

Sacramento City and County Continuum of Care

SACRAMENTO



Sacramento Local Homeless Action Plan (LHAP)

PROGRESS REPORT

THROUGH JUNE 30, 2023

DEVELOPED IN PARTNERSHIP WITH:

Sacramento Steps Forward Sacramento City and County Continuum of Care Sacramento County City of Sacramento Sacramento Housing and Redevelopment Agency

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GLOSSARY OF COMMON ACRONYMS

BHS	Behavioral	Health	Services

- CAS Coordinated Access System
- CBO Community-Based Organization
- CWRT Community Wellness and Response Teams
- ECM/CS Enhanced Care Management/Community Supports
- HEART Homeless Engagement and Response Team
- HIC Housing Inventory Count
- HPS Housing Problem Solving
- HUD US Department of Housing and Urban Development
- LEAP Landlord Engagement and Assistance Program
- LHAP Local Homeless Action Plan
- MCP Managed Care Plan
- MCST Mobile Crisis Support Team
- MHP Mental Health Providers
- NIMBY Not In My Backyard
- PA Partnership Agreement
- PSAP Problem Solving Access Point
- PSH Permanent Supportive Housing
- SETA Sacramento Employment and Training Agency

his is a report on the progress made towards the 2023 one-year action plan, which outlines measurable targets through Activities to implement the Local Homeless Action Plan strategies and create measurable annual outcomes. The Activities identified in the 2023 Action Plan facilitate the community advancing toward improving the following system-level measures:



A priority focus and specific targets have been set for two of the system-level measures:

Reduce the number of people experiencing unsheltered homelessness by 15%

15%



Increase the number of people exiting into permanent housing to at least 42%. The report includes a section for each of the six **Core Strategies** that facilitate a systemfocused, equitable framework.



The first part of each section shows progress towards the 2023 Measurable Targets. The second part of each section reports progress on all Activities by sub-section. Activity progress is color-coded as follows:



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The activity has been completed and/or exceeded the initial measurable target.

On Track: The activity is progressing as expected.



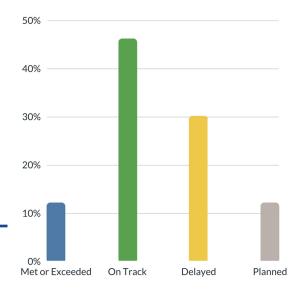
At Risk:

There are challenges that might negatively impact what is achieved in 2023.

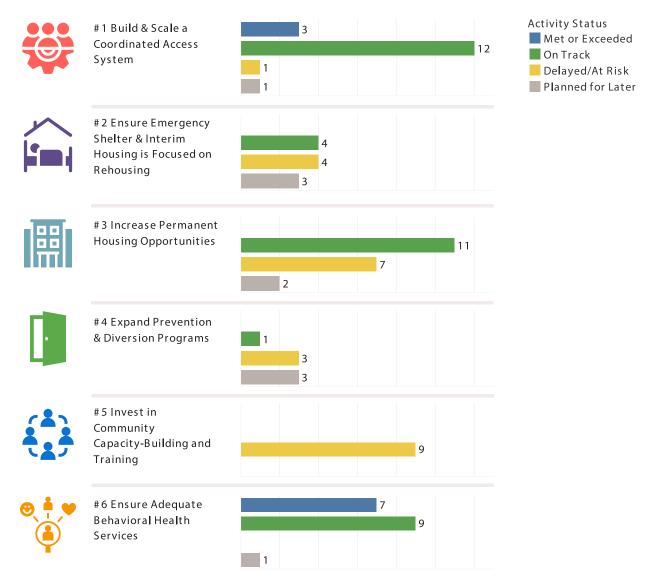


Planned for Later: These activities are planned for the 2nd half of 2023.

