



**Meeting Agenda  
Continuum of Care (CoC) Board  
April 14, 2021  
3:30pm-5pm**

Click Link to Join Zoom Meeting

<https://us02web.zoom.us/j/83260574765?pwd=Y3lsMjVoU0VOckg4Rzh1amJQekJxUT09>

Meeting ID: 832 6057 4765

Passcode: 985633

1. Call to Order
2. Board Comments
3. CoC Staff Comments
4. Public Comments: Public Comment is an opportunity for the public to participate in public meetings by addressing the Ventura County Continuum of Care Board in connection with one or more agenda or non-agenda items. This meeting is subject to the Public comments may be submitted by using one of the following options.

**Email in advance of the meeting:**

If you wish to make public comment on an agenda item via email, please submit your comment via email by 4:30pm on the day prior to the Board meeting. Send emails to: [venturacoc@ventura.org](mailto:venturacoc@ventura.org)  
Please indicate the agenda item you would like to speak on if relevant and whether you would like your message read by staff or you will be participating and would like to provide your comments during the live meeting.

**During the meeting:** Participants may use the chat function in zoom to indicate they would like to make a comment. Staff will call on participants during the public comment section of the meeting or during specific item following staff presentation of the item.

Continuum of Care Governance Board Business

5. Approval of Board Minutes from February 10, 2021.
6. Receive an Update on COVID19 Response from the County's Homeless Taskforce and Presentation on Project Roomkey.

7. Receive and file an update on the Foster Youth to Independence (FYI) Initiative with the Area Housing Authority of the County of Ventura and the Human Services Agency Child Welfare Agency.
8. Approval of Memorandum of Understanding between the Ventura County Continuum of Care and the Area Housing Authority of the County of Ventura for a Move Up Pilot Program.
9. Provide input on amendments to Ventura County Continuum of Care Alliance Governance Charter including updates on the designated Interagency Council on Homelessness, Standing Advisory Committees and Voting Process for CoC Advisory Committees.
10. Receive and file the submittal of FY20 (October 1, 2019-September 30, 2020) System Performance Measures Report as Submitted to the U.S. Department of Housing & Urban Development on February 25, 2021.
11. Receive a report on the Action Plan for Preventing and Ending Homelessness in California and the California Homeless Data Integration System.



**Meeting Agenda  
Continuum of Care (CoC) Board  
Wednesday, February 10, 2021  
3:30pm-5pm**

Click Link to Join Zoom Meeting

<https://us02web.zoom.us/j/87575583305?pwd=L05yTitWUmhKUXNlc2xEemdaU0NhUT09>

**Meeting ID:** 875 7558 3305

**Passcode:** 810552

**1. Call to Order:** CoC Board Chair, Dawn Dyer, called the meeting to order at **3:32 pm**.

**Board Members:** Dawn Dyer, Mara Malch, Pam Marshall, Manuel Minjares, Michael Nigh, Michael Powers, Carolyn Briggs, Carmen Ramirez, Susan England, Nancy Wharfield, Andrew Powers, Kevin Clerici

Excused absences: Emilio Ramirez

**Staff:** Felipe Flores, Jennifer Harkey, Tara Carruth, Christy Madden

**HMIS Staff:** Alicia Morales, Marcy Snider

**Public Attendees:** Jessica Petrillo, Deanna Handel, Chris Russell

**2. Board Comments**

Dawn Dyer, President, Dyer Sheehan Group, informed the CoC Board that the Housing Trust Fund of Ventura County (HTFVC) was awarded \$4M with 4 more rounds of available funding coming soon. She further indicated that HTFVC Revolving Loan Fund was available to assist with the development of affordable housing in Ventura County. In addition, Dawn indicated that HTFVC launched an Affordable Land Trust Program, a Community Impact Program for investments and that more details could be found at: <https://www.housingtrustfundvc.org/>

Michael Powers, Ventura County Executive Officer, commented that the Somis Ranch Farmworker Housing project that contains 360 units was approved by the Ventura County Board of Supervisors, also thanks in part to the efforts from Carmen Ramirez, Ventura County Supervisor.

**3. CoC Staff Comments**

Tara Carruth, Ventura County CoC Staff shared with the CoC Board that the Point in Time Count (PIT) for sheltered people experiencing homelessness took place on 1/28/21. She further shared that the resulting numbers/data from that PIT will impact the Housing Inventory Count (HIC) on all fronts. Tara also indicated that CoC Staff will be working closely with Homeless Management Information System (HMIS) to obtain reconcile data with HMIS and non-HMIS participating partners.

**4. Public Comments:** No in-person or email comments submitted.

**CoC Board – Meeting Minutes**

February 10, 2021

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**Continuum of Care Governance Board Business**

5. Approval of the Minutes of the meeting of the Governance Board held Wednesday, February 10, 2021. Carolyn Briggs, Community Advocate, indicated that she was not present at the January 2021 CoC Board meeting and asked that meeting Minutes be revised accordingly. Michael Powers, moved to approve with the noted change, Michael Nigh seconded. Susan England, Vice President – Community Impact, United Way of Ventura County abstained as she was not present during the previous meeting. The balance of the CoC Board was in favor.

**6. Receive an Update on COVID19 Response from the County’s Homeless Taskforce and Presentation on Project Roomkey.**

Tara informed the CoC Board that the Biden Administration approved FEMA coverage for 100% of Project RoomKey (PRK) costs, (compared to the previous 70%). She indicated that this would provide strong confidence to continue with PRK for the next several months, probably through September 2021, as long as program applicants are continued to be screened to meet eligibility criteria, including meeting other Program requirements.

Following this update, Tara presented: *Project RoomKey – Overview and Next Steps* to the CoC Board. Highlights of the presentation included Program phases, Demographics, Service Needs, Outcomes and Next Steps.

After the PRK presentation, Chris Russell, Program Manager, Ventura County Human Services Agency, shared that through the City of San Buenaventura Housing Authority’s new housing projects, 9 families were approved to occupy units at Willet Ranch with their move planned for April 2021, 2 more families were housed at Castillo del Sol, HSA Choices vouchers have been issued, an additional family is seeking placement and 4 others have been stably housed.

Deanna Handel, Manager, Whole Person Care – Ventura County Health Care Agency (WPC), presented on how her agency provides support to PRK. She cited an article that appeared in KEYT News which highlighted their work with clients and highlighted persons served who had consented to having their stories shared with the Board. He also asked for more details on Mainstream Vouchers and Tara offered that this HUD product is specifically for the use of non-elderly or disabled families. She further indicated that the Ventura and Oxnard Housing Authorities have applied for this specific type of vouchers. Carmen Ramirez expressed that she was grateful and pleased that Mr. Bassin was aided in keeping his SSI, in addition to all the assisted he was provided. Dawn also acknowledged and thanked all who have collaborated with this work.

**7. Receive and file a report on ending homelessness among veterans in Ventura County.**

Jennifer Harkey, CoC Staff gave a program summary on ending homelessness among veterans in Ventura County and mentioned that there are now less veterans on the streets.

**CoC Board – Meeting Minutes**

She shared that many veterans have been housed thanks to Veterans Affairs Supportive Housing (VASH), including assistance provided by Supportive Services for Veteran's Families (SSVF) and United Way of Ventura County (UWVC). Jenn further informed that UWVC's Landlord Engagement Program (LLEP) provides additional support to veterans in the form of cash to hold/secure housing units. Jenn mentioned that the greatest need is accessible, lower level units for those with disabilities. Carmen Ramirez acknowledged this effort and recommended seeking additional funding to support veterans. Michael Powers agreed, to which Susan expressed that help with Program outreach to help promote LLEP would be a great form of assistance to grow the program. Tara further explained the concept of Functional Zero whereas, a community has demonstrated the system and capacity to quickly and efficiently connect people with housing and ensure that veteran homelessness within the community will be rare, brief, and non-recurring. The system data demonstrates that Ventura County has enough housing vouchers available to end veteran homelessness but veterans are not quickly finding suitable and available units. Because of this housing challenge, staff is not comfortable seeking a "Functional Zero" designation as it could be misleading to the community and partners about the work that remains to be done to end Veteran Homelessness.

Dawn also told the CoC BOD that thanks to the City of Ventura, the land next to CalVet will be used to develop 122 units of affordable housing for veteran families. These units will be developed by using Low Income Tax Credits (LITC) and HOME credits. Construction of these units are slated to break ground in August 2021.

**8. Receive an update on California Housing & Community Development (HCD) Emergency Solutions Grant – Coronavirus (ESG-CV) funding.**

Jenn presented an update on ESG-CV funding. She indicated that a total of \$651,300 had been awarded to different partners and that there is a need to spend this funding quickly. Jenn also informed CoC Staff applied for an additional \$730,000 to HCD for Round 2 funding. While that award has not been issued, Jenn further explained that a 3<sup>rd</sup> Round of funding may be available in 2021. However, in order to qualify to apply, a drawdown of 50% of Round 1 and 2 funds is required. On that note, Jenn asked the CoC Board for approval to apply for Round 3 funds when available. Michael Nigh, Director, Area Housing Authority of Ventura County, moved to approve, Andrew Powers, City Manager, City of Thousand Oaks, seconded. The balance of the Board was in favor.

**9. Authorization for Collaborative Applicant staff to work with CoC Youth Collaborative to complete and apply for the upcoming U.S. Department of Housing and Urban Development (HUD) Youth**

To round out the meeting Agenda, Jenn informed the CoC Board that CoC Staff expects an additional round of grant funding will be made available in program year 2021. With this grant funding, a coordinated effort to prevent and end youth homelessness through the Youth Homelessness Demonstration Project (YHDP) would be developed. She further detailed that CoC Staff is trying to get ahead of the process and is already currently working with a Youth Collaborative. Jenn explained that the grant application should be collaborative and a Youth Action Board must be integrated as this is required to apply. She also gladly announced that Interface Child and Family Services (IFCS) has 3 members interested in the Youth Action Board. To conclude, Jenn asked the CoC Board for authorization to develop a grant application with a 6-month planning budget which requires match funds from partner agencies to work on a community plan. Carolyn moved to approve. Pam Marshall,

seconded. The balance of the Board was in favor.

Dawn adjourned the meeting at **4:28 pm**.

April 14, 2021

CoC Governance Board

**SUBJECT:** Receive an update on COVID19 Response from the County's Homeless Taskforce and Presentation on Project Roomkey

**BACKGROUND:** As the County of Ventura responds to the local emergency of the novel coronavirus (COVID-19) a Homeless Taskforce has been established to respond to the needs of the homeless community and keep stakeholders informed of local actions.

**DISCUSSION:** County of Ventura and Ventura County Continuum of Care are leading the regional Homeless Taskforce in response to COVID-19. The following actions have been taken to address the needs of the population and keep people experiencing homelessness safe as well as preventing a surge of homeless patients in the hospital system.

- 219 persons currently sheltered in Project Roomkey including Mercy House Non-Congregate Shelter and Project Roomkey Motel Voucher program. 113 persons have been permanently housed through Mainstream Vouchers, new supportive housing resources including the Housing Authority of the City of San Buenaventura's Willett Ranch and a variety of other programs and resources.

**Homelessness Prevention:**

With the signing of the COVID-19 Tenant Relief Act (SB 91), the state's current eviction moratorium for tenants unable to pay rent due to COVID-related financial hardships, as established under AB 3088, is extended by 5 months, from January 31, 2021 until June 30, 2021.

The County and City of Oxnard have opted into the State Administered Rental Assistance Program. This resource will be made available for households with incomes at or below 80 percent of Area Median Income, with a priority on helping households at or below 50 percent of Area Median Income as well as households unemployed for the preceding 90 days at the time of application. Applications are available at [www.housingiskey.com](http://www.housingiskey.com). Local partner agencies are being contracted by the State to conduct outreach and support in assisting tenants and landlords with applying for this assistance. Partners include MICOP, United Way of Ventura County, California Rural Legal Assistance and others. The County and City of Oxnard are working to establish additional partnerships to assist tenants in the most rent burdened parts of the county to assist with completing applications.

**Re-Housing Strategies:** Staff continue to work with referring service providers on rehousing efforts with Project Roomkey clients. State and Federal partners continue to emphasize utilizing new funding resources to assist with this effort. The State is offering technical assistance to communities who want assistance in their re-housing efforts.

**COVID-19 Vaccine:** The County Health Care Agency has been delivering vaccines to emergency shelter, transitional housing, non-congregate shelters as well as through One Stops, Backpack Medicine and other mobile events. Over 600 persons have received their first dose or single dose (Johnson & Johnson) vaccine so far. CoC staff are working with the County's Vaccine Taskforce to advocate for mobile delivery of vaccines to supportive and affordable housing programs to reach this population who may need additional outreach to access vaccines which are soon to be available to all adults in California.

**HOME Funding through the America Rescue Plan:** Ventura County jurisdictions will receive a combined allocation of nearly 9 million dollars to invest in supportive housing creation including motel conversion and supportive housing development. Program rules and details will be shared with stakeholders once they are released by HUD.

April 14, 2021

CoC Governance Board

**SUBJECT:** Receive and file an update on the Foster Youth to Independence (FYI) Initiative with the Area Housing Authority of the County of Ventura and the Human Services Agency Child Welfare Agency.

**BACKGROUND:** The U.S. Department of Housing and Urban Development (HUD) Foster Youth to Independence (FYI) initiative provides housing vouchers for youth ages 18 to 24 with a current or prior history of child welfare involvement. The Ventura County CoC (VC CoC) Board authorized staff in October 2019 to finalize a Memorandum of Understanding (MOU) with the Area Housing Authority of the County of Ventura (AHACV) and the Public Child Welfare Agency (PCWA), to work together to prevent and end homelessness among youth.

**DISCUSSION:** VC CoC staff have been meeting remotely with the Area Housing Authority of the County of Ventura (AHACV) and the Public Child Welfare Agency (PCWA) administrative staff to discuss the HUD requirements of the FYI housing vouchers and determine the program requirements. The PCWA has agreed to provide ongoing supportive services to foster youth who meet the eligibility criteria. Supportive services include housing navigation, landlord support services, basic life training skills, education and employment services. The FYI housing vouchers are limited to 36 months per youth and therefore, the AHACV staff have proposed the designation of five Housing Choice vouchers for Transitional Age Youth (TAY) who are deemed eligible by the PCWA. The AHACV Board recently approved and amended their administrative plan to include these youth vouchers. These vouchers will ensure that youth have access to stable housing beyond the 36 months of the FYI transitional housing voucher program.

The VC CoC staff are currently working with the Area Housing Authority of the County of Ventura (AHACV) and the Public Child Welfare Agency (PCWA) staff to revise the draft MOU to include these changes. The VC CoC Board previously authorized staff to finalize and sign the MOU and therefore, all three entities will proceed with eligible referrals for these housing vouchers.

April 14, 2021

CoC Governance Board

**SUBJECT:** Approval of Memorandum of Understanding between the Ventura County Continuum of Care and the Area Housing Authority of the County of Ventura for a Move Up Pilot Program.

**BACKGROUND:** In the September 2019 in preparation to submit the Continuum of Care annual grant application, the CoC Board received a report from staff on Moving On strategies with the public housing authority partners in Ventura County. The Moving On or Up strategy makes affordable housing or vouchers available to persons who enrolled in supportive housing but have stabilized and are no longer in need of the intensive support services provided through supportive housing interventions. While individuals who are good candidates for moving on and are connected to supportive services, most if not all are still in need of an ongoing rental subsidy to maintain their housing stability.

**DISCUSSION:** The Area Housing Authority of Ventura County (AHAVC) committed to piloting a Move Up strategy with the CoC in late 2019. AHAVC has worked with their board of commissioners to allocate 5 housing choice vouchers for this purpose. The vouchers will be made available to eligible households identified by supportive housing providers referred through the coordinated entry system. Eligible households must meet the income and residency requirements of AHAVC including living within their service area. Persons will be eligible to remain in their existing supportive housing program until they secure a rental unit through partnership with the United Way of Ventura County's Landlord Engagement Program. Once persons have successfully transitioned out of their supportive housing program, the supportive housing program will be able to accept a referral from the coordinated entry system of an eligible person who is currently experiencing homelessness. The goal of this effort is free up this scarce resource of supportive housing for the persons most in need of the intensive supportive services that come with supportive housing programs. If the pilot initiative is deemed successful and resources are available, the program could expand to serve more eligible persons with the AHAVC or other housing authority partners within the county.

**RECOMMENDATIONS:** Authorize staff to execute the Memorandum of Understanding with the Area Housing Authority of Ventura County for the Move Up pilot program.



## Area Housing Authority of the County of Ventura

1400 West Hillcrest Dr. Newbury Park, CA 91320-2721

(805) 480-9991 • TDD (805) 480-9119 • FAX (805) 480-1021 • Website [www.ahacv.org](http://www.ahacv.org)

Serving Camarillo, Fillmore, Moorpark, Ojai, Simi Valley, Thousand Oaks, and the unincorporated areas of Ventura County

### I. Purpose of This MOU

This memorandum of understanding (MOU) outlines the basic agreement during operation between Area Housing Authority of the County of Ventura (hereafter, the “AHA”), Ventura County Continuum of Care Alliance (hereafter, “the Agency”), and Permanent Supportive Housing provider (hereafter, “the PSH provider”) for the AHA Move-Up Program, a housing program for people who are transitioning out of Permanent Supportive Housing within the jurisdiction of the AHA (hereafter “the Program.”).

### II. Program Goal

The goal of the Program is to pair housing subsidies with persons that were previously homeless prior to entry into the Permanent Supportive Housing (PSH) program but who are no longer in need of that level of supportive services. The AHA shall provide housing subsidies to eligible households within its jurisdiction. The PSH provider shall refer eligible persons they deem ready to transition out of PSH to the AHA for rental assistance. The PSH provider and the Agency provide the limited services that those persons require to remain stable in non-PSH housing units.

### III. Term

This agreement shall commence on [date] and end on [date]. It may be amended and/or extended based upon the agreement of the AHA, PSH provider, and the Agency.

### IV. Operational Roles and Responsibilities

#### A. AHA

1. Establish a preference for eligible households that are referred by the Agency, and set-aside of five (5) vouchers for such households.
2. Commit a sufficient number of staff and other resources to ensure that the application, certification, and voucher issuance processes are completed in a timely manner.
3. Commit a sufficient number of staff and other resources to ensure that inspections of units are completed in a timely manner. The AHA will complete the initial inspection, determine whether the unit satisfies HQS, and notify the owner and the family of the determination within 15 days of submission of the Request for Tenancy Approval (RTA).
4. Maintain releases of information for each participant in the Program to ensure open communication between the AHA and the Agency.
5. Designate a staff person to meet with the Agency’s representative in person or by phone on a periodic basis to exchange updates about participants’ housing stability.
6. Notify the PSH Provider contact person when a participant’s housing is at risk due to noncompliance with the Housing Choice Voucher program or their landlord.

#### B. The Agency

1. Identify and maintain a single point of contact for communication with the AHA.
2. Assist with fair housing compliant re-location and housing navigation services, as needed by eligible households. Provide households with help accessing local resources to assist in the process, as needed.
3. Make limited supportive and housing stability services available to participants for the duration of the Program. Assure connection to third-party supportive service provider, as needed.

4. Assure participants are inputted into the Homeless Information Management System (HMIS).

**C. The PSH Provider**

1. Refer households to the AHA who are no longer in need of intensive services and who are eligible for the Housing Choice Voucher Program.
2. Assist with fair housing compliant re-location and housing navigation services, as needed by eligible households. Provide households with help accessing local resources to assist in the process, as needed.
3. Assist to educate participants about the Section 8 Housing Choice Voucher program.
4. Assist eligible applicants with applications, paperwork and verifications, and ensure that they are complete prior to submission, as needed.
5. Refer eligible households to the AHA as vouchers are available during the Program and verify eligibility for Program preference.
6. Provide or assure connection to other third-party supportive service providers, as needed, to establish and implement methods to identify housing problems for participants as early as possible and engage participants in a change process to prevent a loss of housing, including but not limited to the following:
  - a. Make supportive and housing stability services available to participants for the duration of the Program.
  - b. Provide assistance in fulfilling Housing Choice Voucher program requirements.
  - c. Provide and/or refer participants to supportive and services.
  - d. Engage participants in determining the types of assistance they need.
  - e. Provide interventions with landlords.
7. Assure participants are inputted into the Homeless Information Management System (HMIS).

**V. Contacts**

*Administrative Contacts*

AHA			
Name		Phone	
Title		Email	
Agency			
Name		Phone	
Title		Email	
PSH Provider			
Name		Phone	
Title		Email	

*Operational Contacts*

AHA			
Name		Phone	
Title		Email	
Agency			
Name		Phone	
Title		Email	
PSH Provider			
Name		Phone	
Title		Email	

**VI. Communication and Media**

The parties in this agreement shall acknowledge the others in all public releases of information about the collaboration and the Program.

**VII. Further Cooperation**

The parties hereby commit to cooperating with one another to address these issues as they arise and to resolve them based on the agreements stated in this MOU.

**VIII. Signatures**

**AHA**

**Agency**

\_\_\_\_\_  
Name

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

**PSH Provider**

\_\_\_\_\_  
Name

\_\_\_\_\_  
Title

\_\_\_\_\_  
Date

April 14, 2021

CoC Governance Board

**SUBJECT:** Provide input on amendments to Ventura County Continuum of Care Alliance Governance Charter including updates on the designated Interagency Council on Homelessness, Standing Advisory Committees and Voting Process for CoC Advisory Committees.

**BACKGROUND:** The Ventura County Continuum of Care's Governance Charter outlines the CoC Board's responsibilities, terms, and procedures for filling vacancies and recruiting new members. As the CoC Alliance and this Board's leadership responsibilities continue to expand, a review of the CoC Alliance committee structure including voting process and membership is essential to the effectiveness of the work of the Alliance.

As currently adopted, the VC CoC's Governance Charter identifies 6 standing advisory committees. These committees include the following: 1) Housing & Services Committee; 2) Data, Performance & Evaluation Committee; 3) Homeless Management Information System (HMIS) Steering Committee; 4) Public Information and Outreach Committee; 5) Nominations/Selections Committee; and 6) Youth Advisory Council. The Advisory Committees are responsible for the ongoing work of the Alliance and providing guidance to the Board on key issues and community initiatives. Committees may only be disbanded by a change to the VC CoC Governance Charter. Additionally, the VC CoC Board has designated the Ventura County Council of Governments (VCOG) as the region's Interagency Council on Homelessness providing linkages to local governments across the region in efforts to prevent and end homelessness.

An annual review of the governance charter includes a review of Alliance and Board committees, duties, membership and infrastructure organizations.

**DISCUSSION:** Three of the VC CoC's standing advisory committees are active with a roster of members and regular meetings. A formal review of the standing committees has not occurred since the adoption of the VC CoC's Governance Charter. The Standing Advisory Committees and scopes of work are detailed in the Governance Charter in Section 7.02 starting on page 20.

Committee membership is fluid and frequently changing and as a result having a quorum of eligible voting members present during a meeting can be challenging. The CoC may consider modifying the voting requirements to a simple majority or consensus to operate more efficiently.

The Homeless Management Information System Steering Committee recently included the Coordinated Entry System as part of its scope of committee work and broadened membership to cover the programs and stakeholders participating in coordinated entry. This modification formalizes the name of the committee and includes it in the Governance Charter.

The Nominations/Selections committee has never been formally established. This committee should include CoC Board leadership, CoC Staff, HMIS/CES Staff and members of other standing committees. The scope of the committee aims to evaluate and recommend changes to improve the Governance Board representation structure, solicit nominations and develops strategies to engage new Alliance members to include underrepresented sectors.

The Youth Advisory Council was never formally established but a youth member is currently participating in the CoC’s Youth Collaborative which is working on pursuing additional youth-focused resources and bringing together community partners to leverage existing resources to assist with ending youth homelessness. The Youth Advisory Council could be removed from the Governance Charter and moved under the Housing & Services Committee.

Standing Advisory Committee	Current Status
Housing & Services Committee	Members convened on task focused items.
Data, Performance & Evaluation Committee	Regular membership, irregular meetings based on State and Federal funding.
Homeless Management Information System (HMIS) & Coordinated Entry System (CES) Steering Committee	Lead by HMIS Lead Agency; CoC and HMIS staff working to broaden membership; meets quarterly; Committee has added a focus on Coordinated Entry implementation.
Public Information & Outreach Committee	Committee meets bi-monthly.
Nominations/Selections Committee	Not formally established; Intent for a committee to focus on new Board membership and expanding Alliance membership
Youth Advisory Council	Not formally established in Governance Charter but a CoC Youth Collaborative has been meeting regularly with a youth representative attending

On page 22 of the Governance Charter, the VC CoC designates VCOG as the Interagency Council on Homelessness. In this role, VCOG receives an annual report from VC CoC staff with the hope that they will take information back to their respective jurisdictions for consideration. This report is provided to VCOG following the release of the annual Point-In-Time Homeless Count data. Further engagement and formalization of the VCOG role as the Interagency Council on Homelessness could further the CoC’s mission and partnership with jurisdictions throughout the region.

**RECOMMENDATIONS:**

- 1) Provide input on suggested edits to the VC CoC Governance Charter and consider adopting the following revisions:
  - a. Ventura Council on Governments serving as the Interagency Council on Homelessness including establishing a MOU between the CoC and VCOG formalizing VCOG’s role as the Interagency Council on Homelessness;
  - b. Establish Nomination Committee with membership from CoC Board, CoC Staff, HMIS/CES Staff and Advisory Committee Chairs;
  - c. Revise HMIS Committee scope of work to include Coordinated Entry System oversight in partnership with the CoC Lead Agency;
  - d. Include a focus on equity and racial disparities in CoC duties (Section 4.05);
  - e. Consider allowing a limited number of CoC Board members be recipients of CoC and/or ESG funding (Section 6.02);
  - f. Add Youth Advisory Council and Veteran’s Committee under the Housing and Services Committee;

- g. Allow Advisory Committees to vote on items through a simple majority of membership present at meetings.



VENTURA COUNTY  
CONTINUUM OF  
CARE ALLIANCE

ENDING HOMELESSNESS  
IN VENTURA COUNTY

## Governance Charter

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2021

Amended April 14, 2021

# Ventura County CoC Alliance Governance Charter

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Approved by CoC Board on April 14, 2021

# Ventura County CoC Alliance Governance Charter

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# Ventura County CoC Alliance Governance Charter

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# Ventura County CoC Alliance Governance Charter

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**NAME:** Ventura County Continuum of Care Alliance, hereinafter referred to as “Alliance”

**ADDRESS:** The Alliance is located in the County of Ventura within the State of California. The Alliance’s office of record will be the address and point of contact of the identified HUD Collaborative Applicant. Currently: County of Ventura, County Executive Office - Community Development, Hall of Administration L#1940, 800 South Victoria Avenue, Ventura, CA 93009

## ARTICLE I. VENTURA COUNTY CoC GEOGRAPHIC BOUNDARIES

### 1.01. BOUNDARIES

The Ventura County Continuum of Care Alliance includes all of the geography within the County of Ventura, including 10 incorporated cities and all unincorporated areas. The physical bounds of this geography are consistent with the boundaries inclusive of these areas. These boundaries contain other Housing and Urban Development (hereinafter referred to “HUD”) designated program components, including multiple Housing Authorities, six (6) HUD geocode areas, two (2) local Emergency Solutions Grant (hereinafter referred to as “ESG”) Areas, communities eligible for State ESG funds, as well as federally designated Community Development Block Grant (hereinafter referred to as “CDBG”) entitlement areas, HOME, and Veterans Administration service areas. The CoC primary area of operations within the CoC geography includes the areas served by the program components listed above. This geography is referred to as the Ventura County CoC Region (hereinafter referred to as “Region”) and is known to HUD as City of Oxnard/San Buenaventura/Ventura County CoC (CA-611).

## ARTICLE II. ESTABLISHMENT OF THE CoC

### 2.01. OVERVIEW

The U.S. Department of Housing and Urban Development charges communities that receive funds under the Homeless Continuum of Care Program (hereinafter referred to as “CoC Program”) of the Homeless Emergency Assistance and Rapid Transition to Housing (HEARTH) Act with specific responsibilities. [Section 578.5](#) of the HEARTH Interim Rule published in July 2012 (Interim Rule), defines a Continuum of Care (CoC) as “the group organized to carry out the responsibilities required under this part and that is composed of representatives of organizations, governments, businesses, advocates, public housing agencies, school districts, social service providers, mental health agencies, hospitals, universities, affordable housing developers, law enforcement, organizations that serve homeless and formerly homeless veterans, and homeless and formerly homeless persons to the extent these groups are represented within the geographic area and are available to participate.” Relevant organizations in the Ventura County CoC Region established the Ventura County Homeless and Housing Coalition (the Coalition) in 1983 as a collaborative for housing advocates, service providers and local government representatives concerned about issues of homelessness. In 1993 the Coalition incorporated as a non-profit organization and served as the CoC coordinating body acknowledged by HUD from 1998-2012. In 2012, at the request of the Coalition, CoC administrative and oversight responsibilities were transferred to the County of Ventura and the Countywide CoC Alliance was formalized. The Alliance is an unincorporated association as defined under [Section 18035 of the California Corporations Code](#).

# Ventura County CoC Alliance Governance Charter

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## ARTICLE III. MISSION AND PURPOSE

### 3.01. 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.

### 3.02. SPECIFIC PURPOSES

In 2014 the Alliance began a transformation to expand membership, seat an inaugural Governance Board, identify Infrastructure Organizations, facilitate compliance with new federal regulations and guidelines, and address local gaps in community coordination and planning. As such, the Alliance outlines below the responsibilities and authorities of the different components that make up the Alliance including: Alliance Membership, Interagency Council on Homelessness, Advisory Committees, the Governance Board, and Infrastructure Organization(s).

#### A. Collaboration: The Alliance will:

1. Promote community-wide commitment to the goal of ending homelessness in Ventura County;
2. Provide opportunity for regional coordination and interagency collaboration;
3. Promote access to and effective utilization of mainstream programs by homeless individuals and families;
4. Promote the strategic use of available resources;
5. Inform local planning processes;
6. Inform stakeholders of actions impacting homelessness;
7. Advocate for people experiencing homelessness in areas where they have limited access;
8. Ensure availability of a region-wide Continuum of Care that meets requirements under [HEARTH Interim Rule 578.5](#);
9. Coordinate responses to funding opportunities for assistance for people at-risk of or experiencing homelessness;
10. Implement specific goals established in applications for funding.

