



**SACRAMENTO  
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

**CoC Board Agenda**

Wednesday, November 18, 2020 || 8:10 AM – 9:40 AM

**[Zoom Meeting](#)**

**Meeting ID:** 582 195 4550

**Passcode:** 95833

**One tap mobile**

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I.	<b>Welcome &amp; Introductions:</b> Sarah Bontrager, Chair
II.	<b>Review and Approval of October 14, 2020 Minutes:</b> Emily Halcon, Secretary
III.	<b>Chair's Report</b>
IV.	<b>CEO's Report:</b> Lisa Bates

<b>V. Consent Agenda - Action Items</b> <b>A. HMIS Privacy &amp; Security and Data Quality Plans</b> <b>B. Project Review Committee Slate</b> <b>C. Coordinated Entry System Committee Slate Additions &amp; New Chair</b>			
<b>VI. New Business</b>			
<b>A. RAPS Proposal</b>	Presenters: John Foley, CES Committee Chair & Peter Bell, SSF CES Program Manager	8:25 AM (20 minutes)	Action
<b>B. Racial Equity Committee</b>	Presenter: Tamu Nolfo Green, SSF Systems Improvement Advisor	8:45 AM (20 minutes)	Action
<b>C. City of Sacramento Community Support Team Collaborative Model</b>	Presenter: Bridgette Dean, Interim Director, City of Sacramento Community Response Office	9:05 AM (15 minutes)	Information
<b>D. HUD Updates: 2021 PIT Count &amp; 2020 NOFA</b>	Presenter: Michele Watts, SSF Chief Planning Officer	9:20 AM (20 minutes)	Information
<b>a. Announcements</b>			
<b>b. Meeting Adjourned</b>			

### Receive & File

- CoC and City of Sacramento 8% HHAP Youth Allocation Memo
- 2020 CoC Calendar of Actions



**SACRAMENTO  
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

**CoC Advisory Board Meeting Minutes**  
Wednesday, October 14, 2020 || 8:10 AM – 9:40 AM  
Zoom Meeting

Attendance:

<b>Member</b>	<b>Area of Representation</b>	<b>Present</b>
Alexis Bernard	Mental Health Service Organization	Yes
Amani Sawires Rapaski	Substance Abuse	No
Angela Upshaw	Veterans	Yes
April Wick	People with Disabilities	Yes
Bridget Dean	Law Enforcement	Yes
Christie M. Gonzales	Substance Abuse Service Organizations	Yes
Cindy Cavanaugh	County of Sacramento	Yes
Emily Halcon	City of Sacramento	Yes
Erin Johansen	Mental Health	Yes
Jameson Parker	Business Community & Street Outreach	Yes
Jenna Abbott	Business Community	Yes
John Foley	Homeless Services Provider	Yes
John Krintz	Lived Experience	Yes
Julie Davis-Jaffe	Employment Development	Yes
Lt. Julie Pederson	Law Enforcement – County	Yes
MaryLiz Paulson	Housing Authority	Yes
Mike Jaske	Faith Community Advocate	Yes
Noel Kammermann	Local Homeless Coalition/Network	Yes
Peter Beilenson, M.D.	Mental Health – County	No
Pixie Pearl	Homeless Youth	Yes
Sarah Bontrager	City of Elk Grove	Yes
Stefan Heisler	City of Rancho Cordova	Yes

Stephanie Cotter	City of Citrus Heights	Yes
Tiffany Gold	Youth with Lived Experience	Yes

Staff	Title
Lisa Bates	SSF Chief Executive Officer
Michele Watts	SSF Chief Planning Officer
Ya-Yin Isle	SSF Chief Strategic Initiatives Officer
Peter Bell	SSF CE Manager
Hannah Beausang	SSF Communications Manager
Scott Clark	SSF Systems Performance Analyst
Michelle Hulshof	SSF Continuum of Care Coordinator
Tamu Nolfo Green	SSF Systems Improvement Advisor

<b>I. Welcome &amp; Introductions</b>		Sarah Bontrager, Chair
Sarah Bontrager, Chair, called the meeting to order at 8:13 AM		
<b>II. Review and Approval of Sept 9th, 2020 Meeting Minutes</b>	Presenter: Emily Halcon, Secretary	Information
Motioned: 1 <sup>st</sup> MaryLiz Paulson, 2 <sup>nd</sup> Erin Johansen, 18 ayes, 0 noes, 0 abstention.		
<b>III. Chair's Report</b>	Presenter: Sarah Bontrager, Chair	
<b>IV. CEO's Report</b>	Presenter: Lisa Bates	Information
<p>Lisa informs on a handful of items. SSF public dashboards are available on SSF website; feedback is welcomed. CoC NOFA is still on stand-by for reasons related to COVID. Point in Time Count (Jan 2021) will move forward however more guidance will come regarding the process. CoC Board Members and Community Stakeholders will receive a poll asking to schedule a workshop to discuss Gaps Analysis and Systems Mapping. November CoC Board meeting will be November 18<sup>th</sup> due to Veterans Holiday. New member of the team: Michelle Hulshof, SSF CoC Coordinator.</p>		

## **V. Consent Calendar – Action:**

### **- PRC Membership Policy**

Chair Sarah Bontrager notes our consultant (Homebase) identified an issue with a conflict of interest. Michele explains the PRC Membership Policy and the packet edit on the PRC Membership Policy types regarding “Voting Members” and “Non-Voting Provider Members” affiliates. A discussion and explanation on how this may have some conflicts/relates on the PRC and funding. Chair Sarah Bontrager, Secretary Emily Halcon, CEO Lisa Bates further discusses the review and rank and planning grants relationship.

Motioned: 1<sup>st</sup> Mike Jaske, 2<sup>nd</sup> Emily Halcon, 21 Ayes, 0 Noes, 1 Abstentions

## **VI. New Business**

### **A. 9/30 Racial Disparities Workshop Debrief/ Next Steps**

Presenters: Lisa Bates & Tamu Nolfo Green, SSF Systems Improvement Advisor

Discussion

Tamu Nolfo Green discusses the Racial Disparities Workshop attendance, participants interests/concerns, and frameworks/tools. Scott Clark speaks on the data breakdown and summary of findings. Tamu continues noting the “Break-Out” groups, the questions/concerns regarding assessment tools being used, access points, coordinated entry, education on institutional racism in Sacramento, tailored training on outreach, data policy and planning, ensure leadership diversity, and having a dedicated committee. Chair Sarah Bontrager invites an invitation to create a committee to address some of the concerns from the workshop. Chair Sarah Bontrager and CEO Lisa Bates discuss the types of committees and the possible implementation on the new committee.

### **B. CESH and HHAP Program Development Status Report**

Presenter: Ya-Yin Isle, SSF Chief Strategic Initiatives Officer

Information

Ya-Yin discusses the CESH funding and its approval by the state. She continues with a HHAP breakdown. In addition, the COVID-19 emergency funds and the HHAP – Round 2 allocations are quickly discussed. At this time the application and NOFA will be provided in November. Questions are noted in the chat which, given the time, Ya-yin will follow up and answer post meeting.

**C. CES Diversion & Access Proposal**

Presenters: John Foley, CES Chair & Peter Bell, SSF CES Program Manager

Information

John Foley speaks on the goal of funding is to focus on services related to housing and mentions the Gaps analysis, 211, and a phone system set up to better prepare intakes. Peter follows and speaks on the “RAPS” presentation overview on the framework, improvements on access, phased assessments, system-wide problem-solving, and proposed RAPS expansion (Q5) funding. In addition, Peter explains the (2 year) pilot anticipated outcomes, process, timeline, and breakdown on the remaining available CoC funds. Questions in the chat are addressed and answered by Peter.

**D. PRC Recruitment Announcement**

Presenters: Emily Halcon, PRC Co-Chair & Michele Watts, SSF Chief Planning Officer

Information

Secretary Emily Halcon brings to attention the recruitment details on the voting members and hopes to attract new voices from the board. She speaks to the time restraints to join as a committee member and the over benefits of joining the PRC committee. Michele Watts mentions the non-voting members unique structure process and highlights the need of new members as well. Recruitment materials and an eblast will be provided this Friday, October 16. Please share with your community to get the word out there about the PRC application. The application due Friday, November 6<sup>th</sup>. The November CoC board meeting will report the application selection.

**VII. Announcements**

**A.** Chair Sarah Bontrager notes the Sacramento Emergency Rental Assistance Program is taking applications from family's who have been negatively affected due to COVID.

**B.** Ya-Yin announces the Supreme court has halted the Census. There has been an update that the Census Bureau will end Census count tomorrow (October 15<sup>th</sup>, 2020) midnight Hawaiian Standard Time. If you need any assistance and please contact to Tiffany Reimers.

**VIII. Meeting Adjourned at 9:53 min**

**Next Meeting: November 18, 2020**



**To:** Sacramento CoC Board Members

**From:** Jameson Parker & Erica Plumb, Co-Chairs HMIS & Data Committee  
Tina Wilton, SSF HMIS Administrator

**Date:** November 18, 2020

**Subject:** HMIS Privacy & Security and Data Quality Plans - ACTION (Consent)

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## **Background**

The CoC Board is charged with maintaining Privacy & Security and Data Quality Plans governing the HMIS. These plans are reviewed annually by the HMIS & Data Committee, revised as needed, and forwarded to the full board for approval. This year, the committee reviewed both plans in September and October and agreed to propose the revisions noted below. A list of proposed revisions to each plan is provided within this memo. The plans themselves, with revisions documented in red font, are attached.

## **Requested Action**

Approve revisions to the HMIS Privacy & Security and Data Quality Plans as recommended by the HMIS & Data Committee.

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## **List of Proposed Revisions**

### **I. Changes to the HMIS Privacy & Security Plan Privacy**

#### *Agency Responsibilities*

1. Change the statement stating agency “must” post Privacy Statement on their websites to “strongly recommend” to align with earlier statement and the needs express at the HMIS Data Committee.
2. Change contact from Tina Wilton to HMIS Department



## **System Security**

### *Technical Safeguards*

3. Remove the section regarding enlisting the use of IP Address Whitelist. Currently, we do not have the capabilities to conduct on the scale needed with addressing remote worker in our community due to COVID 19.

### *Establishing HMIS User IDs and Access Levels*

4. Change notification of User Name and temp password from verbally in person to via approved work email address.

### *User Authentication*

5. Change User password change from 30 to 90 days.

### *Other Technical Safeguards*

6. Remove statement regarding SSF providing a HIPPA compliant cloud file storage solution to providers. At this time, SSF does not possess the technology to provide this.

## **Privacy and Security Monitoring**

7. Remove the section, *Semiannual Partner Agency Self-Audits*, to align what we have been doing as a community with only one audit per year.

## **II. Changes to the HMIS Data Quality Plan Throughout Document**

1. Replace “Annual Homeless Assessment Report (AHAR)” with “Longitudinal Systems Analysis (LSA)”.

## **Introduction**

### *HMIS Data Standards*

2. Added a statement regarding new releases of HMIS Data Standards.

### *Universal Data Elements*

3. Update Plan to reflect current 2020 HMIS Data Standards

### *Program Specific Data Elements*

4. Update Plan to reflect current 2020 HMIS Data Standards

### *Project Descriptor Data Elements*

5. Update Plan to reflect current 2020 HMIS Data Standards

## **Benchmarks and Goals**

### *Timeliness*

6. Replace statement to reflect current report available in HMIS to monitor timeliness of data entry.

*Data Entry Timeline by Project Type*

7. Change 48 hour expectation of Emergency shelters for data entry to three days. This was done to align with other HMIS projects and the reporting abilities of the HMIS Data Quality report for monitoring.

*Completeness – Project Descriptor Data Elements*

*Project Descriptor Data Elements Table*

8. Update Plan to reflect current 2020 HMIS Data Standards

**Data Quality Monitoring Plan**

*Roles and Responsibilities*

*HMIS & Data Committee*

9. Change reviewing of data Quality reports from quarterly to semi-annually.

*Target*

10. Remove statement regarding HMIS Data Quality Monitoring Tool as this does not exist.

*Table 1. Appendix A*

*Both Universal Data elements & Program Specific Data Elements*

11. Update Plan to reflect current 2020 HMIS Data Standards

# HMIS PRIVACY & SECURITY PLAN

## **Sacramento County CoC**

### **PRIVACY & SECURITY**

Privacy refers to the protection of the client's data stored in an HMIS from open view, sharing, or inappropriate use. Security refers to the protection of the client's data stored in the HMIS from unauthorized access, use, or modification.

## HMIS Privacy and Security Plan

~~Adopted by the Sacramento County Continuum of Care~~  
(November 14, 2018)

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### Introduction

The HMIS Lead Agency is responsible for overseeing HMIS privacy and security. The HMIS Lead Agency may delegate some specific duties related to maintaining HMIS privacy and security to an HMIS System Administrator. The

HMIS System Administrator is responsible for preventing degradation of the HMIS resulting from viruses, intrusion, or other factors within the System Administrator's control and for preventing inadvertent release of confidential client-specific information through physical, electronic or visual access to Administrator workstations or system servers. HMIS Partner Agencies are responsible for preventing degradation of the HMIS resulting from viruses, intrusion, or other factors within the agency's control and for preventing inadvertent release of confidential client-specific information through physical, electronic or visual access to End User workstations. Each Partner Agency is responsible for ensuring it meets the Privacy and Security requirements detailed in the HUD HMIS Data and Technical Standards. Partner Agencies will conduct a thorough review of internal policies and procedures regarding HMIS semiannually.

