



**Meeting Agenda
Continuum of Care (CoC) Board
Wednesday, November 8, 2023
2:00pm – 3:30pm
Ventura County Office of Education
5100 Adolfo Road, Camarillo**

Zoom Meeting ID: 871 1841 0223
<https://us02web.zoom.us/j/87118410223>

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 Brown Act and 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 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 October 11, 2023.
6. Receive and File the VC Homeless Management Information System and Pathways to Home Coordinated Entry System (VC HMIS/PTH CES) Report and Fiscal Year (FY) 2022-23 Data.
7. Receive and File a Report on Progress to End Homelessness Among Veterans in Ventura County.
8. Receive a Presentation on Built for Zero and Authorize a Formal Agreement with Community Solutions to Support Ventura County's Goal of Ending Homelessness Among Veterans.

**Meeting Minutes
Continuum of Care (CoC) Board
Wednesday, October 11, 2023
2:00pm – 3:30pm
Ventura County Office of Education
5100 Adolfo Road, Camarillo**

1. **Call to Order:** Dawn Dyer, Board Chair, called the meeting to order at 2:04pm
2. **Board Members:** Mara Malch, Manuel Minjares, Jack Edelstein, Paul Drevenstedt, Pauline Preciado, Stefany Gonzalez, Dawn Dyer, Juliana Gallardo, Emilio Ramirez
3. **Absent:** Kevin Clerici, Ingrid Hardy, Dr. Sevet Johnson, Michael Nigh
4. **Staff:** Jennifer Harkey, Alicia Morales-McKinney, Christy Madden, Felipe Flores, Morgan Saveliff
5. **Board Comments:** no comments
6. **CoC Staff Comments:** Jenn Harkey congratulated the Housing Authority of San Buenaventura for their HomeKey Award for the Valentine Road motel conversion project that will create 136 new permanent supportive housing units.
7. **Public Comments:** Cathi Nye (attendee) shared that the Housing Trust Fund was awarded a \$5 million match by the California Department of Housing and Community Development (HCD). Cathi also shared that the Ventura County Office of Education will be hosting a coat drive and invited the Board and community to donate.

Elizabeth R. Stone (attendee) and members of FIND A Friend In Deed thanked the Board for funding the PLE workgroup to ensure that people with lived experience are involved in the CoC planning process.

Kyler Carlson, the project manager for the Valentine Rd. project, extended his gratitude to the CoC and County for the partnership on the Homekey project.

Continuum of Care Governance Board Business

8. Approval of Board Minutes from August 30, 2023.

Elizabeth R. Stone requested that her comment on item 7 be changed from “scattered site motel” to “scattered site units”.

Jack Edelstein moved for approval; Emilio Ramirez was second; Mara Malch abstained; the balance of the Board was in favor.

9. Authorization for the Ventura County Continuum of Care’s Administrative Entity to Accept \$50,000 in CalAIM Housing and Homelessness Incentive Program Funds from Gold Coast Health Plan to Support the 2024 Point In Time Homeless Count

Jenn shared that the \$50,000 CalAIM funds would be used to support the 2024 PIT Count through acquiring a training consultant, retaining a new mobile application through Simtech Solutions and purchasing Hygiene Kits for engagement on the morning of the count.

Mara Malch shared that it would be beneficial if the mobile application has the ability to integrate data into a dashboard for presentations, inclusion on websites, and further community education on count results.

Montoya Johnson (attendee) with FIND offered to assist with volunteer training in preparation for the PIT count. Elizabeth R. Stone highlighted the importance of collecting accurate data and the value of people with lived experience participating in the training. Dawn Dyer further highlighted the importance of training and mentioned that enrolling more youth volunteers to assist the day of the count could help with engaging homeless youth. Dawn also inquired if other CoCs are using different consultants other than SimTech for our consideration. Jenn shared that the majority of CoCs in Southern California either use the county ESRI system or SimTech.

Mara Malch moved for approval; Jack Edelstein was second; all in favor.

10. Approval of the 2024 Ventura County Homeless Count Implementation Plan

Jenn reviewed the Implementation Plan and timeline in detail with the Board.

Dawn Dyer inquired if we outreach to universities and community colleges to recruit young people to participate in surveying. Jenn shared that we share the flyers to the basic needs program and could send it to the colleges this year to try to engage more youth.

Manuel Minjares moved for approval; Jack Edelstein was second; all in favor.

