



System Performance Committee (SPC) Meeting Agenda

Thursday, March 25th, 2021 || 9:00 AM – 11:00 AM

[Zoom Meeting](#) Meeting ID: 851 2539 3984 || Passcode: 304090

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Agenda Item	Presenter(s):	Time	Item Type
I. Welcome	Lisa Bates & Stefan Heisler (Co-Chairs)	9:00 AM (5 minutes)	Information
II. Approval of 2/25/21 Meeting Minutes	Stefan Heisler	9:05 AM (5 minutes)	Action
III. Gaps Analysis: Recap and Clarifications	Bridget Kurtt DeJong, Homebase	9:10 AM (10 minutes)	Information
IV. Gaps Analysis: Intersection with Ongoing and Upcoming Work	Scott Clark, SSF Systems Performance Analyst	9:20 AM (10 minutes)	Information
V. Gaps Analysis: Reactions to Recommendations	Stefan Heisler	9:30 AM (60 minutes)	Discussion
VI. Gaps Analysis: Report Next Steps	Stefan Heisler	10:30 AM (20 minutes)	Action

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

VII. Refinement of Quantification of the Housing/Shelter Gap	Scott Clark	10:40 AM (10 minutes)	Information
VIII. Announcements			
IX. Meeting Adjourned Next SPC Meeting: Thursday, April 22th, 2021 (9:00 AM - 11:00 AM)			

The Gaps Analysis full report is found here:

<https://homebase.box.com/s/a2arkp8nuehynwau71b24t70t0bnjr8o>

The 2018 Sacramento County No Place Like Home Homeless plan is found here:

https://www.saccounty.net/Homelessness/Documents/HomelessPlan_Adopted_12-12-18.pdf

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System Performance Committee (SPC) Meeting Minutes

Thursday, February 25th, 2021 || 9:00 AM – 11:00 AM

[Recording of Zoom Meeting](#) - Chat is within the recording. Materials discussed at the meeting (not provided before the meeting) are below the minutes.

Attendance:

Member	Area of Representation	Present
Alexis Bernard	Mental Health Service Organizations	Yes
Amani Sawires Rapaski	Substance Abuse & Housing Programs	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	Yes
John Kraitz	Lived Experience	No
Lisa Bates, Co-Chair	Lead Agency	Yes
Mike Jaske	Faith Community Advocate	Yes
Monica Rocha-Wyatt	Mental Health	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.

Stefan Heisler, Co-Chair	City of Rancho Cordova	Yes
Sarah O'Daniel	Housing Authority	No

Also attending: Josh Arnold (VOA), Emily Halcon (Sacramento County), Janel Fletcher (Shelter Inc), Karri Eggers (Shelter Inc), Julie Hirota (St. John's), Ron.

SSF Staff	SSF Title
Andrew Geurkink	CoC Specialist
Christina Heredia	Referral Specialist
Hannah Beausang	Communications Manager
Lisa Bates	Chief Executive Officer
Michele Watts	Chief Planning Officer
Peter Bell	Coordinated Entry Systems Program Manager
Scott Clark	Systems Performance Analyst
Tina Wilton	HMIS Manager
Ya-yin Isle	Chief Strategic Initiatives Officer

Agenda Item	Presenter(s):	Time	Item Type
I. Welcome	Lisa Bates & Stefan Heisler (Co-Chairs)	9:00 AM (15 minutes)	Information
Stefan explained that the meeting will focus on understanding the content of the Gaps Analysis . The March SPC meeting will focus on current efforts around the recommendations and how the SPC will use the Gaps Analysis moving forward.			

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II. Gaps Analysis Key Findings	Jessie Hewins, Collin Whelley, Maddie Nation, Bridget Kurtt DeJong, Homebase	9:15 AM (45 minutes)	Information
<p>The Homebase team provided a high level overview of the structure, recommendations, and analysis included in the Gaps Analysis. The document focuses on seven overarching recommendations:</p> <ol style="list-style-type: none"> 1. Stop Homelessness Before It Begins: Expand, integrate, and improve the effectiveness of prevention and diversion efforts to reduce the burden on the system of care 2. Streamline Access to the Homeless System of Care: Adopt strategies that make the system of care easier to navigate and that connect people experiencing homelessness with housing and shelter services more efficiently 3. Optimize Existing Housing and Shelter Programs: Maximize existing housing and shelter resources by expanding what works and enhancing housing navigation and landlord engagement 4. Address the Gap in Housing and Supportive Services for People Experiencing Homelessness: Increase the capacity of permanent supportive housing, rapid re-housing, and emergency shelter programs to meet the needs of people experiencing homelessness. 5. Create More Affordable Housing Units: Build or rehabilitate affordable housing units to alleviate the extreme housing shortage among low-income Sacramento residents and improve the effectiveness of homeless programs 6. Increase System Equity: Improve housing access and identify targeted interventions for underserved populations to address disparities in the homeless system of care 7. Forge a Cohesive and Coordinated Homeless System of Care: Facilitate systems-level coordination and planning, transparency and accountability by expanding data sharing and reporting 			
III. Questions & Answers to Understand the Gaps Analysis	Jessie Hewins, Collin Whelley, Maddie Nation, Bridget Kurtt DeJong	11:00 AM (50 minutes)	Discussion

