SACRAMENTO
STEPS FORWARD

Ending Homelessness. Starting Fresh.

Systems Performance Committee (SPC) Materials Packet

January 31st, 2020

Table of Contents

CoC: Systems Performance Committee

Friday, January 31, 2020
9:00 AM – 10:30 AM
925 Del Paso Blvd., Sacramento, CA 95815 (SETA – Room: Shasta)
To Call in: ==Notify Staff in Advance,== (916) 285-1830 Access Code: 95833

Agenda Item	Presenter	Time	Agenda Item Type
I. Call to Order & Welcome: Noel Kammermann Chair			
II. Introductions	Noel Kammerman	9:05 AM (5 minutes)	
III. Committee Purpose & Role	Noel Kammerman	9:10 AM (15 minutes)	Discussion
III. CESH a) Work thus far b) Next Step Recommendations c) Q&A	HomeBase & SSF	9:25 AM (25 minutes)	Information
IV. Workplan: Roles & Responsibilities	Noel Kammerman	9:50 AM (20 minutes)	Discussion
V. Initial System Performance Gap to Map	Noel Kammerman	10:10 AM (15 minutes)	Discussion
VI. Next Committee Agenda	Noel Kammerman	10:25 AM (5 minutes)	Action
VIII. Adjourn	Noel Kammerman	10:30 AM	

SACRAMENTO
STEPS FORWARD

Ending Homelessness. Starting Fresh.

CESH Next Step Recommendations for SPC Members

I.   Overview

Beginning in October 2019, Homebase and SSF facilitated a system discovery and input and data collection process, including over 30 key stakeholder interviews, three committee meetings, and an environmental scan of materials relevant for the CESH work.[1] As of January 2020, this CESH data collection process has focused on the coordinated entry system with a secondary focus on the full homelessness system of care.

II.   Key Action Steps for SPC Members 1.31.2020

1. Define Systems Committee Purpose **- discussion**
2. Systems Committee Workplan – **amend/approve**
3. Identify system performance gap to begin mapping – **discussion**

III.   Homebase's Recommended Next Steps in CESH Work

Discovery & Input
1. After Phase 3 of partner interviews are complete, conduct additional one-on-one interviews only as necessary to answer specific questions in the CESH work.
2. Organize **in-person focus groups** targeting the following groups:
   a. Individuals with lived experience of homelessness who have been housed through CE
   b. Individuals with lived experience of homelessness who have completed a VI-SPDAT, but are currently waiting for housing
   c. Providers participating in CE (both CoC-funded & non-CoC-funded)
3. Consider how **individuals with lived experience** can be further integrated into this process through intentional outreach, the creation of a specific lived-experience subcommittee, the creation of feedback loops, and the formalization of the stipend policy for individuals contributing their lived expertise.

Coordinated Entry Re-Design & Implementation
1. Continue all of the CE Re-Design & Implementation work with the **Combined CE Committee**, in order to build on existing committee expertise and enthusiasm around CE.
   a. The Systems Performance Committee will oversee this work and ensure coordination between the CE Re-Design and Systems Map & Gaps Analysis processes.

---

[1] For a more in depth look at this process, please see Appendix A.

2. Clarify the **governance process** for the Combined CE Committee and answer the following questions:
   a. What decisions can be made by the Combined CE Committee and what decisions must also be approved by the CoC Board?
   b. How many votes are needed to make a decision?
   c. What decisions points must be passed to formalize a policy in the CE Policies and Procedures?
3. Focus on **prioritization** as the first step in the CE Re-Design process. Topics should include (1) current prioritization scheme, (2) prioritization in other communities, and (3) discussions around the viability of dynamic prioritization or community-wide case conferencing.
4. Focus on **access** as the second step to the CE Re-Design process. Topics should include (1) current access points for CE, and (2) an exploration of what steps can be taken to expand or make access more equitable, if necessary.
5. Once access and prioritization have been completed, re-gauge the Combined CE Committee's interest in continuing this work and **present any relevant findings from the Systems Map & Gaps Analysis work**.
   a. Other potential topics to explore include assessment, referral process, uniform matchmaking, transfer policies, expanding non-CoC funded organizations' participation in CE, and document readiness.