11. Approval of the California Housing & Community Development (HCD) Emergency Solutions Grant (ESG) Funding Recommendations for FY 2023-24

Felipe Flores shared the Data Committee ESG funding recommendations with the Board. Felipe reviewed the RFP process, scoring of the applications, and final funding recommendations: \$60,000 for Harbor House RRH project, \$47,033 For U.S. Vets Street Outreach project, \$47,756 for Mercy House RRH project, and \$4,258 for grant administration.

Elizabeth R. Stone shared that the Data Committee partly voted to fund the U.S. Vets Street Outreach project with the hope that the additional resources could be used to help homeless vets with documentation collection required for the U.S. Vets PSH units that are currently in development. Jenn Harkey also highlighted that Mercy House originally applied for additional funding to be able to hire an additional staff person, however, CoC staff confirmed with Mercy House that they can manage the Rapid Re-Housing funds without the additional staff.

Emilio Ramirez moved for approval; Manuel Minjares was second; Dawn Dyer abstained; the balance of the Board was in favor.

12. Review and Approval of the State Homeless Housing Assistance and Prevention (HHAP) Program Round 5 timeline with Authorization to begin the application process which includes updating the local homeless action plan, local landscape analysis, release Letter of Intent to Apply for HHAP Round 5 and submit the Final Consolidated Application to the State no later than March 27, 2024.

Alicia Morales-McKinney reviewed the HHAP Round 5 NOFA with the Board. Alicia explained that allocations will not be released until January 2024, and for this reason, CoC staff is requesting approval to release an LOI rather than an RFP. Alicia shared that all rounds of HHAP will be transitioning from Cal ICH to HCD and reviewed all eligible uses for HHAP round 5 with the Board. Alicia explained that HHAP round 5 prioritizes delivery of permanent housing and interim housing will not be eligible unless the State determines that Ventura County has sufficient permanent housing. Alicia further shared that interim sheltering is allowable only for the Youth Set-Aside but it cannot be more than 10% of the total allocation.

Alicia reminded the Board of previous Board authorization to bring HHAP 4 applications that were not selected during the last round forward for consideration in the HHAP 5 Rank and Review. Alicia shared that she reviewed the projects to confirm they still align with HHAP 5 priorities and eligible uses and will reach out for updates. Alicia lastly shared that HHAP 5 does allow for an additional 1% for the HMIS lead agency if the Board chooses as a priority.

Emilio inquired how much the allocation is anticipated to be for HHAP 5. Alicia explained that allocations will be based off 2023 PIT Count Data and CoC staff anticipates around 5.8 million, similar to last round. Mara expressed support for the 1% HMIS allocation and for bringing forth HHAP 4 applications for consideration in HHAP Round 5. CoC staff asked the board if they would prefer the LOI be closed to programs that have unexpended HHAP 1-4 funds or if they would like to leave it open. Board members discussed the options and decided to leave the LOI open to everyone but focus on capacity to expend funds within the timeline.

Mara Malch motioned for approval; Pauline Preciado was second; Julianna abstained; the balance of the Board was in favor

13. Authorize Ventura County Continuum of Care staff to work with United Way of Ventura County to apply for the California Housing & Community Development (HCD) Special Homelessness Prevention Emergency Solutions Grant Funding

Felipe Flores requested the Boards approval to apply with the United Way of Ventura County for HCD's one-time Homelessness Prevention funding. Felipe shared that these funds may only be used to serve those who are under 30% AMI and are either at imminent risk of homelessness, at risk, or fleeing domestic violence. The funds must be expended by September 27th, 2024. Jenn Harkey highlighted that the 30% AMI restriction could limit the number of households we could serve and shared that United Way is currently researching to determine how many households we could realistically serve within the term.

Dawn Dyer inquired how the CoC would be affected if we were not able to expend all funds within the term. CoC staff shared that the analysis is being conducted first to ensure that we are realistic with how many households we can serve within the timeframe before applying in order to not disencumber funds. Board members and CoC staff discussed eligibility specifics regarding homelessness prevention and highlighted the importance of coordinating with different agencies and DV providers in order to reach and serve as many clients as possible.

Emilio Ramirez moved for approval; Manuel Minjares was second; all in favor.

Additional items not on the agenda: No further comment.

Next meeting set for November 8th, 2023

Meeting adjourned at 3:35pm

November 8, 2023

VC CoC Governance Board

SUBJECT: Receive and File the VC Homeless Management Information System and Pathways to Home Coordinated Entry System (VC HMIS/PTH CES) Report and Fiscal Year (FY) 2022-23 Data.

