



Sacramento City
and County
Continuum of Care



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Developed in partnership with:

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



Sacramento's Regionally Coordinated

FRAMEWORK & ACTION PLAN

to Prevent and End Homelessness

In our pursuit of addressing homelessness within the Sacramento region, we wish to acknowledge that Sacramento is the homeland of the Southern Maidu, Valley, and Plains Miwok, the Nisenan people, the Patwin Wintun people, and members of the Wilton Rancheria Tribes, who have inhabited this landscape since time immemorial.

We extend our gratitude to the ancestors of all California Native American Tribes and their descendants, as we recognize that wherever we are joining from in our virtual community, we are all on California Native American land.

We recognize the systemic inequities created by the negative impacts of colonization, past and present. We stand committed to dismantle ongoing legacies of oppression that have dispossessed California Native Americans of their lands and denied their rights to self-determination.

Written by the Wilton Rancheria Tribe



LAND ACKNOWLEDGEMENT



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INTRODUCTION & BACKGROUND

All In Sacramento provides the overall strategic framework for a unified approach to addressing homelessness across Sacramento County. In 2023, All In Sacramento was introduced as a call to action for the Sacramento region, following adoption of the 2022 Local Homeless Action Plan (LHAP). All In Sacramento now stands as the regionally coordinated framework and action plan to prevent and end homelessness, building on the LHAP and reimagining a coordinated and collaborative effort between system leaders, governments, and local service providers to create a transformed system better able to respond to the needs of Sacramento neighbors facing homelessness.

All In Sacramento was developed in partnership among Sacramento Steps Forward (SSF), the Sacramento City and County Continuum of Care (CoC), the City of Sacramento, Sacramento County, and the Sacramento Housing and Redevelopment Agency (SHRA) in addition to a wide range of partners and system leaders. It is a comprehensive plan that strives to address the challenges of people experiencing homelessness in the region.

All In Sacramento includes a three-year framework with a first year detailed *Action Plan* and is organized around eight *Solutions* that are specific to the regional landscape and align with national evidence-based best practices. Together, the following Solutions create a housing-focused, holistic, and equitable framework for preventing and ending homelessness:

- 1** Coordinated Access & Navigation
- 2** Diversion & Prevention Assistance
- 3** Outreach & Engagement
- 4** Emergency Shelter & Interim Housing
- 5** Rehousing Assistance
- 6** Permanent Supportive Housing
- 7** Integrated Services
- 8** System Capacity Building & Training



The framework is focused on Solutions that will transform local responses, have the greatest impact on reducing the number of people experiencing homelessness in the region, and improve the overall performance and quality of homelessness prevention, crisis response, and permanent housing assistance. While each Solution will support and drive different system goals, all Solutions support the achievement of two primary system-level measures of success:

- **Reduce the number of people experiencing unsheltered homelessness by 20% between the 2024 Point-in-Time (PIT) count and the 2026 PIT count.**
- **Increase the percentage of people exiting to permanent housing to at least 42% in 2024.**

While the All In Sacramento framework provides a three-year approach to addressing homelessness, the [Year One Action Plan](#) provides a roadmap for key actions in the first 12 months of implementation. The issues surrounding homelessness are constantly evolving and because of that, the accompanying Action Plan will be updated annually.



Engagement Process & Plan Development

All In Sacramento was developed in partnership with SSF, the Sacramento City and County CoC, the City of Sacramento, Sacramento County, and SHRA in collaboration with partners across the region, including all cities in the County and partners with lived expertise of homelessness and housing instability.

Through a robust engagement process, multiple opportunities were provided to convene and gather input from various sector partners and community members on the strategic direction of All In Sacramento and the critical gaps and opportunities in this next iteration of the Action Plan. This included five public engagement sessions held over three days in December 2023 and January 2024. Over 245 partners and community members attended these sessions. Participants included City and County representatives, department leaders from local jurisdictions, homeless housing and service providers, and people with lived experience of homelessness, among many others. These sessions were published widely through targeted outreach, email listservs, social media, and direct partner outreach.

In addition to the public engagement sessions, several individual partner meetings were held across the Continuum of Care (CoC), City, County and community organizations, including:

- The CoC Partners With Lived Expertise Committee (PWLEC), Racial Equity Committee (REQC), Systems Performance Committee, Rehousing Committee, Youth Action Board (YAB), and Outreach Capacity and Coordination Committee
- County Social Services Agency Department Directors
- County Interagency Homelessness Leadership Team
- County Behavioral Health Services Department
- Hospitals Working Group
- Managed Care Plans
- Housing and Homeless Incentive Program (HHIP) Working Group
- Housing Families First Collaborative
- Sheriff's Department
- County Correctional Health
- County Department of Human Assistance
- The County Department of Child, Family and Adult Services

Guiding Principles

The Sacramento community has consistently relied upon a set of core *Guiding Principles* to inform and direct the management and operations of the homeless response system¹. Throughout the All In Sacramento planning process, community partners have continued to uplift the principles adopted in the 2022 LHAP while elevating important refinements and additions. The following revised Guiding Principles offer a critical set of qualitative measures for success to pair with the quantitative measures outlined in the framework. These Guiding Principles apply across all Solutions in support of a shared vision for a more collaborative, accessible, equitable, and transparent homeless response system.

1

Best Practices

Apply evidence-based practices and innovative strategies to make homelessness in Sacramento rare, brief, and non-recurring.

2

Person-Centered

Implement a person-centered, trauma-informed county-wide response system, which values personal and community connections and healing.

3

Housing First

Promote housing-first policies and practices that incorporate immediate and ongoing supportive service needs (*i.e., mental health, substance use, housing retention*)

4

Race Equity

Address racial disparities and advance equity across program- and system-level outcomes.

5

Lived-Expertise Voice

Create partnerships that value the leadership, experience, voices, and contributions of people with lived expertise in addressing homelessness and housing instability.

6

Data Driven

Collect and use quality data to inform decisions and continuous improvement for program prioritization, policy development, and resource allocation.

7

Collaboration

Facilitate collaborative planning and decision-making across jurisdictions.

¹See Appendix 6: [Common Terms & Acronyms](#) for the definition of homeless response system

A Transformed System

The Sacramento region, defined geographically as Sacramento County and all jurisdictions and entities within Sacramento County, continues to see an annual increase in homelessness. Each of the eight Solutions need to be resourced appropriately to reduce the number of people experiencing homelessness. This is not an easy task, but collectively the region, supported by state and federal resources, has the means to make an impact. Through this All In Sacramento strategic framework, our region envisions a path for a transformed system; one which is rooted in national evidence-based practices and positioned to reduce homelessness locally. A transformed system prioritizes its resources on preventing and ending homelessness while addressing crisis response and immediate needs.

Business as Usual

Emphasizes crisis response once a person becomes homeless



Leads to increasing need for shelter and other crisis responses and less capacity to prevent or quickly end homelessness for people.

Transformed System

Emphasizes targeted prevention, diversion, rehousing and permanent housing assistance, reducing need for crisis services

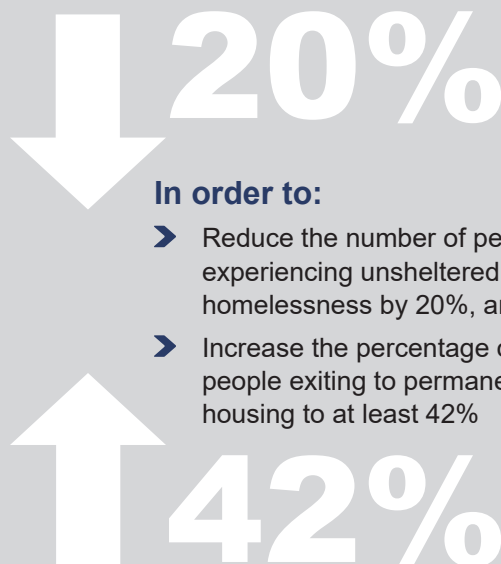


Leads to less people experiencing homelessness and more people receiving the help they need to quickly end their homelessness and remain housed.

Eliminates or significantly reduces the need for additional emergency shelter capacity.

All In Sacramento moves our community towards a transformed system by:

- Investing in and coordinating efforts to prevent homelessness,
- Fundamentally reorienting our system's focus on Rehousing, and
- Ensuring consistent and equitable access to quality person-centered care



In order to:

- Reduce the number of people experiencing unsheltered homelessness by 20%, and
- Increase the percentage of people exiting to permanent housing to at least 42%



So that we can realize our vision for:

- A person-centered, trauma-informed regional response system where homelessness is **rare, brief, and non-recurring**

VISION

Homelessness in Sacramento is rare, brief, and non-recurring

Person-centered, trauma-informed regional response system

SOLUTIONS



1. Coordinated Access & Navigation



2. Diversion & Prevention Assistance



3. Outreach & Engagement



4. Emergency Shelter & Interim Housing



5. Rehousing Assistance



6. Permanent Supportive Housing



7. Integrated Services



8. System Capacity Building & Training



GUIDING PRINCIPLES

STATE OF HOMELESSNESS IN SACRAMENTO

The 2022 Gaps Analysis Report for the Sacramento Continuum of Care², which provided a comprehensive estimate of annual service needs, indicated that the number of people who experience literal homelessness³ annually in Sacramento County ranges from 16,500 to 20,000 people. Falling into homelessness is often described by partners with lived expertise as a downward spiral of broken safety nets. In Sacramento, rising rents and limited affordable housing options are a leading community-wide driver of homelessness. Other drivers at the individual level include histories of foster care and domestic/intimate partner violence, as well as mental health and addiction issues that often worsen without stable housing.