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Homebase answered the following questions during the meeting:

Section 1

- How many prevention resources are logged vs. not logged? How does this impact the analysis?
- What would a community-wide prevention/diversion metric be? Or examples?
- Are the 12 programs that participate in HMIS HUD funded?

Section 2

- Are the percentages of those programs that participate in CE equal to the percentage of these types of programs that are HUD funded?
- Is walk-up access considered a more effective way to allow people to enter shelter? If it is more effective, why?

Section 3

- What are some ways to standardize best practices across programs?

Section 4

- Did you confirm with SHRA that they removed the "rent burdened" preference from the general HCV waitlist? I know they did for the homeless set aside, which is limited in number and only accessible for certain programs. But, if "rent burdened" is still a preference for the majority of HCVs, how can we say these are "available" for homeless?
- Does slide 30 say increase the capacity in everything?
- Is using the PIT accurate given the PSH range is long term and fairly static, while the RRH range has much more flow over the course of the year?
- Is the "service need" an assessment of just service needs (case mgmt., housing location, etc.) or does it include an assessment of financial need? For instance, I might desperately need financial assistance but not really need a lot of services - would I then fall into RRH range? If so, does that assessment include an assessment of my ability to maintain the housing on my own (financially) once my time is up with RRH?

Committee did not ask any questions about Section 5

Section 6

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 Scott Clark, Systems Performance Analyst with Sacramento Steps Forward at sclark@sacstepsforward.org.

- So if I'm understanding correctly, the equity issue is potentially that underrepresented groups are overrepresented in our homeless population, but are underrepresented in HMIS program placements?
- On the RRH linked is that move in date or just enrolled in program? Days counted
- For RRH slide, does "high-performing" = a certain proportion of exits to permanent housing? Does it also consider length of time to PH?

Section 7:

- On slide 7, what is "voucher" referencing?
- Do we have a sense of why data is missing or inconsistently reported and we have a sense of why programs could not report data or (also) use more consistent reporting metrics?
- I thought Sacramento had achieved HMIS participation above 85%. isn't that good enough to make estimates for the total system?
- What does (limited) mean in the data system column?
- Question on other "systems": would that include all investments by private and jurisdictions. They weren't mentioned on slides.

The remaining questions were placed in the "Parking Lot" to be revisited by the Systems Performance Committee:

- Which communities are doing the recommendations around blending data (warehouse, etc.)?
- Re: future work/planning: IS SSF equipped to continue the gaps analysis going forward (is the methodology easily replicable)? Similarly, is SSF equipped to follow up on the recommendations re: improving data?
- Deeper dive: How do we improve our ability to use HMIS data to improve programs and system?
- Who are the players in decision making for more affordable housing? It seems that is the crux of the problem.
- I would like to also discuss what the committee does with the document - approve? adopt? etc.
- While we know that RRH is an effective model to get people off of the streets rapidly - has data (nationwide) shown that it can actually be an effective model for getting people into housing that they can then sustain on their own once the RRH support ends?
- Do we know why families with children underperform?

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- Is there a way to utilize HUD or some other type of funding to offer access, training and support so that non-HUD funded programs (which I believe are the majority of programs offering these services) can access HMIS?

IV. Looking Forward	Lisa Bates & Stefan Heisler	10:50 AM (10 minutes)	Discussion
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The Committee will revisit the questions in the “Parking Lot” during next month’s meeting. Before the next meeting, SPC members should review the Gaps Analysis with special attention to the strategies associated with each recommendation. If members of the committee have any questions about the Gaps Analysis, please reach out to Scott Clark (sclark@sacstepsforward.org).

