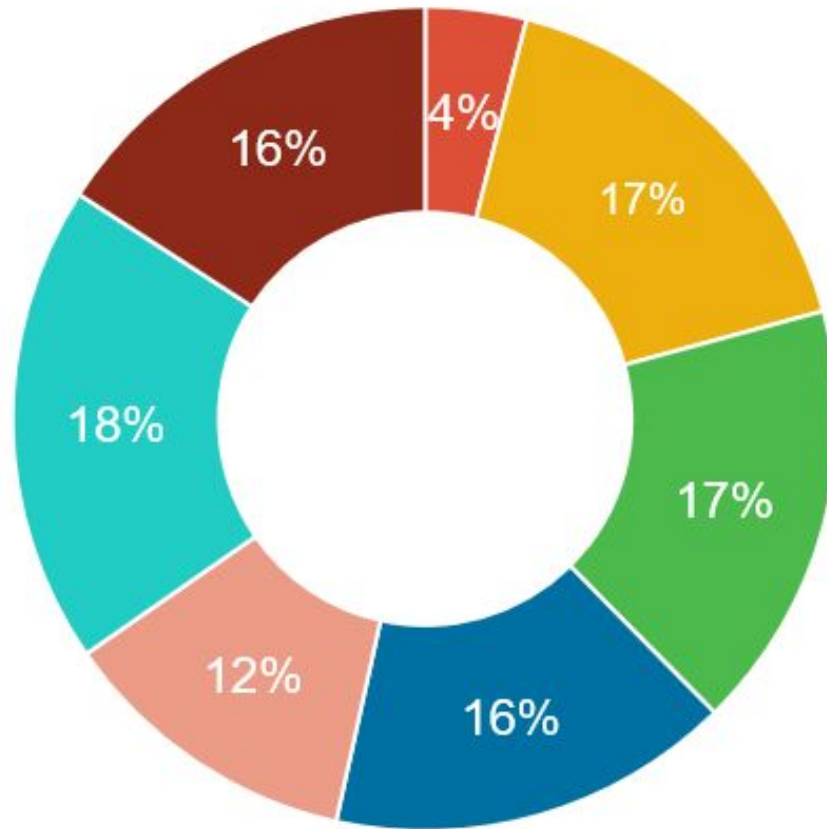
- Increase System Equity



Streamline Access to the System of Care

- Resources dedicated to individuals experiencing homelessness are split among **different entities**.

Percentage of Dedicated Beds By Entity (2020)



- County Behavioral Health Services
- Coordinated Entry
- County Department of Human Assistance
- Sacramento Housing & Redevelopment Agency
- Veterans Administration
- Shared
- Other



Streamline Access to the System of Care

- Access to housing and shelter programs typically requires a **referral from another organization.**



Permanent Supportive Housing



Rapid Rehousing

require a referral from a specific access point or set of access points

112 Shelter & Housing Programs

60 access points

No access point connects to all the shelter and/or housing resources in Sacramento County



