



**VENTURA COUNTY
PLAN TO PREVENT
AND
END HOMELESSNESS**

**Plan developed by the stakeholders and members of the
Ventura County Continuum of Care Alliance**

Adopted by the Ventura County Continuum of Care on January 9, 2019

To learn more about the VC CoC and how you can help make homelessness rare, brief and non-recurring in Ventura County, visit our website at

www.venturacoc.org

Table of Contents

Executive Summary.....	4
I. History of Homelessness in Ventura County.....	6
II. Ventura County Continuum of Care Strategic Priorities.....	10
III. Who Is Homeless in Ventura County.....	14
IV. Methodology.....	19
a. Core Requirements.....	20
1. Participation in Homeless Management Information System.....	20
2. Pathways to Home Coordinated Entry System.....	20
3. Implementing a Housing First Approach that is Strength Based, Trauma Informed, and Harm Reducing.....	21
4. Implementing Locally Shaped Recommendations with New & Existing Federal, State and Local Funding Opportunities.....	22
b. Core Practices.....	24
1. Street Outreach and Engagement.....	24
2. Housing Search and Location.....	25
3. Housing Navigation.....	25
4. Low Barrier Emergency Shelter.....	26
5. Rapid Re-Housing	26
6. Supportive Housing	27
7. Home-based Supportive Services	27
V. Development of the Plan Recommendations.....	29
Recommendation 1—Homelessness Prevention.....	29
Recommendation 2—Expanding Street Outreach.....	30
Recommendation 3—Promoting Housing Search.....	31
Recommendation 4—Homelessness Diversion.....	32
Recommendation 5—Augmenting Housing Navigation.....	32
Recommendation 6—Increasing Low Barrier Emergency Shelter.....	32
Recommendation 7—Augmenting Rapid Re-Housing.....	33
Recommendation 8—Increasing Supportive Housing Inventory.....	33
Recommendation 9—Ensuring Home-based Supportive Services.....	33
APPENDIX A: Federal and State Funding Sources.....	34
APPENDIX B: Glossary of Key Terms.....	39

EXECUTIVE SUMMARY

This plan was developed to create a community-wide roadmap to prevent and end homelessness in Ventura County. The Ventura County Continuum of Care (VC CoC) hopes this plan can serve as a guide for governmental partners, non-profits, homeless service organizations, affordable housing providers and other community members as they make decisions about funding, programs, priorities and needs. The plan was created through work of the Ventura County Continuum of Care Alliance, its committees and input from a diverse group of community stakeholders.

Homelessness can happen to anyone: a job loss, a medical condition, missing a rent payment, a costly car repair; any type of crisis. There are many ways in which someone can become homeless and only one way really to solve it. Homelessness only ends when everyone has a home.

In 2018, Ventura County saw the first significant increase in the annual Point-In-Time Homeless Count and Survey in recent years. A 12.8% increase in homelessness was found during this one-day survey with a nearly 24% increase in unsheltered homelessness. This significant increase in homelessness despite efforts to improve access and coordination of the homeless service system indicates the work of preventing and ending homelessness is more important than ever.

This updated plan reaffirms the ambitious goals of the 10 Year Plan to End Homelessness while expanding our scope and commitment to housing Ventura County's most vulnerable residents.

The plan is divided into strategic priorities and recommendations that will help us achieve the goals of:

- Ending homelessness among Veterans
- Ending homelessness among families with children
- Ending chronic homelessness among persons with disabilities
- Ending homelessness among unaccompanied youth
- Ending homelessness among all other individuals

This plan includes seven strategic priorities that have been adopted by the Ventura County Continuum of Care and represent best practices on preventing and ending homelessness. Additionally, the plan details eight recommendations to improve the crisis response and

homeless service system. The VC CoC Board will use the adopted strategies and priorities to guide the collaborative work of the Alliance and its committees. Each year the VC CoC will use the framework of this plan to inform the development of annual goals and guide the work of its committees and workgroups. It is the intent for this plan to be updated and reviewed annually by the VC CoC, its members and stakeholders. Making homelessness rare, brief and non-recurring in Ventura County will be a multi-year effort and as system accomplishments are made, data demonstrates new trends and new funding becomes available, the plan will need to be updated. The plan calls out the need for a unified and strategic response. Although established systems and programs to address homelessness exist in our community, we are recommitting to carrying out and expanding solutions to help our most vulnerable residents – and the whole community – to succeed and thrive.

The strategic priorities and goals include the following (detailed in section II):



I. HISTORY OF RESPONDING TO HOMELESSNESS IN VENTURA COUNTY

In 2007, Ventura County adopted a 10 Year Plan to Prevent and End Homelessness. The plan set forth an ambitious agenda for ending homelessness by 2017. The plan was recalibrated in 2013; incorporating national best practices as promoted by the United States Interagency Council on Homelessness (USICH) and the United States Department of Housing & Urban Development (HUD).

Since adoption of the recalibrated plan, Ventura County's Continuum of Care (VC CoC) and homeless service provider network have undergone significant shifts in leadership and structure. The VC CoC experienced a merger between Oxnard and Ventura County Continuums of Care creating one countywide VC CoC. At the Ventura County Homeless and Housing Coalition's request, administrative support for the VC CoC was also transitioned to the County Executive Office to facilitate capacity building and compliance with increasing federal mandates.

In 2016, the VC CoC Board and Alliance membership updated the VC CoC's mission, vision, values and guiding principles and adopted strategies and goals to align with the 10 Year Plan:

Mission: The Ventura County Continuum of Care Alliance is a collaborative group dedicated to promoting a safe, desirable and thriving community by ending homelessness in Ventura County.

Vision: Homelessness in Ventura County is rare, brief and non-recurring.

Values: The dignity of every human life; The well-being of the community; The power of the community working together to solve community problems.

Guiding Principles:

Collaboration & Coordination: Invest in evidence-based, results-driven and client-focused systems of support that integrate practices, procedures, and services within and across public and private agencies, programs and policies.

Housing First: People experiencing homelessness require very affordable permanent housing solutions as quickly as possible, providing services as needed to keep people housed.

Strength-Based: Start with and build upon the skills, strengths and positive characteristics of each person.

Trauma-Informed: Homelessness is a complex, high-risk and individualized condition, not a character trait. Recognize that most people experiencing homelessness have experienced trauma; build relationships, responses and services on that knowledge.

Harm Reduction: Seek to reduce the effects of risky behavior in the short-term and eliminate its effects in the long-term.

The following are list of the Ventura County partners in ending homelessness:

Ventura County Board of Supervisors	City of Ventura
City of Oxnard	City of Camarillo
City of Ojai	City of Santa Paula
City of Fillmore	City of Moorpark
City of Simi Valley	City of Thousand Oaks
City of Port Hueneme	County of Ventura
Area Housing Authority of County of Ventura	Housing Authority of City of San Buenaventura
Santa Paula Housing Authority	Oxnard Housing Department
Salvation Army	Turning Point Foundation
Community Action of Ventura County	Project Understanding
The Kingdom Center & Gabriel’s House	The City Center Transitional Living Center
RAIN, Inc.	SPIRIT of Santa Paula
The Samaritan Center	LSS Community Care
Many Mansions	People’s Self-Help Housing
Area Agency on Aging	Ventura County Public Defender
Ventura County Human Services Agency	Ventura County District Attorney
Ventura County Behavioral Health	Ventura County Health Care Agency
Hospital Association of Southern California	National Health Foundation
Dignity Healthcare	Gold Coast Health Plan
Simi Valley Hospital	Community Memorial Hospital
Los Robles Hospital	Ventura County Public Health
Ventura County Rescue Mission	United Way
Ventura County Community Foundation	Ventura County Office of Education
Ventura County Housing Trust Fund	NAMI (National Alliance on Mental Illness) Ventura County

Help of Ojai	Ojai Family Shelter
Interface Children & Family Services	Pacific Clinics
Coalition for Family Harmony	Ventura County Medical Center
Catholic Charities	California State University Channel Islands
American Medical Response	Cabrillo Economic Development Corporation
Downtown Ventura Organization	Gold Coast Veterans Foundation
Independent Living Resource Center	Ventura Social Services Taskforce
Goodwill Industries	US. Dept of Veterans Affairs
Khepera House	Free Clinic of Simi Valley
VC Community Development Corp.	Lift Up Your Voice
Jewish Family Services VC	McCune Foundation
Dyer Sheehan Group	Prototypes
VCOG (Ventura Council of Governments)	PATH (People Assisting the Homeless)
Diversity Collective VC	The Nature Conservancy
One Step a la Vez	Step Up Ventura
Re-Entry Council Ventura County	Partnership for Safe Families
VC Military Collaborative	First 5
Aegis Treatment Centers	Coalition for Family Harmony
Ventura County Libraries	Ventura Chamber of Commerce
US Vets	Law Enforcement agencies

Ventura County achieved significant outcomes under the Ventura County 10 Year Plan to End Homelessness that resulted in slow but steady decrease in homelessness among families with children and other subpopulations of homeless individuals and families. Most of the achievements accomplished are directly related to allocation of resources and collaboration among community partners to maximize use of available resources. Achievements include:

- 2016 Launch of Pathways to Home, the local coordinated entry system.
- Increase in Homeless Prevention & Rapid Re-Housing resources made available through commitment from the Ventura County Board of Supervisors to provide local funding in addition to the resources through State and Federal programs.
- Progress toward the goal of ending *veteran homelessness* with dedicated housing resources (VASH & SSVF) being made available to veterans.