OVERALL ACTIVITY PROGRESS



Activity Status By Strategy Area



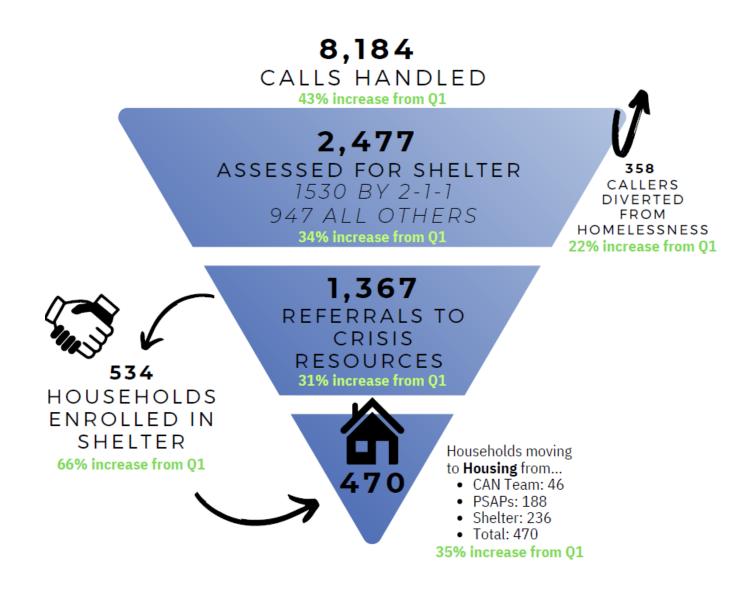
STRATEGY 1: Build and scale a regional Coordinated Access System (CAS)

2023 MEASURABLE TARGETS

At least 8 new Problem-Solving access points (PSAPs) established	162.5% - Exceeded
At least 4 new housing problem solving trainers with lived expertise of homelessness.	75% - Underway
Provide 10 encampment engagement teams within the City of Sacramento by 6/4/2023	100% - Met
At least 90% of publicly funded shelters/beds filled according to CAS protocols	46% - Underway
At least 75% of publicly funded rehousing assistance programs, PSH, and other dedicated housing resources participating in CAS	Under analyses
At least 75% of publicly funded case-carrying outreach providers participating in CAS to facilitate shelter access and placement	100% - Exceeded
Households who are imminently at-risk of literal homelessness will be diverted from literal homelessness: Single adults: at least 15% diverted Families: at least 25% diverted	45% – Exceeded (family data to be separated in Q3)
	established At least 4 new housing problem solving trainers with lived expertise of homelessness. Provide 10 encampment engagement teams within the City of Sacramento by 6/4/2023 At least 90% of publicly funded shelters/beds filled according to CAS protocols At least 75% of publicly funded rehousing assistance programs, PSH, and other dedicated housing resources participating in CAS At least 75% of publicly funded case-carrying outreach providers participating in CAS to facilitate shelter access and placement Households who are imminently at-risk of literal homelessness will be diverted from literal homelessness: Single adults: at least 15% diverted



CAS 2ND QUARTER PROGRESS REPORT KPIS



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Sub-strategy 1.a

Increase access to homeless crisis response services.

Steward: SSF Other Leads: City, County, SSF/ CoC, SHRA

ACTIVITY	STATUS
City and County shall fully integrate all of their emergency shelter beds into the coordinated access system.	
Continue to develop and implement county-wide coordinated access to homeless crisis response and emergency shelter via 2-1-1, in partnership with other community access points.	
Continue to develop and implement new Coordinated Access and Navigation (CAN) Team to provide individualized system navigation, problem-solving, and support for people actively seeking emergency shelter.	
Expand participating rehousing assistance programs.	
Conduct targeted engagement with community-based organizations within under-resourced communities (e.g., faith-based organizations), and non-traditional partner organizations to increase access points and staff	
Implement and provide wide-spread public information on the Sacramento Housing Crisis Line 2-1-1, including information in multiple languages.	
Expand participating rehousing assistance programs, permanent supportive housing, voucher programs, and other resources into the Coordinated Access System	
Replace VI-SPDAT with a new tool with a focus on racial equity and health vulnerabilities that is inclusive of under- resourced communities	
Incorporate input from people with lived expertise and front- line workers	

Sub-strategy 1.b Grow and embed problem-solving/diversion in all system access sites, safe grounds, respite centers, emergency shelters, and anywhere homeless services are offered.	Steward: SSF
ACTIVITY	STATUS
Recruit and train at least 8 new Problem-Solving Access Points. Train providers on how to provide Housing Problem Solving (HPS) services anywhere homeless services are offered through common assessment tools and program approaches.	
Set up a train the trainer model that includes trainers with lived expertise of homelessness that will provide HPS training for providers.	