V. Announcements: None

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

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SACRAMENTO CONTINUUM OF CARE GAPS ANALYSIS: EXECUTIVE SUMMARY

FEBRUARY 2021



The many partners responding to homelessness across Sacramento County serve well over 10,000 people every year. Many of those service interactions are very successful; more than 93.6% of people receiving permanent supportive housing maintain permanent housing going forward and more than 81% of people served by the system of care do not return to homelessness in the two years after they are served. However, despite these efforts, more than 5,000 people across the county experience homeless on a given night.

Within this context, Sacramento Steps Forward contracted Homebase to conduct a gaps analysis of Sacramento County's homeless system of care to identify areas that could make the system more efficient, effective, and equitable. This analysis is also intended to meet the requirement of the U.S. Department of Housing and Urban Development (HUD) which obligates every Continuum of Care (CoC) to "develop a plan that includes...conducting an annual gaps analysis of the homeless needs and services available within the geographic area" in order to find ways to stretch their limited resources further and improve fairness across the system.

PROCESS AND STRUCTURE

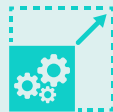
The gaps analysis process in Sacramento involved interviews with stakeholders, surveys of homeless housing and services programs, focus groups with people with lived experience of homelessness, analysis of Homeless Management Information System (HMIS) data, as well as data collected from other funders and systems. The analysis also builds upon and incorporates significant systems mapping work already conducted by Homebase throughout 2019 and 2020.

The gaps analysis evaluates the system of programs and services responding to homelessness in Sacramento County, including street outreach, temporary shelter and housing programs, and permanent housing programs spread across the various systems and funders in the community.

Through this process, three opportunities for improvement were identified:



Improve Coordination and Align Priorities



Increase System Capacity



Explore and Address Disparities in Program Outcomes

To address these three key gaps, the report is organized around seven recommendations, with each section including: the underlying analysis leading to the recommendation, prioritized suggestions for potential strategies that could improve the homeless system of care, and descriptions of current efforts underway to meet the needs of people experiencing homelessness in Sacramento County. In this Executive Summary, the recommendations are categorized under the three broader gaps, however, in the gaps analysis report, the seven recommendations are organized in the order that a person experiencing homelessness would encounter the system of care – starting with prevention efforts before a person enters the system and continuing through outcomes of housing and services programs.

IDENTIFIED SYSTEM GAPS

Improve Coordination and Align Priorities

Multiple sectors provide housing, shelter, and services to respond to and prevent homelessness in Sacramento County and a variety of local, state, federal, and private funding sources support these programs.

Partners responding to homelessness include:

- Sacramento's Continuum of Care
- Sacramento County departments including:
 - Department of Human Assistance
 - Department of Behavioral Health Services Mental Health Division
- Sacramento Housing and Redevelopment Agency,
- Veterans Administration
- City of Sacramento
- Other cities in the county
- Non-profit agencies
- Numerous programs and services supporting low-income and vulnerable Sacramento County residents.

The funders, systems, agencies, and providers committed to serving people experiencing homelessness in Sacramento are both its greatest strength and a barrier to improving system efficiency, equity and effectiveness.

Through the gaps analysis process, Homebase identified that greater coordination and shared priorities across these partners would better serve the needs of people experiencing homelessness and maximize limited resources. This was most evident in two areas – access and systems planning – and led to the following recommendations:

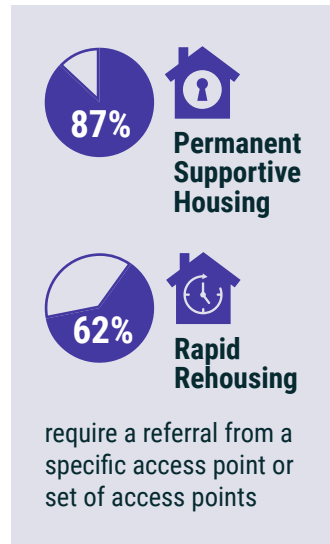
Streamline Access to the Homeless System of Care

Adopt strategies that make the system of care easier to navigate and that connect people experiencing homelessness with housing and shelter services more efficiently.

There are 112 different shelter and housing programs serving people experiencing homelessness in Sacramento County, and 61 different access points for housing programs. This structure provides a variety of options for a diverse homeless population, however, access to programs is not consistent across access points. Most housing programs – 87% of permanent supportive housing and 62% of rapid re-housing programs – require a referral from a specific access point or set of access points. This means that the point a person enters the system dictates the housing resources that are available to them.

