



SACRAMENTO
STEPS FORWARD

Ending Homelessness. Starting Fresh.

System Performance Committee (SPC) Meeting Agenda

Thursday, September 23, 2021 || 9:00 AM – 11:00 AM

[Zoom Meeting](#) || Meeting ID: 867 5135 2032 || Passcode: 640364

One tap mobile +16699009128,,86751352032#,,,,*640364# US (San Jose)

Dial by your location: +1 669 900 9128 US (San Jose)

Find your local number [here](#).

Agenda Item	Presenter(s):	Time	Item Type
I. Welcome/Introductions/ New Members	Lisa Bates & Stefan Heisler (Co-Chairs)	9:00 AM (20 minutes)	Information
II. Approval of 7/22/21 Meeting Minutes	Stefan Heisler	9:20 AM (5 minutes)	Action
III. HUD CoC Notice Of Funding Opportunity (NOFO) Application Collaboration	Homebase: Maddie Nation, Jess Daly, Meadow Robinson	9:25 AM (30 minutes)	Information
IV. Charter Changes & SPC Collaboration with Project Review Committee	Michele Watts, SSF Chief Planning Officer, Maddie Nation, Meadow Robinson	9:55 AM (20 minutes)	Information
V. Sacramento Homeless Policy Council Update	Lisa Bates	10:15 AM (5 minutes)	Information
VI. 2020 System Performance Measures Overview	Scott Clark, SSF Systems Performance Analyst	10:20 AM (30 minutes)	Information & Discussion
VII. Community Updates on Issues Impacting System Performance	SPC Committee Members	10:50 AM (10 minutes)	Information & Discussion

If you have any questions or would like more information about this meeting, contact Scott Clark, Systems Performance Analyst with Sacramento Steps Forward at sclark@sacstepsforward.org.

VIII. Announcements

IX. Meeting Adjourned

Next SPC Meeting: Thursday, October 28, 2021 (9:00 AM - 11:00 AM)

System Performance Committee New Member Biographies

September 2021



**SACRAMENTO
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

Avery Holland to be provided at a later date.

Cheyenne Caraway to be provided at a later date.

Danielle Foster

Danielle Foster has been in the affordable housing industry for over 20 years, including 15 years with the City of Davis in planning and housing roles, including managing state and federal grants programs and affordable housing development and rehabilitation. Ms. Foster then worked for three years at the City of Roseville as Housing Manager and Executive Director of the Roseville Housing Authority. During her time in Roseville, hundreds of affordable units were developed and hundreds more were put into pre-development and construction. Ms. Foster worked to build partnerships in the community and through the Roseville Homeless Response Team was able to lead in facilitating local reductions to homelessness. In the past two years, as Housing Policy Manager for the City of Sacramento, Danielle has assisted in facilitating streamlining of housing development in the city, improving systems collaboration work, and during COVID has been on the frontlines of creating shelter response programs and new affordable housing opportunities. Ms. Foster continues to seek ways to further housing locally. She holds a Bachelors in Community and Regional Development from the University of California, Davis and a Masters in Public Administration from the USC Sacramento Center. Ms. Foster has been a Sacramento resident for over 15 years and is excited to collaboratively serve her community in furthering the goals of housing and affordable housing production, working to ensure a safe and affordable place to live for all members of the community.

Dawn Basciano

Dawn is a lead project manager for the Department of Public Health's Office of Legal Services. She coordinates the strategic planning, consultation, and development of high profile, sensitive public health policies and regulations. Recent highlights include developing and implementing department-wide stakeholder engagement policies, helping develop STAKE compliance strategies to address and eliminate teen smoking, and access to tobacco products, and assisting with the implementation of COVID-19 testing and reporting requirements. A Sacramento Native, Dawn has dedicated much of her career to preserving the health and safety of California's most vulnerable population. Experiencing homelessness as a young adult, transitioning into supportive

housing, and utilizing services available through local community focused organization she was able to secure full-time employment, permanent housing, and a degree in Psychology, thus gaining an understanding of many of the needs of our unhoused and underserved population. Dawn volunteers with SNHC, helping develop strategies to better meet the needs of our Native American community members, ensuring consistent, relevant services are provided. She is a member of the Sacramento Steps Forward Racial Equity Committee, focused on identifying ways to create a more equitable access and application of services for our unhoused BIPOC community. Dawn has two children and one grandson, and enjoys spending her free time with her daughter, grandson and extended family.

Emily Halcon

Emily Halcon is the Director of Homeless Services for Sacramento County, working out of the Office of the County Executive. Emily serves as the central coordinator of the County's policy and program development efforts to address homelessness with the goal of aligning and integrating County policies, programs, services and funding toward reducing the prevalence of homelessness in Sacramento County and its impact on communities, business districts, and people experiencing homelessness. Prior to joining the County in 2021, Emily spent six years as the Homeless Services Manager for the City of Sacramento, overseeing policy and programs through the City to address homelessness. She also spent three years with Focus Strategies, a Sacramento based consulting firm dedicated to helping communities improve efforts to end homelessness by using local data to shape program and system design using a "systems thinking" approach. Emily began her career at the Sacramento Housing and Redevelopment Agency (SHRA), where she spent eleven years, working on local housing policies and programs. Emily holds a Masters in Community and Regional Development from the University of California, Davis.

Lorraine Wilkins

Ms. Wilkins' road to success was not easy. While living in San Jose, CA, she experienced homelessness three times while gainfully employed. Lorraine left Silicon Valley searching for affordable housing but ended up homeless again in Contra Costa County due to an abusive marriage. Pregnant and alone with four daughters, she sought refuge at the Richmond Rescue Mission. Eventually, she found an apartment, and soon after giving birth to her son, she enrolled into Contra Costa Community College as a single mother of five. Resolved to succeed and give back to society, Lorraine changed her initial major, Computer Science, to mathematics with aspirations to become a teacher. Lorraine is a UC Davis alumnus and holds a bachelor's degree in African and African American Studies and a Ph.D. in Education. She has over 15 years

of experience working in the semiconductor industry in wafer fabrication and 16 years teaching at the college level. Ms. Willins is employed as a Family Support Specialist at Urban Strategies Incorporated and is an Ethnic Studies lecturer at Sacramento State University. She commits to assisting and uplifting individuals and families to become self-sufficient and civic-minded. Ms. Wilkins has been employed as a shelter supervisor and caseworker and continues to support endeavors to provide affordable housing, education, and economic mobility to our communities.

Rebecca Sterling

Rebecca serves as a project manager for Sacramento Covered, and manages programs within the organization's health and homeless services department. Rebecca has managed the Health Homes Program since it started in 2019, and serves a caseload of clients directly, as well. Prior to joining the Sacramento Covered team, Rebecca worked within regional and statewide initiatives around removing health disparities, improving social determinants of health, and increasing education access. This included Affordable Care Act rollout and access to health care for undocumented Californians. Rebecca has bachelor degrees in psychology and international relations from University of California, Davis, and a master of social work degree from University of California, Berkeley. Rebecca is an Associate Clinical Social Worker.

Sanford Robinson

Sanford (Sandy) Robinson has been at the forefront of the social services field for over 25 years. Mr. Robinson has worked with myriad programs including inpatient, outpatient, detoxification, housing and criminal justice programs. During this time he has served many different populations including adolescent intervention and prevention, HIV/AIDS, criminal diversion and most recently has specialized in the field of child welfare and substance abuse. From 2001 - 2009 he served as the Director of the Specialized Treatment and Recovery Services (STARS) Program, a nationally recognized substance abuse case management program serving three Sacramento, CA Drug Courts. In addition he acted as the STARS Dependency Drug Court, Juvenile Drug Court and Early Intervention Family Drug Court Liaison. Mr. Robinson currently serves as Site Director with Nations Finest in Rancho Cordova CA, an organization providing substance abuse treatment, case management services, temporary and permanent housing to the homeless veteran population. He is also a consultant for the National Center on Substance Abuse and Child Welfare, providing training and education for Drug Courts and Child Welfare agencies across the United States. Mr. Robinson has spoken at numerous national conferences around the country including Washington D.C., Baltimore, Boston, Orlando and Nashville.

Sher Singh

Sher comes with extensive board experience for a few decades. Currently Sher serves on international, national, state, and local Business Professional Women's Federation (BPWs) in several roles. She volunteers for Women's Empowerment, training and mentoring unhoused women for job readiness. Over a span of 27 years, Sher served on 13 civic organizations in NY. For example, she was a trustee and officer for Garnet Health Medical Center, serving three counties, three hospitals, and 450,000 residents. Also, a trustee for Fearless (a domestic violence nonprofit) for 18 years, 6 as president. President of New York United Teachers Union School Related Personnel for 3 years. Throughout, she also served alongside legislators, educators, clergy, government county leaders. Sher has acquired several certifications, for example, she was trained to provide dance therapy to brain trauma, Alzheimer's, and senior communities. Sher's professional career has included work at the United Nations, in education, public relations, and human services, working with youth at risk and the mentally and physically disabled. She has developed and facilitated diversity workshops for decades for non-profits, for-profits, educational institutions, and counties. Born in Guyana, SA she experienced a mélange of cultures, and has also lived in several countries. She currently lives in Sacramento, CA. She has a passion for cultures, languages, and dance. Her most desired wish is to explore alongside others, help marginalized people, and learn what makes us unique and what connects us.

Tahirih Kraft

Tahirih Ann Kraft has over 22 years of work experience in the social service field. Mrs. Kraft was hired at Sacramento Self-Help Housing in 2008. Since then, she has developed both the Property Management Department and the Renters Helpline. Mrs. Kraft is currently the Director of Housing Services which she adopted in 2020 and revamped this department to increase productivity and enhance the teamwork atmosphere. In 2015 Mrs. Kraft implemented the Renters Helpline which provides a telephone and an internet-based "Renter's Helpline" to counsel, provide dispute resolution and fair housing services for residents in a housing crisis or dispute. In 2020, she was contracted to work with the City to educate renters and owners on Tenant Protection Program (TPP). Mrs. Kraft has a degree in Social Work, Psychology and is a California Certified Residential Manager.

2021 System Performance Committee Roster

Member Name	Area of Representation	Title / Organization
Alexis Bernard	Mental Health Service Organizations	Director of Housing, Turning Point Community
Amani Sawires Rapaski	Substance Abuse & Housing Programs	COO, Volunteers of America
Avery Holland	Service Provider	Intensive Case Manager, Consumers Self Help
Cheyenne Caraway	Housing Authority	Program Manager, Sacramento Housing and Redevelopment Agency
Danielle Foster	Local Government	Housing Policy Manager, City of Sacramento
Dawn Basciano	State Government	Public Policy Manager, Department of Public Health
Emily Halcon	Local Government	Director of Homeless Initiatives, County of Sacramento
Erin Johansen	Mental Health	Executive Director, Hope Cooperative/TLCS
Gina Roberson	Domestic Violence	Chief Program Officer, WEAVE
John Krantz	Lived Experience	Board Chair, SHOC
Lisa Bates, Co-Chair	Lead Agency	CEO, Sacramento Steps Forward
Lorraine Wilkins	Education & Service Provider	Family Support Specialist, Urban Strategies Inc.; Ethnic Studies Lecturer Sacramento State
Mike Jaske	Faith Community Advocate	Volunteer Advocate, SacACT
Monica Rocha-Wyatt	Mental Health	Program Planner, County-Behavioral Health
Rebecca Sterling	Service Provider	Project Manager, Sacramento Covered
Sanford Robinson	Veterans	Site Director - Mather Veterans Village, Nations Finest
Sher Singh	Business	DEI Chair, National Business Professional Women's Federation
Stefan Heisler, Co-Chair	Local Government	Housing Manager, City of Rancho Cordova
Tahirih Kraft	Service Provider	Director of Housing Services, Sacramento Self-Help Housing



**SACRAMENTO
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

7/22/21 SPC Minutes



System Performance Committee (SPC) Meeting Minutes

Thursday, July 22, 2021 || 9:00 AM – 11:00 AM

[Recording of Zoom Meeting](#). The chat and materials discussed at the meeting (not provided before the meeting) are below the minutes.

Attendance:

Member	Area of Representation	Present
Alexis Bernard	Mental Health Service Organizations	Yes
Amani Sawires Rapaski	Substance Abuse & Housing Programs	No
Angela Marin	Local Government	No
Angela Upshaw	Veterans	No
Cindy Cavanaugh	County of Sacramento	Yes
Debra Larson	Seniors and Vulnerable Adults	No
Erin Johansen	Mental Health	Yes
Gina Roberson	Domestic Violence	Yes
John Foley	Homeless Services Provider	No
John Kraintz	Lived Experience	No
Lisa Bates, Co-Chair	Lead Agency	Yes
Mike Jaske	Faith Community Advocate	Yes
Monica Rocha-Wyatt	Mental Health	Yes
Stefan Heisler, Co-Chair	City of Rancho Cordova	Yes
Sarah O'Daniel	Housing Authority	No

If you have any questions or would like more information about this meeting, contact Scott Clark, Systems Performance Analyst with Sacramento Steps Forward at sclark@sacstepsforward.org.

SSF Staff	SSF Title
Andrew Geurkink	CoC Specialist
Christina Heredia	Referral Specialist
Lisa Bates	Chief Executive Officer
Michelle Watts	Chief Planning Officer
Michelle Charlton	CoC Coordinator
Scott Clark	Systems Performance Analyst
Dr. Tamu Green	Systems Performance Advisor

Guests

April Marie Dawson, Brandon A. Wirth, Danielle Foster, Deborah Burch, Emily Halcon, Jennie Spotnitz, Joseph Smith, Julia Burrows, Karri Eggers, Michelle Gotfried, Nick Golling, and Rose Arteaga.

Agenda Item	Presenter(s):	Time	Item Type
I. Welcome/Introductions	Lisa Bates & Stefan Heisler (Co-Chairs)	9:00 AM (5 minutes)	Information
Stefan welcomed all and started the meeting around 9:06 AM. Attendance of approximately 21 participants.			
II. Approval of 6/24/21 Meeting Minutes	Stefan Heisler	9:05 AM (5 minutes)	Action
Motioned for approval with the text amendment in agenda item VI replacing the phrase "ongoing system performance informing environmental scans" with			

“ongoing reviews of external forces affecting system performance”: 1st - Mike Jaske, 2nd - Erin Johansen.

Motion approved.

III. SPC Co-Chair and Member Solicitation Update

Stefan Heisler

9:10 AM
(5 minutes)

Information

Stefan reported that a number of new member applications had been received and the deadline to apply is Tuesday, July 27th. He also noted if there is any interest to be a SPC CoChair to reach out to him. The SPC application is available [here](#).

IV. NOFA Update

Scott Clark, SSF
Systems
Performance
Analyst

9:15 AM
(5 minutes)

Information

Scott shared that the HUD NOFA has not yet been released. A release in the next few weeks is expected. Next month, Homebase, the CoC’s NOFA TA provider, will attend the meeting to help the SPC start the narrative review. At the next meeting, we will also talk about how the SPC can take an active role in establishing funding priorities for the following year.

Questions were asked during the meeting. Please see the recording for more details.

V. PIT Count Update

April Marie
Dawson, CoC PIT
Subcommittee
Co-Chair

Michele Watts,
SSF Chief
Planning Officer

9:20 AM
(20 minutes)

Information

April shared details about the PIT Count Subcommittee meeting and efforts. The PIT Count Subcommittee will present a recommendation to conduct a 2022 PIT Count at the August CoC Board meeting. Michele shared a document with

background and timeline information on the PIT Count. She also shared details on the unsheltered survey effort.

Questions were asked during the meeting. Please see the recording for more details.

<p>VI. California Advancing and Innovating Medi-Cal (CalAIM)</p>	<p>Emily Halcon, Director of Homeless Initiatives, Sacramento County</p> <p>Jenine Spotnitz, Program Planner, Sacramento County Department of Health Services</p>	<p>9:40 AM (20 minutes)</p>	<p>Information</p>
---	---	---------------------------------	--------------------

Emily and Jenine shared an overview presentation on California Advancing and Innovating Medi-Cal (CalAIM), including a review of the Enhanced Care Management (ECM) and In Lieu of Services (ILOS) components, county participation, the role of Health Authority Commission, and related resources.

Questions were asked during the meeting. Please see the recording for more details.