#### B. Actions: The Alliance will:

1. Foster the plan for a permanent system to ending homelessness;
2. Ensure access for homeless persons to quality services and facilities in all phases of the Continuum of Care system;
3. Coordinate services throughout the region to ensure that each special needs population has access to services in each geographic sub-region;
4. Provide a seamless system of care for transition from the street to permanent housing;
5. Support development of a strategic plan to address homelessness in the Region;
6. Establish and evaluate standards and service targets with an eye for continuous improvement; and
7. Actively recruit new and diverse membership.

# Ventura County CoC Alliance Governance Charter

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## ARTICLE IV. RESPONSIBILITIES OF THE ALLIANCE

### 4.01. OPERATING THE CoC

The Alliance will:

- A. Hold meetings of the full membership at least quarterly with published agendas;
- B. Issue public invitation for new members to join at least annually;
- C. Follow and update annually a governance charter;
- D. Continue development of governance charter to incorporate all procedures and policies including those required by all funding sources including written standards for funding assistance, strategic planning, project evaluations, and HMIS requirements;
- E. Follow *'Process for Board Selection'* hereto outlined in [Section 6.05](#) to select a Governance Board to act on behalf of the Alliance. The process will be reviewed, updated (as applicable), and approved annually by the Alliance as part of its Charter;
- F. Follow *Process for Selection of Infrastructure Organization(s)'* hereto outlined in [Section 10.02](#) to select organization(s) to assume operational responsibilities including HUD CoC Program Collaborative Applicant, HMIS Lead, Staff, Project Monitoring, and preparing the HUD CoC Collaborative Application;
- G. Follow the *'Interagency Council on Homelessness'* process hereto outlined in [Section 8.01](#) to engage key government representatives to end homelessness in Ventura County Region;
- H. Appoint Advisory Committees, subcommittees, or task groups;
- I. Consult with recipients and sub-recipients to establish performance targets appropriate for population and program type, monitor recipient and sub-recipient performance, evaluate outcomes, and take action against poor performers;
- J. Evaluate outcomes of projects funded under the ESG and CoC Programs, and report to HUD and other funders;
- K. Evaluate outcomes of projects funded under the California Homeless Coordinating and Financing Council and other State funding allocated to the CoC;
- L. In consultation with recipients of HUD CoC, ESG, and California State Program funds within the Region, establish and operate a Coordinated Entry System (CES) that complies with requirements established by HUD; and
- M. In consultation with recipients of HUD CoC, ESG and California State Program funds within the Ventura County Region, establish and consistently follow written standards for providing Continuum of Care assistance.

### 4.02. CoC PLANNING

To serve as the regional coordinated body to end homelessness in the Ventura County Region, the Alliance will:

- A. Coordinate the implementation of an effective housing and service system including outreach, engagement, assessment, prevention, shelter, housing, and supportive services within the Region;
- B. Plan for and conduct an annual Point-In-Time (PIT) Count of homeless persons within the Region;
- C. Conduct an annual gaps analysis of the homeless needs and services available within the Region;

# Ventura County CoC Alliance Governance Charter

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- D. Provide information to local jurisdictions required to complete the Consolidated Plan(s) within Region; and
- E. Consult with State and local government ESG program recipients within the Region on the plan for allocating ESG Program funds and reporting on and evaluating the performance of ESG program recipients and sub-recipients.

## 4.03. DESIGNATING AND OPERATING HMIS

The Alliance will:

- A. Designate a single Homeless Management Information System (HMIS) for the Region;
- B. Designate an eligible applicant to manage the Continuum's HMIS, known as the HMIS Lead;
- C. Review, revise, and approve (i) privacy, (ii) security, and (iii) a data quality plan for the HMIS;
- D. Ensure consistent participation of recipients and sub-recipients in the HMIS;
- E. Ensure the HMIS is administered in compliance with requirements prescribed by HUD
- F. Encourage all shelter, housing and services programs who serve persons who are homeless to participate in HMIS and Coordinated Entry System.
- G. Prepare reports required by federal, state and local funders.

## 4.04. PREPARING APPLICATIONS FOR FUNDS

The Alliance will:

- A. Design, operate, and follow a collaborative process for development of applications for funding;
- B. Approve, through its Governance Board, submission of applications in response to a HUD CoC Program Notice of Funding Availability (NOFA) among other funding opportunities including State funding;
- C. Establish priorities for funding projects;
- D. Ensure that only one application for HUD CoC Program funds be submitted and collect and combine required applications information from all approved projects within Region; and
- E. Seek to secure funding for Alliance operations and infrastructure, including but not limited to HUD Planning grant funds.

## 4.05. ADDITIONAL RESPONSIBILITIES

The Alliance shall have additional responsibilities, including but not limited to:

- A. Engage organizations in a community-based process;
- B. Convene regular meetings of interested stakeholders;
- C. Work to address the underlying causes of homelessness;
- D. Lessen the negative impact of homelessness on individuals, families, and communities;
- E. Promote a region-wide Alliance;
- F. Foster collaboration;
- G. Develop a permanent system to end homelessness;
- H. Facilitate access to quality services region-wide;
- I. Ensure access to services to all subgroups;
- J. Ensure the system is designed with an equity framework to address racial disparities and other inequities
- K. Ensure access to a full range of services from street outreach to permanent housing;
- L. Facilitate sharing of provider expertise and intervention strategies;

## Ventura County CoC Alliance Governance Charter

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- M. Create, inform, and support to development of regional plans;
- N. Provide a consistent source of data regarding the needs for homeless persons;
- O. Educate stakeholders about regulatory actions and other conditions impacting the Alliance;
- P. Advocate for policies and essential services that promote fair housing, client well-being, and rights and protections under the law; and
- Q. Assist homeless service providers in acquiring funds dedicated to homelessness.

# Ventura County CoC Alliance Governance Charter

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## 4.06. LIMITATIONS

The Alliance will not:

- A. Engage in activities in favor or against any political campaign on behalf of candidates for public office, except as the law affords to as the right and privileges of its members; or
- B. Convene members to conspire or to promote the support of activities that are deemed illegal activities under the law.

## ARTICLE V. ALLIANCE MEMBERSHIP

### 5.01. STAKEHOLDERS

The Alliance shall garner community-wide commitment to ending and preventing homelessness in all parts of the Region through inclusion of representation from the entire Ventura County geographic area. In addition to the entities identified in [Interim Rule Section 578.5](#), Alliance membership includes a variety of other community stakeholders to the extent that they are invested in ending homelessness in the Region. Examples of additional stakeholders include private foundations, philanthropists, fraternal organizations, employment development, organized labor, and private health service organizations.

### 5.02. MEMBERSHIP APPLICATION PROCESS

Interested organizations and individuals can join the Alliance by attending a regularly scheduled meeting, completing a membership application, and committing to participate in the work of the Alliance to achieve stated purposes and goals. Alliance members obtain and retain voting privileges through attendance and participation in accordance with established policies.

New Organizational Members verify the required commitment to the work of the Alliance by preparing a written statement as part of the membership application that identifies the components of the Alliance work that the organization will participate in. An Organizational Member may designate up to three (3) persons annually who are authorized to represent the organization at Alliance meetings. Any one (1) organization can only have one (1) vote. An organization representative may represent only one (1) organization.

Individuals may also become members of the Alliance. Individuals provide a similar commitment statement as part of their membership application to the Alliance; however, Individual Members may not designate additional persons to represent them. Individuals who have a recognized role in a member organization (such as employee, board members, consultants, or current service recipients) may become Individual Member of the Alliance but may not vote. Individuals with formal organizational affiliations, such as those noted above, may be selected to represent the organization with which they are affiliated. This provision creates an opportunity for individual stakeholders to participate in the Alliance without duplicating organizational representation.

# Ventura County CoC Alliance Governance Charter

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## 5.03. MEMBER RESPONSIBILITIES

Alliance Member responsibilities include:

- A. Review and approve Governance Charter and all amendments at least annually;
- B. Attend annual and quarterly meetings;
- C. Ratify full slate of Governance Board Members annually; and
- D. Voluntarily participate on Advisory Committees.

## 5.04. MEMBERSHIP

- A. Membership is open to organizations and individuals who support the Alliance mission. Those seeking membership must complete an application and make their request at any meeting of the Alliance. At the next regularly scheduled meeting of the Alliance, all membership requests from organizations or individuals made at the prior meeting will be assumed as valid for purposes of determining voting rights.
- B. There shall be two (2) categories of Alliance members: Organizational Members and Individual Members.
- D. All members shall have the right to speak at meetings; vote on matters before the Alliance, subject to the voting privileges set forth herein [Section 5.09](#); and to participate in Alliance activities.
- E. There will be an unrestricted number of Organizational Members. However, only one (1) representative from each Organization Member may vote on behalf of that organization on any given issue; representatives are based on authorization from the organization. Each organization shall indicate in writing the names of up to three (3) persons annually who may represent the organization.
- F. There will be an unrestricted number of Individuals Members representing the general community. However, any such members must reside in Ventura County and may not be involved with Organizational Members as employees, board members, consultants, or current contractors.
- G. Nonvoting Alliance memberships are available for members who self-identify as a Nonvoting Member.
- H. All Alliance members are encouraged to actively recruit additional members engaged in ending homelessness in Ventura County.

## 5.05. MEETINGS AND MEETING SCHEDULE

- A. Meetings of the Alliance are subject to the [Ralph M. Brown Act](#).
- B. Any person who attends an Alliance meeting may be asked to leave by the meeting Chair if the person is verbally or physically disruptive.
- C. The Alliance annual calendar will establish a regular meeting day, time, and location for the calendar year.
- D. The full membership shall convene at least quarterly for the purpose of transacting the business of the Alliance.
- E. All regular meetings shall be published on the Alliance website and distributed electronically to all members at least 72 hours in advance.

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## 5.06 ANNUAL MEETING

- A. Full Alliance membership shall meet annually to ratify the roster of the Governance Board Members, review and approve Governance Charter, and receive annual meeting calendar.
- B. The notice of annual meeting shall be published on the Alliance website at least seven (7) days prior to the scheduled meeting.

## 5.07 SPECIAL AND EMERGENCY MEETINGS

- A. Special meetings of the Alliance may be requested and noticed provided by email to each member at least 24 hours prior to the meeting.
- B. Special and emergency meetings of the Alliance may be called at any time by the Governance Board or upon the request by one-third (33%) or more voting Members.

## 5.08. QUORUM

- A. A quorum shall consist of 50% plus one of eligible voters for the Alliance membership meetings;
- B. No business may be officially transacted without a quorum.

## 5.09. VOTING

- A. At all meetings of the Alliance, members who have met attendance requirements set forth by the Alliance may vote. Voting privileges are limited to one vote per member, in accordance with attendance policies (Sec 5.09.D).
- B. In the interest of informed decision-making, each Organizational Member may designate up to three (3) persons annually to represent such organizations at Alliance Meetings. Attendance by one (1) of the designated representatives is considered in meeting the attendance requirement associated with voting privileges ([Sec 5.04.E](#)).
- C. Each Organizational Member and Individual Member may have only one (1) vote for any one (1) motion on the floor; a majority of votes shall carry or defeat a motion.
- D. Voter privileges are extended to those Individual Members and Organizational Members that have been represented by a designated member at two (2) of the most recent four (4) full membership meetings.
- E. New members must have attended at least one (1) meeting before being eligible to vote.
- F. Upon ratification of this Charter new voting privileges became effective. Existing Alliance members who have secured voting privileges under previous rules will maintain privileges for the first meeting.
- G. All Members must declare any conflict of interest they or their organization has on any voting issue. Organizational Members and Individual Members shall abstain from voting and discussion on any issue in which they or their organization have a conflict of interest.
- H. The Governance Charter may be amended upon majority vote of the members of the full Alliance who are eligible to vote who are present at a meeting called for such purpose, provided that notice is given provided seven (7) calendar days prior to the meeting. Any such vote shall be conducted in accordance with the established Policies and Procedures of the Alliance. Absentee voting is not permitted.

# Ventura County CoC Alliance Governance Charter

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## 5.10. MEETING MINUTES

- A. Minutes of the meeting will be produced and maintained by the Collaborative Applicant staff.
- B. Meeting minutes shall be electronically distributed to all Alliance Members and posted on the Alliance website.

## ARTICLE VI. THE ALLIANCE GOVERNANCE BOARD

### 6.01. OVERVIEW

The Governance Board acts on behalf the Alliance and is representative of the relevant organizations and of projects serving homeless subpopulations within the Ventura County Region. The Alliance Board is charged with important responsibilities and authorities on behalf of the community of stakeholders. Representation of a broad array of stakeholders on the Alliance Board will enhance the capacity to coordinate and leverage resources from various community sectors throughout the Region. To this end, the Alliance will strategically pursue a Governance Board that represents the array of stakeholders, the diverse geographic sub-regions, and the constituency for whom each seat is designated. HEARTH regulations require the board to be representative of the relevant organizations and of projects serving homeless subpopulations within the Continuum of Care's geographic area and that includes at least one homeless or formerly homeless individual to act on its behalf.

### 6.02. ESTABLISHMENT OF GOVERNANCE BOARD

- A. The Alliance has established a Governance Board to include representatives of relevant stakeholders, private and public officials, philanthropic representatives, advocates, businesses and service organizations and projects serving homeless subpopulations. Subpopulations include but are not limited to persons with substance use disorders; persons with HIV/AIDS; veterans; the chronically homeless; families with children; unaccompanied youth; the seriously mentally ill; and victims of domestic violence, dating violence, sexual assault, and stalking. The Board will include a broad representation of key stakeholder groups found within the Region.
- B. One Board member may represent more than one subpopulation or affiliation.
- C. The Board shall include at least one homeless or formerly homeless individual.
- D. Seats will be designated by affiliation, community sector, subpopulation, and geography.
- E. Board leadership will consist of a chair and vice-chair.
- F. One (1) Ex Officio Board Member may represent the Collaborative Applicant organization.
- G. No service provider receiving CoC or ESG Project funds may be a Board Member.
- H. The Governance Board is instituted as an unincorporated association. Any change to formal legal structure would require amendment to the Governance Charter.

# Ventura County CoC Alliance Governance Charter

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## 6.03. BOARD RESPONSIBILITIES

The Board has authority not retained by the membership in the Charter including the following:

- A. Regional Planning: set regional goals and priorities for ending homelessness in the Region;
- B. Monitor Performance: monitors community progress toward ending homelessness in the Region;
- C. Establish and monitor HUD CoC and ESG project performance targets and metrics; evaluate Infrastructure Organization performance annually;
- D. Approve Alliance Policies: including HUD CoC and ESG funding recommendations and written standards for providing assistance;
- E. Approve selection of and provide direction to Collaborative Applicant, HMIS Lead, and other such Infrastructure Organizations.
- F. Select Governance Board Members annually and fill vacancies; subject to the Governance Board composition, member selection, membership ratification and related requirements set forth in Sections 6.04 through 6.07 below.
- G. Fundraise: authorize grant applications; raise and allocate funds; approve sustainability plans;
- H. Ensure that relevant organizations and projects serving various homeless subpopulations are represented in planning and decision-making; and
- I. Build community awareness inclusive of the needs of all homeless populations found in the Region.
- J. Collaborate with all Ventura County jurisdictions and stakeholders to increase access to services, shelter and housing through regional collaboration.

The Board has no authority to act contrary to this Charter, contrary to any applicable law, rule or regulation, or beyond the mission of the Alliance as set forth in Article III of this Charter.

## 6.04. BOARD COMPOSITION

- A. The Alliance Board shall have a minimum of seven (7) and maximum of thirteen (13) Members.
- B. Members must be able to represent an array of community sectors, special needs populations, and geographic areas throughout the region.
- C. Sectors include:

Advocates
Affordable Housing Developers
Businesses
Faith-based Organizations
Governments
Homeless/Formerly Homeless
Hospitals (Public or Private)
Law Enforcement
Mental Health Agencies (including substance abuse)
Nonprofit Homeless Assistance Providers
Organizations that serve Veterans
Public Housing Authorities
Organizations that serve unaccompanied youth
Social Service Providers

# Ventura County CoC Alliance Governance Charter

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Universities (public or Private)
Victim Service Providers

## 6.05. PROCESS FOR BOARD SELECTION

- A. Nominations of Governance Board Members will be accepted from full Alliance Membership;
- B. The Nominating Committee (Section 7.02E) will reach out to candidates to confirm willingness to serve and verify qualifications. The Nominating Committee members may not nominate themselves and shall not be eligible to be nominated;
- C. Results of nominations are reviewed by the Nominating Committee to ensure that adequate representation is available for each of the required constituencies (community sectors, subpopulations, geography);
- D. The Board will select nominees annually based on recommendations of the Nominating Committee and fill vacancies as needed;
- E. The full Alliance voting membership shall be asked to ratify the slate of new Board Members in its entirety at the annual meeting;
- F. Board composition is reviewed annually;
- G. Members of the Board serve as liaisons to other community stakeholders;
- H. Election of the Board Members should be staggered to ensure continuity; half will be up for election each year;
- I. Regular attendance and participation in Board activities is required. Members of the Governance Board must actively participate in two (2) of the most recent four (4) meetings in order to remain in good standing. Members failing to meet the attendance and participation standard shall be subject to removal and replacement.

## 6.06. BOARD MEMBER SELECTION CRITERIA

Alliance Board Members are selected to represent various constituencies. In order to adequately represent that constituency, Board Members shall meet basic qualifications including the following:

- A. Meet eligibility to be a voting Member;
- B. Sufficient knowledge and a working relationship with the constituency group;
- C. Capacity to read and assess detailed information;
- D. Ability to work effectively on a team;
- E. Capacity to consider the benefit of the Alliance as a whole;
- F. Ability to meet the timelines/demands of funding sources;
- G. Respectful acknowledgement of the rights of homeless persons; and
- H. Eligible to conduct business with a governmental entity (i.e., not debarred or suspended).

## 6.07. BOARD ELECTIONS AND TERMS OF OFFICE

- A. As provided for in [Section 6.05.E](#), Board Membership is determined annually by election by a majority vote of the existing Board Membership and is ratified by the full Alliance voting Membership at its annual meeting.
- B. The term of the Governance Board shall be January 1 through December 31.
- C. Except for the initial Governance Board, Members will serve two-year terms subject to re-election with one-half of the seats subject to election each year.

# Ventura County CoC Alliance Governance Charter

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- D. There is an established 5 term limit (10 year max) for all Board Members, with the exception of the Ex-Officio representative.
- E. In the event of a vacancy, the Governing Board may appoint such qualified person(s) necessary to fill the vacancy. The person(s) appointed shall serve the unexpired term of the previous Board Member and is subject to re-election by the Board and ratification by the full Alliance voting membership.

## **6.08. BOARD CODE OF CONDUCT**

The Members of the Alliance Board are entrusted with specific responsibilities related to use of public funds invested in addressing a serious community concern, homelessness. Members are expected to observe the highest standards of ethical conduct in the execution of these responsibilities. In the performance of their duties, Alliance Board Members are expected to carry out the mandate of the Alliance to the best of their ability, and to maintain the highest standards of integrity for actions with other members of the Board, Alliance representatives, service recipients, service providers, and members of the public.

## **6.09. GENERAL CONDUCT**

Members of the Board are expected to conduct themselves with courtesy and respect, without harassment, physical or verbal abuse. Personal relationships should not result in special considerations, including bias or favoritism that influence the performance of their official duties in a manner contrary to the interest of the broader Alliance. Board Members are expected to exercise adequate control and supervision over matters for which they are individually responsible.

## **6.10. STEWARDSHIP OF RESOURCES**

Board Members must assure that the resources entrusted to them are used for conducting official business only. Members of the Alliance Board must abide by the Conflict of Interest Policies established for Board operations herein ([Sec. 6.18](#)).

## **6.11 PROTECTION OF CONFIDENTIAL INFORMATION**

In line with this Charter of the Alliance, Board Members have a responsibility to protect any confidential information provided to, or generated by, the activities of the Board. Board Members shall not use confidential information of the Alliance for any purpose or disclose such confidential information to any third party, except as necessary to perform their duties and responsibilities as members of the Governance Board.

## **6.12 PUBLIC STATEMENTS AND MEDIA RESPONSE**

When making public statements or speaking to the media on issues related to homelessness, members of the Board shall make clear whether they are speaking in their own name or on behalf of the Alliance.

# Ventura County CoC Alliance Governance Charter

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## 6.13 REVIEW OF VIOLATION OF THE CODE OF CONDUCT CHARGES

When an allegation of misconduct is received by the Governance Board, an Ethics Review Committee will be assembled. This committee may not exceed three (3) members and must include a minimum of two (2) persons from the official Alliance membership. The Ethics Review Committee shall conduct a review of the matter and make a recommendation to the Governance Board for resolution. The Governance Board shall not be bound by the Ethics Review Committee's recommendation.

If requested by a majority, the Committee may also give guidance to the Alliance concerning other aspects of conduct, including actions of staff, consultants or other persons charged with implementation of duties relative to the responsibilities of the Board.

## 6.14 BOARD LEADERSHIP

At the last meeting each calendar year, the Board will select a Chair to preside over the meeting and Vice-Chair to conduct meetings in the absence of the Board Chairperson. The Vice-Chair will preside over the meeting and officiate business in circumstances where the conduct of the Chair has been formally challenged, or in instances when the Chair must recuse him/herself.

## 6.15 DOCUMENTATION

The Alliance shall conduct and transact business in a fair and transparent manner. To this end, the Board shall maintain records of the Alliance actions, considerations, and decisions and make them available to members of the public in accordance with the [Public Records Act for the State of California](#) and the [Ralph M. Brown Act](#). Except in unusual circumstances or as required to protect the Board, the Alliance, or member agencies from pending legal action, meeting of the Board will be open to members of the public wishing to observe. If a visitor to the Board meeting is verbally or physically disruptive to the proceedings, they may be asked to leave.

## 6.17 ABILITY TO CONDUCT BUSINESS/DEBARMENT OR SUSPENSION

Members of the Alliance Board must be eligible to transact business with federal and local government. At the time of nomination and at least annually thereafter, potential members of the Board must be cleared through the public registry listing persons and businesses that are barred from, or suspended from transacting business with federal, state, or local government.

# Ventura County CoC Alliance Governance Charter

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## 6.18. CONFLICT OF INTEREST AND RECUSAL POLICY

- A. No member of the Alliance shall vote, and may not participate in, any matter which creates a conflict of interest, as defined in this Section. If a voting member has a conflict of interest, that member shall recuse his or herself from the vote and discussion.
- B. The Alliance voting membership shall conduct decision-making in accordance with [24 CFR parts 84 or 85](#) for non-profit organizations and state, local, and government agencies that receive federal funds. The Alliance voting member must also meet the conditions set forth in the [Interim Rule, Section 578.95\(b\)](#).
- C. To assure compliance with these regulations, the Alliance established policies to protect against conflicts of interest that may arise among Board members or organizational agents for their personal or organizational benefit in excess of the minimal value ([Section 6.19.C](#)).
- D. No voting member may participate in or influence discussions or resulting decisions concerning the award of a grant or other financial benefits to that individual or to any organization that the voting member has any financial interest or is otherwise employed or directly affiliated.
- E. An Organizational Member conflict of interest arises when, because of activities or relationships with other persons or organizations, the recipient or sub-recipient is unable or potentially unable to render impartial assistance in the provision of any type or amount of assistance under this part, or when an individual's or an entity's objectivity in performing work with respect to any activity assigned under this part is or might be otherwise impaired.
- F. An Organizational Member conflict of interest arises when a Board Member is also specifically associated with an applicant organization and participates in any decision of the Board or other entity concerning the award of the grant, or provision of other financial benefits to the organization that such member represents. It would also arise when an employee, recent employee, board member, or family member of a recipient or sub-recipient organization participates in the tasks associated with making reasonable and objective determinations in carrying out the responsibilities of the Board. Examples of conflict of interest include the determination of rent reasonableness under [§578.49\(b\) \(2\) and §578.51\(g\)](#); housing quality inspections of property under [§578.75\(b\)](#) that the recipient, sub-recipient, or related entity owns; participation in ongoing business ventures/partnerships, or participation in evaluation determination of awards.
- G. Recommendations may include items that present a conflict of interest for the majority of Governance Board members. In such cases, the recommendation comes to the full Alliance membership for ratification. Actions brought for ratification may be rejected / appealed by the full Alliance membership if the Governance Board was not authorized to consider and bring forward a recommendation; if the action is not permitted, or if the action otherwise violates regulations or laws governing the issue under consideration. A call for rejection or appeal of an action brought forward for ratification must include the basis for such action. Refusal to ratify the recommendation must be substantiated and subsequently supported by a two-thirds (66%) vote of the eligible voting members present.

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## 6.19. FINANCIAL CONFLICTS OF INTEREST – GIFTS

- A. Prohibits the solicitation and acceptance of gifts by Board members (or by the organizations that they represent) that provide benefit in excess of minimal value from persons, organizations, or corporations with vested interest in the outcomes of decisions made by the Board on behalf of the Alliance or its member agencies.
- B. Board members shall not participate in the selection, award, or evaluation of a contract if the conflict of interest exists. A conflict would arise when the employee, officer, or agent, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ, or employed during the prior six (6) months, has a financial or other interest in the organization under consideration for an award, or evaluation. Board members will not solicit monetary value from funded recipients, sub-recipients, contractors, or vendors.
- C. Board Members will not accept gratuities from funded recipients, sub-recipients, contractors, or vendors except for unsolicited gifts of nominal value. It is determined that a conflict of interest does not exist when the value of the gift is an unsolicited item of nominal value (less than \$15) and such gifts are not repeated more than twice annually. The Board member must maintain a record of gifts received, including source, date, value, and type of gift.

## 6.20. RESTRICTIONS ON PROCUREMENT AND PROVISION OF SERVICE

- A. Board members may not personally and substantially benefit from participation on the Alliance Board. [The Procurement Integrity Act U.S.C. §2104](#); (“PIA”) provides guidance on activities that constitute personal and substantial benefit. Examples of activities that may violate the PIA include but are not limited to:
  - Drafting, reviewing, or approving the specification or statement of work for which the individual intends to apply;
  - Preparing or developing a solicitation that the individual or an organization that the individual has a formal relationship with; evaluating bids or proposals that will be awarded to the individual or an associated entity;
  - Selecting a source; negotiating price or terms and conditions; or
  - Reviewing and approving an award from which the individual or the associated entity will derive any financial benefit.
- B. Board members are not to receive preference in the execution of the business of the Alliance or the services provided by the Alliance. For example, the Board member or their family must be granted services or access to support through the regular, established processes without special consideration.

## 6.21. OBLIGATION TO DECLARE POTENTIAL CONFLICT OF INTEREST

To avoid apparent conflicts of interest, Board members will declare any real or potential conflicts of interest or the appearance of such conflicts. The person must disclose this information before participating in the deliberation and decision-making or evaluation process. This policy applies to both personal and organizational conflicts.

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## 6.22 TERMINATION POLICY

Any Board Member, Individual Member of the Governance Board or the entire Governance Board may be removed by the vote of two-thirds (66%) of the Alliance voting membership.

## 6.23 PARLIAMENTARY PROCEDURE

[Robert's Rules of Order Abridged-Revised](#) will guide the process during meetings of the Alliance.

## 6.24 QUORUM

- A. A quorum shall consist of 50% plus one of eligible voters for the Alliance membership meetings;
- B. No business may be officially transacted without a quorum.

## ARTICLE VII. ADVISORY COMMITTEES

### 7.01. COMMITTEES AND TASK GROUPS

- A. Each Committee will have a Chairperson and a Vice-Chairperson or Co-Chairperson elected by Committee members annually.
- B. Each Committee will establish regular recurring meetings and publish an annual calendar on the Alliance website.
- C. Each Committee will distribute a written agenda to all Committee members at least 72 hours prior to each meeting and post written agenda on the Alliance website 72 hours prior to each meeting.
- D. Each Committee will record meeting minutes of each official committee meeting and publish on the Alliance website.
- E. Each Committee may meet at any time during the intervals between Alliance meeting at a location determined by the Committee members, or at the request of the Governance Board. Each Committee Chair will report the results of its meeting to the Alliance at quarterly meetings.
- F. Each Committee will mirror the attendance and voting privileges of the full memberships. In order to maintain attendance and voting privileges at the Advisory Committee level, Committee members shall attend two (2) of the most recent four (4) Advisory Committee meetings.
- G. The Committee Chair person is responsible for timely notification of meetings, and will have the authority to call Committee meetings, to determine that a quorum is present, and to determine who has met eligibility to vote on matters before the Committee, provided that reasonable notice is given to all members of the Committee.
- H. Alliance staff, with assistance from Committee Chair, shall be responsible for tracking attendance and maintain compliance with these rules.
- I. The Governance Board may, by majority vote of a quorum, create sub-committees necessary for the proper and efficient functioning of the Alliance as long as these committees do not interfere with or duplicate the duties of any existing committee.
- J. The Board can establish a Task Group to achieve specific or time-limited objectives.
- K. The Governance Board may, by a majority vote of a quorum, abolish a Task Group, or Committee, except for an Advisory Committee, if such committee is established pursuant to this Section, if it is determined to be unnecessary for the proper and efficient functioning of the Alliance.

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## 7.02 STANDING ADVISORY COMMITTEES

The Alliance has established several Standing Advisory Committees that are responsible for ongoing work and providing advice on key issues and community initiatives. These Standing Advisory Committees are needed each year and are established for ongoing, long-term activities. The following Advisory Committees are established as Standing Advisory Committees that incorporate members of the full membership and may only be disbanded by a change to this Charter approved by a direct action of the full Alliance voting membership.

- A. Housing and Services Committee
  - a. Work with public and private agencies to evaluate the residential and non-residential programs and services that make up the Ventura County Homeless Continuum of Care system;
  - b. Promote coordination between organizations who serve the homeless and at-risk homeless populations;
  - c. Increase access to existing permanent housing resources; and
  - d. Best practice sharing/coordinating services and property management in existing Permanent Supportive Housing programs.
  - e. Tracks progress towards goals of preventing and ending homelessness among all subpopulations including youth, veterans, families with children, chronic homeless persons;
  - f. Oversee the annual Point-In-Time Homeless Count
  
- B. Data Performance and Evaluation Committee
  - a. In collaboration with the HMIS Lead Agency, establish and oversee a process to evaluate performance of CoC Program and Emergency Solutions Grant recipient agencies; and
  - b. Review applications and make funding recommendations to the Governance Board to promote the most effective and efficient allocation of these grant funds.
  