## Privacy

### Privacy Plan Overview

On July 30, 2004, the US Department of Housing and Urban Development (HUD) released the standards for Homeless Management Information Systems (69 Federal Register 45888) and on December 9, 2011 HUD released [HMIS Requirements Proposed Rule](#) (***Federal Register / Vol. 76, No. 237 / Friday, December 9, 2011 / Proposed Rules***).

These standards outlined the responsibilities of the HMIS and for the agencies which participate in an HMIS. This section describes the Privacy Plan of the Sacramento County HMIS System. We intend our policy and plan to be consistent with the HUD standards. All users, agencies and system administrators must adhere to this Privacy Plan.

We intend our Privacy Plan to support our mission of providing an effective and usable case management tool. We recognize that clients served by individual agencies are not exclusively that "agency's client" but instead are truly a client of the Sacramento County Continuum of Care. Thus, we have adopted a Privacy Plan which supports an open system of client-level data sharing amongst agencies.

The core tenant of our Privacy Plan is the Baseline Privacy Statement. The Baseline Privacy Statement describes how client information may be used and disclosed and how clients can get access to their information. Each agency must either adopt the Baseline Privacy Statement or develop a Privacy Statement which meets and exceeds all minimum requirements set forth in the Baseline Privacy Statement (this is described in the Agency Responsibilities section of this Privacy Plan). This ensures that all agencies who participate in the HMIS are governed by the same minimum standards of client privacy

protection.

<b>Baseline Privacy Statement:</b> This is the main document of this Privacy Plan. This document outlines the minimum standard by which an agency collects, utilizes and discloses information.	<b>*REQUIRED*</b> Agencies must adopt a privacy statement which meets all minimum standards. It is strongly recommended to post this Statement on your Agency's local website (if available).
<b>Consumer Notice Posting:</b> This posting explains the reason for asking for personal information and notifies the client of the Privacy Notice.	<b>*REQUIRED*</b> Agencies must adopt and utilize a Consumer Notice Posting.
<b>Consumers Informed Consent &amp; Release of Information Authorization:</b> This form must be signed by all adult clients and unaccompanied youth. This gives the client the opportunity to refuse the sharing of their information to other agencies within the system.	<b>*REQUIRED*</b> Client Signatures are required prior to inputting their information in HMIS.

### HMIS User Responsibilities

A client's privacy is upheld only to the extent that the users and direct service providers protect and maintain their privacy. The role and responsibilities of the user cannot be over-emphasized. A user is defined as a person that has direct interaction with a client or their data. (This could potentially be any person at the agency: staff member, volunteer, contractor, etc.)

Users have the responsibility to:

- Understand their agency's Privacy Statement
- Be able to explain their agency's Privacy Statement to clients
- Follow their agency's Privacy Statement
- Know where to refer the client if they cannot answer the client's questions
- Must complete **Consumers Informed Consent & Release of Information Authorization** with client prior collecting HMIS data.
- Present their agency's Privacy Statement client before collecting any information
- Uphold the client's privacy in the HMIS

### Agency Responsibilities

The 2004 HUD HMIS Standards emphasize that it is the agency's responsibility for upholding client privacy. All agencies must take this task seriously and take time to understand the legal, ethical and regulatory responsibilities. This Privacy Plan and the Baseline Privacy Statement provide guidance on the minimum standards by which agencies must operate if they wish to participate in the HMIS.

Meeting the minimum standards in this Privacy Plan and the Baseline Privacy Statement are required for participation in the HMIS. Any agency may exceed the minimum standards described and are encouraged to do so. Agencies must have an adopted Privacy Statement which meets the minimum standards before data entry into the HMIS can occur.

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Agencies have the responsibility to:

- Review their program requirements to determine what industry privacy standards must be met that exceed the minimum standards outlined in this Privacy Plan and Baseline Privacy Statement (examples: Substance Abuse Providers covered by 24 CFR Part 2, HIPPA Covered Agencies, Legal Service Providers).
- Review the 2004 HUD HMIS Privacy Standards (69 Federal Register 45888)
- Adopt and uphold a Privacy Statement which meets or exceeds all minimum standards in the Baseline Privacy Statement as well as all industry privacy standards. The adoption process is to be directed by the individual agency. Modifications to the Baseline Privacy Statement must be approved by the HMIS Committee.
- Ensure that all clients are aware of the adopted Privacy Statement and have access to it. If the agency has a website, it is strongly recommended that the agency publish the Privacy Statement on their website.
- Make reasonable accommodations for persons with disabilities, language barriers or education barriers.
- Ensure that anyone working with clients covered by the Privacy Statement can meet the User Responsibilities.

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Each HMIS Partner Agency must have a Privacy Statement that describes how and when the Partner Agency may use and disclose clients' Protected Personal Information (PPI). PPI includes name, Social Security Number (SSN), date of birth, zip code, project entry and/or exit date, and unique personal identification number (HMIS Unique Identifier).

Partner Agencies may be required to collect some PPI by law, or by organizations that give the agency money to operate their projects. PPI is also collected by Partner Agencies to monitor project operations, to better understand the needs of people experiencing homelessness, and to improve services for people experiencing homelessness. Partner Agencies are

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permitted to collect PPI only with a client's written consent.

Partner Agencies may use and disclose client PPI to:

- Verify eligibility for services,
- Provide clients with and/or refer clients to services that meet their needs,
- Manage and evaluate the performance of programs,
- Report about program operations and outcomes to funders and/or apply for additional funding to support agency programs,
- Collaborate with other local agencies to improve service coordination, reduce gaps in services, and develop community-wide strategic plans to address basic human needs,
- Participate in research projects to better understand the needs of people served.

Partner Agencies may also be required to disclose PPI for the following reasons:

- When the law requires it,
- When necessary to prevent or respond to a serious and imminent threat to health or safety,
- When a judge, law enforcement or administrative agency orders it,

Partner Agencies are obligated to limit disclosures of PPI to the minimum necessary to accomplish the purpose of the disclosure. Uses and disclosures of PPI not described above may only be made with a client's written consent. Clients have the right to revoke consent at any time by submitting a request in writing.

HMIS uses may respond to an oral request from a law enforcement officer for PPI for the purpose of identifying or locating a suspect, fugitive, material witness or missing person. Nonetheless, the only PPI that may be shared is the name, address, date of birth, place of birth, Social Security Number, and distinguishing physical characteristics of the individual. No programmatic information including program enrollments, services provided, recent field contacts, or the like may be shared;

Clients also have the right to request in writing:

- A copy of all PPI collected,
- An amendment to any PPI used to make decisions about your care and services (this request may be denied at the discretion of the agency, but the client's request should be noted in the project records),
- An account of all disclosures of client PPI,
- Restrictions on the type of information disclosed to outside partners,
- A current copy of the Partner Agency's privacy statement.

Partner Agencies may reserve the right to refuse a client's request for



inspection or copying of PPI in the following circumstances:

- Information compiled in reasonable anticipation of litigation or comparable proceedings,
- The record includes information about another individual (other than a health care or homeless provider),
- The information was obtained under a promise of confidentiality (other than a promise from a health care or homeless provider) and a disclosure would reveal the source of the information,
- The Partner Agency believes that disclosure of the information would be reasonably likely to endanger the life or physical safety of any individual.

If a client's request is denied, the client should receive a written explanation of the reason of the denial. The client has the right to appeal the denial by following the established Partner Agency grievance procedure. Regardless of the outcome of the appeal, the client shall have the right to add to his/her program records a concise statement of disagreement. The Partner Agency shall disclose the statement of disagreement whenever it discloses the disputed PPI.

All individuals with access to PPI are required to complete a quiz on HMIS procedures annually. Users who fail to score 70% or above on the quiz will be required to attend an HMIS training

Partner Agency Privacy Statements may be amended at any time. Amendments may affect information obtained by the agency before the date of the change. An amendment to the Privacy Statement regarding use or disclosure will be effective with respect to information processed before the amendment, unless otherwise stated. A record of all amendments to this Privacy Statement must be made available to clients upon request.

This document should, at a minimum, reflect the baseline requirements listed in the HMIS Data and Technical Standards Final Notice, published by HUD in July 2004 and revised in March 2010. In any instance where this Privacy Statement is not consistent with the HUD Standards, the HUD Standards take precedence. Should any inconsistencies be identified, please immediately notify the Sacramento County HMIS Lead Agency, using the contact information below.

All questions and requests related to this Privacy Statement should be directed to: [HMIS Department](#) with Sacramento Steps Forward: [HMIS@SacStepsForward.org](mailto:HMIS@SacStepsForward.org) or 916-577-9770.

## HMIS Lead Agency: System Administration Responsibilities

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HMIS Lead Agency has the responsibility to:

- Adopt and uphold a Privacy Plan which meets or exceeds all minimum standards in the Baseline Privacy Statement.
- Train and monitor all users upholding system privacy.
- Monitor agencies to ensure adherence to their adopted Privacy Plan.
- Develop action and compliance plans for agencies that do not have adequate Privacy Statements.
- Maintain the HMIS Website to keep all references within the Baseline Privacy Statement up to date.
- Provide training to agencies and users on this Privacy Plan.
- Remove all personally identifiable information from user accounts after they have been inactive for 7 years. This PII may be stored in a secure location to enable the system administrator re-identify records if the need arises.

## System Security

### Security Plan Overview

HMIS security standards are established to ensure the confidentiality, integrity and availability of all HMIS information. The security standards are designed to protect against any reasonably anticipated threats or hazards to security and must be enforced by system administrators, agency administrators as well as end users. This section is written to comply with section 4.3 of the 2004 Homeless Management Information Systems (HMIS) Data and Technical Standards Final Notice (69 Federal Register 45888) as well as local legislation pertaining to maintaining an individual's personal information. At this time, in December 2011, HUD has released proposed regulations pertaining to HMIS Security. These regulations are not yet in force and sufficient guidance has not been given to enact the policies.

Meeting the minimum standards in this Security Plan is required for participation in the HMIS. Any agency may exceed the minimum standards described in this plan and are encouraged to do so. All Agency Administrators are responsible for understanding this policy and effectively communicating the Security Plan to individuals responsible for security at their agency.

### Security Plan Applicability

The HMIS System and all agencies must apply the security standards addressed in this Security Plan to all the systems where personal protected information is stored or accessed. Additionally, all security standards must be applied to all networked devices. This includes, but is not limited to, networks, desktops, laptops, mobile devices, mainframes and servers.

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All agencies, including the HMIS Lead, will be monitored by the HMIS System Administrators annually to ensure compliance with the Security Plan. Agencies that do not adhere to the security plan will be given a reasonable amount of time to address any concerns. Egregious violations of the security plan may result in immediate termination of an agency or user's access to the HMIS as determined by the HMIS Lead.

### **Security Officer**

The HMIS Lead Agency will designate a Lead Security Officer to oversee HMIS privacy and security. A single point-of-contact who is responsible for annually certifying that Agencies adhere to the Security Plan; testing the CoC's security practices for compliance.

### **Lead Security Officer**

- May be an HMIS System Administrator or another employee, volunteer or contractor designated by the HMIS Lead Agency who has completed HMIS training that covers Privacy and Security issues and is adequately skilled to assess HMIS security compliance,
- Assesses security measures in place prior to establishing access to HMIS for a new Agency,
- Reviews and maintains file of Partner Agency annual compliance certification checklists,
- Conducts security audit of all Partner Agencies, on an as needed basis.

### **Partner Agency**

- Conducts a security audit for any workstation that will be used for HMIS purposes,
  - No less than annually for all agency HMIS workstations, AND
  - Prior to issuing a User ID to a new HMIS End User, AND
  - Any time an existing user moves to a new workstation.
- Continually ensures each workstation within the Partner Agency used for HMIS data collection or entry is adequately protected by a firewall and antivirus software (per Technical Safeguards – [Workstation Security](#)),
- Completes the annual Compliance Certification Checklist, and forwards the Checklist to the Lead Security Officer.

Upon request, the HMIS Lead Agency may be available to provide Security support to Partner Agencies who do not have the staff capacity or resources to fulfill these duties.

## Physical Safeguards

In order to protect client privacy it is important that the following physical safeguards be put in place. For the purpose of this section, authorized persons will be considered only those individuals who have completed HMIS training within the past 12 months.