<p>VII. City of Sacramento Master Siting Plan to Address Homelessness</p>	<p>Julia Burrows, Senior Policy Advisor, Office of Mayor Steinberg, City of Sacramento</p>	<p>10:00 AM (20 minutes)</p>	<p>Information</p>
--	--	----------------------------------	--------------------

Julia shared updates on the City of Sacramento Master Siting Plan that includes motel conversions, voucher resources, City surplus sites, a proposal for a large campus site (for medical and behavioral healthcare), identifying financing (state and federal resources), SacRT park and ride sites, CalTrans, and more.

Please see the recording for more details.			
VIII. Racial Equity Action Plan	Dr. Tamu Green, SSF Systems Performance Advisor	10:20 AM (30 minutes)	Information & Discussion
<p>Tamu shared details on the REQ Action Plan including the process, the strategic areas of focus, the findings, and the recommendations. She shared a draft REQ Action Plan and once finalized it will be presented at the August 11, 2021 CoC Board meeting.</p> <p>Please see the recording for more details.</p>			
<p>VII. Announcements:</p> <ul style="list-style-type: none"> • Scott Clark shared an update on homelessness-related legislation. The Governor just signed a budget trailer bill, AB 140, into law that will have an impact on system planning and coordination efforts. He pointed to the Governor's infographic and additional information on the AB 140 budget trailer bill language. 			
<p>VIII. Meeting Adjourned at 11:00 AM. Attendance of 15 participants.</p> <p>Next SPC Meeting: Thursday, August 26, 2021 (9:00 AM - 11:00 AM)</p>			

Meeting Chat

09:05:38 From Mike Jaske : Meeting minutes in section VI has the phrase "ongoing system performance informing environmental scans." Can this be replaced by ongoing reviews of external forces affecting system performance?

09:06:32 From Michelle Charlton (She/Her/Hers) SSF, CoC Coordinator: SPC Application: <https://docs.google.com/forms/d/e/1FAIpQLSdSF1h9qVG0-FRfECQxO4p61OoOh1QkAPLg3KeMNJG4pTevZw/viewform>

09:11:37 From Michelle Charlton (She/Her/Hers) SSF, CoC Coordinator: Update: 7 of 15 SPC members are present

09:12:43 From Gina Roberson : Not sure if you noticed but I am here. Sorry to joined late.

09:12:58 From Michelle Charlton (She/Her/Hers) SSF, CoC Coordinator: We have you recorded Gina. Thank you

09:18:04 From Monica Rocha-Wyatt (she/her), BHS : BRB

09:22:08 From Michelle Gotfried : PIT was also impacted by not having Sac state students on campus/in person school

09:24:26 From Monica Rocha-Wyatt (she/her), BHS : sorry back

09:27:23 From Nick Golling- City of Sacramento : I know I'm still new here so forgive me if this is already happening. But in my prior CoC, the ARC GIS system was used to get precise mapping on locations of households experiencing homelessness. It was really helpful to inform not only concentrated outreach, but also the cities and unincorporated areas got a good idea of homelessness in their respective areas.

09:30:22 From Lisa Bates (She/Her) - SSF : HMIS has ability to add coordinates for outreach and is used inconsistently

09:32:13 From Cindy Cavanaugh : I think HMIS would be the appropriate tool for understanding locations for purposes of informing outreach. Geography changes over the two plus years from the PIT.

09:33:37 From Erin Johansen : To Cindy's point, we could look at geography over the last several PITS and determine if the percentages remain relatively constant.

09:36:34 From Nick Golling- City of Sacramento : Thank you Michele! Great info!

09:37:14 From Scott Clark (he/him) : Meeting minutes in section VI has the phrase "ongoing system performance informing environmental scans." Can this be replaced by ongoing reviews of external forces affecting system performance?

09:37:36 From Michelle Charlton (She/Her/Hers) SSF, CoC Coordinator:
<https://sacramentostepsforward.org/wp-content/uploads/2021/07/7.22.21-SPC-MTG-Packet.pdf>

09:39:38 From Stefan Heisler : APPROVAL OF MEETING MINUTES

09:39:40 From Cindy Cavanaugh : Abstain

09:39:43 From Alexis Bernard, Turning Point Community Programs : abstain

09:39:47 From Stefan Heisler : yes

09:39:50 From Lisa Bates (She/Her) - SSF : Aye

09:39:52 From Mike Jaske : YES

09:39:57 From Monica Rocha-Wyatt (she/her), BHS : yes

09:40:01 From Erin Johansen : YES

09:40:03 From Scott Clark (he/him) : Gina verbally: yes

09:41:35 From Alexis Bernard, Turning Point Community Programs : Congratulations Emily!

09:41:40 From Scott Clark (he/him) : THANK YOU CINDY!

09:41:51 From Nick Golling- City of Sacramento : Congratulations to you both!!

09:41:52 From Alexis Bernard, Turning Point Community Programs : Thank you for all of your service throughout the years Cindy!

09:41:53 From Lisa Bates (She/Her) - SSF : Congratulations to both of you!

09:52:12 From Danielle Foster : Thanks Emily and Jenine, can you send out your PowerPoint please?

09:54:17 From Cindy Cavanaugh : Thank you. The County and Sacramento as a whole is in good hands with Emily and leaders like you. I appreciate all of your contributions

to solving homelessness and have appreciated the opportunity at the County to contribute. Thanks!

09:57:32 From Michelle Gotfried : Yes please

09:58:23 From Danielle Foster : The City Whole Person Care Program is also hosting transition meetings and people are welcome to join. It's to facilitate transition from WPC to CalAIM. We have a meeting today at 1pm and meet monthly.

10:00:55 From Danielle Foster : Here is the meeting link- <https://zoom.us/j/5070479045?pwd=VEISRkp0anp5WFNRVENhOVV Sa0o0Zz09> Feel free to email me if you'd like more information- Danielle, dfoster@cityofsacramento.org

10:02:40 From Michelle Gotfried : In California you can now go to the doctor and get a prescription for housing:) Excellent!

10:03:00 From Cindy Cavanaugh : I thin the challenge relative to homeless population will be provider skill and capacity to meet the need

10:03:42 From Cindy Cavanaugh : In other words, limited provider pool with deep experience with the needs of persons experiencing homelessness. Not typically a health speciality.

10:06:52 From Erin Johansen : Provider capacity is directly affected by workforce challenges. Rates need to support wages that will attract and retain staff.

10:09:47 From Cindy Cavanaugh : Perhaps an additional area to contribute to success of CalAIM with a portion of population - how can the community align ongoing alignment of housing vouchers - whether PHA, CoC, or otherwise to a subset of the population? Without it, the services will only go so far.

10:11:18 From Erin Johansen : Also why we need to look at onsite services in housing as an option so we can increase capacity. Vouchers depend on capacity which is extremely challenged and has been for years.

10:12:01 From Cindy Cavanaugh : Yes, all options for housing assistance, including new development.

10:16:55 From Scott Clark (he/him) : Infographic: <https://www.gov.ca.gov/wp-content/uploads/2021/07/CA-Comeback-Homelessness-Plan.pdf>

10:17:00 From Michelle Charlton (She/Her/Hers) SSF, CoC Coordinator : Review the REQ Action Plan Draft on pg 42:
<https://sacramentostepsforward.org/wp-content/uploads/2021/07/7.22.21-SPC-MTG-Packet.pdf>

10:18:08 From Scott Clark (he/him) : AB 140 budget trailer bill language:
https://leginfo.legislature.ca.gov/faces/billCompareClient.xhtml?bill_id=202120220AB140&showamends=false

10:19:27 From Michelle Charlton (She/Her/Hers) SSF, CoC Coordinator: Explore the REQ webpage for more details: <https://sacramentostepsforward.org/racial-equity/>

10:24:02 From Michelle Charlton (She/Her/Hers) SSF, CoC Coordinator: More information on REQ Data: <https://sacramentostepsforward.org/racial-equity-data/>

10:26:57 From Cindy Cavanaugh : I need to sign off. Thanks.

10:27:03 From Stefan Heisler : Thank you Cindy!!

10:39:56 From Michelle Charlton (She/Her/Hers) SSF, CoC Coordinator: REQ Action Plan Draft on pg 104:
<https://sacramentostepsforward.org/wp-content/uploads/2021/07/7.21.21-REQC-Meeting-Materials.pdf>

10:43:57 From Erin Johansen : I have to get to an 11am meeting. Sorry!

10:44:05 From Monica Rocha-Wyatt (she/her), BHS : Me too

10:46:30 From Nick Golling- City of Sacramento : Very informative and enlightening presentation Dr Green!

10:49:00 From Danielle Foster : Dr Green, love the collaboration recommendations—so important for a healthy system for so many reasons, including equity. The City of Sacramento is definitely encouraging collaboration in our RFPs and giving points for it, but open to more ideas on how to further this—thank you!

10:50:50 From Dr. Tamu Green (she/her), SSF, Systems Performance Advisor : Danielle, I'm so glad to hear that the City is encouraging collaboration! Let's put our heads together on this!

10:58:43 From Lisa Bates (She/Her) - SSF : Thank you Julia!

10:58:46 From Danielle Foster : Thanks Julia for all your work on the plan!

10:58:58 From Nick Golling- City of Sacramento : Thank you so much Julia!

10:59:10 From Danielle Foster : And thanks Lisa and SSF staff!!

10:59:16 From Scott Clark (he/him) : Ton of information today. Thanks all!

10:59:19 From Nick Golling- City of Sacramento : And thank you Stefan for running a great meeting!

10:59:21 From Alexis Bernard, Turning Point Community Programs : Thank you for a very informative meeting!

10:59:35 From Danielle Foster : Great meeting!



SACRAMENTO STEPS FORWARD

Ending Homelessness. Starting Fresh.

PIT Subcommittee Recommendation to the System Performance Committee and the CoC Board to Conduct a 2022 Unsheltered PIT

July 22, 2021

Background: Like many CoCs, the Sacramento CoC received a waiver/exemption from HUD on conducting a 2021 unsheltered PIT count due to the COVID-19 exposure risks to volunteers and people experiencing homelessness. At the time that the CoC Board agreed to forgo the 2021 unsheltered PIT, the board also agreed to consider conducting a 2022 unsheltered PIT if feasible (even though the next HUD-mandated PIT is not required until 2023).

The 2021 PIT Subcommittee (PSC) evaluated the 2022 Unsheltered PIT (US PIT) feasibility question over the course of two meetings in April and June. The PSC considered feasibility across four criteria:

- Financial feasibility
- SSF staff capacity
- Sacramento CoC and community capacity
- Possibility of continued impacts of COVID-19
-

The following table details the assessment of all four categories:

2022 Unsheltered PIT Feasibility Summary Table

Feasibility Criteria	Summary/Discussion	Feasibility Determination
<p>Financial- Does the CoC have the financial resources?</p> <p><i>* Funding resources detail provided below</i></p>	<p>The Sacramento CoC relies on annual HUD CoC Planning grant funding to conduct PIT Counts, as well as to fulfill other planning-related activities required by HUD and prioritized locally, including staffing the CoC Board and its committees. SSF staff conducted a review of HUD CoC Planning Grant resources and determined that there are sufficient funds available to conduct a 2022 US PIT of similar quality as the last US PIT in 2019.</p>	<p>Yes</p>
<p>Staff Capacity- Does SSF have the staff capacity?</p>	<p>SSF staff capacity to conduct a US PIT requires administrative resources to negotiate and monitor a contract for research and methodology and process payments to contracted entities, and coordinate planning and implementation, including a significant investment in volunteer recruitment, training, and coordination.</p> <p>The SSF Planning team is fully staffed/has no vacancies and in 2021, SSF added accounting staff and a full-time Volunteer & Training Coordinator, all of which enable the organization to provide staff support for a 2022 US PIT.</p>	<p>Yes</p>
<p>Sacramento CoC and Community Capacity-</p>	<p>At the April and June PSC meetings, provider members and guests were asked about their capacity to help support a 2022 US PIT, given the</p>	<p>Likely Yes</p>

<p>Does the CoC and community have capacity?</p>	<p>challenges of returning to normal operations after the pandemic and any other considerations. The type of supports needed include participating in meetings, contributing information about where people are unsheltered for the purpose of deploying count volunteers, contributing to volunteer recruitment efforts, and, for some providers, making skilled outreach and social workers available to conduct surveys in large encampments on count night(s). No one suggested that capacity to do so does not exist, however, input focused on the importance of conducting a US PIT and the need to put forth any effort needed.</p>	
<p>COVID-19- Will the pandemic not impact the CoC's ability to conduct an US PIT?</p>	<p>Due to significant decreases in infections and deaths, increasing vaccination rates, and the subsequent easing of restrictions, the PSC felt confident at the time of the recommendation that COVID-19 would not be a barrier to conducting a 2022 US PIT.</p>	<p>Likely Yes</p>

*** Funding Resources Detail:**

HUD CoC Planning Grant Amounts

- FY2018 NOFA \$587,971- active
- FY2019 NOFA \$609,817- upcoming
- FY2020 (no NOFA) \$609,817- announced

Note: Unlike other HUD CoC grants, Planning Grants can operate concurrently or consecutively and can also be extended from a standard 12-month term to a term of up to 18 months.

Sacramento CoC Planning Grant Primary Uses

Consultants:

- CoC annual NOFA projects competition and year-round performance review (supporting the CoC Project Review Committee)
- Unsheltered PIT Counts

SSF Staff:

- CoC Board and Committees Team and stipends for CoC Board and Committee members with lived experience
- Data Analytics Team

Standard Unsheltered PIT Expenses

- Research and methodology- consultants and staff
- Volunteer recruitment and coordination- consultants and/or staff
- Thank you gift cards/ incentives for survey participants

Cost range is approximately \$150,000 - \$170,000

Recommendation: Based on its review, the 2021 PIT Subcommittee recommends the Sacramento CoC conduct an Unsheltered PIT in 2022.

At its June meeting, the PSC did not have a quorum present, and therefore could not conduct a formal vote to approve the recommendation to do a 2022 Unsheltered PIT. However, all of the members present agreed by consensus to move forward with the recommendation for consideration. Co-chair April Dawson and staff agreed to report that a consensus of members recommend this action and to outline the information used to come to this consensus to inform decision-making.



California Advancing and Innovating Medi-Cal (CalAIM), Enhanced Care Management (ECM) & In Lieu of Services (ILOS) Overview

July 2021

Emily Halcon, Homeless Initiatives Director
Jenine Spotnitz, Department of Health Services Program
Planner

CalAIM Goals

1

Identify and manage member risk and need through whole person care approaches and addressing Social Determinants of Health.

2

Move Medi-Cal to a more consistent and seamless system by reducing complexity and increasing flexibility.

3

Improve quality outcomes, reduce health disparities, and drive delivery system transformation and innovation through value-based initiatives, modernization of systems and payment reform

ECM & ILOS

Enhanced Care Management

A **Medi-Cal managed care benefit** that will address clinical and non-clinical needs of high-need, high-cost individuals through the coordination of services and comprehensive care management.

In Lieu of Services

Services that **Medi-Cal managed care plans (MCPs) are strongly encouraged but not required to provide** “in lieu of”/ as substitute for utilization of other services or settings such as hospital or skilled nursing facility admissions, discharge delays, or emergency department use.

*ECM and ILOS will build on the design and learnings from California’s **Whole Person Care Pilots (WPC)** and **Health Homes Program (HHP)** and will replace both models to scale interventions to a statewide care management approach.

Enhanced Care Management

Summary:

- New statewide mandatory managed care benefit
- Available to eligible high-need individuals enrolled in managed care.

Eligible Populations:

Adults

- 1) Homeless;
- 2) High Utilizer;
- 3) SMI/SUD;
- 4) Incarcerated and Transitioning to the Community;
- 5) At risk for Institutionalization and Eligible for LTC;
- 6) Nursing facility Residents Transitioning to the Community.

Children/Youth up to 21

- 1) Homeless;
- 2) High utilizer;
- 3) SED, identified to be at Clinical High Risk (CHR) for psychosis or experiencing a First Episode of Psychosis;
- 4) Enrolled in CCS / CCS Whole Child Model (WCM) with Additional Needs beyond CCS;
- 5) Involved in Child Welfare (including those with a history of involvement, and foster care up to 26);
- 6) Incarcerated and Transitioning to the Community.