- Behavioral Health and Healthcare focused programs have been implemented including *outreach efforts* through the RISE and PATH programs of Ventura County Behavioral Health and the Healthcare for the Homeless and Whole Person Care programs of the Health Care Agency including expansion of outreach efforts and recuperative care beds.
- Improvement of the crisis response system through creation of low-barrier emergency shelter/navigation center programs.

II. STRATEGIC PRIORITIES

The seven adopted strategic priorities were developed and adopted as part of the VC CoC strategic plan in 2017. After working on these strategies over the past couple of years, stakeholders requested that the VC CoC further develop these strategies and include them in a formalized regional plan.

STRATEGIC PRIORITY 1: DEVELOP A COMPREHENSIVE CRISIS RESPONSE SYSTEM

Goal: Create an effective crisis response system that prevents homelessness whenever possible and rapidly returns people who experience homelessness to stable housing.

Overview: Ventura County needs a clear, consistent, and targeted crisis response system that quickly and compassionately assesses a household's needs and provides tailored resources to individuals and families in crisis. Strategic and efficient interventions can reduce the number of people entering the homeless system and quickly stabilize people who are already experiencing homelessness. An effective crisis response system will target prevention and diversion resources to those most at risk of entering emergency shelter, equip emergency shelter and interim housing providers with necessary resources to rapidly re-house people, and coordinate outreach for those currently on the streets.

Key Objectives:

- Homeless prevention targeted at those most likely to become homeless
- Diversion from shelter whenever possible
- Provision of coordinated entry and access to homeless persons and families
- Creation of access and points of entry for hard-to reach populations countywide
- Increase of emergency housing options across the County of Ventura
- Enhanced outreach efforts
- Housing navigation services to assist with navigating services and connecting to housing

STRATEGIC PRIORITY 2: INCREASE AFFORDABLE HOUSING OPPORTUNITIES FOR HOUSEHOLDS WHO ARE HOMELESS OR AT-RISK OF HOMELESSNESS

Goal: Create and maintain stable and affordable housing for households who are experiencing or at-risk of homelessness.

Overview: A stable and affordable home for everyone is the vision of the homeless plan. In order to realize this vision, a range of permanent housing options is needed. For many, a short-term

subsidy and stabilizing case management is all that is needed to regain stable housing. For people who are disabled and require additional time and supports, permanent supportive housing has proven to be a cost-efficient and effective intervention. For those struggling with high rents and low paying jobs, subsidized, affordable housing can end their homelessness. Investment in a range of permanent and affordable housing options is needed in order to create strong families and strong neighborhoods.

Key Objectives:

- Housing location efforts to build partnerships with landlords
- Leveraging of funding opportunities to increase supply of supportive housing for persons with disabilities including serious mental illness and substance use disorders
- Partnerships with affordable housing providers and public housing authorities

STRATEGIC PRIORITY 3: CREATE AND PROVIDE WRAP-AROUND SERVICES TO KEEP HOUSEHOLDS HOUSED

Goal: Ensure that households have access to a full range of fundamental resources and services – including physical and mental health care, substance use treatment, child care, employment, and connection to mainstream resources.

Overview: Wrap-around, individualized, comprehensive services protect the stability of housing, especially in times of crisis.

Key Objectives:

- Home-based case management services
- Access to behavioral health services
- Access to substance use treatment and support services
- Access to healthcare services
- Access to education and employment services
- Access to other services needed to maintain housing
- Increase the number of households connected to mainstream resources

STRATEGIC PRIORITY 4: CREATE OPPORTUNITIES FOR HOMELESS PERSONS/FAMILIES TO OBTAIN SUSTAINABLE INCOME

Goal: Increase meaningful and sustainable employment opportunities for people experiencing or most at-risk of homelessness.

Overview: For many non-disabled people, finding living wage employment is an essential part of moving on from homelessness – and usually one of the biggest challenges. To better meet the needs of people experiencing homelessness, the workforce development system must be expanded to increase capacity and flexibility. Homeless providers need to be better equipped with tools to assess and connect clients for whom employment is appropriate to the most suitable resources. Innovative approaches to creating career opportunities for the most vulnerable individuals need to be developed.

Key Objectives:

- Partnerships with education/workforce programs to increase meaningful and sustainable employment opportunities for people experiencing or at-risk of homelessness
- Increased connection to SSI outreach; access and recovery (SOAR) program to increase the number of persons with serious mental illness and other disabilities able to access social security benefits and Medicaid

STRATEGIC PRIORITY 5: COMMUNITY OUTREACH AND EDUCATION

Goal: Engage the community in a robust plan that creates a path to securing a home for everyone in Ventura County.

Overview: Successful implementation of the homeless plan will require the commitment and sustained advocacy of all community partners. In order to increase resources and maximize policy opportunities, the profile and urgency of the homeless and housing crisis must be raised in order to educate and inspire change.

Key Objectives:

- Sharing of data, best practices and proven practices with CoC partners
- Expansion and diversification of CoC membership
- Sharing of data, best practices and success stories through community outreach and engagement
- Expand the use of social media, press releases and CoC website to educate and disseminate information
- Solicitation of input from community on strategic goals and performance
- Advocate for additional resources to meet the needs of people experiencing homelessness

STRATEGIC PRIORITY 6: CROSS-SYSTEMS INTEGRATION

Goal: Work across public and private systems of care to ensure ending homelessness is a shared priority.

Overview: The people at the heart of the homeless plan are more than a label of “homeless.” They are families, learners, survivors, and job seekers. Sometimes they are ill, sometimes they are in recovery, and sometimes they are building a new life after incarceration. Each person is unique and each person touches multiple systems of care in our community beyond the homeless assistance system. To ensure everyone, regardless of situation, has a home, creativity and efficiency across systems of care is needed. Successful cross-systems integration will lead to lasting change by improving access to comprehensive services and continuity of care, by reducing duplication and inefficiency, and by establishing greater accountability for meeting shared goals.

Key Objectives:

- Work across public and private systems of care to ensure ending homelessness is a shared priority
- Fostering and facilitation of high-level coordination among government entities on the issue of homelessness
- Increase of data sharing among systems of care

STRATEGIC PRIORITY 7: CAPACITY BUILDING

Goal: Ensure a strong homeless assistance system capable of implementing the homeless plan.

Overview: Ventura County’s homeless assistance system is comprised of tireless providers and volunteers working across the county. It includes advocates and systems-level professionals striving to improve the county’s chances of ending homelessness. Most importantly, the system incorporates thousands of people who might need help today, but also want an opportunity to give back tomorrow. Ensuring strength, resiliency, and creativity of the system will allow the homeless plan’s goals to be realized.

Key Objectives:

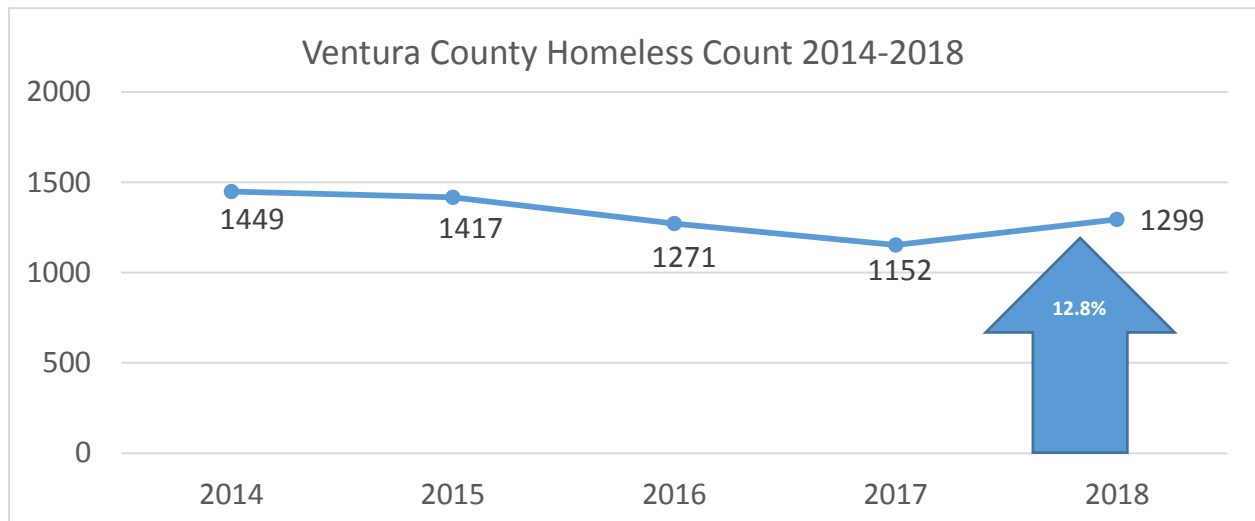
- Ensuring a strong system capable of meeting strategic goals and locally adopted system performance thresholds (in alignment with State/Federal funding)
- Increase of bed coverage and data quality in Homeless Management Information System (HMIS) to identify gaps
- Facilitation of training opportunities and technical assistance to all homeless service providers