Sub-strategy 1.c

Provide comprehensive and aligned outreach Countywide that supports successful housing outcomes. Steward: County/City Other Leads: SSF/CoC

ACTIVITY

- City, County create joint collaboration protocol by 2/4/2023 (60 days from PA execution) "...on the future makeup and deployment of outreach efforts, including the encampment engagement teams, to meet the needs of persons experiencing homelessness."
- Within 6 months [6/4/2023]...the City and County (along with its Medi-Cal Managed Care Plan partners) shall provide 10 encampment engagement teams to engage in intensive outreach, assessment, navigation, service delivery, and housing to as many people as possible in encampments within the City limits...."
- Coordinate and align existing outreach teams to increase efficiencies and geographic coverage by developing and recommending county-wide outreach coordination plan and related encampment remediation and rehousing protocol as part of city/county PA efforts.
- Update or develop outreach services and performance standards through an inclusive process that includes people with lived expertise of homelessness and with a focus on racial equity, to ensure further alignment across agencies.
- Incorporate service and performance standards into funding contracts for performance management, monitoring, and improvement purposes.
- Increase targeted outreach to historically under-resourced community members and ensure outreach teams are trained in cultural humility and have access to materials in different languages.

STATUS

SACRAMENTO LOCAL HOMELESS ACTION PLAN: PROGRESS REPORT - JUNE 30, 2023

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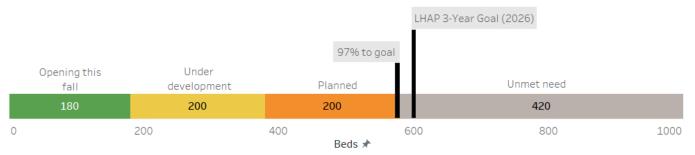
STRATEGY 2: Ensure current and new emergency shelter and interim housing is focused on rehousing

2023 MEASURABLE TARGETS

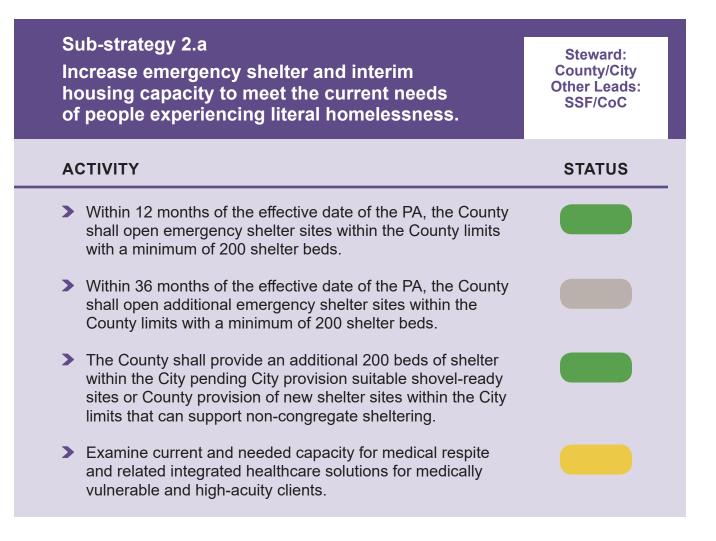
At least 200 additional emergency shelter beds by January 2024
At least 200 additional emergency shelter beds by January 2026
200 additional emergency non-congregate shelter beds in City on existing sites/buildings
Shelter and interim housing program service and performance standards underway
Working towards at least 42% of households exit the homeless system to permanent housing

Shelter Capacity estimated need: 1,000 new beds

Beds by status through June 30, 2023







Sub-strategy 2.b Improve and expand emergency and interim housing quality and effectiveness, including physical environment, basic needs, and crisis response services.	Steward: County/City Other Leads: SSF/CoC, SHRA
ACTIVITY	STATUS
Update or develop shelter and interim housing services and performance standards (including facility standards) through an inclusive process that includes people with lived expertise of homelessness and with a focus on racial equity.	
Incorporate new and updated shelter and interim housing services and facility standards into funding contracts for performance management, monitoring, and improvement purposes.	