ECM Core Services



Outreach and Engagement



Member and Family Supports



Comprehensive Assessment and Care Management Plan



Health Promotion



Coordination of and Referral to Community and Social Support Services



Comprehensive Transitional Care



Enhanced Coordination of Care

In Lieu of Services

Summary:

- DHCS has pre-approved 14 potential medically appropriate and cost-effective “in lieu of services” (ILOS) that MCPs may offer.
- ILOS must be medically appropriate and cost-effective and are strongly encouraged but not required for Medi-Cal MCPs to implement.

Implementation Date:

- January 1, 2022

Notes/Considerations:

- ILOS are optional for both the plan to offer and the beneficiary to accept.
- MCPs will have the opportunity to add new ILOS every six months.
- Individuals do not have to be enrolled in ECM to be eligible for ILOS.

ILOS Menu of Options

- Housing Transition and Navigation Services
- Housing Deposits
- Housing Tenancy and Sustaining Services
- Short-Term Post-Hospitalization Housing
- Recuperative Care (Medical Respite)
- Respite Services
- Day Habilitation Services
- Nursing Facility Transition/Diversion to Assisted Living Facilities
- Community Transition Services
- Personal Care and Homemaker Services
- Environmental Accessibility Adaptations
- Meals/Medically Tailored Meals
- Sobering Centers
- Asthma Remediation

County Participation in ECM and ILOS

Different counties will be involved in ECM and ILOS in different ways.

- While MCPs will be responsible for administering ECM and ILOS, counties are critical partners in implementing and ensuring the success of these initiatives.
- MCPs are expected to contract with existing HHP/WPC providers unless there are justifiable reasons for not contracting.
- Possible roles for counties include, working in partnership with stakeholders:
 - ECM and/or ILOS providers
 - Contracting hub for service providers, leveraging established relationships and processes
 - Data hub for providers and MCPs, leveraging existing and/or new systems and information technology
 - Serving in both roles

Health Authority Commission

The Commission will assess managed care plans (MCPs) and recommend at least 2 MCPs for Sacramento County.

- Members of the public are invited to attend
- Sacramento County Health Authority Commission Meeting Schedule
 - General Meetings: 3rd Tuesday of every month, 3:00 - 5:00 PM
 - Consumer Protection Committee Meetings: 2nd and 4th Thursday of every month, 11:00 AM - 1:00 PM
 - Quality Improvement/Quality Assurance Meetings: 2nd and 4th Thursday of every month, 5:00 - 7:00 PM
- Website: <https://dhs.saccounty.net/PRI/Pages/Medi-Cal%20Managed%20Care%20Resources/GI-Sacramento-County-Health-Authority.aspx>
- Share your experiences with Medi-Cal in this survey: <https://tinyurl.com/SacHealth1>

CaAIM Resources

DHCS Websites

- [CaAIM](#)
- [ECM/ILOS](#)

Available DHCS Policy Decisions and Guidance

- [Finalized DHCS-MCP ECM and ILOS Contract Template](#)
- [Finalized ECM and ILOS Standard Provider Terms and Conditions](#)
- [Finalized CaAIM ECM and ILOS Model of Care Template](#)
- [Finalized ECM Key Design Implementation Decisions](#)
- [Finalized ECM & ILOS Coding Options](#)
- [ECM/ILOS FAQs](#)

The background of the entire page is a collage of stylized, overlapping silhouettes of people's heads and shoulders. The silhouettes are rendered in various shades of blue, teal, and red. Some are solid colors, while others are semi-transparent, creating a layered effect. The overall composition is abstract and represents a diverse group of individuals.

SACRAMENTO CONTINUUM OF CARE (COC)

DRAFT ACTION PLAN:

Findings &
Recommendations
from the CoC Racial
Equity Committee

JUNE 16, 2021



Photo Credit: Packs for Cold Backs

Table of Contents

Racial Equity Committee (REQC) Approval, Recruitment, & Formation	4-5
Racial Equity: Data & Context About the Disparities in Homelessness	6-7
Vision & Process	8
2021 Roster & Key Staff	9
Findings & Recommendations	
Racial Equity Committee (REQC)	10
Data with a Racial Equity Lens	11
Training & Education/Normalizing Conversations	12
Staff & Leadership Diversity	13
Assessment & Prioritization	14
Language Access	15
Equitable Funding	16
Partnerships	17
Homeless Management Information System (HMIS)	18
Appendix A	20-29



LETTER FROM THE CO-CHAIRS

Sacramento Continuum of Care's Racial Equity Committee (REQC)

As co-chairs of the Sacramento Continuum of Care's Racial Equity Committee (REQC), we submit our recommendations to reduce and eliminate disparities in the homeless services system. Our recommendations are guided by: input from interviews with Black, Indigenous, People of Color (BIPOC) who have lived experience with homelessness; feedback during stakeholder forums; studies; listening sessions; and perspectives from our committee members and meeting guests. We had the pleasure of serving alongside the dedicated members of the REQC, each of whom brought a wealth of experience and vision to this work. We are grateful to all those who shared their perspectives, experiences, and potential solutions of race serving as a predictor for homelessness in Sacramento.

In Sacramento County and across the country, people of color experience homelessness at disproportionately higher rates because of historic and ongoing inequities. In Sacramento, BIPOC are three to four times more likely to experience homelessness than the general population. Disparities in homelessness are exacerbated by a wealth gap driven by racism; on average, the net wealth of a Black family in America is about one-tenth that of a white family, as it has been for the past 70 years. This dramatic wealth gap is further entrenched by Black families earning little more than half of the income earned by white families. We also know that racial and social inequities are directly connected to health inequities.

While the problems may seem vast and multi-dimensional, change is possible through our collective efforts. Meaningful change will require leaders, elected officials, public institutions, community organizations, and individuals to look at their work, policies, and decision-making through a racial equity lens and use their collective circles to influence change.

Our recommendations provide a framework for action towards improving our current practices and righting an inherently inequitable system. This action plan is not the final word on what can and should be done. Instead, it is a starting point and pathway towards addressing racial equity in our homeless services system.

Angela Upshaw, MPH, MBA

Associate Director

Berkeley Food & Housing Project-Roads Home

Ardy Akhzari

Chief Executive Officer

PacksforColdBack Inc.

Racial Equity Committee (REQC) Approval, Recruitment, & Formation

In November 2020, the Sacramento CoC Board approved the creation of a Racial Equity Committee to serve through July 2021, with the primary purpose of recommending an action plan for the board's approval. Intensive outreach efforts combined with tremendous interest from the community resulted in 66 applications being submitted. The Racial Equity Committee (REQC) membership slate was approved from this pool of applicants, with attention to ensuring robust inclusion of applicants who identified as BIPOC or as part of BIPOC families as well as those with lived experience of homelessness (a stipend was offered for members with lived experience). At the first meeting of the REQC in January 2021, the committee approved its ambitious work plan and initiated its implementation.



Subcommittee As Working Group

The committee met just once monthly, so an ad hoc subcommittee structure was utilized to move the work forward between the committee meetings. Interested committee members, along with SSF staff and members of the public, met one to three times monthly to address the project at hand. These meetings were opportunities to delve deeper into the questions and issues that were raised at the committee meetings, and to prep materials and recommendations for the full committee's consideration. The membership was fluid so that individuals could participate based on their interests and availability. It was in these meetings that the logistics and assignments for the BIPOC interviews were ironed out, that feedback was provided on the REQ data webpage, that understanding and gaps in our best practices were discussed, and that the action plan began to take shape.



Activities & Inputs

There were a number of activities and inputs that informed our findings and the recommendations that resulted from those findings.

REQ 3-Part Training Series:

CoC Board members, REQC members, and CoC-funded providers were invited to participate in an interactive training series in Spring 2021 designed to build a common knowledge base and move our community in the direction of collective, coordinated, well-informed action—at the individual, organizational, and systemic level. For each session, post-training professional development assignments and resources were offered along with a follow-up Courageous Conversation. The titles of the trainings were:

- 1 **I Am a Good Person: I Can't Possibly Have Bias And Other Myths About How Our Brains Work**
- 2 **Acknowledging Our Shared Inheritance: Government-Sanctioned Bias, Systemic Racism, and a Renewed Demand for Change**
- 3 **Bringing It All Together: Aligning Our Heads, Our Hearts, and Our Institutions for Equity**

The materials from these trainings are available on our website. To protect confidentiality and encourage transparency, the trainings were not recorded.

BIPOC Interviews:

To augment our quantitative data, the REQC engaged in a community-based participatory research process to design and conduct interviews with BIPOC who were currently experiencing or had recently experienced homelessness. The full report of this process and its findings can be found in [Appendix A](#).

Listening Sessions with Other Communities:

SSF staff and REQC co-chairs engaged staff and consultants from other communities around the country to learn about their efforts towards racial equity, including their innovations, challenges, structures, funding, and advice.

Stakeholder Forum:

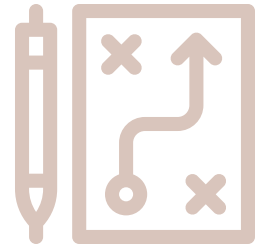
In April 2021, the REQC held an online forum to discuss with the broader community the questions that were driving the action plan. Several local leaders were invited as panelists to represent their BIPOC-led and/or BIPOC-serving organizations. Following the panel, participants met in small break-out groups that then reported out. A recording of this forum, as well as the follow-up forum in which we previewed the draft action plan, are available on our website.

Annual CoC Meeting:

At the May 2021 meeting, we heard from local community members, including youth, with lived experience of homelessness. We also hosted three break-out sessions, including Advancing Racial Equity: Social Justice Through Community Engagement. In this session, we had the opportunity to explore several community-driven efforts to advance racial equity and re-imagine our homelessness system as being fully inclusive, anticipatory, and responsive.

Community Input Forms:

Following the first Stakeholder Forum and the Annual CoC Meeting, survey links were provided to the public to provide input on what they would like to see our community commit to. Among others, questions included: How can we ensure non-discrimination in our homelessness services system? How can we expand funding to underserved communities and non-traditional providers? How should the CoC Board partner to promote racial equity? What performance measures should we be tracking?



Presentations on System Performance:

At the REQC meetings, we engaged with SSF staff to gain a clear picture of our system performance from the perspective of: Local Race and Ethnicity Data, the VI-SPDAT assessment tools used to prioritize individuals and families for housing and other services, Coordinated Entry, and the recently conducted Gaps Analysis. Committee members and the public received presentations and materials, which are posted on our website, and were able to ask questions.

Presentations on Best Practices:

Outside guests as well as REQC members were invited to educate us on the unique histories and needs of some of the populations that are over-represented in homelessness. Due to time constraints and availability of presenters, there were limitations on the number of presentations. There were two presentations from the Native American lens (one on housing and the other on health), and one each from the lens of Latinx Intersectionality and BIPOC with Disabilities. They can be found on our website.

Tiered Recommendations

As the recommendations have emerged from the findings, we have assigned them a number of T1, T2, or T3 based on our understanding of their ease of implementation, with T1 recommendations currently having the greatest capacity, resources, political will, partnerships, timeliness, and other considerations making them the "lowest hanging fruit", while T3 recommendations currently present the greatest stretch. The plan has been designed to fulfill a 3-5 year vision, with the anticipation that some recommendations will be implemented sooner than others.

Racial Equity

Data & Context About the Disparities in Homelessness

UPDATED: JULY 2021

In Sacramento County and across the country, people of color experience homelessness at disproportionately higher rates because of historic and ongoing inequities.

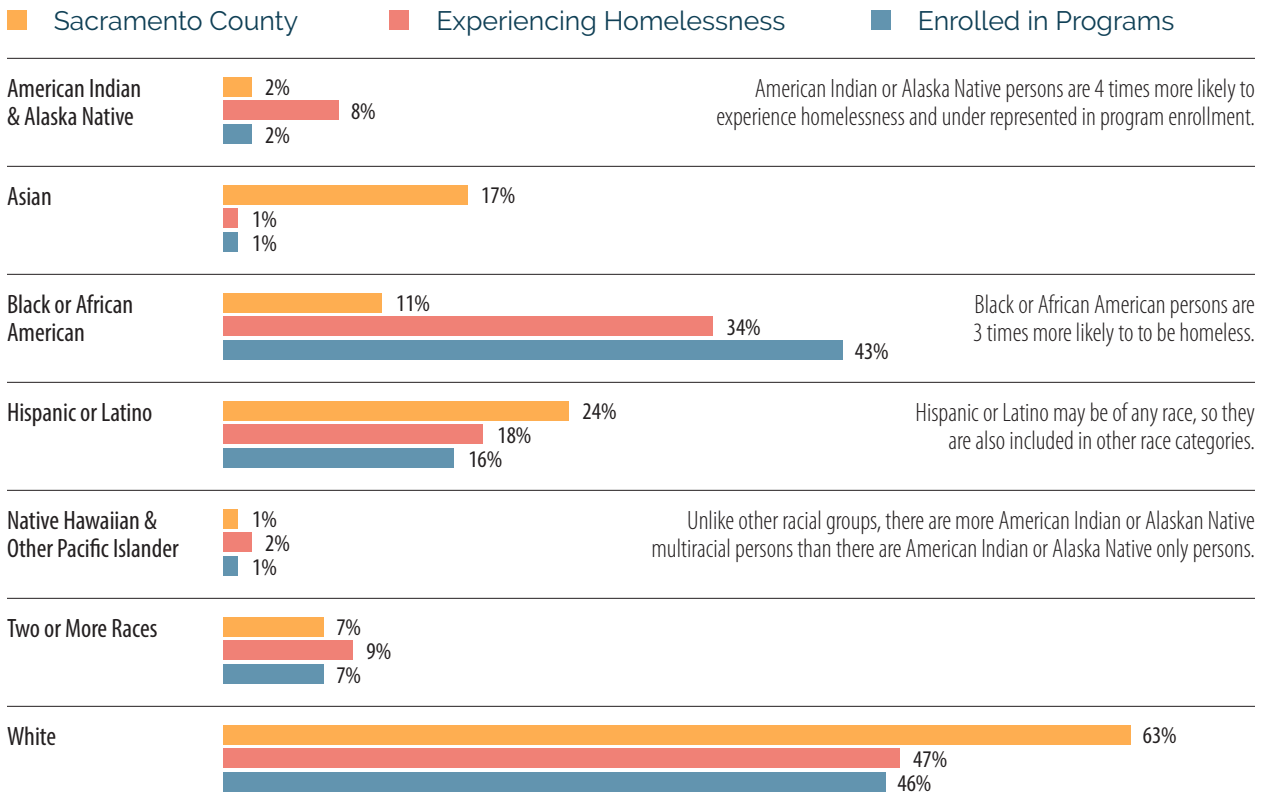
In Sacramento, Black/African Americans are three times more likely to experience homelessness than the general population. Meanwhile, American Indian and Alaskan Natives are four times more likely to experience homelessness than the general population.



The Sacramento Continuum of Care (CoC) Racial Equity Committee (REQC) reviewed available data on homelessness by race and ethnicity and determined that it was important to share the following perspectives on the data.

The data shown below helps us understand the disparity in homelessness experienced by Black, Indigenous, and People of Color (BIPOC). However, the federally mandated language and definitions used to collect and report data does not best serve BIPOC communities.*

Proportion of Race/Ethnicity by Population



Sacramento County population from 2019 Census Quick Facts. Population experiencing homelessness from 2019 Point-in-Time Count (1/31/19). Population enrolled in programs from Sacramento Homelessness Management Information System (1/31/19).

Race is a social construct. There exists no clear, reliable distinctions that bind people to the racial categories, which were created as a way to define physical differences between people, and often used as a tool for oppression and violence.

Ethnicity categories are inadequate oversimplifications. We are required to collect data on ethnicity separate from race using two ethnicity choices ("Hispanic or Latino" or "Not Hispanic or Latino"), which neglects the true diversity of shared culture, language, ancestry, practices, and beliefs. In addition, "Hispanic" and "Latino," which the federal government defines as a "person of Cuban, Mexican, Puerto Rican, South or Central American or other Spanish culture of origin, regardless of race," are not terms universally embraced by the labelled community. See more data on the intersection of race and ethnicity below.