III. WHO IS HOMELESS IN VENTURA COUNTY?

Each year the Ventura County Continuum of Care and community partners conduct the Point-in-Time Homeless Count and Survey with the goal to survey and count each person who was homeless on one night in January. This activity assists with evaluating trends and gaining a better understanding of the needs of the population who meet the United States Housing and Urban Development (HUD) definition of homelessness (sleeping in places not meant for human habitation or staying in an emergency shelter or transitional housing program).

In 2018, there were 1,299 adults and children who were homeless during the Point-in-Time Count. Of the 1,299 persons counted, 821 or 63.2% were unsheltered and 478 or 36.8% were sheltered. The 2018 count accounted for the first significant increase in the annual count in several years with an overall increase of nearly 13% and a significant increase in the overall unsheltered population, rising nearly 26% from the 2017 count.

Figure 1



Based on the 2018 Point in Time Homeless Count, the cities of Oxnard and Ventura accounted for nearly two-thirds (65.4%) of the 1,299 homeless persons (515 persons representing 40.0% and 335 persons representing 26%, respectively). The City of Simi Valley had the third highest population of homeless persons (143 persons representing 11%) followed by the City of Thousand Oaks (80 persons representing 6%). The following table lists the total number of unsheltered and sheltered persons for each jurisdiction in Ventura County:

Figure 2

Jurisdiction	2007	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Camarillo	10	13	15	29	30	27	38	35	24	27	49
Fillmore	5	4	5	10	16	13	6	7	6	0	2
Moorpark	13	7	1	7	5	9	15	7	4	7	3
Ojai	82	60	52	40	41	43	62	40	29	19	31
Oxnard	671	679	520	638	522	645	379*	603	584	461	335
Port Hueneme	9	1	9	6	12	17	13	22	7	18	19
Santa Paula	97	91	54	50	60	34	31	20	56	35	44
Simi Valley	163	303	229	226	284	211	194	202	99	105	143
Thousand Oaks	81	147	106	87	90	121	130	83	104	102	80
Ventura	588	623	601	570	701	519	495	334	300	301	516
Unincorporated	242	265	223	209	175	135	86	64	58	77	77
Total:	1,961	2,193	1,815	1,872	1,936	1,774	1,449	1,417	1,271	1,152	1,299

*This number was artificially low due to an unresolved reporting discrepancy and the winter warming shelter hosted in Ventura.

The following figures 3 - 7 provide a breakdown of demographics from the 2018 Point in Time Homeless Count:

Figure 3

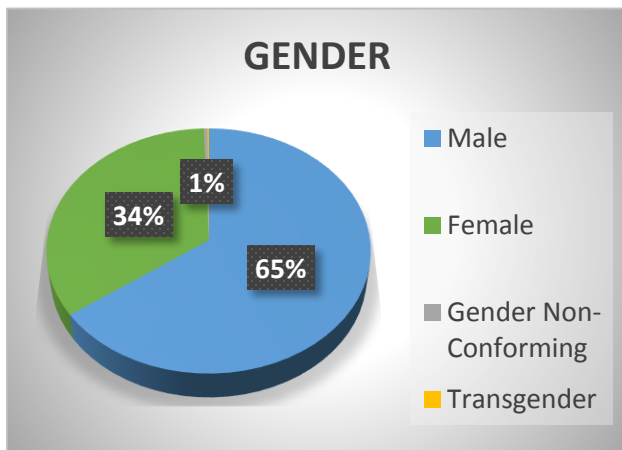


Figure 4

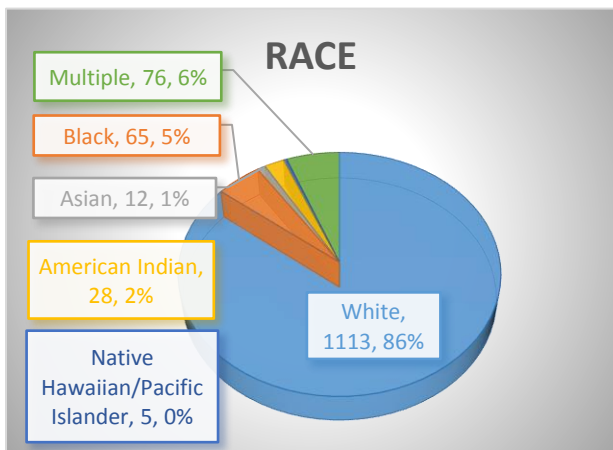


Figure 5

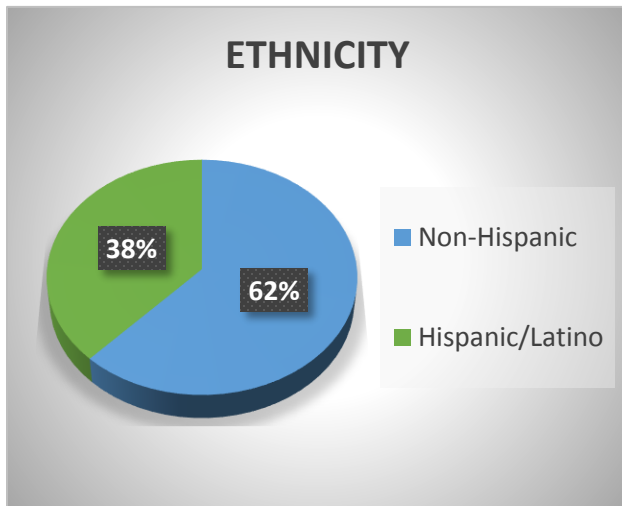


Figure 6

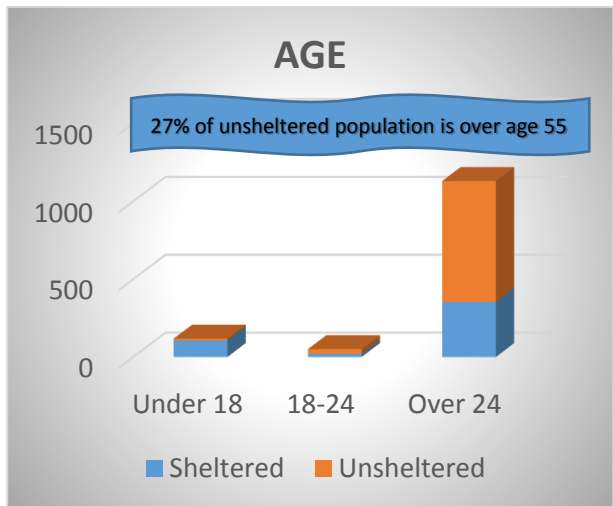
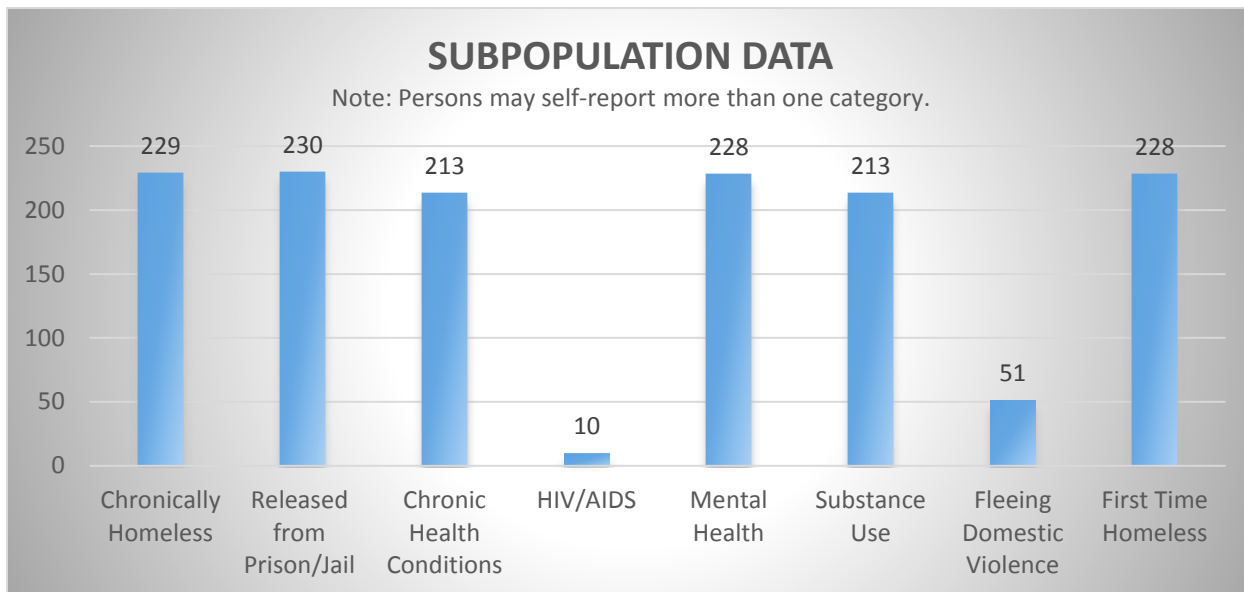