Sub-strategy 2.c

Increase permanent housing exits across all emergency shelter & interim housing programs.

Steward: County/City Other Leads: SSF/CoC, SHRA

STATUS

ACTIVITY

- Examine and identify key service needs/gaps relative to supporting clients, establish a plan of action to create strong linkages to gaps in supportive services.
- Assess emergency shelter and interim housing program performance to inform performance targets, as well as programmatic and budget changes (as funding allows) that improve the rate of exits from shelter into housing.
- Update or develop shelter and interim housing service and performance standards through an inclusive process that includes people with lived expertise of homelessness and with a focus on racial equity.
- Incorporate new and updated shelter and interim housing performance standards into funding contracts for performance management, monitoring, and improvement purposes
- Establish and operationalize a comprehensive "by-name list" based on HMIS data, and related management of CAS rehousing screening, triage, and dynamic assistance approaches using case conferencing and other tactics.

STRATEGY 3: Increase permanent housing opportunities

2023 MEASURABLE TARGETS

490 new dedicated units for homeless, including PSH, homeless housing, affordable housing, vouchers available for occupancy in 2023 on track	Met
Affordable Housing Plan to be adopted	On track for Fall 2023
Rehousing assistance program and PSH service and performance standards established	In Progress
At least 50 landlords generated through landlord partnerships with the new County Landlord Engagement and Assistance Program (LEAP)	In Progress
New caseload slots of rehousing assistance capacity will be made available	In Progress

Housing Capacity need: 4,100-5,000 new permanent supportive housing units

Progress through June 30, 2023





Sub-strategy 3.a

Increase and improve rehousing assistance to improve permanent housing outcomes.

Steward: SSF Other Leads: City, County, SHRA, MediCal

STATUS

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ACTIVITY

- Expand rehousing assistance capacity according to the approved affordable housing plan and other new rehousing capacity commitments by City, County, SHRA, SSF/CoC, and through CalAIM.
- Examine and update rehousing assistance capacity (rapid rehousing programs and similar forms of rehousing assistance) as part of the January 2023 Housing Inventory Count (HIC) update for HUD, accounting for new County LEAP, CalAIM ECM/CS rehousing supports, and other rehousing assistance programs that will be available in 2023 to inform coordinated access protocols and system gaps analysis.
- Maintain, improve, and expand rehousing assistance, including operationalizing new County LEAP and CalAIM rehousing resources.
- Update or develop coordinated access workflows, written protocols, and tools for screening, assessment, triage and referral to rehousing assistance.
- Update or develop rehousing service and performance standards through an inclusive process that includes people with lived expertise of homelessness and with a focus on racial equity, including a standard definition of "rehousing services" and minimal assistance levels that can be applied across all funding streams and providers.
- Incorporate new and updated rehousing service and performance standards into funding contracts for performance management, monitoring, and improvement purposes.
- Identify key barriers to housing and housing stability that may require additional strategies, partnerships, and/or resources. (SEE 2.c)
- Develop a system level shared housing program and provide education and technical assistance to providers.

Sub-strategy 3.b

Increase the stock of homeless-dedicated permanent supportive housing units and other affordable housing vouchers/units with ongoing services.

ACTIVITY

- Finalize an affordable housing plan to increase permanent housing opportunities within 180 days (June 2023)
- Expand permanent supportive housing and other dedicated affordable housing capacity according to the approved affordable housing plan.
- Examine and update PSH and other dedicated affordable housing with ongoing services capacity as part of the January 2023 Housing Inventory Count (HIC) update for HUD, accounting for total PSH and other dedicated placements (via new lease-up or turn-over) that will be available in 2023 to inform coordinated access protocols and system gaps analysis.
- Update or develop PSH service and performance standards through an inclusive process that includes people with lived expertise of homelessness and with a focus on racial equity, including a standard definition of "rehousing services" and minimal assistance levels that can be applied across all funding streams and providers, including standardizing level of access and availability of tenancy supports.
- Incorporate new and updated PSH service and performance standards into funding contracts for performance management, monitoring, and improvement processes.
- Explore co-op living style, ADU's and other housing options, especially for a sector of the senior population.
- Develop housing partnerships with systems outside of the homeless response system

Steward: SHRA Other Leads: SSF/CoC, City, County

STATUS

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Sub-strategy 3.c

Expand access to existing and new non-homeless dedicated housing units in market and subsidized programs.