BACKGROUND: The County of Ventura, Human Services Agency operates and manages the VC HMIS/PTH CES as required by HUD through the Ventura County Continuum of Care (VC CoC) program. The VCHMIS/PTH CES team drafts annual goals and a strategic plan in accordance with the VC CoC's Strategic Plan, for approval by the VC HMIS/PTH CES Steering Committee. All major initiatives, including Policies and Procedures, are reviewed and approved by the Steering Committee and then presented to the VC CoC Governance Board for approval.

DISCUSSION: Review the VC HMIS/PTH CES report and updates for Fiscal Year (FY) 2022-23 data.



Ventura County Homeless Management Information System/ Pathways to Home - Coordinated Entry System - Narrative and Analysis October 2023

Projects/Grants

HMIS / CES Expansion Grant

We continue to operate HMIS / CES under one grant overseen by the VC CoC.

Online Training Project

The VC HMIS received a Homeless Housing Assistance and Prevention Program (HHAP) grant to migrate existing training to an online platform to increase and enhance training for service providers. Trainings include the standard “just in time” courses as well as new user trainings. Examples: CES Basics and Chronic Homeless Documentation. To date, 8 trainings sessions have been recorded and are live. We are currently in the process of expanding the available catalog by including the Case Management. Moving forward we will focus on Chronic Homeless Documentation training. Our intent is that new case workers acquire a more thorough understanding of the process. This should prove beneficial as we are expecting a sizable number of PSH units to come online within the next year.

Continuous Process Improvement

- To respond to the request for additional training we have developed ‘Just-in-Time’ sessions to focus on specific areas within the HMIS system that an end-user may be struggling with. These sessions are shorter than the new user sessions and are offered monthly. The continued incorporation of office hours has helped address some of the unique challenges that our end user may experience. These sessions are available bi-weekly.
- The HMIS/ CES team has added additional trainings to support users by offering: The Road to Case Conferencing, Chronic Homeless Documentation, and Quarterly Reporting Data Quality Framework and 252 Data Completeness Report Overview and the Vulnerability Assessment Tool Training.
- We continue to provide additional trainings to our HMIS community that are not specific to the system but rather support the provider in their service to the population. The trainings that have been made available over the last year are: Working with older adults, Three-Part Principles of Trauma Informed Services, Dementia Round Table, Mental Health First-Aid, Dr. Lande’s Reasoning with the Aging Brain, Pt.1 and 2, Mental health issues, Mood issues, and Anxiety, Mindfulness and the developing brain.
- We continue to assess the functionality of the recently developed Vulnerability Assessment Tool. Workgroup reviews have led to version 1.8 which is currently in use and had a 6 month workgroup review conducted 10/24/23
- Updated our HMIS Strategic Plan to ensure that it is aligned with our vision and mission statement. (Document provided in board packet)
- Supported multiple agencies to enhance efforts to align processes with CES policies. This is inclusive of our largest emergency shelter and transitional housing providers.
- Continual on-boarding of new partner agencies into our system.
- Development and full utilization of document submission portal for both HMIS and CES.
- Since our last update we received notification of major HUD Data Standard Change requirements to be effective 10/1/23. All prep work was completed prior to the go live date, back-end changes to the system work has begun, with expected completion by 10/6/23.

- Annual Provider Satisfaction Survey was developed and then disseminated to 217 users on 9/13/23. Approximately 20% of users responded and data analysis of responses are underway.

Note: We continue to partner with HSA's Business Technology Department and HMIS vendor to ensure system use and current technology and system interface remains beneficial to community needs.

Data Sharing Partnerships

There has been an increase in requests for data contained within HMIS. Data sharing agreements are now in place with the following entities on a regular basis: Ventura County Behavioral Health; HSA Employment Services; HSA Homeless Services – Housing and Disability Assistance Program; & the VC CoC Veterans Services Committee. These partnerships better connect services between those experiencing or at risk of homelessness and those connected to the programs listed above.

STATISTICS –

1. Number of HMIS Participating Agencies:

FFY	20/21	21/22	22/23
# of Agencies	32	34	38

2. Number of HMIS Licensed Users:

FFY	20/21	21/22	22/23
# of Users*	197	198	218
*Does not include HMIS staff.			

3. Number of HMIS License Updates

FFY	2020-2021	2021-2022	2022-2023
# of Users*	119	121	274
*This includes all add, delete, and disable user requests.			