Systems Mapping & Gaps Analysis
1. Beginning in January 2020, the Systems Committee will be the primary committee aligned with the **Systems Mapping & Gaps Analysis** work, taking over for the brief work done by the Funders Collaborative.
   a. The Systems Committee will also steer all of the CESH committee work.
2. First, the Systems Committee should **identify priorities**, including answering the question: What central, system-level questions focused on the current gaps in care would we like to answer in our effort to end homelessness?
   a. E.g., How can we adjust local funding priorities to better meet the needs of individuals experiencing unsheltered homelessness in Sacramento?
   b. E.g., How can diversion and prevention resources be expanded and situated to reduce the number of individuals on the community queue?
   c. E.g., In looking at access points across the system of care, are there large geographic or demographic gaps for housing resources?
3. Explore HUD Systems Performance Measures (SPMs), Homeless Management Information System (HMIS), and other available **data sources**, as well as the **limitations of the available data** in relation to the identified central questions.
4. Examine past systems mapping & gaps analysis efforts, view examples from other communities, and establish a **design for the Systems Mapping & Gaps Analysis** report, within the context of the identified central questions.
   a. Questions to answer include:
      i. Will the map and analysis focus on the full system of care or key components of the system?

ii. Will it target a specific sub-population or all individuals experiencing homelessness?
iii. Will it focus on the flow of a client through the system or try to plot the relationships between all existing resources?
iv. How can funding elements be included? Is this useful?
v. Is there a specific part of the system that is leading to bottlenecks or letting folks slip through the cracks?
vi. Will the systems map include aspirational elements or focus on what is happening on the ground.

Systems Performance Committee Sample 2020 Workplan

Month	Full Meeting Topics	Subcommittee Meetings
January	• Define Systems Committee Purpose – **discuss** • Systems Committee Workplan – **amend/approve** • Identify system performance gap to begin mapping – **discuss**	

February	• Activity Group A begins
	  o Update on systems performance gap mapping – **information item/feedback**
	  o Examine available data sources & limitations – **information item/feedback**	

March	• Activity Group A continues
	  o Decision on gaps analysis data sources – **amend/approve**
	  o Discuss essential systems map design elements – **amend/approve**
	  o Finalize central questions – **approve**
		• Tentative: SPM Discussion Group

April	• Solicit volunteers for PIT 2021 RFP Panel – **information item** • Activity Group A continues o Provide feedback on a draft of the system map – **feedback**	

May	• Approve membership of PIT 20201 RFP Panel – **approve**
	• Activity Group A continues
	  o Approve final systems map – **approve**
	  o Provide feedback on the initial draft of the gaps analysis report – **feedback**
		• PIT 2021 RFP Panel

June	• CoC NOFA application released (tentative)
	• Recruit volunteers for PIT Subcommittee – **information item**
	• Proposed system for drafting non-project portions of the CoC NOFA application, including application for planning activities – **amend/approve**
	• Activity Group A continues
	  o Draft of gaps analysis report – **feedback**
	  o Plan to share the systems map with the CoC Board and the public – **amend/approve**	

July	• Review initial CoC application relative to systems performance and planning activities – **feedback**	• PIT Subcommittee
August	• Complete CoC application review relative to systems performance and planning activities – **amend/approve** • Activity Group A continues o Update on Systems Map sharing efforts – **information item**	
September	• CoC NOFA application due (tentative) • Activity Group A complete o Approve the gaps analysis – **approve** • Approve PIT Sub-Committee workplan – **approve**	• PIT Subcommittee
October	• Revisit the 2020 workplan – **amend/approve** • Other Action Items TBD	
November	• Activity Group B Begins o Action Items TBD	• PIT Subcommittee
December	• Activity Group B Continues o Action Items TBD	• PIT Subcommittee
January	• PIT & HIC completed • Activity Group B Continues o Action Items TBD	

SACRAMENTO
STEPS FORWARD

Ending Homelessness. Starting Fresh.

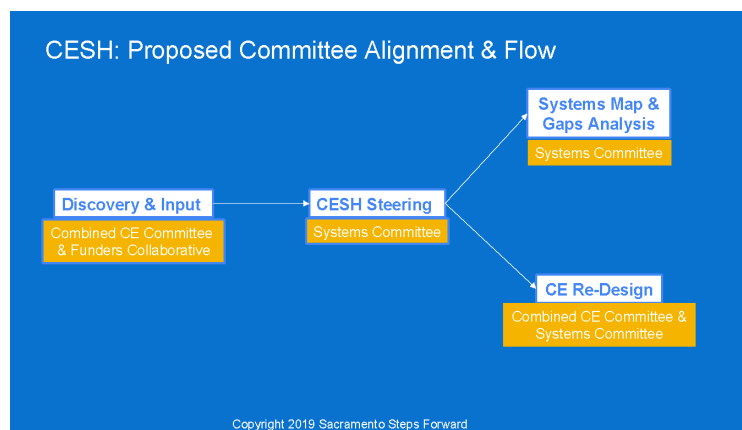# Appendix A: CESH Process and Observations

I.   Overview

This appendix provides a summary of the progress made on the Sacramento CESH work as of January 2020. The majority of the information collected gathered has focused on CE, making the CE focused portions of this appendix more robust and reflective of the community's input than those offered for the full homeless system of care. Further data collection will occur as necessary to support committees' CESH work.