Figure 7



While the homeless count provides annual trend information it provides a snapshot glance and not a day-to-day look at the needs of residents experiencing homelessness. During the 17-18 Federal Fiscal Year, 2,309 unduplicated persons requested assistance from the Ventura County Continuum of Care partners. The Ventura County Homeless Management Information System (VC HMIS) is designed to be an integrated network of homeless and other service providers that use a central database to collect, track, refer and report uniform information on client needs and services, as required by the U.S. Department of Housing and Urban Development (HUD). The Ventura County Human Services Agency (HSA) is the Lead Organization for the VC HMIS. This system assists with countywide data collection and gives us a better understanding of

homelessness in our communities. The following figures 8 - 10 provide some demographic information from VC HMIS during the 17-18 Federal Fiscal Year:

Figure 8

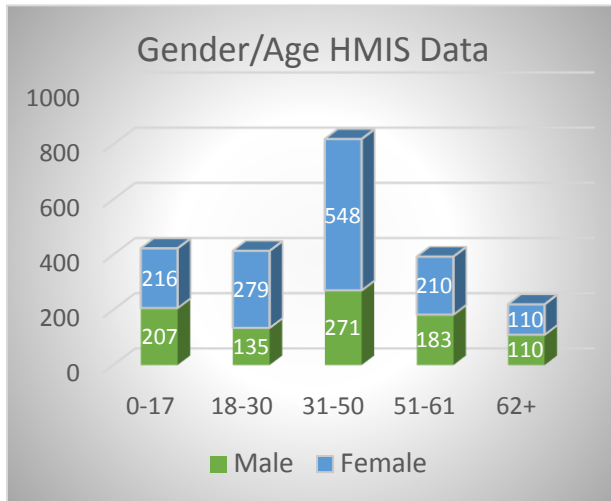


Figure 9

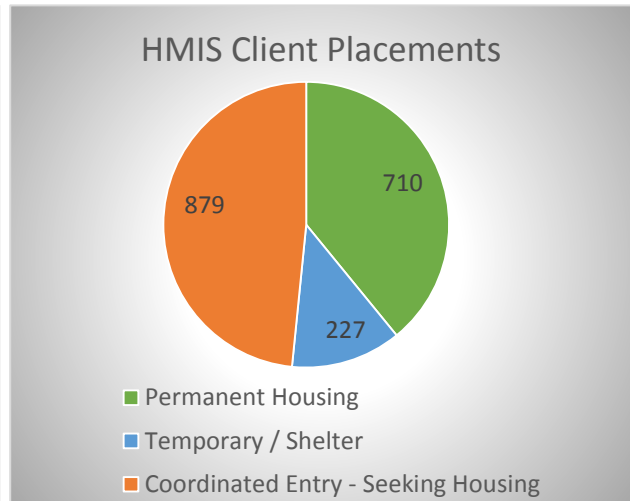
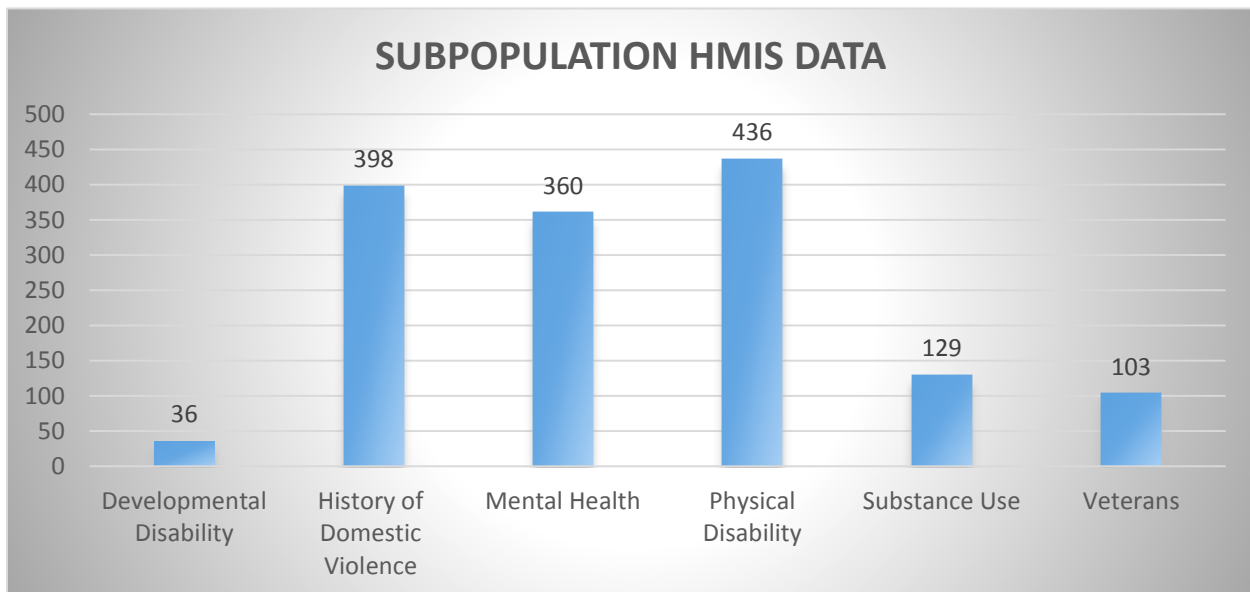


Figure 10



The number of people who are at-risk of homelessness is significant in Ventura County’s high cost/low vacancy housing market. The United States Census Bureau noted that 9.9% or approximately 84,000 of the 854,223 residents of the county were living below the poverty level as reported in the 2017 American Community Survey. These persons are at-risk of homelessness because of the cost of housing relative to their household income. According to Ventura County 2-1-1 (phone-based resource and referral system), the request for housing assistance is the top unmet need in our community.

Other program data to help us evaluate the number of people who are homeless and at-risk of homelessness comes from Ventura County healthcare and education providers using a broader definition of homelessness which includes individuals and families who are temporarily staying with family or friends including being doubled up, paying for a motel or couch surfing. In 2017, the County of Ventura Healthcare for the Homeless reported 14,521 persons enrolled that meet the Health Resources & Services Administration (HRSA) definition of homeless (includes doubled up and at-risk persons). Of this number, 4,456 or 30% of persons were literally homeless (on the streets, emergency shelter or transitional housing).

Ventura County Office of Education also tracks the number of homeless students through a broader definition of homelessness set by the federal Department of Education. Data collected in the 2017 school year showed 4,400 students temporarily doubled-up or at-risk of homelessness, 569 or 13% of students met the HUD definition of homelessness. This data includes all public K-12 schools in Ventura County.

Contributing factors to homelessness can include many social and economic matters, as well as health related issues. The most significant barrier to serving homeless individual and families in Ventura County is limited access to low barrier emergency shelter and available affordable housing opportunities. The VC CoC is maximizing the availability of these limited resources through the Pathways to Home coordinated entry system and working with partners to increase low barrier shelter beds and affordable and supportive housing opportunities. Despite these efforts to maximize resources, more housing opportunities are needed for all subpopulations experiencing homelessness.

The VC CoC partners have been working to address barriers to serving those experiencing homelessness including partnering with domestic violence service providers, LGBTQ organizations, criminal justice systems, healthcare partners, behavioral health providers and mainstream service providers that serve families and individuals. These partners are assisting the VC CoC with reaching populations that may not traditionally seek services or are hard to reach based on locations they are living. Homeless encampments have grown in Ventura County and have been pushed into the river bottoms and open spaces making it challenging to engage persons in services and address the impacts of persons living in these often environmentally sensitive locations.