4. Number of Trainings:

FFY	20/21	21/22	22/23
# of Trainings	14	82	73

Trainings offered include:

- HMIS New User Training- Coordinated Entry System Part 1 & 2
- HMIS New User Training- Case Management
- HMIS Just-In-Time-CES Eligibility & Referral Training
- VC CoC Programs Training (collaboration)
- HMIS Just-In-Time Household Set-Up & Project Entry
- Advanced Reporting Tool Training
- HUD Data Quality Standards Updates
- HMIS Just-In-Time CES Exits Training
- HMIS Just-In-Time Services & Project Exit Training
- HMIS Just-In-Time Interim Updates & Annual Assessments

- HMIS Just-In-Time Vulnerability Assessment Tool (VAT) Trainings
- HMIS Just-In-Time Reporting

5. Number of Agency Onboarding requests

FFY	20/21	21/22	22/23
# of Requests	5	2	7

6. Number of Custom Ad Hoc Reports

FFY	2020-2021	2021 – 2022	2022 – 2023
# of Request	6	12	17
Examples of these reports are: CalAIM, LeSar, Abt Associates, Etc...			

CES Data:

The information listed below relates to only data entered in HMIS.

1. Total Number of Referrals

FFY	20/21	21/22	22/23
# of Referrals	*1,319	2,103	2,834

*Decrease for FFY 20/21 due to first year of COVID.

2. Number of clients matched with housing opportunities

FFY	*2021-2022	2022 -2023
# of matches	198	79

This is the # of clients matched for all housing opportunities including Permanent Supportive Housing, Permanent Housing and Emergency Housing Vouchers. Although a client is matched with an opportunity it does not always turn into a placement.

*We do not have an accurate count of matches prior to 2021-2022 fiscal year.

3. Permanent Supportive Housing Placements:

FFY	20/21	21/22	22/23
# of Households	49	36	74

* Does not include matches to other housing types.

4. Time frame from Referral to Housed (all types):

FFY	20/21	21/22	22/23
# of Days	50	31	102

Permanent Supportive Housing type (tenant based vs. project based) impacts the overall timeframe from when a client receives a referral to the date they are housed.

CURRENT PRIORITIES

In addition to the administration of VC HMIS/CES, below are identified priorities and initiatives:

- Ensuring System Performance Metrics are reached
- Provide excellent customer service to all HMIS providers, system utilizors and other interested parties.
- Accurate and up to date Bed and Unit Inventory to support Housing Inventory Count (HIC)
- Enhance Online Training Implementation (On-Demand)
- HMIS/CES Data Preparation for Longitudinal System Analysis (LSA)

- Developing customer satisfaction survey for provider agencies
- **CES 3.0** (Agency owned CES consideration; Provider accountability & expectations around referral & placement; Establish measures to increasing overall data quality)
- Ensure that HMIS Vendor is meeting the unique and enhanced needs of the community.



Ventura County Homeless Management Information System (HMIS) / Coordinated Entry System (CES)

Fiscal Year (FY) 2023-2024

Mission Statement, Vision and Strategic Goals

Mission Statement

We strategically administer the VC Homeless Management Information system and Coordinated Entry System by supporting low barrier access to available community resources in an effort to prevent and end homelessness in Ventura County.

Vision

- Any providers delivering services to homeless or at-risk individuals in our community are participating in VC HMIS
- Coordinated Entry is maximized such that clients and resources are connected in the most efficient, effective and equitable manner
- Real time data used to support effective and strategic decisions
- Seek funding opportunities to support VC HMIS/CES operations

FY 2023/2024 HMIS Strategic Goals

1. Meet or exceed program mandates and required performance metrics

Strategies:

- Review Performance Metrics vs. National Standards utilizing the Longitudinal System Analysis and System Performance metrics.
- Maintain an annual evaluation of VC HMIS/CES practices
- Maintain identity of subpopulations in CES (Youth, Veterans and Domestic Violence)
- Compare VC HMIS Annual Performance Report (APR) year to year and provide measures to monitor performance
- Measure coordinated entry system referral timeframes
- Use HMIS performance in funding decisions
- Utilize data quality reporting for CES to drill down by providers that enter into CES
- Maintain quarterly reporting template for Ventura County Continuum of Care (VC CoC) Board meeting
- Maintain community-wide data measures (city specific, day services model, VC HMIS dashboard)

2. Provide excellent customer service to all HMIS providers, system utilizers and other interested parties

Strategies:

- Maintain Service Level Agreement Standards for resolution, notification, escalation process and customer service survey

