System Performance Committee (SPC) Meeting Minutes
Thursday, February 4th, 2021 ║ 9:00 AM – 10:30 AM

[Recording of Zoom Meeting](#):
(Chat, presentations, and additional item are below minutes)

Attendance:

Member	Area of Representation	Present
Alexis Bernard	Mental Health Service Organizations	Yes
Amani Sawires Rapaski	Substance Abuse & Housing Programs	Yes
Angela Marin	Local Government	No
Angela Upshaw	Veterans	No
Cindy Cavanaugh	County of Sacramento	Yes
Debra Larson	Seniors and Vulnerable Adults	No
Erin Johansen	Mental Health	Yes
Gina Roberson	Domestic Violence	Yes
John Foley	Homeless Services Provider	No
John Kraintz	Lived Experience	Yes
Lisa Bates, Co-Chair	Lead Agency	Yes

Homebase will contribute meeting materials for the SPC meetings through February 2021. If you have any questions or would like more information about this meeting, contact Homebase at sacramento@homebaseccc.org or Scott Clark, Systems Performance Analyst with Sacramento Steps Forward at sclark@sacstepsforward.org.

Mike Jaske	Faith Community Advocate	Yes
Monica Rocha-Wyatt	Mental Health	No
Stefan Heisler, Co-Chair	City of Rancho Cordova	Yes
Sarah O'Daniel	Housing Authority	No

Also attending: Julie Hirota, St John's; John Arnold, VOA; Brandon Wirth; Karri Eggers; Susan Wies; Tiffany Rayford.

SSF Staff	SSF Title
Lisa Bates	Chief Executive Officer
Christina Heredia	Referral Specialist
Michele Watts	Chief Planning Officer
Michelle Charlton	CoC Coordinator
Peter Bell	Coordinated Entry Systems Program Manager
Scott Clark	Systems Performance Analyst

Agenda Item	Presenter(s):	Time	Item Type
I. Welcome	Lisa Bates & Stefan Heisler (Co-Chairs)	9:00 AM (5 minutes)	Information
Stefan Heisler welcomed everyone to the meeting.			

II. Gaps Analysis Update	Lisa Bates	9:05 AM (5 minutes)	Information

Lisa Bates shared that Homebase delivered a draft in December, now undergoing review by systems partners prior to sharing with the SPC in February**.**

III. Draft 2021 Work Plan Update	Stefan Heisler	9:10 AM (5 minutes)	Discussion

Stefan introduced the draft Committee work plan, and asked people to send any comments. The Committee plans to revise the work plan and annual goals in March.

IV. Coordinated Entry Evaluation and Committee Response	Jessie Hewins and Collin Whelley from Homebase Peter Bell, Coordinated Entry System Manager	9:15 AM (45 minutes) 10:00 AM (30 minutes)	Discussion

Jessie Hewins and Collin Whelley from Homebase presented the CE evaluation process and findings.

A question was asked about SPC's role regarding the CE Evaluation. The Committee discussed the different perspectives of the CES Committee and the SPC, and how to incorporate the information in the SPC's work. The Committee discussed whether the Governance Committee should opine on structure and responsibility. Lisa Bates will seek clarification.

Peter Bell presented on the CE Committee's response to the CE evaluation and how they plan to incorporate in their 2021 work plan.

The SPC discussed issues raised by the CE evaluation, including:
- How to increase housing resources accessed through CES
- Barriers to CES usage, including funding requirements
- How to leverage the best parts of all local housing access processes, given limitations in parallel data collection and diverse goals
- How to order improvements- increase units first or improve processes to make it easier to increase units?
- How to engage with developers and structure CES to meet their needs to bring additional projects into CES
- How to engage with local jurisdictions as funders to meet their needs, and
- Impact of COVID on data examined.

I was noted that there is a current opportunity to demonstrate to PSH operators that CES works with the state funded No Place Like Home (NPLH) developments. Developers are sensitive to timing of referrals and filling vacancies. Focus groups with developers and CESC and SPC partnering to expand housing resources were identified as strategies to explore. Hope Cooperative noted that it is participating in CES as a behavioral health provider, that it is working well, and the newer process may now work for other like providers.

There was a request for further clarification about the plan for ongoing evaluation. Peter Bell will connect with his committee and communicate back.

III. Announcements: None

IV. Meeting Adjourned
   Next SPC Meeting: Thursday, February 25th, 2021 (9:00 - 11:00 AM)

System Performance Committee (SPC) Meeting Chat
Thursday, February 4, 2021 ║ 9:00 AM – 10:30 AM

09:04:21 From Bridget Kurtt DeJong (she/her/hers) to Everyone : I am going to start recording.

09:09:37 From Cindy Cavanaugh to Everyone : What is the process for today's discussion outside of the HomeBase presentation?

09:10:16 From Cindy Cavanaugh to Everyone : Specifically, when do we discuss content and recommendations? Or how do you want input?

09:15:38 From Amani Sawires-Rapaski to Everyone : Agree with Cindy's thoughts in that the system perf

09:57:33 From Cindy Cavanaugh to Everyone : I do have a question on the first pp. Was the pre-covid timing significantly different than the COVID period that was used for some of the analysis?   Will the COVID period changes be ongoing?

10:06:46 From Susan.Wies to Everyone : What is the percentage labeled 'Other'?