ACTIVITY

- Develop a regional landlord engagement partnership program to increase the number of participating landlords across all homelessness rehousing programs.
- Further develop and expand the County Landlord Engagement and Assistance Program (LEAP), including incorporating LEAP into CAS to facilitate access and nonduplication of services.
- Expand and iterate use of financial and non-financial resources for landlords to increase willingness and ability to work with homeless programs and populations.
- Create landlord education on the homeless response system, subsidies, and client resources, including ombudsman resources in concert with other rehousing assistance and PSH providers.
- Operationalize a single landlord database and apartment vacancy listing service for rehousing assistance, PSH and other dedicated affordable housing assistance providers to facilitate access to available market rate units, including units available for use with a voucher.

Steward: SHRA, County

STATUS

STRATEGY 4: Expand prevention and diversion resources

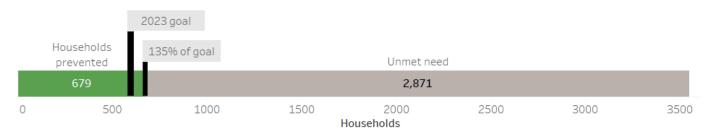
2023 MEASURABLE TARGETS

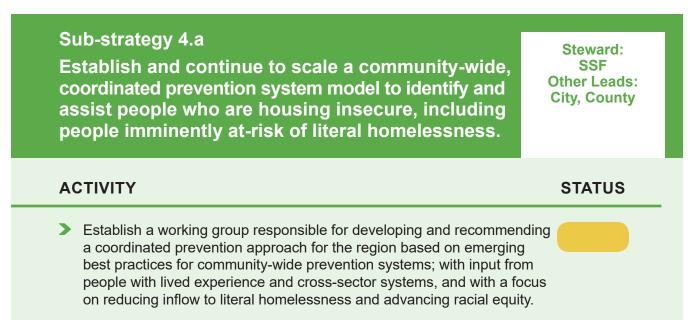
- Community Based Organizations and cross-sector access point service and performance standards established.
- Exceeded
- > 500 households prevented from entering homelessness.

In Progress

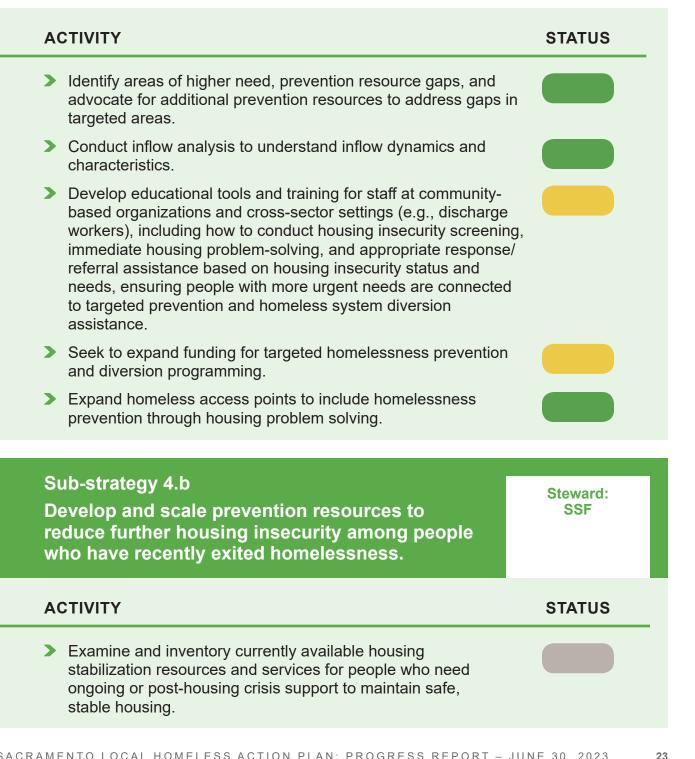
Targeted Prevention Capacity need: prevent 3,550 households from entering homelessness