- Maintain automated VC HMIS user registration for training
- Maintain a document submission portal for the uploading of VC HMIS and CES documents
- Maintain regular VC HMIS/CES “office hours” for individualized consultation
- Provide continuous learning opportunities for VC HMIS/CES Teams
- Annual review with providers via customer satisfaction survey
- Maintain continuous learning opportunities for new and existing VC HMIS users via online training modules
- Continue to offer elective training to VC HMIS users when available

3. Increase employee engagement

Strategies:

- 100% of VC HMIS staff Trauma Informed Services (TIS) trained
- 100% of staff Customer Service trained
- Provide continuous learning opportunities for the HMIS/CES teams (attend conferences, training, etc)

4. Increase and enhance community engagement and partnerships

Strategies:

- Maintain leadership of and encourage participation in the VC HMIS/CES Steering Committee meeting
- Maintain facilitation of pre-onboarding and system demonstration meeting of prospective and other interested service providers
- Enhance and support best practices, program and technical training for the entire VC HMIS community of agencies and users (online training support)
- VC HMIS/CES staff or leadership to participate in CoC committee meetings as requested
- Report on VC HMIS/CES activities to CoC board as requested
- Maintain transparency and updates of CES Pathways to Home Prioritization List.
- Post the Prioritization List in the CES Pathways to Home Teams Channel after the CES Pathways to Home Case Conference meeting which occurs every two weeks.

5. Increase and enhance modernization of technology

Strategies:

- Ensure current VC HMIS service level is aligned with provider and CoC expectations
- Maintain automated systems to support the increased partnership and customer services
- Maintain automated system for online training reservations
- Maintain online training catalog for VC HMIS users
- Maintain tracking of tickets from VC HMIS and CES users requesting support

November 8, 2023

VC CoC Governance Board

SUBJECT: Receive and File a Report on Progress to End Homelessness Among Veterans in Ventura County.

VC CoC staff have meetings on a bi-monthly basis to review homeless veteran cases and focus on strategies for ending veteran homelessness in Ventura County. VC CoC staff and Veteran Affairs (VA) staff continue to meet to coordinate efforts on how to achieve Functional Zero, Ending Veteran Homelessness by 2024 by incorporating a “Ventura One Team”. “Ventura One Team” overall goal is to Act as One Team to identify all Veterans experiencing homelessness; triage them quickly to a housing resource; and use case conferencing, navigation, and intentional bridges to rapidly place Veterans into permanent housing. VC CoC staff and the United Way of Ventura County have met with Kaiser Permanente and Community Solutions to address strategies on how to achieve functional Zero, by also sharing commitments to implement “Built for Zero” in Ventura County. The “Built for Zero” initiative has been successfully implemented in other communities to end homelessness among subpopulations such as homeless Veterans.

VC CoC staff have begun beta testing the Veterans Dashboard to display real time data regarding the following: # of veterans referred to HUD-VASH, # of veterans screened and pending admission, # of veterans issued a VASH voucher, # of veterans in programs such as street outreach, emergency shelter, transitional housing, coordinated entry system only, rapid rehousing and permanent housing. The dashboard will allow for transparency on CoC commitment to End Veteran Homelessness, accountability with Veteran Service Providers and a means to identify trends, challenges and successes with our Veterans Subcommittee.

Here is the summary of current placements from 1/1/2023- 11/1/2023:

- **56** homeless veterans have been referred to HUD-VASH
- **12** homeless veterans have been screened and pending admission
- **4** homeless veterans have been issued Veteran Affairs Supportive Housing (VASH) vouchers and continue to *search* for affordable housing units (duplicated in SSVF count).
- **58** homeless veterans were placed in the SSVF Rapid Re-Housing. All of these veterans are working with the Veteran Affairs Supportive Housing (VASH) team for permanent housing.
- **16** homeless veteran households have been staying in Project Roomkey motels for non-congregate shelter. These veterans are working with Gold Coast Veterans Foundation, the Whole Person Care team and Veteran Affairs to find permanent housing and apply for eligible benefits. Of the 16 Veterans, 1 has been placed in Permanent Housing.
- **5** homeless veterans have been placed in Salvation Army’s VA GPD program. Of the 5 veterans, 2 have been placed in Permanent Housing.
- **7** homeless veterans have been served in transitional housing at Turning Point Foundation while working on a housing plan. Of the 7, 2 have been placed with a VASH voucher.
- **48** homeless veterans have been served by street outreach services with Gold Coast Veterans. Of the 48, 18 have been placed in positive housing destinations, and 4 placed in permanent housing.