Sacramento's latest published Point-In-Time (PIT) count, conducted in February 2022⁴, revealed a 67% increase in nightly homelessness (9,278 adults and children) compared to the PIT count conducted in January 2019 (5,570 adults and children). The 2022 count recorded the highest ever estimate of people experiencing homelessness per capita on a given night, at 59 out of 100,000 residents in Sacramento County.

The 2022 PIT Count also found that 72% of people experiencing homelessness were unsheltered on the night of the Count, sleeping outdoors in tents, vehicles, or other locations not suitable for human habitation. Overall, there was a marked increase from the 2019 PIT count in the number of adults with self-reported severe and persistent disabling conditions (58% vs. 40%) and increases in the overall number of people estimated to be chronically homeless on the night of the count (48% of all people in 2022 vs. 30% in 2019).

²2022 Gaps Analysis, Sacramento Continuum of Care:

<https://acrobat.adobe.com/link/track?uri=urn:aaid:scds:US:e6bdb3ad-1425-39b2-922b-96363152373e>

³See Appendix 6: *Common Terms & Acronyms* for definitions of homelessness, literal homelessness, and chronic homelessness.

⁴2022 Sacramento Point-In-Time Count Report: <https://sacramentostepsforward.org/wp-content/uploads/2022/06/PIT-Report-2022.pdf>



These trends are consistent with communities statewide that also are grappling with post-pandemic increases in the number of households experiencing homelessness. Additionally, these trends point to the unavoidable connection between health and homelessness, and the imperative to better integrate healthcare and housing responses.

2022 Needs Assessment & Gaps Analysis Key Findings

According to the 2022 Gaps Analysis, among people who experience “literal homelessness” over the course of a year, it is estimated that:

- One out of four people (~23%) are adults and children in family households.
- Almost half of all people (~45%) are unsheltered (1 or more days) and do not or cannot access shelter.
- Two out of three (~66%) access homeless assistance (outreach, shelter, re-housing) but the remainder do not due to insufficient capacity, access, quality of services, or other issues.
- Black and African American people are significantly overrepresented among people who experience homelessness: 39% of all people experiencing homelessness compared with 11% of the overall population of Sacramento County.



Additional examination of data showed that 60% of all adults who used prevention and homeless services in 2021 reported having one or more severe and persistent behavioral health conditions:

- 53% reported having a debilitating mental health issue.
- 24% reported having a debilitating substance use issue.
- 18% reported having both mental health AND substance use issues.

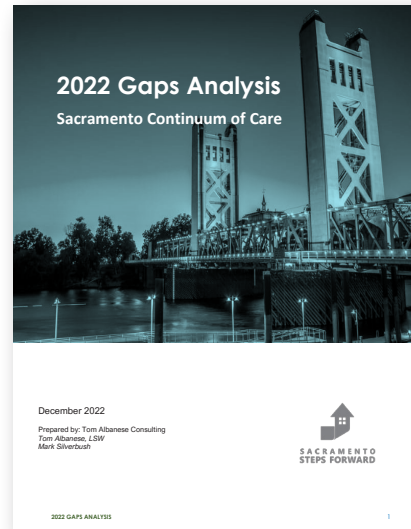
The gaps analysis estimated that among people who experience homelessness each year in Sacramento, approximately 15% of individual and family households experience only a brief episode of homelessness and can self-resolve and return to housing with limited assistance, if any. An additional approximately 38% could avoid homelessness with timely and targeted homelessness prevention assistance or could otherwise be diverted from the homeless response system with one-time or short-term problem-solving, financial assistance, and/or housing navigation services.

Among the 47% who cannot avoid or quickly exit homelessness, it is estimated that 64% of all households need individualized short- to medium-term housing navigation and financial assistance, while 33% also need ongoing rental assistance and supportive services to quickly resolve their homelessness and remain stably housed. Overall, more than 90% of all households experiencing literal homelessness also need temporary housing (emergency shelter or interim/transitional housing) while they are working to resolve their homelessness.

The gaps analysis revealed a need for increased investments in and expanded access to prevention, rehousing assistance, and affordable housing, including permanent supportive housing and other forms of ongoing housing and service assistance outside of the homeless response system. When fully scaled and available, such investments can effectively reduce homelessness and the need for more costly crisis responses, including emergency shelter. In the near term, however, until prevention and rehousing resources are fully scaled, the gaps analysis indicates more emergency shelter is needed to reduce the harm experienced by people who are unsheltered and to provide safe, stable, and temporary shelter and address other critical health and wellness needs more readily.

A full update of the gaps analysis will be completed using updated 2024 Point-in-Time Count data when those data are available later in 2024. An interim update to the gaps analysis was completed as part of the All In Sacramento plan development to examine current rapid rehousing and street outreach capacity and opportunities. Initial results showed an adjusted current rapid rehousing system capacity able to serve approximately 2,200 households annually or 1,100 households (“cases”) at any point in time. This leaves an overall gap of approximately 1,900 rapid rehousing case slots to serve an estimated 3,800 households annually. To address this gap, the homeless response system requires an estimated 87 additional full-time equivalent rapid rehousing caseworkers, along with temporary financial assistance for move-in costs and short-term rental assistance needs.

Examination of funded street outreach programs is continuing to determine the extent of current county-wide coverage and access to street outreach assistance, as well as to examine the capacity of street outreach programs to assist unsheltered clients with individualized housing search, placement, and stabilization services. This analysis will be completed as part of year one implementation activities under the Outreach Solution described later in this plan.



2022 Gaps Analysis,
Sacramento Continuum of Care

According to the 2022 Gaps Analysis, among people who experience **“literal homelessness”**:



- One out of four people (~23%) are adults and children in family households.



- Almost half of all people (~45%) are unsheltered (1 or more days) and do not or cannot access shelter.

SYSTEM-LEVEL PERFORMANCE MEASURES

All In Sacramento continues the work of the 2022 Local Homeless Action Plan, which is designed to improve the following system-level measures that track how well the overall homeless response system is doing with regard to key performance goals:



Reduce the number of people experiencing homelessness



Reduce the number of people experiencing unsheltered homelessness



Reduce the number of people who become homeless for the first time



Increase the number of people exiting homelessness into permanent housing



Reduce the length of time persons remain homeless



Reduce the number of persons who return to homelessness after housing placement



Increase successful placements from street outreach

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 20% between the 2024 Point-in-Time (PIT) count and the 2026 PIT count.
- Increase the percentage of people exiting to permanent housing to at least 42% in 2024.

Key performance **indicators** have been set for each type of prevention and homeless assistance program in the local homeless response system, as outlined in [Appendix 4](#). Program and system performance goals or **targets** for all measures will be developed as part of the implementation of All In Sacramento, as reflected in Solution 8 (System Capacity Building & Training). Performance targets will be informed by current and historical analysis of performance trends to drive overall system performance toward system performance targets over time.

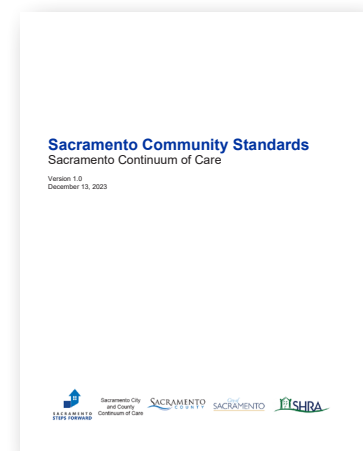
Key Quality & Equity Indicators

In addition to [system-level performance](#) measures and program-level [Key Performance Indicators \(KPIs\)](#), a commitment to continuous improvement of our homelessness response system requires ongoing monitoring of service quality and equity. The CoC's new Community Standards⁵ are focused on ensuring high-quality and equitable services. The Standards are designed to increase the consistency of services across access points and within programs, and are based on national, state, and local evidence-based practices. When implemented with fidelity, as outlined in the Community Standards Implementation Plan in [Appendix 3](#), the Community Standards will help drive performance improvements, as well as improve the experience of people using homeless services, people working within the system, system partners (e.g. landlords and other systems), and the broader public perception of homelessness.

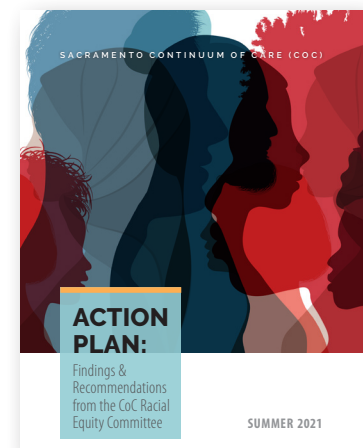
It is critical to review quantitative and qualitative data related to service access, quality, and outcomes with an equity lens to understand the impact assistance has on different subpopulations experiencing homelessness and where adjustments are needed. System monitoring should include ongoing and direct engagement with people with current and past lived experience, as well as a comparison of each [system-level performance measure](#) disaggregated at a minimum by race, ethnicity, gender identity, and disability status. Analysis of 2022 Point-in-Time Count and calendar year 2022 data completed for the All In Sacramento planning process revealed several inequities across these key measures, as detailed in [Appendix 5](#). The CoC Racial Equity Committee will use these data to inform an updated Racial Equity Action Plan to be published later in 2024.⁶

⁵[Sacramento Community Standards: Sacramento Continuum of Care](#)

⁶[Racial Equity – Sacramento Steps Forward](#)



CoC's new Sacramento Community Standards



CoC's Racial Equity Action Plan

ALL IN SACRAMENTO SOLUTIONS

The following eight Solutions are each critical to realizing the vision of a person-centered, trauma-informed regional response system where homelessness is rare, brief, and non-recurring. These Solutions set the priorities and direction for All In Sacramento's three-year timeframe. Actions for each Solution are outlined in the Year One Action Plan in [Appendix 1](#).