II.   History of Coordinated Entry in Sacramento

Coordinated Entry began in 2015 as an effort to coordinate the resources dedicated to individuals experiencing homelessness and make Sacramento more competitive for federal funding. From 2013 through 2017, Focus Strategies supported the initial operations and refinement of Sacramento CE through a number of reports and on-site technical assistance. From 2017 to now, federal, state, and local attention to the issue of homelessness in Sacramento has grown and CE has adapted to meet the growing need of individuals experiencing homelessness locally. With the input of the Coordinated Entry Committees, changes to CE include a widescale expansion of housing resources available through CE, the implementation of a By-Name-List, and the development and implementation of innovative features in HMIS. In 2019, the CESH work began, seeking to further streamline the homeless system of care in Sacramento and create a more effective, transparent, and equitable system of care for all individuals experiencing homelessness.

III.   CESH Process

Sacramento CoC received $2.5 million in one-time funding through the California Emergency Solutions and Housing (CESH) grant, with approximately $1.76 million designated to systems support, develop a systems map and gaps analysis, coordinated entry re-design, and implementation of coordinated entry redesign, policy and procedure updates, and community-wide standards. Through the grant application process, the CoC designated SSF as the administrator of this funding. The CESH work began in October 2019 with the Discovery & Input phase, which is currently ongoing. The information collected during this phase will be used to inform the Systems Map & Gaps Analysis, as well as the CE RE-Design and Implementation. The Discovery & Input phase is focused on analyzing relevant documents that have been published on Sacramento's homeless system of care, examining current HMIS data for information about system functioning, engaging committees in discussion about what stakeholders want from these processes, and completing a series of interviews with key homelessness partners.

CESH: Proposed Committee Alignment & Flow

Discovery & Input
Combined CE Committee & Funders Collaborative

CESH Steering
Systems Committee

Systems Map & Gaps Analysis
Systems Committee

CE Re-Design
Combined CE Committee & Systems Committee

Copyright 2019 Sacramento Steps Forward

Discovery & Input Phase Elements

- Meta-Analysis/Environmental Scan

- HMIS Data Analysis (in progress)
- Committee Engagement
  - Combined CE Committee
    - <u>Topics</u>: Coordinated Entry Definitions, Key Partners, Data Questions, and Ideas for Improvement (2019.10.28); Conversation with Santa Clara focused on Coordinated Entry & Applicability of Promising Practices in Sacramento (2019.12.17)
  - Funder's Collaborative
    - <u>Topics</u>: Systems Mapping Designing and Areas of Focus for the Gaps Analysis (2019.12.13)
- Common and Aware Partner Interviews
  - Phase 1: Key Stakeholders
    - *Sacramento County, City of Sacramento, Loaves and Fishes, Sacramento Self-Help Housing, Sacramento County Department of Behavioral Health, Sacramento County Department of Human Assistance, City of Elk Grove, City of Citrus Heights, City of Rancho Cordova, 2-1-1*
  - Phase 2: SSF Staff and CoC Board (in progress)
    - *SSF: Coordinated Entry Staff, HMIS Staff, SSF Navigators, and Executive Staff*
  - Phase 3: CoC Board
    - *Turning Point, Volunteers of America, Roads Home, Resources for Independent Living, WellSpace, Hope Cooperative, Midtown Association, Sacramento Homeless Organizing Committee (SHOC), Sacramento Employment and Training Agency (SETA), Sacramento County Sheriff's Department, Sacramento Housing and Redevelopment Agency (SHRA), SacACT, Sacramento County Department of Health, City of Sacramento Police Department, Individuals with Lived Experience*

IV.   Preliminary Community Input & Review of Documents

The Discovery & Input phase has largely focused on data collection around Coordinated Entry, with only limited information gathering done to support the Systems Map & Gaps Analysis phase. The following findings outline the major themes that have come up across our research and **do not represent the entirety of the feedback we have collected so far**.

Coordinated Entry
- CE **access points** are lacking in number, visibility, and geographic diversity.
- The administration of the **VI-SPDAT** has been inconsistent dependent on the assessor.
- The CE **prioritization** scheme in Sacramento is misunderstood across the community.
- Community members feel like the **community queue** is too large to be effective and its purpose is misunderstood by community members.
- There are concerns around CE's **limited staff capacity and funding**, given the size of the community queue.
- Assessors are not connecting clients experiencing homelessness with adequate **housing and services after completing the VI-SPDAT**, while the client waits for referrals.
- Case managers and assessors are **not alerted when a client successfully receives a referral** into housing.
- CE staff has **difficulty locating clients** when they rise to the top of the community queue.
- There is a perception of **long lag-times** between when an agency reports a vacancy and a referral is provided by SSF.
- There is a lack of community understanding of who is responsible for establishing **document readiness**.