Forge a Cohesive and Coordinated Homeless System of Care

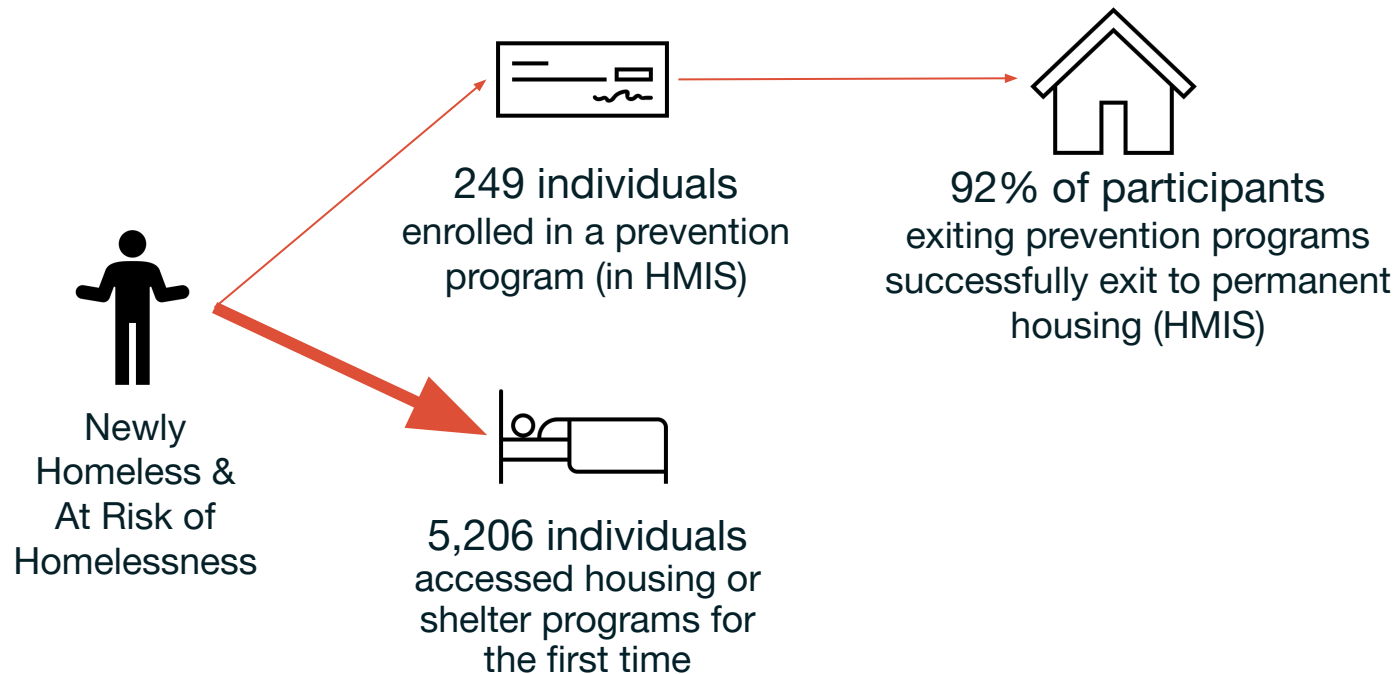
- **The lack of standardized data collection and sharing prevent the accurate measurement of system capacity and utilization of resources dedicated to people experiencing homelessness.**
- Without better data sharing, the ability to track outcomes and monitor for system equity is limited in scope.
- Accountability and transparency are reduced by a lack of coordination, data sharing, and reporting.

Examples of Data Challenges

Question	Missing Data
<i>How many individuals are trying to access the system of care? Who does or does not get access?</i>	<input type="checkbox"/> Standard collection/reporting on individuals and households requesting, waiting, receiving, and denied services
<i>How is capacity currently being utilized?</i>	<input type="checkbox"/> Track and share beds available, utilization, turnover <input type="checkbox"/> Collect and report each program's expected unspent resources
<i>Where is the system duplicating efforts and resources?</i>	<input type="checkbox"/> Share standardized data across the CoC, Sacramento County, Veterans Administration, SHRA, and local entities.

Stop Homelessness Before it Begins

- Increase **prevention and diversion resources** available to address the estimated need of individuals entering homelessness for the first time each year.



Optimize Existing Housing and Shelter Programs

- Rapid re-housing has highly variable performance.
- There is wide variation in bed utilization rates for Sacramento's emergency shelter programs.
- A highly competitive rental market and landlord bias against subsidy-holders limit the effectiveness of existing housing programs.



Address the Gap in Housing and Supportive Services

- In the 2019 Point in Time Count, at least **5,570 people in Sacramento** had shelter and housing needs that are not met by the current homeless system of care's capacity.
- **70% of people experiencing homelessness in Sacramento are unsheltered** and current emergency shelter capacity is insufficient to meet that need.



Create More Affordable Housing Units

- **Rental housing vacancies have declined** over the past decade resulting in a highly competitive rental market that creates additional barriers for low-income tenants to obtaining market-rate housing.