- Computer Location – A computer used as an HMIS workstation must be in a secure location where only authorized persons have access. The workstation must not be accessible to clients, the public or other unauthorized Partner Agency staff members or volunteers. A password protected automatic screen saver will be enabled on any computer used for HMIS data entry.
- Printer location – Documents printed from HMIS must be sent to a printer in a secure location where only authorized persons have access.
- PC Access (visual) — Non-authorized persons should not be able to see an HMIS workstation screen. Monitors should be turned away from the public or other unauthorized Partner Agency staff members or volunteers and utilize visibility filters to protect client privacy.
- Mobile Device – A mobile device used to access and enter information into the HMIS system must use a password or other user authentication on the lock screen to prevent an unauthorized user from accessing it and it should be set to automatically lock after a set period of device inactivity. A remote wipe and/or remote disable option should also be downloaded onto the device.

## Technical Safeguards

### ***Workstation Security***

- To promote the security of HMIS and the confidentiality of the data contained therein, access to HMIS will be available only through approved workstations.
- Partner Agency Security Officer will confirm that any workstation accessing HMIS shall have antivirus software with current virus definitions (updated at minimum every 24 hours) and frequent full system scans (at minimum weekly).
- Partner Agency Security Officer will confirm that any workstation accessing HMIS has and uses a hardware or software firewall; either on the workstation itself if it accesses the internet through a modem or on the central server if the workstation(s) accesses the internet through the server.

### ***Establishing HMIS User IDs and Access Levels***

**Deleted:** The HMIS Lead Agency will enlist the use of an IP Address Whitelist or another suitably secure method to identify approved workstations, in compliance with Public Access baseline requirement in the HUD Data Standards (4.3.1 System Security). End-Users will be required to submit the IP Address of their workstation to the HMIS Lead Agency to be registered into the system and will notify the Lead Agency should this number need to be changed.

- The HMIS System Administrator, in conjunction with the Partner Agency Security Officer, will ensure that any prospective End User reads, understands and signs the HMIS End User Agreement annually. The HMIS System Administrator will maintain a file of all signed HMIS End User Agreements.
- The Partner Agency HMIS Security Officer is responsible for ensuring that all agency End Users have completed a mandatory training that covers HMIS Privacy, Security and Ethics, End User Responsibilities, and Workflow issues, prior to being provided with a User ID to access HMIS. End-Users must review and sign an HMIS End User Agreement within the HMIS System on an annual basis.
- All End Users will be issued a unique User ID and password. Sharing of User IDs and passwords by or among more than one End User is expressly prohibited. Each End User must be specifically identified as the sole holder of a User ID and password. User IDs and passwords may not be transferred from one user to another.
- The HMIS System Administrator will always attempt to assign the most restrictive access that allows an End User to efficiently and effectively perform his/her duties.
- The HMIS System Administrator will create the new User ID and notify the User ID owner of the temporary password [via their approved work email](#).
- When the Partner Agency determines that it is necessary to change a user's access level, the HMIS System Administrator will update the user's access level as needed.

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### ***User Authentication***

- User IDs are individual and passwords are confidential. No individual should ever use or allow use of a User ID that is not assigned to that individual, and user- specified passwords should never be shared or communicated in any format.
- Temporary passwords must be changed on first use. User-specified passwords must be a minimum of 6 characters long and must contain a combination of upper case and lower case letters, a number and a symbol.
- End users will be prompted by the software to change their password every [90](#) days.
- End Users must immediately notify the HMIS System Administrator if they have reason to believe that someone else has gained access to their password.
- Three consecutive unsuccessful attempts to login will disable the User ID until the password is reset. For Agency End Users, passwords should be reset by the HMIS System Administrator.

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- Users must log out from the HMIS application and either lock or log off their respective workstation if they leave. If the user logged into HMIS and the period of inactivity in HMIS exceeds 45minutes, the user will be logged off the HMIS system automatically.

### ***Rescinding User Access***

- The Partner Agency will notify the HMIS System Administrator within 24-hours if an End User no longer requires access to perform his or her assigned duties due to a change of job duties or termination of employment.
- The HMIS System Administrator reserves the right to terminate End User licenses that are inactive for 30 days or more. The HMIS System Administrator will attempt to contact the Partner Agency for the End User in question prior to termination of the user's license.
- In the event of suspected or demonstrated noncompliance by an End User with the HMIS End User Agreement or any other HMIS plans, forms, standards or governance documents, the Partner Agency Security Officer shall notify the HMIS System Administrator to deactivate the User ID for the End User in question until an internal agency investigation has been completed. The HMIS Lead Agency should be notified of any substantiated incidents that may have resulted in a breach of HMIS system security and/or client confidentiality, whether or not a breach is definitively known to have occurred.
- Any agency personnel who are found to have misappropriated client data (identity theft, releasing personal client data to any unauthorized party), shall have HMIS privileges revoked.
- The Continuum of Care is empowered to permanently revoke a Partner Agency's access to HMIS for substantiated noncompliance with the provisions of these Security Standards, the Sacramento County HMIS Policies and Procedures, or the HMIS Privacy Statement that resulted in a release of PPI.

### **Disposing Electronic, Hardcopies, Etc.**

- Computer: All technology equipment (including computers, printers, copiers and fax machines) used to access HMIS and which will no longer be used to access HMIS will have their hard drives reformatted multiple times. If the device is now non-functional, it must have the hard drive pulled, destroyed and disposed of in a secure fashion.
- Hardcopies: For paper records, shredding, burning, pulping, or pulverizing the records so that PPI is rendered essentially unreadable, indecipherable,

and otherwise cannot be reconstructed.

- Mobile Devices: Use software tools that will thoroughly delete/wipe all information on the device and return it to the original factory state before discarding or reusing the device.

### Other Technical Safeguards

- The Lead Security Officer shall develop and implement procedures for managing new, retired, and compromised HMIS account credentials.
- The Partner Agency Security Officer shall develop and implement procedures for managing new, retired, and compromised local system account credentials.
- The Partner Agency Security Officer shall develop and implement procedures that will prevent unauthorized users from connecting to private agency networks.
- Unencrypted PPI may not be stored or transmitted in any fashion—including sending file attachments by email or downloading reports including PPI to a flash drive, to the End User's desktop or to an agency shared drive. All downloaded files containing PPI must be deleted from the workstation temporary files and the "Recycling Bin" emptied before the End User leaves the workstation.

### Disaster Recovery Plan

Disaster recovery for the Sacramento County Continuum of Care HMIS will be conducted by the HMIS System Administrator with support from the HMIS software vendor as needed. The HMIS System Administrator must be familiar with the disaster recovery plan set in place by the HMIS software vendor.

- The HMIS System Administrator should maintain ready access to the following information:
  - Contact information – Phone number and email address of the software vendor contact person responsible for recovering the Continuum of Care's data after a disaster.
  - HMIS System Administrator responsibilities – A thorough understanding of the HMIS System Administrator's role in facilitating recovery from a disaster.
- All HMIS System Administrators should be aware of and trained to complete any tasks or procedures for which they are responsible in the event of a disaster.
- The HMIS System Administrator must have a plan for restoring local computing capabilities and internet connectivity for the HMIS System Administrator's facilities.

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This plan should include the following provisions.

- Account information – Account numbers and contact information for internet service provider, support contracts, and equipment warranties.
- Minimum equipment needs – A list of the computer and network equipment required to restore minimal access to the HMIS service, and to continue providing services to HMIS Partner Agencies.
- Network and system configuration information – Documentation of the configuration settings required to restore local user accounts and internet access.

## **Workforce Security**

### **HMIS Access to Active Clients**

Sacramento has a shared HMIS system providing HMIS Users with access to client's current or past history from other agencies. Agencies have sought to hire individuals with lived experience of homelessness or who are currently experiencing homelessness. These individuals may be provided access to the HMIS. Nonetheless, because of the broad access to clients' current or past history to which these individuals will have access, they should be provided additional training on the restrictions on the use of HMIS data.

## **Background Check**

### **HMIS User Background Check Requirements**

The Sacramento CoC recognizes the sensitivity of the data in the HMIS, and therefore requires that the individuals responsible for managing the HMIS be subject to a criminal background check. No prospective end user will be given a HMIS access if he or she has entered a plea of nolo contendere (no contest) or has been found guilty of any fraud (including identity theft) or stalking related felony crimes punishable by imprisonment of one year or more in any state. The background check must include local and state records; agencies are strongly encouraged to include federal records as well. A background check may be conducted only once for each person unless otherwise required and the results of the background check must be retained in the employee's personnel file.

## **Partner Agency Procedure**

Agencies must have a policy regarding conducting background checks and hiring individuals with criminal justice histories consistent with HMIS Privacy and Security Plan. HMIS Participating Agencies should not risk the privacy



and confidentiality of client information by allowing any individual convicted of fraud or a stalking related crime in any state. In the broadest sense, a fraud is an intentional deception made for personal gain or to damage another individual.

- Background checks that come back with a criminal history should be carefully considered prior to giving an employee access to client information.
- All End Users should have had a background check prior to access being requested to the HMIS by a Partner Agency.
- Criminal background checks must be completed on all new End Users, and the “Background Check Review and Verification Statement” on the New User Request Form must be signed by the HR Department. The New User Request Form must be submitted to the local Lead Agency System Administrator prior to End Users gaining access to the HMIS.

### HMIS Lead Procedure

The HMIS Lead Security Officer and all Administrators must also undergo criminal background verification. The HMIS Lead will hire individuals with criminal justice histories only to the extent the hire is consistent with any relevant hiring policies of SSF, unless the background check reveals a history of crimes related to identity theft or fraud.

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### List of crimes considered to fall in this category

A staff member’s background check revealing a history of following crimes related to identity theft or fraud should not be given access to the HMIS. The Partner Agency’s HR Department must only sign the Background Check Review and Verification Statement if staff’s background check doesn’t reveal a history of following crimes related to identity theft or fraud:

- **Bank Fraud:** To engage in an act or pattern of activity where the purpose is to defraud a bank of funds.
- **Blackmail:** A demand for money or other consideration under threat to do bodily harm, to injure property, to accuse of a crime, or to expose secrets.
- **Bribery:** When money, goods, services, information or anything else of value is offered with intent to influence the actions, opinions, or decisions of the taker. You may be charged with bribery whether you offer the bribe or accept it.
- **Computer fraud:** Where computer hackers steal information sources contained on computers such as: bank information, credit cards, and proprietary information.

- **Credit Card Fraud:** The unauthorized use of a credit card to obtain goods of value.
- **Extortion:** Occurs when one person illegally obtains property from another by actual or threatened force, fear, or violence, or under cover of official right.
- **Forgery:** When a person passes a false or worthless instrument such as a check or counterfeit security with the intent to defraud or injure the recipient.
- **Health Care Fraud:** Where an unlicensed health care provider provides services under the guise of being licensed and obtains monetary benefit for the service.
- **Larceny/Theft:** When a person wrongfully takes another person's money or property with the intent to appropriate, convert or steal it.
- **Money Laundering:** The investment or transfer of money from racketeering, drug transactions or other embezzlement schemes so that it appears that its original source either cannot be traced or is legitimate.
- **Telemarketing Fraud:** Actors operate out of boiler rooms and place telephone calls to residences and corporations where the actor requests a donation to an alleged charitable organization or where the actor requests money up front or a credit card number up front, and does not use the donation for the stated purpose.
- **Welfare Fraud:** To engage in an act or acts where the purpose is to obtain benefits (i.e. Public Assistance, Food Stamps, or Medicaid) from the State or Federal Government.

### Reporting Security Incidents

These Security Standards and the associated HMIS Policies and Procedures are intended to prevent, to the greatest degree possible, any security incidents. However, should a security incident occur, the following procedures should be followed in reporting:

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- Any HMIS End User who becomes aware of or suspects that HMIS system security and/or client privacy has been compromised must immediately report the concern to their Partner Agency Security Officer.
- In the event of a suspected security or privacy concern the Partner Agency Security Officer should complete an internal investigation. If the suspected security or privacy concern resulted from an End User's suspected or demonstrated noncompliance with the HMIS End User Agreement, the Partner Agency Security Officer should have the HMIS System Administrator deactivate the End User's User ID until the internal investigation has been completed.
- Following the internal investigation, the Partner Agency Security Officer shall notify the Lead Security Officer of any substantiated incidents that may have compromised HMIS system security and/or client privacy whether or not a release of client PPI is definitively known to have occurred. If the security or privacy concern resulted from demonstrated noncompliance by an End User with the HMIS End User Agreement, the Lead Security Officer reserves the right to permanently deactivate the User ID for the End User in question.
- Within one business day after the Lead Security Officer receives notice of the security or privacy concern, the Lead Security Officer and Partner Agency Security Officer will jointly establish an action plan to analyze the source of the security or privacy concern and actively prevent such future concerns. The action plan shall be implemented as soon as possible, and the total term of the plan must not exceed thirty (30) days.
- If the Partner Agency is not able to meet the terms of the action plan within the time allotted, the HMIS System Administrator, in consultation with the Sacramento County Continuum of Care Advisory Board, may elect to terminate the Partner Agency's access to HMIS. The Partner Agency may appeal to the CoC Advisory Board for reinstatement to HMIS following completion of the requirements of the action plan.
- In the event of a substantiated release of PPI in noncompliance with the provisions of these Security Standards, the Sacramento County HMIS Policies and Procedures, or the Partner Agency Privacy Statement, the Partner Agency Security Officer will make a reasonable attempt to notify all impacted individual(s). The Lead Security Officer must approve of the method of notification and the Partner Agency Security Officer must provide the Lead Security Officer with evidence of the Agency's notification attempt(s). If the Lead Security Officer is not satisfied with the Agency's efforts to notify impacted individuals, the Lead Security Officer will attempt to notify impacted individuals at the Agency's expense.
- The HMIS Lead Agency will notify the appropriate body of the Continuum of Care of any substantiated release of PPI in noncompliance with the provisions of these Security Standards, the HMIS Policies and Procedures,

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or the Partner Agency Privacy Statement.