As a result, access is challenging for people experiencing homelessness to navigate. No access points provide access to all housing programs across the various funders and systems. Having multiple, well-publicized, coordinated options for accessing the breadth of Sacramento’s diverse housing resources would improve access for people experiencing homelessness, and does not require one prioritization schema or creation of one single waiting list for housing.

Insufficient coordination across the system also has an impact on what populations are able to access programs and services. For example, adults without children and transition age youth were more likely to access the homeless system through emergency shelter and street outreach than families with children. Because different access points unlock different housing resources, the populations have different access to housing.



Forge a Cohesive and Coordinated Homeless System of Care

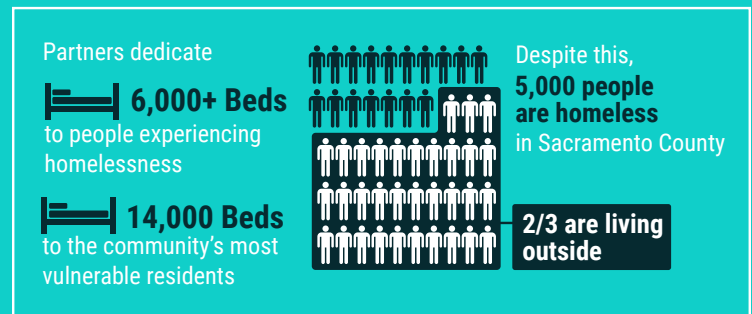
Facilitate systems-level coordination and planning, transparency and accountability by expanding data sharing and reporting.

Systems and funders providing homeless housing and services engage in limited coordination and data sharing, with no standardized data collection across systems. For the gaps analysis, the lack of standardized data prevented an accurate measurement of inflow into the homeless system of care, the capacity of the system overall, utilization of available resources, and outcomes of programs and services dedicated to people experiencing homelessness. Having access to system-wide information is critical for effective systems planning, allowing leaders to see what is working and what is not working across the system of care. Additional coordination, data sharing, and reporting would increase accountability and transparency and help the community understand where to prioritize resources.



Increase System Capacity

Partners across Sacramento County dedicate a tremendous amount of resources for housing and services for people experiencing homelessness. Partners dedicate more than 6,000 beds to people experiencing homelessness and target 14,000 more for the community's most vulnerable residents. Despite this, more than 5,000 people are homeless in Sacramento County on any given night. Even more urgent, more than two-thirds of them are living outside, a trend that has been increasing in recent years.



The level of need among the homeless population exceeds shelter and housing resources currently available. Shelter, rapid re-housing, and permanent supportive housing programs all have gaps between resource and need; affordable housing for very low-income people has limited availability.

Homebase made the following four recommendations to address these gaps:



Stop Homelessness Before It Begins

Expand, integrate, and improve the effectiveness of prevention and diversion efforts to reduce the burden on the system of care.

Research shows that one of the more cost-effective ways to decrease homelessness is to prevent or divert people from becoming homeless in the first place. Leveraging prevention and diversion programs allows the system to reserve limited beds in shelter and housing programs for those that need additional support to regain housing. Based on HMIS data in Sacramento, 92% of participants exiting prevention programs successfully exit to stable, permanent housing, a high success rate that suggests that expanding prevention programs could be an effective investment of resources. At the same time, Sacramento providers are offering prevention and diversion services using a wide variety of strategies and targeting, again with limited coordination or standard data collection, so impact and return on investment are unclear.



Optimize Existing Housing and Shelter Programs

Maximize existing housing and shelter resources by expanding what works and enhancing housing navigation and landlord engagement.

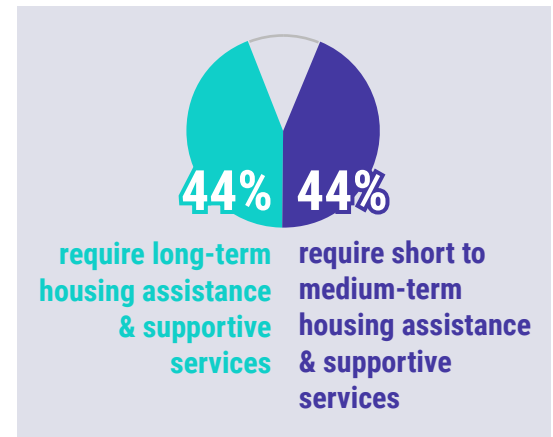
In addition to reducing inflow, a relatively low-cost approach to reducing gaps in system capacity – and serving more people – is to maximize the utilization and effectiveness of current housing programs. Limited access to affordable housing units in the community impacts housing program effectiveness. Over the last decade, the rental vacancy rate has continued to tick down, reaching 2.5% in 2019, creating an ever-larger impediment to accessing housing for people at risk of or experiencing homelessness. Some housing programs are having comparatively more success helping clients to access housing, and those strategies – including investing in housing navigation and landlord engagement – could be considered for wider implementation across the system. In addition, data reflects that shelter bed utilization varies among programs on a given night, indicating a need for reduced barriers to access to shelter.