- 1 Coordinated Access & Navigation**
- 2 Diversion & Prevention Assistance**
- 3 Outreach & Engagement**
- 4 Emergency Shelter & Interim Housing**
- 5 Rehousing Assistance**
- 6 Permanent Supportive Housing**
- 7 Integrated Services**
- 8 System Capacity Building & Training**

SOLUTION



Coordinated Access & Navigation



Implementation Lead: Sacramento Steps Forward (SSF)

Sub-Solution 1.a: Increase and improve participation of homeless assistance service providers and community access points in the Coordinated Access System (CAS).

Sub-Solution 1.b: Grow and embed problem-solving/diversion in all system access sites, safe grounds, respite centers, and emergency shelters.

System-Level Performance Measures:

- Reduce the number of people experiencing homelessness (sheltered and unsheltered)
- Increase the number of people exiting homelessness into permanent housing
- Reduce the length of time people remain homeless

Key Solution Highlights:

The Sacramento Coordinated Access System (CAS) was launched in December 2022 to connect unsheltered and imminently at-risk households equitably and efficiently with shelter and other crisis resources.⁷ Once fully developed, CAS will match people experiencing a housing crisis with currently available crisis response, housing, and service options, including street outreach and system navigation services, housing problem-solving and homelessness prevention services, emergency shelter, rehousing services, and permanent supportive housing. CAS allows the community to prioritize limited crisis and rehousing resources so people with the highest vulnerability can be connected to available support as quickly as possible.

This Solution continues to focus on CAS implementation and continuous improvement (under the leadership of the CAS Core Team), as well as continued onboarding of crisis response and rehousing programs. It also focuses on the continued expansion of the CAS, including increasing physical access points to improve real-time access to shelter and other crisis response services, as well as improving system navigation support, including additional peer support in systems navigation and employing Partners with Lived Expertise.

Implementation of system-wide case conferencing and By Name List (BNL) management will lead to improved access to real-time understanding of who is experiencing homelessness as well as client status and progress towards housing. Lastly, these Sub-Solutions also increase training for assessors and aim to improve the 2-1-1 system and accessibility.

⁷<https://sacramentostepsforward.org/coordinated-access-system/>

SOLUTION



Diversion & Prevention Assistance



Implementation Lead: Sacramento Steps Forward (SSF)

Sub-Solution 2.a: Establish and continue to scale a community-wide coordinated prevention system model to identify and assist people who are housing insecure, including people imminently at-risk of literal homelessness.

System-Level Performance Measures:

- Reduce the number of people who become homeless for the first time
- Reduce the number of people who return to homelessness after housing placement

Key Solution Highlights:

Homelessness diversion and prevention are crucial cornerstones in the homelessness response system and go beyond providing temporary relief; these strategies focus on addressing the immediate causes of each person's current housing crisis by implementing person-centered, strengths-based assistance strategies. Investments in prevention and diversion, in addition to permanent housing solutions, will directly reduce the number of people experiencing homelessness, the time people spend homeless, and the likelihood that someone will return to homelessness after securing housing. When funded, developed, and operated consistently, these responses can reduce and ultimately eliminate the need for additional emergency shelter capacity.

To support the planning and early implementation of a coordinated, community-wide prevention system, this Solution focuses on securing resources to establish and support a Coordinated Prevention Core Team. Following examples from other communities, the Core Team will work to examine current needs and resources and design and initiate a prevention model consistent with emerging national best practices. This includes use of housing problem-solving and flexible financial assistance to support timely, urgent, and unique prevention needs. This Solution also includes targeted strategies to expand partnerships and increase Access Points at community locations most affected by housing insecurity.

SOLUTION



Outreach & Engagement



Implementation Lead: City and County of Sacramento

Sub-Solution 3.a: Provide comprehensive, coordinated, county-wide street outreach that supports a successful resolution of unsheltered homelessness.

System-Level Performance Measures:

- Increase successful placements from street outreach
- Reduce the number of people experiencing unsheltered homelessness
- Increase the number of people exiting homelessness into permanent housing
- Reduce the length of time people remain homeless

Key Solution Highlights:

The 2022 Gaps Analysis estimated that two out of three (~66%) people who experience literal homelessness choose and are able to use homeless assistance (outreach, shelter, re-housing, etc.), but the remainder do not due to insufficient capacity, access, quality of services, or other issues. Additionally, the analysis revealed that the number of adults who experience homelessness and who are also severely and persistently disabled has grown significantly. Further analysis is needed to determine the rehousing capacity and coverage of existing street outreach programs.

Comprehensive and coordinated outreach is a critical tool to close the gap in engaging people experiencing homelessness and creating a path to rehousing. Effective engagement is not only critical to connecting people with rehousing opportunities but improves access to other services and supports that address the immediate health and safety needs of people experiencing unsheltered homelessness. The Outreach & Engagement Solution includes an intentional and continuous effort to align outreach efforts across all jurisdictions in the region and an explicit focus on rehousing strategies to facilitate permanent housing placements from unsheltered locations. Year one activities include further examination of outreach capacity and opportunities for improved coordination and access to housing through increased mobile case-carrying capacity of street outreach and navigation and piloting of Street to Housing approaches.

SOLUTION



Emergency Shelter & Interim Housing



Implementation Lead: City and County of Sacramento

Sub-Solution 4.a: Increase emergency shelter and interim housing capacity to meet the current needs of people experiencing unsheltered homelessness.

Sub-Solution 4.b: Ensure emergency shelter, interim housing, and transitional housing programs are high quality and effective in resolving homelessness.

System-Level Performance Measures:

- Reduce the number of people experiencing homelessness (sheltered and unsheltered)
- Increase the number of people exiting homelessness into permanent housing
- Reduce the length of time people remain homeless

Key Solution Highlights:

The 2022 PIT Count showed a significant increase in the number of people experiencing homelessness on a single night in Sacramento. An estimated 9,278 individuals experienced homelessness on the night of the count and 72%⁸ (6680 unique individuals) were sleeping outdoors in tents, vehicles, or other locations not suitable for human habitation.

While the 2020 Coronavirus pandemic exacerbated unsheltered homelessness when traditional safety nets were unavailable, the trend continues upward as more people are priced out of housing by current market conditions. However, according to projections included in the 2022 Gaps Analysis, closing gaps in prevention, diversion, and permanent housing assistance will directly reduce the need for additional emergency shelter, interim housing, and transitional housing beds. For families, it is estimated that such investments will reduce the need for shelter and other temporary housing to roughly the existing system capacity, while for single adults additional system sheltering capacity will likely still be needed in addition to investments in prevention and housing solutions.

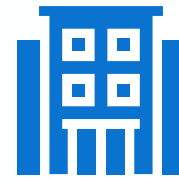
This Solution highlights actions that improve the capacity and quality of shelter and interim housing, especially with regard to people with acute medical needs. Solution actions also focus on improvements to increase direct pathways to permanent housing from emergency shelter for all clients that result in shorter stays, increased exits to housing, fewer returns, and more bed turnover and availability for people who are unhoused.

⁸2022 PIT Report – <https://sacramentostepsforward.org/wp-content/uploads/2022/06/PIT-Report-2022.pdf>

SOLUTION



Rehousing Assistance



Implementation Lead: Sacramento Steps Forward (SSF)

Sub-Solution 5.a: *Increase and improve rehousing assistance to improve permanent housing outcomes.*

Sub-Solution 5.b: *Expand access to existing and new non-homeless dedicated housing units in market and subsidized programs.*

System-Level Performance Measures:

- Reduce the number of people experiencing homelessness (sheltered and unsheltered)
- Increase the number of people exiting homelessness into permanent housing
- Reduce the length of time people remain homeless

Key Solution Highlights:

A comprehensive rehousing strategy has been shown to be effective in communities across the U.S. and California at reducing homelessness and preventing returns to homelessness. Such strategies are built on Rapid Rehousing approaches that are now well established and provide individualized housing search and placement assistance, financial help for initial move-in expenses and short or medium-term rental assistance needs, as well as post-placement housing stability services for tenants and landlords.

Based on the 2022 Gaps Analysis, among the 47% of households experiencing homelessness who cannot avoid or quickly exit homelessness, it is estimated that 64% of all households will need individualized short- to medium-term housing navigation and financial assistance, while 33% will also need ongoing rental assistance and supportive services to quickly resolve their homelessness and remain stably housed. The County's homeless response system optimally needs 2,800 to 3,400 short- to medium-term rehousing service slots for individuals and 250 to 320 service slots for families. Updated analysis of the community's rapid rehousing capacity shows a revised rapid rehousing gap of 87 additional full-time housing-focused case management staff needed to assist an estimated 3,800 households annually.

This Solution seeks to close this gap over the next three years, beginning with establishing a multi-year plan to coordinate existing rapid rehousing resources and otherwise identify

opportunities to secure or reallocate funding to close rapid rehousing gaps. This Solution establishes efforts to develop an Integrated Services package combined with time-limited and ongoing rental assistance, as well as development of additional flexible financial assistance.

Actions are also planned to address needed improvements to rehousing and rental assistance processes (including client and landlord experience), as well as strategies to increase engagement and collaboration with landlords by building on existing County-led efforts. In addition, this Solution focuses on improvements to by-name list management, case conferencing and progressive approaches to accelerate housing placement, increasing both the speed and success of our collective rehousing efforts. This “housing accelerator” approach may also complement and be tested as part of the street to housing efforts included in the Outreach & Engagement Solution.