- The HMIS Lead Agency will maintain a record of all substantiated releases of PPI in noncompliance with the provisions of these Security Standards, the Sacramento County HMIS Policies and Procedures, or the Partner Agency Privacy Statement for 7 years.
- The Continuum of Care reserves the right to permanently revoke a Partner Agency's access to HMIS for substantiated noncompliance with the provisions of these Security Standards, the Sacramento County HMIS Policies and Procedures, or the Partner Agency Privacy Statement that resulted in a release of PPI.

## Privacy and Security Monitoring

### New HMIS Partner Agency Site Security Assessment

- Prior to establishing access to HMIS for a new Partner Agency, the Lead Security Officer will assess the security measures in place at the Partner Agency to protect client data (see Technical Safeguards – [Workstation Security](#)). The Lead Security Officer or other HMIS System Administrator will meet with the Partner Agency Executive Director (or executive-level designee) and Partner Agency Security Officer to review the Partner Agency's information security protocols prior to countersigning the HMIS Memorandum of Understanding. This security review shall in no way reduce the Partner Agency's responsibility for information security, which is the full and complete responsibility of the Partner Agency, its Executive Director, and its HMIS Agency Security Officer.

### Annual Security Audits

- The Lead Security Officer will schedule the annual security audit in advance with the Partner Agency Security Officer.
- The Lead Security Officer will use the Compliance Certification Checklist to conduct security audits.
- The Lead Security Officer may randomly audit at least 10% of the workstations used for HMIS data entry for each HMIS Partner Agency. In the event that an agency has more than 1 project site, at least 1 workstation per project site must be audited.
- If areas are identified that require action due to noncompliance with these standards or any element of the Sacramento County HMIS Policies and Procedures, the Lead Security Officer will note these on the Checklist, and the Partner Agency Security Officer and/or HMIS Agency Administrator will work to resolve the action item(s) within 15 days.
- Any Checklist that includes 1 or more findings of noncompliance and/or action items will not be considered complete until all action items have been resolved and the findings, action items, and resolution summary has been

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The Partner Agency Security Officer will use the Compliance Certification Checklist to conduct semiannually security audits of all Partner Agency HMIS End User workstations.

The Partner Agency Security Officer will audit for inappropriate remote access by End-Users by associating User login date/times with employee time sheets. End Users must certify that they will not remotely access HMIS from a workstation (i.e.: personal computer) that is not subject to the Partner Agency Security Officer's regular audits.

If areas are identified that require action due to noncompliance with these standards or any element of the Sacramento County HMIS Policies and Procedures, the Partner Agency Security Officer will note these on the Checklist, and the Partner Agency Security Officer and/or HMIS Agency Administrator will work to resolve the action item(s) within 15 days.

Any Checklist that includes 1 or more findings of noncompliance and/or action items will not be considered complete until all action items have been resolved. The findings, action items, and resolution summary must be reviewed and signed by the Agency's Executive Director or other empowered officer prior to being forwarded to the Lead Security Officer.

The Partner Agency Security Officer must turn in a copy of the Checklist to the Lead Security Officer on a semiannual basis.

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reviewed and signed by the Agency's Executive Director or other empowered officer and forwarded to the HMIS Lead Security Officer.



SACRAMENTO HOMELESS MANAGEMENT  
INFORMATION SYSTEM: DATA QUALITY PLAN

**Adopted 11.14.18**

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## Introduction

This document describes the Homeless Management Information System (HMIS) Data Quality Plan for the Sacramento Continuum of Care (CoC). The Plan includes data quality standards and protocols for ongoing data quality monitoring that meets requirements set forth by the US Department of Housing and Urban Development (HUD). It has been developed by HMIS Lead Agency Sacramento Steps Forward, in coordination with the CoC

Advisory Board's HMIS & Data Committee, for approval by the Advisory Board. This Data Quality Plan will be updated annually, considering the latest HMIS Data Standards and locally developed performance plans.

The HMIS is Sacramento's electronic data collection system that maintains client-level data about the individuals and families who receive homeless and other human services throughout the community. The HMIS also assists agencies with project administration, operations, and reporting. Some of the typical benefits of an HMIS include:

- Improved service delivery and prompt referrals for clients
- Immediate access to important client information
- Quick and easy preparation of reports for funders, stakeholders
- Access to CoC-level performance data to inform system improvements

HUD requires that all CoCs receiving HUD grants utilize HMIS or similar database. The County of Sacramento also requires that all projects receiving CalWORKS and other County funding must report client-level data in HMIS. All VA-funded Grant Per Diem and Supportive Services for Veteran Families (SSVF) projects must also report client-level data in HMIS. The only current exceptions to these funders' requirements are projects and agencies specifically serving victims of domestic violence.

### **What is a Data Quality Plan?**

A data quality plan is a community-level document that enhances the ability of the CoC to achieve statistically valid and reliable data. A data quality plan sets expectations for the CoC, the HMIS Lead Agency, and the end users to capture valid and reliable data on persons accessing the homeless assistance system.

Developed by the HMIS Lead Agency and formally adopted by the CoC, the plan:

- Identifies the responsibilities of all parties within the CoC with respect to data quality;
- Establishes specific data quality benchmarks for timeliness, completeness, accuracy, and consistency;



- Describes the procedures for implementing the plan and monitoring progress toward meeting data quality benchmarks; and
- Establishes timelines for monitoring data quality on a regular basis.

### **HMIS Data Standards**

In May of 2014, HUD published the revised and final HMIS Data Standards. The May 2014 Data Standards replaced the March 2010 HMIS Data Standards by which client and project-level data reporting have been guided. The HMIS Data Standards identify Universal Data Elements, Program Specific Data Elements, and Project Descriptor Data Elements which are required of all homeless projects participating in the HMIS. Frequency of data collection and subsequent entry into the HMIS are also required. Periodically, HUD revises the HMIS Data Standards and releases a new version. The latest version, 2020 HMIS Data Standards, was released in October 2019.

### **Universal Data Elements**

The Universal Data Elements establish the baseline data collection requirements for all homeless housing and/or service providers entering data into the HMIS. They are the basis for producing unduplicated estimates of the number of homeless people accessing services from homeless assistance providers, basic demographic characteristics of people who are homeless, and patterns of service use, including information on shelter stays and homelessness episodes over time.

The required Universal Data Elements include the following:

3.01 Name	3.10 Project Entry Date
3.02 Social Security Number	3.11 Project Exit Date
3.03 Date of Birth	3.12 Destination
3.04 Race	
3.05 Ethnicity	
3.06 Gender	3.15 Relationship to Head of Household
3.07 Veteran Status	3.16 Client Location
3.08 Disabling Condition	

[3.20 Housing Move-In Date](#)  
[3.917 Prior Living Situation](#)

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## Program Specific Data Elements

Program-Specific Data elements provide information about the characteristics of clients, the services that are provided, and client outcomes. Many of these data elements represent transactions or information that may change over time. Most Program Specific Data Elements shall be captured at project entry and exit, and a few must be captured at project entry, exit, and on an annual basis.

The required Program Specific Data Elements include the following:

4.11	Domestic Violence	
4.02	Income and Sources	4.12 <a href="#">Current Living Situation</a>
4.03	Non-Cash Benefits	4.13 Date of Engagement
4.04	Health Insurance	4.14 <a href="#">Bed-Night Date</a>
4.05	Physical Disability	
4.06	Developmental Disability	
4.07	Chronic Health Condition	
4.08	HIV/AIDS	
4.09	Mental Health Problem	4.19 <a href="#">Coordinated Entry Assessment</a>
4.10	Substance Abuse	
4.20	<a href="#">Coordinated Entry Event</a>	

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## Project Descriptor Data Elements

Project Descriptor Data Elements (PDDEs) contain basic information about projects participating in a CoC's HMIS and help ensure the HMIS is the central repository of information about homelessness. The PDDE's are the building blocks of the HMIS. They enable the HMIS to:

1. Associate client-level records with the various projects that client will enroll in across CoC projects;
2. Clearly define the type of project the client is associated with the entire time they received housing or services;
3. Identify which federal partner programs are providing funding to the project; and
4. Track bed and unit inventory and other information, by project, which is relevant for the [Longitudinal Systems Analysis \(LSA\)](#), [System](#)

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[Performance Measures \(Sys PMs\)](#), Housing Inventory Count (HIC), Point In Time (PIT) [Count](#), and bed utilization reporting.

Project descriptor data are generally entered and managed by the HMIS Lead Agency, not a project end user. They are created at initial project setup within the HMIS and shall be reviewed at least once annually and updated as needed.

The required Project Descriptor Data Elements include the following:

- 2.01 [Organization Information](#)
- 2.1 [2.02 Project Information](#)
- 2.2 [2.03 Continuum of Care Code](#)
- 2.3 [2.06 Funding Sources](#)
- 2.4 [2.07 Bed and Unit Inventory Information](#)
- 2.5 [2.08 Project Location](#)

## **Benchmarks and Goals**

### **Timeliness**

Timeliness answers the question: “Is the necessary client information entered into HMIS within a reasonable period of time?”

When data is entered in a timely manner, it helps reduce human error that can occur when too much time has elapsed between the data collection/service transaction and the data entry. Timely data entry also ensures that the data is accessible when it is needed, whether for monitoring purposes, meeting funding requirements, or for responding to requests for information. Live Data Entry is highly recommended. [To monitor the timeliness of data entry for entry into a project and exit from a project run the HMIS Data Quality Report under HUD Based Reports.](#)

Each type of project has different expectations on timely data entry. Timeliness is measured by comparing the enrollment entry/exit date to the assessment entry/exit created date. Timeliness cannot be edited, only improved going forward – but assessment information dates should match the date the client interview occurred.

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## Data Entry Timeline by Project Type

All data shall be entered into the HMIS in a timely manner and Sacramento CoC's goal is to enter 100% of data per the following data entry timelines. As the COC recognizes entering 100% of all data may not be possible in all cases, a benchmark of 95% of all clients being entered in the following time frames has been established.

- **Emergency Shelter projects for Singles:** All Universal Data Elements and Project Specific Data Elements must be entered within three (3) days of intake and/or exit.
- **Emergency Shelter projects for Families:** All Universal Data Elements and Project Specific Data Elements must be entered within three (3) days of intake and/or exit.
- **Transitional Housing and Permanent Housing projects:** All Universal Data Elements and Project Specific Data Elements must be entered within **three (3) days** of intake and/or exit.
- **Permanent Supportive Housing (PSH):** All Universal Data Elements and Project Specific Data Elements must be entered within **three (3) days** of intake and/or exit.
- **Prevention and Rapid Re-Housing projects:** All Universal Data Elements and Project Specific Data Elements must be entered within **three (3) days** of intake and/or exit.
- **Supportive Service Only projects (SSO):** All Universal Data Elements and Project Specific Data Elements must be entered within **three (3) days** of intake and/or exit.

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Program Descriptor Data Elements for all program types (Emergency Shelter, Transitional Housing, Permanent Housing, Prevention and Rapid Re-Housing, and Supportive Service Only programs) shall be entered concurrently with setup of the program in the Sacramento HMIS.

## Completeness

Completeness answers the question: "Are all of the clients we serve being entered into HMIS? Are all of the necessary data elements being recorded into HMIS?"

Complete data is the key to assisting clients in finding the right services and benefits to end their homelessness. Incomplete data may hinder an organization's ability to provide comprehensive care to the clients it serves. Incomplete data can also negatively impact both the Sacramento Continuum of Care and Sacramento Steps Forward's ability to make generalizations of the population it serves, track patterns in client information and changes within the homeless population, and adapt strategies appropriately. HMIS data quality is also part of funding applications, including CoC and ESG, and low HMIS data quality scores may impact renewal funding as well as future funding requests.

Complete data facilitates confident reporting and analysis on the nature and extent of homelessness, including:

- Unduplicated counts of persons served;
- Patterns of use of persons entering and exiting the homeless assistance system in the community; and
- Evaluation of the effectiveness of the community's homeless assistance system.