2.5% rental vacancy rate

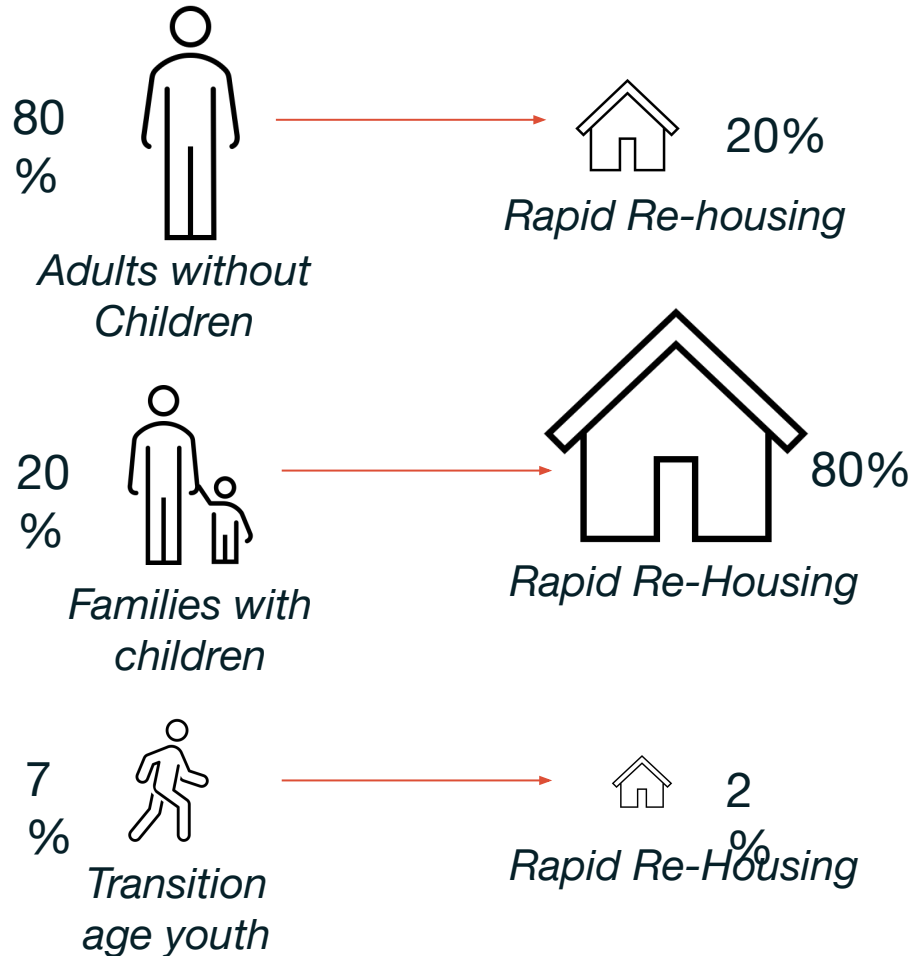
- There are **too few dedicated affordable housing units** to meet community need, contributing to high numbers of individuals at risk of and experiencing homelessness.

Example: 15,000 households on waiting list for one location with 60 units



Increase System Equity

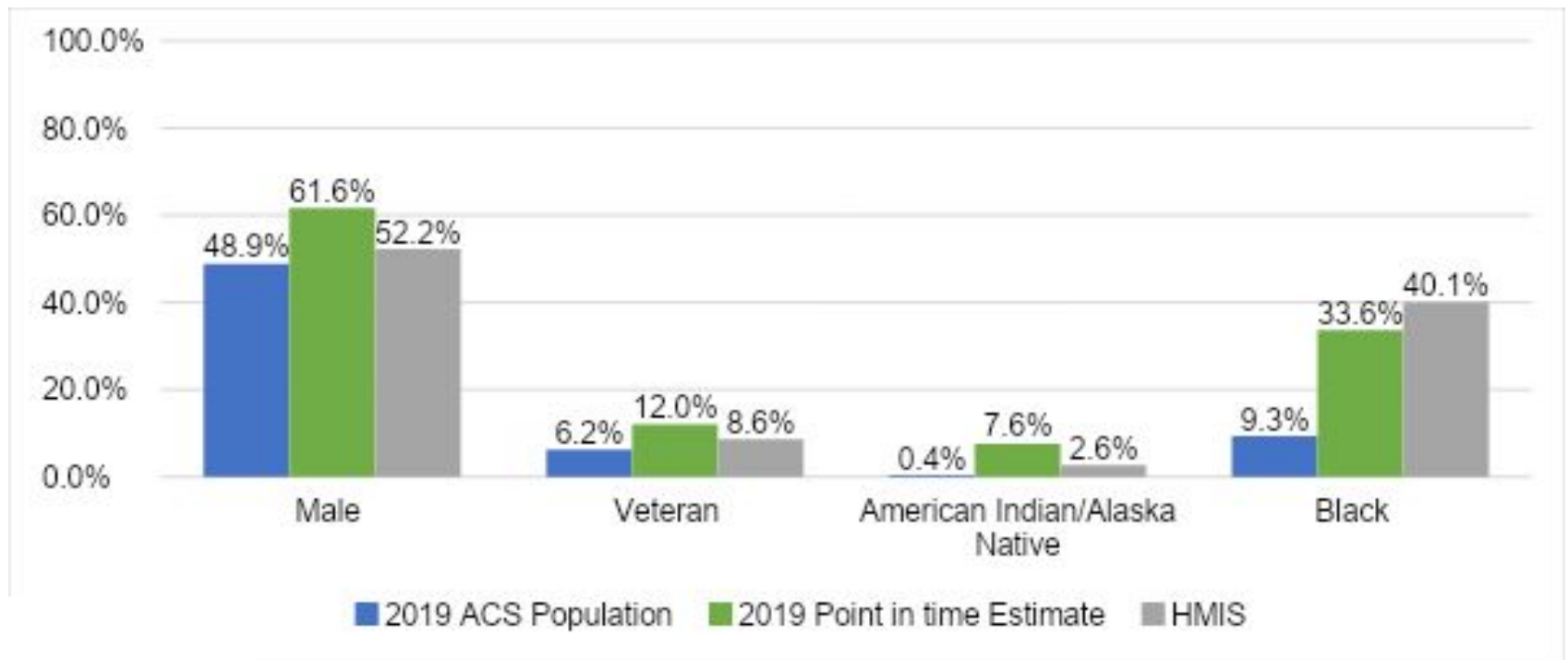
- Inequitable housing outcomes and systematic disparities in bed dedication and resources highlight **missed opportunities** for household types.