There are several strategies addressed in this plan that will assist in reaching and serving unsheltered persons including improved outreach efforts and increasing shelter and housing

opportunities that utilize a housing first approach and provide appropriate wrap-around services. Employing these strategies will assist with efforts to prevent the criminalization of homelessness by creating alternative locations for persons to be appropriately served.

IV. METHODOLOGY

The Ventura County Continuum of Care has developed this regional strategy with input from stakeholders including local jurisdictions, homeless service providers, affordable housing developers and supportive housing providers, county service agencies, law enforcement, faith-based partners, the business community, policymakers, advocates, persons who are currently or formerly homeless and many others focused on serving homeless subpopulations.

This plan was developed through extensive community dialogue and feedback from a variety of stakeholders. It focuses on creating a crisis response system that is organized around the goal of helping all people who are without shelter quickly return to housing. The 10-year plan included recommendations of creating new shelter programs and housing inventory. The County Board of Supervisors (BOS) allocated \$3 million dollars to bring social model detox beds to Ventura County, establish a local Housing Trust Fund and allocated match funding for creation of year-round shelters. Additional local funding was also allocated to specific housing projects and the County's Homeless Prevention & Rapid Re-Housing program. Shelter programs were not created despite the funding from the BOS for a variety of reasons including community support and a lack of operational funding. In 2019, the BOS committed to providing matching capital and operational funding to cities that establish new emergency shelter programs. With new State funding available and reaffirmed local commitment, comes an opportunity to invest in best practices and proven solutions to prevent and end homelessness for individuals and families.

The Ventura County Plan to Prevent and End Homelessness was created by combining these primary activities:

- Making and evaluating key findings since the 10-Year Plan to expand upon and ensure homeless intervention sustainability;
- Establishing core requirements and recommending core practices for programs working to prevent and end local homelessness;

- Using core requirements and practices to shape recommendations and solutions to prevent and end homelessness;
- Implementing the locally shaped recommendations with new and existing federal, state, and local funding opportunities;
- Soliciting and incorporating input and feedback from stakeholders;
- Adopting strategic priorities.

a. CORE REQUIREMENTS

The Ventura County Continuum of Care has adopted the following core requirements for all publicly funded programs serving homeless individuals and families, which is consistent with federal and state legislative requirements. Privately funded programs are strongly encouraged to participate as well:

1. Participation in Ventura County Homeless Management Information System

The local Homeless Management Information System (HMIS) is the primary repository for client level data for consumers of homeless services in the Ventura County. The HMIS allows the Continuum of Care to collect and analyze data from within the service system and evaluate essential information related to the provision and assessment of services provided within all levels of the continuum of care, including outreach and prevention, emergency shelter, transitional housing and permanent supportive housing. The VC HMIS has set goals to gain participation of all programs and services with a primary mission to serve person who are experiencing homelessness. The VC CoC utilizes data from VC HMIS to submit required reports to the State and Federal government including system performance measures, utilization of the service system and outcomes associated with serving individuals and families. The VC HMIS Lead Agency in partnership with the VC CoC and partner agencies develops an annual strategic plan (http://www.venturacoc.org/images/Documents/HMIS/HMIS_Policy_and_Procedures_2017.pdf)

2. Participation in Pathways to Home Coordinated Entry System

Pathways to Home is the Ventura County Continuum of Care’s Coordinated Entry System. This system connects individuals and families to services needed to move them out of a state of homelessness as quickly as possible. Pathways to Home includes a client-focused approach to

minimize the complexity and challenges associated with accessing multiple programs to avoid or exit homelessness. Service providers within the VC CoC work collaboratively to coordinate services and information with the intent to provide the most effective and efficient client services.

- The coordinated entry process makes referrals to all projects receiving Emergency Solutions Grant (ESG) and Continuum of Care (CoC) program funding, including Emergency Shelter (ES), Rapid Re-Housing (RRH), Permanent Supportive Housing (PSH), and Transitional Housing (TH), as well as other housing and homelessness projects.
- Service providers use HMIS to complete a client assessment and determine which service(s) the client is eligible for. Referrals to Emergency Shelter, Safe Haven, Rapid Re-Housing, Homeless Prevention and Street Outreach projects are completed directly and immediately. Referrals for Permanent Supportive Housing and Transitional Housing projects are completed through systemwide case conferencing which includes specific documentation and prioritization based on eligibility and vulnerability.
- Prioritization is based on a specific and definable set of criteria that are documented, made publicly available and applied consistently throughout the Ventura County CoC. All supportive housing units are matched through this process based on eligibility criteria specific to the funded program/unit. The written policies and procedures include the factors and assessment information with which prioritization decisions are made. All policies and procedures are posted on the CoC website (http://www.venturacoc.org/images/VCCoC_CES-PTH_Prioritization_Procedures.pdf)

3. Implementing a Housing First Approach that is Strength Based, Trauma Informed, and Harm Reducing

Housing First is a low barrier approach that prioritizes the placement of people experiencing homelessness in permanent housing, regardless of their service needs or challenges. HUD encourages all recipients of CoC and ESG program funding to follow a Housing First approach. The State of California requires all state funded housing and homeless programs to adopt a Housing First approach. Barriers are removed that have hindered homeless persons from **obtaining** housing which include:

- too little income or no income;
- active or history of substance use;
- criminal record, with exceptions for state-mandated restrictions; and

- history of having been or currently a victim of domestic violence (e.g., lack of a protective order, period of separation from abuser, or law enforcement involvement).

Barriers are removed that have hindered homeless persons from **maintaining** housing which include:

- failure to participate in supportive services;
- failure to make progress on a service plan;
- loss of income or failure to improve income; and
- fleeing domestic violence.

4. Implementing the locally shaped recommendations with new and existing federal, state, and local funding opportunities.

Local recommendations will be shaped by integrating the core requirements and components described above into new and existing federal, state, and local funding opportunities.

Four new state funding opportunities include:

State Funding Opportunity	Amount Available for Ventura County	Eligible Activities
No Place Like Home Program	\$1,566,826	Development funding for permanent supportive rental housing for people with serious mental illness, who are homeless, chronically homeless, or at-risk of chronic homelessness
Housing for a Healthy California	TBD	Development funding for permanent housing for homeless individuals enrolled in Medi-Cal who receive services through the Whole Person Care pilot program.

Homeless Emergency Aid Program (HEAP)	\$4,831,856	One-time flexible block grant funds to address immediate and emergency homelessness challenges. A minimum of 5% is dedicated to serve homeless youth up to age 24. City and County jurisdictions must adopt a resolution declaring a shelter crisis to be eligible for funding.
California Emergency Solutions and Housing (CESH) Program	\$701,401	<p>Rental assistance and housing relocation and stabilization services to ensure housing affordability to people experiencing homelessness or at risk of homelessness. Rental assistance provided pursuant to this paragraph shall not exceed 48 months for each assisted household and rent payments shall not exceed two times the current HUD fair market rent for the local area, as determined pursuant to Part 888 of Title 24 of the Code of Federal Regulations.</p> <p>Operating subsidies in the form of 15-year capitalized operating reserves for new and existing affordable permanent housing units for homeless individuals and families.</p> <p>Flexible housing subsidy funds for local programs that establish or support the provision of rental subsidies in permanent housing to assist homeless individuals and families. Funds used for purposes of this paragraph may support rental assistance, bridge subsidies to property owners waiting for approval from another permanent rental subsidy source, vacancy payments, or project-based rent or operating reserves.</p> <p>Operating support for emergency housing interventions, including, but not limited to, the following:</p> <p>(A) Navigation centers that provide temporary room and board and case managers who work to connect homeless individuals and families to income, public benefits, health services, permanent housing, or other shelter.</p> <p>(B) Street outreach services to connect unsheltered homeless individuals and families to temporary or permanent housing.</p>

		(C) Shelter diversion , including, but not limited to, homelessness prevention activities, and other necessary service integration activities to connect individuals and families to alternate housing arrangements, services, and financial assistance.
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b. CORE PRACTICES

Core practices are based upon a range of evidence-based, best, and promising practices that have been used to help solve local homelessness in other communities.

1. Street Outreach and Engagement

Outreach to individuals in a Housing Crisis; begins the initial steps for building personal connections, assessing immediate needs with a basic needs assessment, and working to identify and overcome barriers to improve health status, social support network and address their housing crisis.