- There is a community-wide desire to examine the **scope of CE** and discuss the possibility of **integrating emergency shelter** into that system.

Full System of Care
- Community members believe that the largest homelessness organizing bodies work in **silos** on the ground, including the City of Sacramento, Sacramento County, and the Coordinated Entry System.
- The system of care operates using **different definitions** of homelessness & other key phrases (e.g., coordinated entry, access point, homelessness), making it difficult to understand eligibility and standardize efforts across the system of care.
- **Outreach and navigation efforts** are widespread, but non-standardized, making it difficult for clients to access the system of care.
- Members across the wider community do not understand the eligibility and referral process for getting into **County-funded housing programs**, making it difficult for clients to navigate the system of care.
- Members across the wider community do not understand the eligibility and referral process for getting into **City-funded emergency shelters**, making it difficult for clients to navigate the system of care.
- Across the community, a **lack of transparency, trust, and communication** makes it challenging for clients to access the available housing & services, providers to refer clients appropriately, and funders to identify gaps in the current system.

Meta-Analysis Findings
Homebase reviewed 19 existing documents/reports from the past five years about homelessness in Sacramento County:

Title	Author	Year
1. *Homelessness in Sacramento County: Results from the 2019 Point-in-Time Count**	California State University-Sacramento	2019
2. *Analysis of Homelessness Crisis Response System and Interrelationships**	USC Sol Price School of Public Policy	2018
3. *Pathways to Health and Home: Service Capacity and Gaps for Sacramento's Homeless Population*	Transform Health	2017
4. *Behavioral Health Services for People Experiencing Homelessness from Sacramento County*	Sacramento Behavioral Health	2019
5. *County of Sacramento Homeless Plan*	Sacramento County Board of Supervisors	2018
6. *Sacramento System Modeling Report**	Abt Associates	2017
7. *Planning for Sacramento Integrated Care Campus: Feasibility Study Proposal*	Unknown	2017
8. SSF Dashboards[2]	SSF	2019
9. *2019 Q3 CES Community Queue Report**	SSF	2019
10. *YHDP Application*	SSF	2019
11. *SSF RRH Presentation*	SSF	2019
12. *Draft 2019 Action Plan for County of Sacramento*	SHRA	2019
13. *City and County Draft 2020-2024 Consolidated Plan*	Root Policy Research/SHRA	2019
14. *Sacramento Continuum of Care Coordinated Entry System Policies & Procedures Manual*	Sacramento Steps Forward	2018
15. *Focus Strategies - Single Adult Community Queue & VI-SPDAT Analysis**	Focus Strategies	2015-2016
16. *Focus Strategies- Sacramento County Coordinated Entry*	Focus Strategies	2013

---

[2] Currently in development

17.	*Sacramento County 2018 Homeless Deaths Report*	Sacramento Regional Coalition to End Homelessness	2018
18.	*More. Better. Different. A Strategic Plan to Address Homelessness in Sacramento*	Homebase	2015
19.	*Individual Assessment by Homeless Initiative*	Sacramento County	2017-2018
20.	*2019.10.28 Combined CE Committee Materials (CESH engagement specific)*	Homebase & SSF	2019
21.	*2019.12.13 Funders Collaborative Materials (CESH engagement specific)*	Homebase & SSF	2019
22.	*2019.12.17 Combined CE Committee Materials (CESH engagement specific)*	Homebase & SSF	2019

*Indicates reports of particular interest/relevance.
All of the above resources can be found aggregated here.

Key Recommendations from Meta-Analysis Documents:
- Target the Most Vulnerable
    - Prioritize actions that **address/reduce unsheltered population**.
    - Continue to prioritize **chronically homeless individuals**.
    - Ensure all programs following **housing first** principles regardless of funding source.
- Reduce Inflow
    - Address factors related to **overrepresentation of some demographic groups** (e.g. Black and Native American) in homeless population.
    - Enhance **prevention and diversion** programs to reduce inflow into homelessness.
- Improve Triage
    - Conduct a system-wide **shelter assessment** to evaluate capacity and functioning of current shelter system and expand shelter options.
    - Design and implement a **system-wide bed reservation system** for homeless people who meet intake/eligibility/assessment criteria for shelter/TH.
- Build Capacity
    - Continue development of **housing stock,** including affordable housing and permanent supportive housing.
    - Increase availability of **rapid re-housing**.
    - Increase **outreach, navigation, and case management services**.
    - Expand funding for the for City/County's **Affordable Housing Trust Fund** to create affordable housing.
    - Establish more **respite care/nursing facilities**, potentially at shelter sites.
- Improve Access
    - Expand access to **behavioral health and substance use** services.
    - Develop/cultivate relationships with **potential employers** for clients and provide job-related skills training.
- Enhance Collaboration
    a. Increase **communitywide collaboration**, including system leadership and accountability.
    b. **Increase data collection and data-driven decision making**, including annual performance review of programs.