10:12:44 From Cindy Cavanaugh to Everyone : We have an opportunity to

demonstrate to PSH owners that CES works with the NPLH developments. We need to add this work (including upfront work with Developers) to the workplan. If we do not do this well, we will have a very hard time convincing additional owners.

10:13:04 From Michele Watts to Everyone : Programs not participating in CES don't use the referral life-cycle component of HMIS.

10:14:35 From Peter Bell to Everyone : Also, many agencies that voluntarily use HMIS have double, sometimes triple entry.

10:21:06 From Peter Bell to Everyone : I'm hearing an opportunity for the CESC and SPC to partner on this goal of expanding housing resources.

10:23:12 From Gina (She/Hers) to Everyone : some with DV

10:24:26 From Gina (She/Hers) to Everyone : I think learning from program's like Erins that is combing the two would be beneficial

10:25:06 From Gina (She/Hers) to Everyone : also how proactively does sac steps forward (or whoever) reach out to these new developments to participate in the system?

10:25:24 From Gina (She/Hers) to Everyone : *combining

10:25:27 From Alexis Bernard (she/her/hers) to Everyone : I imagine that

there are many communities, like ours, who are struggling with these issues; however, I also have to believe that there are communities who are coming close to addressing the struggles and have systems that are functioning. Do we have the opportunity to look outside of Sacramento and even California?

10:29:03 From Gina (She/Hers) to Everyone : I agree with whoever said, in order to look at the system, we have to understand the components and improve what is not working so the whole system can work better

10:29:15 From Gina (She/Hers) to Everyone : Thanks Peter

10:30:51 From Peter Bell to Everyone : Alexis, Homebase can be a valuable resource for us to explore other community solutions. I think Santa Clara is a good community to look at, but there are many others.

10:33:22 From Cindy Cavanaugh to Everyone : I would like to put this question into the record - what is the plan for ongoing evaluation?