Increase System Equity

- **Veterans, American Indian and Alaska Native persons, males, and transition age youth (TAY)** are underrepresented in enrollments in HMIS as compared to the PIT.

Comparison of 2019 Census (ACS) Data, 2019 PIT Count, and HMIS enrollment between July 1, 2018 and July 1, 2020



Key Takeaways from Homebase

There are too few **prevention and diversion** resources available to meet current need.

Access to housing and shelter programs is complicated, creating barriers for individuals experiencing homelessness.

There is need for additional **capacity** in permanent supportive housing, rapid re-housing, and emergency shelter.



Key Takeaways from Homebase

Too few dedicated **affordable housing** units are being created to meet community need.

Disparities in access, housing outcomes, and resource dedication by sub-population point to missed opportunities for household types and racial groups.

The lack of **standardized data collection and/or sharing** creates gaps in understanding and capacity for planning.



New Activities & Opportunities

- City-Wide Master Plan (City of Sacramento)
- Affordable Housing Trust Fund (City of Sacramento)
- Community Homeless Master Plan (various community groups)
- Built for Zero (Community Solutions)



Activities & Opportunities

American Rescue Plan Act of 2021 funding

- \$5 billion for Housing Choice Vouchers
- \$5 billion for HOME Investment Partnerships Program

Governor Newsom's May Budget Revise

- \$12 billion
- Includes \$7 billion for Project Homekey

California Advancing and Innovating Medi-Cal (Cal-AIM)

- Enhanced care and services for homelessness



CoC Activities Include

- Rapid Access Problem Solving pilot includes access and diversion initiatives
- Outreach standards
- County multi-disciplinary outreach team pilot
- 7 new permanent housing projects in development
- Data dashboards
- Expanded community discussions
- Racial Equity Committee and action plan



Sacramento Homelessness COVID-19 RESPONSE TEAM

The Homelessness COVID-19 Response Team is a part of a broader County and City emergency and public health response to COVID-19.



WORKING GROUP MEMBERS

Sacramento County

- Department of Health Services
- Department of Human Assistance
- Director of Homeless Initiatives

City of Sacramento

Sacramento Steps Forward

Sacramento Housing & Redevelopment Agency



TEAM APPROACH

Part of a **larger** emergency/
disaster **response**, recognizing
the need for a specialized
effort for homelessness.



Deploying an **organized and
intentional effort** for most
impactful outcomes.



Multi-agency, working across
homeless services, public
health, primary health and
behavioral health.

**Clear and regular
communications** with leaders,
providers and the public.

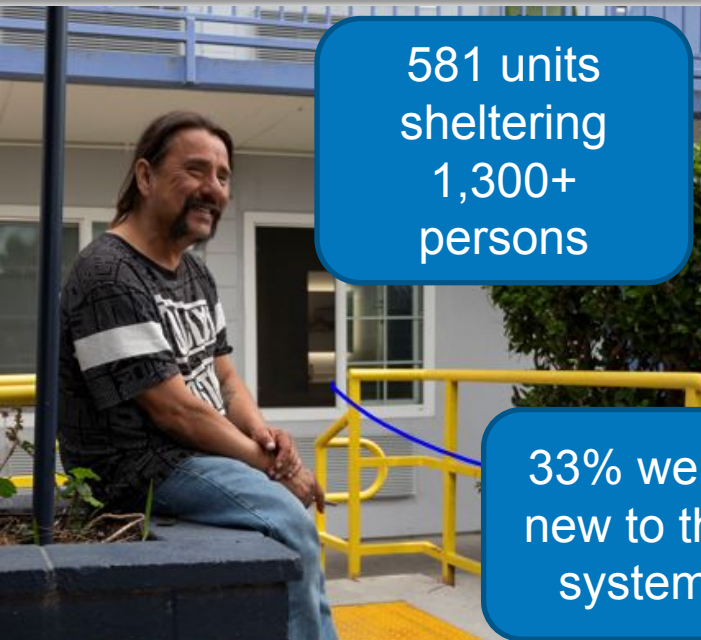


Redirected staff working
exclusively on COVID-19
response.



Working collaboratively
with community partners.