- C. Homeless Management Information System (HMIS) and Coordinated Entry Steering Committee
  - a. The HMIS Lead Agency facilitates the Ventura County HMIS Steering Committee;
  - b. The HMIS Lead Agency drafts annual goals and a strategic plan in accordance with the Alliance Strategic Plan, for approval by the HMIS Steering Committee;
  - c. The Collaborative Applicant and HMIS MOU details the roles and responsibilities of the HMIS Lead Agency and the CoC Collaborative Applicant;
  - d. Membership includes broad representation of the service provider types in the Continuum's HMIS;
  - e. All major HMIS initiatives, including HMIS Policies and Procedures, are reviewed and approved by the Steering Committee and then presented to the Governance Board for approval;
  - f. Provide information and guidance on issues related to the implementation of the HMIS to the full Alliance membership; and
  - g. Regularly monitor HMIS data quality, performance metrics, and operational standards.
  - h. Assist with preparation of State and Federal reports generated out of HMIS.

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- i. Develop and implement policies supporting the Coordinated Entry System, Pathways to Home through collaborative partnership with the CoC Lead Agency and partner service providers.
- D. Public Information and Outreach Committee
- a. Inform full Alliance membership on progress towards meeting strategic goals and outcomes and any initiatives that impact the County's homeless housing providers and service agencies;
  - b. Develop public information messages and strategies to raise awareness of issues around homelessness in Ventura County;
  - c. Conduct public outreach to raise awareness; and
  - d. Facilitate community meetings to present updates on key issues such as the results of the annual Point-in-Time Count, key information regarding annual HUD priorities for ending homelessness, and issues critical to the community, such as shelters and affordable housing needs.
- E. Nominations/Selection Committee
- a. Evaluates and recommends changes to improve the Governance Board representation structure and ensure it is operating in an optimum way to meet the mission;
  - b. Reviews Board Member nominations, solicitation responses and provides recommendations to the Board;
  - c. Reviews the governance Charter and provides recommendations to the Board and Full Membership body; and
  - d. Develops strategies and approaches to engage new Alliance members to expand membership of underrepresented sectors in the Region.
- F. Youth Advisory Council
- a. Youth board comprised of homeless and formerly homeless youth to serve as advisory group to goal of preventing and ending youth homelessness
  - b. Advises Housing and Services Committee of gaps in services for youth.
  - c. Youth member may be appointed to represent advisory group on CoC Board.

## 7.03. TASK GROUPS

Periodically, the Alliance needs to complete specific, time-limited tasks in order to comply with regulatory demands or to advance the goals and objectives of the full body. At the request of the Governance Board, selected group of members and community volunteers may be asked to form a temporary Task Group to complete the identified task. These groups perform specific functions associated with completion of the task and are guided by and report to one of the established Alliance groups, which may include the full Alliance, the Governance Board, or a standing Advisory Committee. Task Groups are temporary in nature and are not expected to offer continuous or year-round support to the Alliance.

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## ARTICLE VIII. INTERAGENCY COUNCIL ON HOMELESSNESS (IACH)

### 8.01. OVERVIEW

[The Ventura Council of Governments \(VCOG\)](#), in their role as Interagency Council on Homelessness for the County of Ventura, will receive reports from the Board no less than annually. It is anticipated that the IACH will take these reports on the progress to prevent and end homelessness back to their respective jurisdictions for their consideration.

## ARTICLE IX. EMPLOYMENT STATUS

### 9.01. OVERVIEW

By virtue of service on the Governance Board, the full Alliance body, Advisory Committees, Interagency Council, and/or other action groups are not deemed employees of the Alliance nor its Infrastructure Organization(s) and are not entitled to benefits or compensation from member agencies as a result of their service to the Alliance.

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## ARTICLE X. INFRASTRUCTURE ORGANIZATION(S)

### 10.01. OVERVIEW

In order to realize collective impact and provide centralized infrastructure with dedicated staff and a structured process that leads to a common agenda, shared measurement, continuous communication, and mutually reinforcing activities among all participants, the Alliance will utilize an Infrastructure Organization(s) to assume operational responsibilities for the Alliance and beyond.

### 10.02. SELECTION PROCESS

- A. A Selection Committee, comprised of members of the Alliance and Board Members, will use a solicitation process to identify and evaluate candidates;
- B. Submissions may include proposals from the Full Membership Body;
- C. A single organization assuming all responsibilities is preferred but not required;
- D. Legal structure of the Infrastructure Organization is not being identified or recommended; rather the formal selection process will be open;
- E. The Selection Committee will submit recommendations to the Governance Board.
- F. The Board can accept one of the recommendations or reject all of the recommendations and instruct the Selection Committee to continue to search. Final selection and approval rests with the Governance Board;
- G. If suitable candidates are not identified through the solicitation process, the Selection Committee may recommend the full Alliance membership or Governance Board create its own entity;
- H. The Governance Board will complete a formal performance evaluation of the Infrastructure Organization(s) every year.

### 10.03. INFRASTRUCTURE ORGANIZATION(S) RESPONSIBILITIES

- A. Serve as HUD Collaborative Applicant;
- B. Submit HUD CoC Program applications;
- C. Submit other funding applications;
- D. Contract or hire staff;
- E. Conduct funded project monitoring and performance evaluation;
- F. Report progress to full Alliance membership and Governance Board;
- G. Support Governance Board and Advisory Committees;
- H. Implement initiatives as directed by the Governance Board to enhance Alliance performance;
- I. With Advisory Committees, monitor best practice homeless initiatives and make recommendations;
- J. Expand and maintain Alliance membership through proactive engagement of key stakeholders, outreach to and coordinate with other community groups, new member orientation, creation of outreach materials including but not limited to interactive website, social media campaigns, and community education;
- K. Serve as Fiscal Agent for infrastructure financial support;
- L. Serve as, or contract with HMIS Lead;
- M. Plan and conduct Point-in-Time Count;

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- N. Operate HMIS System and/or ensure compliance;
- O. Monitor data quality;
- P. Data Reports (Housing Inventory Chart, Annual Homeless Assessment Report, other publications, and performance reports);
- Q. Follow HMIS Policies and Procedures; and
- R. Serve as the Point of Contact for the community.

## **10.04. DESIGNATING HMIS LEAD**

The HMIS administering agency and/or the applicant/sponsor of an Alliance dedicated HMIS project grant is an agent of the Alliance, manages HMIS operations on behalf of the Ventura County Region and provides HMIS administration functions at the direction of the Alliance. Active participation by Alliance members, either through committee/sub-committee structure or other meetings, in the management of the HMIS process, including establishing policies, procedures and protocols for privacy, data sharing protocols, data analysis, reporting, data integrity/validity, is essential to the viability and success of the HMIS.

The Alliance has endorsed the concept of a central HMIS system that is capable of integrating and storing data. An integrated data system is a requirement of HUD CoC and ESG Program funding. Policies for compliance with the applicable HUD regulations will be developed and reviewed at least bi-annually by the Alliance and HMIS Lead.

## **10.05. DESIGNATING COLLABORATIVE APPLICANT**

The Alliance will designate an eligible legal entity to complete the HUD CoC Program application, referred to as the Collaborative Applicant. The Collaborative Applicant is responsible for collecting and combining the required application information from all applicants and projects and submitting this combined HUD CoC Program application on behalf of the Alliance. The Collaborative Applicant is the only applicant that is able to apply for HUD planning funds to support the Alliance in carrying out all of its responsibilities. The Collaborative Applicant provides these functions on behalf of the broader Alliance. The Alliance Board always retains responsibility, including the final approval of the application.

## **10.06. DESIGNATED POINT OF CONTACT**

The Governance Board annually reviews and recommends a designated HUD Point of Contact (POC) to the Alliance using a similar process. Designation of the POC also takes into consideration two critical aspects: 1) the POC must have functional knowledge, access, and regular communication with the internal structures of the Collaborative Applicant organization; 2) to be effective, the POC must possess a comprehensive understanding of the HUD regulations and detailed procedures associated with compliance with the CoC, ESG, and VASH programs.

## **10.07. TERMINATION POLICY**

The Governance Board will conduct and document an annual review of the Infrastructure Organization(s). The review shall include an assessment of the organization's capacity to fulfill HUD mandated functions and fiscal accountability. If the review is unsatisfactory, the organization will provide the Board a written corrective action plan within 30 days. The Governance Board will conduct a subsequent review 90 days following the original unsatisfactory annual review to determine if the

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corrective action plan is being followed and that performance is improving. If the Governance Board determines the Infrastructure Organization's performance continues to be unsatisfactory, the Governance Board may remove the underperforming Infrastructure Organization by a two-thirds (66%) vote.

## ARTICLE XI. RELATIONSHIPS WITH OTHER HUD-FUNDED CONSTITUENCIES

### 11.01. EMERGENCY SOLUTIONS GRANT (ESG) ENTITLEMENT AREAS

Emergency Solutions Grants (ESG) are awarded to the Ventura County ESG entitlement areas "ESG Area" by the U.S. Department of Housing and Urban Development (HUD) for the purpose of providing Essential Services and Shelter Operations to persons who are homeless or at risk of being homeless in the ESG entitlement Areas. The ESG Area makes these funds available to local service providers, as well as itself, via a Request for Proposals (RFP) process upon notification from HUD of the amount of ESG funds allocated to the ESG Area for the program year. The public notification of the RFP is placed in local newspaper, on the ESG Area websites and electronically distributed by the Continuum of Care homeless service providers. The ESG Area may reserve up to 7.5 percent of the HUD award to administer the program.

The Alliance directly participates with jurisdictions that are directly funded by HUD ESG, with the California State Department of Housing and Community Development for the areas in the Region that are eligible for State ESG funds, and with non-entitled areas that prepare Consolidated Plans. In each case, the Alliance consults with the jurisdiction to develop cooperative plans and strategies that leverage ESG and other resources to provide Emergency Shelter, Prevention, and Rapid Re-Housing (RRH) services.

The Alliance assists the ESG Area in coordinating the prioritization and use of funds. This coordination includes each ESG Area covered by the State of California and the ESG Areas in the Region. The Alliance, as the CoC entity, is responsible for assisting with the evaluation of ESG project performance.

In cooperation with Alliance, the ESG Area determines, based on the amount of funding received and the need of the client, the level of assistance and the duration of assistance that a household can receive.

The Alliance participates in setting local priorities, reviewing and rating proposals, certifying need, and annual review of ESG programs.

The general goal of ESG is to assist families and individuals out of homelessness by providing financial support for rental assistance, payment of utilities, transportation services and other essential services deemed eligible by HUD and necessary for the continued housing of a homeless or at risk of becoming homeless persons, and/or families. ESG can be used to fund local homeless emergency shelter operations or physical rehabilitation of certain properties used for serving homeless persons.

To this end, the ESG Areas and the Alliance have established the following cross-jurisdictional strategies for use of the ESG funds in ways that:

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- A. Further the accomplishment of actions identified in the Consolidated Plan of each jurisdiction.
- B. Foster greater access to permanent housing, especially helping people access housing that is affordable at 30% Area Median Income.
- C. Leverage existing resources to achieve the match and case management requirements and to avoid duplication of services.
- D. Coordinate across jurisdictions for development of standardized eligibility and assessment standards and by convening semiannual regional planning meetings.
- E. Support federal and local goals for priority populations, including but not limited to veterans, persons with disabilities, families and others.
- F. Allow for variations in ESG entitlement programs that respond to the needs of resources of the individual jurisdictions.
- G. Comply with eligibility and verification requirements and locally established standards (HMIS, housing status, habitability standards, homeless, definitions, etc.).
- H. Allows each program to take responsibility for program administration including compliance with public notice requirements and timely reporting.
- I. Encourages all sub recipients to participate in collaborative assessment, coordinated entry, data management, and reporting systems established by the Alliance in accordance with HEARTH regulations.
- J. Supports timely and accurate data collection and reporting through contractual obligations with sub recipients and through establishing common standards for vendor relationships with the HMIS Lead.

The Alliance plan for ESG assistance recognizes the three (3) ESG Areas contained in the Ventura County Region (Ventura County, City of Oxnard and the areas eligible for State of California ESG funds). The Alliance works to avoid a duplication of services to ensure sub recipients do not receive multiple grants for the same services in a single service area. Sub recipients serving multiple areas may receive ESG support from the corresponding ESG Area to serve eligible clients from that service area.

ESG sub recipients are responsible for assuring the provision of matching resources. The Alliance encourages sub recipients to leverage additional resources for effective operation of ESG programs. The Alliance consults with ESG Areas and sub recipients to coordinate plans for effective use of funds. HUD CoC Program-funded organizations are required to report the sources of match and leverage funds annually. These resources are verified through an annual review of agency Independent Audit as conducted in accord with HUD regulations.

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## 11.02. ESG PROJECT RECIPIENTS AND SUB RECIPIENTS

ESG project recipients may include non-profit organizations, public housing agencies, or governmental entities that receive HUD CoC program funding. Recipients have a grant agreement with and receive funding directly from HUD; sub recipients have agreements with and receive funding from recipients.

ESG recipient and sub recipient organizations must certify to the following eleven (11) program assurances concerning:

- A. Confidentiality;
- B. Consistently with the applicable consolidated Plan;
- C. Discharge policies and protocols;
- D. Education assurances for households with children;
- E. Essential services;
- F. HMIS participation;
- G. Inclusion of homeless persons in decision-making and Section 3 activities as practicable;
- H. Restrictive covenants for facilities receiving ESG funds for renovation or major rehabilitation;
- I. Matching funds;
- J. Safe and sanitary facilities; and
- K. Supportive services.

ESG recipient organizations must meet additional requirements established annually by contractual agreement with the ESG Area for participation in Alliance review and reporting requirements for project evaluation.



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## EXHIBIT B – CoC ALLIANCE SEPARATION OF DUTIES MATRIX

xx indicates lead for task

Tasks	The Alliance	Gov. Board	Data Performance and Evaluation	Housing and Service System Coordination	Public Information Outreach	HMIS Steering Committee	CoC Collaborative Applicant
1	Conduct sheltered count					x	xx
2	Conduct unsheltered count	x				x	xx
3	Complete Housing Inventory Chart					x	xx
4	Complete Point-in-Time Chart					x	xx
5	Planning/implementing/evaluating Housing First	x		xx			
6	Planning/implementing/evaluating Rapid Re-housing	x		xx			
7	Planning/implementing/evaluating Coord. Assessment System		x	xx		x	x
8	Planning/implementing/evaluating street outreach plan	x		xx			
9	Planning/implementing/evaluating homeless prevention plan	x		xx			
10	Ensure goals of Opening Doors are incorporated in CoC goals:	x			xx		
	Preventing and ending family homelessness	x			xx		
	Preventing and ending chronic homelessness	x			xx		
	Preventing and ending youth homelessness	x			xx		
	Preventing and ending veteran homelessness	x			xx		
	Preventing and ending all homelessness	x			xx		
11	Ensure that CoC's goals are in Consolidated Plan(s), Housing Elements, Hsg Authority Action Plans, & other planning docs	x			xx		
12	Ensure that Public Housing Authorities are involved in CoC goals			xx	x		
13	Ensure increase PH and PSH housing stability		xx	x			
14	Ensure increase income from employment		xx	x			
15	Ensure increase income from other cash resources		xx	x			
16	Ensure increase non-cash mainstream resources		xx	x			
17	Reduce length of time homeless		x	xx		x	
18	Prevent recidivism		x	xx		x	
19	Monitor performance of HUD CoC funded renewals		xx			x	x
20	Assist underperforming HUD CoC funded renewals		x				xx
21	Reallocate and renew HUD CoC funded projects	x	xx	x			x
22	Coordinate local Request for Proposals	x	x				xx
23	Coordinate project review, ranking, present to CoC Board		x	xx			x
24	Consult with Emergency Solutions Grant recipients concerning allocation of funds & performance evaluation		x		xx	x	
25	Complete Grant Inventory Worksheet						xx
26	Ensures coordination with other Federal, State, County, local, and private resources		xx	x		x	
27	Identify other sources of funding for supportive services to reduce CoC program funds to pay for such costs	x			xx	x	
28	Ensure equal opportunity and affirmatively further fair housing		xx			x	x
29	Ensure educational assurances for hmls children			xx			
30	Coordinating services and safe housing for victims of DV			xx			
31	Implementation of Affordable Care Act			x	xx		
32	Review written complaints		xx				x
33	Adopt and evaluate Governance Charter annually	xx	x				x
34	Recruit CoC Members	xx	x				

### Descriptions:

**The Alliance:** (quarterly) To be a collaborative of City staff, County staff, other public agency staff, private non-profit organizations, and other community organizations who are committed to preventing and ending homelessness in the County of Ventura; to implement a community-based collaborative and coordinated system utilizing best practices to assist persons experiencing homelessness and those of at risk of homelessness to obtain housing, mainstream resources, and supportive services necessary to achieve self-sufficiency; to ensure funding resources are maintained; leverage additional funds; and assure fair distribution of resources throughout Ventura County based on areas of greatest need.

**CoC Board:** (monthly) Makes decisions on behalf of The Alliance.

**HMIS Steering Committee:** (quarterly) Develop and monitor the HMIS Charter, which includes a process for decision making around the HMIS and establishes roles and responsibilities of the CoC Collaborative Applicant and the HMIS Lead Agency. Provide information and guidance on issues related to the implementation of the HMIS. Regularly monitor data quality, performance metrics, and operational standards.

**Data Performance and Evaluation Committee:** (monthly) Establish and oversee a process to evaluate performance of CoC Program and Emergency Solutions Grant funded agencies. Review applications and make funding determinations to promote the most effective and efficient allocation of these grant funds.

**Housing and Service System Coordination:** (monthly) Conduct Homeless System Gaps Analysis (Unmet Need), System Evaluation and Redesign, Program Development, Research of Systems Development and Best Practices, Advocacy and Planning.

**Public Information and Outreach:** (monthly) Inform members of The Alliance on progress towards meeting strategic goals and any initiatives that impact the County's homeless housing providers and service agencies. Develop public information messages and strategies to raise awareness of issues around homelessness in the County.

**CoC Collaborative Applicant:** The agency selected by The Alliance to develop and submit an application in response to HUD's CoC NOFA.

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## EXHIBIT C – CoC INFRASTRUCTURE ORGANIZATION

### **Continuum of Care Lead Agency/Collaborative Applicant**

The CoC Lead Agency is the County Executive Office and designated as the primary applicant for State and Federal funds made available to Continuums of Care; The CoC Lead Agency serves as staff to the Continuum of Care Board, Alliance and Standing Advisory Committees and assists with overseeing the full responsibilities of the Continuum including operating the Continuum of services including the coordinated entry system,

### **HMIS Lead Agency**

The HMIS Lead Agency is the County of Ventura Human Services Agency responsible for managing the HMIS system consistent with HUD requirements. The HMIS lead in partnership with the CoC is responsible for reviewing, revising and approving a privacy plan, security plan and data quality plan for the HMIS and ensuring consistent participation of recipients and subrecipients in the HMIS. The Human Services Agency has also been designated by the VC CoC as a lead on the Coordinated Entry System (CES) with the integration of CES in HMIS.

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## EXHIBIT D – CoC ALLIANCE MEMBERSHIP

Ventura County Continuum of Care Alliance Membership	
Organization/Individual	Sector
Aegis Treatment Centers	Substance use treatment
American Medical Response (AMR)	Emergency services
Area Agency on Aging	Senior
Area Housing Authority of Ventura County	Affordable Housing
Brian Padrick	Advocate
Buddy Nation	Pet Services
Cabrillo Economic Development Corp	Affordable/Supportive Housing Developer
Cal Lutheran	University
California Rural Legal Assistance (CRLA)	Legal
Carolyn Briggs	advocate
Catholic Charities	Social Services
City of Camarillo	Local Govt
City of Fillmore	Local Govt
City of Moorpark	Local Govt
City of Ojai	Local Govt
City of Oxnard	Local Govt
City of Oxnard--Housing Dept	Affordable/Supportive Housing Provider
City of Port Hueneme	Local Govt
City of Santa Paula	Local Govt
City of Simi Valley	Local Govt
City of Thousand Oaks	Local Govt
City of Ventura	Local Govt
Coalition for Family Harmony	Victim Services Provider
Community Action of Ventura County	Homeless Services
Community Development Partners	Affordable Housing Developer
County of Ventura Human Services Agency	Social Services
CSUCI	University
David Courtland	Advocate
Diversity Collective	LGBTQI+
Downtown Ventura Partners	Business
First 5 Ventura County	Youth
Gold Coast Health Plan	Healthcare
Gold Coast Veterans Foundation	Veteran
Goodwill Industries of Vta and SB Counties	Employment Services

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Habitat for Humanity Ventura County	Affordable Housing Developer
Harbor House	Homeless Services
Help of Ojai	Social Services
Hospital Association of Southern California	Healthcare
Housing Authority of the City of San Buenaventura	Affordable/Supportive Housing Developer
Housing Trust Fund of Ventura County	Funder
Independent Living Resource Center	Disability services
Interface Children & Family Services	youth, social services, re-entry, DV
Jewish Family Services	Social Services
Khepera House	Substance Use
Many Mansions	Affordable/Supportive Housing Developer
Mercy House	Homeless Services
National Health Foundation	Healthcare/Recuperative Care
Ojai Valley Family Shelter	Homeless shelter
One Step a la Vez	youth, social services
Oxnard Library	Public facility
Pacific Clinics--TAY Tunnel	Behavioral Health/TAY
Pam Marshall	Advocate
Partnership for Safe Families	Family
Peggy Rivera	advocate
People's Self Help Housing	Affordable/Supportive Housing Developer
Project Understanding	Social Services
Public Defender	Legal
Ron Mulvihill	Advocate
Salvation Army	Homeless Services
Samaritan Center	Homeless Services
SPIRIT of Santa Paula	Homeless Services
The City Center	Homeless Services
The Kingdom Center/Gabriel's House	Homeless Services/Emergency Shelter
The Nature Conservancy	Environmental advocacy
The Ventura County Rescue Mission	Emergency shelter
Turning Point Foundation	Homeless Services/ Behavioral Health
United Way of Ventura County	Funder/Landlord Engagement Program
US Vets	Veterans
VC Housing Trust Fund	Funder
Ventura Chamber of Commerce	Business
Ventura County Community Foundation	Funder
Ventura County Behavioral Health	Behavioral Health/Substance Use
Ventura County Healthcare Agency	Healthcare
Ventura County Library	Public facility
Ventura County Military Collaborative	Veterans

## Ventura County CoC Alliance Governance Charter

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Ventura County Office of Education	Education
Ventura County Public Health	Healthcare
Ventura Social Services Task Force	Advocates
Wakeland Housing & Development	Affordable/Supportive Housing Developer
Waypoint Station LLC	Advocate
Ventura County Sherriff's Department	Law Enforcement
Ventura County Probation	Public Safety
Ventura County Medical Center	Hospital
Community Memorial Hospital	Hospital
St. Johns/Dignity Health	Hospital
City of Ventura Police Dept	Law Enforcement
City of Oxnard Police Dept	Law Enforcement
City of Simi Valley Police Dept	Law Enforcement
City of Port Hueneme Police Dept	Law Enforcement
City of Santa Paula Police Dept	Law Enforcement
Forever Found	Human Trafficking prevention
VC District Attorney's Office	Law Enforcement
Family Justice Center	Victim Services



April 14, 2021

CoC Governance Board

**SUBJECT:** Receive and file the submittal of FY20 (October 1, 2019-September 30, 2020) System Performance Measures Report as Submitted to the U.S. Department of Housing & Urban Development on February 25, 2021.

**BACKGROUND:** Continuums of Care across the country are responsible for submitting the System Performance report annually to HUD. The System Performance Measures report includes all projects which collect data in the Homeless Management Information System (HMIS) including Continuum of Care (CoC) and Emergency Solutions Grant (ESG) funded programs. Programs that receive State or local funding are also included in the overall system performance evaluation.

**DISCUSSION:** The System Performance metrics include the following measures:

1. **Length of time homeless** (for those in emergency shelter & transitional housing);
2. Length of time homeless (for those in emergency shelter, transitional housing and permanent housing programs prior to housing move-in date);
3. **Returns to homelessness** (the extent to which persons who were housed by programs return to homelessness within 2 years);
4. **The total number of homeless persons** (Point in Time Count compared to annual counts of persons utilizing shelter and transitional housing programs);
5. **Employment and Income Growth** for homeless persons in CoC funded programs;
6. **Number of persons who become homeless for the first time;**
7. **Housing Placements** from Street Outreach and other programs;
8. **HMIS Data Quality**

System Performance is a key portion of the annual CoC competition. It is the area where the Ventura County CoC has lost the greatest number of points. While the CoC has gained participation across the service system of new programs and providers that have not traditionally participated in HMIS and coordinated entry, the system has struggled to improve the overall system performance. With new shelter programs and housing resources on the horizon, evaluating system performance ongoing will be key to determining if those resources are positively impacting the system performance of the service system and helping make future funding recommendations and priorities to continue those efforts.

FY20 was a year challenged with response to a pandemic. The system performance for FY20 reflects some of these challenges but overall remains in line with performance the VC CoC has seen in previous years. The system continues to do well in providing supports to persons in housing programs and seeing low rates of people returning to homelessness once they are permanently housed. The expanded capacity in the shelter system saw an increase in those who were sheltered in Ventura County. This is expected to continue to improve in the FY21 reporting period with the added capacity of Project Roomkey in addition to other sheltering efforts. Measures of increased income among persons served in housing programs fell in FY20. The number of new homeless persons entering the service system also decreased in FY20 which could be a result of ongoing expanded service system capacity as well as eviction moratoriums in place during the pandemic. Placements into permanent housing from street outreach, shelter programs and rapid rehousing programs saw a slight increase in the FY20 reporting period and the housing stability measurement remained steady with 97% of persons remaining stably housed. The measurement that staff continue to monitor is the length of

time persons remain homeless before they are permanently housed. The average length of time a person is staying in shelter programs in Ventura County before they are permanently housed is now over two years. This is not a result of the effort of our shelter programs and service providers but a reflection of how long it takes for a housing resource to become available to meet persons needs.

The attached report is the full report submitted to HUD on February 25, 2021.

# FY2020 - Performance Measurement Module (Sys PM)

## Summary Report for CA-611 - Oxnard, San Buenaventura/Ventura County CoC

For each measure enter results in each table from the System Performance Measures report generated out of your CoCs HMIS System. There are seven performance measures. Each measure may have one or more “metrics” used to measure the system performance. Click through each tab above to enter FY2017 data for each measure and associated metrics.

RESUBMITTING FY2020 DATA: If you provided revised FY2020 data, the original FY2020 submissions will be displayed for reference on each of the following screens, but will not be retained for analysis or review by HUD.

ERRORS AND WARNINGS: If data are uploaded that creates selected fatal errors, the HDX will prevent the CoC from submitting the System Performance Measures report. The CoC will need to review and correct the original HMIS data and generate a new HMIS report for submission.

Some validation checks will result in warnings that require explanation, but will not prevent submission. Users should enter a note of explanation for each validation warning received. To enter a note of explanation, move the cursor over the data entry field and click on the note box. Enter a note of explanation and “save” before closing.

### Measure 1: Length of Time Persons Remain Homeless

This measures the number of clients active in the report date range across ES, SH (Metric 1.1) and then ES, SH and TH (Metric 1.2) along with their average and median length of time homeless. This includes time homeless during the report date range as well as prior to the report start date, going back no further than October, 1, 2012.

***Metric 1.1: Change in the average and median length of time persons are homeless in ES and SH projects.***

***Metric 1.2: Change in the average and median length of time persons are homeless in ES, SH, and TH projects.***

a. This measure is of the client’s entry, exit, and bed night dates strictly as entered in the HMIS system.

## FY2020 - Performance Measurement Module (Sys PM)

	Universe (Persons)			Average LOT Homeless (bed nights)				Median LOT Homeless (bed nights)			
	Submitted FY 2019	Revised FY 2019	FY 2020	Submitted FY 2019	Revised FY 2019	FY 2020	Difference	Submitted FY 2019	Revised FY 2019	FY 2020	Difference
1.1 Persons in ES and SH	648	651	674	75	75	126	51	35	35	68	33
1.2 Persons in ES, SH, and TH	766	768	790	107	106	147	41	57	57	90	33

b. This measure is based on data element 3.17.

This measure includes data from each client's Living Situation (Data Standards element 3.917) response as well as time spent in permanent housing projects between Project Start and Housing Move-In. This information is added to the client's entry date, effectively extending the client's entry date backward in time. This "adjusted entry date" is then used in the calculations just as if it were the client's actual entry date.

The construction of this measure changed, per HUD's specifications, between FY 2016 and FY 2017. HUD is aware that this may impact the change between these two years.

	Universe (Persons)			Average LOT Homeless (bed nights)				Median LOT Homeless (bed nights)			
	Submitted FY 2019	Revised FY 2019	FY 2020	Submitted FY 2019	Revised FY 2019	FY 2020	Difference	Submitted FY 2019	Revised FY 2019	FY 2020	Difference
1.1 Persons in ES, SH, and PH (prior to "housing move in")	647	648	646	701	699	710	11	368	368	392	24
1.2 Persons in ES, SH, TH, and PH (prior to "housing move in")	769	772	736	699	694	721	27	368	368	409	41

## FY2020 - Performance Measurement Module (Sys PM)

### Measure 2: The Extent to which Persons who Exit Homelessness to Permanent Housing Destinations Return to Homelessness

This measures clients who exited SO, ES, TH, SH or PH to a permanent housing destination in the date range two years prior to the report date range. Of those clients, the measure reports on how many of them returned to homelessness as indicated in the HMIS for up to two years after their initial exit.

After entering data, please review and confirm your entries and totals. Some HMIS reports may not list the project types in exactly the same order as they are displayed below.

	Total # of Persons who Exited to a Permanent Housing Destination (2 Years Prior)		Returns to Homelessness in Less than 6 Months			Returns to Homelessness from 6 to 12 Months			Returns to Homelessness from 13 to 24 Months			Number of Returns in 2 Years	
	Revised FY 2019	FY 2020	Revised FY 2019	FY 2020	% of Returns	Revised FY 2019	FY 2020	% of Returns	Revised FY 2019	FY 2020	% of Returns	FY 2020	% of Returns
Exit was from SO	47	14	2	0	0%	2	1	7%	4	0	0%	1	7%
Exit was from ES	79	47	3	3	6%	1	1	2%	2	5	11%	9	19%
Exit was from TH	46	52	0	0	0%	0	2	4%	0	3	6%	5	10%
Exit was from SH	34	32	1	2	6%	0	4	13%	0	4	13%	10	31%
Exit was from PH	451	476	13	5	1%	8	10	2%	2	22	5%	37	8%
<b>TOTAL Returns to Homelessness</b>	<b>657</b>	<b>621</b>	<b>19</b>	<b>10</b>	<b>2%</b>	<b>11</b>	<b>18</b>	<b>3%</b>	<b>8</b>	<b>34</b>	<b>5%</b>	<b>62</b>	<b>10%</b>

### Measure 3: Number of Homeless Persons

#### Metric 3.1 – Change in PIT Counts

## FY2020 - Performance Measurement Module (Sys PM)

This measures the change in PIT counts of sheltered and unsheltered homeless person as reported on the PIT (not from HMIS).