CES Evaluation - Next Steps

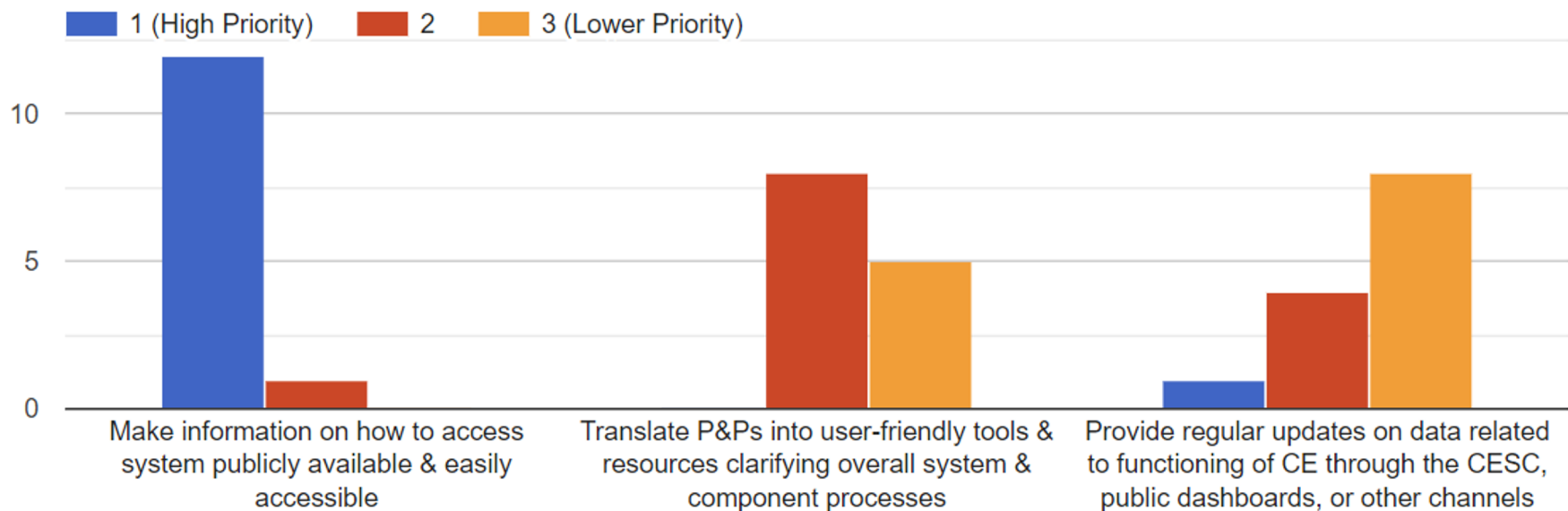February 2021

Peter Bell, Coordinated Entry System Manager
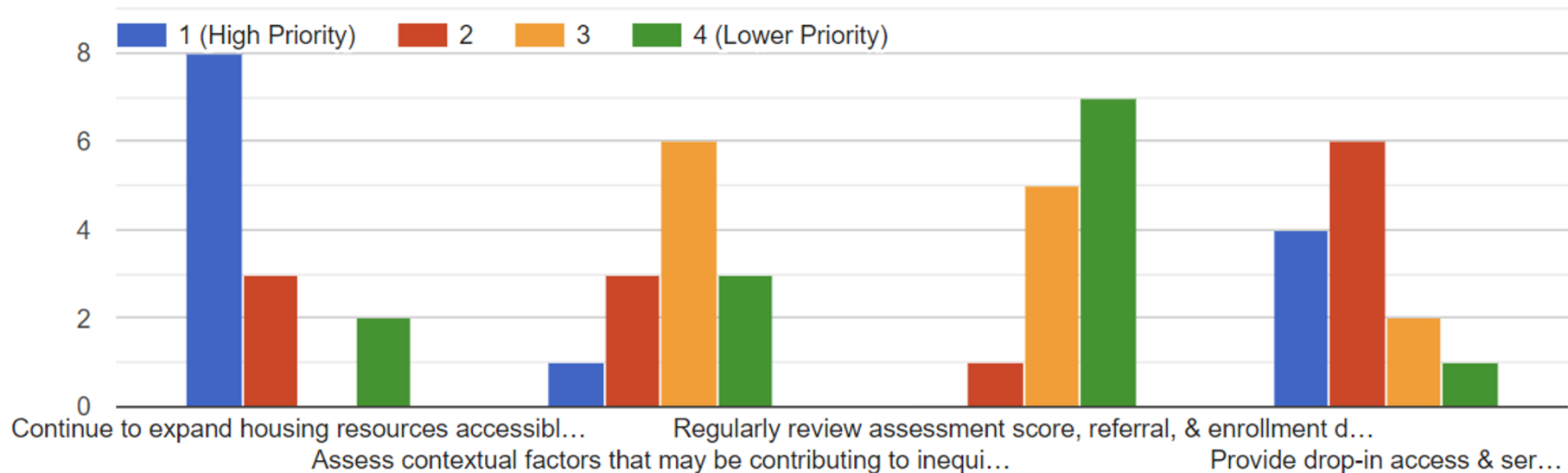
CES Committee's Approach

1. Committee received the evaluation and reviewed it's contents
2. Homebase highlighted key recommendations - Short / Medium / Long term
3. Staff prepared a survey wherein CESC members expressed their priorities for tackling Homebase recommendations - High / Medium / Low priority
4. Staff compiled the results and captured the highest priority objectives as overarching goals for the CESC 2021 work plan
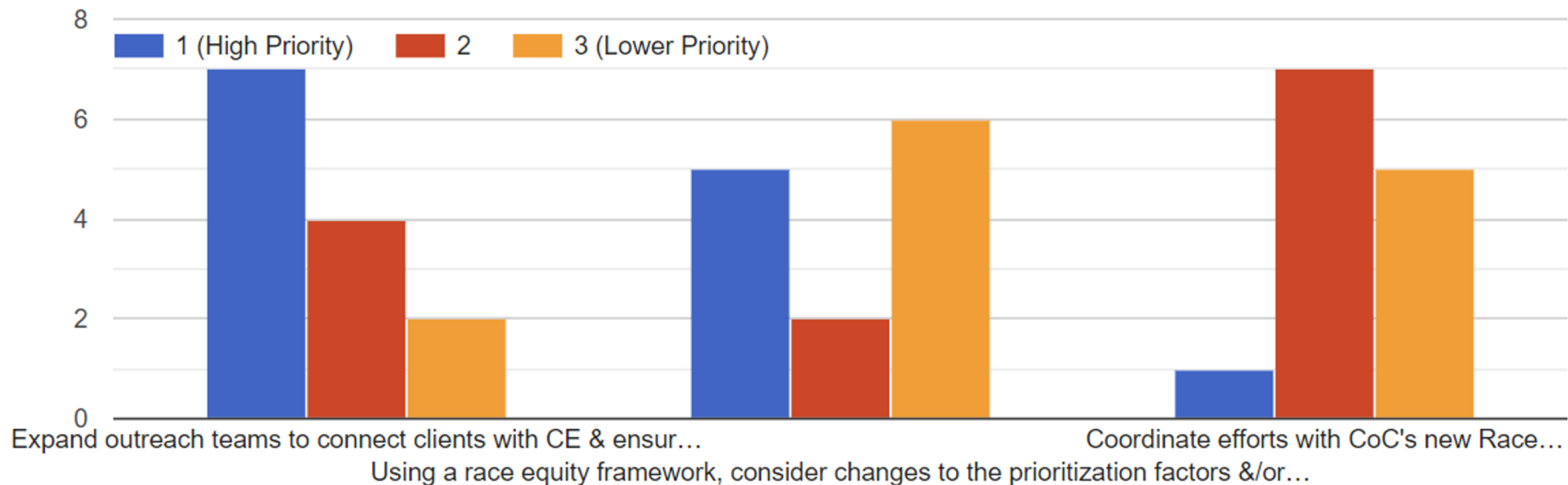5. CESC approved the 2021 work plan

SACRAMENTO
STEPS FORWARD

CES Short-Term Goals/Objectives:

Legend: 1 (High Priority) — 2 — 3 (Lower Priority)

Make information on how to access system publicly available & easily accessible

Translate P&Ps into user-friendly tools & resources clarifying overall system & component processes

Provide regular updates on data related to functioning of CE through the CESC, public dashboards, or other channels

SACRAMENTO
STEPS FORWARD

CES Long-Term Goals/Objectives:

Chart legend: 1 (High Priority) — blue; 2 — red; 3 (Lower Priority) — orange

Expand outreach teams to connect clients with CE & ensur…

Using a race equity framework, consider changes to the prioritization factors &/or…

Coordinate efforts with CoC's new Race…

SACRAMENTO
STEPS FORWARD

CESC 2021 Work Plan Goals 1 & 2

Goal 1: Make information on how to access the system publicly available & easily accessible