Power of Collaboration



581 units
sheltering
1,300+
persons



33% were
new to the
system



COVID
testing &
vaccines

Sanitation
services

Food &
Water



40% were
chronically
homeless



200+ persons
secured stable
housing



Reactions from community partners

- Monica Rocha-Wyatt: Program Planner, Sacramento County Department of Health Services, Division of Behavioral Health Services
- Faye Wilson Kennedy, Lead Organizer, Sacramento Poor People's Campaign, & Vice Chair, Sacramento Area Black Caucus
- Danielle Foster, Housing Policy Manager, City of Sacramento



Quick reflection

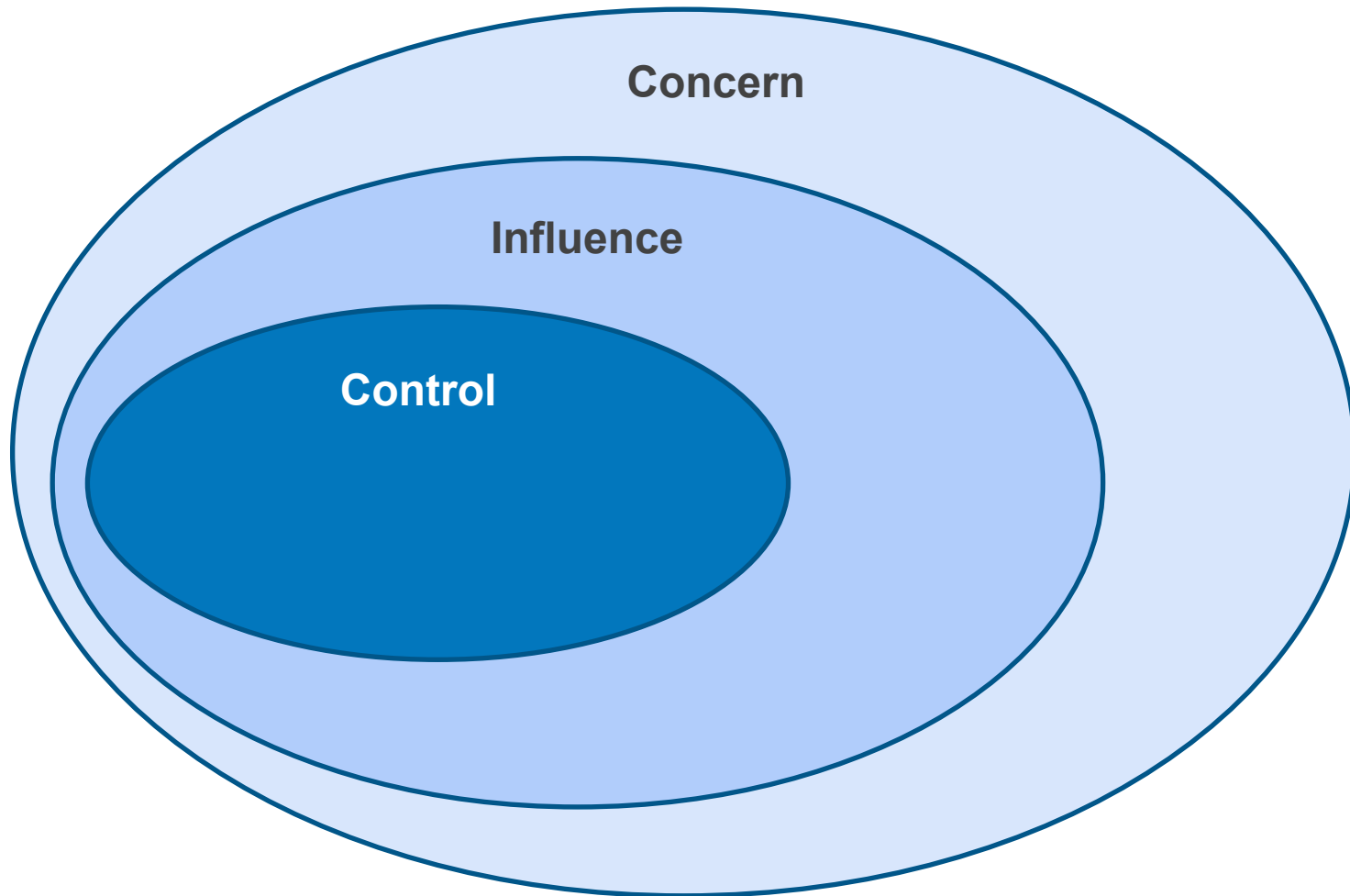
Respond in Chat:

What is one word or phrase you have heard so far that really stuck out to you?