SOLUTION

6

Permanent Supportive Housing



Implementation Lead: City of Sacramento, County of Sacramento and SHRA

Sub-Solution 6.a: *Increase the stock of homeless-dedicated⁹ permanent supportive housing units and other homeless-dedicated affordable housing subsidies/units with ongoing services.*

System-Level Performance Measures:

- Reduce the number of people experiencing homelessness
- Increase the number of people exiting homelessness into permanent housing
- Reduce the length of time people remain homeless
- Reduce the number of people who return to homelessness after housing placement

Key Solution Highlights:

An estimated additional 2,700 to 3,000 permanent supportive housing units are needed to meet the current demand in Sacramento County. There is also a need for a diversified mix of housing options for families, aging adults, and those who need medically-supported housing and services. There are opportunities to think beyond the current mix of permanent supportive housing units and ensure that the housing stock is meeting the needs of the most vulnerable households. Work is still needed to better understand the full extent of supportive services and medically enriched housing across the region, including assisted living, service-enriched housing with medical supports, and skilled nursing facilities.

Newly constructed permanent supportive housing takes time and significant funding to develop. Given immediate needs, this Solution includes development of both newly constructed permanent supportive housing, as well as increased use of housing subsidies as part of a cohesive rehousing assistance and landlord engagement strategy, as mentioned in previous Solutions, to allow for immediate housing placements.

This Solution also focuses on improving voucher utilization for households who do receive a voucher (for example, by pairing with rapid rehousing services), as well as ensuring there are opportunities for households in permanent supportive housing who are ready and interested to move on to housing that is not specifically dedicated to individuals exiting homelessness.

⁹See Appendix 6: [Common Terms & Acronyms](#) for the definition of homeless-dedicated housing

SOLUTION



Integrated Services



Implementation Lead: County of Sacramento

Sub-Solution 7.a: *Improve and increase timely and direct access to behavioral health care supports for individuals experiencing homelessness both in locations where they are staying and at service locations; including timely and direct access to prevention and homeless services for individuals accessing behavioral health services.*

Sub-Solution 7.b: *Implement a cross-systems pilot to engage the most vulnerable, unhoused, and most frequently served individuals across County/City and public systems into housing and wrap-around services.*

Sub-Solution 7.c: *Ensure comprehensive and coordinated discharge planning from hospitals, jails, and other institutional settings to prevent people from becoming homeless upon discharge.*

Sub-Solution 7.d: *Increase coordination with Sacramento County Sheriff's Office (including Main Jail and Rio Cosumnes Correctional Center), Correctional Health Services, and Sacramento County Probation departments to formalize partnerships and ensure unhoused justice-involved individuals connect to housing and services.*

Sub-Solution 7.e: *Increase access to public benefits and employment opportunities.*

System-Level Performance Measures:

- Increase successful placements from street outreach
- Increase the number of people exiting homelessness to Permanent Housing
- Reduce the number of people who return to homelessness after housing placement
- Reduce the length of time people remain homeless

Key Solution Highlights:

Cross-systems collaboration is critical to address the multifaceted needs of people experiencing homelessness. The homeless response system cannot work in a silo and must be connected to the work of other systems that are serving the same population. The Behavioral Health System (BHS) is a critical partner in working with people experiencing

homelessness and the All In Sacramento framework continues to build on the relationship and connection points that were outlined in the LHAP.

The Year One Action plan highlights actions that center around aligning data and language so that cross-systems partners can effectively collaborate in a meaningful way. This foundational work will enable system leaders to understand what is possible and to develop strategies that increase efficiency when a person experiencing homelessness is engaged with multiple systems.

This Solution focuses on developing more intentional partnerships and understanding between systems, improving access to resources for people experiencing homelessness, and testing strategies that will quickly identify and support people who are high utilizers of more than one public system. The Cross-Systems Pilot will prioritize the most vulnerable and most frequently identified individuals across County/City and public systems for coordinated, direct connections to housing and services. The pilot focuses on data integration, alignment of resources, and the development of a coordinated structure between the homeless response system and behavioral health, jails, hospitals, etc. It will test methods for identifying the highest system utilizers and quickly coordinating service approaches to meet their individual needs.

SOLUTION



System Capacity Building & Training



Implementation Lead: Sacramento Steps Forward (SSF)

Sub-Solution 8.a: *Strengthen and expand system planning and data capacity.*

Sub-Solution 8.b: *Create an inclusive and supportive working environment to recruit and retain a diverse and inclusive workforce representative of the staffing capacity needed system-wide.*

Sub-Solution 8.c: *Further develop system-wide training opportunities and related training infrastructure to support staff development and improve system and program performance.*

Sub-Solution 8.d: *Increase community support for countywide homelessness activities through increased and improved engagement.*

System-Level Performance Measures:

- Reduce the number of people experiencing homelessness (sheltered and unsheltered)
- Reduce the number of people who become homeless for the first time
- Increase the number of people exiting homelessness into permanent housing
- Reduce the length of time people remain homeless
- Reduce the number of people who return to homelessness after housing placement
- Increase successful placements in housing from outreach

Key Solution Highlights:

Successful implementation of All In Sacramento requires a comprehensive assessment of current system capacity and an intentional focus on increasing the capabilities of all system partners and components. The entire system must have the tools, resources, and competencies needed to decidedly move forward with the activities outlined in the Year One Action Plan. An honest accounting of system needs is necessary for attaining adequate system and project-level staffing to meet community expectations for system planning and management, as well as achievement of system performance, quality, and equity goals.

This Solution prioritizes the development of system capacity to manage planning, coordination, data collection, evaluation, training and technical assistance on system standards, and related

system-level functions. It also includes intentional collaboration and investment in broader system workforce and program capacity by offering effective tools and resources to promote equitable and consistent quality service delivery. A comprehensive, person-centered training portfolio across the sector is needed to promote continuous learning and improvement in program and system performance. Training components must be informed by partners with lived expertise and include:

- Alignment and compliance with service and performance standards
- Orientation to the homelessness response system, including CAS, for all system partners
- Diversity, Equity, Inclusion and Belonging, including Implicit Bias
- Rehousing best practices and support in addressing gaps in services

ALL IN SACRAMENTO IMPLEMENTATION

All in Sacramento is designed to be actionable and requires regional partners to routinely collaborate on both specific actions and operations, as well as to ensure the underlying actions supporting the Solutions are closely coordinated during implementation. To ensure execution and accountability, each Solution has an identified **Solution Implementation Lead** in the Year One Action Plan responsible for overall progress related to the Solution and supported by a **Solution-level Implementation Team**.

The **Solution Implementation Lead** is the key convener and holder of the Solution vision. The *Solution Implementation Lead* is responsible for bringing together relevant parties and ensuring the work is moving forward consistent with the All In Sacramento framework and action plan. They work alongside the *Solution Implementation Team* to ensure each action has an established work plan, assignments, and measurable indicators to track forward progress for each action. Implementation Leads are also responsible for meeting logistics, including setting meetings, developing agendas, tracking notes, follow-up, and for providing summary updates for All In Sacramento quarterly progress reports.

The **Solution Implementation Team** serves as the working body responsible for the implementation of each of the actions in the Year One Action Plan. The *Implementation Team* tracks and monitors the overall progress for each Sub-Solution and action while providing critical input and expertise to inform effective implementation. The Implementation Team supports the development of detailed work plans for actions and ensures coordination across actions. Teams also identify and seek to resolve barriers, including recommendations related to system funding, CoC standards updates, and/or other investment, partnership, or improvement needs. Solution Implementation Teams meet at least once per quarter and may also develop ad hoc or time-limited workgroups to work on specific topics. The *Implementation Leads* will be responsible for assembling the Implementation Team based on existing working groups. **Sacramento Steps Forward** will provide quarterly reports for All In Sacramento implementation to partners and the general public with key information on plan implementation and progress relative to overall system performance goals and the measurable targets set for each Solution. Quarterly reports will also include a public-facing data dashboard.

Appendix 1: Year One Action Plan

The All In Sacramento **Year One Action Plan** outlines the activities prioritized within the first 12 months of implementation of the All In Sacramento framework and associated measurable targets. The activities identified in the Action Plan represent the most important and feasible near-term actions being taken to advance the system- and program-level performance, quality and equity goal described in the All In Sacramento framework.

The Solutions and Sub-Solutions of the framework are reflective of the long-term vision for the Sacramento community and a comprehensive path forward to prevent and resolve homelessness over the next three years and beyond. The Year One Action Plan identifies the top level actions needed to achieve measurable progress in each Solution in the first year.

Each Solution has an Implementation Lead listed at the beginning of the Solution who will convene the Collaborating Partners to build out the “Implementation Team”. The Implementation Leads and Collaborating Partners will identify additional partners to implement the work necessary to accomplish each Action. In the instances where there are specific actions that have a clear lead who is not the Solution Implementation Lead, that is noted within the Action description as an “*Action Lead*”.