Engagement is continued multiple contacts with individuals living on the street, continued attempts to develop and establish a rapport that leads to a trusting relationship to facilitate the development of a housing plan as well as addressing their medical, mental health and service needs. The process begins after the initial street outreach contact, when individuals in a housing crisis are identified. Engagement periods can be as short as one or two contacts or may take years including hundreds of contacts. Staff who provide the engagement services are aware that refusals of contacts can rapidly shift and that initial rejections can eventually lead to acceptance of services and development of a housing plan. It is important that the community, agencies or government policies and resources recognize the length of time that may be needed for regular and persistent contact to result in active engagement and progress towards creation of a housing plan.

- Preventing Criminalization of Homelessness through partnerships between local law enforcement agencies and service providers to collaboratively connect persons to appropriate services. These partnerships include law enforcement officers assigned to outreach to homeless persons, probation agency and public defender partners. Community Intervention Court and Homeless Court are utilized to address criminal charges and connect persons to substance use treatment, behavioral health services, housing and other resources to divert persons from the criminal justice system.

Street Outreach & Engagement Providers in Ventura County	
Community Action of Ventura County	Supportive Services for Veteran Families
County Human Services Agency Homeless Services	The Salvation Army
County Health Care Agency Homeless Services	The Samaritan Center
HELP of Ojai	The Spirit of Santa Paula
Interface Children & Family Services	Turning Point Foundation
Lutheran Social Services	Ventura County Behavioral Health
Local Law Enforcement Agencies	Ventura County Backpack Street Medicine

2. Housing Search

Housing search uses Housing Locators who, with support from a wide-range of community members, find housing options for street outreach workers to engage homeless persons. Engaging a wide-range of community representatives in housing search activities with the leadership of Housing Locators results in an increase of affordable housing opportunities, thus freeing street outreach workers to concentrate on developing the relationships necessary to motivate homeless persons to obtain and maintain the housing.

Housing Search/Location Providers
*The Salvation Army has been awarded HEAP funding to launch a pilot Housing Location Program beginning in 2019

3. Housing Navigation

Housing navigation focuses on helping homeless households develop a housing plan, addressing the barriers identified during the plan or regular navigation activities, and assisting the household with acquiring documentation and completing forms required for housing. Navigation includes attending property owner meetings and setting appointments and assisting with completing paperwork needed around housing applications. Navigation also

involves the securing of housing through inspections, utility startups and actual move in into housing. Each housing navigator provides services until a linkage with an assigned long-term case manager occurs once the individual is residing in housing. Thus, navigation differs from active case management in that the primary focus is assisting the individual with obtaining housing whereas case management is long term and ongoing and helps the household maintain their housing once achieved.

Housing Navigation Providers in Ventura County	
County Human Services Agency Homeless Services	Supportive Services for Veteran Families
HELP of Ojai	The Salvation Army
Lutheran Social Services	Turning Point Foundation

4. **Low Barrier Emergency Shelter**

Low barrier shelter is temporary housing that is in contrast with shelters and transitional housing programs that have “housing-ready models” in which residents must address various issues (e.g., substance use) that led to their episode(s) of homelessness prior to entering permanent housing. In ‘housing-ready models’, treatment and compliance are required in exchange for help with obtaining permanent housing.

In low barrier shelter, however, there are no preconditions such as sobriety or medication compliance. A Housing First approach is embraced and anyone facing a housing crisis is offered immediate and low barrier access. Residents work with housing navigators to move into permanent housing as quickly as possible and receive home-based supportive services including substance use treatment or behavioral health services if agreed upon and needed.

Low Barrier Shelter Providers in Ventura County*	
The Kingdom Center Emergency Shelter (women & children)	Turning Point Foundation Safe Haven (mentally ill adults)
The Salvation Army Emergency Shelter (adults only)	
*Three additional shelters are expected to be in operation by the end of 2019, including Interface Children & Family Services Minor Youth Shelter, the City of Oxnard 24/7 Emergency Shelter and the City of Ventura 24/7 Emergency Shelter.	

5. **Rapid Re-housing**

Rapid Re-Housing is an intervention that connects families and individuals experiencing homelessness to permanent housing through a tailored package of assistance that may include the use of time-limited financial assistance and targeted supportive services. Rapid Re-Housing programs assist individuals and families living on the streets or in emergency shelters solve the practical and immediate challenges to obtaining permanent housing. The primary focus of the program is to help a household find housing as quickly as possible and receive case management for stabilization purposes. Rapid re-housing incorporates a trauma-informed approach that supports households in their own housing which can allow children to remain in school, adults can maintain or more easily obtain employment/income and families can easily stay together.

Rapid Re-Housing Providers in Ventura County	
County Human Services Agency Homeless Services	Supportive Services for Veteran Families
Lutheran Social Services	Turning Point Foundation
The Salvation Army	

6. Permanent Supportive Housing

Permanent supportive housing is an evidence-based housing intervention for persons who have a qualifying disabling condition and need subsidized housing for which they pay no more than 30% of their adjusted monthly income. Services are provided on-site and off-site. The type of services depends on the needs and the will of the residents. Services may be short-term, sporadic, or ongoing indefinitely. Supportive services may include education, emergency assistance, employment, health care, mental health care, substance use counseling and treatment, transportation and trauma care. Supportive housing is the ideal intervention for persons with serious and persistent mental illness, substance use disorders and other disabilities that put them at high-risk of institutionalization.

Permanent Supportive Housing Providers in Ventura County	
County Human Services Agency Homeless Services	The Salvation Army
Housing Authority of the City of San Buenaventura	Turning Point Foundation
Many Mansions	Ventura County Behavioral Health
People’s Self Help Housing	Veterans Affairs Supportive Housing

7. Home-based Case Management (Supportive Services)

Home-based case management or supportive services focus on helping persons with maintaining housing by providing a balanced approach that helps clients receive necessary on-site and off-site supportive services but does not evict clients for failure to participate in supportive services, to make progress on a service plan, loss of income or failure to improve income. These strategies are consistent with a Housing First approach. Services are tailored with a focus on maintaining housing and can include assistance with budgeting, maintaining housing unit, working with a landlord, being a good neighbor and engaging in services for overall optimal health and well-being.

V. DEVELOPMENT OF PLAN RECOMMENDATIONS

The development of this plan includes recommendations and proposed solutions to prevent and end homelessness in Ventura County. This incorporates application of core requirements and practices, and evaluation of barriers and challenges.

Recommendations shaped by core requirements and components include:

1. Implementing a homeless prevention approach that will help ensure that those individuals and families most at-risk do not become homeless.

This approach focuses on providing flexible limited cash assistance and a wide-range of free or low cost supportive services and supplies to those households most likely to become homeless. The approach also focuses on providing a wide-range of free and low cost supportive services and supplies to those households less likely to become homeless but in need of such services and supplies.

Households most likely to become homeless will receive appropriate cash assistance. Such assistance may include:

- rental and utility assistance;
- utility deposits;
- security deposits;
- move-in costs;
- legal fees;
- transportation; and
- credit repair costs.

A wide-range of free or low cost supportive services and supplies include:

- clothing;
- educational assistance;
- employment services;
- food;
- health care;
- household equipment and furniture;
- household supplies;
- hygienic supplies;
- mental health care;
- public assistance;
- school supplies; and
- substance use counseling and treatment.

Households most likely to become homeless will be identified by using the characteristics of the local sheltered population as the criteria for determining if a household is likely to become homeless and should receive prevention assistance. Such information is available through the Homeless Management Information System (HMIS). Characteristics will likely include:

- history of homelessness including number of, and length of, previous homeless episodes;
- very low-income household;
- disabilities in household;
- employment status of adults.

Households less likely to become homeless will receive the wide-range of free or low-cost services and supplies noted above when needed.

2. Expanding street outreach and engagement

Expand street outreach and engagement to all areas of the county to ensure that outreach workers engage persons living in homeless encampments. Such persons are often the most vulnerable who have been languishing on the streets and prone to injury and death.

Outreach workers should be full-time and dedicated to outreach and engagement ideally assigned to the same community for extended periods of time. Outreach includes building a personal connection with the individuals, assessing their immediate needs with a basic needs assessment, and working to identify barriers that the individual must address and overcome to improve health status, social support network and address their housing crisis. Engagement involves multiple contacts with individuals living on the street or in encampments.

Outreach and engagement also involves collaborating with outreach workers who may not be full-time and dedicated solely to outreach and engagement. Collaboration will also include cross-training.

Outreach and engagement also includes responding to community requests for street outreach intervention from local government including law enforcement, businesses, land owners, environmental advocates, faith organizations and neighbors. Developing

partnerships with these groups to improve linkages to the service system through access to coordinated entry will be key to reaching the most vulnerable.