Goal 2: Continue to **expand housing resources** accessible through CE & breadth of services available to clients including shelter, housing navigation, & connection to other housing resources

Subgoal 2.1: Expand outreach teams to connect clients with CE & ensure geographic   coverage of underserved areas

Subgoal 2.2: Provide drop-in access & services at publicized locations where service providers can refer clients & which people experiencing homelessness can easily identify & access

CESC 2021 Work Plan Goals 3 & 4

Goal 3: Coordinate efforts with CoC's new Race Equity Workgroup & ensure that people with lived experience of homelessness are involved in any processes to evaluate or adapt assessment / prioritization

Subgoal 3.1: Assess contextual factors that may be contributing to inequities & provide regular training for assessors on bias & consistent administration of VI-SPDAT

Goal 4: Translate P&Ps into user-friendly tools & resources clarifying overall system & component processes

CESC 2021 Work Plan

February 2021	• Goal 2: Review and Approve Survivor System CES • Goal 2: Develop a plan to expand CES resources
March 2021	• Goal 1: CES Language materials • Goal 1: CES Communication Strategy
April 2021	• Goal 3: Racial Equity work TBD • Goal 2: Dynamic Prioritization discussion
May 2021	• Goal 4: Transfer and Discharge Policies • Goal 4: Data Dictionary
June 2021	• Amend the CES prioritization schema • Goal 1: Q1 RAPS review
July 2021	• Goal 2: CES Shelter review • Review and discuss NOFA and PRC

SACRAMENTO
STEPS FORWARD

2020 Sacramento CoC Coordinated Entry Evaluation

How does Coordinated Entry fit in?

- The housing resources in coordinated entry represent a relatively small portion of the housing resources for people experiencing homelessness in Sacramento Count – less than 20% overall.

- There are a number of other housing resources available through BHS, DHA, SHRA, etc.

- These housing resources are all accessed and prioritized in in various ways.

Why is Coordinated Entry important?

- Reach the most **vulnerable** in the system

- Garner competitive **funding**

- Decrease **silo-effect** across the system of care

- Improve **efficiency** & **fairness**

- Improve the **experience** of accessing housing resources for both providers & participants

Why and How

Homebase conducted a baseline evaluation of the Sacramento Continuum of Care Coordinated Entry System from December 2019 to October 2020

The evaluation included:

- A review of **policies**
- Analysis of HMIS **data**
- Interviews with community **partners**
- Focus groups with recently **housed** & **unhoused** households
- Information collected as part of the Coordinated Entry **System Mapping** work

Scope & Focus of the Evaluation

Permanent Housing Programs
(PSH, RRH)

Core CE functions (Access, Assessment, Prioritization, Referral, Placement)

Whether the system is meeting the goals of coordinated entry

Strengths & challenges
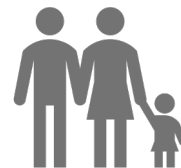
Compliance with HUD requirements

Opportunities for system expansion & improvement

Equity

Coordinated Entry By the Numbers (Oct. 2018 – Oct. 2020)

39 Housing Programs in Coordinated Entry

571 Households Enrolled in Permanent Housing via Coordinated Entry
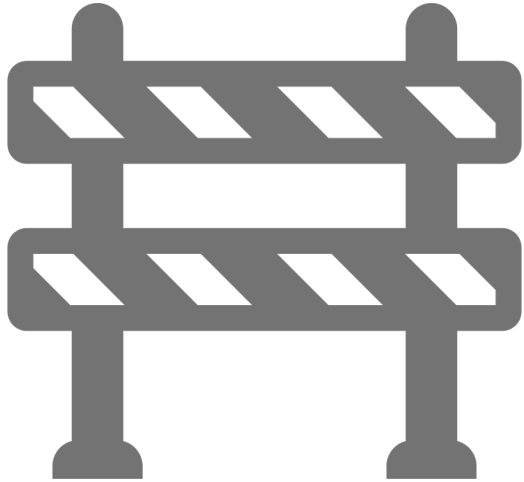
4,762 Households Assessed