	January 2019 PIT Count	January 2020 PIT Count	Difference
Universe: Total PIT Count of sheltered and unsheltered persons	1669	1787	118
Emergency Shelter Total	230	330	100
Safe Haven Total	11	14	3
Transitional Housing Total	170	178	8
Total Sheltered Count	411	522	111
Unsheltered Count	1258	1265	7

### Metric 3.2 – Change in Annual Counts

This measures the change in annual counts of sheltered homeless persons in HMIS.

	Submitted FY 2019	Revised FY 2019	FY 2020	Difference
Universe: Unduplicated Total sheltered homeless persons	780	780	790	10
Emergency Shelter Total	594	594	621	27
Safe Haven Total	76	76	61	-15
Transitional Housing Total	157	157	127	-30

## FY2020 - Performance Measurement Module (Sys PM)

### Measure 4: Employment and Income Growth for Homeless Persons in CoC Program-funded Projects

Metric 4.1 – Change in earned income for adult system stayers during the reporting period

	Submitted FY 2019	Revised FY 2019	FY 2020	Difference
Universe: Number of adults (system stayers)	72	146	142	-4
Number of adults with increased earned income	20	36	6	-30
Percentage of adults who increased earned income	28%	25%	4%	-21%

Metric 4.2 – Change in non-employment cash income for adult system stayers during the reporting period

	Submitted FY 2019	Revised FY 2019	FY 2020	Difference
Universe: Number of adults (system stayers)	72	146	142	-4
Number of adults with increased non-employment cash income	18	45	43	-2
Percentage of adults who increased non-employment cash income	25%	31%	30%	-1%

Metric 4.3 – Change in total income for adult system stayers during the reporting period

	Submitted FY 2019	Revised FY 2019	FY 2020	Difference
Universe: Number of adults (system stayers)	72	146	142	-4
Number of adults with increased total income	38	81	46	-35
Percentage of adults who increased total income	53%	55%	32%	-23%

## FY2020 - Performance Measurement Module (Sys PM)

### Metric 4.4 – Change in earned income for adult system leavers

	Submitted FY 2019	Revised FY 2019	FY 2020	Difference
Universe: Number of adults who exited (system leavers)	105	77	102	25
Number of adults who exited with increased earned income	30	32	5	-27
Percentage of adults who increased earned income	29%	42%	5%	-37%

### Metric 4.5 – Change in non-employment cash income for adult system leavers

	Submitted FY 2019	Revised FY 2019	FY 2020	Difference
Universe: Number of adults who exited (system leavers)	105	77	102	25
Number of adults who exited with increased non-employment cash income	28	28	16	-12
Percentage of adults who increased non-employment cash income	27%	36%	16%	-20%

### Metric 4.6 – Change in total income for adult system leavers

	Submitted FY 2019	Revised FY 2019	FY 2020	Difference
Universe: Number of adults who exited (system leavers)	105	77	102	25
Number of adults who exited with increased total income	50	50	20	-30
Percentage of adults who increased total income	48%	65%	20%	-45%

## FY2020 - Performance Measurement Module (Sys PM)

### Measure 5: Number of persons who become homeless for the 1st time

Metric 5.1 – Change in the number of persons entering ES, SH, and TH projects with no prior enrollments in HMIS

	Submitted FY 2019	Revised FY 2019	FY 2020	Difference
Universe: Person with entries into ES, SH or TH during the reporting period.	745	765	779	14
Of persons above, count those who were in ES, SH, TH or any PH within 24 months prior to their entry during the reporting year.	75	100	193	93
Of persons above, count those who did not have entries in ES, SH, TH or PH in the previous 24 months. (i.e. Number of persons experiencing homelessness for the first time)	670	665	586	-79

Metric 5.2 – Change in the number of persons entering ES, SH, TH, and PH projects with no prior enrollments in HMIS

	Submitted FY 2019	Revised FY 2019	FY 2020	Difference
Universe: Person with entries into ES, SH, TH or PH during the reporting period.	996	1393	1437	44
Of persons above, count those who were in ES, SH, TH or any PH within 24 months prior to their entry during the reporting year.	108	176	322	146
Of persons above, count those who did not have entries in ES, SH, TH or PH in the previous 24 months. (i.e. Number of persons experiencing homelessness for the first time.)	888	1217	1115	-102

## FY2020 - Performance Measurement Module (Sys PM)

### Measure 6: Homeless Prevention and Housing Placement of Persons defined by category 3 of HUD's Homeless Definition in CoC Program-funded Projects

This Measure is not applicable to CoCs in FY2020 (Oct 1, 2019 - Sept 30, 2020) reporting period.

### Measure 7: Successful Placement from Street Outreach and Successful Placement in or Retention of Permanent Housing

Metric 7a.1 – Change in exits to permanent housing destinations

	Submitted FY 2019	Revised FY 2019	FY 2020	Difference
Universe: Persons who exit Street Outreach	82	82	72	-10
Of persons above, those who exited to temporary & some institutional destinations	25	25	12	-13
Of the persons above, those who exited to permanent housing destinations	15	15	25	10
% Successful exits	49%	49%	51%	2%

Metric 7b.1 – Change in exits to permanent housing destinations

## FY2020 - Performance Measurement Module (Sys PM)

	Submitted FY 2019	Revised FY 2019	FY 2020	Difference
Universe: Persons in ES, SH, TH and PH-RRH who exited, plus persons in other PH projects who exited without moving into housing	710	1025	1092	67
Of the persons above, those who exited to permanent housing destinations	343	530	690	160
% Successful exits	48%	52%	63%	11%

### Metric 7b.2 – Change in exit to or retention of permanent housing

	Submitted FY 2019	Revised FY 2019	FY 2020	Difference
Universe: Persons in all PH projects except PH-RRH	280	290	299	9
Of persons above, those who remained in applicable PH projects and those who exited to permanent housing destinations	274	284	290	6
% Successful exits/retention	98%	98%	97%	-1%

## **FY2020 - SysPM Data Quality**

### **CA-611 - Oxnard, San Buenaventura/Ventura County CoC**

This is a new tab for FY 2016 submissions only. Submission must be performed manually (data cannot be uploaded). Data coverage and quality will allow HUD to better interpret your Sys PM submissions.

Your bed coverage data has been imported from the HIC module. The remainder of the data quality points should be pulled from data quality reports made available by your vendor according to the specifications provided in the HMIS Standard Reporting Terminology Glossary. You may need to run multiple reports in order to get data for each combination of year and project type.

You may enter a note about any field if you wish to provide an explanation about your data quality results. This is not required.

## FY2020 - SysPM Data Quality

	All ES, SH				All TH				All PSH, OPH				All RRH				All Street Outreach			
	2016-2017	2017-2018	2018-2019	2019-2020	2016-2017	2017-2018	2018-2019	2019-2020	2016-2017	2017-2018	2018-2019	2019-2020	2016-2017	2017-2018	2018-2019	2019-2020	2016-2017	2017-2018	2018-2019	2019-2020
1. Number of non-DV Beds on HIC	103	144	159	322	175	113	99	114	522	547	629	693	399	617	644	683				
2. Number of HMIS Beds	47	82	79	258	131	111	99	109	318	365	466	485	399	617	644	683				
3. HMIS Participation Rate from HIC ( % )	45.63	56.94	49.69	80.12	74.86	98.23	100.00	95.61	60.92	66.73	74.09	69.99	100.00	100.00	100.00	100.00				
4. Unduplicated Persons Served (HMIS)	228	207	530	763	194	167	195	161	103	272	322	264	795	876	1342	1050	30	128	429	429
5. Total Leavers (HMIS)	175	163	351	457	111	93	79	74	11	30	22	17	223	450	450	618	11	46	113	183
6. Destination of Don't Know, Refused, or Missing (HMIS)	12	8	15	15	5	3	5	1	0	1	0	2	17	19	22	30	0	2	2	17
7. Destination Error Rate (%)	6.86	4.91	4.27	3.28	4.50	3.23	6.33	1.35	0.00	3.33	0.00	11.76	7.62	4.22	4.89	4.85	0.00	4.35	1.77	9.29

April 14, 2021

CoC Governance Board

**SUBJECT:** Receive a report Receive a report on the Action Plan for Preventing and Ending Homelessness in California and the California Homeless Data Integration System.

**BACKGROUND:** The California Homeless Coordinating and Financial Council (CA HCFC) adopted the Action Plan for Preventing and Ending Homelessness in California in March 2021. HCFC functions as the state's interagency council on homelessness and has developed this action plan to help guide the HCFC and the State on pursuing progress towards preventing and ending homelessness in California. Continuum of Care Board Member and Oxnard Housing Director Emilio Ramirez serves as the Vice Chair on the CA Homeless Coordinating and Financing Council. In addition to the adoption of the Action Plan, the State has launched its Homeless Data Integration System (HDIS) including data dashboards reflective of data submitted by California Continuums of Care.

**DISCUSSION:** The Action Plan for Preventing and Ending Homelessness in California includes six key practices and principles.

- Pursuing racial equity and justice;
- Creating solutions for the full diversity of people experiencing homelessness;
- Seeking and valuing the expertise of those with lived experiences of homelessness;
- Aligning State activities with Housing First approaches;
- Balancing crisis response and permanent housing solutions; and
- Shared responsibility, accountability, efficiency across State departments and programs in close collaboration with local communities.

The Action Plan states five action areas:

- Strengthening systems to better prevent and end homelessness in California;
- Equitably addressing health, safety and service needs of Californians experiencing unsheltered homelessness;
- Expanding communities' capacity to provide safe and effective sheltering and interim housing;
- Expanding and ensuring equitable access to permanent housing in our communities;
- Preventing Californians from experiencing the crisis of homelessness.

The Action Plan details objectives to be achieved under each action area and working groups to be established to achieve these objectives. The plan will be monitored and evaluated annually as work is done in each of these action areas. This plan may provide an opportunity for the Ventura County

Continuum of Care to evaluate and update its own plan to prevent and end homelessness to evaluate its alignment with the State plan.

The HCFC also launched the California Homeless Data Integration System on April 7<sup>th</sup>

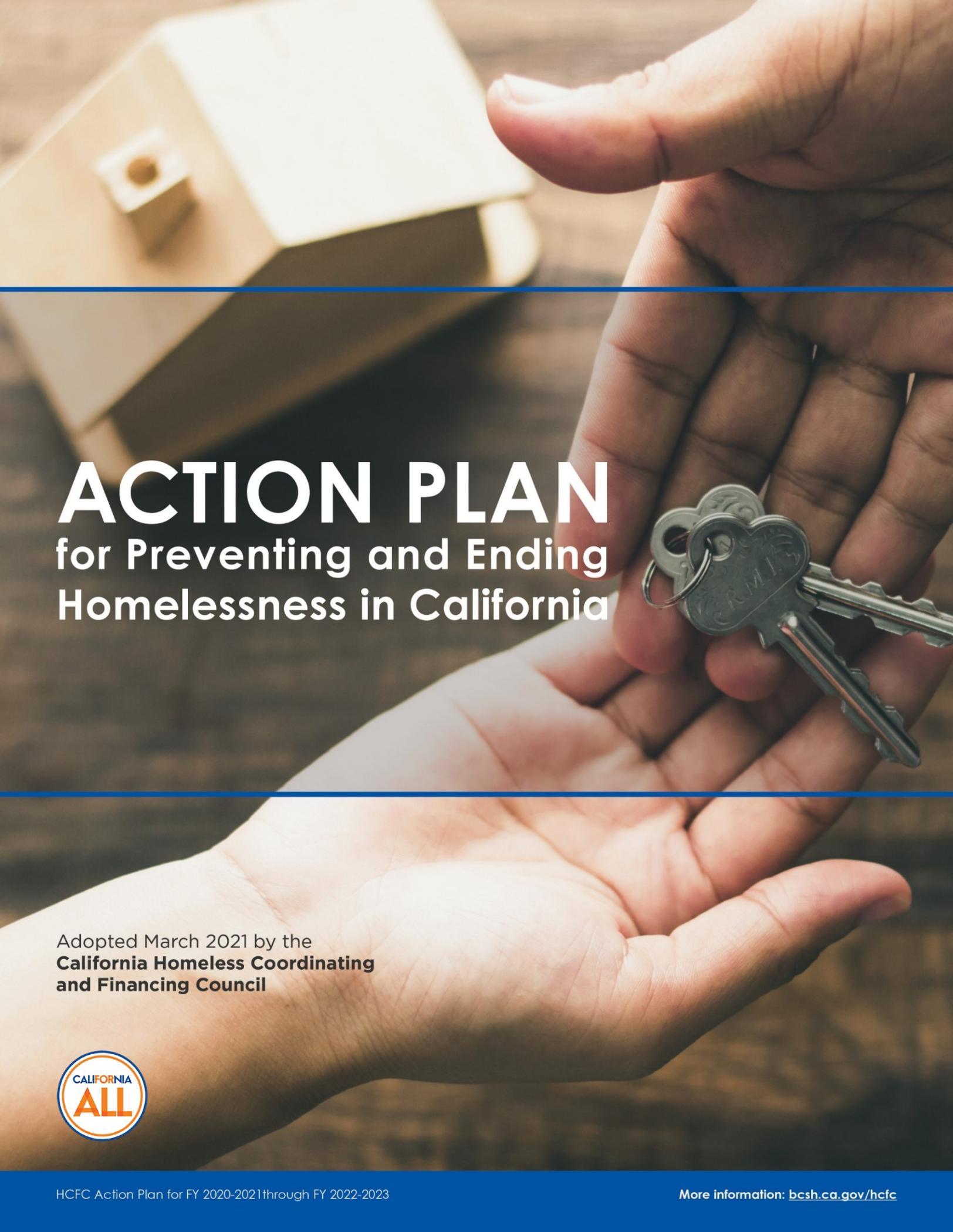
<https://www.bcsd.ca.gov/hcfc/hdis.html>

This data integration system includes data submitted by Continuums of Care across California to help the state better understand who is experiencing homelessness in the state, what services they are accessing within each continuum of care and performance outcomes across the State. The data is available for public view and consumption and the State has worked closely with consultants and CoC staff to prepare for the launch of this data.

Key statewide takeaways from the statewide data include:

- Of the 248,130 persons served across the state in 2020:
  - 37% moved into permanent housing;
  - 47% remained actively engaged in shelter and services but were not yet permanently housed;
  - 16% disengaged from services and were exited to homelessness or unknown destinations.
- Project Roomkey and crisis response during the pandemic are clearly demonstrated in the data;
- California has significantly increased homelessness prevention efforts;
- 96% of people served did so within one jurisdiction;
- Homelessness in California reflects stark racial inequalities and impacts of systemic racism.

Data for local jurisdictions may be viewed through the “People Served” and “Demographics of People Who Were Served” sections of HDIS. Local reports were exported and included in this packet for you to view.

A close-up photograph of a hand holding a set of keys. The hand is positioned in the foreground, with the fingers slightly curled around the keys. The keys are silver and include a heart-shaped keychain. In the background, a wooden door handle is visible, suggesting a residential setting. The lighting is warm and natural, creating a sense of hope and stability.

# ACTION PLAN

for Preventing and Ending  
Homelessness in California

Adopted March 2021 by the  
**California Homeless Coordinating  
and Financing Council**



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# A MESSAGE FROM GOVERNOR GAVIN NEWSOM

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Addressing the issues of housing costs, housing stability, and homelessness is critical to creating opportunities for all Californians. The COVID-19 pandemic has reminded us all how important Housing for All is, with safe and stable homes for each and every one of us – for ourselves, for our families, for our loved ones, and for our neighbors. For our health, our well-being, and for our very lives.

Against all odds, we've created solutions to housing needs and homelessness during a once-in-a-generation pandemic: the strongest eviction controls in the nation to prevent millions of renters from losing their homes; a framework for billions of dollars of rental support for struggling landlords; providing shelter to keep people experiencing homelessness safe during the pandemic through Project Roomkey; and creating new permanent housing at lower costs and quicker than ever before through the Homekey program.

We still have more work to do in the midst of the COVID-19 crisis, of course. And we must also remain focused on the longer-term crisis of homelessness, applying the lessons and innovations of our pandemic response to this challenge. That's why I've proposed nearly \$2 billion in the budget to create more housing for people currently experiencing homelessness and to address mental health and substance abuse issues. And that's why this Action Plan to Prevent and End Homelessness, adopted by the State's Homeless Coordinating and Financing Council, is so important. It defines the path forward, through collaboration across State departments and with local communities. Through strategic use of Federal and State funding, driving Housing First approaches and housing outcomes. Through shared responsibility and accountability and data-driven decisions and solutions. And with a commitment to racial equity and justice.

Together, we can stare down big challenges. This Action Plan provides a playbook for staring down the challenge of homelessness, for State departments and for our partners.

# Homeless Coordinating and Financing Council

**From Secretary Lourdes M. Castro Ramírez  
Business, Consumer Services and Housing Agency  
Council Chair**

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One of the greatest honors of serving within the Newsom Administration is my role as the Chair for the State's interagency council on homelessness, the Homeless Coordinating and Financing Council (HCFC). HCFC's mission is to develop policies and to identify and coordinate resources, benefits, and services, to prevent and homelessness in California.

This past year, I saw firsthand the power of systems working together for people experiencing homelessness as we faced the gravest economic and public health crisis of our times. I stand in awe of how our state departments, in partnership with local governments, pulled together, coordinated emergency efforts, and launched innovative solutions such as Project Roomkey and Homekey. Homekey produced over 6,000 permanent housing units leveraging federal, state and philanthropic funds.

We are committed to continuing to build on this work, meet our State's Housing First mission, and do all we can to ensure that homelessness is prevented whenever possible, rare, and ends quickly whenever it does occur so that no Californians experience homelessness repeatedly.

This Action Plan centers racial equity in everything we do and advances HCFC's mission by boldly striving for a full suite of strategies and interconnected activities--- spanning from homelessness prevention efforts, to meeting the immediate needs of people who are currently unsheltered, staying in shelters or interim housing, to ending people's homelessness through access to permanent affordable housing and the supportive services they need to succeed.

Our plan comes at a critical time, as the Biden-Harris Administration elevates housing and homelessness. A strong partnership with the federal government and investments in our Housing for All agenda will enable us to make even greater strides in prevention, sheltering, permanent housing and access to supportive services.

A plan on paper is just that – unless it drives our work, and changes how we work, together and with greater accountability. The

Council, and the leaders and staff across its member departments, are committed to implementing this Action Plan, to measuring our progress and our impact, and to continuously refining and strengthening our efforts. I would like to personally recognize Governor Newsom for his steadfast commitment to ending homelessness and the dozens of stakeholders, our Council members, consultant Matthew Doherty, and State staff – including within the agency I lead, BCSH and within HCFC – that contributed to getting us to this moment of clarity for how our shared work will progress.

In many ways, this Action Plan is a heroic act: it was developed collectively during a most difficult year with a sense of urgency, clear purpose, and concrete steps to prevent and end the crisis of homelessness in California.

**From Ali Sutton**  
**Deputy Secretary for Homelessness,**  
**Business, Consumer Services and Housing Agency**

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It is my privilege to lead the team of staff at the Homeless Coordinating and Financing Council. We've been given the opportunity to expand our capacity so that we can do more to both lead and support State staff, and people working tirelessly in communities across California, to prevent and end homelessness for everyone. We've proudly worked with the Council to develop this Action Plan – a plan that explicitly commits to the work that we will accomplish and expresses a clear intention to deliver on the opportunities we have, right now, to build toward an equitable future in which we can prevent and end homelessness.

The challenges ahead are daunting. The team at HCFC stands ready to face them – in partnership with our state and local colleagues, with our private collaborators, and with people with expertise from their own experiences of housing crises and homelessness.

## STATEMENTS FROM COUNCIL MEMBERS

"This is our moment to end homelessness. With this clear and comprehensive plan, we can ensure that every Californian has a safe, affordable home in a vibrant, inclusive, sustainable community. The lives of hundreds of thousands of Californians depend on us to deliver."

– **Gustavo F. Velasquez, Director, California Department of Housing and Community Development**

"This plan will help California deepen our impact, advance racial equity, and will support our collective efforts to end homelessness in our state. It proves that the whole is greater than the sum of its parts."

– **Corrin Buchanan, Assistant Director of Housing and Homelessness, California Department of Social Services**

"The California Department of Education is focused on closing the opportunity gap for the approximately 200,000 K-12 students experiencing homelessness. As a member of the Homeless Coordinating and Financing Council Committee and partner on the 2021 Action Plan, we are committed to improving the education outcomes of our students experiencing homelessness through targeted interventions and supports."

– **Lindsay Tornatore, PhD, Director, Student Achievement and Support Division, California Department of Education**

"With homelessness continuing to be one of the key issues facing California, particularly as the COVID-related financial struggles are being felt by our state's lowest-income residents, the development of this Action Plan gives the Homelessness Coordination and Financing Council a roadmap to target assistance to the most vulnerable Californians. Additionally, I am encouraged to see a focus on creating permanent housing solutions, which are so vital when addressing the issue of homelessness."

– **Donald Cavier, Acting Director, California Housing Finance Agency**

"I am highly committed to continuing to focus on homeless solutions that will support youth. Youth are the future."

– **Alexis Barries, Advocate**

"For the first time, the state of California will have a framework and strategic direction in how to disrupt homelessness at the state-wide level."

– **Gail Gilman, Chief Strategy Officer, All Home, California**

“As a councilmember representing Cal OES, I’m excited to be part of the development of the HCFC Strategic Action Plan. This is a vital step in our effort in achieving the mission of ending homelessness throughout CA.”

– Gina Buccieri-Harrington, Assistant Director, Grants Management, Victim Services Program, Governor’s Office of Emergency Services

“The Action Plan is a groundbreaking tool for giving all of the many State agencies that touch the lives of people experiencing homelessness a clear and aligned path for making change.”

– Amy Anderson, Former Chief Housing Officer, Office of Los Angeles Mayor, Eric Garcetti

“DHCS’ CalAIM and other initiatives in this plan are exciting, but real, ‘whole-person’ progress on the complicated issue of homelessness requires the coordinated, multi-department focus that we have in this action plan.”

– Jacey K. Cooper, Chief Deputy Director of Health Care Programs, California Department of Health Care Services

“Caltrans is committed to working with our partners to advance solutions aimed at ending homelessness, including for the people living along our transportation network. We will continue our efforts to lease department-owned land to cities as an option for emergency homeless shelters and to hire people experiencing homelessness into positions at Caltrans.”

– Toks Omishakin, Director, California Department of Transportation

“This action plan represents a comprehensive roadmap for addressing the issue of homelessness in California and includes the needs of target populations such as our state’s veterans.”

– Russell Atterberry, Undersecretary, California Department of Veteran Affairs

“Ending homelessness will require both decisive action and significant investments from the State, and this action plan provides a framework for how we can all come together to address this growing humanitarian crisis.”

– Jennifer Loving  
Chief Executive Officer, Destination: Home

# Homeless Coordinating and Financing Council

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The Council would like to extend its gratitude for the commitment of our stakeholders who took the time to provide input and recommendations for this plan, including State staff, representatives from local governments, advocates, researchers, and from individuals who provided expertise drawn from their lived experiences to shape this plan. We are also grateful to the tireless work of consultant, Matthew Doherty, for helping California to lead the way to focus on the actions that will prevent and end homelessness across our state.

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# EXECUTIVE SUMMARY

## Vision and Intent and this Action Plan

On any given night, more than 161,000 people are experiencing homelessness in California, representing more than one-quarter of all people experiencing homelessness in the United States. Making significant progress in preventing and ending homelessness across the state will require sustained and focused efforts at the Federal, State, and local levels. Through this Action Plan, the Homeless Coordinating and Financing Council (HCFC), the State's interagency council on homelessness, is pursuing a vision for the Council and the State's work to prevent and end homelessness that features:



- Increased leadership from the State for identifying and supporting short-term and long-term solutions;
- Purposeful, action-oriented coordination and alignment across State agencies and programs; and
- Stronger, collaborative partnerships with public and private partners in communities.

This Action Plan orients the State's efforts to drive purposeful, meaningful, and measurable progress toward preventing and ending homelessness in California, motivated by a vision of a future in which homelessness in California is: **rare, because it is prevented** whenever possible; **brief, ended quickly whenever it does occur**, through a focus on Housing First approaches and housing outcomes; and a **one-time experience, ended successfully the first time**, so that no Californians experience homelessness repeatedly.

The implementation of this Action Plan will be aligned with several **key principles and practices**, including:

- ✓ Pursuing racial equity and justice;
- ✓ Creating solutions for the full diversity of people experiencing homelessness;
- ✓ Seeking and valuing the expertise of people with lived experiences of homelessness;
- ✓ Aligning State activities with Housing First approaches;
- ✓ Balancing crisis response and permanent housing solutions; and
- ✓ Shared responsibility, accountability, and efficiency across State departments and programs, in close coordination with local communities.

## Driving Progress Across Five Action Areas

The Action Plan will drive progress across five (5) distinct but interrelated and complementary Action Areas, inclusive of the full range of actions necessary to prevent and end homelessness.

### Action Area 1. Strengthening Our Systems to Better Prevent and End Homelessness in California



Activities focused on pursuing racial equity in response to homelessness and housing instability; engagement and partnership with people with lived expertise from experiences of homelessness; supporting interjurisdictional and regional planning; partnerships to strengthen outcomes related to education, employment, income, and assets; disaster preparedness and response; and communications and public awareness.

### Action Area 2. Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness



Activities focused on addressing health and safety needs and increasing access to State-supported services and programs for people who are experiencing unsheltered homelessness.

### Action Area 3. Expanding Communities' Capacity to Provide Safe and Effective Sheltering and Interim Housing



Activities focused on expanding the supply of safe, housing-placement focused sheltering and interim housing models and addressing health and services needs of people staying within such programs.

### Action Area 4. Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities



Activities focused on strengthening Housing First approaches and expanding permanent housing opportunities through development strategies, short- and long-term rental assistance, and other rehousing activities.

### Action Area 5. Preventing Californians from Experiencing the Crisis of Homelessness



Activities focused on reducing entries into homelessness as people exit and/or receive services through State-funded programs and systems and enhancing communities' capacity to provide targeted homelessness prevention and diversion services and assistance.

## Implementation and Performance Measurement

The Action Plan covers the State's FY 20-21 through FY 22-23, focused on the highest-priority strategies and efforts that will have the greatest impact. The Council will update this Action Plan ahead of FY 22-23 to make any modifications to the Plan's Objectives and to identify more specific Activities to be implemented during FY 22-23.

HCFC and its member departments will pursue the Plan's vision with shared accountability across State departments and with local partners. The Action Plan will be implemented through existing teams and structures, and also through the planned formation of five (5) interagency Working Groups, including State staff and external stakeholders and partners, focused on:

- Maximizing the Impact of **State Funding** and Programs Addressing Homelessness
- **Racial Equity** in Responses to Homelessness and Housing Instability
- Tailoring Strategies for Preventing and Ending Homelessness for **Youth and Young Adults**
- Strengthening **Employment Opportunities** and Outcomes for People with Experiences of Homelessness
- Preventing Homelessness Among People **Transitioning Back into Communities from Corrections Settings**

This Action Plan requires a sharpened focus on performance measurement, data, and analyses. Performance measures are identified for every Activity, and implementation progress will be reported to the Council on a regular basis. HCFC will use data from the State's newly developed Homeless Data Integration System, from the U.S. Department of Housing and Urban Development, and from the California Department of Education in order to assess the impact of Federal, State, and local efforts; to document and analyze racial inequities; and to refine this Plan's Objectives and Activities.

## Conclusion

Driving progress on preventing and ending homelessness, and toward racial equity, requires multi-pronged, multi-year strategies across sectors and systems, supported by data analyses, performance measures, and metrics to assess, refine, and revise those strategies. The development and adoption of this Action Plan is a significant step forward for HCFC and for the State of California. This Plan represents a commitment to action-oriented coordination across State agencies and programs and deeper collaboration with public and private partners in communities, in pursuit of a future in which homelessness in California is a rare experience, prevented whenever possible, and is a brief and one-time experience when it cannot be prevented.

# THE CALIFORNIA HOMELESS COORDINATING & FINANCING COUNCIL

Homelessness in California requires urgent actions and sustained, long-term efforts across all levels of government and across the public and private sectors. **The California Homeless Coordinating and Financing Council (HCFC) serves as the State's interagency council on homelessness, providing leadership, coordination, and guidance to strengthen and align efforts across all of State government.**

HCFC was created in 2017 to oversee the implementation of Housing First policies, guidelines, and regulations to reduce the prevalence and duration of homelessness in California. The Council's mission is to develop policies and to identify and coordinate resources, benefits, and services to prevent and work toward ending homelessness in California.

HCFC's current activities, and activities forecast within this Action Plan, are designed to fulfill its charter to oversee implementation of California's Housing First guidelines and to achieve eighteen statutory goals, including five youth-related goals identified through SB 918 in 2018. HCFC pursues those statutory goals through both a Council of state leaders and a team of staff within the Business, Consumer Services and Housing Agency.

The Council, chaired by the Secretary of the Business, Consumer Services and Housing Agency (BCSH), is a committee comprising representatives from ten State departments with up to ten additional community members, including individuals representing community organizations, individuals appointed by the Governor, and people with lived expertise of homelessness.

**HCFC will be responsible for monitoring the implementation and for updating this Action Plan on an annual basis to adjust and tailor its**

**Objectives and Activities.** Council members from State agencies are responsible for mobilizing actions and accountability across their agencies in support of the Action Plan's implementation. HCFC staff and senior staff across State agencies will be responsible for ensuring that the Activities committed to in this plan are implemented and well-coordinated, and for reporting to the Council on its implementation, regarding the measures identified within the Action Plan and progress toward fulfilling HCFC's statutory requirements.