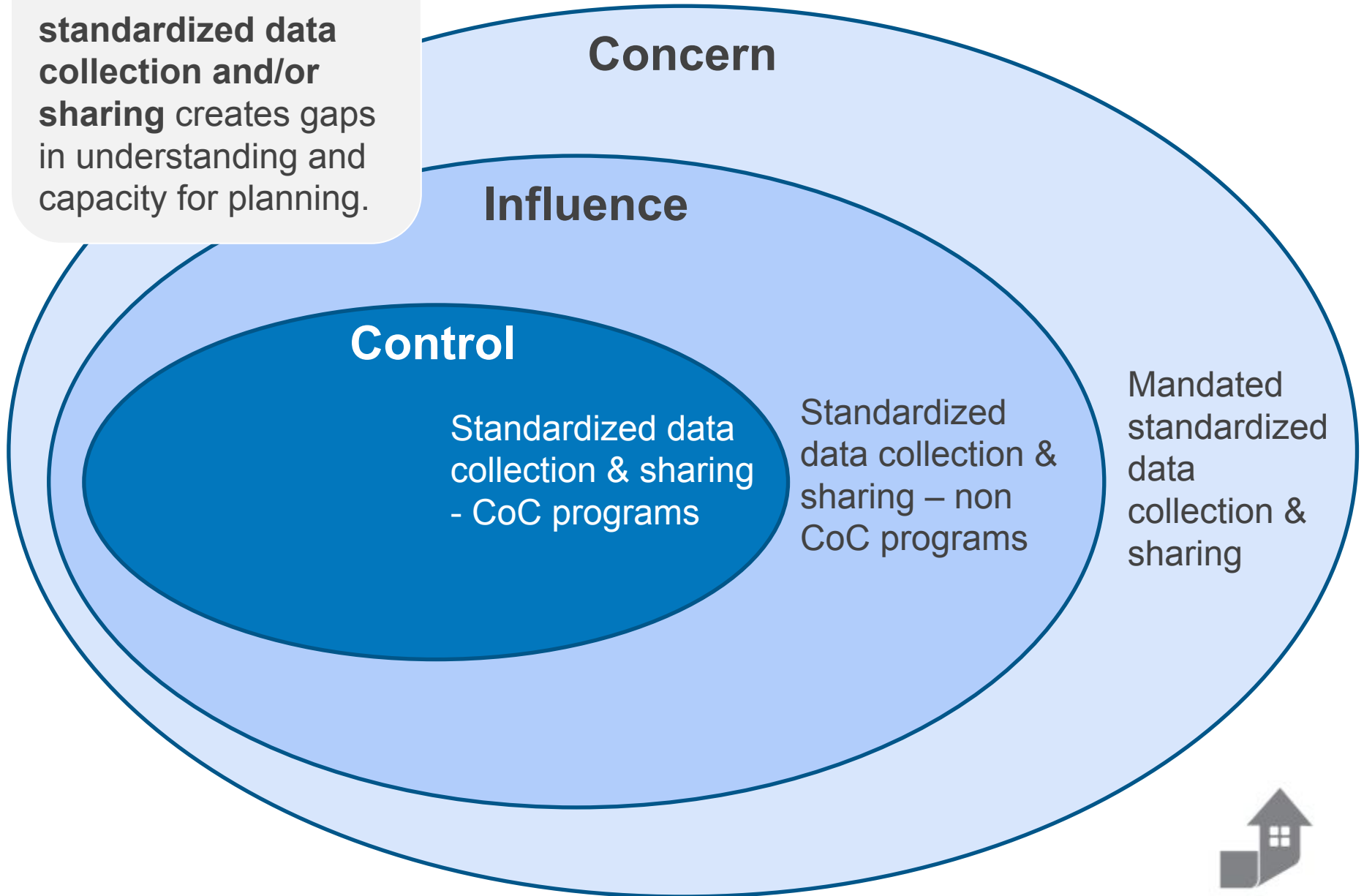
And in one sentence or less, why?



Gaps Analysis Recommendations & Spheres of Control



A lack of **standardized data collection and/or sharing** creates gaps in understanding and capacity for planning.