Address the Gap in Housing and Supportive Services for People Experiencing Homelessness

Increase the capacity of permanent supportive housing, rapid re-housing, and emergency shelter programs to meet the needs of people experiencing homelessness.

Sacramento's programs and systems are working diligently and successfully to respond to homelessness, however, even by reducing inflow and maximizing the use of existing housing resources, the gap in capacity will continue to exist if new housing and shelter programs are not created to meet the need. Homebase estimates that 44% of the current homeless population require long-term housing assistance and supportive services to end their homelessness and another 44% require short to medium-term housing assistance and supportive services to end their homelessness. Increasing the capacity of housing programs will take time—the nearly 4,000 people experiencing homelessness who are sleeping outside need access to shelter or crisis housing in the interim period.



Create More Affordable Housing Units

Build or rehabilitate affordable housing units to alleviate the extreme housing shortage among low-income Sacramento residents and improve the effectiveness of homeless programs.

A lack of affordable housing units increases the risk of homelessness for low-income households while also making it challenging to re-house those that do become homeless. A key to increasing capacity across the system is to increase available affordable housing units, however only 5% of the Regional Housing Needs Allocation for Very Low Income households in Sacramento was built between 2013 and 2019.



Photo by Hector Amezcua.



Explore and Address Disparities in Program Outcomes

While there is limited data available across the entire system of care, analysis of Homeless Management Information System (HMIS) data showed disparities in outcomes across different types of households, age groups, and racial groups. Addressing access challenges and data sharing gaps would improve understanding about how effectively different programs serve specific homeless subpopulations over others. The system overall would better leverage its successes and could redirect resources to increase equity across the system.

Homebase made one recommendation related to this gap:



Increase System Equity

Improve housing access and identify targeted interventions for underserved populations to address disparities in the homeless system of care.

In alignment with priorities established by the community, Sacramento's homeless system of care is identifying and serving people with disabling conditions and people experiencing chronic homelessness with its limited resources. However, Veterans, American Indian and Alaska Natives, and males are overrepresented in the homeless population overall and underrepresented in those being served by the homeless housing and services reflected in HMIS (but may be served by non-HMIS-participating programs, like the Veterans Administration). Transition age youth are also underrepresented among those receiving homeless housing and services in HMIS.

In addition, the time it takes people to get housed or access housing resources is inequitable across household types, with a median length of time between initial system access and housing program enrollment varying from 62 days for families with children to 141 days for adults without children. Participation in programs and connections with housing resources are also different across racial groups. For example, according to HMIS data, adults without children that identify as American Indian or Alaska Native and exit from street outreach are connected with housing programs at lower rates than other races (4.3% for American Indian or Alaska Native; 9.1% average across all racial groups).

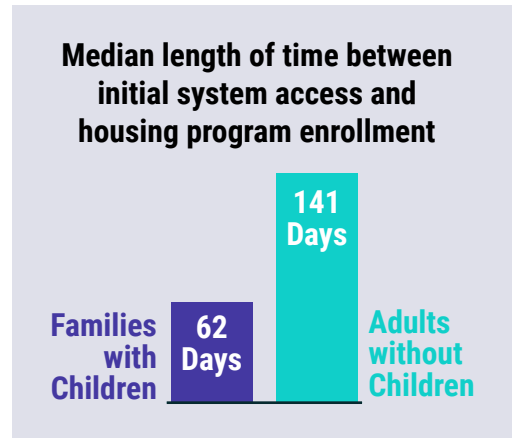


Photo by Hector Amezcua.

Inequitable housing outcomes and systematic disparities in bed dedication and resources also highlight missed opportunities for subpopulations. For example, in Sacramento, rapid re-housing is a successful program model for transition age youth and adults without children, but without additional dedicated resources, families are more likely to access the resource, given the availability of a significant state-funded rapid re-housing program dedicated to serving families.

NEXT STEPS

While partners across Sacramento are already implementing strategies that begin to address all seven recommendations, effective response to the gaps identified will require additional focus and action. In the gaps analysis report, Homebase suggests potential actions to implement the seven recommendations and categorizes them in three ways, based on the amount of effort required, the level of impact, and the scope of change required.