Led by the BCSH Deputy Secretary for Homelessness, the team at HCFC includes up to twenty-nine State staff who:

- Implement two major grant programs, the Homeless Emergency Aid Program (HEAP) and the Homeless Housing, Assistance and Prevention Program (HHAP);
- Oversee the development and ongoing management of the Homeless Data Integration System (HDIS);
- Coordinate Council activities across State agencies and departments to ensure alignment with the Council's policy priorities and best practices; and
- Work in partnership with Continuums of Care (CoCs), Federal agencies, city and county governments, non-profits, housing and services providers, and others.

HCFC staff also work in consultation with the Governor's Office and with the Legislature as subject-matter policy experts to guide and strengthen the State's response to homelessness.

*See Appendix Exhibit A for documentation of HCFC's statutory requirements.*

# ACTION PLAN'S VISION

In developing and implementing its first-ever Action Plan, HCFC is pursuing a vision for the Council and the State's work to prevent and end homelessness.

## The vision for this plan features:

- Increased leadership from the State for identifying and supporting short-term and long-term solutions;
- Purposeful, action-oriented coordination and alignment across State agencies and programs; and
- Stronger, collaborative partnerships with public and private partners in communities.

## In pursuing this vision, HCFC recognizes that:

- The response to homelessness in California must address and reduce well-documented racial inequities in who experiences housing instability and risks of homelessness, in who experiences homelessness, and in how people are served and outcomes achieved within homelessness response systems;
- Progress will require multi-pronged, multi-year strategies to enhance every element of our responses to the housing, services, health, and public health needs of people experiencing and at-risk of homelessness; and that
- State agencies need to act with shared responsibility and mutual accountability, and must implement effective data analyses, performance measures, and metrics to assess, refine, and revise those strategies.

The vision for this Action Plan is not simply making changes in how HCFC and State

agencies do their work. This Action Plan seeks to orient the State's efforts toward driving purposeful, meaningful, and measurable progress toward preventing and ending homelessness in California.

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**The collaborative development of this Action Plan has been driven by a vision of a future in which homelessness in California is rare, because it is prevented whenever possible; brief, ended quickly whenever it does occur, through a focus on Housing First approaches and housing outcomes; and a one-time experience, ended successfully the first time, so that no Californians experience homelessness repeatedly.**

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The development and implementation of this Action Plan creates commitments and structures through which HCFC and its member departments will pursue that vision relentlessly, with shared accountability across State departments and with local partners, and with a sharpened focus on data and analyses that will help assess progress and inform adjustments to sharpen strategies and activities.



# ACTION PLAN'S FIVE ACTION AREAS

Reflective of the perspectives provided through stakeholder conversations, this Action Plan is also deeply informed by the national [Framework for an Equitable COVID-19 Homelessness Response](#) and is structured into five (5) distinct but interrelated and complementary Action Areas, inclusive of the full range of actions necessary to prevent and end homelessness.

## ACTION AREA 1

### **Strengthening Our Systems to Better Prevent and End Homelessness in California**

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## ACTION AREA 2

### **Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness**

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## ACTION AREA 3

### **Expanding Communities' Capacity to Provide Safe and Effective Sheltering and Interim Housing**

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## ACTION AREA 4

### **Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities**

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## ACTION AREA 5

### **Preventing Californians from Experiencing the Crisis of Homelessness**

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*Photo courtesy of The Danco Group*

## **Action Plan's Objectives**

The Action Plan identifies a total of fifteen (15) Objectives to be prioritized and pursued across the five (5) Action Areas, as described below. For each Objective, the Action Plan further details:

- Activities to be implemented to drive progress toward achievement of the Objectives.
- The Lead Department or Departments responsible for implementing each Activity.
- The Collaborating Departments deeply involved in implementing each Activity.
- Timeframes for each Activity.
- Performance Measurements that will be used to assess progress and impact, inclusive of process measures, output measures, and, when possible, outcome measures.

## **Timeframe for this Action Plan: Fiscal Year 20-21 through Fiscal Year 22-23**

This Action Plan identifies Objectives and Activities that cover the State's FY 20-21 through FY 22-23. It is not intended to be inclusive of every strategic activity or investment that State agencies or the Council will undertake, but instead seeks to focus on the highest-priority strategies and efforts that will have the greatest impact.

The Action Plan includes efforts that have been implemented or are underway in current FY 20-21 in order to document current activities, to recognize significant and meaningful efforts under way, to align them within this Action Plan's Objectives, and to incorporate those Activities into the accountability mechanisms and measurement systems that the Council and HCFC staff will use to manage and monitor the implementation of this Action Plan.

The Council will update this Action Plan ahead of FY 22-23 to make any modifications to the Plan's Objectives and to identify more specific activities that will be implemented during FY 22-23.



## ACTION AREA 1

### Strengthening Our Systems to Better Prevent and End Homelessness in California

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#### ▶ Objective 1

Strengthen racial equity-focused responses, strategies, and activities of State agencies and of local agencies and organizations receiving State funding for any homelessness services and housing activities.

#### ▶ Objective 2

Ensure that State and local planning and decision-making processes are deeply informed and guided by recommendations from people with lived expertise from experiences of homelessness.

#### ▶ Objective 3

Incentivize interjurisdictional and regional planning, decision-making, and accountability, and support capacity for such coordination through “mapping” and local gaps analysis activities focused on needs, demographics and inequities, and service delivery capacities.

#### ▶ Objective 4

Enhance partnerships between homelessness services systems and services and systems which can support asset building and wealth building, including improving access to educational opportunities and employment services and employment for people experiencing and exiting homelessness.

#### ▶ Objective 5

Support California communities to develop disaster preparedness plans that are more inclusive of the needs of people experiencing homelessness.

#### ▶ Objective 6

Expand State communications efforts to create public awareness of the State’s homelessness strategies, successes, challenges, and the importance of Housing First approaches.



## ACTION AREA 2

### Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness

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#### ▶ Objective 7

Continue to support California communities to implement multi-agency, multi-jurisdictional outreach and protective measures addressing the health and safety needs of people experiencing unsheltered homelessness, throughout the COVID-19 pandemic and beyond.

#### ▶ Objective 8

Improve access, and address racial inequities within such access, to essential State-supported services appropriate for the needs of people experiencing unsheltered homelessness, including through Medi-Cal and behavioral health care reforms.



## ACTION AREA 3

### Expanding Communities’ Capacity to Provide Safe and Effective Sheltering and Interim Housing

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#### ▶ Objective 9

Partner with communities to implement innovative approaches and expand the supply of safe, housing-placement focused sheltering and interim housing models for Californians experiencing homelessness.

#### ▶ Objective 10

Expand alignment and engagement of State resources, including Medi-Cal and behavioral health care resources, in efforts to address health disparities and services needs among Californians temporarily staying within sheltering and interim housing options.



#### ACTION AREA 4

### Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities

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#### ► Objective 11

Mobilize State resources, technical assistance, and guidance to strengthen implementation of Housing First approaches and other best practices in support of equitably and urgently rehousing people from Project Roomkey sites, from other temporary settings, and from unsheltered homelessness.

#### ► Objective 12

Foster the creation of an expanded supply of affordable and supportive housing opportunities, paired with appropriate health and behavioral health care resources, and accessible and culturally responsive to people exiting homelessness, to people at lowest income levels, and to people from historically marginalized communities.

#### ► Objective 13

Improve access to short- and longer-term forms of rental assistance to encourage innovations, to support racially equitable and successful exits from homelessness, and to support housing development activities.



#### ACTION AREA 5

### Preventing Californians from Experiencing the Crisis of Homelessness

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#### ► Objective 14

Reduce entries into homelessness as people exit and/or receive services from State-funded settings and systems, addressing racial inequities within risks of experiencing homelessness, with initial focus on people re-entering communities from jails and prisons, young adults connected to the child welfare and/or juvenile justice systems, and people exiting health care settings and programs.

#### ► Objective 15

Enhance communities' capacity to provide targeted homelessness prevention interventions and to successfully divert people from entering shelter or experiencing unsheltered homelessness.

# KEY PRINCIPLES AND PRACTICES

## **Pursuing Racial Equity and Justice**

The historic – and very current – causes of racial injustice and inequities in housing and homelessness, and the racially disparate impacts of housing instability and homelessness, are clear, stark, and even deadly. HCFC and its member agencies are committed to deepening their knowledge and understanding of these issues, and to taking action through the implementation of this Action Plan, with a focus on racial justice and equity and the formation of an interagency Working Group focused on racial equity in housing and homelessness.

## **Creating Solutions for the Full Diversity of People Experiencing Homelessness**

The Objectives and Activities are designed to support progress toward preventing and ending homelessness for all people and populations, but HCFC also recognizes that strategies, activities, and programs must be trauma-informed and tailored to address the specific needs of people with different experiences and identities – including youth and young adults, families with children, adults, older adults, women, people who identify as LGBTQ+ or gender-non-conforming, Veterans, people with disabilities, survivors of domestic and intimate partner violence, and other people.

## **Seeking and Valuing the Expertise of People with Lived Experiences of Homelessness**

Effective and efficient systems, programs, and strategic decisions for preventing and ending homelessness are strengthened when they are deeply informed by and guided by people who have expertise that is grounded in lived experiences of homelessness. HCFC will strengthen its partnerships with people with lived expertise through the formation of a new Lived Experience Advisory Board, who will deeply inform the implementation of Activities throughout this Action Plan, and will also encourage and support communities to further center the voices of people with lived experiences of homelessness within their local planning, decision-making, and activities.

## **Aligning State Activities with Housing First Approaches**

While awareness, understanding, and implementation of Housing First approaches have expanded in recent years, a sustained focus on Housing First within communications, guidance, technical assistance and training, and the implementation of State programs is needed. The implementation of every element of this Action Plan will be based upon and help advance a focus on strengthened Housing First approaches, removing barriers to and fundamentally focused on ensuring people have access to permanent housing and the right level of services to support their success, as quickly as possible.

## **Balancing Crisis Response and Permanent Housing Solutions**

While recognizing permanent housing is the only true solution to homelessness, the thousands of Californians experiencing homelessness right now are facing urgent and dangerous crises every single day. HCFC and its member agencies will balance a focus on the immediate crisis needs of people experiencing homelessness, through supportive and non-punitive approaches, with efforts to create the necessary permanent housing options at the scale needed.

## **Shared Responsibility, Accountability, and Efficiency**

Creating the scale of solutions needed to prevent and end homelessness will require focused, aligned, sustained, and efficient long-term actions and investments across Federal, State, and local government, and that are supported by private partners. In the implementation of this Action Plan, HCFC will foster and rely upon increased coordination and shared responsibility and accountability across State departments and programs, and will work in close coordination with local communities, in order to create the solutions Californians experiencing homelessness need and support the greatest impact of financial resources and programs.

# FORMATION OF NEW WORKING GROUPS TO DRIVE ACTIONS AND PROGRESS

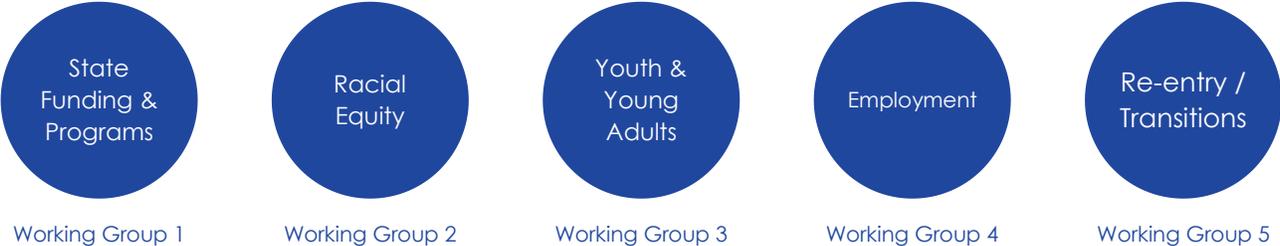
The execution of this Action Plan will be supported through the formation of five (5) Working Groups charged with implementing specific Activities, and with developing plans for additional Activities. Each is aligned with priorities identified by stakeholders and partners during the development of this plan. Some of these Working Groups may be relatively time-limited, while others may be sustained for longer terms or on an ongoing basis. The efforts of the first Working Groups to be formed (Working Groups 1, 2, and 3) will span across all Action Areas. The others (Working Groups 4 and 5) will focus on driving further progress in efforts most connected to Action Areas 1 and 5, respectively.

These Working Groups will actively involve external stakeholders and partners alongside State staff, either in advisory roles or as official members of the Working Groups. During the 4th Quarter of FY 20-21, HCFC staff will develop plans and processes for the formation of the first Working Groups and processes for recruiting and engaging external stakeholders with relevant areas of expertise, including people with expertise from lived experiences of homelessness. The information provided below identifies HCFC member departments who are expected to be represented on the Working Groups. Representatives will also be recruited from other relevant departments who are not currently on the Council.

Each Working Group will be charged with addressing racial inequities and with tailoring solutions and strategies for different populations of people experiencing homelessness – such as youth and young adults, families with children, adults, older adults, women, people who identify as LGBTQ+ or gender-non-conforming, Veterans, people with disabilities, survivors of domestic and intimate partner violence, people transitioning out of corrections settings, and other people.

The Working Groups will develop priorities, implementation plans, and measures to guide their actions, and will assess the implementation and impacts of their efforts. Working Groups will regularly report back on their efforts and progress through the quarterly Council meetings.

The following five (5) Working Groups will be formed during FY 21-22 and FY 22-23.



# 1. Maximizing Impact of State Funding and Programs on Homelessness Working Group

## State Funding and Programs Working Group

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*Comprised of State staff only, but informed by external stakeholders, and charged with:* identifying opportunities for streamlining deployment of State funding; improving access to funding and programs for organizations deeply engaged with historically marginalized communities, including Tribal communities; documenting and projecting the cumulative impact of State funding, programs, and initiatives on the creation or provision of housing opportunities for people exiting homelessness; creating clearer standards for the housing and services interventions to be supported by State funding and programs; collecting and analyzing data on current state funding, programs, and initiatives and assessing and strengthening their equity impacts; providing guidance regarding best uses of Federal, State, and local funding and regarding targeting and prioritization of people for access to housing opportunities; exploring feasibility of joint procurements that align essential housing and services resources; assessing and addressing challenges that smaller communities face in securing and implementing State funding; and identifying mechanisms for increasing access, and removing barriers to access, for people exiting homelessness to State-funded housing units and programs; and other priorities determined by the Working Group.

### Participating Departments

HCFC, HCD, DSS, DHCS, CalOES, CDCR, CCC, Caltrans, and other Council departments with relevant funding programs

### External Stakeholders and Partners

Stakeholders with expertise regarding financing homelessness and housing programs will be recruited to serve in advisory

capacity to the Working Group, which will be comprised of State staff.

### Working Group Expected to Be Formed By

1st Quarter of FY 21-22

# 2. Racial Equity in Responses to Homelessness and Housing Instability Working Group

## Racial Equity Working Group

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*Including both State staff and external stakeholders, and charged with:* expanding the range of strategies and activities being implemented by State agencies; analyzing data and reporting across State programs to assess equity in access, housing interventions, services, and outcomes for Black, Indigenous, and people of color; refining procurement processes to ensure more equitable distribution of funds and reach into historically marginalized communities, including Tribal communities; engaging with State agencies' offices of equity and the Department of Fair Employment and Housing more fully; providing guidance to support communities in not implementing inequitable policies and practices, including criminalization measures and enforcement activities; and other strategies and activities to address inequities in homelessness and housing instability determined by the Working Group of State staff and external stakeholders.

### Participating Departments

All HCFC Member Departments

### External Stakeholders and Partners

Stakeholders with expertise regarding addressing racial equity within efforts to prevent and end homelessness and to address housing instability will be recruited to serve on the Working Group, alongside State staff.

### Working Group Expected to Be Formed By

2<sup>nd</sup> Quarter of FY 21-22

### 3. Tailoring Strategies for Preventing and Ending Homelessness for Youth and Young Adults

#### Youth and Young Adults Working Group

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*Including both State staff and external stakeholders, and charged with:* complementing youth-focused efforts across the other Working Groups with a focus on: assessing the impact of State homelessness and housing programs in creating opportunities for youth and young adults; identifying and removing barriers to access to State-funded programs for youth-serving organizations; providing guidance regarding assessment processes, tools, and prioritization policies that appropriately address safety and other needs of youth and young adults appropriately; identifying strategies for preventing homelessness among youth with connections to child welfare, juvenile justice, and other systems; developing strategies to address the COVID-19 impacts on homeless and at-risk youth and young adults; and other priorities determined by the Working Group of State staff and external stakeholders.

#### Participating Departments

HCFC, CalOES, DSS, CCC, CDE, HCD, DHCS, CDCR

#### External Stakeholders and Partners

Stakeholders with expertise regarding preventing and ending youth and young adult homelessness will be recruited to serve on the Working Group, alongside State staff.

#### Working Group Expected to Be Formed By

3<sup>rd</sup> Quarter of FY 21-22

### 4. Strengthening Employment Opportunities and Outcomes for People with Experiences of Homelessness Working Group

#### Employment Working Group

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*Including both State staff and external stakeholders, and charged with:* identifying strong and promising practices, including services, training, and social enterprise models, and opportunities for more formal evaluation activities; supporting stronger focus on employment and income within homelessness response systems; exploring opportunities to better serve vulnerable and underserved populations under the Workforce Innovation and Opportunities Act regulations and programs; identifying strategies to address education and employment goals of youth experiencing homelessness; increasing focus on creating employment opportunities through State programs and funding; gathering information from local, state, and national partners that can support asset and wealth building; and other priorities determined by the Working Group of State staff and external stakeholders.

#### Participating Departments

CDSS, HCD, CalOES, CDCR, Caltrans, CCC, and other State departments with relevant programs

#### External Stakeholders and Partners

Stakeholders with expertise regarding employment strategies for people experiencing homelessness and with barriers to employment will be recruited to serve on the Working Group, alongside State staff.

#### Working Group Expected to Be Formed By

4<sup>th</sup> Quarter of FY 21-22

## 5. Preventing Homelessness Among People Transitioning Back into Communities from Corrections Settings Working Group

### Transitions/Re-Entry Working Group

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*Including both State staff and external stakeholders, and charged with:* strengthening efforts to prevent entries into homelessness for both youth and adults, including identifying opportunities to scale up successful approaches identified through the Returning Home Well initiative; addressing the housing navigation needs of people exiting corrections settings; creating clearer expectations for discharge planning to support exits to stable living arrangements; strengthening coordinated handoffs from corrections and juvenile justice settings to transition services; reducing barriers to housing for people on parole/probation; analyzing data drawn from HDIS and other state, federal, and local data sources to better define barriers, inclusive or urban, suburban, and rural areas of state; and other priorities determined by the Working Group of State staff and external stakeholders.

#### Participating Departments

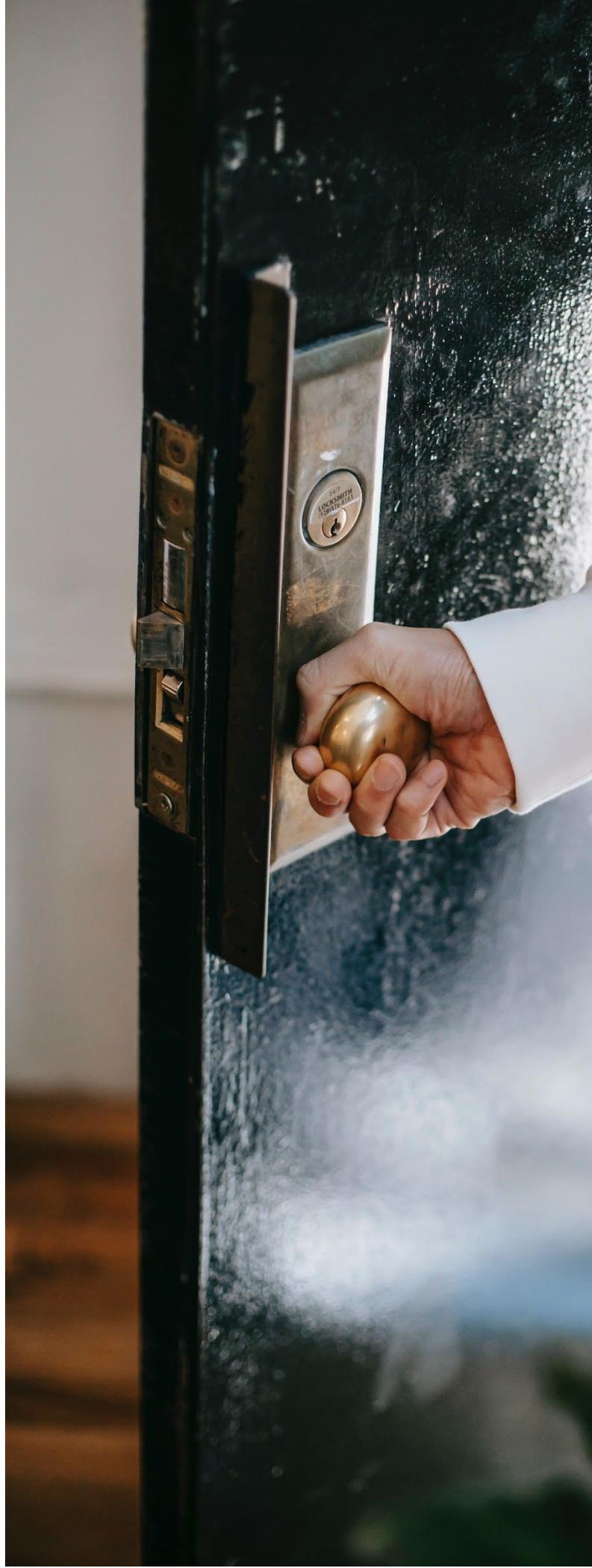
HCFC, CDCR, DSS, DHCS

#### External Stakeholders and Partners

Stakeholders with expertise regarding effectively supporting people to transition out of corrections settings will be recruited to serve on the Working Group, alongside State staff.

#### Working Group Expected to Be Formed By

1st Quarter of FY 22-23



# HOMELESSNESS IN CALIFORNIA

The most recent estimates are that, on any given night, more than 161,000 people are experiencing homelessness in California, representing more than one-quarter of all people experiencing homelessness in the United States, and including:

- Nearly 136,000 adult individuals
- Nearly 26,000 people in families with children
- More than 12,000 unaccompanied youth
- More than 11,000 Veterans
- And nearly 49,000 chronically homeless individuals (people with disabilities with long-term and repeated patterns of homelessness)

Among California's homeless population, approximately 70% are unsheltered and 30% are sheltered. Unaccompanied youth have a higher rate of unsheltered homelessness than other populations, with about 8 in 10 of the more than 12,000 homeless youth not having shelter on any given night across California. These staggering figures predate the current global economic and public health disasters which will deepen the crises experienced across the state.

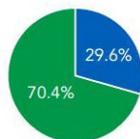
Homelessness in California reflects stark racial inequities and the impacts of systemic racism. Predating our current crisis, the disproportionate negative impacts of system involvement in the criminal legal system, lack of quality and affordable health care, housing discrimination and the continued impacts of redlining policies, and a host of other socially-determined factors have had catastrophic impacts on Black, Indigenous, and people of color (BIPOC) in California. Black Californians make up about 7% of the state's population yet represent nearly one-third (31%) of the more than 161,000 people experiencing homelessness across the state.

The persistence of these racial inequities has been perpetuated by public policies that have actively worked to the disadvantage of BIPOC communities and require thorough analysis and urgent, innovative, and sustained actions to address, reduce, and eventually eliminate these disparities and achieve racial equity. Through this Action Plan, and through the formation of a new interagency, cross-sector Working Group described below, the Council and staff at HCFC are committed to centering a focus on racial equity and justice within data analyses, within training and technical assistance efforts, and within the implementation of State programs.

## 2020 Point-in-Time Counts



40.9 in every 10,000 people were experiencing homelessness



■ Unsheltered (113,660)  
■ Sheltered (47,888)

### Estimates of Homelessness

**135,771** individuals

**25,777** people in families with children

**12,172** unaccompanied homeless youth

**11,401** veterans

**48,812** chronically homeless individuals

Source: The 2020 Annual Homeless Assessment Report (AHAR) to Congress, U.S. Department of Housing and Urban Development

# DEFINING AND MEASURING PROGRESS

As detailed below, this first-ever Action Plan for HCFC includes a strong commitment to accountability and performance measures, inclusive of Process Measures, Output Measures, and, when possible, Outcome Measures.

Simultaneous to the development of this Action Plan, HCFC staff have been developing the State's Homeless Data Integration System (HDIS) to securely collect, match, and de-duplicate records from local Homeless Management Information Systems (HMIS). HDIS will allow the State of California to access and compile standardized homelessness data collected by individual Continuums of Care (CoCs) in order to make data-driven policy decisions aimed at preventing and ending homelessness in California. Specifically, it will increase the State's ability to identify patterns of service usage across regions, specific sub-populations, and support broader efforts to identify racial and other inequalities among people experiencing homelessness.

HCFC will use data from HDIS, from the U.S. Department of Housing and Urban Development, and from the California Department of Education, to regularly analyze, review, report upon, and publicly share key measures (see next column) regarding homelessness in California, in order to assess the impact of Federal, State, and local efforts; document and analyze racial inequities; and refine this Plan's Objectives and Activities.

The number of **Californians experiencing sheltered and unsheltered homelessness at a point in time**, including Veterans, people experiencing chronic homelessness, families with children, adults, and unaccompanied youth.

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The number of **Continuums of Care in California reporting increases versus decreases** in the number of people experiencing sheltered and unsheltered homelessness within annual Point-in-Time counts.

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The number of **people spending time in emergency shelter and transitional housing in California annually**, including Veterans, people experiencing chronic homelessness, families with children, adults, and unaccompanied youth.

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The number of **Californians experiencing homelessness for the first time each year**.

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The number of **Californians successfully exiting homelessness each year**.

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The number of **Californians returning to homelessness each year**.

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The number of **children and youth experiencing homelessness at some point during the school year in California**, including students in families and unaccompanied students.

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Comparison of **California's performance across these measures and data points to national and regional trends**.

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# DEVELOPMENT OF THIS ACTION PLAN

Under the guidance and direction of the Council, and deeply informed by planning conversations with State staff and input discussions with external stakeholders, the development of this Action Plan has been led by HCFC staff and consultant Matthew Doherty, and the HCFC Council meetings have been used as critical milestones and decision points in its development. The planning process was initiated in July 2020, including surveying conversations with HCFC Council Members and the initiation of extensive external input conversations.



A special Council meeting was held in September 2020, focused on discussion of the Plan's Action Areas, in order to inform the development of the Plan's Objectives and Activities. The Plan's draft Objectives were adopted at the Council's October 2020 meeting, and the Council's December meeting focused on discussion of current and planned Activities across State agencies that are driving or will drive progress toward Plan Objectives, as well as potential priorities for additional State activities based on external stakeholder conversations and discussion with staff from State departments.

A draft of the Action Plan was discussed at a special meeting of the Council in February 2021, and revisions based upon that discussion, and based upon follow-up meetings with department staff, were incorporated into a final draft of the Action Plan. The Action Plan was adopted by the Council at its March 2021 meeting.

A list of organizations that have been represented within external stakeholder input conversations is included as [Appendix Exhibit B](#), with regrets for any accidental omissions of organizations who participated in input discussions.



## **OBJECTIVES, ACTIVITIES, TIMEFRAMES, AND PERFORMANCE MEASURES**

Driving progress on preventing and ending homelessness, and toward racial equity, requires multi-pronged, multi-year strategies across sectors and systems, supported by data analyses, performance measures, and metrics to assess, refine, and revise those strategies. The development and adoption of this Action Plan is a significant step forward for HCFC and for the State of California. This Plan represents a commitment to action-oriented coordination across State agencies and programs and to deeper collaboration with public and private partners in communities, in pursuit of a future in which homelessness in California is a rare experience, prevented whenever possible, and is a brief and one-time experience when it cannot be prevented.

The tables on the following pages document this Action Plan's Objectives, planned Activities, Timeframes, and Performance Measures that will be used to assess the implementation of the Activities. Further, the departments with lead responsibility for implementing the Activities, their collaborating HCFC member departments, and other State departments that might be engaged into the Activities are clearly identified.

# Action Plan Objectives, Activities, Timeframes, & Performance Measures



**Action Area 1. Strengthening Our Systems to Better Prevent and End Homelessness in California**

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**Action Area 2. Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness**

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**Action Area 3. Expanding Communities' Capacity to Provide Safe and Effective Sheltering and Interim Housing**

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**Action Area 4. Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities**

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**Action Area 5. Preventing Californians from Experiencing the Crisis of Homelessness**

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### **Action Area 1. Strengthening Our Systems to Better Prevent and End Homelessness in California**

Activities focused on pursuing racial equity in response to homelessness and housing instability; engagement and partnership with people with lived expertise from experiences of homelessness; supporting interjurisdictional and regional planning; partnerships to strengthen outcomes related to education, employment, income, and assets; disaster preparedness and response; and communications and public awareness.

#### ▶ Objective 1

Strengthen racial equity-focused responses, strategies, and activities of State agencies and of local agencies and organizations receiving State funding for any homelessness services and housing activities.

#### ▶ Objective 2

Ensure that State and local planning and decision-making processes are deeply informed and guided by recommendations from people with lived expertise from experiences of homelessness.

#### ▶ Objective 3

Incentivize interjurisdictional and regional planning, decision-making, and accountability, and support capacity for such coordination through "mapping" and local gaps analysis activities focused on needs, demographics and inequities, and service delivery capacities.

#### ▶ Objective 4

Enhance partnerships between homelessness services systems and services and systems which can support asset building and wealth building, including improving access to educational opportunities and employment services and employment for people experiencing and exiting homelessness.

#### ▶ Objective 5

Support California communities to develop disaster preparedness plans that are more inclusive of the needs of people experiencing homelessness.

#### ▶ Objective 6

Expand State communications efforts to create public awareness of the State's homelessness strategies, successes, challenges, and the importance of Housing First approaches.