Solution 1: Coordinated Access & Navigation

Implementation Lead: Sacramento Steps Forward (SSF)

**Actions with a lead other than the Implementation Lead include an "Action Lead" within the description.*

System-Level Performance Measures

- Reduce the number of people experiencing homelessness (sheltered and unsheltered)
- Increase the number of people exiting homelessness into permanent housing
- Reduce the length of time people remain homeless

Sub-Solution 1.a: Increase and improve participation of homeless assistance service providers and community access points in the Coordinated Access System (CAS)

Year One Actions	Collaborating Partners
Develop staffing capacity for 2 new physical access points in the areas of highest need.	SSF, City of Sacramento, County of Sacramento
Develop and implement system-wide by-name list (BNL) management and progressive engagement process, including: <ul style="list-style-type: none"> • Improved and expanded use of case conferencing; • Improved real-time access to BNL related to client status and access to services (e.g., notification of available beds sent directly to the client, street outreach staff). 	SSF, City of Sacramento, County of Sacramento
Develop and launch training and quality improvement processes for staff conducting assessments to ensure more accurate, person-centered, and effective navigational support for people seeking shelter and rehousing assistance, including gathering continuous feedback on CAS from partners with lived expertise and front-line workers.	SSF, City of Sacramento, County of Sacramento, CAS Core Team, Partners With Lived Expertise Committee (PWLEC), Youth Action Board (YAB)
Replace VI-SPDAT tool with a universal assessment, prioritization, and referral tool across CAS access points to improve accuracy, timeliness, and equity in screening/assessment/matching process, developed with a focus on racial equity and health vulnerabilities that is inclusive of under-resourced communities.	SSF, CAS Core Team
Conduct targeted engagement with community-based organizations within under-resourced communities (e.g., faith-based organizations), and nontraditional partner organizations to increase access points and staff that expand equitable access across the County.	SSF, CAS Core Team, PWLEC

Sub-Solution 1.b: Grow and embed problem-solving/diversion in all system access sites, safe grounds, respite centers, and emergency shelters

Year One Actions	Collaborating Partners
Develop a housing problem-solving specialist certification program with a train-the-trainer component. Explore sub-population-specific training.	SSF, PWLEC, YAB, County of Sacramento, City of Sacramento
Provide training, education, and access to housing problem-solving financial assistance across the homeless response system.	SSF, City of Sacramento, County of Sacramento

Solution 2: Diversion & Prevention Assistance

Implementation Lead: Sacramento Steps Forward (SSF)

**Actions with a lead other than the Implementation Lead include an “Action Lead” within the description.*

System-Level Performance Measures

- *Reduce the number of people who become homeless for the first time*
- *Reduce the number of people who return to homelessness after housing placement*

Sub-Solution 2.a: Establish and continue to scale a community-wide coordinated prevention system model to identify and assist people who are housing insecure, including people imminently at-risk of literal homelessness

Year One Actions	Collaborating Partners
Establish a Coordinated Prevention Core Team responsible for supporting the development and implementation of a system-wide coordinated prevention approach for the region, with a priority on involving people with lived experience.	SSF, PWLEC, YAB, City of Sacramento, County of Sacramento
Conduct needs and environmental assessment, including examining inflow to homelessness, identifying areas of higher need and opportunities to reduce discharges from other systems into homelessness, as well as current prevention resources and related gaps.	SSF, Coordinated Prevention Core Team
Develop and pilot prevention screening, triage, and prioritization protocols, including related tools and training for staff at community-based organizations and cross-sector settings (e.g., discharge workers).	SSF, Coordinated Prevention Core Team

Solution 3: Outreach & Engagement

Implementation Co-Leads: City of Sacramento and County of Sacramento

**Actions with a lead other than the Implementation Lead include an “Action Lead” within the description.*

System-Level Performance Measures

- **Reduce the number of people experiencing unsheltered homelessness**
- **Increase the number of people exiting homelessness into permanent housing**
- **Reduce the length of time people remain homeless**
- **Increase successful placements from street outreach**

Sub-Solution 3.a: Provide comprehensive, coordinated, county-wide street outreach that supports successful resolution of unsheltered homelessness

Year One Actions	Collaborating Partners
Develop estimated cost and scope for a Street to Housing Pilot based on national best practices; pending available funding and availability of housing subsidies and supports begin initial implementation in concert with other system housing resources and cross-sector partners.	City of Sacramento, County of Sacramento, SSF
Increase targeted outreach to historically under-resourced community members, including populations experiencing homelessness at disproportionate rates (BIPOC, LGBTQIA+) and ensure outreach teams have access to materials in different languages and adequate training to work with populations they serve. <i>Action Lead: SSF</i>	SSF, City of Sacramento, County of Sacramento, Racial Equity Committee, PWLEC, YAB
Ensure outreach has the staff capacity, tools, and resources to provide comprehensive and individualized (i.e., via low caseloads) system navigation, problem-solving, and support.	City of Sacramento, County of Sacramento, SSF

Solution 4: Emergency Shelter & Interim Housing

Implementation Co-Leads: City of Sacramento and County of Sacramento

**Actions with a lead other than the Implementation Lead include an “Action Lead” within the description.*

System-Level Performance Measures

- *Reduce the number of people experiencing homelessness (sheltered and unsheltered)*
- *Increase the number of people exiting homelessness into permanent housing*
- *Reduce the length of time people remain homeless*

Sub-Solution 4.a: Increase emergency shelter and interim housing capacity to meet the current needs of people experiencing unsheltered homelessness

Year One Actions	Collaborating Partners
Provide an additional 175 shelter beds at Stockton Blvd.	County of Sacramento, City of Sacramento, State of California
Establish a working group to develop a plan to build capacity that addresses the needs of clients discharged from local healthcare systems with medical support requirements beyond the capacity of the homeless response system.	City of Sacramento, County of Sacramento, SSF, Hospital Partners, Managed Care Organizations

Sub-Solution 4.b: Ensure emergency shelter, interim housing, and transitional housing programs are high quality and effective in resolving homelessness

Year One Actions	Collaborating Partners
Establish system-wide shelter utilization and By-Name List management processes to identify and progressively assist sheltered clients not progressing toward housing. <i>Action Lead: SSF</i>	SSF, City of Sacramento, County of Sacramento, CAS Core Team
Model the financial need and identify financial resources to increase rapid exits to long-term housing for people by increasing and standardizing access to one-time financial assistance for housing move-in costs (e.g., security deposit, first-month rent) across all shelters. <i>Action Lead: SSF</i>	SSF, City of Sacramento, County of Sacramento, SHRA

Solution 5: Rehousing Assistance

Implementation Lead: Sacramento Steps Forward (SSF)

**Actions with a lead other than the Implementation Lead include an “Action Lead” within the description.*

System-Level Performance Measures

- *Reduce the number of people experiencing homelessness (sheltered and unsheltered)*
- *Increase the number of people exiting homelessness into permanent housing*
- *Reduce the length of time people remain homeless*
- *Reduce the number of people who return to homelessness after housing placement*

Sub-Solution 5.a: Increase and improve rehousing assistance to improve permanent housing outcomes

Year One Actions	Collaborating Partners
Set a multi-year plan to fully operationalize existing rapid rehousing assistance and address rapid rehousing assistance gaps, inclusive of rental subsidies, CalAIM funded housing assistance and services, and other integrated service and rental assistance sources.	SSF, City of Sacramento, County of Sacramento, SHRA
Improve lease-up rates to accelerate housing placement.	SSF, City of Sacramento, County of Sacramento, SHRA
Establish a <i>housing placement accelerator pilot</i> starting with the Veterans Collaborative to test and refine progressive approaches to more quickly and effectively rehouse people, including the use of more intensive By-Name List management, case conferencing, and landlord engagement and support.	SSF, Veterans Collaborative, City of Sacramento, County of Sacramento, SHRA

Sub-Solution 5.b: Expand access to existing and new non-homeless dedicated housing units in market and subsidized programs

Year One Actions	Collaborating Partners
Further develop and scale a centralized landlord engagement strategy to increase landlord participation across all homeless rehousing programs. <i>Action Lead: County</i>	County of Sacramento, SSF, City of Sacramento, SHRA

Solution 6: Permanent Supportive Housing

Implementation Co-Leads: City of Sacramento, County of Sacramento, and SHRA

**Actions with a lead other than the Implementation Lead include an “Action Lead” within the description.*

System-Level Performance Measures

- *Reduce the number of people experiencing homelessness*
- *Increase the number of people exiting homelessness into permanent housing*
- *Reduce the length of time people remain homeless*
- *Reduce the number of people who return to homelessness after housing placement*

Sub-Solution 6.a: Increase the stock of homeless-dedicated permanent supportive housing units and other homeless dedicated affordable housing subsidies/units with ongoing services

Year One Actions	Collaborating Partners
Expand permanent supportive housing and other dedicated affordable housing capacity, consistent with the approved affordable housing plan to further close identified gaps.	SHRA, City of Sacramento, County of Sacramento, SSF, Managed Care Organizations
Expand the capacity and reduce eligibility barriers to improve and accelerate opportunities to facilitate PSH resident “move-on” to non-homeless system-funded rental assistance and service supports.	SHRA, City of Sacramento, County of Sacramento, SSF
Evaluate service needs among medically vulnerable participants (including aging adults) and identify related gaps/opportunities, such as co-op living, ADU’s and other housing options. <i>Action Lead: City of Sacramento</i>	City of Sacramento, County of Sacramento, Managed Care Organizations

Solution 7: Integrated Services

Implementation Lead: County of Sacramento

**Actions with a lead other than the Implementation Lead include an “Action Lead” within the description.*

System-Level Performance Measures

- **Increase successful placements from street outreach**
- **Increase the number of people exiting homelessness to permanent housing**
- **Reduce the number of people who return to homelessness after housing placement**
- **Reduce the length of time people remain homeless**

Sub-Solution 7.a: Improve and increase timely and direct access to behavioral health care supports for individuals experiencing homelessness both in locations where they are staying and at service locations; including timely and direct access to prevention and homeless services for individuals engaged in behavioral health services

Year One Actions	Collaborating Partners
Coordinate the development of a Full-Service Partnership Screening Tool and replacement for VISPDAT screening tools to streamline assessment processes as part of CAS development and implementation.	County of Sacramento, SSF, CAS Core Team
The County shall provide Mental Health First Aid training with community partners and providers that serve individuals experiencing homelessness. Relevant training requirements will be integrated into provider contracts by Cities, County, SHRA, and SSF.	County of Sacramento, City of Sacramento, SHRA, SSF