Appendix B: System Performance Measures Slidedeck

<u>Tentative Discussion Date:</u> March Hosted Workshop

13

916.577.9770 | 1331 Garden Hwy, Suite 100, Sacramento, CA 95833 | info@sacstepsforward.org | www.sacramentostepsforward.org

Systems Performance Committee

Tentative Workshop in March

How does Sacramento's System Performance compare to other CoCs?

# Introduction: System Performance Measures (SPMs)

- SPMs are **7 HUD-defined benchmarks** to measure the progress of the full community in meeting the needs of individuals experiencing homelessness

    - HUD uses this measure (1) as a competitive element in the annual CoC Program Competition, and (2) to gauge the state of the homeless response nationally

- Data comes from **HDX** and **HMIS**

- 2019 SPM data has not been finalized in Sacramento – SPMs are updated **annually**

SACRAMENTO
STEPS FORWARD

Performance Measure 1: Length of Time in System of Care (in Days)

- The length of time individuals spend in Sacramento's system of care is increasing, on par with other major city CoCs in California.
- By contrast, length of time in system of care decreased or remained constant for major city CoCs and all CoCs nationally.
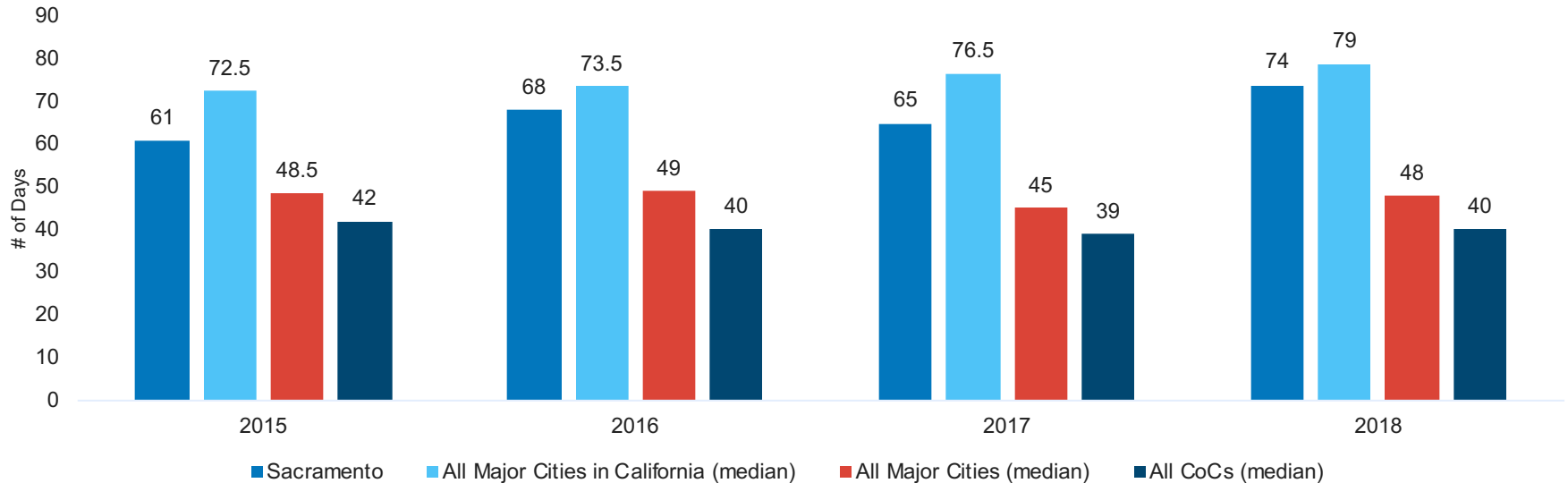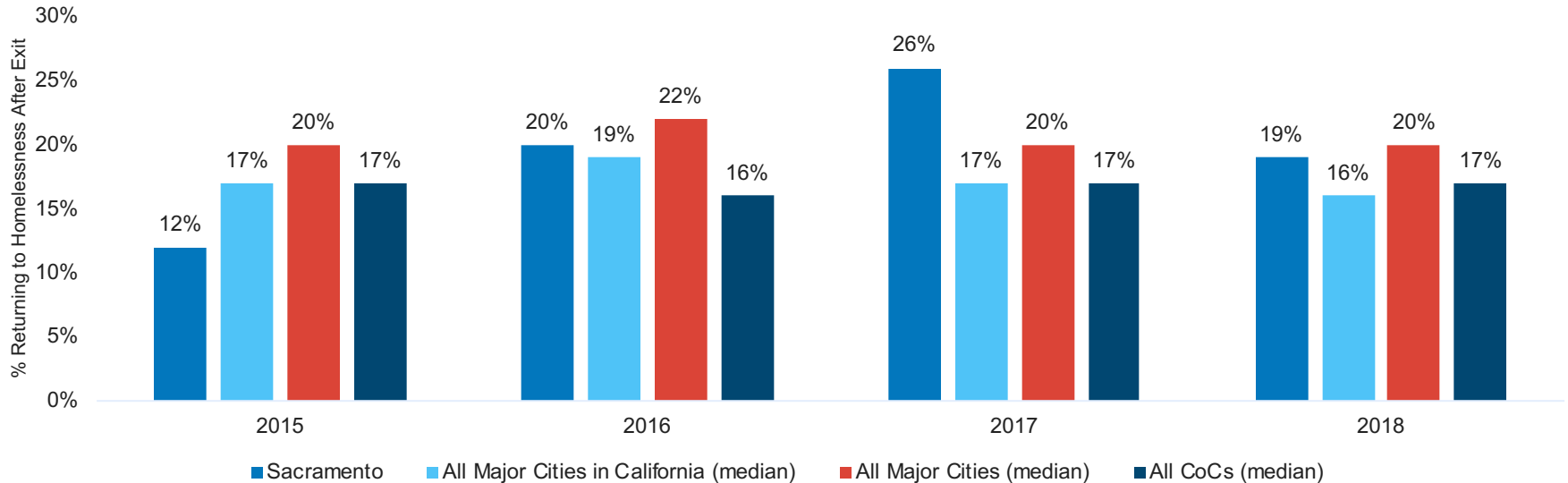