### **Completeness – Universal and Program Specific Data Elements**

Sacramento CoC's goal is to collect 100% of all data elements (**Universal and Program Specific**). Though the CoC recognizes that collecting 100% of all data elements may not be possible in all cases, this goal is set in order to guarantee that the CoC continues to meet HUD-funding compliance requirements and to further ensure participation by the CoC in the [Longitudinal Systems Analysis \(LSA\)](#). Therefore, the Sacramento CoC's HMIS & Data Committee with the CoC Board's approval, has established Data Quality Thresholds (see Table 1, Appendix A). The Data Quality Thresholds set an acceptable range of "Missing/Data Not Collected", and "Client Doesn't Know/Client Refused" responses, depending on the data element. To determine compliance, percentages will be rounded (example: .04% becomes 0%).

HUD/Sacramento CoC expects that all clients receiving housing and/or services through the homeless assistance system will have their service delivery documented in the HMIS. If a project only enters data on a few of its clients, the project's efficiency cannot accurately be determined. Incomplete

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data may erroneously reflect low bed utilization rates (for housing projects), and may inaccurately reflect clients' progress in meeting programmatic goals (i.e. employment, transitioning to permanent housing). All projects using the HMIS shall enter data on one hundred percent (100%) of the clients they serve. Due to a lack of historical data, these standards will be reviewed and revised annually to make sure the thresholds are reasonable.

### Completeness – Project Descriptor Data Elements

Pursuant to HUD's HMIS Data Standards, all Project Descriptor Data Elements must be entered for all projects participating in the HMIS. In order to ensure that the CoC meets HUD-funding compliance requirements, the following acceptable response rate ranges have been established:

Project Descriptor Data Elements	TARGET %	ACCEPTABLE NULL/MISSING %
2.01 Organization <a href="#">Information</a>	100%	0%
2.02 Project <a href="#">Information</a>	100%	0%
2.03 Continuum of Care Code	100%	0%
2.06 Funding Sources	100%	0%
2.07 Bed and Unit Inventory Information	100%	0%

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### Bed/Unit Utilization Rates

One of the primary features of the HMIS is its ability to record the number of client stays (bed nights) at a homeless residential facility. A project's bed/unit utilization rate is the number of beds/unit occupied as a percentage of the entire bed inventory. When a client is admitted into a residential project (emergency, transitional, or permanent), s/he is assigned a housing service. This housing service is named as "Housed with-----name of the project or funding source". The client remains in this service until s/he is discharged from the project. When the client is discharged from the project, s/he is also discharged from this housing service in the HMIS.

Acceptable range of bed/unit utilization rates for established projects (as per [LSA](#) Guidelines):

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- Emergency Shelters: 65%-105%
- Transitional Housing: 65%-105%

- Permanent Supportive Housing: 65%-105%

A project's bed utilization rate is an excellent barometer of data quality. A low utilization rate could reflect low occupancy, but it could also indicate that data is not being entered in the Sacramento HMIS for every client served. A high utilization rate could reflect that the project is over capacity, but it could also indicate that clients have not been properly discharged from the project in the Sacramento HMIS.

### **Housing Inventory**

The CoC Lead Agency will request housing inventory from each residential facility in the homeless assistance system at least annually. The homeless assistance provider operating the residential facility will provide its housing inventory when requested or when housing inventory has changed to the CoC Lead Agency in timely manner to ensure updates in HMIS.

The CoC recognizes that new projects may require time to reach the projected occupancy numbers and will not expect them to meet the utilization rate requirement during the **first six months** of operating.

### **Accuracy**

Accuracy answers the question: "Does HMIS data accurately reflect true client information? Are the necessary data elements being recorded in HMIS in a consistent manner?"

Information entered into the HMIS needs to be valid, i.e. it needs to accurately represent information on the people that enter any of the homeless service projects contributing data to the HMIS. The best way to measure accuracy of client data is to compare the HMIS information with more accurate sources, such as a social security card, birth certificate, or driver's license. To ensure the most up-to-date and complete data, data entry errors should be corrected on a monthly basis.

As a general rule, it is a better practice to select "client doesn't know/refused" than to misrepresent the population.

Data consistency will ensure that data is understood, collected, and entered consistently across all projects in the HMIS. Consistency directly affects the accuracy of data; if an end user collects all of the data, but they don't collect it in a consistent manner, then the data may not be accurate. All data in

HMIS shall be collected and entered in a common and consistent manner across all projects. To that end, all intake and data entry workers will complete an initial training before accessing the live HMIS system, and access additional training opportunities offered by the HMIS Administrator.

All Universal Data Elements and Program Specific Data Elements must be obtained from each adult and unaccompanied youth who apply for services through the homeless assistance system. Most Universal Data Elements are also required for children age 17 years and under.

Most Universal Data Elements and Program Specific Data Elements include a 'Client doesn't know' or 'Client refused' response category. These are considered valid responses if the client does not know or the client refuses to respond to the question. It is not the intention of the federal partners that clients be denied assistance if they refuse or are unable to supply the information. However, some information may be required by projects or public or private funders to determine eligibility for housing or services, or to assess needed services. The 'Client doesn't know' or 'Client refused' responses shall not be used to indicate that the case manager or data entry person does not know the client's response. The HMIS Data Standards assume that fields for which data are not collected will be left blank (i.e. 'missing'). Since Sacramento's HMIS system requires a response to all data fields before saving a record, the HMIS User must use a specific response category "Data not collected". In such cases, "Data not collected" response category is treated as missing data for reporting purposes.

**Data Consistency Checks** The HMIS staff will check data accuracy and consistency by running reports that check for entry errors such as duplicate files created, overlapping enrollments, or inconsistent responses. Examples of these checks will include:

1. Verification that new client profiles do not duplicate existing profiles
2. Verification that information describing a client's experience in homelessness conforms with other components of the clients record (e.g. a client's approximate date of start of homelessness cannot be AFTER a program enrollment)
3. Verification the referrals and referral responses are correctly entered.
4. Verification that housing start dates are entered correctly.



### **Data Quality Monitoring Plan**

The purpose of monitoring is to ensure that the agreed-upon data quality targets are met to the greatest extent possible, and that data quality issues are quickly identified and resolved. The CoC recognizes that the data produced from the HMIS is critical to meet the reporting and compliance requirements of HUD, the individual agencies, and the CoC as a whole.

The HMIS administrator will post quarterly dashboards reporting program-level performance concerning meeting data quality goals. The reports will include the standards laid out in the Data Quality Plan and will also include other data quality issues as determined by the HMIS Administrator. These public reports will not identify specific programs, but agencies will be able to identify their own data.

### **Roles and Responsibilities**

#### **HMIS Administrator**

The HMIS Administrator is responsible for building reports and making them available to the CoC. This includes the data quality reports necessary for data correction. The HMIS staff will be responsible for the ongoing maintenance of existing reports as well, which includes changes in reports as updates are made to the system.

The HMIS team at Sacramento Steps Forward is also responsible for providing the necessary training for the CoC. Currently, the HMIS team offers the following trainings: New User training, Management Training, Report training, HMIS Security Training, Refresher Training (groups or one-on-one sessions). In addition, HMIS staff is available to provide technical assistance to users that need help correcting data entry errors.

On a quarterly basis, the HMIS staff will provide to the HMIS committee data quality reports for agencies funded by the CoC and offer additional training to those agencies that need to improve their data quality. The quarterly reports for the HMIS committee will provide information on timeliness, bed utilization rates, and data completeness for CoC-funded projects.

#### **HMIS & Data Committee**

The HMIS & Data Committee is responsible for reviewing data quality reports semi-annually (or quarterly as determined by CoC's need), and working with

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HMIS staff and providers to correct data that does not comply with community-wide standards as established in the Data Quality Plan. The HMIS & Data Committee will maintain an ongoing relationship with the HMIS Administrator to identify training needs for the continuum based on monthly data quality reports.

### **Data Review Timeline**

Monitoring and data quality reviews will be conducted semi-annually by the HMIS & Data Committee, in an annual cycle as follows:

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QUARTER	DATA UNDER REVIEW	TARGET REVIEW DATE
Quarter 1	Months 1 - 3 Data	<b>25<sup>th</sup> of the 4<sup>th</sup> Month</b>
Quarter 2	Month 4 - 6 Data	<b>25<sup>th</sup> of the 7<sup>th</sup> Month</b>
Quarter 3	Month 7 - 9 Data	<b>25<sup>th</sup> of the 10<sup>th</sup> Month</b>
Quarter 4	Month 10 - 12 Data	<b>25<sup>th</sup> of the 1<sup>st</sup> Month (New Cycle)</b>

Additional monitoring, data quality and utilization rates reviews will be conducted in preparation for submission of LSA data to HUD, in accordance with the following schedule:

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<u>LSA</u> REVIEW MONTH	TARGET REVIEW DATE
October	<b>October 31<sup>st</sup></b>
November	<b>November 30<sup>th</sup></b>
December	<b>December 31<sup>st</sup></b>
January	<b>January 31<sup>st</sup></b>
February	<b>February 10<sup>th</sup></b>

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### **Target**

When data quality benchmarks are met, reporting will be more reliable and can be used to evaluate service delivery, project design and effectiveness, and efficiency of the system. All HMIS partner agencies are expected to meet the data quality benchmarks described in this document. To achieve this, HMIS data will be monitored and reviewed in accordance with the schedule outlined in this section. All monitoring will be conducted by the Sacramento HMIS Lead Agency with the full support of the CoC.

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### **Incentives and Enforcement**

To ensure that HMIS partner agencies meet the minimum data entry standards set forth herein, a copy of this Data Quality Plan will be posted to the HMIS Lead's website. Sample intake, annual Status Assessment, and exit forms are posted on HMIS Lead's website. The HMIS Lead will provide [training to HMIS partner agencies to run and interpret the HMIS Data Quality report](#) in accordance with the monitoring schedule described in the "Monitoring" section to facilitate compliance with the minimum data entry standards.

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Agencies that meet the data quality benchmarks will be periodically recognized by the CoC. HMIS partner agencies that do not adhere to the minimum data entry standards set forth herein will be notified of their errors and provided with specific information regarding the nature of the inaccuracies and methods by which to correct them. The HMIS partner agencies will be given one month to correct any identified data quality issues. Training will be offered to agencies that remain noncompliant with the minimum data entry standards. HMIS partner agencies continuing in default may have access to the HMIS suspended until such time as agencies demonstrate that compliance with minimum data entry standards can be reached.

**Table 1, Appendix A**

**Universal and Program Specific Data Element Quality Thresholds**

UNIVERSAL DATA ELEMENT	TARGET %	TH, PSH, HUD SSO, RRH, HP		ES, Non-HUD SSO		Outreach	
		Missing/ Data Not Collected	Client Doesn't Know/ Refused	Missing/ Data Not Collected	Client Doesn't Know/ Refused	Missing/ Data Not Collected	Client Doesn't Know/ Refused
3.01 Name	100%	0%	0%	0%	0%	0%	0%
3.02 Social Security Number	100%	0%	0%	0%	5%	0%	5%
3.03 Date of Birth	100%	0%	0%	0%	5%	0%	5%
3.04 Race	100%	0%	0%	0%	5%	0%	5%
3.05 Ethnicity	100%	0%	0%	0%	5%	0%	5%
3.06 Gender	100%	0%	0%	0%	0%	0%	0%
3.07 Veteran Status	100%	0%	0%	0%	5%	0%	5%

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3.08 Disabling Condition	100%	0%	0%	0%	5%	0%	5%	
3.10 Project Entry Date	100%	0%	0%	0%	0%	0%	0%	Deleted: 3.9 → Residence Prior to Project Entry ... [3]
3.11 Project Exit Date	100%	0%	0%	0%	0%	0%	0%	
3.12 Destination	100%	5%	5%	5%	5%	15%	5%	
3.15 Relationship to Head of Household	100%	0%	0%	0%	0%	0%	0%	
3.16 Client Location	100%	0%	0%	0%	0%	0%	0%	
3.20 Housing Move-In Date	100%	0%	0%	0%	0%	0%	0%	Deleted: 3.17 Length of Time on Street or in an Emergency Shelter ... [4]
3.917 Prior Living Situation	100%	0%	0%	0%	0%	0%	0%	Formatted: Font: (Default) Arial, 14 pt

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PROGRAM SPECIFIC DATA ELEMENT	TARGET %	TH, PSH, HUD SSO, RRH, HP		ES, Non-HUD SSO		Outreach	
		Missing/ Data Not Collected	Client Doesn't Know /Refused	Missing/ Data Not Collected	Client Doesn't Know /Refused	Missing/ Data Not Collected	Client Doesn't Know /Refused
4.02 Income and Sources	100%	0%	0%	0%	0%	0%	Deleted: 4.1 → Housing Status ... [5]
4.03 Non-Cash Benefits	100%	0%	0%	0%	0%	0%	0%
4.04 Health Insurance	100%	0%	0%	0%	0%	0%	0%
4.05 Physical Disability	100%	0%	0%	0%	0%	0%	0%
4.06 Developmental Disability	100%	0%	0%	0%	0%	0%	0%
4.07 Chronic Health Condition	100%	0%	0%	0%	0%	0%	0%
4.08 HIV/AIDS	100%	0%	0%	0%	0%	0%	0%
4.09 Mental Health Problem	100%	0%	0%	0%	0%	0%	0%
4.10 Substance Abuse	100%	0%	0%	0%	0%	0%	0%
4.11 Domestic Violence	100%	0%	0%	0%	0%	0%	0%
4.12 Current Living Situation	100%					0%	Deleted: Contact
4.13 Date of Engagement	100%						Deleted: → Employed ... [6]
4.14 Bed-Night Date	100%						

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**TO:** Sacramento CoC Board Members

**FROM:** Emily Halcon, Project Review Committee Co-Chair  
Michele Watts, SSF Chief Planning Officer

**DATE:** November 18, 2020

**SUBJECT:** Project Review Committee Slate – ACTION (Consent)

---

This memo proposes a new slate for the CoC Board Project Review Committee (PRC) and requests board approval of this slate. The PRC is a standing committee of the CoC Board and holds primary responsibility for overseeing a collaborative process to select projects for the HUD CoC funding application and for evaluating project performance of HUD-funded activities.