As of November 1, 2023, there are 7 available VASH vouchers with Oxnard Housing Authority, 25 available through the Housing Authority of San Buenaventura, and the Area Housing Authority has reported being at full capacity. During the 2023-24 Fiscal year, more available resources will become available through resources such as US Vets with 122 units for Veterans with 54 units dedicated for homeless low income Veterans (30% and 50% AMI). The units will accept VASH vouchers when the US Vets project is ready in Summer 2024.

November 8, 2023

VC CoC Governance Board

SUBJECT: Receive a Presentation on Built for Zero and Authorize a Formal Agreement with Community Solutions to Support Ventura County's Goal of Ending Homelessness Among Veterans.

BACKGROUND: [Community Solutions](#) supports communities participating in the Built for Zero movement by providing national learning sessions, coaching to develop system-level improvements to reduce the number of people experiencing homelessness in each community, provides structured peer learning, facilitates training and technical assistance with other Built for Zero communities, and provides tools for data capacity building and performance management infrastructure. Community Solutions is funded through various partnerships and organizations dedicated to ending homelessness. The goal of functional zero is a milestone that indicates fewer people are experiencing homelessness than are routinely exiting homelessness at any given time.

DISCUSSION: In order for VC CoC to participate in [Built for Zero](#), the community must be a commitment to the following:

- 1) **End Chronic and/or Veteran Homelessness** according to the [functional zero standard](#) and sustaining that progress, then move on to end all homelessness, including youth, families, and all single adults. It is imperative that each Built for Zero community commits to end homelessness, instead of managing it;
- 2) **Pursue Racial Equity** in the local system building work, which includes using the racial equity measurement framework: note that the framework may evolve with the learning;
- 3) **Execute Continuous Improvement** work with a diverse team that includes local system managers, frontline staff, people with lived experience of homelessness, and people of color. The improvement team will act as the liaisons to Community Solutions. This team will coordinate and implement efforts to end homelessness. The team must include at minimum the roles and responsibilities as related to the local coordination.

The VC CoC Board will receive a presentation from Community Solutions on the [Built for Zero](#) initiative to consider a commitment to achieve functional zero among homeless Veterans. VC CoC Staff have been actively working with local Veteran service providers, public housing authorities, street outreach staff, United Way's Landlord Engagement Program and Veteran Affairs Supportive Housing (VASH) on a regular basis to maintain a by name list of those experiencing homelessness, ensuring Veterans are being referred to the appropriate resources and intentionally working toward utilizing all VASH vouchers and Supportive Services for Veteran Families (SSVF) resources to end homelessness among Veterans.

United Way of Ventura County (UWVC) has been a crucial partner by offering the [Landlord Engagement Program](#) to pursue new rental units through landlord incentives, managing Rapid Re-Housing grant funding for permanent housing placements and continues to work with VC CoC staff on pursuing new initiatives. UWVC introduced VC CoC Staff to the Built for Zero initiative to seek a public/private partnership along with Kaiser Permanente. Kaiser has joined the Built for Zero movement to provide financial support for Community Solutions to continue this work. In Ventura County, there are additional housing resources coming available in 2024 through new Homekey motel conversion projects, new Permanent Supportive Housing developments, and the new US Vets development in the City of Ventura. The Built for Zero initiative can help drive data driven decisions and track outcomes to ensure that our community reaches functional zero among this population.

RECOMMENDATIONS:

- 1) Authorize VC CoC staff to execute an agreement with Community Solutions;
- 2) Pursue funding through Kaiser Permanente in support of staffing to fill key roles for the local improvement team to accomplish the Built for Zero goals;
- 3) Establish a Memorandum of Understanding with Veteran service providers to commit to the Built for Zero movement.



1

Our Story

1990

Rosanne Haggerty founds **Common Ground Community**.^{*} Over the next 20 years, the organization creates nearly 3,000 more homes, assisting more than 4,500 people. But despite the success of these buildings in ending homelessness for their residents, **overall homelessness continued to rise** in New York City.

2003

The group that would become the Community Solutions team launches the **Street to Home Initiative** in NYC, rallying organizations to reduce street homelessness in the 20-block Times Square area by 87% in two years.

2010

The **100,000 Homes Campaign**, (2010-2014) was launched to help U.S. communities find homes for 100,000 of the most vulnerable people experiencing homelessness. 186 communities helped 105,580 Americans find housing. Yet, at the Campaign's end, no community has ended homelessness.

2011

Creation of **Community Solutions**.