Intersection of Ethnicity and Race

for those enrolled in programs on March 1, 2021

Non-Hispanic/ Non Latino			
Black or African American	3,071	47%	
White	2,705	41%	
Two or More Races	425	6%	
American Indian or Alaska Native	120	2%	
Asian	108	2%	
Native Hawaiian or Other Pacific Islander	91	1%	
Unknown Race	37	1%	
TOTAL	6,557	100%	

Hispanic/ Latino			
White	883	63%	
Two or More Races	190	14%	
Black or African American	149	11%	
American Indian or Alaska Native	83	6%	
Unknown Race	60	4%	
Native Hawaiian or Other Pacific Islander	19	1%	
Asian	8	1%	
TOTAL	1,392	100%	

Unknown Ethnicity			
Unknown Race	74	76%	
White	15	15%	
Black or African American	6	6%	
Native Hawaiian or Other Pacific Islander	1	1%	
American Indian or Alaska Native	1	1%	
TOTAL	1,392	100%	

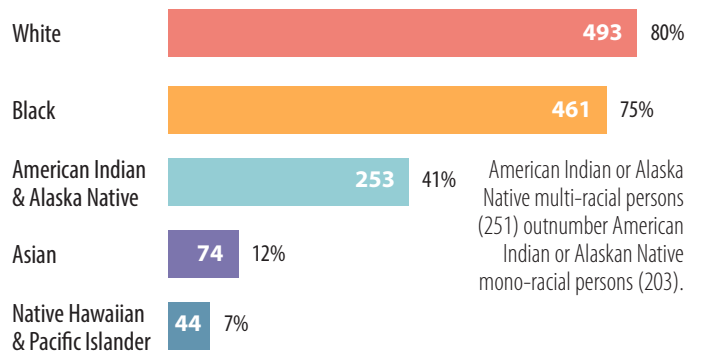
The data does not reflect the true range of identity and experience. The data reflects the self-identified race and ethnicity of persons experiencing homelessness, but the categories are limiting. For example, the racial category "Asian" groups together a huge number of countries and people of very diverse cultures.

In addition, combining multiracial persons into a category such as "Two or more races," can mask the true impacts for some racial groups. For example, there are more multi-racial American Indian/Alaska Native persons experiencing homelessness than there are American Indian/Alaska Native mono-racial persons. See more data on who is represented within "Two or more races" below.

Unpacking the "Two or more races" category

for those enrolled in programs on March 1, 2021

RACES REPORTED FOR THOSE OF TWO OR MORE RACES



615 TOTAL PERSONS

The data does not represent the true burden of the housing crisis facing the BIPOC community. By focusing on those who are unsheltered, the federal definition of homelessness leaves out other housing crisis situations that may be more common among some populations, such as over-crowding of multiple families in a unit meant for one or two persons, or couch-surfing.

Qualitative data adds critical context. Interviews and surveys, such as the one undertaken by the REQC in 2021, shed more light on the true burden and challenges faced by BIPOC experiencing homelessness.

Despite the data's limitations, it is clear there is disparity. The data on this page and other data related to racial equity will be reviewed and updated regularly. If you are interested in learning more and helping address the disparity in homelessness, we encourage you to participate in the REQC meetings.

**Update: In May 2021, HUD communicated upcoming changes to the wording of the race and ethnicity categories based on feedback from communities. The visual shows the language people were allowed to choose from at the time the data was collected. For more information on the new wording, go to the HUD's website www.hud.gov.*

Sacramento Continuum of Care's Racial Equity Committee (REQC)



The overwhelming number of those un-housed BIPOC interviewed for the Racial Equity Committee report that informs this action plan experience disabilities. This is in keeping with the national trend of the rising number of disabled and seniors experiencing homelessness who are also BIPOC. The intersection of un-housed, BIPOC and disabled means that city and county leaders must ensure that initiatives serving the un-housed are delivered in a universally accessible way and that BIPOC people with disabilities and older adults are at the table designing the programs meant to serve them.

April Marie Dawson

CoC Board Member and Racial Equity Committee Member



Vision

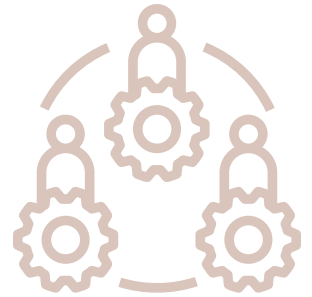
- 1 Uncover the scope, causes, and potential solutions of race serving as a predictor for homelessness in Sacramento.
- 2 The 20-member committee is comprised primarily of Black, Indigenous, and People of Color (BIPOC), many with lived experience of homelessness.
- 3 The committee is tasked with developing an action plan to guide the decision-making process of the CoC Board over the next three to five years. This plan will be fully informed by BIPOC with lived experience of homelessness, as well as input and recommendations from stakeholders, studies, pilots, local systems evaluations, and the learnings of other communities.
- 4 The ultimate vision is to create an equitable, accountable, and transparent homelessness system that catalyzes structural change both inside and outside of our current sphere of influence.

Process

- **Racial Equity Committee (REQC) Approval, Recruitment, and Formation**
- **Subcommittee as Working Group**
- **Activities and Inputs:**
 - REQ 3-Part Training Series
 - BIPOC Interviews
 - Listening Sessions with Other Communities
 - Stakeholder Forum
 - Annual CoC Meeting
 - Community Input Forms
- Presentations on System Performance
 - Local Race and Ethnicity Data
 - VI-SPDAT
 - Coordinated Entry
 - Gaps Analysis
- Presentations on Best Practices
 - Native American
 - Latinx Intersectionality
 - BIPOC with Disabilities

2021 Racial Equity Committee Roster

COMMITTEE MEMBER	AREA OF REPRESENTATION	TITLE/ORGANIZATION
Aimee Zenzele Barnes	City of Sacramento	Diversity & Equity Manager, <i>City of Sacramento</i>
Alicia Gonzales	Greater Sacramento	Public Health Programs Manger, <i>Sacramento Native American Health Center</i>
★ Angela Upshaw, <i>Co-Chair</i>	Veterans	Asso. Director of Programs, <i>Berkeley Food and Housing Project - Roads Home</i>
Anira Khlok	Sacramento, Health System	Community & Homeless Health Project Manager, <i>Dignity Health</i>
April Marie Dawson	People with Disabilities	Executive Director, <i>Resources for Independent Living</i>
★ Ardy Akhzari, <i>Co-Chair</i>	Sacramento	Founder & CEO (Volunteer), <i>Packs for Cold Backs</i>
Brina Sylve	Greater Sacramento Area	Paralegal, <i>California Housing Finance Agency</i>
Dawn Basciano	Sacramento	Regulatory Manager, <i>California Dept. of Public Health</i>
Fatemah Martinez, <i>MSW</i>	South Sacramento, Unsheltered/ Non-Profit/Outreach	President, <i>South Sacramento (HART)</i>
Henry Ortiz	Incarceration, Systemic Oppression, Community Violence	Grassroots Community Organizer, <i>All of Us or None Sacramento</i>
Koby Rodriguez	Central City, Non-Profit, BIQTPOC	Chief Program Officer, <i>The Sacramento LGBT Community Center</i>
Mike Nguy	Government Agency in the Public Health Division	Health Equity Lead, <i>Sacramento County Public Health</i>
Patricia Jones	Sacramento	Client, <i>Lutheran Social Services</i>
Shalinee Hunter	Sacramento and Statewide	Civil Rights Attorney & Asst. Director of Equal Employ. Opp., <i>Caltrans</i>
Stephanie D. Thompson	Oak Park and Marina Vista	Vice Chair-Person, <i>Community Wellness Forum</i>
Stephen Hernandez	Sacramento, Veterans	Site Director, <i>Nation's Finest</i>
Steven Seeley	Mental Health Services, Sacramento County	Hope Coop Active Board Member/Volunteer, <i>Hope Coop</i>
Tiffany Glass	Elk Grove, Sacramento County	Human Services Program Planner, <i>Dept of Child, Family and Adult Services, CPS</i>
Tiffany Gold	Youth with Lived Experience, POC	Child Care transportation, <i>Waking The Village</i>
Vanessa Johnson	Sacramento County	Sheriff Lieutenant, <i>Sacramento County Sheriff's Office</i>



Key Staff

Lisa Bates
CEO

Scott Clark
Systems Performance
Analyst

Tamu Green, PhD
Systems Performance
Advisor

Christine Heredia
CE-Referral Specialist

Michelle Charlton
Continuum of Care
Coordinator

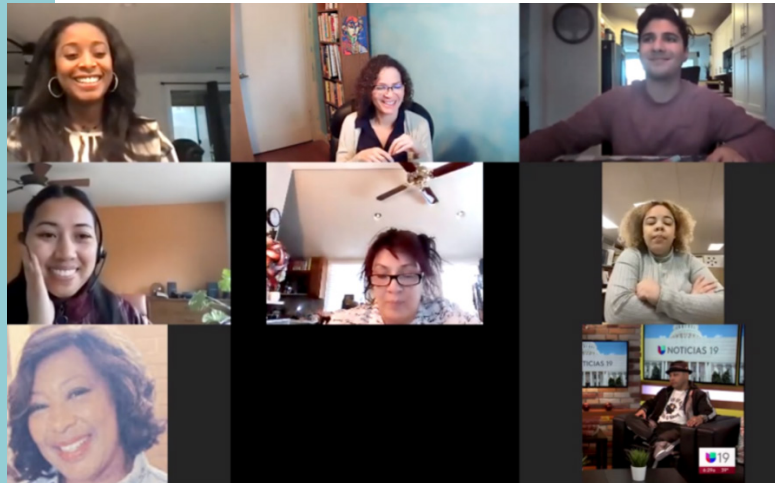
2021 Racial Equity Subcommittee Roster

COMMITTEE MEMBER	AREA OF REPRESENTATION	TITLE/ORGANIZATION
★ Angela Upshaw, <i>Co-Chair</i>	Veterans	Asso. Director of Programs, <i>Berkeley Food and Housing Project - Roads Home</i>
Anira Khlok	Sacramento, Health System	Community & Homeless Health Project Manager, <i>Dignity Health</i>
★ Ardy Akhzari, <i>Co-Chair</i>	Sacramento	Founder & CEO (Volunteer), <i>Packs for Cold Backs</i>
Brina Sylve	Greater Sacramento Area	Paralegal, <i>California Housing Finance Agency</i>
Christina Heredia	Lead Agency	Referral Special, <i>Sacramento Steps Forward</i>
Fatemah Martinez, <i>MSW</i>	South Sacramento, Unsheltered/ Non-Profit/Outreach	President, <i>South Sacramento (HART)</i>
Henry Ortiz	Incarceration, Systemic Oppression, Community Violence	Grassroots Community Organizer, <i>All of Us or None Sacramento</i>
Patricia Jones	Sacramento	Client, <i>Lutheran Social Services</i>
Stephanie D. Thompson	Oak Park and Marina Vista	Vice Chair, <i>Community Wellness Forum</i>

Racial Equity Committee (REQC)



Screenshot of a Racial Equity Subcommittee Meeting



Findings

- The REQC was established in November 2020 to develop an action plan for the CoC board's consideration.
- The initial REQC commitment extended through July 2021 for members and staff.
- The REQC has become a valuable resource in the community, serving to give voice to BIPOC with lived experience of homelessness, to provide input on matters beyond the action plan, to foster trust and accountability, and to raise questions, concerns, and solutions in a brave space.
- Its members believe that an equitable homelessness response system in Sacramento is more likely to be achieved with an extended commitment to dedicated racial equity work.

Recommendations

- Secure funding to staff the REQC, supporting the members with committee logistics as well as meeting the liaison, training, and advocacy needs of the committee with other organizations in the community. (T2)
- Expand the term of the REQC as a standing committee of the CoC Board, which would primarily provide support for implementation of the action plan and the racial equity work of the other committees. (T1)
- Incorporate racial equity goals and tools into each of the CoC Board's committees when they develop their annual work plans. Have the REQC advise on the development and implementation of these goals and tools. (T2)

Data with a Racial Equity Lens



Photo Credit: Hector Amezcua

Findings

- The vast majority of our data is quantitative.
- Quantitative categories do not always capture true identities or make all communities visible. This is particularly true of those that are not community-defined, as is the case for our HUD-designated racial and ethnic categories.
- Data is generally most useful and actionable when it is disaggregated. Disaggregation can be challenging when there are small numbers of a subpopulation.
- Qualitative data can provide meaningful context to understanding quantitative data.
- Racial inequities can be compounded by other demographic factors such as disability, gender, gender identity, and sexual orientation, creating a multiplier effect.
- Outside of the official HUD definition of homelessness, there are many who are housing insecure and ineligible for services.

Recommendations

To include a clearer picture of the BIPOC homelessness experience:

- Explore intersectionality data to understand multiplier effects of demographics outside of race and also to devise targeted universalism solutions. (T1)
- Collect, analyze, and report qualitative data when exploring issues related to equity. (T2)

To make data on racial equity more meaningful:

- Provide contextual information prepared with REQC input when presenting quantitative data. (T1)
- Disaggregate data on race/ethnicity identity as much as possible when presented. (T1)
- Develop and provide input to HUD on mandated race and ethnicity data process.
–Explore opportunity to collaborate with other CoCs. (T1)
- If HUD presents an opportunity for community input on the definition of homelessness, advocate for a broader definition. (T1)

To incorporate more BIPOC voices :

- Discuss racial equity data initiatives with the REQC and other racial equity advocates to get input on key aspects such as data definitions, data collection, analysis, and findings. (T1)
- Work with the REQC to identify racial equity key performance measures. (T1)

Training & Education/ Normalizing Conversations



Findings

- The community will participate in workshops, educational presentations, trainings, and courageous conversations when those opportunities are offered. There is strong interest in learning the context for racial disparities in homelessness, as well as how to take personal and organizational action.
- Some community members have requested that providers receive training in Housing First principles and good communication skills, as well as training on the unique history, needs, and best or promising practices for specific racial and ethnic populations that are little understood in relation to homelessness services.
- Intersectional issues of race/ethnicity with disability, gender identity, and sexual orientation are both prominent and largely misunderstood.
- There is a continuum of expertise within the local community, with some members newly entering these conversations and others who have significant depth of understanding.
- Bringing CoC board members, providers, volunteers, and other members of the CoC community together to learn about and openly discuss the challenges that BIPOC face demonstrates leadership and fosters trust and collaboration.

Recommendations

- Provide ongoing training and educational opportunities that are free and open to the entire community. The trainings should be determined by the needs that are demonstrated and expressed to better understand and promote racial equity, including intersectional needs. Note: Free disability training is available through the local independent living center (RIL). (T1)
- Adapt the national Culturally and Linguistically Appropriate Services (CLAS) Standards to provide guidance to the homelessness sector, and provide training on how to implement the standards. (T2)
- Draw on local and national expertise to provide this education, uplifting the experience and voice of BIPOC with lived experience of homelessness in the process. (T2)

Achieving Health & Mental Health: Equity at Every Level



Source: California Department of Public Health, Office of Health Equity, as inspired by World Health Organization, Robert Wood Johnson Foundation, and many others.

Staff & Leadership Diversity



Coc Board Members



Erin Johansen
Chair

Executive Director,
Hope Cooperative

Representing: Mental
Health



Angela Upshaw
Vice Chair

Associate Director of
Programs, Berkeley
Food & Housing
Project

Representing: Veterans



Pixie Pearl
Secretary

California Homeless
Youth Project

Representing: Transition
Age Youth, LGBTQ
Community

Findings

- While many of the organizations and institutions that comprise the CoC have line staff that reflect the racial and ethnic demographics of Sacramento's population experiencing homelessness, there is less diversity at the leadership level.
- It is often the leadership within these organizations and institutions that are recruited to the CoC board because of their authority and influence.
- As such, the CoC board does not reflect the community's racial and ethnic diversity.

Recommendations

- Among Sacramento's homelessness service providers, encourage social equity — intentionally hiring management level individuals with lived experience. (T2)
- When recruiting for the CoC Board and committees, replicate the process of recruitment for the REQC, intentionally seeking overrepresentation of BIPOC, especially those with lived experience. (T1)
- Explicitly offer stipends for participation for board and committee members with lived experience. (T1)

Assessment & Prioritization



Photo Credit: Sacramento Poor People's Campaign

Findings

- Version 1 of the VI-SPDAT has been criticized for not properly scoring BIPOC, under-prioritizing them for services.
- Some communities have modified their assessment and prioritization process to account for communities that have experienced gentrification and displacement and/or a history of redlining.
- Many individuals in Sacramento wait for long periods of time in the Coordinated Entry process after their VI-SPDAT data is gathered.
- There is the potential for real and perceived bias on the part of anyone involved in the assessment process.
- There is also the potential for the person being assessed to feel uncomfortable with those involved in the process based on their demographics and lived experience.