Progress through June 30, 2023









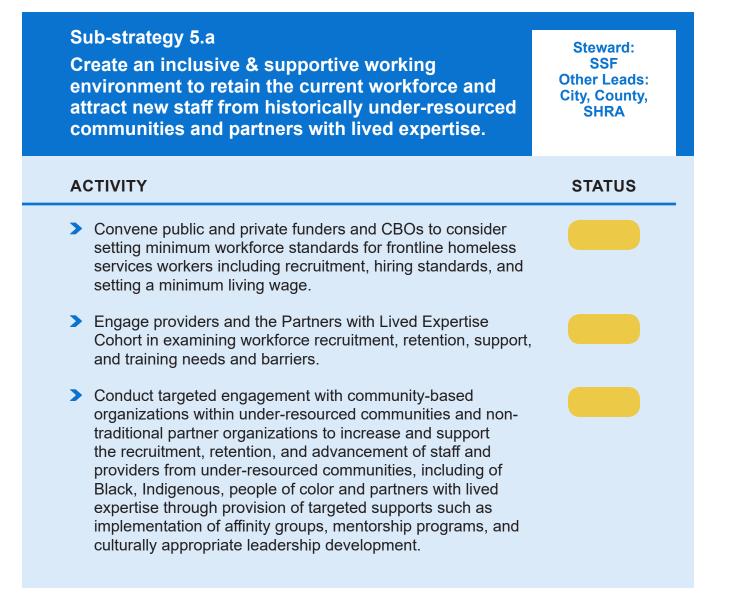
STRATEGY 5: Invest in community and service delivery capacity-building and training

2023 MEASURABLE TARGETS

- > Workforce standards developed (underway)
- > Build annual training resources
- Create and deliver training curriculum/plan based or provider role and thematic focus across the system
- Establish baseline understanding of public awareness and attitudes around addressing homelessness

		In Progress	\supset
	\subset	In Progress	
sed on /stem	\square	In Progress	\supset
areness and		In Planning	





Sub-strategy 5.b Further develop system-wide training opportunities and related training infrastructure to support initial and ongoing staff development.	Steward: SSF
ACTIVITY	STATUS
Identify and catalog currently available training and capacity- building resources available to support staff training and development, across public and private agencies.	
Strengthen existing and incoming workforce by coordinating high-quality training in best practices available to all homeless service provider staff.	
Sub-strategy 5.c Increase community stakeholder support for countywide homelessness activities through increased engagement.	Steward: SSF Other Leads: City, County, SHRA
ACTIVITY	STATUS
Work collaboratively on the engagement of appropriate stakeholders and the community on the implementation of any subsequently approved joint or partner project or initiative, including the collaboration with persons with lived experience.	
Convene providers to create a coordinated volunteer engagement program including a streamline sign-up process for volunteers.	
Develop and provide general educational materials, explaining how to access services and navigate the homeless response system.	
Launch a public awareness campaign, including baseline assessment of public awareness and attitudes, to educate the general public on the human face of homelessness and on	

SACRAMENTO LOCAL HOMELESS ACTION PLAN: PROGRESS REPORT - JUNE 30, 2023

STRATEGY 6: Ensure adequate behavioral health services

2023 MEASURABLE TARGETS

>	Create training curriculum/plan which will at minimum address BHS, Mental Health	Met	\supset
>	First Aid, and 5150 holds	Met	\Box
>	Deliver Full-Service Partnership screening tool	Met	\Box
>	30 co-deployments a month to encampments	Met	\supset
>	Community Wellness Response Team went live late spring 2023	Met	\supset
>	Develop opportunities for cross collaboration between the CWRT and the City/County multi-disciplinary partnership teams	Met	\supset
>	Screen all clients who show interest in BHS services	Met	\supset
>	100% of all literally homeless clients who agree will be entered into HMIS	Met	\supset