3. Promoting Housing Search

Hire Housing Locators, with support from a wide-range of community members, to focus on finding various housing options for street outreach workers to engage homeless persons. Housing Locators engaging a wide-range of community representatives in housing search activities will result in an increase of affordable housing opportunities. This will allow street outreach workers to concentrate on developing relationships with homeless persons, particularly chronically homeless persons, to connect with appropriate housing.

Housing Locators should create and coordinate a Housing Search Task Force that will be made up of a wide-range of community representatives that are committed to identifying and recruiting prospective landlords and affordable housing units for people who are experiencing homelessness. Task Force members to include representatives from:

- Civic groups;
- Faith communities;
- For-profit corporations;
- Local government;
- Real Estate/Landlord groups;
- Non-profit agencies.

Together, Task Force representatives will identify and recruit potential providers of affordable housing for persons experiencing homelessness with outreach to:

- property owners;
- property managers;
- residential care providers,
- affordable housing developers;
- affordable housing operators;
- single room occupancy corporations;
- permanent supportive housing providers.

Types of affordable housing for persons who are experiencing homelessness will include:

- Scattered site housing which includes individual apartment units throughout the community;

- Single-site housing which includes apartment buildings;
- Set-aside housing which includes a designated number or set of apartments within a larger apartment building;
- Shared housing that provides a household with a private bedroom and shared living space that includes bathrooms, kitchen, dining area, and other living spaces.
- Supportive Housing units dedicated to persons experiencing homelessness who have a disability including serious mental illness, substance use disorders, physical or developmental disabilities.

4. Homelessness Diversion

Advance a homeless diversion strategy that prevents homelessness for people seeking shelter by helping them identify immediate alternate housing arrangements and if necessary, connecting them with services and financial assistance to help them return to permanent housing. An effective diversion strategy has trained staff in assessment and service delivery in a crisis intervention model. The initial focus will be on where the family will sleep in the short-term while developing a plan for permanent housing. Short-term solutions may involve doubling up with friends or family or hotel/motel assistance. This may involve mediating a conflict that led to the family's loss of housing. Long term solutions will be explored with a Housing Navigator.

5. Augmenting housing navigation

Augmenting housing navigation will include hiring full-time Housing Navigators that are solely dedicated to housing navigation, which means focusing on helping homeless households with developing a housing plan, addressing the barriers identified during the plan or during regular navigation activities, and assisting the household with acquiring documentation and completing forms required for housing. Navigation will also include attending property owner meetings and setting appointments and assisting with completing paperwork needed around housing applications. Navigation will also involve the securing of housing through inspections, utility startups, and actual move in into housing.

6. Increasing the number of low barrier emergency shelter beds

Expanding the number and distribution of low-barrier emergency shelter beds ensures that resources are available for those persons who want to come indoors. Also, without access to low-barrier emergency shelter beds, outreach and engagement workers have limited options

to offer those who are willing to engage in strategies to address their homelessness. Low barrier emergency shelter is often a first step, free from preconditions such as sobriety, to moving as quickly as possible into permanent supportive housing.

7. Augmenting Rapid Rehousing assistance

Augmenting Rapid Rehousing assistance will help more families and individuals who are not chronically homeless obtain permanent housing immediately and to stabilize themselves as soon as possible. Targeted households have not been living on the streets for years with physical disabling conditions such as serious mental illness, substance use disorders, and/or chronic physical illness, have lived independently in permanent housing in the past and need temporary assistance for several months instead of years. They may need short-term rental assistance (six months or less) and longer-term non-monetary assistance to prevent the loss of their housing such as free or low-cost clothing, food, health care, household supplies, and transportation.

8. Increasing the number of permanent supportive housing units

More permanent supportive housing is needed for persons who have a disabling condition and need subsidized housing for which they pay no more than 30% of their adjusted monthly income. Supportive housing is the best practice solution for persons with serious and persistent mental illness, substance use disorders and other disabilities. Services are provided on-site and off-site. The type of services will depend on the needs and the will of the residents. Services may be short-term, sporadic, or ongoing indefinitely and be focused on helping residents maintain their housing. Supportive services may include education, emergency assistance, employment, health care, mental health care, substance use counseling and treatment, and trauma care.

9. Ensuring home-based case management

Effective, consistent and appropriate home-based case management services are essential for the success of those living in permanent supportive housing and facilitate success for others once rapid re-housing financial assistance ends. It is important that there are enough case managers to provide case management services for all needing assistance to improve outcomes and minimize loss of housing for these populations.

Appendix A

Federal and State Funding Sources:

Shelters and Prevention	Emergency Solutions Grant (ESG): ESG is a HUD program grant administered by the California Department of Housing and Community Development (HCD). ESG provides funding to help improve the quality of existing emergency shelters for the homeless, make additional shelters available, meet the costs of operating shelters, provides street outreach and helps prevent homelessness. The program also provides short-term homelessness prevention assistance to persons at imminent risk of losing their housing due to eviction, foreclosure or utility shutoffs. The State of California runs an Emergency Solutions Grant Program.	Metropolitan cities, urban counties, territories and state
Housing	HOME Investment Partnerships Program (HOME): HOME is a HUD program that provides formula grants to states and units of local government used by communities – often in partnership with local nonprofit groups – to fund a wide range of activities that build, buy and/or rehabilitate affordable housing for rent or homeownership or provide direct rental assistance to low-income people.	State and local and communities, including cities and counties
Housing Case Management	HUD Continuum of Care Program: This program is designed to promote communitywide commitment to the goal of ending homelessness; provide funding for efforts by nonprofit providers and state and local governments to quickly rehouse homeless individuals and families while minimizing the trauma and dislocation caused to homeless individuals, families and communities by homelessness; promote access to and effect utilization of mainstream programs by homeless individuals and families; effectively manage, promote and utilize the coordinated entry system and optimize self-sufficiency among individuals and families experiencing homelessness.	State and local governments, nonprofit organizations
Housing	Community Development Block Grants (CDBG): CDBG is a flexible program that provides communities with resources to address a wide range of unique community development needs. Among these needs is low barrier shelter.	Counties with fewer than 200,000 residents in unincorporated areas and cities with fewer than 50,000 residents that do not participate in the U.S. (HUD) Community Development Block Grant (CDBG) entitlement program

Housing, Families, Seniors and Disabilities	Section 8 Housing Choice Vouchers: This housing program targets low-income families, seniors and those with disabilities by providing a direct housing subsidy to landlords, with the enrollee paying any difference in cost.	Local public housing agencies
Veterans Case Management Housing	HUD-Veterans Affairs Supportive Housing (VASH) vouchers: This program combines Housing Choice Voucher (HCV) rental assistance with case management and clinical services provided by the U.S. Department of Veteran Affairs (VA), for disabled veterans who are homeless.	Local public housing agencies
Veterans, Families and Prevention	U.S. Department of Veterans Affairs’ Supportive Services for Veteran Families (SSVF): This nationwide program is intended primarily to serve individuals experiencing crisis homelessness. It provides temporary financial assistance and a range of other flexible services geared toward preventing homelessness among those at risk and rapidly stabilizing in permanent housing those who do become homeless. It is important to note that, despite its name, the program serves both families with children and individual veterans.	Private nonprofit organizations and consumer cooperatives who can provide supportive services to eligible populations
Veterans Prevention Housing	Veterans Housing and Homelessness Prevention Program (VHHP): The purpose of VHHP is the acquisition, construction, rehabilitation and preservation of affordable multifamily housing for veterans and their families to allow veterans to access and maintain housing stability.	Sponsors and borrowing entities may be organized on a for-profit or not for-profit basis. Any public agency or private entity capable of entering into a contract is eligible to apply.
Behavioral Health	Substance Abuse and Mental Health Services Administration (SAMHSA) Grants: These are federal block grant funds available through the Center for Substance Abuse Prevention, the Center for Substance Abuse Treatment and the Center for Mental Health Services to support local programs for substance use disorders and mental illness.	County mental health plans
Health	Medicaid/Medi-Cal: Medi-Cal is California’s Medicaid program. Medi-Cal is a public health insurance program financed by the state and federal governments that provides health care services for low-income individuals, including: <ul style="list-style-type: none"> • Families with children; • Seniors; • Persons with disabilities; • Foster youth; • Pregnant women; and • Low-income people with specific diseases such as tuberculosis, breast cancer or HIV/AIDS. 	California Department of Health Care Services (administered by counties in California)