Recommendations

To address/prevent potential issues with the VI-SPDAT tool:

- Involve the REQ Committee in any planned changes to the Coordinated Entry assessment process before implementation. (T1)
- Explore alternative tools and methodologies for potential future use. (T2)

To better support individuals experiencing homelessness:

- Continue to improve the Coordinated Entry process, so that people do not wait for long periods of time after data is gathered from VI-SPDAT. (T3)

To address/prevent potential assessment administrator bias:

- Educate those who conduct needs assessments about racial disparities in housing and homelessness. (T2)
 - Advocate for racial equity training for anyone who administers an assessment.
- Collect race/ethnicity data about those who provide assessments to understand to what degree administrators represent population they serve. (T2)
 - Administer survey or ask organizations to provide information.

Language Access



Photo Credit: Sacramento Street Medicine

Findings

- Because the VI-SPDAT is only offered in English, individuals and families without English as their Native language are at a disadvantage from accessing entry, assessment, resources, and housing at an equitable level.
- While there has been a transition from discouraging translation to allowing bilingual service providers to translate, this adjustment is recent, not widespread knowledge, and leaves a heavy burden on those bilingual service providers to adequately understand, interpret, and translate complex assessment tools.
- With the exception of the consent form, vital documents necessary to navigate successfully through the HMIS process are not translated into languages other than English.

Recommendations

Vital Documents: VI-SPDAT Risk Assessment, Consent Form and Additional Documents (e.g., third party verification, self-certification, disability certification, program information, practices and policies)

- Translate all necessary information and documentation into multiple languages (T2)
- Train service providers on navigating access to translated forms and delivering assessments (T2)
- Ensure that all newly implemented tools and documents are offered in multiple languages (T2)

Provide funding for free and ongoing access to realtime translation and interpreting services for providers and programs without bilingual and multilingual staff. (T3)

Assess all documents that are provided to clients for readability; as necessary, re-create them to read at a 4th-5th grade level. (T2)

Include accessibility statements on all outreach materials/brochures that includes who to reach out to if someone needs accommodations to participate in programs and services. (T1)

Equitable Funding



Photo Credit: Sacramento Poor People's Campaign

Findings

- Small, BIPOC-led organizations are at a disadvantage in the NOFA and other competitions for contracts and grants due to infrastructure challenges such as lack of board training and development, liability insurance and other requirements, internal HR processes and procedures, and prior large-scale contract or grant management.
- Small organizations are burdened with data collection, preventing them from playing to their strengths: direct service provision.
- Competition between service providers stifles collaboration, innovation, and new funding streams.
- There is community concern that legacy projects are not effective enough and continually funding them without thorough evaluation of their impact impedes the funding of other projects that may be more effective.

Recommendations

- Explore developing the capacity of small, BIPOC-led organizations by offering cohort and individual training and technical assistance annually, in preparation for competitive procurement and successful implementation of the NOFA and other opportunities to diversify Sacramento's network of homelessness providers. Explore paying existing BIPOC-led providers to provide the training and technical assistance as peer mentors. (T3)
- Incentivize larger organizations to partner with small, BIPOC-led organizations that have a longstanding history of working in the community by providing preference to their funding applications when such partnerships are in place or by requiring complementary collaboration. (T3)
- Evaluate current funded projects for effectiveness with BIPOC populations. (T3)

Partnerships

You are on Native Land

Sacramento Tribal areas consist of:

- Nisenan
- Foothills and Southern Madiu
- Valley Miwok
- Wilton Miwok
- Me-Wuk people

South of the Sacramento River, are the

- Patwin
- Wintun
- Wintu



Sacramento Native American Health Center (SNAHC)

Findings

- Federally recognized tribes have the authority to create their own CoCs. There is one federally recognized tribe in the Sacramento area, Wilton Rancheria.
- There are many organizations and institutions that provide preventative or supporting services to individuals and families facing homelessness who are not connected to or knowledgeable of the CoC.
- The disproportionate numbers of BIPOC in institutions and systems that are further upstream contribute to the racial inequity found in homelessness. Unsupported exits from the foster care, juvenile and adult incarceration, education, and health care systems increase the likelihood of experiencing homelessness.
- Youth homelessness strongly predicts adult homelessness.

Recommendations

- Offer formal support and allyship to Wilton Rancheria in the creation and sustainability of a CoC. (T1)
- Conduct outreach into the community to develop a more comprehensive database of organizations and institutions that could aid the efforts of the CoC. Include these potential partners in communications about funding opportunities, board and committee meetings and openings for membership, forums, trainings, and other engagement that will strengthen case management/ case conferencing, housing development and placement, HMIS utilization, and collaborative program design. (T1)
- Establish a workgroup to learn from other communities that have established data-sharing agreements among multiple systems and provide case management prior to anticipated exits from overrepresented BIPOC systems, to determine the feasibility of replicating this type of transition coordination in Sacramento. (T2)

Homeless Management Information System (HMIS)



Photo Credit: Hector Amezcua

Findings

- Not all providers use HMIS, and among those that do, data quality varies - although there is widespread agreement that having a single database or integrated platform would enable better system performance.
- HMIS is considered by some to be too burdensome for data entry and too complicated to navigate.
- Some volunteers of BIPOC-led and BIPOC-serving organizations that are not currently CoC-funded have specifically requested that they be trained to enter data into HMIS.

Recommendations

- Convene leaders and database administrators to discuss opportunities to standardize data collection and reporting, reduce duplicative data entry across systems, and explore potential for future data sharing (Source: Gaps Analysis). Specifically, seek to build a data sharing system that is comprised of: a) Technical infrastructure that allows secure data transfer between SSF and its data sharing partners, b) A data sharing agreement template so that SSF can quickly and easily establish legal and binding agreements with its partners, and c) Tools to perform external data integration into HMIS. (T3)
- Identify the scope of the data quality issues in HMIS and communicate them with the operators/providers. Log this communication to get a clearer understanding of the effectiveness of current interventions. (T1)
- Expand training and education for the providers at management and data entry levels, making sure the training curricula are themselves easy to understand and follow. (T2)
- Consider funding a diverse team of resource specialists to provide intensive hands-on coaching with current and potential HMIS users to increase their comfort and success with inputting and accessing HMIS data. (T2)
- Individuals who are serving as volunteers or staff for BIPOC-led and BIPOC-serving organizations should specifically be outreached to receive this HMIS support. (T1)



THIS BACKPACK IS NOT LOST.

We've left it here for our friends who do not have a warm place to call home tonight. If you are in need, please take this backpack that is filled with food, warm clothes, and other essential items you may need. We wanted to show you that we love you, we care, and are thinking of you during these difficult times.

We are here for YOU.
www.packsforcoldbacks.org

Please do not take the items of all other people's needs. We have special requests for you!

Andy Wilson
 Founder & Chief Executive Officer




THIS BACKPACK IS NOT LOST.

We've left it here for our friends who do not have a warm place to call home tonight. If you are in need, please take this backpack that is filled with food, warm clothes, and other essential items you may need. We wanted to show you that we love you, we care, and are thinking of you during these difficult times.

We are here for YOU.
www.packsforcoldbacks.org

Please do not take the items of all other people's needs. We have special requests for you!

Andy Wilson
 Founder & Chief Executive Officer



THIS BACKPACK IS NOT LOST.

We've left it here for our friends who do not have a warm place to call home tonight. If you are in need, please take this backpack that is filled with food, warm clothes, and other essential items you may need. We wanted to show you that we love you, we care, and are thinking of you during these difficult times.

We are here for YOU.
www.packsforcoldbacks.org

Please do not take the items of all other people's needs. We have special requests for you!

Andy Wilson
 Founder & Chief Executive Officer



Photo Credit: Packs for Cold Backs



Racial Equity Committee Interviews Summary June 2021

The Sacramento Continuum of Care Racial Equity Committee (REQC) established a goal to better understand the local Black Indigenous & Persons of Color (BIPOC) homelessness experience through an interview process.

REQC members were encouraged to contribute names of persons with current or recent past experience with homelessness, who might be willing to be interviewed. 19 people were recommended for interview.

Based on the ability to connect, 20 REQC members were involved in surveying 14 people. Participants were provided with a gift card.

Participant Demographics Summary

14 people interviewed

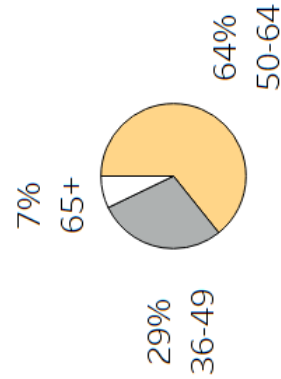
"How do you identify racially and ethnically?"

African American	5
African American/Black	2
Black	1
Native American /Black	1
Native/Black	1
Indigenous/Haitian/ Native American	1
Native American	1
Hispanic/Indian	1
Anglo/Asian/Latin	1

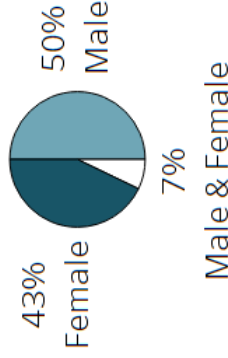
Current homelessness situation

Experiencing/connected to services	6
Experiencing/not connected to services	4
Resolved	4

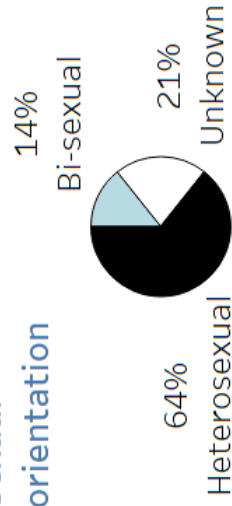
Age group



Gender



Sexual orientation



Racial Equity Committee Interviews Summary June 2021

Participant Demographics Detail:

Person ID	Race/Ethnicity	Gender	Sexual Orientation	Head of Household	Living w/ Disability	DV Survivor	Formerly Incarcerated	Veteran	Age Group	Current Situation
1	Black	Male	Straight	Yes	Yes	-	-	-	36-49	Experiencing/not connected to services
2	Indigenous & Haitian/ Native American	Male	Straight	Yes	Yes	-	-	-	50-64	Experiencing/connected to services
3	Native American	Female	Straight	Yes	Yes	Yes	-	-	50-64	Resolved
4	Black/African American	Female	Bi-sexual	Yes	Yes	Yes	Yes	-	36-49	Experiencing/connected to services
5	Native American & Black	Female	Not answered	Yes	Yes	Yes	Yes	-	50-64	Experiencing/not connected to services
6	African American Black	Male	Straight	-	-	-	-	Yes	50-64	Resolved
7	African American	Male	Heterosexual	Yes	Yes	-	-	Yes	50-64	Resolved
8	African American	Female	Not answered	Yes	Yes	-	-	-	65+	Experiencing/connected to services
9	Hispanic/Indian	Female	Not answered	Yes	-	-	Yes	-	50-64	Experiencing/connected to services
10	Anglo Asian Latin	Male/Female/ Hesperus	Bi-sexual	Yes	-	-	-	-	50-64	Experiencing/not connected to services
11	African American	Male	Straight	Yes	-	-	Yes	-	36-49	Experiencing/connected to services
12	Native & Black	Male	Straight	Yes	Yes	-	-	-	50-64	Experiencing/connected to services
13	African American	Male	Straight	Yes	Yes	-	-	-	50-64	Experiencing/not connected to services
14	African American	Female	Straight	Yes	Yes	Yes	-	-	36-49	Resolved

- For Race/Ethnicity, Gender, and Sexual Orientation, the participant self-identified and was not limited to any categories.
- For Head of Household, Living with a Disability, Domestic Violence (DV) Survivor, Formerly Incarcerated, and Veteran categories, participants were asked “Which of these descriptions best describe you?”
- For Current Situation, participants chose from three options.

Racial Equity Committee Interviews Summary June 2021



Length of time homeless

Of the 12 persons who responded, all indicated a length of one year or longer. It was in some cases difficult to tell if lengths were continuous or represented multiple cases of homelessness. The range reported spanned “about one year” to 30 years.

Those who had resolved their homelessness, reported shorter lengths of time homeless.

Current homelessness situation	Average years homeless
Experiencing/connected to services	9.2
Experiencing/not connected to services Resolved	10.3
Overall average years homeless	8.3

Location of homelessness

The majority of persons had spent all of their time homeless in Sacramento.

Other locations mentioned were Los Angeles (experience was better in Sacramento) and Texas (experience was better in Sacramento).

Location of homelessness	Count
All Sacramento	8
Not just Sacramento	5
Total	13

Events leading to homelessness

All 14 persons identified events contributing to their homelessness.

8 people reported multiple events leading to homelessness, and each event was counted.

The most common themes were related to:

- Employment, including loss of job or inability to find work
- Health-related challenges, including illness or injury that prevented them from working, as well as related bills
- Family changes, including death of family member and separation from partner

Event type	Count
Multiple reasons	8
Employment	7
Health	7
Family change	6
Not enough money	5
Other	3
Drug addiction	1
Eviction	1
Total	38

Racial Equity Committee Interviews Summary June 2021

Personal impact of homelessness

10 people answered a question on how homelessness affected them. 4 people focused on challenges (1 had resolved their homelessness). 5 people focused more on things they had learned (1 person had resolved their homelessness). 1 person spoke to both challenges and growth.

Challenges identified in response to this question included:

- bad weather
- no bathroom or shower
- health issues got worse
- addicted to living outside
- realize people look down on you
- things get stolen
- getting the “run around” from providers

Changes that reflect new understanding included:

- increased empathy
- more aware of world
- helped resolve personal issues
- increased understanding of self
- realized you need others to survive

Resources accessed

13 people indicated a wide variety of services and agencies accessed or attempted to access, including navigation, housing services, shelter, and drug-related programs. 2 persons (both not connected to services) indicated that they “haven’t really tried.” Sometimes resources were referred to generally, but specific programs were also mentioned.

Sacramento programs and providers mentioned

- 2-1-1
- Covered Sacramento
- Loaves & Fishes
- Sacramento Covered navigator
- Sacramento Self Help Housing
- Salvation Army
- Volunteers of America
- Union Gospel Mission
- Sacramento Housing & Redevelopment Agency (SHRA)
- Sacramento Native American Health Center (SNAHC)

Veteran programs mentioned

- Roads Home
- VASH vouchers
- Veterans advocate program

Other programs mentioned

- Section 8
- SSI

Racial Equity Committee Interviews Summary June 2021



Housing Choice Vouchers

A little more than half (8 out of 14) indicated they had received Housing Choice Vouchers, 3 of whom reported that they received denials for vouchers or from apartments or landlords. An additional 2 people who did not receive Housing Choice Vouchers reported other housing-related denials. No reasons for denials were provided in response to this question, but related issues emerged for other questions, as captured elsewhere in this report.

Time to services

Of the 11 people who responded, 5 reported they were quick to get services (“immediate”/“daily”/“not long”). 2 people indicated months (1 of which was specific to housing), and 1 person indicated years (specific to housing). 1 person said it depends. 2 people said they had not yet received services.

Barriers to accessing services

11 out of 13 people indicated barriers to accessing services at some point in the interview. 2 people stated that they did not experience any barriers.

The most common barrier identified was transportation to appointments and/or to access services with 8 mentions, followed by health-related issues, and documentation issues.

Barriers identified	Count
Transportation	8
Health condition	4
Documentation	3
Hard to connect with providers	2
Men-only program	1
Locating housing	1
Politics	1
Long wait for housing/shelter	1
Drug use	1
Domestic Violence	1
Lack of opportunity	1
Lack of resources	1
Being a woman	1
Insurance changes	1

Racial Equity Committee Interviews Summary June 2021

Reasons rejected or denied resources

Of the people who responded, half (6 out of 12) said they had been rejected or denied services. In some cases, details were provided.