Among the suggestions, Homebase recommends three actions that would provide maximum impact:

- Dedicate blended funding for “one-stop-shop” drop-in access points that provide referrals to all housing programs regardless of who funds or administers the housing.
- Build out programs that leverage housing vouchers to connect prioritized and referred tenants with permanent supportive housing case management resources in a coordinated housing program.
- Convene system leaders and database administrators from HMIS, CalWIN, Shine, Avatar, and SHRA’s internal databases to discuss opportunities to standardize data collection and reporting, reduce duplicative data entry across systems, and explore potential for future data sharing.

Creating a more coordinated and cohesive system of care that provides client-centered access and services will end and prevent homelessness for more Sacramento residents.

The Gaps Analysis report and executive summary was prepared by Homebase at the direction of Sacramento Steps Forward. The full report is available at: sacramentostepsforward.org



Photo by Hector Amezcua.

Gaps Analysis Recommendations Intersection with Other Efforts

Gaps Analysis (7 recommendations, 34 strategies)	Impact	Effort	2021 CoC Work	2018 Sacramento County NPLH Plan (29 strategies, 82 actions)
1. Stop Homelessness Before It Begins				
1. Increase flexible funding from various sources dedicated to prevention and diversion that can meet a broad range of needs, including longer-term and deeper financial assistance.	High	High		
2. Establish a financial assistance pool that can be used flexibly to meet the needs of clients (e.g., rent arrears, credit repair) and train all access point staff in Housing Problem Solving to divert more households from entering the homeless system of care.	High	High	CoC enhancement project: Rapid Access Problem Solving Pilot for Coordinated Entry in progress	
3. Integrate existing prevention providers into a network to facilitate warm-handoffs and shared data collection. These efforts can be led by the CoC or a provider agency.	Medium	Medium	SSF outreach to community colleges and family support programs including Black Child Legacy	1a: Strengthen diversion/problem solving practices in new and existing shelter programs. Incorporate diversion in shelter Coordinated Entry
4. Develop community-wide standards for prevention and diversion, including metrics for measuring success in these interventions, data collection standards, and targeting priorities. These metrics and standards should be developed in partnership with current prevention and diversion providers.	Medium	Medium	CoC enhancement project: Rapid Access Problem Solving Pilot for Coordinated Entry in progress	1b: In developing community standards for Shelter and Navigation programs, include diversion/problem solving approach and expectations; 2a: Strengthen diversion strategies in Coordinated Entry consistent with community-wide standards for navigation and shelter programs. Develop diversion/problem solving training for Coordinated Entry points.
2. Streamline Access to the Homeless System of Care				
1. Dedicate blended funding for “one-stop-shop” drop-in access points that provide referrals to all housing programs regardless of who funds or administers the housing.	High	High	New City of Sacramento Triage Centers may work in this capacity	
2. Require all new rapid re-housing and permanent supportive housing programs to be accessed through the Coordinated Entry System.	High	Medium		14b (PSH only): Develop community standards for new PSH developed in Sacramento to ensure it reaches hardest to serve people, is low-barrier, culturally competent, accessible to those with a range of disabilities and filled through Coordinated Entry.
3. Increase the number of existing housing programs accessed through the Coordinated Entry System by continuing to improve transparency and accountability.	Medium	Medium	CES adding NPLH funded projects and HomeKey projects and building connections with BHS rapid rehousing programs	24: Assess, improve and expand Coordinated Entry, leveraging CESH resources to support the work; 24c: Fully develop transparent written policies and procedures; 24d: Standardize Coordinated Entry reporting, accountability, and evaluation, and align with the Homeless Management Information System (HMIS).