Sub-Solution 7.b: Implement a cross-systems pilot to engage the most vulnerable, unhoused, and most frequently served individuals across County/City and public systems into housing and wrap-around services

Year One Actions	Collaborating Partners
Align vulnerability and prioritization factors across multiple systems of care to identify the most vulnerable, unhoused, and most frequently served individuals across systems of care. Assess current gaps and develop a plan to build capacity within the community to better address the needs of these highly vulnerable individuals. <i>Action Lead: SSF</i>	SSF, County of Sacramento, City of Sacramento, CAS Core Team
Define the parameters of the pilot and develop the operational protocols and tools of the program across systems.	County of Sacramento, City of Sacramento, SSF, CAS Core Team
Determine the housing and services needs of the individuals identified for the pilot and model the financial resources to implement the pilot.	County of Sacramento, City of Sacramento, SSF, CAS Core Team

Sub-Solution 7.c: Ensure comprehensive and coordinated discharge planning from hospitals, jails, and other institutional settings to prevent people from becoming homeless upon discharge	
Year One Actions	Collaborating Partners
<p>Establish bi-directional data sharing agreements that support case conferencing, comply with federal HIPAA regulations, increase system-wide knowledge on who is experiencing homelessness, and track the number and general medical needs of unhoused clients who are frequent utilizers of local emergency departments and EMS/ambulance systems of care.</p> <p><i>Action Lead: SSF</i></p>	<p>SSF, County of Sacramento, City of Sacramento, CAS Core Team, SSF, Managed Care Organizations, Hospital Partners</p>
<p>Establish a framework between the homeless response system and cross-system partners to establish formalized processes for data integration and services coordination to ensure that discharge is focused on ensuring interim and long-term housing support as services.</p> <p><i>Action Lead: SSF</i></p>	<p>SSF, County of Sacramento, City of Sacramento, CAS Core Team, Managed Care Organizations, Hospital Partners</p>
<p>Develop a system understanding of hospital discharge processes and identify ways to better integrate linkages to the homeless response system into hospital discharge planning.</p> <p><i>Action Lead: SSF</i></p>	<p>SSF, City of Sacramento, County of Sacramento, CAS Core Team, Managed Care Organizations, Hospital Partners</p>
<p>Monitor and measure reductions in unnecessary emergency room and EMS utilization by people experiencing homelessness in the community that are tied to improvements in prevention, diversion, and outreach strategies within the homeless response system.</p> <p><i>Action Lead: SSF</i></p>	<p>SSF, City of Sacramento, County of Sacramento, CAS Core Team, Managed Care Organizations, Hospital Partners</p>
<p>Develop standard language on assessing housing stability status, in conjunction with coordinated prevention system development efforts, for use by hospitals, jails, and other institutions.</p> <p><i>Action Lead: SSF</i></p>	<p>SSF, County of Sacramento, Managed Care Organizations, Hospital Partners</p>

Sub-Solution 7.d: Increase coordination with Sacramento County Sheriff's Office (including Main Jail and Rio Cosumnes Correctional Center), Correctional Health Services, and Sacramento County Probation departments to formalize partnerships and ensure unhoused justice-involved individuals connect to housing and services	
Year One Actions	Collaborating Partners
Align the data integration efforts with planning efforts for Social Health Information Exchange (SHIE) to eventually implement data sharing between justice system partners and homelessness response systems to assess the number of justice-involved unhoused individuals and dedicate resources gaps for housing and services.	County of Sacramento, SSF, City of Sacramento
Convene partners across systems to determine what cross-systems processes are working well and where there are opportunities to increase coordination and integration to ensure unhoused justice-involved individuals have connections to housing and services.	County of Sacramento, SSF City of Sacramento
Sub-Solution 7.e: Increase Access to Public Benefits and Employment Opportunities	
Year One Actions	Collaborating Partners
Develop a streamlined referral process for service providers to refer to appropriate entities for assistance with disability benefits and advocacy, CAPI and supplemental Security Income/State Supplemental Program (SSI/SSP).	County of Sacramento, SSF
Formalize a partnership and referral process between service providers and Sacramento Employment and Training Agency (SETA) to connect job-seeking clients to the SETA Sacramento Works Program for connections to employment resources. <i>Action Lead: SSF</i>	SSF, County of Sacramento, City of Sacramento, SETA
Designate a working group to explore opportunities to increase engagement with the Sacramento Office of Economic Development for opportunities to leverage resources with programs such as Working Opportunity Tax Credits (WOTC) and On-The-Job Training (OTJ).	County of Sacramento, City of Sacramento, SSF
Outline partnerships and access to employment opportunities with private employers and private employment organizations to develop pathways for job-seeking individuals to connect to employment opportunities. Develop a set of action items for private employers to engage in developing employment opportunities for individuals who are unhoused or formerly unhoused.	County of Sacramento, City of Sacramento, SSF

Solution 8: System Capacity Building & Training

Implementation Lead: Sacramento Steps Forward (SSF)

**Actions with a lead other than the Implementation Lead include an “Action Lead” within the description.*

System-Level Performance Measures

- *Reduce the number of people experiencing homelessness (sheltered and unsheltered)*
- *Reduce the number of people who become homeless for the first time*
- *Increase the number of people exiting homelessness into permanent housing*
- *Reduce the length of time people remain homeless*
- *Reduce the number of people who return to homelessness after housing placement*
- *Increase successful placements from outreach*

Sub-Solution 8.a: Ensure sufficient system capacity for system planning, management, data collection, reporting, and evaluation

Year One Actions	Collaborating Partners
Increase HMIS participation in crisis response and housing programs, including homelessness prevention, outreach, emergency shelter and interim housing, rehousing, and permanent supportive housing.	SSF, City of Sacramento, County of Sacramento, SHRA
Ensure adherence to HMIS data quality standards by developing and implementing at least quarterly HMIS data quality review and corrective action protocols and providing a report on data quality standards adherence to local funders at least once annually.	SSF, City of Sacramento, County of Sacramento, SHRA
Incorporate HMIS training, technical assistance, and support in system-wide training plans to improve data quality and completeness.	SSF, City of Sacramento, County of Sacramento, SHRA

Sub-Solution 8.b: Create an inclusive & supportive working environment to recruit and retain a diverse and inclusive workforce representative of the staffing capacity needed system-wide	
Year One Actions	Collaborating Partners
Building on information in the Gaps Analysis, determine the gap in staffing, including how many positions are needed across the system, including outreach and engagement, emergency shelter and interim housing, housing, and system management functions.	SSF
Perform a labor market analysis including an assessment of local labor market indicator data from the California Employment Development Department (EDD), a vacancy assessment survey from local employers, and interviews with local employers.	SSF
Engage people with lived expertise and providers, including providers in historically under-resourced communities, in examining workforce recruitment, retention, and support needs.	SSF
Conduct pay equity and livable wage rate analysis across the system.	SSF
Engage community partners to identify capacity needs and barriers to receiving homelessness response system funding among smaller organizations in historically under-resourced communities.	SSF
Sub-Solution 8.c: Further develop system-wide training opportunities and related training infrastructure to support staff development and improve system and program performance	
Year One Actions	Collaborating Partners
Conduct a system-wide training “audit” inclusive of training requirements included in new Community Standards; identifying currently available training and capacity-building resources and assessing for program and system training needs.	SSF, City of Sacramento, County of Sacramento
Develop a comprehensive learning framework which defines learning objectives for both providers and system leaders and establishes the training plan, protocols, and timeline needed to improve program and system performance and advance equity in homelessness response.	SSF, City of Sacramento, County of Sacramento
Initiate training and technical assistance to service providers to support alignment and compliance with respective service and performance standards.	SSF, City of Sacramento, County of Sacramento
Sub-Solution 8.d: Increase community support for countywide homelessness activities through increased and improved engagement	
Year One Actions	Collaborating Partners
Develop a public awareness campaign, co-designed by people with lived expertise, that includes diversified strategies for general education and awareness, resulting in increased understanding of what resources exist and how to access them, reporting on continued progress, and creating engagement opportunities for all community members.	SSF, City of Sacramento, County of Sacramento
Continue to increase targeted engagement with culturally specific organizations and community partners such as BIPOC, LGBTQIA+, and Tribal Partners to advance equity through meaningful and authentic collaboration.	SSF

Appendix 2: All In Sacramento – A Transformed System



What do we know?

The foundation of All In Sacramento is a solid understanding of the local needs and gaps, informed by the local Gaps Analysis and national best practices.



What will we do?

All In Sacramento commits to 8 Solutions necessary to drive progress over the next 3 years with a focus on increasing prevention and rehousing assistance while ensuring quality, person-centered care.



How will we know it's working?

All In Sacramento ties the Solutions to program- and system-level outcomes, ensuring accountability by tracking and monitoring progress.



What short and long term goals will we accomplish?

All In Sacramento sets a 3-year vision for making homelessness rare, brief, and non-recurring with interim goals outlined in the Year One Action Plan.


Appendix 3: Community Standards Implementation & Key Milestones

The Sacramento region receives funding from the U.S. Department of Housing and Urban Development (HUD) to provide programs and services for people experiencing homelessness, including Emergency Solutions Grant (ESG) and Continuum of Care (CoC) Program funding. This funding requires CoCs to “establish and consistently follow written standards for providing Continuum of Care assistance” that, at minimum, must address:

1. Who is eligible for specific services (e.g., outreach, homelessness prevention, emergency shelter, transitional housing, rapid rehousing and permanent supportive housing);
2. How the system of care ensures that the people most in need get priority for each service;
3. The referral, admission and discharge processes for emergency shelters;
4. Rules regarding how much participants in rental assistance programs must pay toward their rent, and how long they may receive rental assistance;
5. Rules regarding limits on assistance provided for housing relocation (moving costs), or temporary rental assistance provided as part of a rapid rehousing program;
6. How programs serving homeless people coordinate with other programs in the homelessness response system and with other types of services (e.g., benefits programs, health care, employment, education); and
7. Policies used to ensure safety for victims of domestic violence, dating violence, sexual assault, and stalking, including rights to emergency transfers when needed to remain safe.