- Person 2 was told that he was verbally abusive and an “angry black man” and doesn’t meet the criteria because of his attitude.
- Person 5 said the Sheriff’s Department denied her resources when they were around, and she noticed someone else of another race get vouchers, but she didn’t receive any.
- 3 people mentioned that the call-back process is an issue, and some programs do not return calls.
- Person 14 said no call-backs leaves people feeling lost. In addition, she said “So many places have denied me along the way for having a voucher and some take advantage that you do in all type of ways – profiling, indecent behavior, or just not helping at all.”

Alternatives that played a part in resolution of homelessness

Alternatives to the homeless-related services and programs were not cited by most. Person 2 indicated an alternative, which was making relationships with people who had housing. Persons 5 and 11 referenced jail-based programs.

Ability to meet basic needs

1 person not connected to services said they were not able to meet their needs. 3 people clearly stated that their needs were met. In total 12 people listed different ways they were able to meet at least some of their needs. In general, people spoke positively about the services available to meet their basic needs, but 2 people indicated it was difficult to meet their needs.

General ways meeting needs

- Resourcefulness
- Car sharing
- Doctor service
- Food closets
- Food/supplies delivery
- Navigator
- Shelter/housing
- Wellness center

Specific programs meeting needs

- Citrus Heights Food Closet
- Loaves & Fishes
- Maryhouse
- One Community Health
- Salvation Army
- Section 8
- SHRA
- SNAHC
- St Francis house
- VA health care
- Volunteers of America
- Roads Home

Racial Equity Committee Interviews Summary June 2021



History of homelessness or other social or economic challenges related to race in family

The majority of the 8 people who responded did not indicate that there was a family history of homelessness or other family challenges related to race.

Of those who indicated there was a history, Person 2 indicated it was job-related (“you’re not getting the job because you are a black guy with dreads”), and the Person 13 mentioned challenges of growing up in “the South.”

History related to race	Count
No	6
Yes	2
Total	8

Is there a difference compared to other races in the factors that played a part in becoming homeless?

3 people indicated there was a difference.

- Person 1 said being black in America is hard. He doesn’t blame his skin color, but he clarified that it does make it a little tougher.
- Person 10 said he gets rejected because of the way he looks.
- Person 13 said he has been “undercut” on construction jobs by other races who are willing to do the job cheaper.

Is there a difference compared to other races in applying for or accessing services?

A little more than half (8 out of 14) thought there was a difference by race in applying for and accessing services. Some people provided specific examples.

- Person 1 says sometimes people look to help certain other people faster than they help you. He feels that being black “puts you at the bottom of the totem pole.”
- Person 2 said he was frustrated and upset that his word isn’t taken at face value, he wants to be treated equally when requesting resources.
- Person 4 said “When I was at the river, Discovery, there were different services and groups come out; groups would have you write down your name and social and were going to call you. White females got calls and spoke highly of them; I couldn’t get a call back. And, I was pregnant at the time. Yes, like I was saying early a couple of people swear by these services; there was a pastor that got hotel, people who got the help were white. Never saw anybody who wasn’t get much help. Not until where I work now.”
- Person 5 said it is not fair that the only time she has access to services is when she is being taken to jail.

Racial Equity Committee Interviews Summary June 2021

- Person 6 mentioned being given a “not up to par” feeling by a particular provider who wound up not providing the sought-after service to him, but providing to two others.
- Person 7 did not think race was a factor and mentioned that because he used a phone line that may have helped since they didn’t know what color he was.
- Person 12 said “it’s a certain look...they’re not hiding it.”
- Person 13 said “Man I don’t know why they hate us, what did we ever do?...I’m at this stand, grabbing coffee, he’ll just look up and move away like I’m going to do something to him or something, that hurts more than anything.” He says he is not a threat to anyone, and it is sad for him to go through things like that.
- Person 14 said “I see many pick-and-choose situations with races.”

Were services denied or delayed due to labels such as “service resistant”, “aggressive”, “violent”?

Of the 11 people who answered the question, 4 said they were delayed or denied services due to labels more readily assigned to BIPOC individuals. Specific labels were mentioned by 3 people.

- Person 1 says he was called a “lazy son of a bitch” and told “it’s just like you people.”
- Person 2 despises the “angry black man” moniker that has been assigned to him in the past.
- Person 12 has been labeled “service resistant.”

An additional person answered no, but said she had observed others get labelled as “aggressive” and “service resistant.”

Person 4 said they had not been labelled, but is impacted by the possibility of being labelled. “I try to keep myself as calm as possible because I know this; I’m a black female and of course seen as aggressive especially coming off of drug addiction, coming off the river all stacked up against me, so I try to be as pleasant as possible.”

Racial Equity Committee Interviews Summary June 2021

What would a more racially just system look like?

All 14 people responded, with a general call for equal access and treatment echoed by almost all. In addition, there were a wide variety of other recommendations.

Changes

- Remove program limitations (e.g., one bag limit at shelter)
- Better leadership
- Learn more about people served
- Provide mailing addresses
- More mental health staff
- More communication
- More funding
- More housing
- Expand Roads Home program
- Allow more time in programs
- More promotion of programs
- More training for providers
- Equality
- Compassion
- Accept imperfections
- Challenge each other
- Individual role
- Stop killing each other
- God's judgment
- Accept authority

Person 1 wishes everyone would realize that we all bleed the same blood. We should be judged by the content of our character, not the color of our skin. We need to treat each other better instead of pulling each other down. They need to realize that we are all the same.

Person 2 says equality across the board is the start. Zero tolerance on both sides, both the provider and the participant. Organization leadership needs to set a proper example. The individual coming in for help needs to be open and put their biases aside as well. Funds, more money needs to be poured into this. This is a state of emergency and needs to be addressed as such.

Person 3 says God is the only one that can judge us. She wishes everyone would just get along because we are all children of God regardless of the race.

Person 4 says the professionals in the industry of helping along with education need some training with who they are dealing with. Every staff should have one person on staff for mental health, staff for drugs and alcohol and mental health for sure, it should be required. Need people who are compassionate or do understand that mindset. Need to know if there's mental issues. A training course once a month for the staff because they can be the breaking point for a person being homeless

Racial Equity Committee Interviews Summary June 2021

Person 5 says equal access to services for all, color of skin shouldn't matter. Start handing out vouchers for everyone who is living on the street. Help those that want to be helped, shouldn't discriminate beyond that. Remove limitations, such as "you can only take one bag with you" Don't place time constraints for individuals, such as showering in 10 minutes, taking only one bag. Also, mailing addresses are needed and often times identification cards are stolen and other things like that.

Person 6 says people should just be treated as people. People who care and listed, showed compassion, understood the system are key to his/and everyone's success. Not everyone is "Cinderella." The attitudes of the employees of non-profits and legislators who are hired/and elected needs to change. They are there to serve the homeless population and he feels that they don't really follow through sometimes. When he was in the service, his job was to protect and serve the country. As a provider of services, they need to do the same. They need to care, that is paramount. You are in the public services to care and empathize with whatever your role entails that is what needs to happen.

Person 7 says if Roads Home could expand their services beyond veterans, it could be very helpful in getting more people off the street.

Person 8 says build more apartments and buildings. More funding to keep more homeless people off the street all the time.

Person 11 says try to love each other more. We got to stop killing each other before we worry about police killing us. As a whole, my race needs to take authority. We don't take authority that well, we don't like other people telling us what to do, that's what we have to get past, until we can do that, then nothing will change. Everyone's perception has to change and in order to do that, we have to look out for each other more. It falls back on that four-letter word, love.

Person 12 says a just system has no barriers holding specific races back. We should be challenging each other on how to better ourselves, society, and the world. We should come together as one, get back into the lawbooks to represent the people as one.

Person 13 says help everyone and everyone get along. Be more communicative, learn about people, don't go about old sayings and what you were you were taught in your household. Things have changed, and I hope so, we're not bad people man, we just need a break like everybody else. Everyone needs to learn how to let it flow and be good human beings. Equality is the goal, doesn't believe it'll happen in his lifetime, but he mentioned that even a little bit of change in his lifetime would be positive.

Person 14 says the reach out should be genuine to where it doesn't matter what race you are but based on the situation you are in and the desire to get out of your situation.



SACRAMENTO STEPS FORWARD

Questions or comments?
Email tgreen@sacstepsforward.org

Sacramento Steps Forward
2150 River Plaza Drive, Suite 385
Sacramento, CA 95833



**SACRAMENTO
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

CoC NOFO Application Collaboration Presentation

CoC NOFO Application Collaboration

Systems Performance Committee
Sacramento CoC

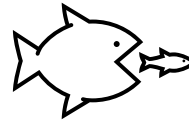
Chat Poll

How would you describe your understanding of the CoC NOFO competition?



1

I'm brand new to this topic.



3

I've heard about this before, but my understanding is basic.



5

I'm well versed in this topic.


What is the HUD CoC NOFO?

- On August 18th, the U.S. Department of Housing and Urban Development (HUD) released a Notice of Funding Opportunity (NOFO), signifying the beginning of a funding competition among approximately 450 Continuums of Care (CoC).
- In Sacramento, the CoC NOFO includes funding for:
 - Tier 1: \$26,381,539
 - Tier 2: \$1,319,077
 - DV Bonus Funding: \$1,498,148
 - CoC Planning: \$791,446
- Can be used for permanent supportive housing, rapid re-housing, joint transitional housing rapid re-housing, supportive services only – Coordinated Entry, homeless management information system, and planning funding
- Each community is required to submit a Consolidated Application.

What does the CoC Consolidated Application include?

- The CoC Consolidated Application is made up of three parts:
 1. **CoC Application** provides information about the CoC planning body, governance structure, overall performance, and the strategic planning process.
 2. Project Applications are completed in e-snaps by agencies applying for projects.
 3. CoC Priority Listing ranks all project applications in order of priority.
- The CoC Application includes four parts:
 1. Continuum of Care
 2. **Data Collection**
 3. Other Policies
 4. Domestic Violence & Attachments

Why does our CoC application score matter?

- Each project in Tier 2 is scored using a 100-point scale:
 -  **CoC Score.** Up to 50 of 100 points will be awarded in direct proportion to the score received on the CoC Application.
 - **CoC Project Ranking.** Up to 40 of 100 points will be assigned directly related to the CoC's ranking of projects.
 - **Commitment to Housing First.** Up to 10 points based on the project application's commitment to follow a housing first approach that prioritizes rapid placement and stabilization in permanent housing that does not have service participation requirements or preconditions (such as sobriety or a minimum income threshold).
- New DV Bonus projects are also dependent on the CoC application - CoC Score (50 pts), Need for the Project (25 pts), Quality of the Project Application (25 pts)

How did we score in 2018?

Scoring Category	Maximum Score	Sacramento CoC Score
1. CoC Structure and Governance	52	42
2. Data Collection and Quality	49	25
3. CoC Performance and Strategic Planning	77	46
4. Cross-Cutting Policies	22	21
Total Score	200	134

Weighted Mean Score for all CoCs: 166.75

How did we score in 2019?

Scoring Category	Maximum Score	Sacramento CoC Score
1. Project Capacity, Review, and Ranking	29	29
2. System Performance	60	35
3. Homeless Management Information System	9	6.5
4. Point-in-Time Count	6	6
5. Performance and Strategic Planning	40	19
6. CoC Coordination and Engagement	56	49.5
Total Score	200	145

Weighted Mean Score for all CoCs: 157

What changes did we make to the CoC application drafting process in 2019?

- Homebase drafted the CoC application
- New input and feedback processes:
 - 4 input meetings with the CoC Board,
 - 11 employment-specific surveys collected,
 - 4 domestic violence-specific surveys collected,
 - 10 interviews with CoC Board members,
 - Full draft of the CoC application circulated to the CoC Board for input

What are some of the major changes to the application requirements since 2019?

- The CoC application de-emphasizes system performance to instead focus on its new priorities, including:
 - Determining and Addressing the Impact of COVID-19;
 - Promoting racial equity in homelessness and in the local CoC process;
 - Inclusion in the local planning process of current and former homeless persons with lived experience; and
 - Partnerships with housing, health, and service agencies.
- However, HUD has clarified that system performance will be a higher priority again in 2022.

How does HUD measure systems performance?

- HUD [System Performance Measures](#) (SPMs), specifically:
 - First Time Homelessness (SPM 5)
 - Length of Time Homeless (SPM 1)
 - Exits to Permanent Housing or Permanent Housing Retention (SPM 7)
 - Returns to Homelessness (SPM 2)
 - Employment and Income Growth (SPM 4)
- 2021 HDX Competition Report – HMIS, PIT, HIC

SPM Performance for the CoC Application in 2021

SPM	Metric	2019	2020	Goal	Impact
1: Length of Time Homeless	1.2 Average Days LOTH for Persons in ES, SH, TH	144	132	Reduce	Green
2: Returns to Homelessness	Returns between 6 and 12 months	5%	6%	Reduce	Red
4: Employment and Income Growth	Percentage of adult stayers who increased in total income	42%	55%	Increase	Green
5: First Time Homeless	5.2 Change in the Number of Persons Entering ES, SH, TH, PH with no prior enrollment in HMIS	5206	3031	Reduce	Green
SPM 7: Exits to Permanent Housing & Retention	7b.1 Percentage of Successful Exits to Permanent Housing from ES, SH, TH, and PH-RRH	42%	51%	Increase	Green

Potential Explanations for Improved Data Performance

- For the first time, HUD is letting us pick the metrics we report and will not be reviewing the full HDX report
- Other Potential Explanation: COVID-19 Response
 - Length of Time & Exits to Permanent Housing: Project Roomkey and re-housing effort
 - Employment and Income Growth: increase in non-employment cash income available
 - First Time Homeless: decreased outreach, no unsheltered Point-in-Time (PIT) count

Discussion: What other major local efforts since 2019 may have contributed to this shift?

Questions?

How can the SPC help with the CoC application?

- Complete [this survey](#) focused on systems performance and planning **by September 30, 2021**.
 - Includes a question about more opportunities for engagement over the next month
- Respond to our **targeted emails** asking for feedback on specific application questions

Survey Structure

- SPM Title
- Question (simplified)
- Draft Responses
- Provide feedback and/or expand on draft response
- Identify a party responsible for overseeing the CoC's strategy

What are the goals of SPC participation in this process?

- 1. Short-Term:** Improve our CoC application score
- 2. Long-Term:** Build a strategy for improving our community's SPM performance

What will happen next?

- We will follow up with the **survey** link in an email.
 - Homebase and SSF will integrate SPC feedback collected through the survey into the CoC application as applicable.
- Homebase and SSF will begin **one-on-one outreach** to individuals or organizations with specialized expertise (e.g., domestic violence providers, SHRA).
- The full consolidation application is due on November 11th, 2021.

What will this process look like in 2022?

SPC members will:

01

Understand how SPMs are calculated

02

Check in regularly throughout the year (at least bi-annually) on progress related to SPMs and re-visit strategies to try and move the needle

03

Assist in drafting the SPM-related components of the CoC application

Questions?