### **Recruitment and Slate Development Process**

From October 16<sup>th</sup> to November 6<sup>th</sup>, the PRC accepted applications for voting members and non-voting CoC provider members. Current members were also asked if they wished to renew their terms. PRC Co-Chairs Emily Halcon and Angel Uhercik met on November 10<sup>th</sup> to develop the proposed slate. The Executive Committee reviewed the slate as well and supports the proposed composition.

The proposed slate includes six returning members and five new members. Because one of the returning members is transitioning from a non-voting to a voting seat, a total of six new appointments are being made. A summary of the applications received and the criteria the PRC Co-Chairs considered in development of this slate is provided below.

### *Voting Seats*

A total of 13 applications for voting seats were received, including seven from people new to the CoC (defined as no current or past service on the Board or any committees). Newcomers can be broadly classified as coming from health care/hospitals, small community organizations, or retired. The six additional applicants included three CoC Board members and three members of CoC committees. From the applicants for voting membership, the PRC Co-Chairs chose to appoint a CoC Board member, to increase representation from the Board from two members to three; one of the two newcomers representing health care/hospitals; and the PRC member previously appointed to a non-voting seat seeking to transition to a voting seat. All applicants will be informed of the appointment decisions prior to the CoC Board meeting and additional outreach to help applicants new to the CoC find other ways to engage will be conducted.

#### *Non-Voting/Provider Seats*

The PRC Co-Chairs invited the CoC provider agencies to provide input on the non-voting CoC program representatives. Through a nominations and ranking process, each provider agency had the opportunity to propose a candidate and then those candidates were ranked. Eight of the ten providers made a nomination and all ten ranked the nominees. The ranked list included four nominees tied for the top three slots and the PRC Co-Chairs made their selections from that subset, with the goal of choosing members that bring a variety of different provider perspectives. The group proposed for membership includes both Recipient and SSF Subrecipient agencies, and subpopulation expertise serving TAY, veterans, people with mental illness, and chronically homelessness adults. Selection of nominee Carol Roberts was also based on her past service on the PRC- no other nominees had past PRC experience.

#### **Proposed Project Review Committee Slate**

The proposed PRC slate is provided below. It includes new and renewing voting members and new and returning non-voting members. Upon approval, all members' current terms will be December 1, 2020 to November 30, 2022. CoC Board committee terms are two years without term limits.

<b>Name</b>	<b>Organization</b>	<b>Area(s) of Representation</b>	<b>Member Since</b>	<b>Term</b>
<b>Voting Seats</b> (members without CoC Program conflicts of interest)				

<b>New Members</b>				
Alexis Bernard	Turning Point Community Programs	Homeless MH Service Provider, CoC Board Member	New-2020	12/1/20-11/30/22
Angela Drake	UC Davis Medical Center	Hospitals/Health Care	New-2020	12/1/20-11/30/22
Bridget Alexander	Waking the Village	Homeless TAY Service Provider	New-2020*	12/1/20-11/30/22
<b>Renewing Members</b>				
Angel Uhercik, Co-Chair	Sacramento County, Department of Human Assistance	Local Government	2018	12/1/20-11/30/22
Ardath Ferris	San Juan Unified School District	Homeless Students	2015	12/1/20-11/30/22
Arturo Baiocchi	CSU Sacramento Division of Social Work	Colleges & Universities	2015	12/1/20-11/30/22
Emily Halcon, Co-Chair	City of Sacramento	Local Government, CoC Board Member	2015	12/1/20-11/30/22
Sarah Bontrager	City of Elk Grove	Local Government, CoC Board Member	2016	12/1/20-11/30/22
<b>Non-Voting Seats</b> (members representing CoC Program provider agencies)				
Carol Roberts	Lutheran Social Services	CoC TAY PSH	2015	12/1/20-11/30/22
David Husid	Cottage Housing	CoC Adults PSH	New-2020	12/1/20-11/30/22
Erica Plumb	Mercy Housing	CoC Adults, Veterans, MH PSH	New-2020	12/1/20-11/30/22



\* Bridget Alexander is a *new **voting** member*, but previously served as a non-voting CoC provider representative from 2018 – 2020.

**Requested Action**

Approve the proposed Project Review Committee slate recommended by the Project Review Committee Co-Chairs and the Executive Committee.



**SACRAMENTO  
STEPS FORWARD**

Ending Homelessness. Starting Fresh.

TO: Sacramento CoC Board Members

FROM: John Foley, CES Committee Chair  
Michele Watts, SSF Chief Planning Officer

DATE: November 18, 2020

**SUBJECT: CES Committee Slate Additions & New Chair – ACTION**

---

This memo presents two Coordinated Entry System (CES) Committee membership items for CoC Board approval: the addition of new members to the slate and the appointment of a new committee chair. Background information is provided, as well as next steps following approval of these items.

**Recruitment of Additional Members and New Chair**

The CoC Board appointed a formalized CES Committee in September, but identified the need for additional recruitment efforts to fill gaps in representation. Following that meeting, the need to appoint a new Chair to replace CoC Board member John Foley upon his terming off of the board in February 2021 was also identified. Since September, the current CES Committee Chair, the Executive Committee, and SSF staff have been working to address both of these issues. A summary of each item and the proposed response is provided below, followed by the committee slate itself, the request for action, and next steps.

*Addition of New Members*

In September 2020, the CoC Board approved a 14-member slate for the formalized CES Committee. At that time, there were six additional areas of representation identified for targeted recruitment to round out committee membership: 211 Sacramento, Business Community, City of Sacramento, Other Local Government, Lived Experience, and Sacramento Housing and Redevelopment Agency, as well as more representation from CoC Board

members. These recruitment targets were listed in the CoC Board memo with the initial slate. Since September, the Chair, Executive Committee, and SSF staff have engaged in recruitment efforts, resulting in the six slate additions being proposed. The slate included in this memo lists the new candidates proposed for approval today, as well as the members appointed in September as a reminder of the full membership.

#### *Appointment of New Chair*

The 2019 CoC Board Governance Charter requires that each standing committee be chaired by a member of the CoC Board. The current CES Committee Chair, John Foley, will term off of the CoC Board on February 28, 2021 and, therefore, needs to be replaced by another board member. The current chair recruited new committee appointee and CoC Board member Jenna Abbott to fill his position and the Executive Committee concurs with this selection. While John Foley will no longer serve as the designated CoC Board member Chair of the committee, he has agreed to continue as a committee member and to co-chair alongside Jenna Abbott after his board term ends.

#### **Coordinated Entry System Committee Slate**

The proposed CES Committee slate additions, candidates 1-6, are provided below, along with the rest of the membership roster. Upon approval, the additional members' current terms will be December 1, 2020 to November 30, 2022. Members appointed in September began serving immediately after the CoC Board meeting, with current terms of September 9, 2020 to August 31, 2022. CoC Board committee terms are two years without term limits. The list below also includes a notation that Jenna Abbott is proposed as the next CES Committee Chair.

Name		Organization	Area(s) of Representation	Term
<b><i>Candidates Proposed for Appointment 11/18/20</i></b>				
1	Andrew Guerink	City of Sacramento	Local Government	12/1/20-11/30/22
2	Cheyenne Carraway	SHRA	SHRA	12/1/20-11/30/22
3	Gabriel Kendall	211 Sacramento	211 Sacramento	12/1/20-11/30/22

4	Jenna Abbott, <b>Proposed New Chair</b>	River District	Business Community, CoC Board member	12/1/20-11/30/22
5	Stephanie Cotter	City of Citrus Heights	Local Government, CoC Board member	12/1/20-11/30/22
<b>Current Members</b>				
7	John Foley, Chair	Sacramento Self Help Housing	PSH, CH adults, CoC Board member	9/9/20-8/31/22
8	Desirae Stermer	Hope Cooperative	PSH, mental health	9/9/20-8/31/22
9	Erica Plumb	Mercy Housing	PSH	9/9/20-8/31/22
10	Kelsey Endo	Cottage Housing	PSH	9/9/20-8/31/22
11	Paula Kelly	Sacramento Self Help Housing	PSH	9/9/20-8/31/22
12	Kate Hutchinson	Lutheran Social Services	PSH, youth	9/9/20-8/31/22
13	Monica Roca-Wyatt	Sacramento County Behavioral Health	mental health	9/9/20-8/31/22
14	Rose Aghaowa	Wellness & Recovery North	mental health	9/9/20-8/31/22
15	Phillip Scott Reed	US Department of Veterans Affairs	veterans	9/9/20-8/31/22
16	Julie Field	Sacramento County Department of Human Assistance	DHA	9/9/20-8/31/22
17	Maggie Marshall	Kaiser Permanente	healthcare	9/9/20-8/31/22

18	Derrick Bane	Turning Point Community Programs	PSH, mental health	9/9/20-8/31/22
19	Tina Glover	Sacramento Area Council of Governments	SACOG	9/9/20-8/31/22

### **Requested Action**

Approve the Coordinated Entry System Committee (1) slate additions and (2) appointment of Jenna Abbott to the position of Chair, as recommended by the current committee chair and the Executive Committee.

### **Next Steps**

A new member orientation, open to all CES Committee members, will be held in early December. Additionally, one member of the original slate approved in September has resigned. This member's area of representation is veterans, so a call for applications to address this gap is forthcoming. We are also still recruiting for a person with lived experience to serve on this committee.



## SACRAMENTO STEPS FORWARD

Ending Homelessness. Starting Fresh.

TO: Sacramento CoC Board Members

FROM: John Foley, CES Committee Chair  
Peter Bell, CES Manager

DATE: November 18, 2020, CoC Board Meeting

RE: Rapid Access Problem Solving (RAPS) Proposal- ACTION

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### Overview

This memo will explain the intent to increase funding to improve four of the Coordinated Entry System's (CES) five critical elements.

1. Access
2. Assessment
3. Referral
4. Diversion

\*Prioritization is the fifth element

It will do this by examining:

1. The rationale for increasing system staff and problem-solving resources
2. The essential elements and budget for the proposal
3. Next steps and recommended action to be taken by the board

We are recommending the CE Committee approve this proposal. Upon approval, the CoC Board will review the contents of this memo and make a final decision.

## Background

Of Sacramento's 38 Coordinated Entry (CE) access points, none are available on a drop-in basis.<sup>1</sup> People experiencing homelessness are frequently instructed to contact 2-1-1 and can be scheduled an appointment with one of three Housing Resource Access Points to complete a VI-SPDAT assessment. However, those appointments can take over a year to complete.

For 2-1-1 to effectively serve as a front-door for people experiencing homelessness, an investment is required to expand 2-1-1 staff capacity to handle the high volume of calls effectively and provide them with the tools necessary to complete VI-SPDAT (and other) assessments over the phone.

### **Increased assessments alone will not move people out of homelessness.**

For people completing assessments, there are few options available for those not considered the most vulnerable. The majority of projects (54%) associated with the Homeless Management Information System (HMIS) are permanent supportive housing (PSH) programs, typically reserved for the most vulnerable households.<sup>2</sup>

In 2019, 2,020 people found permanent housing outside of system-related resources, 38% more than those who found housing from within the system.<sup>3</sup> Yet, in 2019, 1,264 people returned to homelessness after having previously exited homelessness to permanent housing. (Exits were initially recorded in 2017, and returns to homelessness were tracked over 24 months.)<sup>4</sup>

Sacramento's homeless prevention programs have the highest success in connecting people to permanent housing than other project types. 90% of people exit prevention programs for permanent housing. The next closest

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<sup>1</sup> SPC July meeting materials, available at <https://sacramentostepsforward.org/wp-content/uploads/2020/07/July-SPC-Meeting-Packet.pdf>

<sup>2</sup> SPC August meeting packet, available at <https://sacramentostepsforward.org/wp-content/uploads/2020/08/Draft-August-SPC-Agenda-2-merged.pdf>

<sup>3</sup> 2019 HMIS data, available at <https://sacramentostepsforward.org/data/>

<sup>4</sup> SPC May Meeting packet, available at <https://sacramentostepsforward.org/wp-content/uploads/2020/05/SPC-MAY-Packet.pdf>

was PSH programs with 69% of people exiting to permanent housing.<sup>5</sup> Yet, prevention programs make up only a small percentage of dedicated system resources and are primarily decentralized and available only to the transition-age youth (TAY) and veterans sub-populations.<sup>6</sup>

The system should be responsive to this and dedicate resources to assist in resolving homelessness quickly. Preventing homelessness is cheaper than the cost of sheltering households in emergency shelters.<sup>7</sup>

This proposal will dedicate resources to improving ease of access into the CE system and create opportunities for quicker exits from it.