As part of the Sacramento Local Homeless Action Plan, adopted in June 2022, the CoC, City of Sacramento, Sacramento County, and SHRA committed to developing standards to meet HUD requirements and provide a community-wide set of standards for homelessness prevention and assistance programs.

The Standards development work initiated in February of 2023 with support from Tom Albanese Consulting, LLC, and SSF staff to research existing local standards and examples from other communities. This team engaged stakeholders in a series of six



focus groups to examine potential standards related to crisis response (outreach, shelter, etc.) and housing-related responses (rapid rehousing, permanent supportive housing). In all, more than 40 stakeholders representing at least 24 service providers and community organizations participated in focus groups. A draft set of community wide performance and practice standards for public comment was made available for a 21-day public comment period between October 26, 2023, and November 16, 2023, and was ultimately adopted by the CoC Board on December 13, 2023.

The purpose of the Sacramento Community Standards is to provide a general overview of expectations and standards for homelessness prevention and homeless assistance programs receiving public funding. The Standards are inclusive of minimum requirements for each program type, but they are also expansive in that they reflect best practices and local priorities for housing assistance that may be aspirational for some programs. In general, standards are similar to policies but may be more specific. They are measurable and reflect what providers should be doing. Procedures are detailed descriptions of how to carry out a policy or standard.

These standards serve as a basis for ensuring all publicly funded programs for people who are at-risk of or experiencing homelessness are offered in a consistent manner, in line with federal, state and local funding requirements, and evidence-based approaches to providing equitable, effective, and efficient assistance.

The intention of Sacramento's new Community Standards is that they will be incorporated into funding contracts for homelessness prevention and homeless assistance programs awarded by the City of Sacramento, County of Sacramento, SHRA, and SSF. Standards will then be monitored periodically according to each local funder's contract requirements and monitoring processes to assess provider adherence to standards, including examination of provider performance, services, operations, facilities, and housing units.

While providers are expected to meet these standards, it is understood that many providers do not currently have sufficient funding, training, or capacity to meet these standards. As local funders begin to incorporate standards into contracts and monitoring policies and procedures are developed, it is expected that funding and other constraints will be accounted for and

providers will be able to demonstrate instances where non-conformance with a standard is driven by lack of funding or other barriers.

As the lead agency for the Sacramento CoC, SSF provides guidance and leadership for CoC system performance reporting efforts, as well as training and technical assistance to support implementation and fidelity to the Community Standards. The CoC's Standards Development Team established the following standards implementation schedule and key milestones, with a focus through Fiscal Year (FY) 2025 on improving HMIS data quality and establishing routine system and program performance dashboard reporting. Performance data reported in FY2025 will then be used to develop key performance indicator (KPI) targets consistent with the overall system performance goals, but also individualized for each locally funded program. This will be reflected in a Program Performance Plan to be incorporated into local contracts and reported via performance dashboards that examine actual performance compared to targets, providing a complete performance picture and real-time data for actionable course corrections.

January–June 2024 (FY2024)

- Develop system and program-level goal-setting and measurement methodologies for each measure (Lead: SSF)
- Develop system and program-level performance reporting templates (Lead: SSF w/CoC Standards Development Team (SDT))
- Develop HMIS data QA plan, including revised standards, monitoring, and compliance approach* (Lead: SSF w/SDT)
**soft implementation FY25, implementation w/compliance enforcement FY26*
- Develop preliminary Program Performance Plan template for use by partners in FY2025 on trial basis* (Lead: SSF w/SDT)
**soft implementation FY25, implementation w/compliance enforcement FY26*

July 2024–June 2025 (FY2025)

- Community Standards included in locally administered contracts (Leads: City, County, SHRA, SSF)
- Routine quarterly, semi-annual, annual system and program performance reports published.
- Coordinated cross-jurisdictional annual program performance planning, monitoring, and evaluation processes developed to increase efficiencies and inform City, County, SSF, SHRA contract compliance and renewal processes (Lead: SSF w/SDT)
- Based on July-Dec 2024 semi-annual performance, develop universal program KPI targets and individualized Program Performance Plans for FY2026 (Lead: SSF w/SDT)

July 2025–June 2026 (FY2026)

- Incorporate FY2026 Program Performance Plans into program-level contracts (Leads: City, County, SHRA, SSF)
- Execute cross-jurisdictional annual system and program performance planning, monitoring, and evaluation process, including targeted TA processes to improve performance, quality, equity (Leads: City, County, SHRA, SSF)

The CoC, inclusive of local governments, will update these standards as needed to stay current with any program changes, funding changes or new project type introduction. Community partners will be engaged in future standards review and update processes, including but not limited to specific review by the PWLEC, service providers, and any other relevant committee(s) identified by the CoC.

Appendix 4: Program-Level Key Performance Indicators

In December 2023, the Sacramento CoC adopted a comprehensive set of Community Standards¹⁰ that provide detailed expectations and standards for homelessness prevention and homeless assistance programs receiving public funding in Sacramento County. The standards serve as a basis for ensuring all publicly funded programs for people who are at risk of or experiencing homelessness are offered in a consistent manner, in line with federal, state, and local funding requirements and evidence-based approaches to providing equitable, effective, and efficient assistance.

The Community Standards include program administration, facility, and service standards for each program type, as well as “key performance indicators” (KPIs) for each program type that align to federal, state, and local homelessness response system performance priorities and targets. Key performance indicators represent the most important measures used to determine program performance relative to program use, cost, and successful outcomes.

Specific performance targets for each KPI (e.g., <10% exiting Emergency Shelter will return to homelessness) will be developed over the coming year as part of the implementation of All In Sacramento, as described in Appendix 3. System and program KPIs will be reported by Sacramento Steps Forward and evaluated by the CoC and local funders.

Standard KPI reporting and evaluation will support steady forward progress along with other relevant measures (e.g., number of households served), and allow programs to be consistently monitored and evaluated for efficiency, effectiveness, and equitable outcomes. Additional information on KPIs and other system and program performance measures, including measurement-related definitions and methods, can be found on the SSF website under the “Data” subsection.

¹⁰Version 1, dated December 13, 2023

https://sacramentostepsforward.org/wp-content/uploads/2024/01/Sac-Community-Stds_v1_12.13.2023_FINAL.pdf

Key Performance Indicators (KPIs) by Program Type

Homelessness Prevention	<ul style="list-style-type: none"> • Active caseload rate (%) • Average length of participation • Successful outcomes (#, %) 	<ul style="list-style-type: none"> • Successful housing outcomes (#, %) • Subsequent homelessness (%) • Cost per household
Diversion	<ul style="list-style-type: none"> • Successful diversion outcomes (#, %) • Average wait-time 	<ul style="list-style-type: none"> • Subsequent homelessness (%) • Cost per household
Street Outreach	<ul style="list-style-type: none"> • Active caseload rate (%) • Average length of participation • Successful outcomes (#, %) 	<ul style="list-style-type: none"> • Successful housing outcomes (#, %) • Returns to homelessness (%) • Cost per household
Emergency Shelter	<ul style="list-style-type: none"> • Utilization (occupancy) (%) • Average length of stay • Successful outcomes (#, %) • Successful housing outcomes (#, %) 	<ul style="list-style-type: none"> • Negative exits (%) • Returns to homelessness (%) • Cost per household
Transition Housing & Interim Housing	<ul style="list-style-type: none"> • Utilization (occupancy) (%) • Average length of stay • Successful outcomes (#, %) • Successful housing outcomes (#, %) • Negative exits (%) 	<ul style="list-style-type: none"> • Returns to homelessness (%) • Increase in non-employment cash income • Increase in employment income • Cost per household • Cost per unit
Rapid Rehousing & Other Rehousing Assistance	<ul style="list-style-type: none"> • Active caseload rate (%) • Average engagement time • Average length of shelter stay • Average length of time to housing move-in • Average length of participation • Successful outcomes (#, %) • Successful housing outcomes (#, %) 	<ul style="list-style-type: none"> • Negative exits (%) • Returns to homelessness (recidivism) (%) • Increase in non-employment cash income • Increase in employment income • Cost per household
Permanent Supportive Housing	<ul style="list-style-type: none"> • Utilization (occupancy) rate (%) • Average length of participation • Successful outcomes (#, %) • Successful housing outcomes (#, %) • Negative exits (%) 	<ul style="list-style-type: none"> • Returns to homelessness (recidivism) (%) • Increase in non-employment cash income • Increase in employment income • Cost per household • Cost per unit

Appendix 5: Racial Equity Committee Analysis for Updated Action Plan

Overall population-level rates of homelessness

- Calendar Year 2022: Black or African American people represented 39.7% of all people who experienced homelessness compared with 9.4% of the overall Sacramento County population.