Please reach out to
sacramento@homebaseccc.org



**SACRAMENTO
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

2021 CoC Charter Changes Impacting SPC

2021 CoC Charter Changes Impacting System Performance Committee



2021 CoC Charter Changes for System Performance Committee

Continuing Responsibilities

- Annual Gaps Analysis
- System mapping
- Evaluating SPMs
- NOFA support for planning and system performance portions

What is Different

- PIT Count Committee no longer SPC subcommittee, PIT Count no longer SPC responsibility
- Housing Inventory Count no longer SPC responsibility
- Clarified role is to support system wide planning, not ultimate responsibility
- Clarified responsibilities related to CoC NOFA Competition

New PRC & SPC Shared Coordination Roles

- Establish new HUD CoC Project **performance targets** by population and program type
- **Monitor performance**, evaluate outcomes and provide recommendations to CoC Board for action to address poor performance
- Evaluate **ESG and CoC outcomes** and report to HUD and CoC Board
- Establish and follow **written standards** for providing CoC assistance, in consultation with ESG
- Consult with ESG recipients on the **Plan for allocating ESG funding** and reporting on **performance in CAPER**

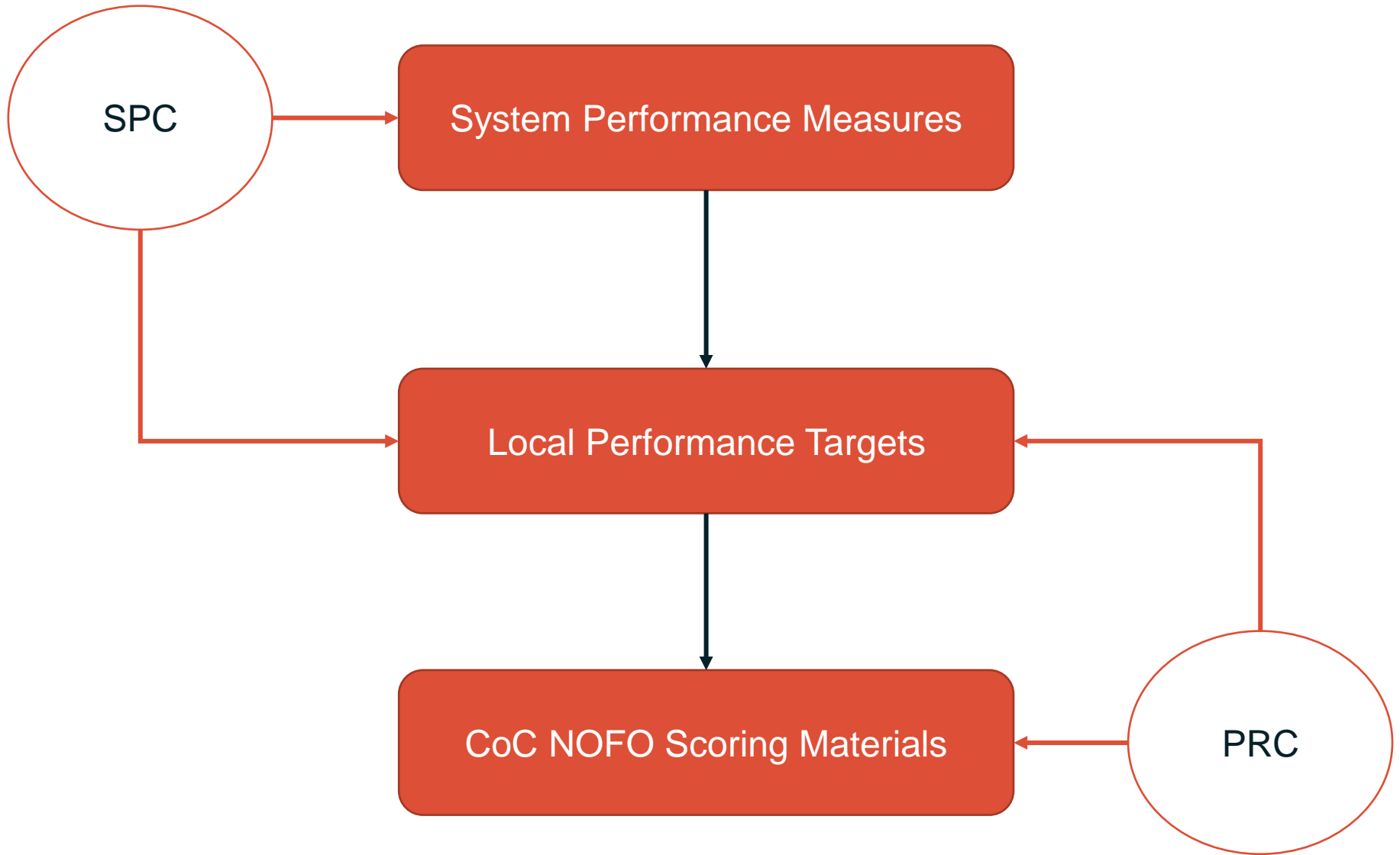
Tentative Process

We will be piloting this process in Sept. and welcome feedback.

1. Homebase identifies items requiring cross-committee collaboration.
2. For PRC led items, Systems Performance Committee members will be invited to attend the relevant portions of PRC meetings (and that portion of the meeting will be recorded).
3. Items requiring input will be shared with the SPC for feedback and discussion.
4. A summary of discussion and any unique input from the SPC will be shared with the PRC Chairs for consideration and potential PRC agenda items.
5. As needed, final materials or documents will be shared with the CoC Board.

Example Process for Performance Targets

- September:
 - SSF shares PRC invite with SPC members, messaging the importance of attendance
 - SSF presents analysis to the PRC (SPC invited, this section recorded)
 - PRC discusses and makes recommendations about Performance Targets
- October:
 - PRC Chairs review Performance Target recommendations
 - PRC Chairs or Member & HB join SPC Chairs Check-In
 - PRC Chairs or Member presents recommendations to the SPC (HB to support)
 - Feedback related to systems level context is collected from the SPC and summarized by HB
- November:
 - PRC Chairs review feedback from the SPC and decide if another PRC discussion is needed.
 - As needed, decisions and a summary of the timeline are shared with the CoC Board





**SACRAMENTO
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

SHPC Presentation



Key Elements of a Successful Homeless Response System

There are major efforts to address the urgent need

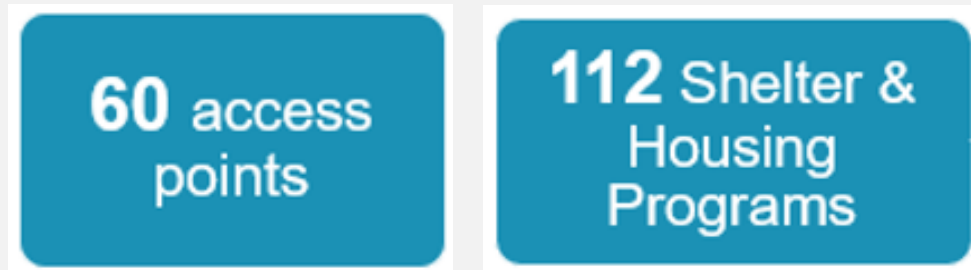


Sacramento County
Encampment Team
Overview

Continuum of Care Board Meeting
January 13, 2021

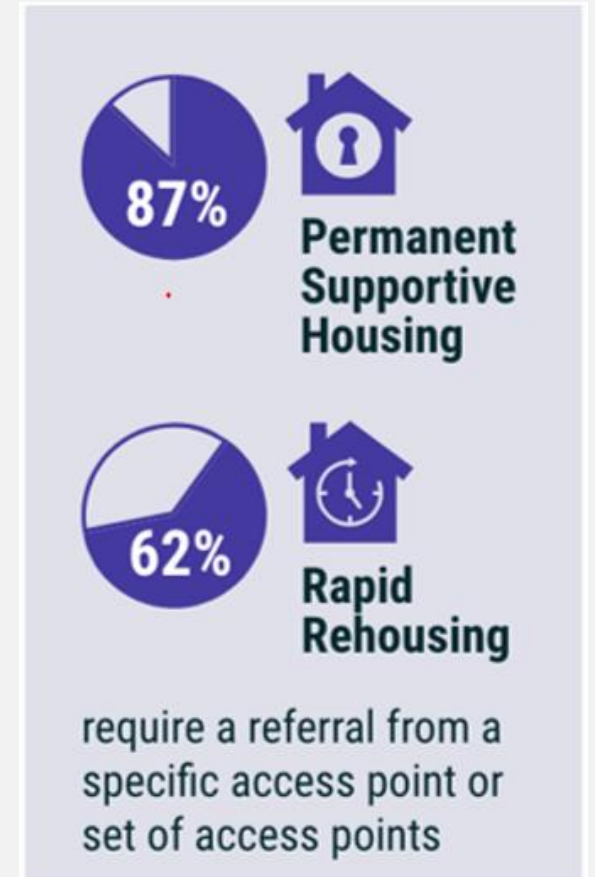
A complex system

No access point connects to all the shelter and housing resources.



The majority of housing resources are split between **4** different entities with distinct leadership and processes.

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



We must build on the urgent response

Who does he trust?

What does he need & want?

What services is he receiving?

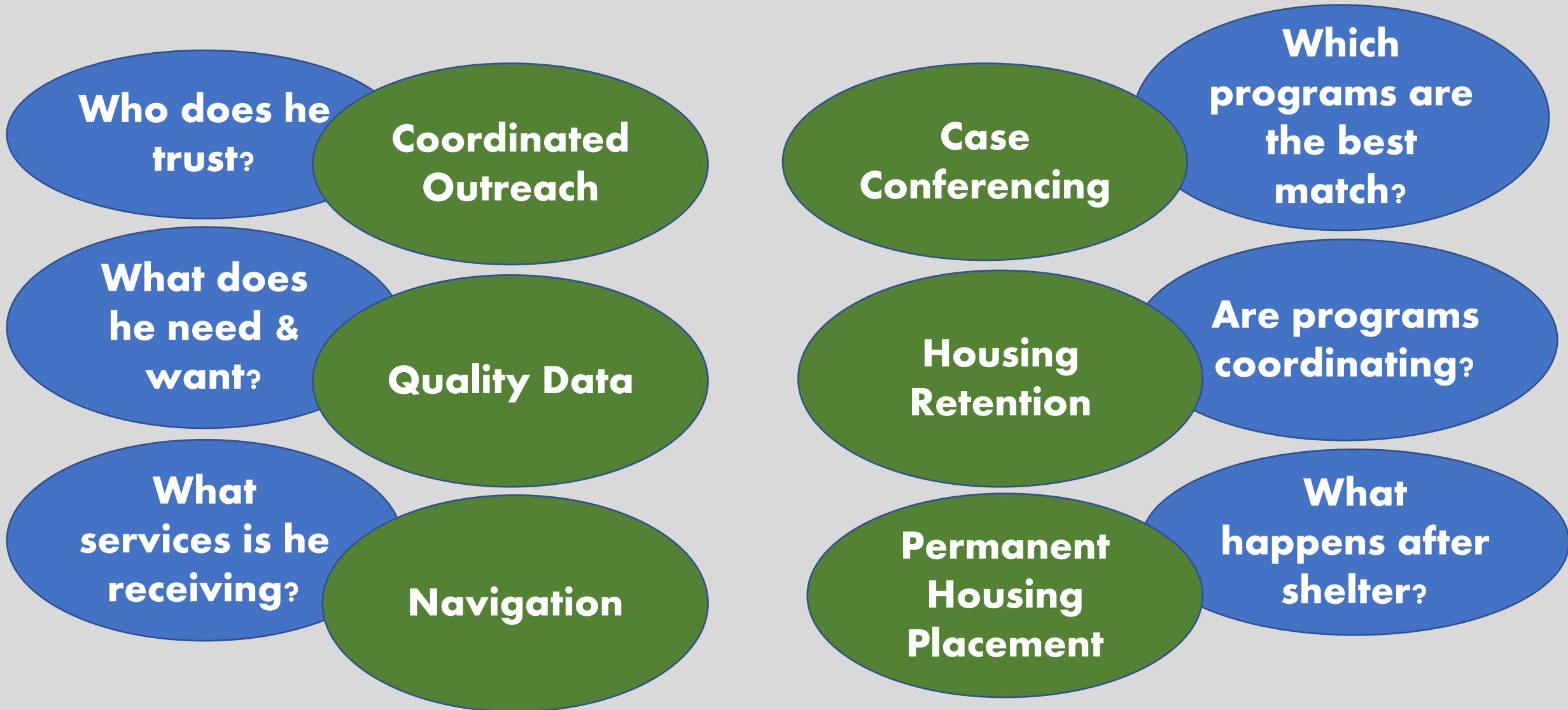
Which programs are the best match?

Are programs coordinating?

What happens after shelter?

Photo: Hector Amezcua

The **System** builds on the urgent response



A **System** needs a strong **Foundation**

Community Investments & Integrated Team

**Coordinated
Outreach**

**Case
Conferencing**

Quality Data

**Housing
Retention**

Navigation

**Permanent
Housing
Placement**

System Needs

- Integrated/Operational Command Center Team combined with Regional Plan with shared goals
- Coordinated Entry investment
- Quality Homeless Management Information System (HMIS) data



**SACRAMENTO
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

2020 HUD System Performance Measures Presentation

2020 HUD System Performance Measures

Sacramento Continuum of Care



SACRAMENTO
STEPS FORWARD

Overview of HUD System Performance Measures (SPM)

- 7 elements to measure the progress of a community
- HUD-identified specific definitions to ensure measurement is the same across all communities
- Data comes from Point-in-Time (PIT) Count and HMIS (Homeless Management Information System)
- SPMs submitted to HUD annually by HMIS Lead Agency (Sacramento Steps Forward)



How HUD measures (and California will measure) effectiveness

Does the community's homeless response system:

1. Eliminate homelessness

SPM 3: Number of persons experiencing homelessness

2. Reduce the number of people becoming homeless

SPM 2: Returns to homelessness

SPM 5: First time homelessness

3. Help people become quickly and stably housed

SPM 1: Length of time homeless

SPM 4: Employment and income growth

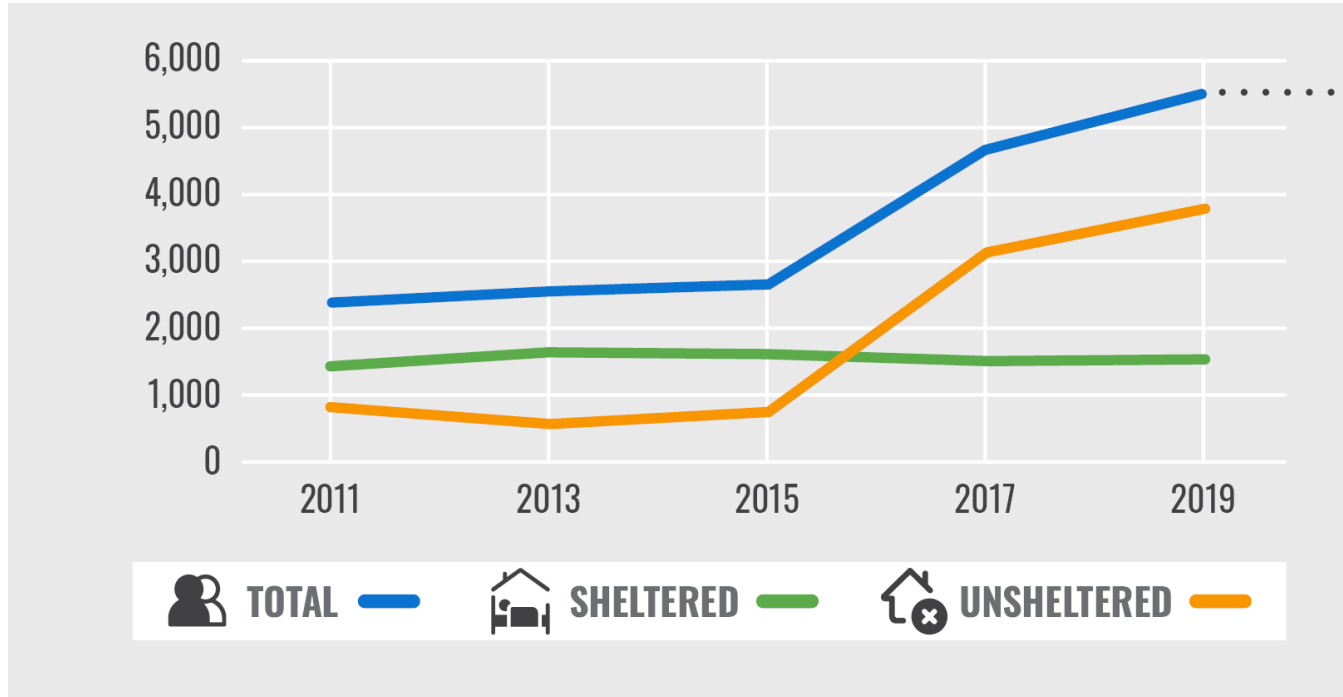
SPM 7: Successful placement and retention of housing



How is Sacramento's system doing?

Eliminate homelessness

- SPM 4: Number of homeless persons



Homelessness increased **19%** between the 2017 and 2019 Point in Time Counts, driven largely by unsheltered homelessness.

How is Sacramento's system doing?