Gaps Analysis Recommendations Intersection with Other Efforts

Gaps Analysis (7 recommendations, 34 strategies)	Impact	Effort	2021 CoC Work	2018 Sacramento County NPLH Plan (29 strategies, 82 actions)
4. Develop and disseminate informational materials and trainings focused on improving client and provider understanding of systems-wide housing and shelter programs, and how they can be accessed.	Medium	Medium	CES communication plan in development	6: Improve outcomes and consistency of outreach and navigation efforts across all funders and providers and align navigation programs with Coordinated Entry, leveraging the resources from HEAP and CESH; 12: Coordinate re-housing efforts to improve system-wide outcomes, standardize assistance, and reduce competition among programs; 21: Increase coordination and alignment among entities providing intensive care coordination/management for individuals who are homeless with high service needs or frequent users.
5. Coordinate access to temporary shelter by streamlining the paths to access (e.g., one, unified shelter hotline or an online portal that provides information about all shelter resources in Sacramento).	Medium	Medium	CoC enhancement project: Rapid Access Problem Solving Pilot for Coordinated Entry in progress	9e: Develop shelter standards and formalize practices across all shelter and interim housing. Stabilize operations, extend hours, address accessibility, and improve case management services in shelters serving individuals.
6. Increase geographic coverage of street outreach teams in underserved areas and reduce barriers to access, such as requiring a referral from a community organization.	Medium	Medium	CoC completing a set of outreach standards; City of Sacramento Office of Community Response for geographic coverage; County is piloting a multi-disciplinary outreach team approach	6a: Coordinate outreach and navigation efforts across all providers, including creating a shared table to coordinate calendars and geographic coverage and to inform community standards and training
3. Optimize Existing Housing Programs				
1. Implement a coordinated landlord engagement strategy with consistent landlord incentives and messaging across programs and funding streams, to support landlord recruitment and reduce competition between housing programs.	High	High	CoC enhancement project: Landlord engagement strategies	12a: Coordinate re-housing efforts across all providers, including creating a shared table to inform community standards provider and tenancy training and to coordinate landlord outreach.
2. Include dedicated housing specialists in the staffing for every program that assists clients to obtain housing.	High	Medium		
3. Create regular opportunities for peer sharing and coordination by hosting intentional convenings for providers to collaborate on topics like life skills trainings, serving clients with complex medical needs, and other common challenges, and by inviting providers across the community to present at trainings aligned with their areas of expertise.	Medium	Low	SSF hiring training coordinator and could prioritize this as one of on-going training services	12c: Develop and apply standards, including cultural competency, for case management in re-housing programs. Consider using critical time intervention (a time-structured case management approach) with longer-term re-housing programs, especially for those with higher needs. Consider a single training for providers that will standardize case management and build on County's curriculum being implemented as part of Flexible Supportive Re-Housing Program.; 28d: Strengthen provider tables/forums and and/or create learning collaborative(s) for more frequent provider coordination, input, and learning/capacity building opportunities. Consider a single provider training building on County's curriculum being implemented as part of Flexible Supportive Re-Housing Program.

Gaps Analysis Recommendations Intersection with Other Efforts

Gaps Analysis (7 recommendations, 34 strategies)	Impact	Effort	2021 CoC Work	2018 Sacramento County NPLH Plan (29 strategies, 82 actions)
4. Invite providers participating in COVID-19 Re-Housing case conferencing to continue case conferencing work after residents of Project Roomkey have been housed, and expand cross-agency case conferencing to all rapid re-housing programs.	Medium	Low	CoC enhancement project: Integrate standard case conferencing throughout system	
5. Conduct a meaningful community input process inclusive of people who are currently unsheltered, emergency shelter residents, and shelter providers to identify high-priority shelter models likely to increase utilization.	Medium	Medium	CoC Racial Equity committee qualitative survey of unsheltered population	
6. Develop a flexible fund to support innovation in practice among providers.	Medium	Medium		
4. Address the Gap in Housing and Supportive Services for People Experiencing Homelessness				
1. Build out programs that leverage housing vouchers to connect prioritized and referred tenants with permanent supportive housing case management resources in a coordinated housing program.	High	High	New Federal resources present opportunity to address this gap	
2. Expand project-based permanent supportive housing options that provide intensive case management, including a range of housing approaches (e.g., individual units vs shared housing).	High	High	7 projects in development	
3. Continue to seek out new funding to increase rapid re-housing capacity across household types and subpopulations.	High	High	Ongoing	
4. Streamline access to higher levels of residential care, such as skilled nursing facilities, for people experiencing homelessness or exiting from permanent supportive housing.	Medium	Medium		
5. Create More Affordable Housing Units				
1. Develop permanent affordable housing to meet the Sacramento Regional Housing Needs Allocation targets for very-low and low income housing in all jurisdictions.	High	High	City of Sacramento Measure U Sacramento Affordable Housing Trust Fund in development	14a: Convene housing developers, consumers, service providers, local planning departments, cities and County to explore new ways to create and streamline affordable housing for targeted populations. Work with local jurisdictions to promote affordable and supportive housing developments within the context of developing local housing elements.