**ACTION AREA 1**

**STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA**

**OBJECTIVE 1: Strengthen racial equity-focused responses, strategies, and activities of State agencies and of local agencies and organizations receiving State funding for any homelessness services and housing activities.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
<b>HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION</b>				
<p><b>1. Provide and coordinate Technical Assistance (TA) focused on racial equity to support equitable access and outcomes within State-funded programs, and to strengthen coordinated entry systems, prioritization policies, and targeting strategies in order to address disparities in access to services and resources.</b></p>	<p>HCFC</p>	<p>HCD, DSS, and will also engage with SGC</p>	<p>TA initiated by Q4 of FY 20-21</p>	<p><b>Process Measure:</b> Initiation of Technical Assistance in timely manner.  <b>Output Measure:</b> Number of communities receiving formal technical assistance.  <b>Outcome Measures:</b> Specific outcome measures will be developed and tracked for each TA engagement.</p>
<p><b>2. Incorporate a focus on racial equity data, analysis, and planned activities within applications for State homelessness and housing-focused funding (HHAP, ESG-CV, others), and analyze the data and information gathered in response.</b></p>	<p>HCFC, via State Funding and Programs Working Group</p>	<p>HCD, DSS, CalOES, DHCS, CDCR</p>	<p>Incorporated into funding applications beginning Q2 of FY 20-21.                      Analysis of initial data and information by Q1 of FY 21-22.</p>	<p><b>Process Measure:</b> Annual documentation of homelessness and housing funding programs that have included focus on racial equity data, analysis, and planned activities.  <b>Process Measure:</b> Timely analysis of data and information gathered, provided to relevant Working Groups to inform planned strategies and activities.  <b>Outcome Measure:</b> Increase the number of State programs that are including a focus on racial equity data and strategies.</p>

**ACTION AREA 1**

**STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA**

**OBJECTIVE 1: Strengthen racial equity-focused responses, strategies, and activities of State agencies and of local agencies and organizations receiving State funding for any homelessness services and housing activities.**

<p><b>3. Provide guidance and education regarding requirements of AB 686: Housing discrimination: affirmatively further fair housing, and perform reviews of local governments' Housing Elements with a focus on addressing racial inequities and Affirmatively Furthering Fair Housing.</b></p>	<p>HCD</p>	<p>DFEH, CalHFA</p>	<p>Revised technical guide to be issued by Q4 of FY 20-21</p>	<p><b>Output Measure:</b> 47 Housing Elements to be reviewed during FY 20-21, 217 during FY 21-22, and 128 during FY 22-23.</p> <p><b>Output Measure:</b> 80% of jurisdictions contacted and provided with technical guide.</p>
<p><b>4. Provide technical assistance and training opportunities, and adapt program guidelines and guidance, to enhance Tribal Organizations' access to State homelessness and housing programs and resources.</b></p>	<p>HCD, DSS</p>	<p>All HCFC Member Departments</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23.</p> <p>Adapt program guidelines and guidance in alignment with funding processes through FY 21-22.</p>	<p><b>Process Measure:</b> Documentation of updated program guidelines and NOFAs to reflect tribal access.</p> <p><b>Output Measures:</b> Number of tribal engagement and outreach efforts, and number of Tribal applications for funding.</p> <p><b>Outcome Measure:</b> Number of Tribes receiving awards of State homelessness and housing program funding.</p>
<p><b>5. Utilize the newly developed Homeless Data Integration System to support both Statewide and local analyses of data, focused on documenting and understanding racial inequities in experiences of homelessness and provision of services, including the creation of a public dashboard documenting analyses.</b></p>	<p>HCFC</p>	<p>All HCFC Member Departments</p>	<p>Public Dashboard to be launched by Q3 of FY 20-21.</p> <p>Utilization of data ongoing throughout FYs 20-21, 21-22, and 22-23.</p>	<p><b>Process Measure:</b> Timely implementation of HDIS, performance of analyses, and creation of dashboard.</p> <p><b>Process Measure:</b> Documentation of how data regarding racial inequities are being used to inform State planning and activities.</p>

**ACTION AREA 1**

**STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA**

**OBJECTIVE 1: Strengthen racial equity-focused responses, strategies, and activities of State agencies and of local agencies and organizations receiving State funding for any homelessness services and housing activities.**

<p><b>6. Expand efforts to ensure that developments funded through the Multifamily Housing Program and other State funding sources are also being developed in high-resource communities.</b></p>	<p>HCD</p>	<p>CDLAC, TCAC</p>	<p>Review of recently adopted regulation changes at both CDLAC and TCAC for opportunities to align Multifamily Housing Program (MHP) guidelines and leverage valuable State resources completed by Q3 of FY-20-21.</p> <p>Draft guidelines to be issued in Q4 of FY 20-21.</p>	<p><b>Process Measure:</b> Timely completion of guidelines.</p>
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**ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION**

<p><b>7. Provide relevant training and skill-building opportunities, such as California’s Capitol Collaborative on Race and Equity (CCORE) training, to State agency staff to enable staff to provide more expert advice and guidance to partners and communities.</b></p>	<p>HCFC</p>	<p>All HCFC Member Departments and will also engage with SGC</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p><b>Process Measure:</b> Documentation of training activities across HCFC member agencies and departments.</p> <p><b>Outcome Measures:</b> Determine if outcomes measuring the impact of training opportunities can be documented.</p>
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**ACTION AREA 1**

**STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA**

**OBJECTIVE 2: Ensure that State and local planning and decision-making processes are deeply informed and guided by recommendations from people with lived expertise from experiences of homelessness.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
<b>HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION</b>				
<b>1. Implement a Lived Experience Advisory Board to inform the considerations and decisions of the Homeless Coordinating and Financing Council and member departments.</b>	HCFC	All HCFC Member Departments	Board meets by Q1 of FY 21-22	<b>Process Measure:</b> Implementation of Board in timely manner and number of meetings held.
<b>2. Proactively engage local boards and committees of people with lived experience and expertise to provide input on the development of the HCFC Action Plan.</b>	HCFC	N/A	Input discussions held during Q2 and Q3 of FY 20-21	<b>Process Measure:</b> Documentation of input sessions held.
<b>ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION</b>				
<b>3. Provide guidance to local grantees regarding the eligible uses of State funds for costs associated with engaging people with lived experience and expertise into planning and decision-making processes, and also encourage local grantees to hire people with lived expertise into regular staff positions.</b>	HCFC, via State Funding and Programs Working Group	DSS, HCD, CalOES, DHCS, others TBD	Report back to Council by Q2 of FY 21-22	<b>Process Measure:</b> Timely convening of Working Group with focus on this Activity. <b>Process Measure:</b> Documentation of guidance and trainings/support provided to local grantees.

**ACTION AREA 1**

**STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA**

**OBJECTIVE 2: Ensure that State and local planning and decision-making processes are deeply informed and guided by recommendations from people with lived expertise from experiences of homelessness.**

<p><b>4. Incorporate questions regarding the involvement of people with lived experience and expertise into local planning and decision-making processes within applications for State homelessness and housing-focused funding (e.g., HHAP, ESG-CV, HSP) and analyze the information gathered in response.</b></p>	<p>HCFC, via State Funding and Programs Working Group</p>	<p>DSS, HCD, CalOES, DHCS, others TBD</p>	<p>Incorporated into funding applications beginning Q2 of FY 20-21.  Analysis of initial data and information by Q1 of FY 21-22.</p>	<p><b>Output Measure:</b> Annual documentation of homelessness and housing funding programs that have included focus on involvement of people with lived experience and expertise into local planning and decision-making processes.  <b>Process Measure:</b> Timely analysis of data and information gathered in response and provided to relevant Working Groups to inform strategies and activities.</p>
<p><b>5. Identify and profile strong local examples, provide guidance to local organizations on: how to establish and manage effective processes; how to support knowledge and skill development of people participating in such processes; and effective surveying and input processes that complement formal structures.</b></p>	<p>HCFC</p>	<p>HCD, DSS, CalOES, DHCS</p>	<p>Disseminate guidance on a rolling basis, commencing Q2 of FY 21-22</p>	<p><b>Process measure:</b> Timely implementation of Lived Experience Advisory Board to support development of this guidance.  <b>Process Measure:</b> Timely dissemination of information gathered.</p>

**ACTION AREA 1**

**STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA**

**OBJECTIVE 3: Incentivize interjurisdictional and regional planning, decision-making, and accountability, and support capacity for such coordination through “mapping” and local gaps analysis activities focused on needs, demographics and inequities, and service delivery capacities.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
<b>HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION</b>				
<p><b>1. Support and strengthen expectation of joint CoC-County-City planning and coordination in awards and implementation of State homelessness funding.</b></p>	<p>HCFC, via State Funding and Programs Working Group</p>	<p>HCD, DSS, DHCS, Caltrans, others TBD</p>	<p>HCFC review HHAP Round 2 applications to ensure meaningful coordination, by Q4 of FY 20-21.  Funding and Programs Working Group to report back on efforts to Council by Q2 FY 21-22.</p>	<p><b>Process Measure:</b> Timely convening and reporting of Working Group with focus on this Activity.  <b>Process Measure:</b> Documentation of guidance and support provided to local communities.</p>
<p><b>2. Provide technical assistance and guidance to grantees and partners in support of regional planning and strengthening of regional approaches to preventing and ending homelessness.</b></p>	<p>HCFC</p>	<p>DSS, HCD</p>	<p>HCFC technical assistance to commence Q1 of FY 21-22</p>	<p><b>Process Measure:</b> Initiation of technical assistance in timely manner.  <b>Output Measure:</b> Number of communities receiving technical assistance.  <b>Outcome Measures:</b> Specific outcome measures will be developed and tracked for each technical assistance engagement.</p>

**ACTION AREA 1**

**STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA**

**OBJECTIVE 3: Incentivize interjurisdictional and regional planning, decision-making, and accountability, and support capacity for such coordination through “mapping” and local gaps analysis activities focused on needs, demographics and inequities, and service delivery capacities.**

<p><b>3. Utilize the Homeless Data Integration System to conduct analysis to support regional and cross-jurisdictional analyses, planning discussions, and decision-making.</b></p>	<p>HCFC</p>	<p>DSS, HCD</p>	<p>Public Dashboard to be launched by Q3 of FY 20-21.  Utilization of data ongoing throughout FYs 20-21, 21-22, and 22-23.</p>	<p><b>Process Measure:</b> Timely implementation of HDIS, performance of analyses, and creation of dashboard.  <b>Output Measure:</b> Number of regions supported through provision of HDIS analyses.</p>
<p><b>4. Leverage HCD's role in reviewing and regulating Housing Elements, with HCFC's interagency scope, to deliver a new level of technical assistance on homelessness to cities and counties, and, in collaboration with other State departments, develop an interagency guide on actions city governments can take to address homelessness.</b></p>	<p>HCD</p>	<p>HCFC, CDSS, CalVet, DHCS, CDCR, CalOES</p>	<p>Review of Housing Elements ongoing throughout FYs 20-20-21, 21-22, and 22-23.  Interagency guide to be developed during Q2 of FY 21-22.</p>	<p><b>Output Measure:</b> 47 Housing Elements to be reviewed during FY 20-21, 217 during FY 21-22, and 128 during FY 22-23.  <b>Process Measure:</b> Timely development and issuance of interagency guide.</p>

**ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION**

<p><b>5. Provide grants resources that support local and regional planning and initiatives through SB 2 Planning Grants, Local Early Action Planning Grants, and Regional Early Action Planning Grants.</b></p>	<p>HCD</p>		<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p><b>Output Measure:</b> Number of grants awarded by end of FY 22-23, with target of approximately 1,027 grants.</p>
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ACTION AREA 1

**STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA**

**OBJECTIVE 3: Incentivize interjurisdictional and regional planning, decision-making, and accountability, and support capacity for such coordination through “mapping” and local gaps analysis activities focused on needs, demographics and inequities, and service delivery capacities.**

<p><b>6. Collaborate with the U.S. Department of Veterans Affairs to strengthen the cohesion among California’s Veterans Affairs Healthcare Systems’ homeless programs and State and local homelessness systems.</b></p>	<p>CalVet</p>	<p>HCFC</p>	<p>To commence planning in Q1 of FY 21-22</p>	<p><b>Outcome Measure:</b> Tracking various veteran homelessness recovery and recidivism metrics.</p> <p><b>Process Measure:</b> Develop regional processes and procedures for locating all veterans experiencing homelessness and connecting them to safe housing and wealth building opportunities.</p>
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**ACTION AREA 1**

**STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA**

**OBJECTIVE 4: Enhance partnerships between homelessness services systems and services and systems which can support asset building and wealth building, including improving access to educational opportunities and employment services and employment for people experiencing and exiting homelessness.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
<b>HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION</b>				
<b>1. Strengthen the tracking and reporting of employment outcomes across State-funded homelessness and housing programs.</b>	HCFC, via Employment Working Group	HCFC, DSS, HCD, Caltrans	Employment Working Group to report back to Council by Q2 of FY 22-23	<p><b>Process Measure:</b> Timely convening and reporting of Working Group with focus on this Activity.</p> <p><b>Outcome Measure:</b> To be determined by Working Group.</p>
<b>2. Provide technical assistance to enhance capacity of local educational agencies (LEAs) to provide services and supports for students experiencing homelessness and housing instability to foster educational achievement and progression.</b>	CDE		Ongoing throughout FYs 20-21, 21-22, and 22-23	<p><b>Process Measure:</b> Documenting TA offering provided.</p> <p><b>Output Measure:</b> Number of LEAs participating in TA opportunities.</p> <p><b>Outcome Measure:</b> Increased number of LEAs receiving TA.</p>
<b>3. Assess the impact of employment opportunities provided through Caltrans' Service Assistance Maintenance positions on hiring of people experiencing homelessness and access to promotional opportunities and career ladders.</b>	Caltrans	HCFC, CalVet, and in coordination with CalHR	Ongoing throughout FYs 20-21, 21-22, and 22-23	<p><b>Process Measure:</b> Document processes implemented to recruit and hire people experiencing homelessness into positions.</p> <p><b>Output Measure:</b> Number of people experiencing homelessness hired into positions.</p>

**ACTION AREA 1**

**STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA**

**OBJECTIVE 4: Enhance partnerships between homelessness services systems and services and systems which can support asset building and wealth building, including improving access to educational opportunities and employment services and employment for people experiencing and exiting homelessness.**

<p><b>4. Collaborate with LEAs, state level educational partners, youth organizations and across divisions within the CDE to identify needs of students experiencing homelessness related to distance learning and develop strategies, resources, and tools to address those needs.</b></p>	<p>CDE</p>	<p>HCFC</p>	<p>Materials and webinars developed and implemented throughout FY 20-21 and may extend into FY 21-22 depending upon needs</p>	<p><b>Process Measure:</b> Documentation of materials developed and webinars implemented.</p>
<p><b>5. Communicate and disseminate guidance to county offices of education (COEs), LEAs, and partnering agencies to strengthen support for students experiencing homelessness.</b></p>	<p>CDE</p>	<p>HCFC</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p><b>Process Measure:</b> Documentation of guidance materials created/provided.</p>
<p><b>6. Implement and evaluate the Homeless and Housing Insecurity Pilot (HHIP) Program, which provides housing services and support to homeless and housing insecure students.</b></p>	<p>CCC</p>		<p>Ongoing throughout FYs 20-21, 21-22, and 22-23.  Colleges submit HHIP reports to Chancellor's Office at least annually.</p>	<p><b>Process Measure:</b> Documentation of data collection regarding student homeless and housing insecurity.  <b>Process Measure:</b> Submission of an annual legislative report about the HHIP Program, including scalability recommendations.  <b>Output Measure:</b> Number of homeless or housing insecure students that received services and supports.  <b>Outcome Measures:</b> Decrease barriers to academic success.</p>

**ACTION AREA 1**

**STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA**

**OBJECTIVE 4: Enhance partnerships between homelessness services systems and services and systems which can support asset building and wealth building, including improving access to educational opportunities and employment services and employment for people experiencing and exiting homelessness.**

**ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION**

<p><b>7. Implement the Returning Home Well initiative in partnership with philanthropic organizations, addressing the employment needs of people transitioning from corrections settings, including through the provision of stipends to support people’s participation in employment services and through the leveraging of local workforce services and partnerships.</b></p>	<p>CDCR</p>	<p>DSS, and in coordination with CWDB and DOR</p>	<p>Ongoing throughout FYs 20-21 and 21-22, and activities expected to be sustained into future FYs</p>	<p><b>Outcome Measures:</b> Being developed and reported upon in partnership with MDRC.</p>
<p><b>8. Monitor LEAs’ implementation of the McKinney–Vento Homeless Assistance Act.</b></p>	<p>CDE</p>	<p>HCFC</p>	<p>Implemented on an annual basis FYs 20-21, 21-22, and 22-23</p>	<p><b>Process Measure:</b> Monitoring of all LEAs via Consolidated Application and Reporting System and documentation of other monitoring processes with prioritized LEAs.  <b>Process Measure:</b> Review and analysis of high school graduation rates.</p>
<p><b>9. Participate in California Higher Education Basic Needs Alliance intersegmental workgroup with CSU and UC systems to advance basic needs security including addressing homelessness and housing insecurity for students to increase their success.</b></p>	<p>CCC</p>	<p>HCFC</p>	<p>Ongoing in alignment with the legislative cycle</p>	<p><b>Process Measure:</b> Documentation of engagement with stakeholders to review regulations, policies, and practices.  <b>Output Measure:</b> Guidance to basic needs programs in higher education including professional development; and recommendations for regulation, policy, and procedural change.</p>

**ACTION AREA 1**

**STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA**

**OBJECTIVE 5: Support California communities to develop disaster preparedness plans that are more inclusive of the needs of people experiencing homelessness.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
<b>HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION</b>				
<b>1. Produce and disseminate the Listos California Disaster Guide for People Experiencing Homelessness.</b>	CalOES	BCSH, HCFC, DSS	Released in Q2 of FY 20-21	<b>Process Measure:</b> Documentation of dissemination strategies.
<b>2. Assess and document strong local- and state-level examples of disaster preparedness and responses to recent emergencies, in order to develop stronger guidance and expectations regarding services and supports for people experiencing homelessness in disaster preparedness, response, and recovery efforts.</b>	HCFC	HCD, DSS, CalOES, Caltrans	Planning work initiated by Q2 of FY 21-22	<b>Process Measure:</b> Document any guidance provided to date by end of Q4 of FY 21-22 and by end of FY 22-23.
<b>3. Identify opportunities to further embed a focus on people experiencing homelessness into emergency and disaster response efforts.</b>	HCFC	HCD, DSS, CalOES	Planning work initiated by Q2 of FY 21-22	<b>Process Measure:</b> Document any changes in plans and/or implementation by end of Q4 of FY 21-22 and by end of FY 22-23.

**ACTION AREA 1**

**STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA**

**OBJECTIVE 5: Support California communities to develop disaster preparedness plans that are more inclusive of the needs of people experiencing homelessness.**

**ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION**

<p><b>4. Explore models and feasibility of providing enhanced case management services of longer duration focused on post-disaster housing needs (i.e., "Regional Centers" model.)</b></p>	<p>HCD</p>	<p>HCFC, CalOES, DSS</p>	<p>Recommendations prepared by Q1 of FY 22-23</p>	<p><b>Process Measure:</b> Timely implementation of collaborative processes with other State departments and timely development of recommendations.</p>
<p><b>5. Incorporate focus on eligibility of people experiencing homelessness for FEMA-funded assistance into federal advocacy efforts.</b></p>	<p>HCFC</p>	<p>HCD, DSS, CalOES</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p><b>Process Measure:</b> Document any efforts and outcomes by end of Q4 of FY 21-22 and by end of FY 22-23.</p>

**ACTION AREA 1**

**STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA**

**OBJECTIVE 6: Expand State communications efforts to create public awareness of the State’s homelessness strategies, successes, challenges, and the importance of Housing First approaches.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
<b>HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION</b>				
<p><b>1. Continue implementation of the Housing is Key campaign, providing materials and resources to help Californians stay in their homes, understand their housing options during COVID-19 and beyond, and to educate the public regarding the causes of homelessness, effective solutions, and State strategies and programs.</b></p>	BCSH	HCFC, HCD, DFEH	Ongoing throughout FYs 20-21, 21-22, and 22-23	<p><b>Process Measure:</b> Documentation of homelessness-focused messaging and efforts implemented through the Housing is Key campaign.</p>
<p><b>2. Provide homelessness-focused communications to local partners, including webinars, videos, tools, guidance, and other resources and materials, focused on Housing First implementation, strategic use of funding sources, and effective programs and practices.</b></p>	HCFC	All HCFC Member Departments	Ongoing throughout FYs 20-21, 21-22, and 22-23	<p><b>Output Measure:</b> Annual compilation of communications activities implementation focused on these topics.</p>

**ACTION AREA 1**

**STRENGTHENING OUR SYSTEMS TO BETTER PREVENT AND END HOMELESSNESS IN CALIFORNIA**

**OBJECTIVE 6: Expand State communications efforts to create public awareness of the State’s homelessness strategies, successes, challenges, and the importance of Housing First approaches.**

<p><b>3. Prepare public-facing materials and articles based upon data and information drawn from the HDIS warehouse, to educate the public on challenges, activities, and implementation of programs and resources.</b></p>	<p>HCFC</p>	<p>HCD, DSS</p>	<p>Utilize ongoing reports and dashboards as source throughout FYs 20-21, 21-22, and 22-23</p>	<p><b>Output Measure:</b> Annual compilation of public-facing materials developed focused on these topics.</p>
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**ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION**

<p><b>4. Proactively analyze and develop educational materials that interpret and communicate key findings of national reports focused on homelessness and featuring California data, such as HUD’s Point-in-Time (PIT) count data and reporting.</b></p>	<p>HCFC</p>	<p>HCD, DSS, DHCS</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p><b>Process Measure:</b> Development of materials and dissemination plan; incorporate information into analysis and guidance.  <b>Output Measure:</b> Annual compilation of educational materials developed focused on these topics.</p>
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## **Action Area 2. Equitably Addressing the Health, Safety, and Services Needs of Californians Experiencing Unsheltered Homelessness**

Activities focused on addressing health and safety needs and increasing access to State-supported services and programs for people who are experiencing unsheltered homelessness.

### ► Objective 7

Continue to support California communities to implement multi-agency, multi-jurisdictional outreach and protective measures addressing the health and safety needs of people experiencing unsheltered homelessness, throughout the COVID-19 pandemic and beyond.

### ► Objective 8

Improve access, and address racial inequities within such access, to essential State-supported services appropriate for the needs of people experiencing unsheltered homelessness, including through Medi-Cal and behavioral health care reforms.

**ACTION AREA 2**

**EQUITABLY ADDRESSING THE HEALTH, SAFETY, AND SERVICES NEEDS OF CALIFORNIANS EXPERIENCING UNSHELTERED HOMELESSNESS**

**OBJECTIVE 7: Continue to support California communities to implement multi-agency, multi-jurisdictional outreach and protective measures addressing the health and safety needs of people experiencing unsheltered homelessness, throughout the COVID-19 pandemic and beyond.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
<b>HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION</b>				
<p><b>1. Create, disseminate, and support implementation of clear and effective policies and procedures for addressing the needs of people currently staying in encampments, including on State-owned land.</b></p>	<p>HCFC</p>	<p>Caltrans</p>	<p>Ongoing, beginning in Q1 of FY 21-22 and continuing through FYs 21-22 and 22-23</p>	<p><b>Process Measure:</b> Documentation of guidance materials, training activities.</p>
<p><b>2. Continue to support COVID-19 focused adaptations to Whole Person Care (WPC) programs and services to better address the needs of unsheltered people during the pandemic and beyond.</b></p>	<p>DHCS</p>		<p>Adaptations were retroactively approved starting January 1, 2020</p>	<p><b>Process Measure:</b> COVID-19 Alternative Budget option for pilots to divert funds to WPC COVID-19 activities, including housing service expansions.</p> <p><b>Output Measure:</b> Expand outreach and engagement, housing navigation, and shelter-in-place services to homeless and COVID-19 target population. Report number of individuals in the COVID-19 target population and utilization of COVID-19 related services (includes housing services).</p>

**ACTION AREA 2**

**EQUITABLY ADDRESSING THE HEALTH, SAFETY, AND SERVICES NEEDS OF CALIFORNIANS EXPERIENCING UNSHELTERED HOMELESSNESS**

**OBJECTIVE 7: Continue to support California communities to implement multi-agency, multi-jurisdictional outreach and protective measures addressing the health and safety needs of people experiencing unsheltered homelessness, throughout the COVID-19 pandemic and beyond.**

<p><b>3. Create, disseminate, and support implementation of resources related to vaccination efforts for people experiencing unsheltered homelessness and outreach staff, including promoting eligible uses of State funding for such efforts.</b></p>	<p>HCFC</p>	<p>DSS, HCD, and also engaging with CDPH</p>	<p>Ongoing, beginning in Q3 of FY 20-21</p>	<p><b>Process Measure:</b> Documentation of guidance materials, training activities.</p>
<p><b>4. Promote strong practices for identifying and engaging unsheltered young people into available services and supports.</b></p>	<p>HCFC, via Youth and Young Adults Working Group</p>	<p>HCFC, CalOES, DSS, HCD, CCC, CDE</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23.  Youth and Young Adults Working Group to report back to Council by end of Q4 of FY 21-22.</p>	<p><b>Process Measure:</b> Timely convening and reporting of Working Group with focus on this Activity.</p>
<p><b>5. Work with community partners to document and assess the unique risks and vulnerabilities of unsheltered young adults and provide guidance on implications for assessments and coordinated entry systems.</b></p>	<p>HCFC, via Youth and Young Adults Working Group</p>	<p>HCFC, CalOES, DSS, HCD, CCC, CDE</p>	<p>Youth and Young Adults Working Group to report back to Council by end of Q4 of FY 21-22</p>	<p><b>Process Measure:</b> Timely convening and reporting of Working Group with focus on this Activity.</p>

**ACTION AREA 2**

**EQUITABLY ADDRESSING THE HEALTH, SAFETY, AND SERVICES NEEDS OF CALIFORNIANS EXPERIENCING UNSHELTERED HOMELESSNESS**

**OBJECTIVE 7: Continue to support California communities to implement multi-agency, multi-jurisdictional outreach and protective measures addressing the health and safety needs of people experiencing unsheltered homelessness, throughout the COVID-19 pandemic and beyond.**

**ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION**

<p><b>6. Provide guidance and support for the utilization of State funding to effectively address the health and safety needs of people experiencing unsheltered homelessness, including guidance regarding State funds that can be used for basic needs and protective measures, e.g., showers, hygiene supplies, and sanitation services.</b></p>	<p>HCFC</p>	<p>HCD, DSS, DHCS</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p><b>Process Measure:</b> Documentation of guidance materials, training activities.</p>
<p><b>7. Promote the eligible uses of State funding for employing specialized peer positions to better reach and engage people experiencing unsheltered homelessness into available services and supports.</b></p>	<p>HCFC</p>	<p>HCD, DSS, DHCS</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p><b>Process Measure:</b> Documentation of guidance materials, training activities.</p>

**ACTION AREA 2**

**EQUITABLY ADDRESSING THE HEALTH, SAFETY, AND SERVICES NEEDS OF CALIFORNIANS EXPERIENCING UNSHELTERED HOMELESSNESS**

**OBJECTIVE 8: Improve access, and address racial inequities within such access, to essential State-supported services appropriate for the needs of people experiencing unsheltered homelessness, including through Medi-Cal and behavioral health care reforms.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
<b>HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION</b>				
<p><b>1. Utilize new HDIS to begin Phase 2 of the system, featuring data-matching to other statewide data systems, with the intent to analyze the participation and access to benefits and services of people who are unsheltered within key State programs.</b></p>	<p>HCFC</p>	<p>To be determined during planning phase</p>	<p>To commence planning in Q1 of FY 21-22</p>	<p><b>Process Measure:</b> Initiation of planning process in a timely manner.</p>
<p><b>2. Implement CalAIM proposals seeking to extend statewide the service options available under WPC and Health Homes Program (HHP) through the Enhanced Care Management (ECM) program and In Lieu of Services (ILOS), including incentive funding, to better address the health and behavioral health care needs of people who are unsheltered.</b></p>	<p>DHCS</p>		<p>Implementation of ECM begins on January 1, 2022 in counties currently providing WPC and HHP.  ECM will be available in all counties, and for all ECM target populations by January 1, 2023.</p>	<p><b>Process Measure:</b> DHCS receives Federal approval to provide ECM and ILOS services statewide for all target populations.  <b>Process Measure:</b> Medi-Cal Managed care health plans submission, and DHCS approval, of ECM and ILOS Model of Care and additional submitted deliverables for implementation.  <b>Process Measure:</b> Staged implementation timeline for ECM. ILOS goes live January 1, 2022 in all counties. Medi-Cal Managed Care Plan (MCPs) may add new ILOS every 6 months.</p>

**ACTION AREA 2**

**EQUITABLY ADDRESSING THE HEALTH, SAFETY, AND SERVICES NEEDS OF CALIFORNIANS EXPERIENCING UNSHELTERED HOMELESSNESS**

**OBJECTIVE 8: Improve access, and address racial inequities within such access, to essential State-supported services appropriate for the needs of people experiencing unsheltered homelessness, including through Medi-Cal and behavioral health care reforms.**

			Implementation of In Lieu of Services (ILOS) begins on January 1, 2022.	<b>Outcome Measures:</b> MCPs transitioning successfully from WPC/HHP January 1, 2022. Statewide implementation of ECM in all counties by July 1, 2022. ECM available for all target populations by January 1, 2023. Document integration of ILOS (type, scope, provider types) and measures to track members' progression.
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**ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION**

<b>3. Continued operation of Whole Person Care (WPC) pilots and Health Homes Program (HHP) care coordination and housing services in 2021 to continue to strengthen access to health and behavioral health services for people who are unsheltered.</b>	DHCS		HHP and WPC pilots continue to serve Medi-Cal members through December 2021.  In January 2022, Medi-Cal members in WPC and HHP will transition to ECM and In Lieu of Services.	<b>Process Measure:</b> Amend DHCS WPC pilot contracts to extend another year to allow continuation of WPC housing activities.  <b>Output Measure:</b> Continuation of tracking enrollment and utilization of WPC homeless/at-risk of homelessness beneficiaries.  <b>Outcome Measures:</b> 1) Percentage of homeless individuals who are permanently housed longer than six (6) consecutive months' experience of permanently housed. 2) Percentage of homeless who received housing services after being referred for housing services. 3) Percentage of homeless who received supportive housing after being referred for supportive housing.
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**ACTION AREA 2**

**EQUITABLY ADDRESSING THE HEALTH, SAFETY, AND SERVICES NEEDS OF CALIFORNIANS EXPERIENCING UNSHELTERED HOMELESSNESS**

**OBJECTIVE 8: Improve access, and address racial inequities within such access, to essential State-supported services appropriate for the needs of people experiencing unsheltered homelessness, including through Medi-Cal and behavioral health care reforms.**

				<p><b>Process Measure:</b> DHCS continues monitoring access to HHP housing support services for HHP members who are experiencing homelessness or at risk of experiencing homelessness.</p> <p><b>Process Measure:</b> HHP and WPC continue to enroll Medi-Cal members and provide care coordination and housing support services through 2021.</p>
<p><b>4. Continue operation and enrollment of Community Services and Supports program housing services through county-level plans through Mental Health Services Act resources.</b></p>	<p>DHCS</p>	<p>CalVet</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p><b>Process Measure:</b> Finalize County data submission standards related to housing status – June 2021.</p> <p><b>Output Measure:</b> Review and analyze County Full Service Partnership data to determine the number of individuals enrolled in an FSP that are housed.</p>



### **Action Area 3. Expanding Communities' Capacity to Provide Safe and Effective Sheltering and Interim Housing**

Activities focused on expanding the supply of safe, housing-placement focused sheltering and interim housing models and addressing health and services needs of people staying within such programs.