**Community Solutions is not affiliated with Common Ground, which now operates under the name "Breaking Ground."*

2015–now

Launch of **Built for Zero**, that asks a new question: what does it take to count down to zero people experiencing homelessness?

14 communities have reached milestone for ending homelessness known as functional zero.

2

The central questions:

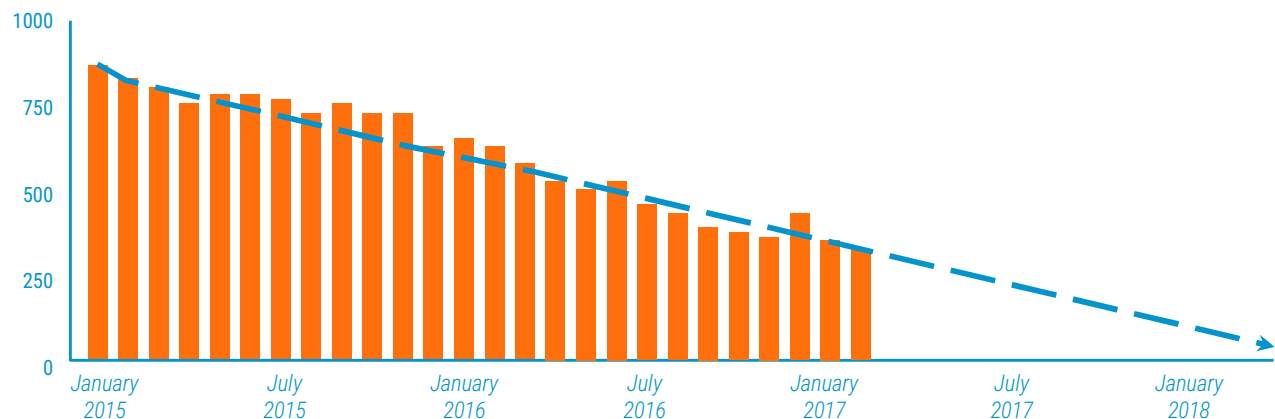
*Are all our programs + investments
adding up to thing we really want:
equitable reductions in homelessness over time?*

*And if not, how quickly would we know,
and how quickly could we pivot?*

3

The Challenge of Counting Down

Built for Zero is designed to help communities **count down to zero** — a more complex challenge that requires a clearly defined end state for communities to shoot for.



4



5



6

Functional Zero for Veterans



Actively
Homeless Veterans



6-Mth Avg.
Housing Placement
Rate

**Built for Zero communities use the Built for Zero standard for ending veteran homelessness, a single measure that provides a higher, more measurable bar than the federal criteria and benchmarks. We eagerly support communities in meeting the criteria and benchmarks on their way to the BfZ standard.*

7

Functional Zero for Chronic Homelessness



Actively
Homeless



0.1% of all
homeless
individuals

or

3 people*

**Whichever is greater*

8



SHIFTING TO BY-NAME, REAL-TIME DATA

9

Foundations of Quality Data



Comprehensive Coverage

- By-Name Data sets are inclusive of client data from all agencies/programs and/or adjacent systems serving homeless populations.
- By-Name Data sets are representative of your entire geographic region.



Person-Centric Data

- By-Name Data sets ensure each household has an entry that includes their name, history, health and housing needs.
- Each household and person can be followed through the system.



Real-Time Accuracy

- By-Name Data sets are updated monthly, at a minimum (goal of real-time).
- As household's housing and population status changes, so do their list entries.



Reliable

- By-Name Datasets balance month over month, just like your checkbook.
- Changes in actively homeless numbers are accounted for in inflow + outflow.

10

Reporting Data

INFLOW



ACTIVELY HOMELESS



OUTFLOW



INFLOW:
Newly identified



INFLOW:
Returned from housing



INFLOW:
Returned from inactive



OUTFLOW:
Housing placements



OUTFLOW:
Moved to inactive



OUTFLOW:
No longer meets population criteria



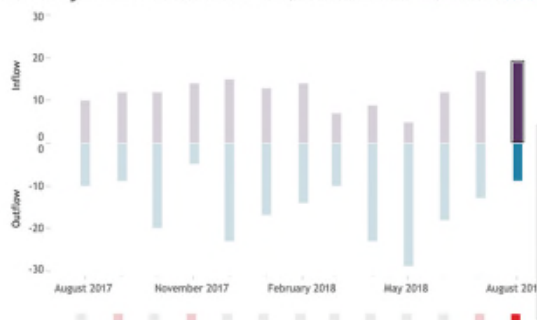
Length of time from ID to housing

11

Data

Monthly Inflow & Outflow

Red square at bottom indicates Inflow exceeded Outflow



INSTRUCTIONS

Select your community from the drop-down menu below and use filters to adjust the data. You'll be able to see additional information by hovering over the charts.