38 Coordinated Entry Access Points

494 Households Moved into Housing Programs

Access

Access Challenges

- Access points are not well known

- Difficult to access without a referral

- Lack of capacity to serve homeless population

- No drop in access

- Limited materials in various languages
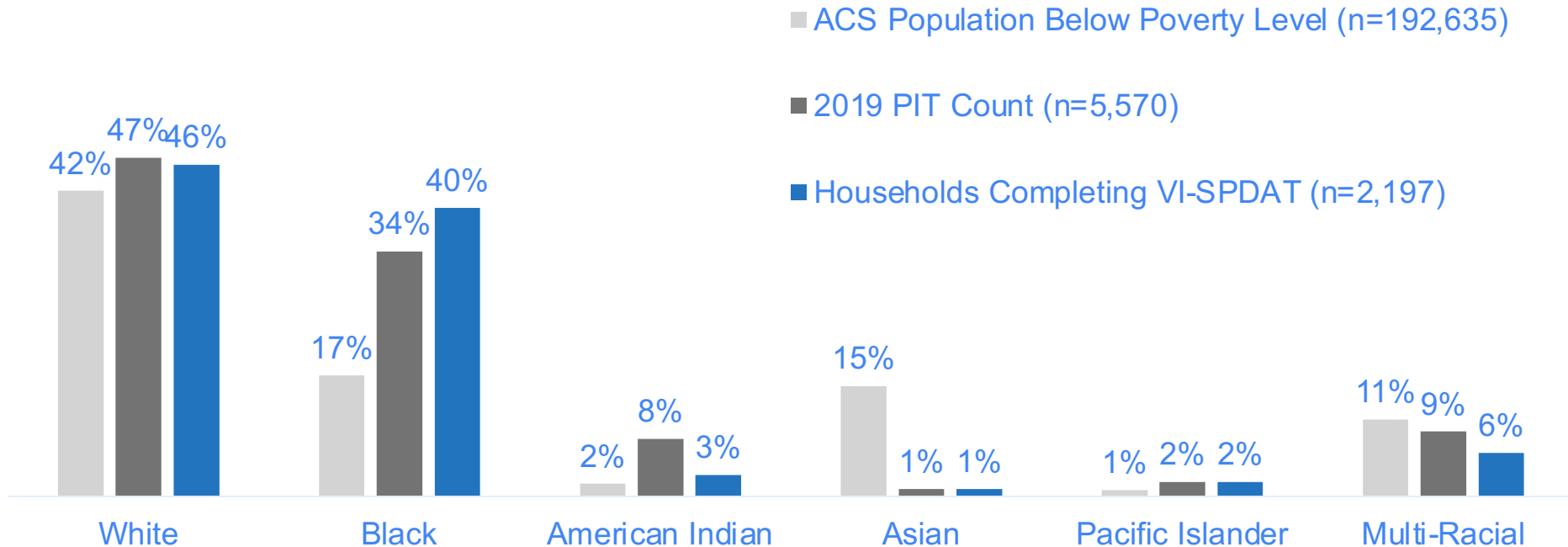
- Lack of full geographic coverage

Equity of Access

- Compared VI-SPDAT population to Census ACS poverty population & Point-in-Time Count population

- Gender, race, ethnicity, age, & veteran status

Data largely reflected equitable access to the system, except for a few demographic groups

Race, PIT Homeless Population vs. ACS Poverty vs. Households Completing VI-SPDAT (Oct. 2019-Sept. 2020)

Legend:
- ACS Population Below Poverty Level (n=192,635)
- 2019 PIT Count (n=5,570)
- Households Completing VI-SPDAT (n=2,197)

Race	ACS Population Below Poverty Level	2019 PIT Count	Households Completing VI-SPDAT
White	42%	47%	46%
Black	17%	34%	40%
American Indian	2%	8%	3%
Asian	15%	1%	1%
Pacific Islander	1%	2%	2%
Multi-Racial	11%	9%	6%

Assessment & Prioritization

Assessment Strengths & Challenges
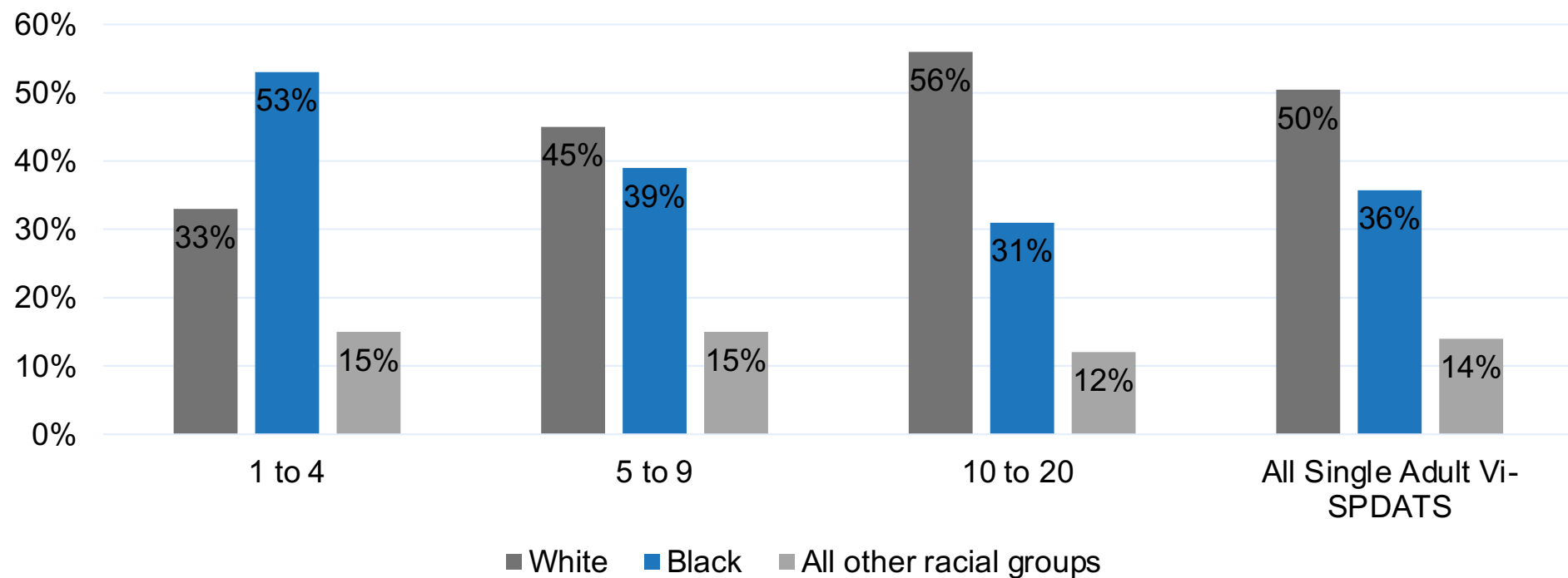
Largely compliant with HUD requirements
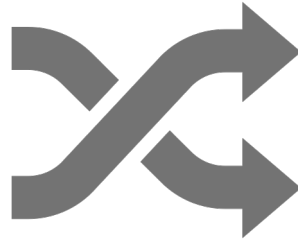
Lack of consistency in administration of VI-SPDAT