	In California, counties have a unique perspective on the Medi-Cal program. County welfare departments determine eligibility for the Medi-Cal program, and county behavioral health departments act as the health plan provider for Medi-Cal. California counties do not, however, have a share of cost for the Medi-Cal program. Counties can leverage their unique position within the Medi-Cal program to conduct outreach to help eligible homeless individuals receive Medi-Cal services.	
Families Prevention Employment	Temporary Assistance for Needy Families (TANF)/CalWORKs: Operated by local county welfare departments, CalWORKs provides families in need with a combination of financial assistance and work opportunities to help them become more financially independent. This program also offers housing support and case management for those at-risk of homelessness.	State and tribal agencies (administered by counties in California)
Families Food	CalFRESH: CalFRESH, formerly known as Supplemental Nutrition Assistance Program (SNAP), is a federally mandated, state-supervised, and county-operated government program that provides monthly food benefits to help low-income households purchase the food they need to maintain adequate nutritional levels. While CalFresh benefits generally cannot be used to purchase hot or prepared food, the CalFresh Restaurant Meals Program allows homeless, disabled and adults age 60 and older to use their Electronic Benefits Transfer (EBT) at select restaurants in some counties. Some individuals also qualify for SNAP employment and training benefits. Children who live in households that receive CalFresh or SNAP benefits are eligible to receive free school meals, including free summertime meals.	State and tribal agencies (administered by counties in California)
Families	Promoting Safe and Stable Families (PSSF): Funded through Title IV-B funding, PSSF is a program to develop a coordinated and integrated service system that builds on the strengths of families and communities.	Child welfare agencies and eligible Indian tribes
Families, Housing and Case Management	CalWORKs Housing Support Program: This program targets CalWORKs homeless families or those at risk for homelessness. Major components include housing identification, rent and moving assistance, and case management and services.	Counties
Seniors and Housing	Section 202: Supportive Housing for Elderly: This program provides grants for supportive housing for the elderly who are very low-income and at least 62 years old.	Private nonprofit organizations and nonprofit consumer cooperatives
Youth	McKinney-Vento grants: The State of California receives a limited amount of federal funding to support efforts to address the needs of homeless students, which is sub-granted to local education agencies (LEAs) such as school districts and can support collaborative projects. Each school district is required to have a McKinney-Vento liaison. LEAs are also mandated to comply with objectives outlined in the State of California's Every Student Succeeds Act (ESSA) plan, www.cde.ca.gov/re/es/.	Local education agencies

Youth	Local Control Funding Formula/Local Control Accountability Plans (LCFF/LCAP): The State of California’s funding formula for local school districts to meet outlined objectives, particularly related to priority populations (i.e., English-language learners, foster youth and low-income youth) must now also specifically address the needs of homeless students. LCAPs are developed by school districts but may present opportunities for collaboration. Some school districts combine their objectives to serve homeless students with those designed to serve foster youth. LCAPs are available on school district websites.	School districts
Youth and Food	CalFresh: Homeless youth not living with parents/guardians or “under parental control” may be eligible for CalFresh benefits. There is no age requirement to apply for benefits, no need to supply a permanent address, and a school identification card is sufficient for identification requirements.	Individuals
Youth and Food	USDA school nutrition programs: These programs include school breakfast, school lunch, summer meals and after-school meal programs and provide free meals to students with income below the federal poverty level. Homeless students may be easily enrolled into the school lunch and breakfast programs through McKinney-Vento liaisons. In areas with significant numbers of homeless students and challenges getting to school, cities and counties can encourage school districts to implement or expand Breakfast in the Classroom or other Second Chance Breakfast programs. Summer meal and after-school meal programs are drop-in programs that present opportunities to avoid any stigma associated with accessing school meal programs. These programs also provide jobs to community members. Many high-poverty schools are eligible to participate in the Community Eligibility Provision , www.frac.org/community-eligibility , which enables schools to provide free breakfast and lunch to all students without requiring household applications.	Individuals
Youth	Homeless Youth and Exploitation Program: This program, administered by the Governor’s Office of Emergency Services, addresses the various needs of homeless youth including housing, outreach, signing up for available public benefits, employment training and educational support.	Nonprofit organizations
Law Enforcement Behavioral Health Housing	Proposition 47 (Year): Prop. 47 was a voter-approved initiative to enact the Safe Neighborhoods and Schools Act that is administered by the Board of State and Community Corrections (BSCC). The act includes a grant program aimed at supporting mental health treatment, substance abuse treatment and diversion programs for people in the criminal justice system, with an emphasis on programs that reduce recidivism of people convicted of less serious crimes.	Local public agencies
Law Enforcement Prevention Housing	Law Enforcement Assisted Diversion (LEAD) Grant: This \$15 million grant, administered by BSCC, allows law enforcement officers to redirect people suspected of committing low-level offenses to community-based services rather than to jail, addressing underlying factors that drive criminal justice contact. The program focuses on providing substance use and mental health treatment and housing.	Cities and counties

Behavioral Health		
Law Enforcement	<p>AB 109 Funding: Police officers may often serve as an initial point of contact with homeless individuals and families. Law enforcement agencies are implementing many new tools to help reduce incarceration of homeless individuals and connect them to services. Counties have used their AB 109 public safety realignment funding to help provide temporary and transitional housing for AB 109 offenders and individuals involved in the local criminal justice system. This typically is part of a comprehensive case management plan for the offender.</p>	Counties
Case Management	<p>Medi-Cal Whole Person Care Pilots: In 2016, Medi-Cal began funding 25 Whole Person Care Pilots designed to improve coordination of health, behavioral health and social services at the local level. The Whole Person Care Pilots are being conducted as part of the Medi-Cal 2020 Waiver, which will allow participating counties and the City of Sacramento to coordinate health, behavioral health and social services in a patient-centered manner aiming to improve beneficiary health and well-being through a more effective and efficient use of resources. The pilots will work toward supporting the integration of care for a vulnerable group of Medi-Cal beneficiaries — who have been identified as high-frequency users of multiple systems and continue to have poor health outcomes — with the goal of providing comprehensive coordinated care for the beneficiary, leading to better health outcomes. Some counties view these pilots as a way to help more homeless individuals achieve better health outcomes.</p>	Counties and one city

Appendix B

GLOSSARY OF KEY TERMS:

Best practices: Methods or techniques that have been generally accepted as superior to alternatives because they produce results which are superior to those achieved by other means. These practices are not considered evidence-based because not enough rigorous research has shown them to be effective, which may yet happen. Examples include street outreach and engagement, housing navigation, and rapid rehousing.

Chronically Homeless: Individual or family who has been continuously homeless for a year or more, or has had at least four episodes of homelessness in the past three years, and has a disabling condition.

Emergency Shelter: Low-demand, site-based, short-term housing designed to remove individuals and families from the imminent danger of being on the street.

Evidence-based practices: Methods founded on the integration of research results with clinical expertise, which help professionals make decisions on proven results and not on personal experience or anecdote. Examples include permanent supportive housing and Housing First.

Harm Reduction: A range of policies and services designed to reduce the harmful consequences associated with drug use and other high-risk activities in order to maintain housing stability.

Homeless Management Information System (HMIS): Computerized data collection system designed to capture client-level information on characteristics and service needs.

Homeless Prevention: Short-term (0-3 months) and medium-term (4-18 months) financial assistance and stabilization services to prevent shelter entrance and promote housing retention.

Housing First: Rather than moving homeless individuals and families through different “levels” of housing until they are “housing ready,” this strategy moves households immediately from the streets, emergency shelter, or interim housing into their own housing with wraparound services.

Interim Housing: Short-term housing program that provides housing-focused services aimed at quickly re-housing persons who are homeless into appropriate permanent housing.

Mainstream Resources: Services made available to the general population including mental health services, substance use treatment, income supports, health care, education, job training, and child care.

Permanent Supportive Housing (PSH): Long-term rental assistance with supportive services. Majority of programs serve people with disabilities, but requirements vary by subsidy source.

Point in Time Count (PIT): A HUD-required count during the last 10 days in January of all individuals and families in shelter and on the streets.

Rapid Rehousing (RRH): Short-term housing subsidy and strategic case management provided to persons who are homeless in order to reduce the length of time households spend homeless and increase the rate at which households are placed into permanent housing.

Promising practices: Methods or techniques that have the potential to effectively address issues of concern in a community. They are solutions or approaches that are new, innovative and “startup” in nature and may not have been sufficiently tested, but still hold promise and potential. These practices can warrant additional research and testing to eventually become best practices. Examples include coordinated entry system, low barrier shelter, and housing search.

Shelter Diversion: At the point of shelter entry, providing temporary alternative housing options when appropriate in order to divert households away from homelessness.

Strength Based Philosophy: Start with and build upon the skills, strengths, and positive characteristics of each person.

Systems Integration: A strategy to identify barriers to resources and then develop, coordinate, and improve the availability, quality, and comprehensiveness of resources. The goal is to improve consumer outcomes through greater access to resources within and across multiple service systems.

Trauma-Informed Care: An approach to engaging people with histories of trauma that recognizes the presence of trauma symptoms and acknowledges the role that trauma has played in their lives when building relationships, responses, and providing services.