Chart shows SPM1.2.
Includes stays in Emergency Shelter, Safe Haven, and Transitional Housing projects.

SACRAMENTO
STEPS FORWARD

Performance Measure 2: Returns to Homelessness

- Sacramento saw a sharp increase in returns to homelessness from 2015 to 2017, with a slight reduction in 2018.
- Returns to homelessness remained mostly flat for all comparison groups during this same period.
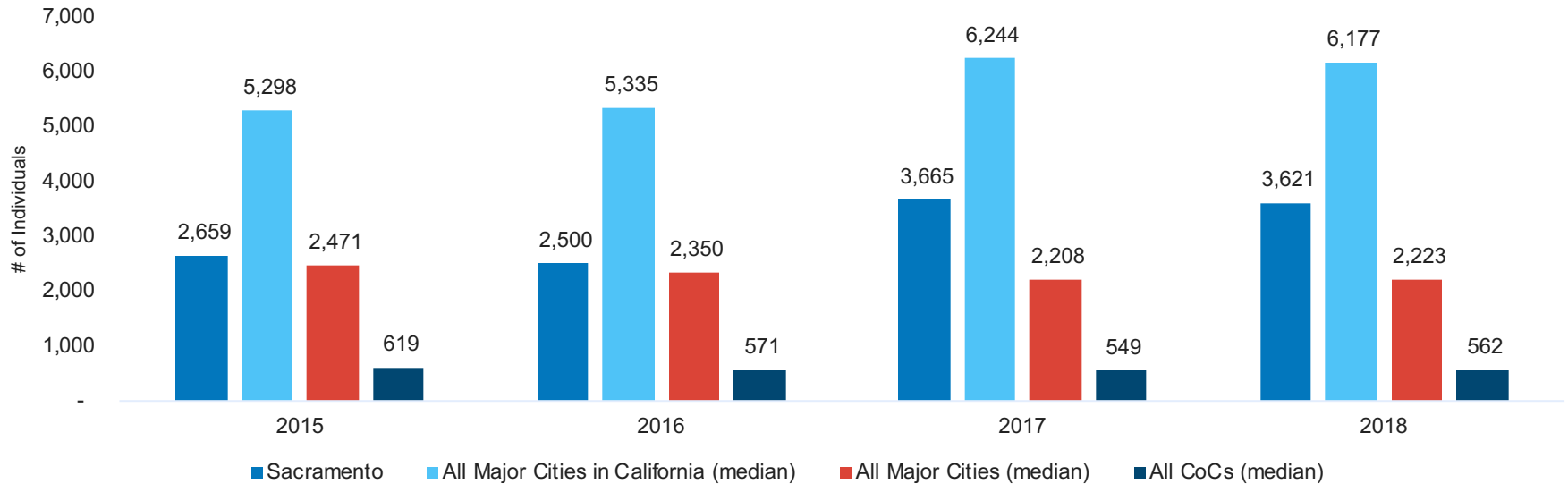

*Chart shows SPM 2a.2.
*Includes exits from Street Outreach, Emergency Shelter, Safe Havens, Transitional Housing, Permanent Supportive Housing, Rapid Re-Housing, and Other Permanent Housing projects.