Sub-strategy 6.a Improve staff knowledge and skills in both housing crisis response and behavioral health care systems, especially in key system navigator/ intermediary roles (e.g., Housing Specialist, Peer Support Specialist, Outreach Specialist).	Steward: County BHS Other Leads: City, County, SSF, SHRA
ACTIVITY	STATUS
The County shall provide training and authorization for City designated clinical staff to write and issue 5150 holds.	
The County shall provide Mental Health First Aid training with community partners and providers that serve individuals within the City limits.	
The County shall provide County Public Health education and relevant communicable disease screening tools to shelter providers contracted by the City	
Sacramento County Behavioral Health Services (BHS) will offer trainings and presentations on eligibility for and access to County Mental Health Plan (MHP) services.	
BHS will also provide trainings and presentations on homeless prevention and housing supports for eligible enrolled clients.	
City, County, SHRA, and SSF will incorporate relevant BHS training requirements into provider contracts.	
BHS will disseminate forms, links, recorded zoom trainings, and flyers about available behavioral health programming at all levels of intensity from prevention to Full Service Partnerships.	

Sub-strategy 6.b

Improve and increase timely and direct access to behavioral health care supports for people experiencing homelessness both in locations where they are staying and at service locations.

ACTIVITY

30

- County shall continue to fund and operate at least three CORE Wellness Centers within the City limits. A fourth CORE center shall be opened by the COUNTY in the Central Business District within nine months of the effective date of this Agreement, provided a reasonable and appropriate location has been identified.
- County staff in the encampment engagement teams shall conduct behavioral health assessments for willing people in encampments and city-run shelters and, if eligible, enroll them in county-funded services and programs, regardless of whether they are insured or uninsured.
- The County and City shall work through the encampment engagement teams to refer all persons experiencing homelessness to programs that provide care coordination for the unhoused. The County will add Full Service Partnership slots for eligible clients as needed.
- BHS will continue to utilize two licensed clinicians at local shelters who can assess and immediately link residents to the clinically most appropriate level of care. These clinicians will also provide brief case management to ensure a warm hand off to their outpatient treatment provider.
- BHS will increase capacity of the Homeless Engagement and Response Team (HEART). HEART staff provide outreach and engagement within encampments. When possible, a clinician and a peer are paired. Like the shelter clinicians, HEART can assess for and link encampment residents to the clinically most appropriate level of care and provide brief case management to ensure a warm hand off to their outpatient treatment provider.
- Coordinate development of Full Service Partnership Screening Tool and VI- SPDAT screening tools to streamline assessment processes as part of CAS development and implementation.

STATUS

Sub-strategy 6.c

Improve and increase timely and direct access to prevention and homeless services for people engaged in behavioral health services.

ACTIVITY

BHS mental health providers (MHP) will assess housing needs as part of all new client admissions. Designated BHS staff will provide support via Coordinated Assessment System protocols to help clients access immediate housing problem-solving and diversion assistance, as well as homelessness prevention, Rapid Re-Housing (RRH) and Permanent Supportive Housing (PSH) assistance.

Sub-strategy 6.d

Improve and increase access to mobile crisis response and multi-disciplinary supports for people with more complex or severe needs while they receive outreach, shelter, rehousing, and housing stabilization services.

ACTIVITY

- BHS will continue to operate the Mobile Crisis Support Teams (MCST), a collaboration between Behavioral Health and Law Enforcement to respond together to emergency calls for individuals experiencing a mental health crisis.
- Families experiencing homelessness have access to The Source which is 24/7 phone and mobile crisis support services to anywhere in the county by calling 916-SUPPORT.
- BHS will implement Community Wellness Response Teams (CWRT). Response Teams staff provide immediate, 24/7 crisis intervention and de-escalation services, assess needs and risks, and create safety plans. This includes identifying and leveraging individual strengths and natural supports; coordinating with existing Mental Health Plan (MHP) and Substance Use Prevention and Treatment (SUPT) providers as appropriate; linking to services; voluntary transport to urgent/ emergency resources and accessing alternate response teams or emergency responders when necessary.