#### ► Objective 9

Partner with communities to implement innovative approaches and expand the supply of safe, housing-placement focused sheltering and interim housing models for Californians experiencing homelessness.

#### ► Objective 10

Expand alignment and engagement of State resources, including Medi-Cal and behavioral health care resources, in efforts to address health disparities and services needs among Californians temporarily staying within sheltering and interim housing options.

**ACTION AREA 3**

**EXPANDING COMMUNITIES' CAPACITY TO PROVIDE SAFE AND EFFECTIVE SHELTERING AND INTERIM HOUSING**

**OBJECTIVE 9: Partner with communities to implement innovative approaches and expand the supply of safe, housing-placement focused sheltering and interim housing models for Californians experiencing homelessness.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
<b>HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION</b>				
<p><b>1. Rapidly mobilize Homekey resources to support acquisition of sites by local partners, including sites planned for use as interim housing on a temporary or ongoing basis.</b></p>	HCD	HCFC	<p>Acquisitions using initial funding completed by Q2 of FY 20-21.</p> <p>Other timeframes TBD by Department.</p>	<p><b>Outcome Measure:</b> Expand capacity of local communities to end homelessness through the creation of 1,300 additional interim housing beds.</p>
<p><b>2. Implement a wide array of State and Federal funding that support the provision of safe, effective housing-placement focused sheltering and interim housing models for people experiencing homelessness, with identification of clear goals and targets for the number of shelter or interim housing opportunities to be supported through each program.</b></p>	HCD, HCFC, DSS, CalOES, CalVet, depending on funding source	Caltrans	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23.</p> <p>Timing determined for each funding program.</p> <p>State Funding and Programs Working Group to determine timing for development of targets.</p>	<p><b>Process Measure:</b> State Funding and Programs Working Group to determine timing for development of targets.</p> <p><b>Outcome Measures:</b> In future, measure performance against targets.</p>

**ACTION AREA 3**

**EXPANDING COMMUNITIES' CAPACITY TO PROVIDE SAFE AND EFFECTIVE SHELTERING AND INTERIM HOUSING**

**OBJECTIVE 9: Partner with communities to implement innovative approaches and expand the supply of safe, housing-placement focused sheltering and interim housing models for Californians experiencing homelessness.**

<p><b>3. Provide guidance and supports to sustain and strengthen the implementation of Project Roomkey non-congregate sheltering sites to address the health and safety needs of people experiencing homelessness during the COVID-19 pandemic, and identify and share lessons learned.</b></p>	<p>DSS</p>	<p>HCFC, DHCS, CDPH</p>	<p>Implemented Q3 of FY 19-20. Ongoing throughout FY 20-21.</p>	<p><b>Outcome Measure:</b> Individuals served and occupancy data.</p>
<p><b>4. Provide and promote guidance and technical assistance regarding modifications of land use, zoning, and other requirements for emergency shelters, navigation centers, and interim housing programs.</b></p>	<p>HCD</p>	<p>HCFC</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p><b>Process Measure:</b> Documentation of guidance and technical assistance activities.  <b>Outcome Measure:</b> Approximately 68% of jurisdictions with commitments to amend zoning for emergency shelter parking requirements, low barrier navigation centers, and by right permanent supportive housing.</p>
<p><b>5. Implement the Returning Home Well initiative, in partnership with philanthropic organizations and local partners, to expand residential treatment and interim housing options, including recovery housing models and quarantine options during the pandemic, for people transitioning from corrections settings.</b></p>	<p>CDCR</p>	<p>DSS</p>	<p>Ongoing throughout FYs 20-21 and 21-22, and activities expected to be sustained into future FYs</p>	<p><b>Outcome Measure:</b> Increased community capacity to provide treatment and interim housing options to target population.</p>

**ACTION AREA 3**

**EXPANDING COMMUNITIES' CAPACITY TO PROVIDE SAFE AND EFFECTIVE SHELTERING AND INTERIM HOUSING**

**OBJECTIVE 9: Partner with communities to implement innovative approaches and expand the supply of safe, housing-placement focused sheltering and interim housing models for Californians experiencing homelessness.**

<p><b>6. Provide technical assistance and guidance that will support the continued application of Housing First practices, including lowered barriers and housing-focused services and supports, within sheltering and interim housing programs.</b></p>	<p>HCFC</p>	<p>All HCFC Member Departments</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p><b>Process Measure:</b> Documentation of guidance materials, training activities, and initiation of technical assistance in timely manner.</p> <p><b>Output Measure:</b> Number of communities receiving formal technical assistance.</p> <p><b>Outcome Measures:</b> Specific outcome measures will be developed and tracked for each formal TA engagement.</p>
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**ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION**

<p><b>7. Coordinate with local partners and national organizations to identify effective practices for providing safe and effective sheltering and interim housing options, and promote such practices within the implementation of State and Federal resources.</b></p>	<p>HCFC</p>	<p>HCD, DSS</p>	<p>Initiate work in this area by Q1 of FY 21-22</p>	<p><b>Process Measure:</b> Timely engagement with national and local partners.</p> <p><b>Output Measure:</b> Annual compilation of any related materials developed or promoted focused on these topics.</p>
<p><b>8. Provide guidance and coordination for VA Grant and Per Diem grantees to create synergy among veteran transitional housing and permanent supportive or affordable housing.</b></p>	<p>CalVet</p>		<p>Initiate work in this area by Q1 of FY 21-22</p>	<p><b>Output Measure:</b> Mapping statewide network of intervention options for veterans experiencing homelessness.</p>

**ACTION AREA 3**

**EXPANDING COMMUNITIES' CAPACITY TO PROVIDE SAFE AND EFFECTIVE SHELTERING AND INTERIM HOUSING**

**OBJECTIVE 10: Expand alignment and engagement of State resources, including Medi-Cal and behavioral health care resources, in efforts to address health disparities and services needs among Californians temporarily staying within sheltering and interim housing options.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
<b>HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION</b>				
<p><b>1. Utilize the Homeless Data Integration System to perform data-matching analyses to document and assess the participation and access to benefits and services of people staying in shelter and interim housing sites within key State programs.</b></p>	<p>HCFC</p>	<p>To be determined and updated during planning phase</p>	<p>Utilization of data ongoing throughout FYs 21-22, and 22-23</p>	<p><b>Process Measure:</b> Timely implementation of HDIS and performance of analyses. <b>Output Measure:</b> Documentation of any resulting reports or documents.</p>
<p><b>2. Continued operation and enrollment of Whole Person Care (WPC) pilots and Health Homes Program (HHP) in 2021 to continue to strengthen access to health and behavioral health services for people who are staying in shelter and interim housing sites. Enrolled Health Home and Whole Person Care members will be transitioned to Enhanced Care Management (ECM) and In Lieu of Services (ILOS) care coordination and housing services, including incentive funding, in 2022.</b></p>	<p>DHCS</p>		<p>HHP and WPC pilots continue to serve Medi-Cal members through December 2021.  In January 2022, Medi-Cal members in WPC and HHP will transition to ECM and ILOS.</p>	<p><b>Process Measure:</b> Amend DHCS WPC pilot contracts to extend another year to allow continuation of WPC housing activities. <b>Output Measure:</b> Continuation of tracking enrollment and utilization of WPC homeless/at-risk of homelessness beneficiaries. <b>Outcome Measures:</b> 1) Percentage of homeless individuals who are permanently housed longer than six (6) consecutive months' experience of permanently housed. 2) Percentage of homeless who received housing services after being referred for housing services. 3) Percentage of homeless who received supportive housing after being referred for supportive housing.</p>

**ACTION AREA 3**

**EXPANDING COMMUNITIES' CAPACITY TO PROVIDE SAFE AND EFFECTIVE SHELTERING AND INTERIM HOUSING**

**OBJECTIVE 10: Expand alignment and engagement of State resources, including Medi-Cal and behavioral health care resources, in efforts to address health disparities and services needs among Californians temporarily staying within sheltering and interim housing options.**

				<p><b>Process Measure:</b> DHCS continues monitoring access to HHP housing support services for HHP members who are experiencing homelessness or at risk of experiencing homelessness.</p> <p><b>Process Measure:</b> HHP and WPC continue to enroll Medi-Cal members and provide care coordination and housing support services through 2021.</p>
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**ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION**

<p><b>3. Develop and advance CalAIM proposals seeking to extend statewide the service options available under WPC and Health Homes Program (HHP) through the Enhanced Care Management (ECM) program and In Lieu of Services (ILOS) care coordination and housing services, including incentive funding, to better address the health care needs of people who are staying in shelter and interim housing sites.</b></p>	DHCS		<p>Implementation of ECM begins on January 1, 2022, in counties currently providing WPC and HHP.</p> <p>ECM will be available in all counties, and for all ECM target populations by January 1, 2023.</p> <p>Implementation of ILOS begins on January 1, 2022.</p>	<p><b>Process Measure:</b> DHCS receives Federal approval to provide ECM and ILOS services statewide for all target populations.</p> <p><b>Process Measure:</b> Medi-Cal Managed Care health plans submission, and DHCS approval, of ECM and ILOS Model of Care and additional submitted deliverables for implementation.</p> <p><b>Process Measure:</b> Staged implementation timeline for ECM. ILOS goes live January 1, 2022, in all counties. Medi-Cal Managed Care Plan (MCPs) may add new ILOS every 6 months.</p>
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ACTION AREA 3

**EXPANDING COMMUNITIES' CAPACITY TO PROVIDE SAFE AND EFFECTIVE SHELTERING AND INTERIM HOUSING**

**OBJECTIVE 10: Expand alignment and engagement of State resources, including Medi-Cal and behavioral health care resources, in efforts to address health disparities and services needs among Californians temporarily staying within sheltering and interim housing options.**

				<p><b>Outcome Measures:</b> MCPs transitioning successfully from WPC/HHP January 1, 2022. Statewide implementation of ECM in all counties by July 1, 2022. ECM available for all target populations by January 1, 2023. Document integration of ILOS and measures to track members' progression.</p>
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#### **Action Area 4. Expanding and Ensuring Equitable Access to Permanent Housing in Our Communities**

Activities focused on strengthening Housing First approaches and expanding permanent housing opportunities through development strategies, short- and long-term rental assistance, and other rehousing activities.

► **Objective 11**

Mobilize State resources, technical assistance, and guidance to strengthen implementation of Housing First approaches and other best practices in support of equitably and urgently rehousing people from Project Roomkey sites, from other temporary settings, and from unsheltered homelessness.

► **Objective 12**

Foster the creation of an expanded supply of affordable and supportive housing opportunities, paired with appropriate health and behavioral health care resources, and accessible and culturally responsive to people exiting homelessness, to people at lowest income levels, and to people from historically marginalized communities.

► **Objective 13**

Improve access to short- and longer-term forms of rental assistance to encourage innovations, to support racially equitable and successful exits from homelessness, and to support housing development activities.

**ACTION AREA 4**

**EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES**

**OBJECTIVE 11: Mobilize State resources, technical assistance, and guidance to strengthen implementation of Housing First approaches and other best practices in support of equitably and urgently rehousing people from Project Roomkey sites, from other temporary settings, and from unsheltered homelessness.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
<b>HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION</b>				
<p><b>1. Implement Project Roomkey and Rehousing Strategy funding and technical assistance to support the rehousing of people staying within Project Roomkey sites into permanent housing opportunities.</b></p>	DSS	HCFC, HCD	Technical assistance launched Q3 of FY 20-21	<p><b>Process Measure:</b> Documentation of technical assistance efforts related to rehousing out of Project Roomkey.</p>
<p><b>2. Implement a wide array of State and Federal funding programs that support the rehousing of people experiencing homelessness into a diverse range of housing models, including models appropriate for youth and young adults, with identification of clear rehousing goals and targets for the implementation of each program.</b></p>	HCFC, DSS, HCD, CalOES, CDE, depending on funding source	Caltrans, CalVet	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23.</p> <p>Timing determined for each funding program.</p> <p>State Funding and Programs Working Group to determine timing for development of targets.</p>	<p><b>Process Measure:</b> State Funding and Programs Working Group to determine timing for development of targets.</p> <p><b>Outcome Measures:</b> In future, measure performance against targets.</p>

**ACTION AREA 4**

**EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES**

**OBJECTIVE 11: Mobilize State resources, technical assistance, and guidance to strengthen implementation of Housing First approaches and other best practices in support of equitably and urgently rehousing people from Project Roomkey sites, from other temporary settings, and from unsheltered homelessness.**

<p><b>3. Develop and advance CalAIM proposals seeking to expand CalAIM's ability to support housing-related services through the Enhanced Care Management (ECM) program and In Lieu of Services (ILOS) care management and housing services, including incentive funding, to assist people to access and stabilize in housing.</b></p>	<p>DHCS</p>	<p>TBD</p>	<p>Implementation of ECM begins on January 1, 2022, in counties currently providing Whole Person Care (WPC) and Health Homes Program (HHP).</p> <p>ECM will be available in all counties, and for all ECM target populations by January 1, 2023. Implementation of ILOS begins on January 1, 2022.</p>	<p><b>Process Measure:</b> DHCS receives Federal approval to provide ECM and ILOS services statewide for all target populations.</p> <p><b>Process Measure:</b> Medi-Cal Managed care health plans submission, and DHCS approval, of ECM and ILOS Model of Care and additional submitted deliverables for implementation.</p> <p><b>Process Measure:</b> Staged implementation timeline for ECM. ILOS goes live January 1, 2022, in all counties. Medi-Cal Managed Care Plan (MCPs) may add new ILOS every 6 months.</p> <p><b>Outcome Measures:</b> MCPs transitioning successfully from WPC/HHP January 1, 2022. Statewide implementation of ECM in all counties by July 1, 2022. ECM available for all target populations by January 1, 2023. Document integration of ILOS (type, scope, provider types) and measures to track members' progression.</p>
<p><b>4. Provide technical assistance, guidance, and training opportunities to strengthen the implementation of Housing First practices and the achievement of rehousing outcomes in the implementation of State and Federal resources.</b></p>	<p>HCFC</p>	<p>DSS, HCD</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p><b>Process Measure:</b> Documentation of guidance materials, training activities.</p> <p><b>Output Measure:</b> Number of communities receiving formal technical assistance.</p> <p><b>Outcome Measures:</b> Specific outcome measures will be developed and tracked for each formal TA engagement.</p>

**ACTION AREA 4**

**EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES**

**OBJECTIVE 11: Mobilize State resources, technical assistance, and guidance to strengthen implementation of Housing First approaches and other best practices in support of equitably and urgently rehousing people from Project Roomkey sites, from other temporary settings, and from unsheltered homelessness.**

<p><b>5. Assess and revise the current Housing First Checklist for State agencies, confirm alignment with Housing First requirements of relevant State programs, and provide guidance, training, and support to State departments who need to modify programs and policies to achieve alignment.</b></p>	<p>HCFC</p>	<p>All HCFC Member Departments</p>	<p>One round completed prior to FY 20-21. Next round to commence by Q3 of FY 21-22.</p>	<p><b>Process Measure:</b> Documentation of Housing First checklist and supporting documents provided to HCFC member agencies and departments. <b>Outcome Measure:</b> Document State departments/programs improving alignment with Housing First expectations.</p>
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**ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION**

<p><b>6. Enhance technical assistance for affordable housing providers on fair housing choice, including expanding educational efforts regarding non-discrimination based on source of income (SB 329), disability, criminal history, and other factors addressed by fair housing requirements.</b></p>	<p>HCD</p>	<p>HCFC, CalHFA, TCAC, and other departments, and in consultation with DFEH</p>	<p>Interagency technical guide produced by Q1 of FY 22-23</p>	<p><b>Process Measure:</b> Timely implementation of collaborative processes with other State departments and timely development of recommendations.</p>
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**ACTION AREA 4**

**EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES**

**OBJECTIVE 12: Foster the creation of an expanded supply of affordable and supportive housing opportunities, paired with appropriate health and behavioral health care resources, and accessible and culturally responsive to people exiting homelessness, to people at lowest income levels, and to people from historically marginalized communities.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
<b>HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION</b>				
<b>1. Implement Homekey program to support rapid financing and development of permanent housing units.</b>	HCD	HCFC, DSS	Acquisitions using initial funding completed by Q2 of FY 20-21.  Other timeframes TBD by Department.	<b>Outcome Measure:</b> Expand capacity of local communities to end homelessness through the creation of 2,600 additional permanent supportive housing beds.
<b>2. Implement a wide array of other State and Federal funding programs that support expansion of affordable and supportive housing opportunities, with identification of clear unit production goals and targets for the implementation of each program.</b>	HCD, TCAC, HCFC, DSS, CalOES, CalVet, depending on funding source	Caltrans	Ongoing throughout FYs 20-21, 21-22, and 22-23.  Timing determined for each funding program.  State Funding and Programs Working Group to determine timing for development of targets.	<b>Process Measure:</b> State Funding and Programs Working Group to determine timing for development of targets.  <b>Outcome Measures:</b> In future, measure performance against targets.

**ACTION AREA 4**

**EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES**

**OBJECTIVE 12: Foster the creation of an expanded supply of affordable and supportive housing opportunities, paired with appropriate health and behavioral health care resources, and accessible and culturally responsive to people exiting homelessness, to people at lowest income levels, and to people from historically marginalized communities.**

**ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION**

<p><b>3. Identify and implement efforts to better align policies and practices across State housing agencies and programs, while retaining significant focus on extremely low-income households and housing for people exiting homelessness.</b></p>	<p>BCSH</p>	<p>CalHFA, TCAC, HCD, CDLAC</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p><b>Process Measure:</b> Documentation of key policy and practice improvements and changes.</p>
<p><b>4. Accelerate selection of developers to create affordable and supportive housing on State-owned land.</b></p>	<p>HCD</p>	<p>In coordination with DGS</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p><b>Output Measures:</b> During 2021, release 8-10 new excess State sites through developer solicitation, select developers for 6 sites released through 2020 solicitations, and 5 Requests for Proposals per calendar year.</p>

**ACTION AREA 4**

**EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES**

**OBJECTIVE 13: Improve access to short- and longer-term forms of rental assistance to encourage innovations, to support racially equitable and successful exits from homelessness, and to support housing development activities.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
<b>HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION</b>				
<p><b>1. Implement a wide array of State and Federal funding programs that support provision of various forms of rental assistance, with identification of clear goals and targets for the number of households to receive rental assistance through each program.</b></p>	<p>HCD, CalHFA, TCAC, HCFC, CalOES, DSS, depending on funding source</p>		<p>Ongoing throughout FYs 20-21, 21-22, and 22-23.</p> <p>Timing determined for each funding program.</p> <p>State Funding and Programs Working Group to determine timing for development of targets.</p>	<p><b>Process Measure:</b> State Funding and Programs Working Group determines timing for development of targets.</p> <p><b>Outcome Measures:</b> In future, measure performance against targets.</p>
<b>ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION</b>				
<p><b>2. Coordinate with local partners and national organizations to identify effective practices for rapid rehousing and for shallow rent subsidies, including in high-cost housing markets, and promote such practices within the implementation of State and Federal resources.</b></p>	<p>HCFC</p>	<p>HCD, DSS</p>	<p>Initiate work in this area by Q2 of FY 22-23</p>	<p><b>Process Measure:</b> Timely engagement with national and local partners.</p> <p><b>Output Measure:</b> Annual compilation of any related materials developed or promoted focused on these topics.</p>

ACTION AREA 4

**EXPANDING AND ENSURING EQUITABLE ACCESS TO PERMANENT HOUSING IN OUR COMMUNITIES**

**OBJECTIVE 13: Improve access to short- and longer-term forms of rental assistance to encourage innovations, to support racially equitable and successful exits from homelessness, and to support housing development activities.**

<b>3. Prioritize increased rental assistance resources within State's federal advocacy.</b>	BCSH	CalHFA, HCD, DSS	Ongoing throughout FYs 20-21, 21-22	<b>Process Measure:</b> Documentation of new federal rental assistance resources that are directly aligned with State's advocacy efforts and priorities.
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### **Action Area 5. Preventing Californians from Experiencing the Crisis of Homelessness**

Activities focused on reducing entries into homelessness as people exit and/or receive services through State-funded programs and systems and enhancing communities' capacity to provide targeted homelessness prevention and diversion services and assistance.

#### **► Objective 14**

Reduce entries into homelessness as people exit and/or receive services from State-funded settings and systems, addressing racial inequities within risks of experiencing homelessness, with initial focus on people re-entering communities from jails and prisons, young adults connected to the child welfare and/or juvenile justice systems, and people exiting health care settings and programs.

#### **► Objective 15**

Enhance communities' capacity to provide targeted homelessness prevention interventions and to successfully divert people from entering shelter or experiencing unsheltered homelessness.

**ACTION AREA 5**

**PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS**

**OBJECTIVE 14: Reduce entries into homelessness as people exit and/or receive services from State-funded settings and systems, addressing racial inequities within risks of experiencing homelessness, with initial focus on people re-entering communities from jails and prisons, young adults connected to the child welfare and/or juvenile justice systems, and people exiting health care settings and programs.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
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HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION

<p><b>1. Implement the Housing for Healthy California (HHC) program for individuals who are recipients of or eligible for health care provided through the Medi-Cal program, providing tenant-based rental assistance with supportive services or capitalized operating reserve to existing rental projects.</b></p>	<p>HCD</p>	<p>DHCS</p>	<p>Direct assistance to tenants expected to begin by end of FY 20-21, continuing until funds are exhausted or end of FY 23-24.</p> <p>Capitalized operating reserve to be awarded to individual projects by end of FY 23-24.</p> <p>Commence collecting program data in June 2021 and analyzing program data June 2022.</p>	<p><b>Process Measure:</b> Report summarizing program data submitted to legislature by January 2024.</p> <p><b>Output Measure:</b> Number of people who are chronically homeless, or homeless and high healthcare cost users, served by the program.</p> <p><b>Outcome Measure:</b> Reduction in emergency department visits and hospitalizations.</p>
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ACTION AREA 5

**PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS**

**OBJECTIVE 14: Reduce entries into homelessness as people exit and/or receive services from State-funded settings and systems, addressing racial inequities within risks of experiencing homelessness, with initial focus on people re-entering communities from jails and prisons, young adults connected to the child welfare and/or juvenile justice systems, and people exiting health care settings and programs.**

<p><b>2. Implement CalAIM proposals seeking to address needs of people exiting corrections settings through expedited enrollment in Medi-Cal.</b></p>	<p>DHCS</p>	<p>CDCR</p>	<p>Implement Mandated County Inmate Pre-Release Application Process by January 1, 2023</p>	<p><b>Process Measure:</b> Publication of All County Welfare Directors Letter which provides guidance to the Counties on policies and procedures for implementing the Mandated County Inmate Pre-Release Application Process.</p> <p><b>Outcome Measure:</b> Increase the Medi-Cal enrollment of individuals exiting the County Jail setting.</p> <p><b>Process Measure:</b> Publication of Information Notice to provide guidance to Counties on facilitated referral and linkage from incarceration; publication of All Plan Letter to provide guidance to Managed Care Plans on facilitated referral and linkage to behavioral health.</p>
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**ACTION AREA 5**

**PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS**

**OBJECTIVE 14: Reduce entries into homelessness as people exit and/or receive services from State-funded settings and systems, addressing racial inequities within risks of experiencing homelessness, with initial focus on people re-entering communities from jails and prisons, young adults connected to the child welfare and/or juvenile justice systems, and people exiting health care settings and programs.**

<p><b>3. Implement CalAIM to provide care coordination and housing services to people exiting corrections settings through Enhanced Care Management (ECM) and In Lieu of Services (ILOS).</b></p>	<p>DHCS</p>	<p>CDCR, in coordination with CCHCS</p>	<p>ECM Justice-involved population implemented by January 1, 2023</p>	<p><b>Process Measure:</b> Integration of target population by all Managed Care Organizations (MCOs) into Population Health Management Plans by January 1, 2023.</p> <p><b>Output Measure:</b> ECM enrollment of Medi-Cal members that meet Target Population criteria for Individuals Transitioning from Incarceration to receive ECM services.</p> <p><b>Outcome Measure:</b> Measure metrics of ILOS utilization for housing services across counties for Members also enrolled in ECM target population for Individuals Transitioning from Incarceration.</p> <p>Reporting timelines to be determined.</p>
<p><b>4. Implement CalAIM to provide medically necessary recuperative care placements for unhoused people who are exiting acute inpatient facilities and/or were recently hospitalized.</b></p>	<p>DHCS</p>	<p>DSS</p>	<p>In Lieu of Services (ILOS) implementation date of January 1, 2022</p>	<p><b>Process Measure:</b> Documentation of informational and guidance materials and training (supportive of Housing First principles) delivered to Managed Care Organizations (MCOs).</p> <p><b>Output Measure:</b> Number of managed care organizations adopting Recuperative Care ILOS.</p> <p><b>Outcome Measure:</b> Measure metrics of ILOS utilization across counties.</p>

**ACTION AREA 5**

**PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS**

**OBJECTIVE 14: Reduce entries into homelessness as people exit and/or receive services from State-funded settings and systems, addressing racial inequities within risks of experiencing homelessness, with initial focus on people re-entering communities from jails and prisons, young adults connected to the child welfare and/or juvenile justice systems, and people exiting health care settings and programs.**

<p><b>5. Implement the Returning Home Well initiative, in partnership with philanthropic organizations and local partners, to prevent experiences of homelessness for people transitioning from corrections settings by expanding residential treatment and interim housing options, including recovery housing models and quarantine options during the pandemic, and by addressing transportation needs to facilitate access to such options.</b></p>	<p>CDCR</p>	<p>DSS</p>	<p>Ongoing throughout FYs 20-21 and 21-22, and activities expected to be sustained into future FYs</p>	<p><b>Outcome Measure:</b> Increased community capacity to provide treatment and interim housing options to target population.</p>
<p><b>6. Provide support through the No Place Like Home program for the development of permanent supportive housing for persons who are in need of mental health services and are experiencing homelessness, chronic homelessness, or who are at risk of chronic homelessness.</b></p>	<p>HCD</p>		<p>Release final NOFA in Q2 of FY 21-22</p>	<p><b>Process Measure:</b> Timely implementation of NOFA. <b>Output Measures:</b> Number of funding awardees and number of permanent supportive housing units supported.</p>

**ACTION AREA 5**

**PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS**

**OBJECTIVE 14: Reduce entries into homelessness as people exit and/or receive services from State-funded settings and systems, addressing racial inequities within risks of experiencing homelessness, with initial focus on people re-entering communities from jails and prisons, young adults connected to the child welfare and/or juvenile justice systems, and people exiting health care settings and programs.**

**ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION**

<p><b>7. Assess recommendations from the Council of State Government's <i>Reducing Homelessness for People with Behavioral Health Needs Leaving Prisons and Jails</i> report and identify priorities for actions to be taken in FYs 21-22 and 22-23.</b></p>	<p>CDCR, via Council on Criminal Justice and Behavioral Health</p>	<p>HCFC, DSS, HCD, DHCS, and others</p>	<p>Prioritized actions to be identified during Q4 of FY 20-21, activities implemented throughout FYs 21-22 and 22-23.</p> <p>Provide update report to Council regarding activities to be implemented by Q2 of FY 21-22.</p>	<p><b>Process Measure:</b> Prioritized actions identified and report to Council provided in timely manner.</p> <p>Additional measures to be developed based upon prioritized actions identified.</p>
<p><b>8. Utilize the Homeless Data Integration System (HDIS) to conduct analyses regarding people experiencing homelessness and their prior engagement with the homelessness response system to identify patterns of engagement and service utilization that can inform prevention and diversion strategies.</b></p>	<p>HCFC</p>	<p>TBD</p>	<p>Commence analysis in Q2 of FY 21-22, ongoing thereafter</p>	<p><b>Process Measure:</b> Timely implementation of HDIS, performance of analysis, and creation of dashboard.</p> <p><b>Output Measure:</b> Documentation of any resulting reports or documents.</p>

**ACTION AREA 5**

**PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS**

**OBJECTIVE 14: Reduce entries into homelessness as people exit and/or receive services from State-funded settings and systems, addressing racial inequities within risks of experiencing homelessness, with initial focus on people re-entering communities from jails and prisons, young adults connected to the child welfare and/or juvenile justice systems, and people exiting health care settings and programs.**

<p><b>9. Identify opportunities to assess and document information regarding housing status, housing instability, and homelessness among households participating in increased number of State and State-funded programs and systems.</b></p>	<p>HCFC</p>	<p>All HCFC Member Departments</p>	<p>To commence planning in Q4 of FY 21-22</p>	<p><b>Process Measure:</b> Initiation of planning process in a timely manner, further measures to be developed at that time.</p>
<p><b>10. Continue to develop a long-term plan and strategy for improving health outcomes and the delivery of fully integrated health care services for youth in foster care.</b></p>	<p>DHCS, via Foster Care Model of Care Workgroup</p>	<p>DSS</p>	<p>Set of recommendations with an implementation plan by end of November 2021</p>	<p><b>Process Measure:</b> Timely development of set recommendations that can be incorporated to improve the quality of services for children and youth in the foster care system.</p>
<p><b>11. Distribute funding and gather outcomes of the Housing Navigators Program and Transitional Housing Program for County Child Welfare Agencies.</b></p>	<p>HCD</p>	<p>DSS</p>	<p>NOFA to be released in Q2 of FY 21-22, funding permitting.</p>	<p><b>Output Measures:</b> Number of people served, including those in foster care or probation system, and services provided.</p>

**ACTION AREA 5**

**PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS**

**OBJECTIVE 15: Enhance communities' capacity to provide targeted homelessness prevention interventions and to successfully divert people from entering shelter or experiencing unsheltered homelessness.**