SACRAMENTO
STEPS FORWARD

# Performance Measure 3: Total Number of Individuals Experiencing Homelessness

- Sacramento's total number of individuals experiencing homelessness significantly increased between 2016 and 2017—mirroring trends in other major city CoCs in California.
- Additionally, its total number of homelessness remained significantly below the median of major city CoCs in California.

*Chart shows SPM 3.1.
*From the Point in Time Count.

SACRAMENTO
STEPS FORWARD

Performance Measure 4: Increasing Total Income

- Sacramento has had significant success with increasing total income for individuals that exit the system of care, especially compared to each comparison group.
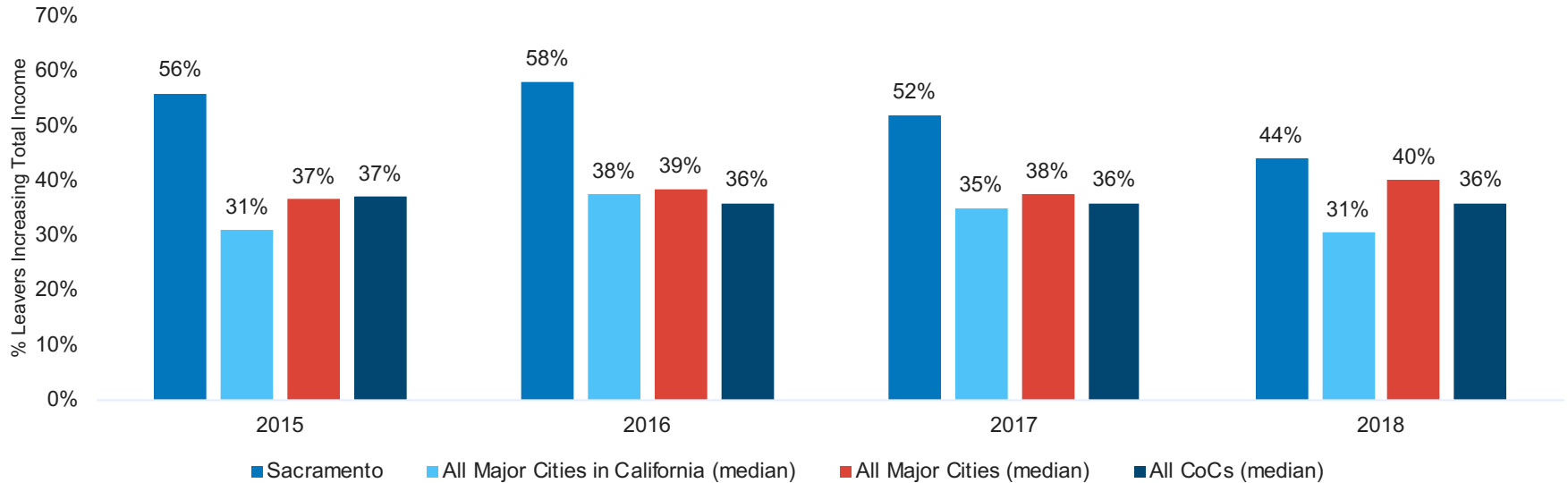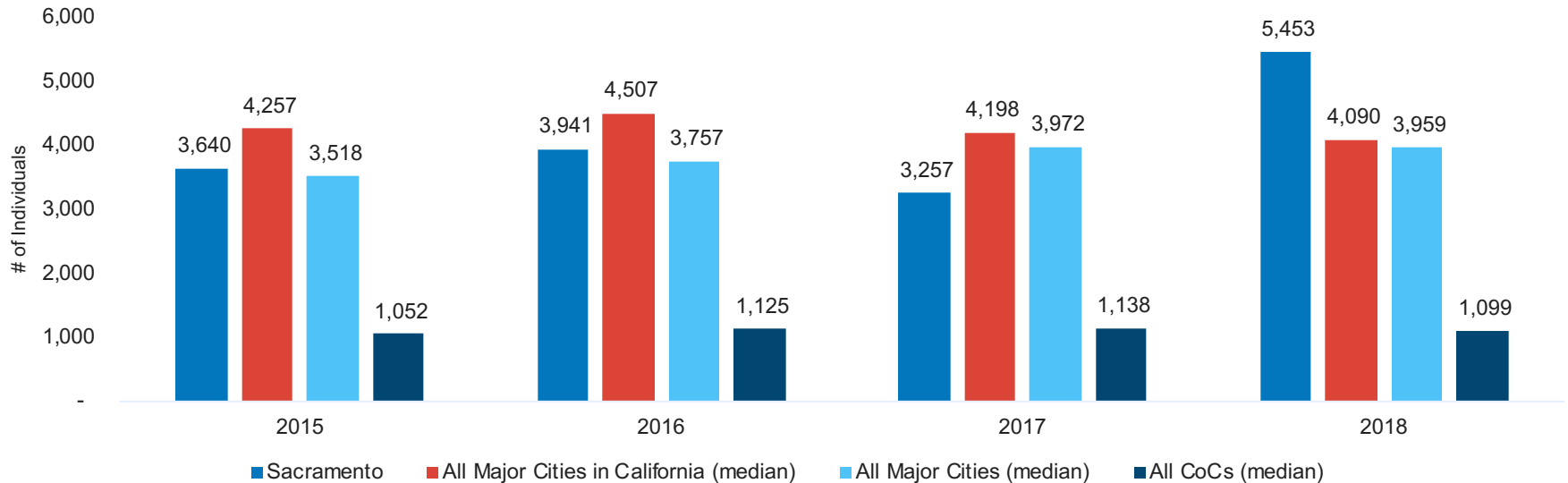