### **Rapid Access Problem-Solving (RAPS) Scope and Budget**

This proposal's framework is as follows:

1. Improve ease of access to coordinated entry & broader system of services.
2. Provide triage through phased assessments.
3. Offer system-wide problem-solving resources to divert/prevent people from entering into homelessness.
4. Evaluate the proposal and seek opportunities to expand access and triage services.

This proposal will improve the ease of access through the following strategies.

1. Expand 2-1-1 Access Services - publicly available access to a wide array of housing connections - by funding three full-time Care Coordinators
2. Expand CES Services - Problem-Solving system-wide support, increased training, policy refinement, and implementation of CE Evaluation improvements - by funding a Coordinated Entry Program Coordinator and a Problem-Solving Access Point Navigator

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<sup>5</sup> SPC May meeting packet

<sup>6</sup> SPC August meeting packet

<sup>7</sup> 2015 HUD Homelessness Prevention study available at <https://www.huduser.gov/portal/sites/default/files/pdf/HPRP-report.pdf>



Below are examples of the types of phased assessments that will be utilized or developed by this proposal.

Current Assessments:

1. VI-SPDAT 2.0 (long-term housing)
  - a. NEW ADDED FEATURE ability to conduct over the phone
2. Shelter Survey (shelter eligibility)

NEW phased assessments:

1. Problem-solving (diversion/prevention)
2. Client's housing preference
3. Crisis intervention (immediate response, urgent resources)
4. Domestic/sexual violence and human trafficking screening (DV/SV/HT system connection)

This proposal will provide system-wide problem-solving resources through the following strategy.

1. Include financial and non-financial resources to support clients exiting homelessness
2. Support initial training and tools to help in developing problem-solving plans
3. Provide ongoing opportunities for collaboration and skills training
4. Infuse existing access points with problem-solving resources
5. 2-1-1 will have the ability to schedule problem-solving conversations at the new Problem Solving Access Points
6. This process will consider RFPs from 1-5 sites at \$132,500 per year (divided equally among sites)
  - a. funds will support problem-solving activities (sample list of allowable costs is below)

Sample list of allowable problem-solving activities:

- Security deposit
- First month's rent
- Rent in arrears
- Application fees
- Employment Assistance (clothes, transportation, vehicle repair)
- Eviction avoidance
- Moving costs - truck and other Expenses

- Storage fees
- Household furnishings and essential home goods
- Host household assistance - paid to the host
- Return to Residency costs - bus ticket, food for travel, luggage, and other necessary travel expenses
- Utility deposits or past due utility payments
- Outstanding debt that prevents the ability to lease

## Anticipated Outcomes

1. **Improved public relations** by providing a dedicated front-door for people experiencing homelessness
2. Earlier interventions = **fewer people waiting in the system**
3. **Dedicated resources for folks with lower vulnerabilities**
4. Improved ability to effectively **triage and direct to appropriate resources**
5. **Faster exits** from homelessness
6. An influx of new, **non-housing related services** to the CE system
7. **Consistency in service delivery** with dedicated training for providers

## Pilot Process

This proposal will be a pilot that will feature two separate evaluation periods to assess effectiveness. The first evaluation will conclude in Q3 and the second in Q7. If successful, this proposal will seek additional funding to expand activities related to CE elements (access, assessment, prioritization, referral, and diversion) for the pilot's second year. **The Coordinated Entry System Committee will lead the RAPS proposal review.** Additionally, there will be an opportunity to extend the two-year pilot an additional two years. A list of possible expansion elements is listed below.

1. Drop-in services
2. Problem-solving, direct-services staffing costs
3. Expand problem-solving resources
4. Outreach & Engagement
5. Inter-system connectivity (mental health, VA, healthcare, DV, jail)

## Budget

The total amount available for this effort would be \$1.5 million over four years. The budget for these projects is made available from the following sources, listed below.

<b>Funded Activity</b>	<b>Year 1 Cost/source</b>	<b>Year 2 Cost/source</b>	<b>Year 3/4 Cost/source</b>	<b>Total</b>
<b>CES Service Enhancement</b>	\$125,000 CESH 1	\$125,000 CESH 1	n/a - potential to use CoC Competition	\$250,000
<b>211 Access Services (3 care coordinators)</b>	\$180,000 CESH 1 / HHAP (30k)	\$180,000 HHAP	\$180,000 (x2) HHAP	\$720,000
<b>Problem Solving 1-5 sites</b>	\$132,500 HHAP	\$132,500 HHAP	\$132,500 (x2) HHAP	\$530,000
<b>Expanded CE activities</b>	n/a	TBD	TBD	
<b>Total</b>	\$437,500	\$437,500	\$312,500 (x2)	\$1,500,000

# Remaining Available CoC Funds

## Re-Housing - \$3.1 million

- HHAP CE Rehousing: \$2,290,000
- HHAP Landlord Engagement: \$850,000

## System Improvement Funds Available - \$2.46 million

### CESH 2018

- Strategic Plan: \$100,000
- CES/Systems Support: **\$400,000**
- Total* **\$500,000**

### CESH 2019

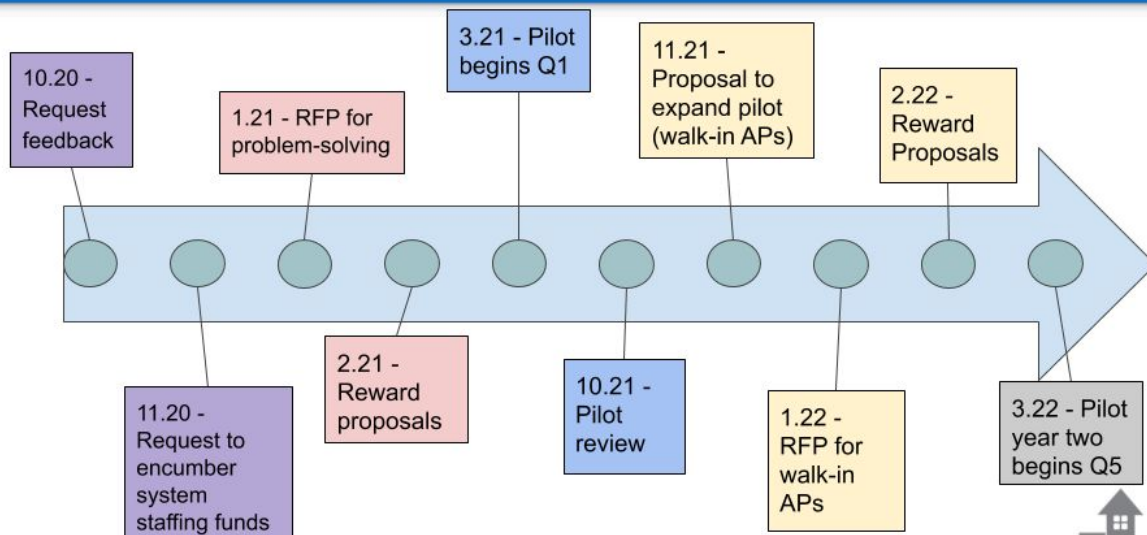
- CES: \$181,352
- System Implementation: **\$680,070**
- Total* **\$861,422**

### HHAP

- Access and Problem Solving: **\$1,100,710**

An expected project timeline is as follows:

## Project Timeline



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## Proposal Drafting Process

This proposal has gone through several iterations and approval steps. We initially discussed a proposal to utilize the HHAP problem-solving funds in the September CE Committee meeting. Suggestions included funding drop-in centers, 2-1-1, and outreach events that focused on braiding services. Ideas were synthesized and shared with the Executive Committee in September. Based on the Executive Committee's feedback, the proposal was refined to focus on 2-1-1 staffing expansion, system-wide problem-solving resources, and CE system enhancements. The revised proposal was presented again to the Executive Committee in early October. The proposal then moved to the CE Committee in October, where the proposal was presented in its entirety. The CE Committee provided feedback and was then shown to the CoC Board and CoC providers in October. During this feedback stage, several questions were asked. We've attempted to synthesize the questions and provide answers here.

1. Will 2-1-1 staff carry a caseload? **Answer:** The Care Coordinators will have the ability to support clients virtually and attempt to triage and provide referrals and connections to other resources. Some clients may require more intensive support and can be supported for an indeterminate amount of time.
2. Have we applied an equity lens to this proposal? **Answer:** To answer this question, we asked ourselves a series of questions.
  - a. Who benefits from this change, and how? **Answer:** People experiencing homelessness who are currently disconnected from services will benefit from an increased ease of access to the CES. This proposal provides a clear "front door" for those seeking services. While this approach may not serve everyone, it offers unprecedented access to the CES and removes the need to schedule assessments that take longer than a year to complete. This proposal benefits people with lower vulnerabilities, who may have otherwise not been served by the CES. The majority of CE resources are dedicated to the most vulnerable people experiencing homelessness. This proposal fills a missing gap within the system and brings resources to folks who may not meet PSH eligibility requirements. We are seeing racial differences in VI-SPDAT scoring, favoring white

clients. This proposal may balance that favorability by supporting the needs of non-white clients.

- b. Who will be burdened by this change, and how? **Answer:** This process of conducting a VI-SPDAT assessment over the phone might not be preferable for everyone. Depending on the geographic location of problem-solving access points, it may be challenging for some people to access them. On an ongoing basis, we will evaluate whether or not the people unable to access are inequitably distributed by race.
  - c. What potential unintended consequences exist? **Answer:** There may be reduced interest from community partners to provide drop-in services and resources by relying on 2-1-1 to connect people to the right services. We will have ongoing dialogue with our community partners to ensure that all racial groups have access as intended.
  - d. How will you address burdens and unintended consequences? **Answer:** Evaluate the proposal objectively in Q3 and Q7. We will provide regular updates to the CE Committee and the newly forming Racial Equity Committee to identify and resolve burdens and unintended consequences if and when they appear.
3. With easier access, will waitlists increase? **Answer:** As the CES access is made more accessible, there are likely to be more people in the community queue. However, we believe there will be faster exits for people who don't require intensive services.
4. Will problem-solving sites be geographically diverse? **Answer:** We will be looking for geographic diversity from the Problem-solving Access Points during the RFP process.
5. Will 2-1-1 care coordinators be able to answer calls in real-time? **Answer:** Yes, they will likely be available during regular business hours (M-F, 8-5) and possibly beyond.
6. Will this proposal serve the most vulnerable populations and those who don't benefit from "lighter touch" services? **Answer:** The problem-solving resources will be available to anyone. However, the problem-solving will rely on a person's ability to self-resolve with

limited resources and support.

7. Will this expedite the ability to complete a VI-SPDAT assessment? The current wait time is too long. **Answer:** Yes. 2-1-1 will be able to take live calls and will also contact the folks previously scheduled.
8. Who is most likely not to be served by this proposal? **Answer:** High service-need clients not able to be served with problem-solving resources.
9. What other options were considered? **Answer:** Drop-in centers, outreach events, and problem-solving direct services staff.

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### **Recommended Board Action**

CoC Board approval of the RAPS proposal as recommended by the Coordinated Entry System Committee.

### **Next Steps**

Funds used for this RFP must be encumbered **by January 8th, 2021**. If approved, requests for proposals for problem-solving access points will be released in January 2021. The expected start date for this proposal will be March 2021. The CE Committee will partner with SSF staff to evaluate the RAPS proposal implementation and return to the CoC Board in November 2021 to discuss the first evaluation's findings.



TO: CoC Board Members  
FROM: Tamu Nolfo Green, Systems Performance Advisor  
DATE: November 9, 2020  
SUBJECT: Racial Equity Work Streams and Budget – ACTION

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### **Overview**

Two work streams are being proposed to demonstrate the CoC's commitment to understanding and addressing racial inequity in our homelessness system.

The first is the staffing and other resources of a new CoC Racial Equity Committee to support the draft workplan, through July 2021. The workplan includes supporting activities outside of the committee meetings to be undertaken by staff and/or members, the monthly deliverables, the committee meeting proposed topics, and actions proposed for both the committee and the CoC board.

The second work stream is a 3-part remote training series to be held in the Spring of 2021, which will both inform and be informed by the work of the committee.

It is recommended that these two attached work streams be supported with \$100K in CESH funds designated for strategic planning.

### **CoC Board Action Requested**



Approve the recommended Racial Equity Committee Draft Workplan and Training Series with \$100K in CESH funds.

CoC members interested in serving on the Racial Equity Committee should email Dr. Tamu Nolfo Green at [tgreen@sacstepsforward.org](mailto:tgreen@sacstepsforward.org).