Steward:

County BHS

STATUS

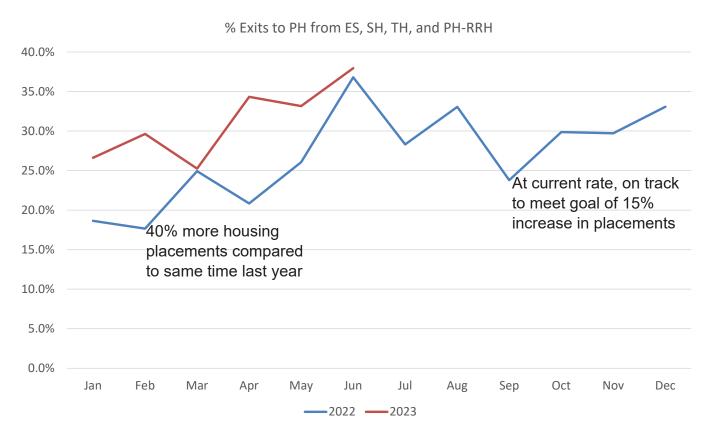
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Steward: County BHS

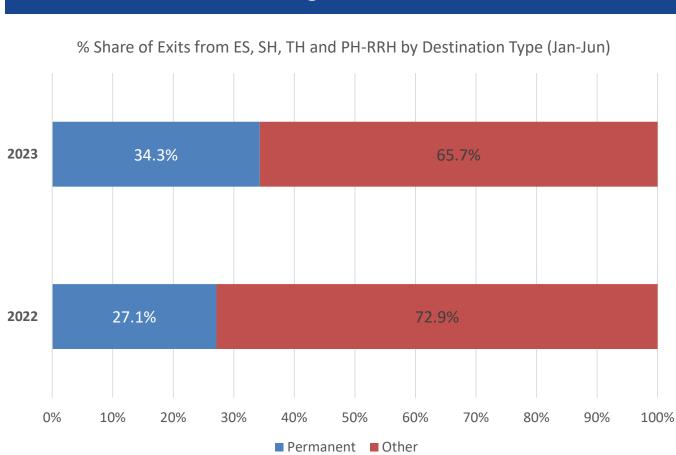
STATUS

IS IT MAKING AN IMPACT?

Increased Housing Placements On Track!



The percentage of exits from ES, SH, TH and PH-RRH programs to permanent destinations has been higher each month in 2023 compared to 2022.



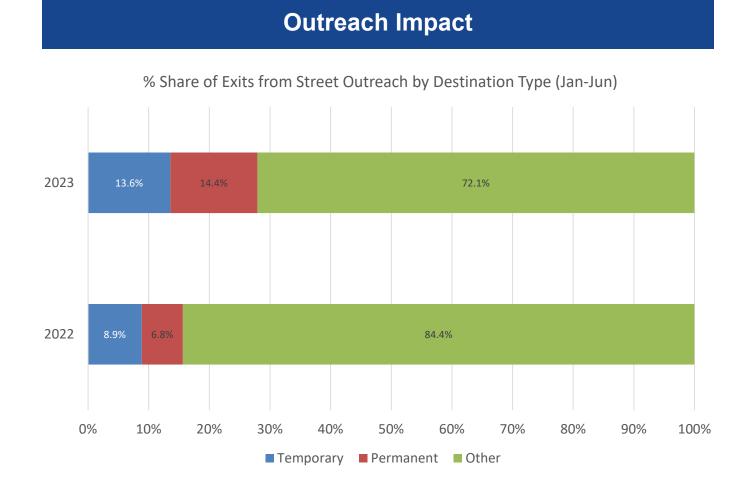
Increased Housing Placements On Track!

The percentage of exits from ES, SH, TH and PH-RRH programs to permanent destinations has been higher each month in 2023 compared to 2022.

Outreach Impact



The percent of successful exits from street outreach, including exits to temporary and permanent destinations, was higher each month in 2023 compared to 2022.



The percent of successful exits from street outreach, including exits to temporary and permanent destinations, was higher each month in 2023 compared to 2022.

NEXT STEPS