Concern

Influence

Control

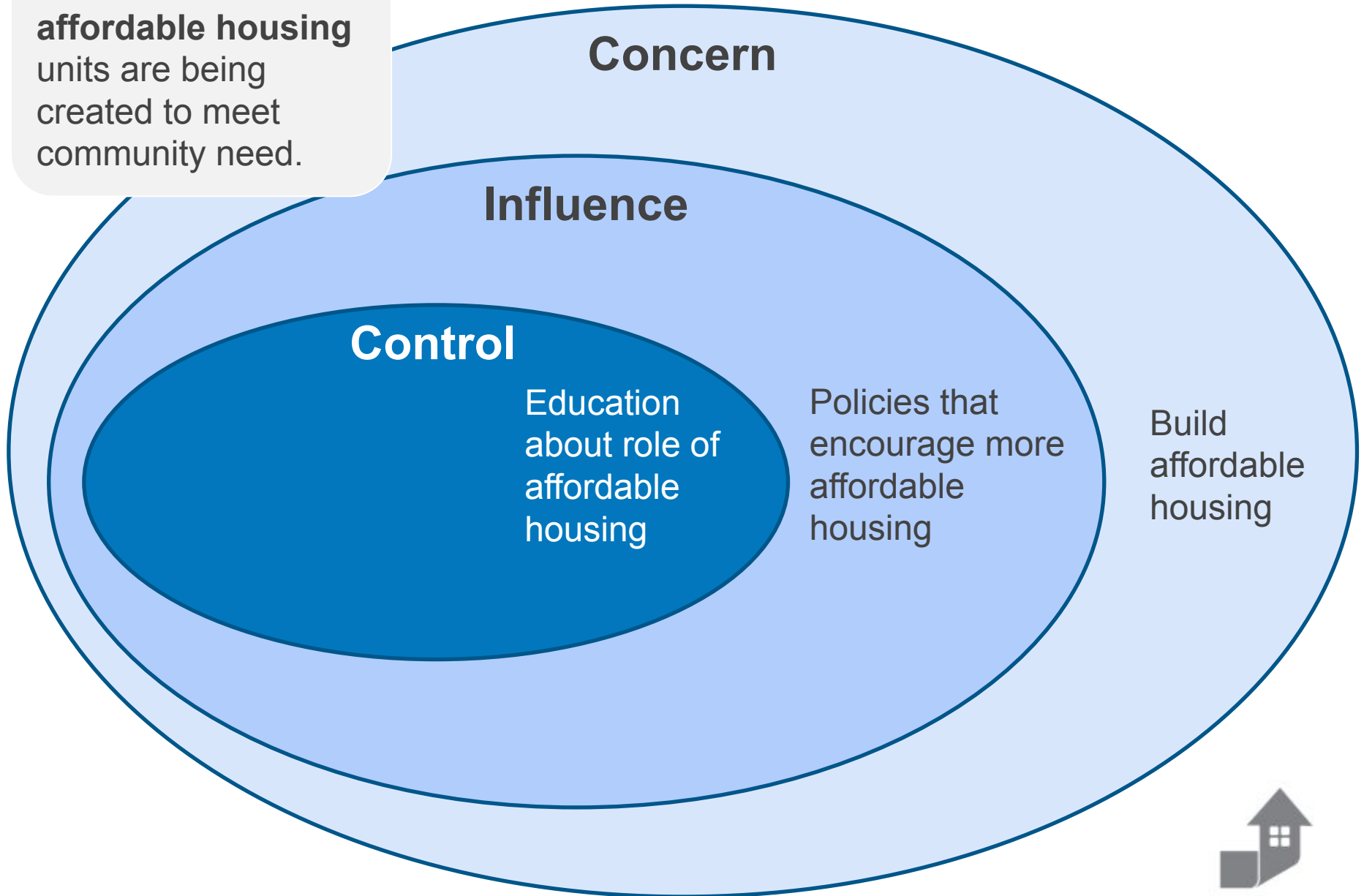
Standardized data collection & sharing
- CoC programs

Standardized data collection & sharing – non CoC programs

Mandated standardized data collection & sharing



Too few dedicated **affordable housing** units are being created to meet community need.



May 10, 2021 CoC Board Meeting and Community Discussion

How can the COC drive system changes to better serve the community when many critical decisions are made outside of the system?

Response Themes

Advocacy (largely legislative advocacy)

Fostering collaboration (more involvement from people with lived experience, organizations not on the CoC Board, convene funders, policymakers)

Improving existing processes (access/navigation, CE, HMIS, staffing levels)

Strategic planning (for leverage, best use of funds, build coordination, singular message)

Program evaluation (audits of how funds spent, best practices)

Funding strategies (reduce state and federal funding fragmentation, build local government capacity to draw down funds, housing fund)

More housing resources (permanent supportive housing, non-housing first, behavioral health, prevention)



Which of these themes is most exciting to you?