Rates of unsheltered homelessness

- January 2022 Point-in-Time Count: 71.8% of all people experiencing homelessness were unsheltered. The following groups experienced significantly higher rates of unsheltered homelessness compared to the overall population:
 - American Indian or Alaska Native people: 90.6% unsheltered
 - People currently fleeing domestic violence: 89.8% unsheltered
 - People with significant mental illness: 81.9% unsheltered
 - Transgender people: 81.9% unsheltered
 - People with multiple races: 79.4% unsheltered
 - People with a substance use disorder: 77.1% unsheltered
 - Hispanic/Latino people: 75.5% unsheltered

Rates of those newly experiencing homelessness

- Calendar Year 2022: 54% of all people experiencing homelessness were newly homeless. The following groups had significantly lower rates of newly homeless people compared to the overall population and, conversely, higher rates of people who were not newly homeless and experiencing prolonged or repeat episodes of homelessness:
 - People with significant mental illness: 45.2% newly homeless
 - People with a substance use disorder: 44.8% newly homeless

Average length of time people experienced homelessness while accessing rapid rehousing and permanent supportive housing

- Calendar year 2022: 151 days on average from initial enrollment in street outreach, emergency shelter, or transitional housing to permanent housing move-in for people served by rapid rehousing or permanent supportive housing. The following groups experienced significantly longer average time to housing:

- People in households with only children: 289 days on average
- People in households with at least one adult and one child: 183 days on average
- Transgender people: 178 days on average
- People with multiple races: 167 days on average
- Unaccompanied youth (18-24 years old): 161 days on average
- Parenting youth (18-24 years old): 160 days on average
- Black or African American people: 156 days on average

Permanent housing outcomes

- Calendar year 2022: 23% of all people who experienced homelessness exited to permanent housing. The following groups had significantly lower rates of exit to permanent housing:
 - People with a substance use disorder: 14.1% exited to permanent housing
 - People currently fleeing domestic violence: 16.1% exited to permanent housing
 - American Indian or Alaskan Native people: 19.8% exited to permanent housing

Returns to homelessness within 6 months of exiting to permanent housing

- Calendar year 2022: 11.9% of people who exited to permanent housing returned to the homeless system within 6 months. The following groups experienced significantly higher rates of return:
 - People with HIV/AIDS: 21.2% returned within 6 months
 - People currently fleeing domestic violence: 20.4% returned within 6 months
 - People with a substance use disorder: 17.8% returned within 6 months
 - Parenting Youth (18-24): 15.2% returned within 6 months

Successful exits from Street Outreach programs

- Calendar year 2022: 226 people successfully exited street outreach programs and entered emergency shelter, transitional housing, or permanent housing. The following groups experienced a relatively lower share of successful exits compared to all successful street outreach exits:
 - People currently fleeing domestic violence: 14.7% of all unsheltered, but only 9% of all SO successful exits
 - People with multiple races: 11.9% of all unsheltered, but only 7.5% of all SO successful exits.

In order to improve the overall performance of Sacramento prevention and homeless response resources, targeted efforts must be made with new or rebalanced resources to ensure equity in access, service quality, customer experience, and outcomes for all people facing homelessness. All In Sacramento reporting will incorporate an equity dashboard to monitor and ensure improvement across all indicators, especially those highlighted above.

Appendix 6: Common Terms & Acronyms

Commonly
Used
Acronyms

Behavioral Health Services (BHS) is a department within Sacramento County that provides a full array of culturally competent and linguistically proficient mental health services to individuals of all ages.

Cal-AIM, the California Advancing & Innovating Medi-Cal (Cal-AIM) initiative sponsored by the state Department of Health Care Services is a long-term commitment to transforming and sustaining Medi-Cal, offering Californians, including people experiencing homelessness, a more equitable, coordinated, person-centered approach to maximizing their health and life trajectory.

Chronically Homeless Individual refers to an individual with a federally qualified disability who has been continuously homeless for one year or more or has experienced at least four episodes of homelessness in the last three years where the combined length of time homeless on those occasions is at least 12 months.

Chronically Homeless People in Families refers to people in families in which the head of household has a disability and has either been continuously homeless for one year or more or has experienced at least four episodes of homelessness in the last three years where the combined length of time homeless on those occasions is at least 12 months.

Congregate Shelter is an emergency shelter where the residents share a common sleeping area.

Continuum of Care (CoC) is the local planning body responsible for coordinating the full range of homelessness services in the Sacramento region inclusive of the cities and unincorporated areas within Sacramento County.

Coordinated Access Navigation (CAN) Team is a team of people who support households with system navigation and immediate needs when placed on the shelter waitlist.

Coordinated Access System (CAS) CAS is a regionally based system that connects new and existing programs into a “no wrong-door network” by assessing the needs of individuals/families/youth experiencing homelessness and linking them with the most appropriate crisis response, housing assistance, and services to end their homelessness.

Diversion Services is the most targeted form of homelessness prevention and involves strategies and practices seeking to assist people to resolve their immediate housing crisis by accessing a safe and appropriate housing alternative versus entering emergency shelter or otherwise staying in a place not meant for human habitation that night.

Emergency Shelter provides safe, temporary housing for individuals and/or families who have no alternative safe housing options while they are supported in obtaining permanent housing or access to other appropriate assistance, such as treatment. Shelters serve people who have neither a safe home nor the means to obtain other safe permanent or temporary housing. Emergency shelters may serve specific populations (e.g., families with children, single adults, transition age youth), in congregate or non-congregate facilities, and do not require occupants to sign leases or occupancy agreements.

Homeless (also “literally homeless”) refers to an individual or family who lacks a fixed, regular, and adequate nighttime residence, meaning:

- Has a primary nighttime residence that is a public or private place not meant for human habitation;
- Is living in a publicly or privately-operated shelter designated to provide temporary living arrangements (including congregate shelters, TH, and hotels and motels paid for by charitable organizations or by federal, state and local government programs); or
- Is exiting an institution where he/she has resided for 90 days or less and who resided in an emergency shelter or place not meant for human habitation immediately before entering that institution.

Homeless-Dedicated Housing refers to any form of permanent housing or permanent housing subsidy that is formally designated to serve individuals or families experiencing homelessness.

Homeless Housing, Assistance, and Prevention Program (HHAP)

is a California grant that provides local jurisdictions, including federally recognized tribal govts., with flexible funding to continue efforts to prevent and end homelessness in their communities.

Homeless Management Information System (HMIS)

A computerized data collection system designed to capture client information over time on the characteristics, service needs, and accomplishments of homeless people. Implementation of an HMIS is required by the U.S. Department Housing and Urban Development (HUD) for programs receiving federal funding through the Continuum of Care (CoC) Program.

Homeless Response System

refers to the various organizations and entities within an area that serve homeless individuals and families and their respective programs, services, and supports designed to respond to and resolve housing crises.

Homelessness Prevention

programs assist people who are imminently at-risk of literal homelessness with housing problem solving, temporary financial assistance, information and referral to other resources, and time-limited housing stabilization assistance.

Housing Choice Voucher Program (HCV)

is a federal rent subsidy program under section 8 of the US Housing Act, which issues vouchers to eligible households.

Housing First is an evidence-based model that uses housing as a tool, rather than a reward, for recovery and that centers on providing or connecting homeless people to permanent housing as quickly as possible. Housing First providers offer services as needed and requested on a voluntary basis and that do not make housing contingent on participation in services.

Individual refers to a person who is not part of a family with children during an episode of homelessness. Individuals may be homeless as single adults, unaccompanied youth, or in multiple-adult or multiple-child households.

Local Homeless Action Plan (LHAP) was Sacramento's 2022 action plan developed to meet the requirements of the HHAP-3 application.

Non-congregate Shelter is an emergency shelter that provides private sleeping space, such as a hotel or motel room.

Other Permanent Housing is housing with or without services that are specifically for people who formerly experienced homelessness but that do not require people to have a disability.

People in Families with Children are people who are experiencing homelessness as part of a household that has at least one adult (age 18 and older) and one child (under age 18).

Permanent Supportive Housing (PSH) include single site and scattered site rental housing with a permanent subsidy and supportive services for individuals and families who are homeless and have at least one household member with a federally qualified disabling condition. PSH programs include supportive services that are designed to meet the needs of the program participants.

Point in Time (PIT) Count is an annual count of people experiencing homelessness on a single night. Data are required to be reported to the U.S. Department of Housing and Urban Development. Sacramento reports an annual shelter count and an every other year unsheltered count.

Rapid Rehousing (RRH) provides (directly and/or via service partnership) housing search and placement, time-limited financial assistance, and housing-focused case management for individuals and families who are literally homeless. RRH programs help households secure private rental market housing, where the lease is initially or eventually between the landlord and the program participant following conclusion of housing stabilization services. RRH assistance may be used as a bridge to or as a means to help people access other ongoing subsidized housing and services (e.g., permanent supportive housing). RRH assistance for eligible participants is typically limited to a specific number of months based on program funding sources.

Sacramento Employment and Training Agency (SETA) provides resources and services to both employers and job seekers in Sacramento County.

Street Outreach programs offer mobile services to engage and assist unsheltered individuals and families experiencing homelessness within the CoC's geographic area, including those least likely to request assistance. Services typically include engagement, connection to emergency shelter, housing, critical/crisis services, basic needs support, and urgent, non-facility-based care.

Sheltered Homelessness refers to people who are staying in emergency shelters, transitional housing programs, or safe havens.

Transitional Housing Programs provide temporary housing with supportive services to individuals and families experiencing homelessness with the goal of interim stability and support to successfully move to and maintain permanent housing. TH programs can cover housing costs and accompanying supportive services for program participants for up to 24 months.

Unaccompanied Homeless Youth (under 18) are people in households with only children who are not part of a family with children or accompanied by their parent or guardian during their episode of homelessness, and who are under the age of 18.

Unaccompanied Homeless Youth (18–24) are people in households without children who are not part of a family with children or accompanied by their parent or guardian during their episode of homelessness and who are between the ages of 18 and 24.

Unsheltered Homelessness refers to people whose primary nighttime location is a public or private place not designated for, or ordinarily used as, a regular sleeping accommodation for people (for example, the streets, vehicles, or parks).

Veteran refers to any person who served on active duty in the armed forces of the United States. This includes Reserves and National Guard members who were called up to active duty.

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