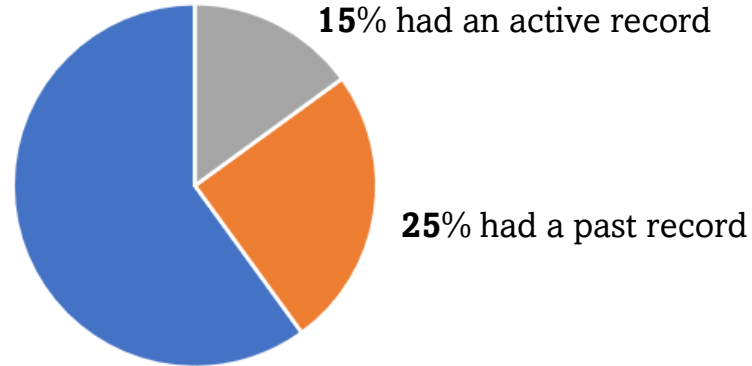
Eliminate homelessness

- Internal metric: Number of homeless persons in HMIS

2021 Encampments Survey

(sample size = 152)

60% of those surveyed had no current or past record in HMIS

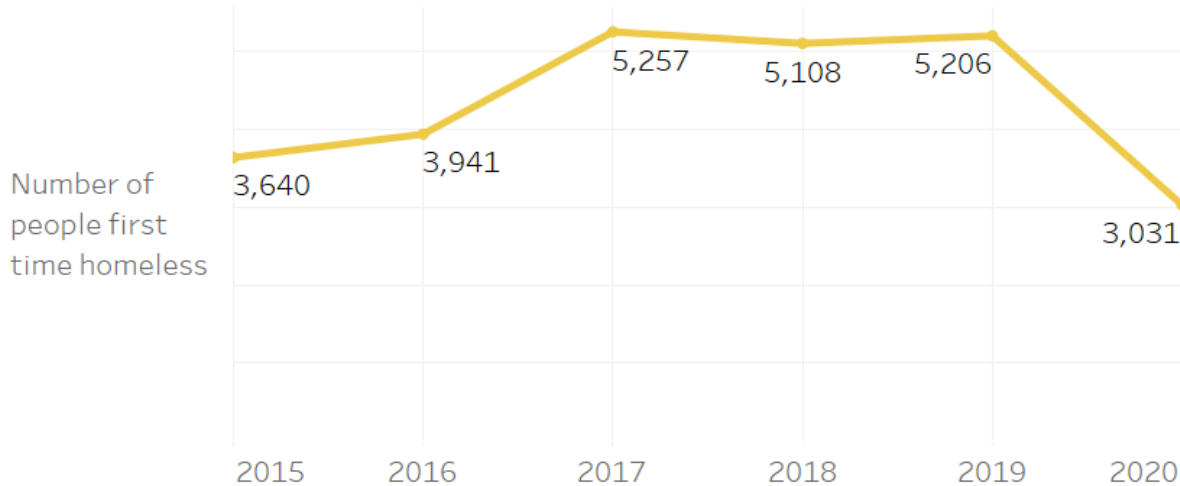


How is Sacramento's system doing?

Reduce the number of people becoming homeless

- SPM 5: First time homelessness

In Sacramento, many people are new to homelessness each year, but in 2020 the number of first time homeless dropped to the lowest level in six years, consistent with national trends.



Because HMIS data only represents engaged persons, this drop in 2020 could reflect reduced engagement and services due to COVID, the impact of eviction moratoriums, and/or an overall lack of comprehensive outreach data.

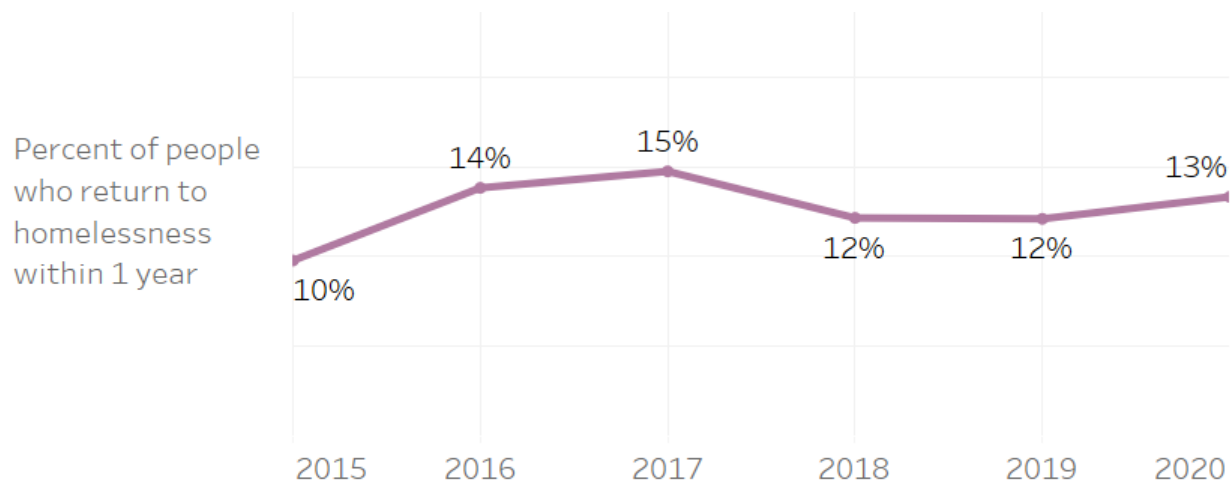


How is Sacramento's system doing?

Reduce the number of people becoming homeless

- SPM 2: Returns to homelessness

The percent of people who exit to permanent destinations but later return to homelessness has remained relatively consistent. Then national 1-year return rate was 14% in 2020.

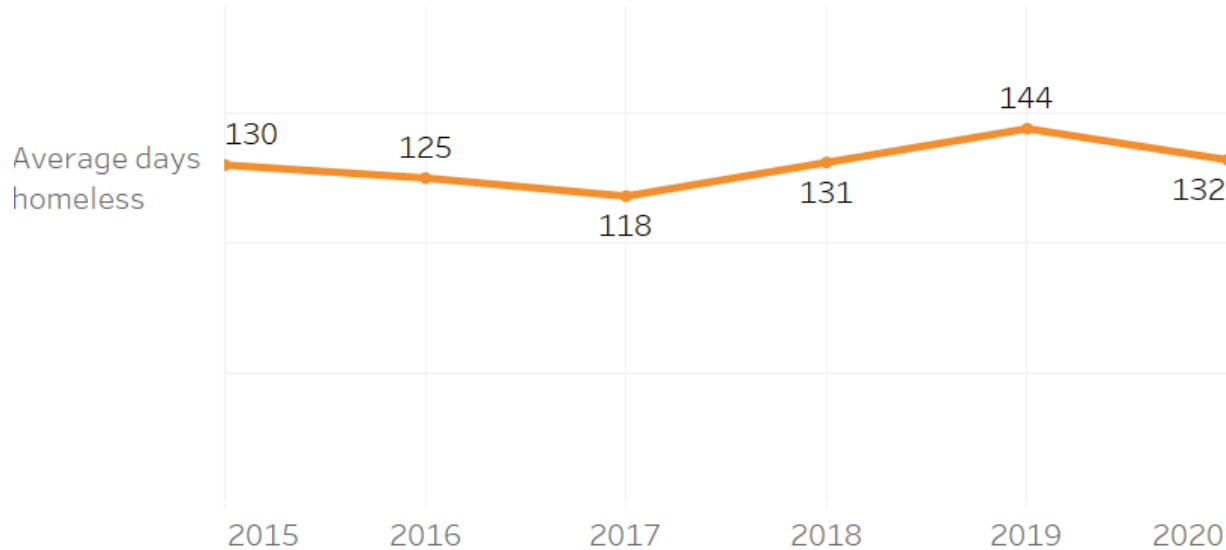


How is Sacramento's System doing?

Help people become quickly & stably housed

- SPM 1: Length of time homeless

The length of time spent in emergency shelter and transitional housing has remained relatively constant and is close to the average for similar sized CoCs* (128 days in 2020).



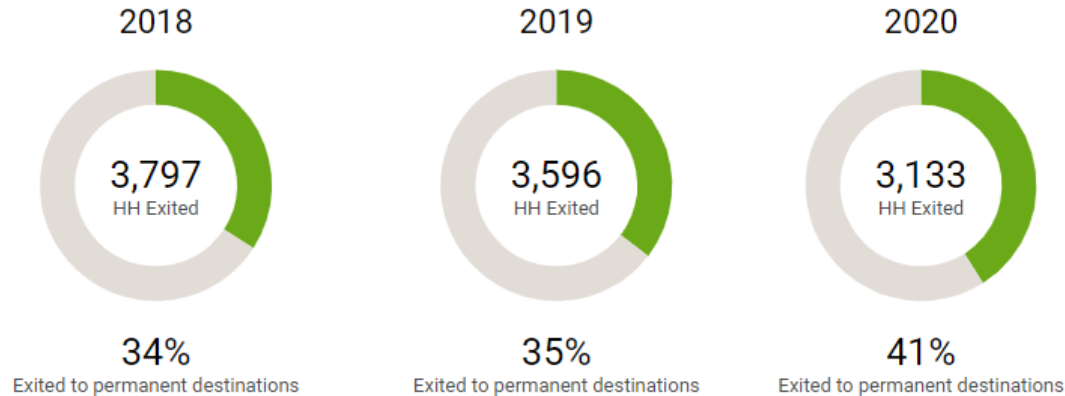
** Major City CoC category, not including Los Angeles or New York City, which are large outliers*

How is Sacramento's System doing?

Help people become quickly & stably housed

- SPM 7: Successful placement and retention of housing

The percent of households who left homelessness for a permanent destination increased in 2020 and is similar to the national rate of 40%.



98% of those who exited to a Permanent Housing program stayed in Permanent Housing, similar to the national rate of 97%.

How is Sacramento's System doing?

Maintaining connection with those experiencing homelessness

- Data Quality: Exits to known locations

Percent of exits from Street Outreach to a known destination was one of the lowest in the country in 2020

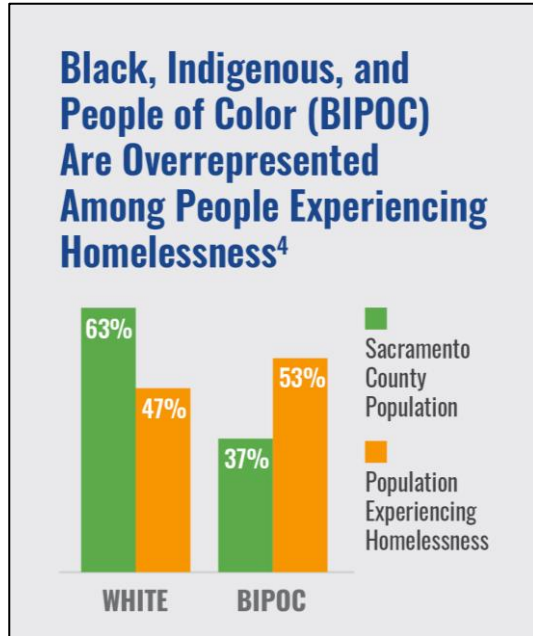


Each bubble  is a CoC

Median
is
88.7%

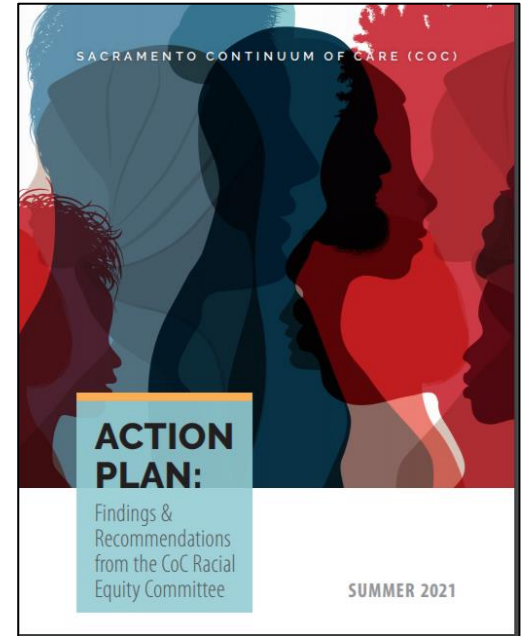
How is Sacramento's System doing?

Equity: Who experiences homelessness

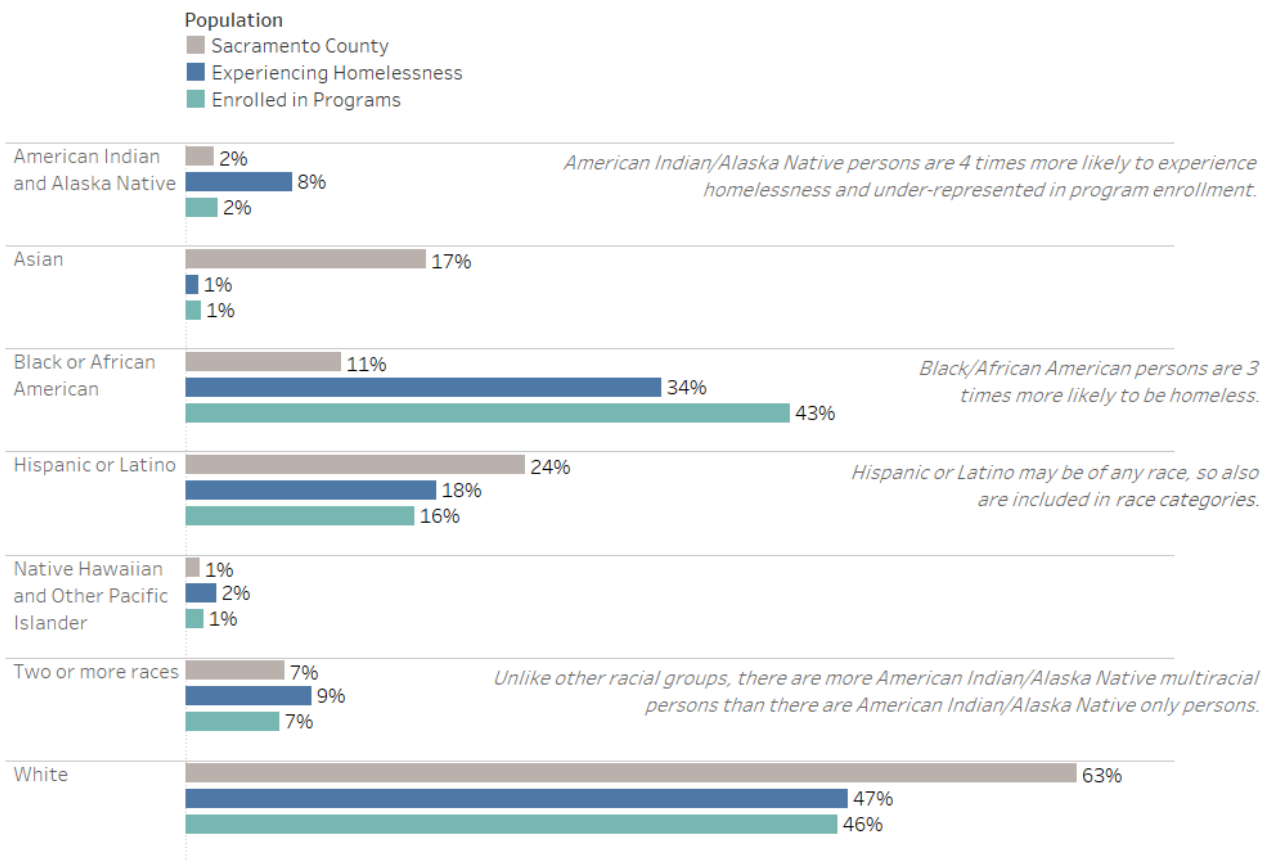


3x more likely to experience homelessness if **Black/African American**

4x more likely to experience homelessness if **American Indian/Alaskan Native**



Proportion of Race/Ethnicity by Population



Sacramento County population from 2019 Census QuickFacts. Population experiencing homelessness from 2019 Point in Time Count (1/31/19). Population enrolled in programs from Sacramento Homelessness Management Information System (1/31/19)

Related Data Resources

- Public Dashboard: <https://sacramentostepsforward.org/public-dashboard/>
- Sacramento SPMs: <https://sacramentostepsforward.org/hud-system-performance-reports/>
- Housing Inventory Count (HIC): <https://sacramentostepsforward.org/2020-coc-housing-inventory-count/>
- PIT Counts: <https://sacramentostepsforward.org/continuum-of-care-point-in-time-pit-count/>
- Plans & Evaluations: <https://sacramentostepsforward.org/coc-program-comp/policies/>
- Racial Equity Data: <https://sacramentostepsforward.org/racial-equity-data/>