Response Themes

Advocacy (largely legislative advocacy)

Fostering collaboration (more involvement from people with lived experience, organizations not on the CoC Board, convene funders, policymakers)

Improving existing processes (access/navigation, CE, HMIS, staffing levels)

Strategic planning (for leverage, best use of funds, build coordination, singular message)

Program evaluation (audits of how funds spent, best practices)

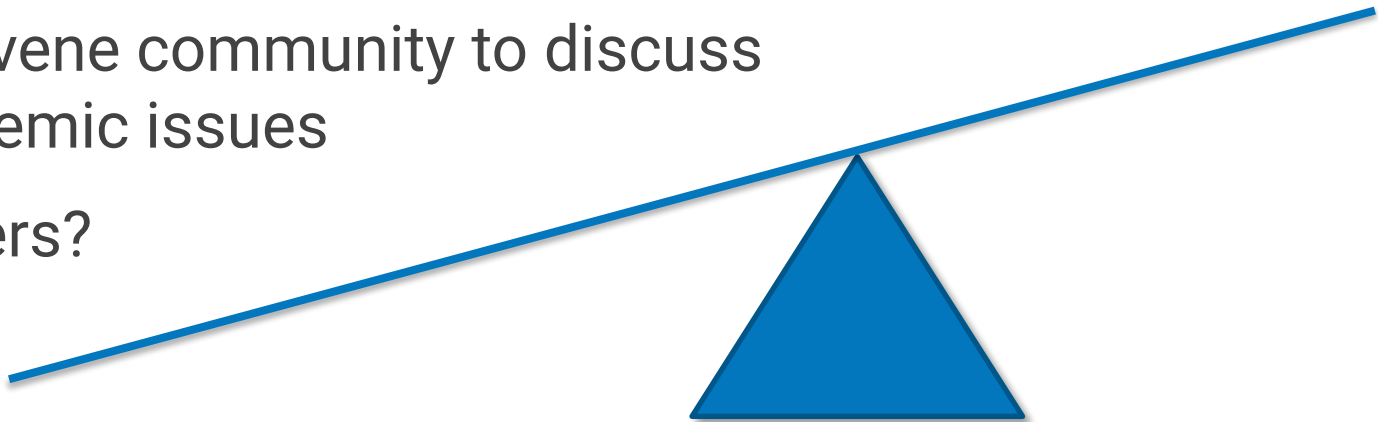
Funding strategies (reduce state and federal funding fragmentation, build local government capacity to draw down funds, housing fund)

More housing resources (permanent supportive housing, non-housing first, behavioral health, prevention)



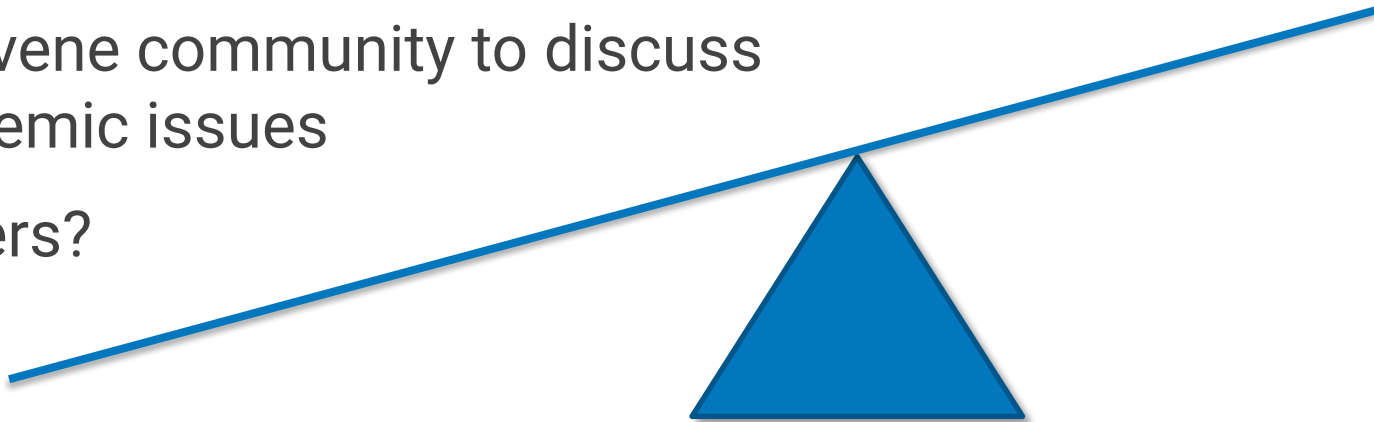
Leverage Opportunities

- Get data in front of policymakers
- Partners highlight role in the CoC
- Clear priorities with unified CoC messaging
- Convene community to discuss systemic issues
- Others?



Which of these might make the biggest impact on system issues not under our direct control?

- Get data in front of policymakers
- Partners highlight role in the CoC
- Clear priorities with unified CoC messaging
- Convene community to discuss systemic issues
- Others?



Reviewed gaps & community activity

Heard reactions from community partners

Explored promising themes and leverage opportunities

Thank you for your participation!



SACRAMENTO
STEPS FORWARD