Gaps Analysis Recommendations Intersection with Other Efforts

Gaps Analysis (7 recommendations, 34 strategies)	Impact	Effort	2021 CoC Work	2018 Sacramento County NPLH Plan (29 strategies, 82 actions)
2. Dedicate units in new subsidized affordable housing development for extremely low-income, very low-income, and homeless individuals, including units connected to intensive case management and wrap-around services.	High	High		14a: Convene housing developers, consumers, service providers, local planning departments, cities and County to explore new ways to create and streamline affordable housing for targeted populations. Work with local jurisdictions to promote affordable and supportive housing developments within the context of developing local housing elements.
3. Support campaigns for new federal and state public funding for extremely low-income and very low-income housing development.	Medium	Medium		14a: Convene housing developers, consumers, service providers, local planning departments, cities and County to explore new ways to create and streamline affordable housing for targeted populations. Work with local jurisdictions to promote affordable and supportive housing developments within the context of developing local housing elements.
6. Increase System Equity:				
4. With the input of individuals with lived experience, identify and implement strategies to reduce the time adults without children spend waiting for permanent supportive housing (e.g., a flexible case management team focused on document readiness; increase the amount of shelter available to adults without children; increase the number of light touch resources like Housing Problem Solving available to this population).	High	High	City of Sacramento W-X shelter and triage centers; CES dynamic prioritization planned; Rapid Access Problem Solving Pilot	
3. Develop a community-wide strategy and standards for individuals exiting permanent supportive housing to a permanent destination (i.e., “moving on”).	Medium	Medium	Pilot Move-on program opportunity to build standards	13b: Implement the “Move On” program for current supportive housing tenants whose service needs have stabilized and who can secure housing in the community with ongoing subsidies.
2. Under the leadership of the Youth Advisory Board and youth providers, identify opportunities to expand housing programs and improve permanent housing outcomes for transition age youth.	Medium	Medium		
1. Coordinate with the Racial Equity Committee to: (1) convene listening sessions with individuals experiencing homelessness that identify as Alaska Native and/or American Indian and/or organizations that serve this population to discuss challenges in accessing the system of care; and (2) create an equity monitoring plan to observe and monitor disparities and identify new areas for equity evaluation.	Medium	Medium	CoC enhancement project: Racial Equity Plan in progress	25d: Use data to assess and understand the intersectionality of race, ethnicity, disability and gender and how the homeless system can ensure access to emergency assistance, housing, and supports for historically underserved and overrepresented groups.

Gaps Analysis Recommendations Intersection with Other Efforts

Gaps Analysis (7 recommendations, 34 strategies)	Impact	Effort	2021 CoC Work	2018 Sacramento County NPLH Plan (29 strategies, 82 actions)
7. Forge a Cohesive and Coordinated System of Care				
1. Convene systems-leaders and database administrators from HMIS, CalWIN, Shine, Avatar, and SHRA's internal databases to discuss opportunities to standardize data collection and reporting, reduce duplicative data entry across systems, and explore potential for future data sharing.	High	High		26b: Determine whether and how to improve data sharing across systems, including potential pilots between specific agencies
2. Following new HUD, VA and USICH guidance, integrate Veterans Administration data into HMIS through the HOMES-HMIS translator tool.	High	High		26b: Determine whether and how to improve data sharing across systems, including potential pilots between specific agencies
3. Design and implement a periodic and systemized method of capturing capacity, utilization, and turnover that is comparable across all systems (e.g. HIC).	High	High	SSF initiating Shelter performance reports that can led to systemized review	26b: Determine whether and how to improve data sharing across systems, including potential pilots between specific agencies
4. Continue to expand HMIS coverage and the number of projects participating in Coordinated Entry.	High	High		24: Assess, improve and expand Coordinated Entry, leveraging CESH resources to support the work.; 24d: Standardize Coordinated Entry reporting, accountability, and evaluation, and align with the Homeless Management Information System (HMIS). 25b: Expand community programs in HMIS and use as the main repository for all programs addressing homelessness.
5. Improve data quality in HMIS by expanding the HMIS Data Quality plan to include semi-annual (or quarterly as determined by CoC's need) data quality reports on non-CoC funded projects.	Medium	Medium		
6. Build on the success of the COVID-19 Re-Housing dashboard and continue reporting information about re-housing status across major community programs after the COVID-19 response has ended.	Medium	Medium		
7. Share data publicly to improve accountability, transparency, and ability to identify what strategies are working.	Medium	Medium	CoC enhancement project: performance dashboards	3: Improve public and practitioner understanding of key prevention resources and their effectiveness in preventing homelessness.; 3a: Share inventory with homeless system, public and consumers.