## **CoC Board Racial Equity Committee**

**Proposed Purpose:** The Racial Equity Committee has been created to uncover the scope, causes, and potential solutions of race serving as a predictor for homelessness in Sacramento. This discovery extends to the ways in which Black, Indigenous, and People of Color (BIPOC) experience homelessness and our local homelessness system. As knowledge is generated, it will be dispersed through interactive trainings, accessible reports, and other user-friendly mechanisms. The Committee is tasked with developing an Action Plan that has been fully informed by BIPOC with lived experience of homelessness, as well as input and recommendations from stakeholders, studies, pilots, our local gaps analysis and Coordinated Entry evaluation, and the learnings of other communities to guide the decision-making process of the CoC Board over the next 3-5 years. 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.

**Proposed Workplan November 2020 - July 2021:**

Month	Main Activities Outside of the Committee Meetings	Deliverables	Committee Meeting Topics	Formal Committee Action	CoC Board Action
<b>Nov 2020</b>	<ul style="list-style-type: none"> <li>□ Committee Recruitment</li> </ul>	<ul style="list-style-type: none"> <li>□ Draft Committee Purpose Statement</li> <li>□ Draft Workplan</li> </ul>			<ul style="list-style-type: none"> <li>□ Approve Committee Budget and Draft Workplan</li> </ul>
<b>Dec 2020</b>	<ul style="list-style-type: none"> <li>□ Committee Recruitment</li> <li>□ Local Data Analysis</li> <li>□ Plan for the First Committee Meeting in Jan. (3rd Wed. of month 9:00 – 11:00a.m.)</li> </ul>				

<b>Jan 2021</b>	<ul style="list-style-type: none"> <li>Finalize Committee Recruitment</li> </ul>	<ul style="list-style-type: none"> <li>Diverse Committee Slate</li> <li>Final Committee Purpose Statement</li> <li>Final Workplan</li> </ul>	<ul style="list-style-type: none"> <li>Introduce Members</li> <li>Brief Local Data Presentation</li> <li>Discuss &amp; Finalize Workplan</li> <li>Plan BIPOC PLE Interviews &amp; Listening Sessions</li> </ul>	<ul style="list-style-type: none"> <li>Approve Final Committee Purpose Statement</li> <li>Approve Final Workplan</li> </ul>	<ul style="list-style-type: none"> <li>Approve Committee Membership</li> <li>Update Governance Charter</li> </ul>
<b>Feb 2021</b>	<ul style="list-style-type: none"> <li>Plan BIPOC PLE Interviews &amp; Listening Sessions</li> <li>Attend SPC Committee Report-Out on Gaps Analysis</li> <li>Attend Training #1</li> </ul>	<ul style="list-style-type: none"> <li>Plan with Protocols &amp; Questions for BIPOC PLE Interviews &amp; Listening Sessions</li> <li>Training Recording and Materials #1</li> </ul>	<ul style="list-style-type: none"> <li>Plan BIPOC PLE Interviews &amp; Listening Sessions</li> <li>Plan Stakeholder Forum #1</li> </ul>	<ul style="list-style-type: none"> <li>Approve Plan with Protocols &amp; Questions for BIPOC PLE Interviews &amp; Listening Sessions</li> </ul>	<ul style="list-style-type: none"> <li>Attend Training #1</li> </ul>

<b>Mar 2021</b>	<ul style="list-style-type: none"> <li>❑ Conduct BIPOC PLE Interviews &amp; Listening Sessions</li> <li>❑ Attend Training #2</li> </ul>	<ul style="list-style-type: none"> <li>❑ Plan with Protocols &amp; Questions for Stakeholder Forum</li> <li>❑ Training Recording and Materials #2</li> </ul>	<ul style="list-style-type: none"> <li>❑ De-Brief Training #1</li> <li>❑ Plan Stakeholder Forum #1</li> <li>❑ Discuss Learnings from the SPC Committee Report-Out on Gaps Analysis</li> <li>❑ Plan for Research on Best &amp; Promising Practices</li> </ul>	<ul style="list-style-type: none"> <li>❑ Approve Plan with Protocols &amp; Questions for Stakeholder Forums</li> </ul>	<ul style="list-style-type: none"> <li>❑ Attend Training #2</li> </ul>
<b>Apr 2021</b>	<ul style="list-style-type: none"> <li>❑ Research Best &amp; Promising Practices</li> <li>❑ Host/Attend Stakeholder Forum #1</li> </ul>	<ul style="list-style-type: none"> <li>❑ Report #1: Findings from BIPOC PLE Interviews &amp; Listening Sessions</li> <li>❑ Stakeholder Forum #1 Recording and Materials</li> </ul>	<ul style="list-style-type: none"> <li>❑ De-Brief Training #2</li> <li>❑ Discuss Report #1</li> </ul>	<ul style="list-style-type: none"> <li>❑ Approve Report #1 for Distribution to CoC Board (Possibly with Edits)</li> </ul>	<ul style="list-style-type: none"> <li>❑ Attend Stakeholder Forum #1</li> </ul>

<b>May 2021</b>	<ul style="list-style-type: none"> <li>❑ Research Best &amp; Promising Practices</li> <li>❑ Attend Training #3</li> </ul>	<ul style="list-style-type: none"> <li>❑ Training Recording and Materials #3</li> </ul>	<ul style="list-style-type: none"> <li>❑ De-Brief Stakeholder Forum #1</li> <li>❑ Plan Stakeholder Forum #2</li> <li>❑ Initiate Action Plan Development</li> </ul>		<ul style="list-style-type: none"> <li>❑ Receive Report #1</li> <li>❑ Attend Training #3</li> </ul>
<b>June 2021</b>	<ul style="list-style-type: none"> <li>❑ Host/Attend Stakeholder Forum #2</li> <li>❑ Develop Draft Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>❑ Report #2: Findings from Research on Best &amp; Promising Practices</li> <li>❑ Stakeholder Forum #2 Recording and Materials</li> </ul>	<ul style="list-style-type: none"> <li>❑ De-Brief Training #3</li> <li>❑ Discuss Report #2</li> <li>❑ Provide Feedback on Draft Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>❑ Approve Report #2 for Distribution to CoC Board (Possibly with Edits)</li> </ul>	<ul style="list-style-type: none"> <li>❑ Attend Stakeholder Forum #2</li> </ul>
<b>July 2021</b>	<ul style="list-style-type: none"> <li>❑ Finalize Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>❑ Final Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>❑ De-Brief Stakeholder Forum #2</li> </ul>	<ul style="list-style-type: none"> <li>❑ Approve Final Action Plan for Distribution</li> </ul>	<ul style="list-style-type: none"> <li>❑ Receive Report #2</li> <li>❑ Approve Implementation of Final Action Plan (August Meeting)</li> </ul>

			<ul style="list-style-type: none"><li>❑ Discuss Final Action Plan De-brief and</li><li>❑ Celebrate the First Phase of the Committee</li></ul>	to the CoC Board	
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## **CoC Racial Equity Training Plan**

CoC Board members, Racial Equity Committee members, and CoC-funded providers will be 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 will be offered.

### **February 2021**

#### **I Am a Good Person: I Can't Possibly Have Bias. And Other Myths About How Our Brains Work.**

In this introductory training, we will learn how implicit biases are made in our brains and expressed in our actions, creating advantages for some groups and disadvantages for others. Tools and techniques will be presented to reduce our susceptibility to both personal and institutional bias, including the Implicit Association Test and five evidence-based countermeasures.

### **March 2021**

#### **Acknowledging Our Shared Inheritance: Government-Sanctioned Bias, Systemic Racism, and a Renewed Demand for Change**

This training session will focus on: the legacies of segregation, the impact of having -- or not having -- affordable housing, the racial wealth gap, and how structural racism and implicit bias pushes BIPOC out of some systems and into others. We will explore unique opportunities in the current environment, including responsibility for action within our organizations and institutions.



**May 2021**

## **Bringing It All Together: Aligning Our Heads, Our Hearts, and Our Institutions for Equity**

In this closing training session, the emphasis will be placed on best and promising practices for organizational change to counter institutional bias, structural racism, and the inequity they produce. Participants will be introduced to real world examples of racial equity statements, decision support tools, and action plans. Together we will also engage in collective visioning.



TO: CoC Board Members

FROM: Andrew Geurkink, City of Sacramento, Program Manager  
Ya-yin Isle, SSF Chief Strategic Initiatives Officer

DATE: November 18, 2020 CoC Board Meeting

RE: Update: CoC and City of Sacramento 8% HHAP Youth Allocation

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## **Background**

On July 8, 2020, the CoC Board approved the collaborative plan to combine the CoC's 8% HHAP youth funding (\$524,070) with the City of Sacramento's 8% HHAP youth funding (\$1,092,377). In doing so, the City released a Request for Proposals (RFP) for competitive applications for expansion and/or enhancement to youth sheltering opportunities. This RFP was released publicly on August 4, 2020 and remained open for proposals until September 4, 2020. A total of 3 proposals were received, reviewed by City staff, and scored by a panel of non-conflicted individuals of the City and SSF (representing the City and CoC, respectively). The collaborative proposal among the Sacramento LGBT Community Center, Wind Youth Services, and Waking the Village, submitted by Sacramento LGBT Community Center, was placed in the top tier of proposals for consideration and was recommended as the proposal to be awarded under the RFP. The City will hold separate contracts for each project to ensure all funded activities are HHAP eligible and provide program-specific administrative oversight.

## **Summary**

The following table lists the agencies and programs that are anticipated to be funded which, when combined, represent a blend of 8 new shelter units, sustained funding for 38 existing shelter beds created under the Homeless Emergency Aid Program (HEAP), and expansion of programming offered in existing TAY shelters.



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Agency	Program	Award	Summary
Sacramento LGBT Community Center	Transitional Living Program	\$109,403	Funding will be used to provide a crucial match to sustain operations of the 6-bed transitional housing program. Under HHAP, program operations will be extended to 2022.
	Short-term Emergency Program Shelter	\$381,873	Funding will be used to sustain operations of the 12-bed emergency shelter funded in part under HEAP. Under HHAP, shelter operations will be extended to 2022
	Host Homes	\$336,149	Funding will be used to extend current operations of 2-unit shelter program when HEAP funding sunsets. Under HHAP, program operations will be sustained through 2022.
Wind Youth Services	Common Ground	\$123,313	Funding will be used to create a new on-site job readiness program available to all TAY enrolled in this shelter. This pilot focuses on supporting each TAY by providing financial competencies key to sustaining permanent housing and self-sufficiency. Under HHAP, this pilot is sustained though Fall 2021.
Waking the Village	The Village Shelter	\$665,709	Funding will be used to support the expansion of 8 new shelter units dedicated to pregnant or parenting TAY. Shelter capacity will be achieved through a scattered-site shelter model, brining on-line 2 new sites in 2021.



## Proposed 2020 CoC Calendar of Actions

[illegible]

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
<b>Meeting Topics/Actions</b>												
<b>Funding</b>												
<i>HHAP</i>												
HHAP Application		B										
HHAP Program Approval					B							
<i>CoC Program</i>												
CoC Review Tools & Policies			P		B							
CoC Project Priority List								P	B			
CoC Governance Charter								G	B			
CoC Planning Grant Application									B			
CoC Application									B			
<b>Governance</b>												
Annual Membership Selection	G	B										
Executive Committee Slate		G	B									
Committee Formation	E	B				E	B					
Governance Charter								G	B			
CoC/SSF Review												
<b>Data &amp; Information</b>												
HIC Review	P											
HIC & PIT 2020 Published						X						
PIT 2021 RFP Review Panel					S							
PIT 2021 Preparations						S	SP		SP		SP	SP
LSA Published						X						
Sys PM Quarterly Review		S			S			S			S	
Sys PM Annual Review												B
2020 CES Data Standards Review				D								
2020 CES Data Standards Approval										D	B*	

CoC Board- B	Governance- G	Project Review- P	Youth Action Board- Y
CoC Board Consent- B*	Coordinated Entry- C	System Performance- S	Homeless Youth Task Force- H
Executive- E	HMIS & Data- D	System Performance- 2021 PIT- SP	Veterans Collaborative- V

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
HMIS Data Quality and Privacy & Security Plans										D	B*	
<b>External Actions</b>												
Budgets												
Policy Council			X			X			X			
Funders Collaborative	X	X	X	X	X	X	X	X	X	X	X	X

Priority Ranking	Topics
<b>Strategic Planning &amp; Engagement</b>	
	System Mapping & Gaps Analysis
	Analysis of Racial Disparities
	CES Redesign
	Strategic Plan
<b>Performance</b>	
	ESG
	HEAP
	SSF CoC Project Monitoring Plan
	Non-SSF CoC Project Monitoring Plan
	SSF CoC Project Monitoring Report
	Non-SSF CoC Project Monitoring Report

CoC Board- B  
CoC Board Consent- B\*  
Executive- E

Governance- G  
Coordinated Entry- C  
HMIS & Data- D

Project Review- P  
System Performance- S  
System Performance- 2021 PIT- SP

Youth Action Board- Y  
Homeless Youth Task Force- H  
Veterans Collaborative- V