*Chart shows SPM 4.6.
*SPM4 assesses a) both leavers and stayers, and 2) by earned, non-employment, and total income. The above chart only depicts leavers and total income for purposes of succinctness.

SACRAMENTO
STEPS FORWARD

Performance Measure 5: First Time Homelessness

- Sacramento saw a large increase in first time homelessness in 2018, despite remaining mostly flat from 2015-2017.
- Comparison groups remained relatively flat during the same time period.

*Chart shows SPM 5.2.
*Includes enrollments in Emergency Shelter, Safe Havens, Transitional Housing, Permanent Supportive Housing, Rapid Re-Housing, and Other Permanent Housing projects.

SACRAMENTO
STEPS FORWARD

Performance Measure 7: Successful Exits to Permanent Housing Destinations

- Sacramento is seeing less and less success with exiting individuals from the system of care to permanent housing.
- By contrast, major city CoCs in California are slowly increasing their successful exits.
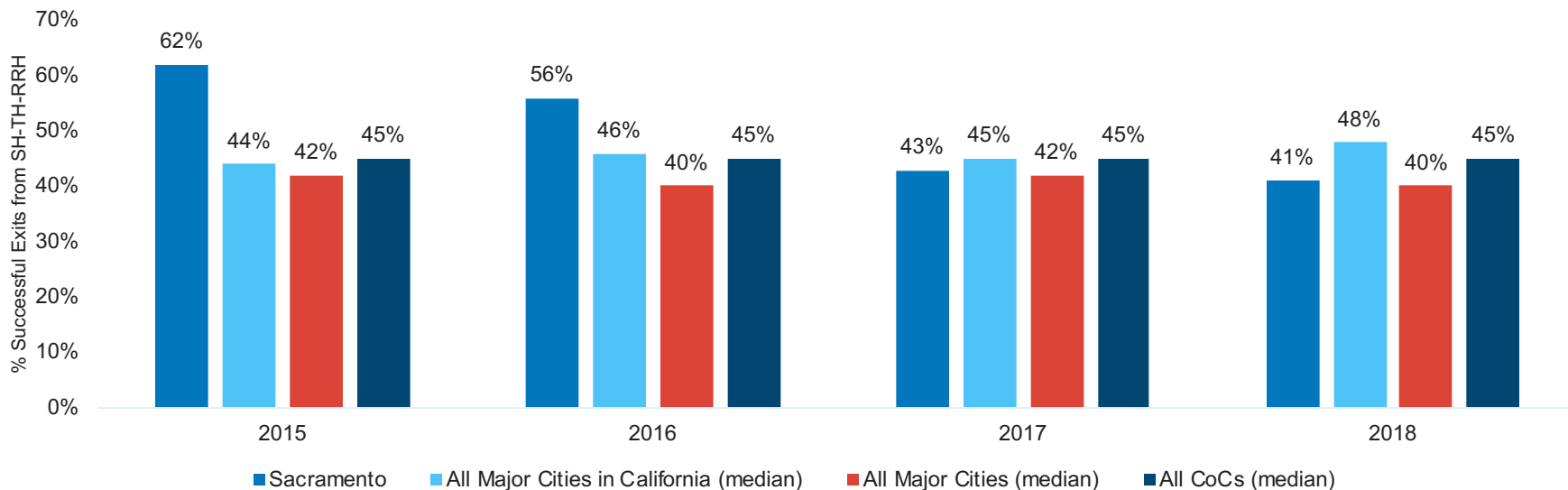
*Chart shows SPM 7c.1.
*Includes exits from Safe Havens, Transitional Housing, and Rapid Re-Housing projects.

SACRAMENTO
STEPS FORWARD