Activities	Lead Department(s)	Collaborating Department(s)	Timeframe	Performance Measurement (Type and Measure)
<b>HIGHEST-PRIORITY ACTIVITIES FOR IMPLEMENTATION</b>				
<p><b>1. Implement the Emergency Rental Assistance resources administered through the U.S. Department of the Treasury to provide financial assistance to households facing rental arrears and risks of eviction and/or homelessness.</b></p>	HCD	HCFC, DSS	Funding must be implemented before end of Q2 of FY 21-22	<p><b>Process Measure:</b> Align prioritization of funds as required, prioritizing households at or below 50% AMI, and up to 80% AMI or unemployed for 90 or more days. Provide equal or stronger prioritization by: A) deeper income targeting (i.e. 30% AMI and below); B) rent burden; C) qualified census tracts; D) property size (i.e. small landlords); E) other related factors consistent with this intent and need.</p>
<p><b>2. Implement a wide array of State and Federal funding programs that support provision of various forms of diversion and prevention services, with identification of clear goals and targets for the number of households to receive diversion and prevention services through each program.</b></p>	HCD, TCAC, HCFC, CalHFA, CalOES, DSS, depending on funding program		<p>Ongoing throughout FYs 20-21, 21-22, and 22-23.</p> <p>Timing determined for each funding program.</p> <p>State Funding and Programs Working Group to determine timing for development of targets.</p>	<p><b>Process Measure:</b> State Funding and Programs Working Group determines timing for development of targets.</p> <p><b>Outcome Measures:</b> In future, measure performance against targets.</p>

**ACTION AREA 5**

**PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS**

**OBJECTIVE 15: Enhance communities' capacity to provide targeted homelessness prevention interventions and to successfully divert people from entering shelter or experiencing unsheltered homelessness.**

<p><b>3. Continue implementation of the Housing is Key campaign, providing materials and resources to help Californians stay in their homes or understand their housing options during COVID-19 and beyond.</b></p>	<p>BCSH</p>	<p>HCFC, HCD, DFEH</p>	<p>Ongoing throughout FYs 20-21, 21-22, and 22-23</p>	<p><b>Process Measure:</b> Documentation of homelessness prevention-focused messaging and efforts implemented through the Housing is Key campaign.</p>
<p><b>4. Provide guidance to support schools to develop community collaborations and stronger referral systems with public, private, and faith-based partners that can help address housing instability and homelessness, and other service needs, among students and their families.</b></p>	<p>CDE</p>	<p>HCFC</p>	<p>Webinar to be offered Q4 of FY 20-21; TBD for future FYs</p>	<p><b>Process Measure:</b> Documentation of guidance provided.</p>

**ADDITIONAL ACTIVITIES PRIORITIZED FOR IMPLEMENTATION**

<p><b>5. Identify strategies to serve older adults and people with disabilities at risk of experiencing homelessness, including meeting the need for in home supports and access to licensed adult and senior care facilities.</b></p>	<p>DSS</p>	<p>HCFC, HCD, DHCS, CalVet, and in coordination with CDA</p>	<p>Ongoing</p>	<p><b>Outcome Measure:</b> Advancement toward housing goals outlined in the Master Plan on Aging.</p>
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**ACTION AREA 5**

**PREVENTING CALIFORNIANS FROM EXPERIENCING THE CRISIS OF HOMELESSNESS**

**OBJECTIVE 15: Enhance communities' capacity to provide targeted homelessness prevention interventions and to successfully divert people from entering shelter or experiencing unsheltered homelessness.**

<p><b>6. Partner with Federal and national organizations to identify stronger homelessness prevention, diversion, and targeting practices, and promote such practices within the implementation of State and Federal resources.</b></p>	<p>HCFC</p>	<p>HCD, DSS, CalVet</p>	<p>Initiate efforts during Q1 of FY 21-22</p>	<p><b>Process Measure:</b> Timely engagement with Federal and national partners. <b>Output Measure:</b> Annual compilation of any related materials developed or promoted focused on these topics.</p>
<p><b>7. Provide technical assistance to strengthen and differentiate communities' homelessness prevention, diversion, and eviction prevention plans and practices, in order to increase access to such services.</b></p>	<p>HCFC</p>	<p>HCD, DSS</p>	<p>Ongoing, beginning no later than Q4 of FY 21-22</p>	<p><b>Process Measure:</b> Initiation of technical assistance in timely manner. <b>Output Measure:</b> Number of communities receiving formal technical assistance. <b>Outcome Measures:</b> Specific outcome measures will be developed and tracked for each formal technical assistance engagement.</p>

# APPENDIX

## Exhibit A. Statutory Requirements for the California Homeless Coordinating and Financing Council

*HCFC staff have projected activities within this Action Plan that are aligned with and will move its work towards meeting the statutory goals below. Subsequent progress reports regarding this Action Plan will include documentation of the extent of progress toward fulfilling those statutory requirements.*

### **Welfare and Institutions Code - WIC**

DIVISION 8. MISCELLANEOUS [8050 - 8261]

(Division 8 repealed and added by Stats. 1967, Ch. 1667. )

### **CHAPTER 6.5. Housing First and Coordinating Council [8255 - 8257]**

(Chapter 6.5 added by Stats. 2016, Ch. 847, Sec. 2. )

For purposes of this chapter:

(a) "Coordinating council" means the Homeless Coordinating and Financing Council established pursuant to Section 8257.

(b) "Core components of Housing First" means all of the following:

- (1) Tenant screening and selection practices that promote accepting applicants regardless of their sobriety or use of substances, completion of treatment, or participation in services.
- (2) Applicants are not rejected on the basis of poor credit or financial history, poor or lack of rental history, criminal convictions unrelated to tenancy, or behaviors that indicate a lack of "housing readiness."
- (3) Acceptance of referrals directly from shelters, street outreach, drop-in centers, and other parts of crisis response systems frequented by vulnerable people experiencing homelessness.
- (4) Supportive services that emphasize engagement and problem solving over therapeutic goals and service plans that are highly tenant-driven without predetermined goals.
- (5) Participation in services or program compliance is not a condition of permanent housing tenancy.
- (6) Tenants have a lease and all the rights and responsibilities of tenancy, as outlined in California's Civil, Health and Safety, and Government codes.
- (7) The use of alcohol or drugs in and of itself, without other lease violations, is not a reason for eviction.

(8) In communities with coordinated assessment and entry systems, incentives for funding promote tenant selection plans for supportive housing that prioritize eligible tenants based on criteria other than “first-come-first-serve,” including, but not limited to, the duration or chronicity of homelessness, vulnerability to early mortality, or high utilization of crisis services. Prioritization may include triage tools, developed through local data, to identify high-cost, high-need homeless residents.

(9) Case managers and service coordinators who are trained in and actively employ evidence-based practices for client engagement, including, but not limited to, motivational interviewing and client-centered counseling.

(10) Services are informed by a harm-reduction philosophy that recognizes drug and alcohol use and addiction as a part of tenants' lives, where tenants are engaged in nonjudgmental communication regarding drug and alcohol use, and where tenants are offered education regarding how to avoid risky behaviors and engage in safer practices, as well as connected to evidence-based treatment if the tenant so chooses.

(11) The project and specific apartment may include special physical features that accommodate disabilities, reduce harm, and promote health and community and independence among tenants.

(c) “Homeless” has the same definition as that term is defined in Section 91.5 of Title 24 of the Code of Federal Regulations.

(d) (1) “Housing First” means the evidence-based model that uses housing as a tool, rather than a reward, for recovery and that centers on providing or connecting homeless people to permanent housing as quickly as possible. Housing First providers offer services as needed and requested on a voluntary basis and that do not make housing contingent on participation in services.

(2) (A) “Housing First” includes time-limited rental or services assistance, so long as the housing and service provider assists the recipient in accessing permanent housing and in securing longer-term rental assistance, income assistance, or employment.

(B) For time-limited, supportive services programs serving homeless youth, programs should use a positive youth development model and be culturally competent to serve unaccompanied youth under 25 years of age. Providers should work with the youth to engage in family reunification efforts, where appropriate and when in the best interest of the youth. In the event of an eviction, programs shall make every effort, which shall be documented, to link tenants to other stable, safe, decent housing options. Exit to homelessness should be extremely rare, and only after a tenant refuses assistance with housing search, location, and move-in assistance.

(e) “State programs” means any programs a California state agency or department funds, implements, or administers for the purpose of providing housing or housing-based services to people experiencing homelessness or at risk of homelessness, with the exception of federally

funded programs with requirements inconsistent with this chapter or programs that fund emergency shelters.

*(Added by Stats. 2016, Ch. 847, Sec. 2. (SB 1380) Effective January 1, 2017.)*

8256.

(a) Agencies and departments administering state programs created on or after July 1, 2017, shall collaborate with the coordinating council to adopt guidelines and regulations to incorporate core components of Housing First.

(b) By July 1, 2019, except as otherwise provided in subdivision (c), agencies and departments administering state programs in existence prior to July 1, 2017, shall collaborate with the coordinating council to revise or adopt guidelines and regulations that incorporate the core components of Housing First, if the existing guidelines and regulations do not already incorporate the core components of Housing First.

(c) (1) An agency or department that administers programs that fund recovery housing shall comply with the requirements of subdivision (b) by July 1, 2022.

(2) Until July 1, 2022, an agency or department that administers programs that fund recovery housing shall additionally do all of the following:

(A) In coordination with the Homeless Coordinating and Financing Council, consult with the Legislature, the Business, Consumer Services, and Housing Agency, the federal Department of Housing and Urban Development, and other stakeholders between July 1, 2020, and January 1, 2022, to identify ways to improve the provision of housing to individuals who receive funding from that agency or department, consistent with the applicable requirements of state law.

(B) Comply with the core components of Housing First, other than those components described in paragraphs (5) to (7), inclusive, of subdivision (b) of Section 8255.

(C) Ensure that recovery housing programs meet the following requirements:

(i) A recovery housing program participant shall sign an agreement upon entry that outlines the roles and responsibilities of both the participant and the program administrator to ensure individuals are aware of actions that could result in removal from the recovery housing program.

(ii) If a recovery housing program participant chooses to stop living in a housing setting with an abstinence focus, is discharged from the program, or is evicted from housing, the program administrator shall offer assistance in accessing other housing and services options, including options operated with harm-reduction principles. To the extent practicable, this assistance shall include connecting the individual with alternative housing providers,

supportive services, and the local coordinated entry system, if applicable. This clause does not apply to an individual who leaves the program without notifying the program administrator.

(iii) The recovery housing program administrator shall track and report annually to the program's state funding source the housing outcome for each program participant who is discharged.

(3) For purposes of this subdivision, "recovery housing" means sober living facilities and programs that provide housing in an abstinence-focused and peer-supported community for people recovering from substance use issues. Participation is voluntary, unless that participation is pursuant to a court order or is a condition of release for individuals under the jurisdiction of a county probation department or the Department of Corrections and Rehabilitation.

*(Amended by Stats. 2020, Ch. 264, Sec. 28. (AB 107) Effective September 29, 2020.)*

8257.

(a) The Governor shall create a Homeless Coordinating and Financing Council.

(b) The council shall have all of the following goals:

(1) To oversee implementation of this chapter.

(2) To identify mainstream resources, benefits, and services that can be accessed to prevent and end homelessness in California.

(3) To create partnerships among state agencies and departments, local government agencies, participants in the United States Department of Housing and Urban Development's Continuum of Care Program, federal agencies, the United States Interagency Council on Homelessness, nonprofit entities working to end homelessness, homeless services providers, and the private sector, for the purpose of arriving at specific strategies to end homelessness.

(4) To promote systems integration to increase efficiency and effectiveness while focusing on designing systems to address the needs of people experiencing homelessness, including unaccompanied youth under 25 years of age.

(5) To coordinate existing funding and applications for competitive funding. Any action taken pursuant to this paragraph shall not restructure or change any existing allocations or allocation formulas.

(6) To make policy and procedural recommendations to legislators and other governmental entities.

(7) To identify and seek funding opportunities for state entities that have programs to end homelessness, including, but not limited to, federal and philanthropic funding opportunities, and to facilitate and coordinate those state entities' efforts to obtain that funding.

- (8) To broker agreements between state agencies and departments and between state agencies and departments and local jurisdictions to align and coordinate resources, reduce administrative burdens of accessing existing resources, and foster common applications for services, operating, and capital funding.
- (9) To serve as a statewide facilitator, coordinator, and policy development resource on ending homelessness in California.
- (10) To report to the Governor, federal Cabinet members, and the Legislature on homelessness and work to reduce homelessness.
- (11) To ensure accountability and results in meeting the strategies and goals of the council.
- (12) To identify and implement strategies to fight homelessness in small communities and rural areas.
- (13) To create a statewide data system or warehouse that collects local data through Homeless Management Information Systems, with the ultimate goal of matching data on homelessness to programs impacting homeless recipients of state programs, such as Medi-Cal (Chapter 7 (commencing with Section 14000) of Part 3 of Division 9) and CalWORKs (Chapter 2 (commencing with Section 11200) of Part 3 of Division 9).
- (14) Setting goals to prevent and end homelessness among California's youth.
- (15) Working to improve the safety, health, and welfare of young people experiencing homelessness in the state.
- (16) Increasing system integration and coordinating efforts to prevent homelessness among youth who are currently or formerly involved in the child welfare system or the juvenile justice system.
- (17) Leading efforts to coordinate a spectrum of funding, policy, and practice efforts related to young people experiencing homelessness.
- (18) Identifying best practices to ensure homeless minors who may have experienced maltreatment, as described in Section 300, are appropriately referred to, or have the ability to self-refer to, the child welfare system.

- (c) (1) The Governor shall appoint up to 19 members of the council as follows:
  - (A) The Secretary of Business, Consumer Services, and Housing, or the secretary's designee, who shall serve as chair of the council.
  - (B) A representative from the Department of Transportation.
  - (C) A representative from the Department of Housing and Community Development.
  - (D) A representative of the State Department of Social Services.
  - (E) A representative of the California Housing Finance Agency.
  - (F) A representative of the State Department of Health Care Services.
  - (G) A representative of the Department of Veterans Affairs.

- (H) A representative of the Department of Corrections and Rehabilitation.
- (I) A representative from the California Tax Credit Allocation Committee in the Treasurer's office.
- (J) A representative of the Victim Services Program within the Division of Grants Management within the Office of Emergency Services.
- (K) A representative from the State Department of Education.
- (L) A representative of the state public higher education system who shall be from one of the following:
  - (i) The California Community Colleges.
  - (ii) The University of California.
  - (iii) The California State University.
- (M) A formerly homeless person who lives in California.
- (N) A formerly homeless youth who lives in California.
- (O) Two representatives of local agencies or organizations that participate in the United States Department of Housing and Urban Development's Continuum of Care Program.
- (P) State advocates or other members of the public or state agencies, at the Governor's discretion.

(2) The Senate Committee on Rules and the Speaker of the Assembly shall each appoint one member to the council from two different stakeholder organizations.

(3) The council may, at its discretion, invite stakeholders, individuals who have experienced homelessness, members of philanthropic communities, and experts to participate in meetings or provide information to the council.

(d) The council shall hold public meetings at least once every quarter.

(e) The members of the council shall serve at the pleasure of the appointing authority.

(f) Within existing funding, the council may establish working groups, task forces, or other structures from within its membership or with outside members to assist it in its work. Working groups, task forces, or other structures established by the council shall determine their own meeting schedules.

(g) The members of the council shall serve without compensation, except that members of the council who are, or have been, homeless may receive reimbursement for travel, per diem, or other expenses.

(h) The Business, Consumer Services, and Housing Agency shall provide staff for the council.

(i) The members of the council may enter into memoranda of understanding with other members of the council to achieve the goals set forth in this chapter, as necessary, in order to facilitate communication and cooperation between the entities the members of the council represent.

(j) There shall be an executive director of the council under the direction of the Secretary of Business, Consumer Services, and Housing.

(k) The council shall be under the direction of the executive director and staffed by employees of the Business, Consumer Services, and Housing Agency.

*(Amended by Stats. 2019, Ch. 345, Sec. 1.5. (SB 687) Effective January 1, 2020.)*

## Exhibit B. Organizations Represented within Stakeholder Input Conversations

To date, representatives from the following organizations have had the opportunity to participate in at least one input conversation, with regrets for any accidental omissions of organizations:

Abt Associates	Empower Tehama
Alameda County	Family Violence Law Center
All Home	Health Care for the Homeless Program
California Coalition for Youth	Homebase
California Community Colleges	Homeless Youth Forum of Los Angeles
California Department of Corrections and Rehabilitation	Housing California
California Department of Education	ICF International
California Department of Health Care Services	John Burton Advocates for Youth
California Department of Housing and Community Development	Kings/Tulare Homeless Alliance
California Department of Social Services	Larkin Street Youth Services
California Department of Transportation	Lewis Advocacy
California Department of Veterans Affairs	Los Angeles County Supervisor's Office
California Governor's Office	Los Angeles Homeless Services Authority
California Governor's Office of Emergency Services	Los Angeles Lived Experience Advisory Board
California Health and Human Services Agency	Marjaree Mason Center
California Health Care Foundation	National Alliance to End Homelessness
California Housing Finance Agency	National Harm Reduction Coalition
California Partnership to End Domestic Violence	Northern California CoCs that Serve Rural Areas Peer-to-Peer Group
California State Legislature	Office of House Speaker Nancy Pelosi
City of Berkeley	PATH Ventures
City of Fairfield Police Department	San Diego Regional Task Force on the Homeless
City of Los Angeles	San Diego Youth Advisory Board
City of Oakland	San Jose/Santa Clara Lived Experience Advisory Board
City of Oxnard	Southern California and Neighboring CoCs Alliance
City of Riverside	Technical Assistance Collaborative
City of Sacramento	Turning Point of Central California
City of San Francisco	U.S. Interagency Council on Homelessness
CityTeam	UC Berkeley
Council on Criminal Justice and Behavioral Health	UC Berkeley Youth Policy Group
Corporation for Supportive Housing	Ventura County Executive Office
Destination: Home	Vuja De Strategies

## Exhibit C. List of Acronyms and Meanings Used Within Action Plan

AB	Assembly Bill
AH	Affordable Housing
BCSH	California Business, Consumer Services and Housing Agency
CalAIM	California Advancing and Innovating Medi-Cal
CalHFA	California Housing Finance Agency
CalOES	California Governor's Office of Emergency Services
Caltrans	California Department of Transportation
CalVet	California Department of Veterans Affairs
CalWORKS	California Work Opportunity and Responsibility to Kids
CCC	California Community Colleges
CCHCS	California Correctional Health Care Services
CCJBH	Council on Criminal Justice and Behavioral Health
CCORE	Capitol Collaborative on Race and Equity
CDA	California Department of Aging
CDCR	California Department of Corrections and Rehabilitation
CDE	California Department of Education
CDLAC	California Debt Limit Allocation Committee
CDPH	California Department of Public Health
CDWP	California Workforce Development Board
CoC	Continuum of Care
DFEH	California Department of Fair Employment and Housing
DGS	California Department of General Services
DHCS	California Department of Health Care Services
DOR	California Department of Rehabilitation
DRE	California Department of Real Estate
DSS	California Department of Social Services
ELI	Extremely Low-Income
ESG	Emergency Solutions Grants Program
ESG-CV	Emergency Solutions Grants Program–Coronavirus
FEMA	Federal Emergency Management Agency
HCD	California Department of Housing and Community Development
HCFC	California Homeless Coordinating and Financing Council

HDIS	Homeless Data Integration System
HEAP	Homeless Emergency Aid Program
HHAP	Homeless Housing, Assistance and Prevention Program
HMIS	Homeless Management Information System
HSP	Housing Support Program
HUD	U.S. Department of Housing and Urban Development
Medi-Cal	California's Medicaid healthcare program
MHP	Multifamily Housing Program
OES	Office of Emergency Services
RRH	Rapid Rehousing
SB	Senate Bill
SGC	California Strategic Growth Council
TA	Technical Assistance
TCAC	California Tax Credit Allocation Committee



California  
Community  
Colleges



**Cal OES**  
GOVERNOR'S OFFICE  
OF EMERGENCY SERVICES



**Cal HFA**<sup>SM</sup>  
California Housing Finance Agency



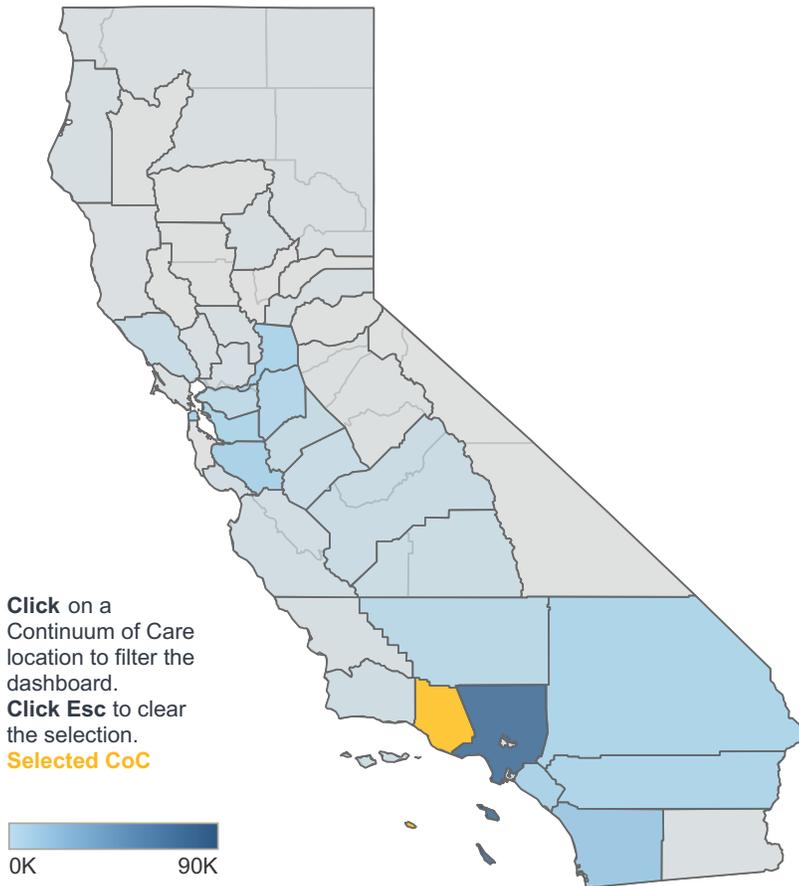
**CAL VET**  
CALIFORNIA DEPARTMENT  
OF VETERANS AFFAIRS

# People Experiencing Homelessness who California Served

Select a Calendar Year  
2020

Select a Continuum of Care or All  
Ventura County CoC

Data Dictionary



Of the 2,336 people who accessed the Ventura County CoC homelessness response system in 2020:

**1,756**  
Individuals

**589**  
People in families with children

**There were:**

**134**  
Unaccompanied youth included in individual and family groups

Source: HDIS

\* indicates that data are suppressed. To protect confidentiality, group data are suppressed when they contain fewer than 11 individuals; other groups may be complementarily suppressed when data could be used to calculate data for groups with fewer than 11 individuals. Data are not yet available from San Mateo County CoC and Yuba/Sutter County CoC and are therefore missing from statewide numbers and omitted from the CoC selection filter.

Subpopulation estimates (i.e., individuals and people in families with children) may not add up to total population estimates (i.e., people experiencing homelessness) because some people have unknown household types.

Unaccompanied youth may be undercounted due to reporting practices (see Data Sources and Notes).

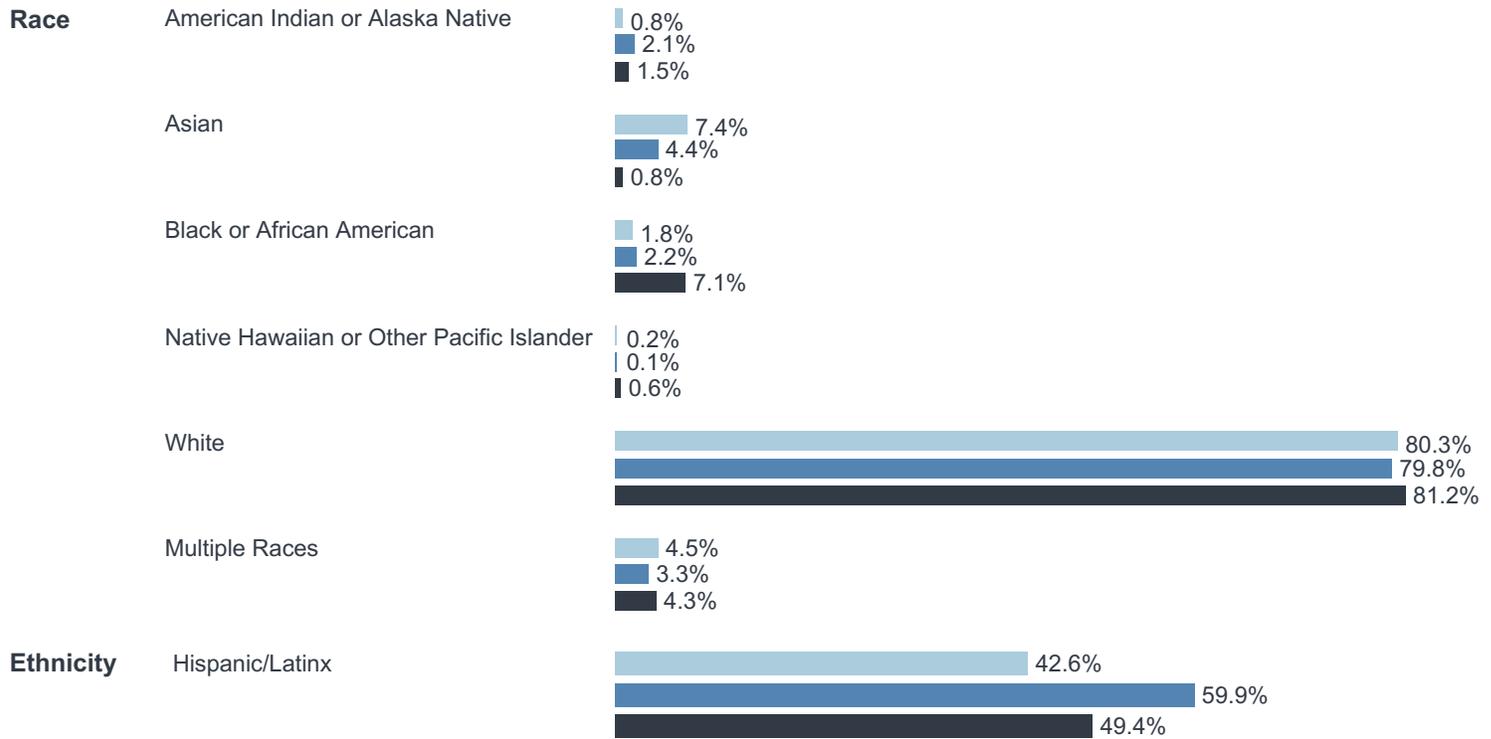
# Racial Disparities in Homelessness

- % of general population
- % of people living below poverty level
- % of people experiencing homelessness

Select a Calendar Year  
2019

Select a Continuum of Care or California (All)  
Ventura County CoC

Data Dictionary »



Sources: HDIS and American Community Survey (ACS) 2017-2019 5-Year Estimates

\* indicates that data are suppressed. To protect confidentiality, group data are suppressed when they contain fewer than 11 individuals; other groups may be complementarily suppressed when data could be used to calculate data for groups with fewer than 11 individuals.

Estimates for CoCs made of one county are each county's ACS estimates. Estimates for CoCs made up of more than one county are sums of incorporated counties' ACS estimates. LA county is made up of four CoCs: LA, Glendale, Pasadena, and Long Beach. Glendale, Pasadena, and Long Beach CoCs' estimates are each city's ACS estimates; LA CoC is the LA county ACS estimate less the Glendale, Pasadena, and Long Beach CoC estimates.

Data are not yet available from San Mateo County CoC and Yuba/Sutter County CoC and are therefore missing from statewide numbers for people experiencing homelessness and omitted from the CoC selection filter.

Information displayed through 2019 because 2020 Census data not available at time of release.

# Demographic Characteristics of People Experiencing Homelessness that California Served

Select a Calendar Year  
2020

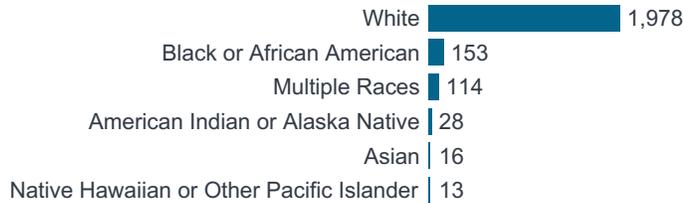
Select a Continuum of Care or California (All)  
Ventura County CoC

Data Dictionary



In 2020 within the **Ventura County CoC** homelessness response system the **2,336** people experiencing homelessness reflected the following characteristics:

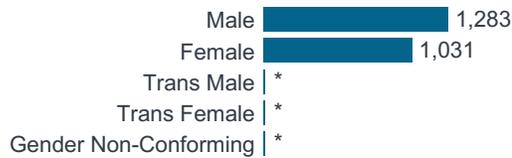
## Race



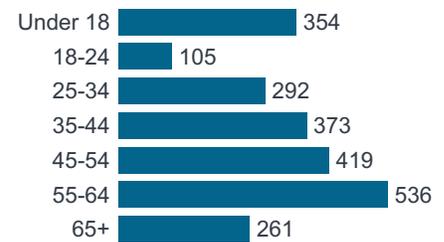
## Ethnicity



## Gender



## Age



**10%**

identified as **veterans**

197 of 1,964 adults

**52%**

reported **disabling condition(s)**

1,214 of 2,336 people

**20%**

reported having experienced **domestic violence**

412 of 2,014 people

Source: HDIS

\* indicates that data are suppressed. To protect confidentiality, group data are suppressed when they contain fewer than 11 individuals; other groups may be complementarily suppressed when data could be used to calculate data for groups with fewer than 11 individuals. Data are not yet available from San Mateo County CoC and Yuba/Sutter County CoC and are therefore missing from statewide numbers and omitted from the CoC selection filter.

People counted in each characteristic measure may not total the overall number of people experiencing homelessness because of missing data or people who are counted in multiple categories in different enrollments (e.g., different age groups).

People reporting having experienced domestic violence and veterans may be undercounted due to reporting practices (see Data Sources and Notes).