Some disparities in assessment scores

Breakdown by VI-SPDAT Score Ranges, Black vs. White Single Adult Households

	1 to 4	5 to 9	10 to 20	All Single Adult Vi-SPDATS
White	33%	45%	56%	50%
Black	53%	39%	31%	36%
All other racial groups	15%	15%	12%	14%

■ White ■ Black ■ All other racial groups

Assessments, Enrollment, & Move-Ins, All Households by Race (Oct. 2019-Sept. 2020)

|	White	Black	Other (includes Unknown)
Scored in RRH or PSH Range	965 (95% of all assessed)	752 (86% of all assessed)	304 (89% of all assessed)
Enrolled in a permanent housing program through coordinated entry	82	67	24
Moved into a permanent housing program through coordinated entry	61 (6% of eligible)	59 (8% of eligible)	19 (7% of eligible)

Prioritization Strengths & Challenges
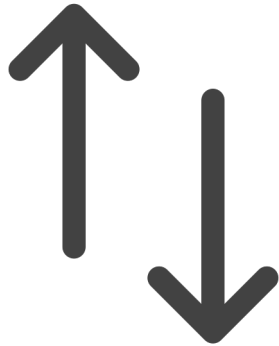
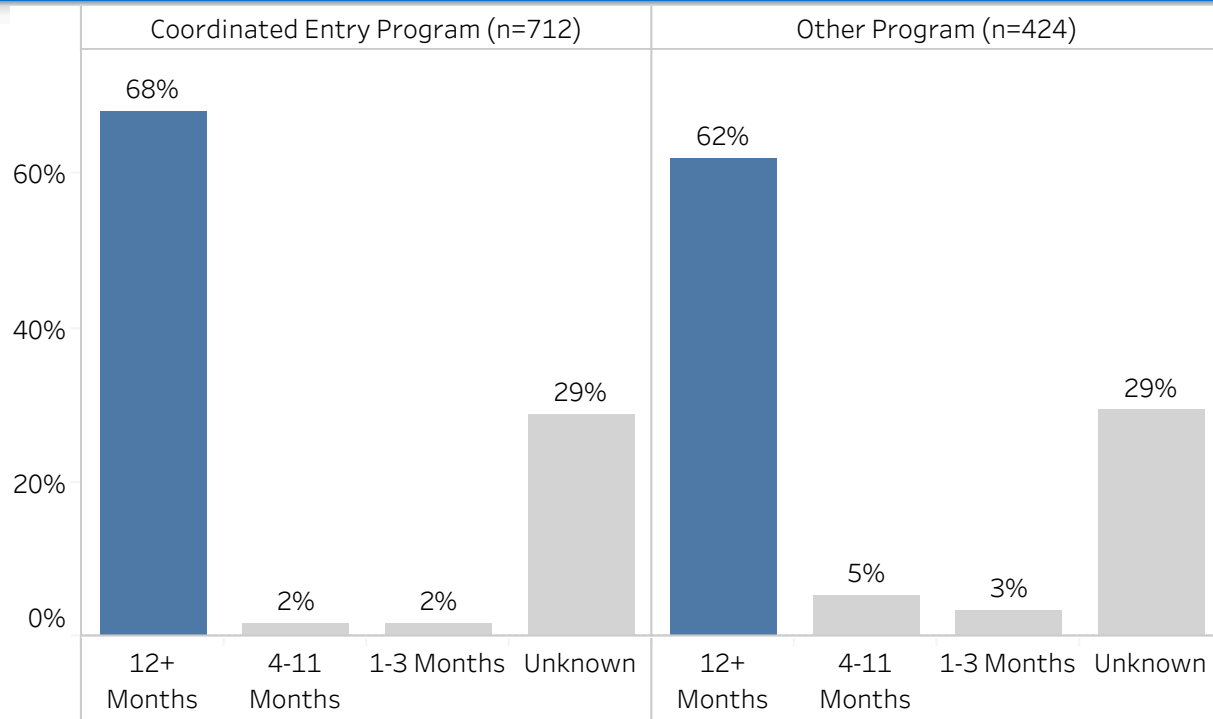Effective **prioritization** of clients based on chronicity & length of time homeless

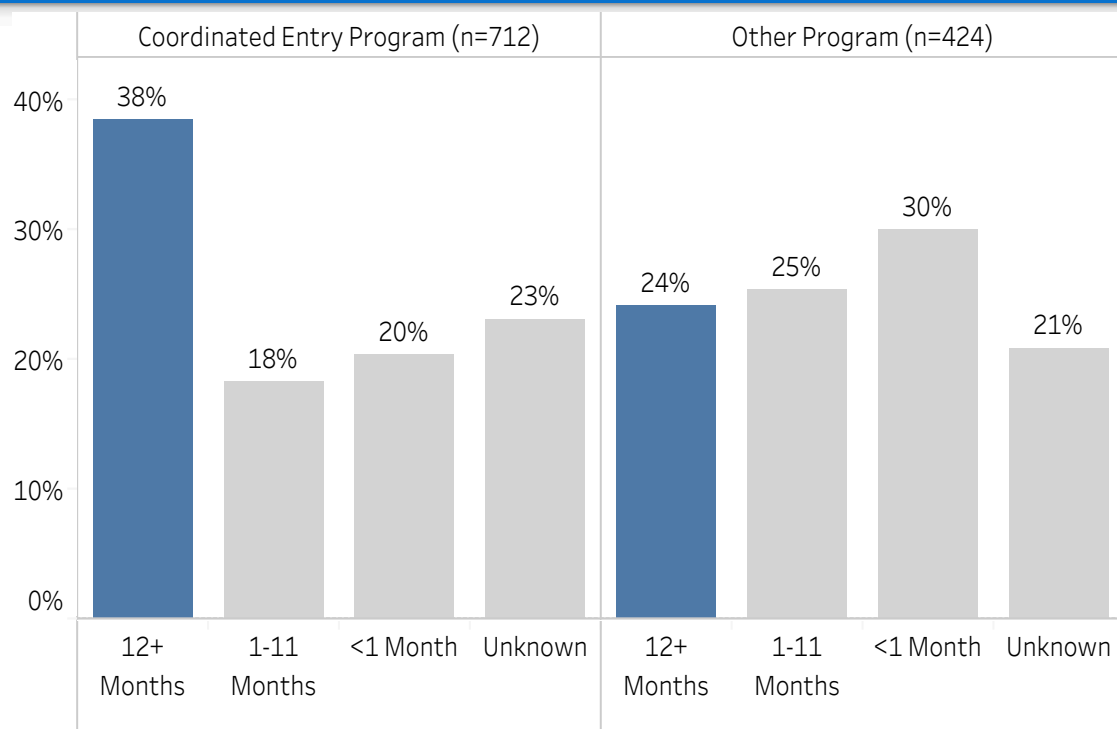Satisfaction with **case conferencing** processes for veterans & transition age youth
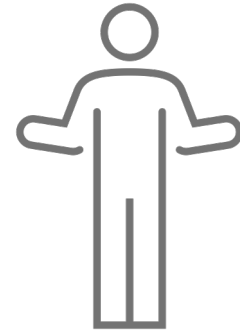
Lack of **stakeholder understanding** of the general prioritization scheme & processes

Number of Months Homeless Over 3 Years, Coordinated Entry PSH vs. Other PSH

Length of Time Homeless (Current Period), Coordinated Entry PSH vs. Other PSH

Referral & Placement

Referral Timeframes
(August 2020 – October 2020)

Openings	Number of openings	Average days left open	Median days left open	Maximum days left open	Minimum days left open
All Openings Added	97	16	9	50	0
Openings Lasting 1+ Days	74	21	16.5	50	2
All Openings by project (average)	97	16	9	31	0

Assessments, Enrollment, & Move-Ins, All Households (Oct. 2018-Sept. 2020)

	Total	RRH	PSH
Scored in RRH or PSH Range	4,193 (88% of all assessed)	2,112 (44% of all assessed)	2,081 (44% of all assessed)
Enrolled in a permanent housing program through coordinated entry	571	263	308
Moved into a permanent housing program through coordinated entry	494 (11% of eligible)	190 (9% of eligible)	304 (14% of eligible)

Length of Time from Assessment to Enrollment into RRH/PSH through Coordinated Entry (Oct. 2019-Sept. 2020)
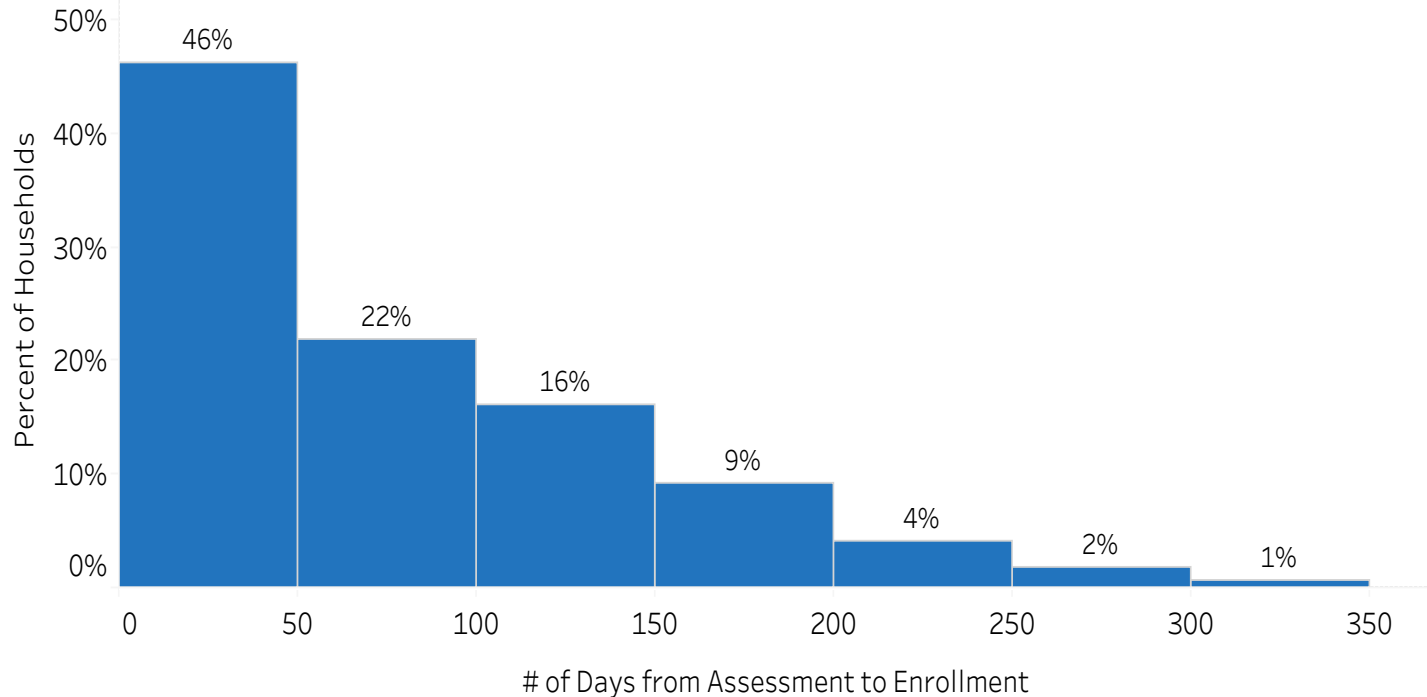
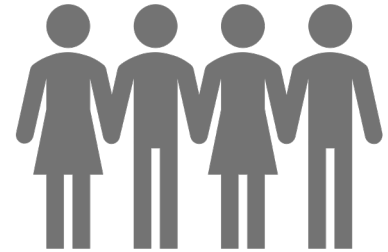# System Improvement & Expansion
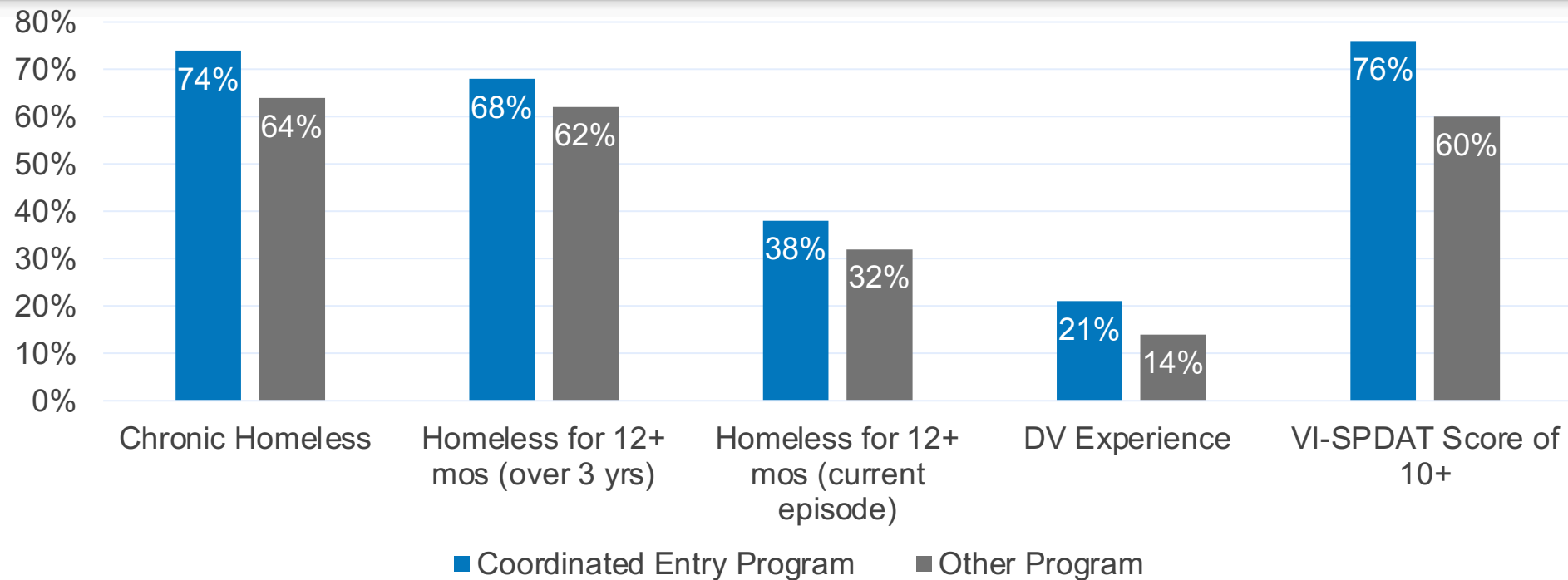
Why Expand Coordinated Entry?

Efficient Access to Housing Resources

Fair Access to Housing Resources

Serving the Most Vulnerable

System Expansion Opportunities

- Expanding housing resources in coordinated entry in order to provide more **centralized, client-centered access to housing** resources across the community

- Offering **additional resources & referrals** for clients when they are accessing the system, especially for households who do not score highly on the VI-SPDAT

Next Steps

System Improvement Opportunities

COMMUNITY COLLABORATION

Increase **buy-in**, **transparency**, & **knowledge** of the system among stakeholders, partners, & community members

Leverage efforts already underway to ensure that access to housing & services through coordinated entry is **client-centered**

Address inequities in the assessment process

Questions?