NOTE: Numbers reflect self-reported community data (submitted using the form below).

Got questions? Email us at

Chattanooga/Southeast Tennessee CoC | August 2018

Inflow: 19

Outflow: 9

Breakdown of Inflow

% Returned to Active from Housing 26.3%

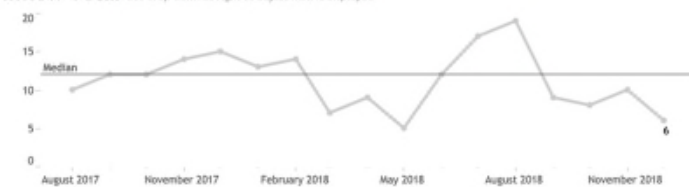
% Returned to Active from Inactive ... 0.0%

% of Total Newly Identified 73.7%

Inflow exceeded Outflow

Inflow Total

Use drop-down at right to adjust metric displayed



Select Time Range

August 2017

December 2018

Select Metric to Display

Inflow Total

Understanding Shift Signal

A pink dot will appear when 6 or more consecutive points are above or below the median. Use this signal to identify shifts.

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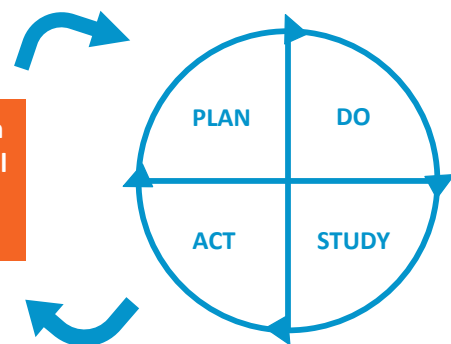
13

Quality Improvement

What are we
trying to
accomplish?

How will we know
a change is an
improvement?

What change can
we make that will
result in
improvement?



The Model for Improvement was developed by Associates in Process Improvement and taught to us by the Institute for Healthcare Improvement. Thank you!

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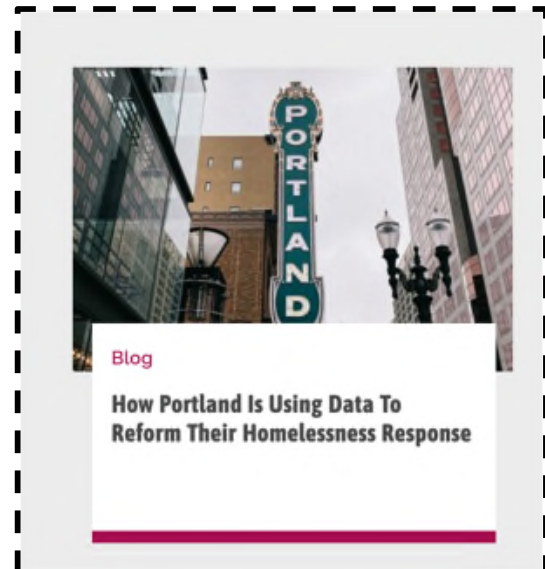
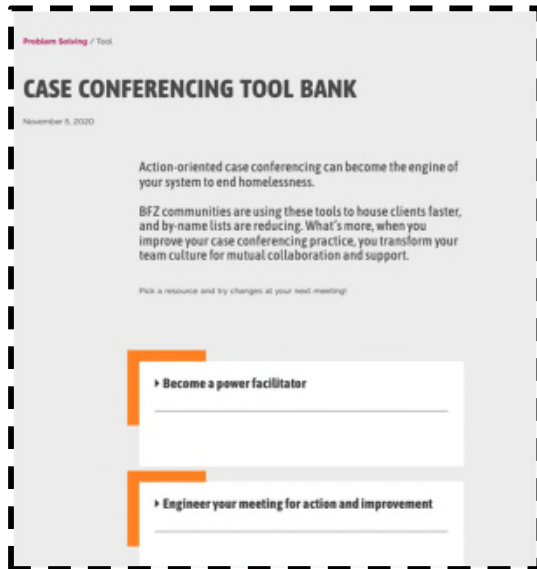
15

Peer to Peer Learning & Group Coaching

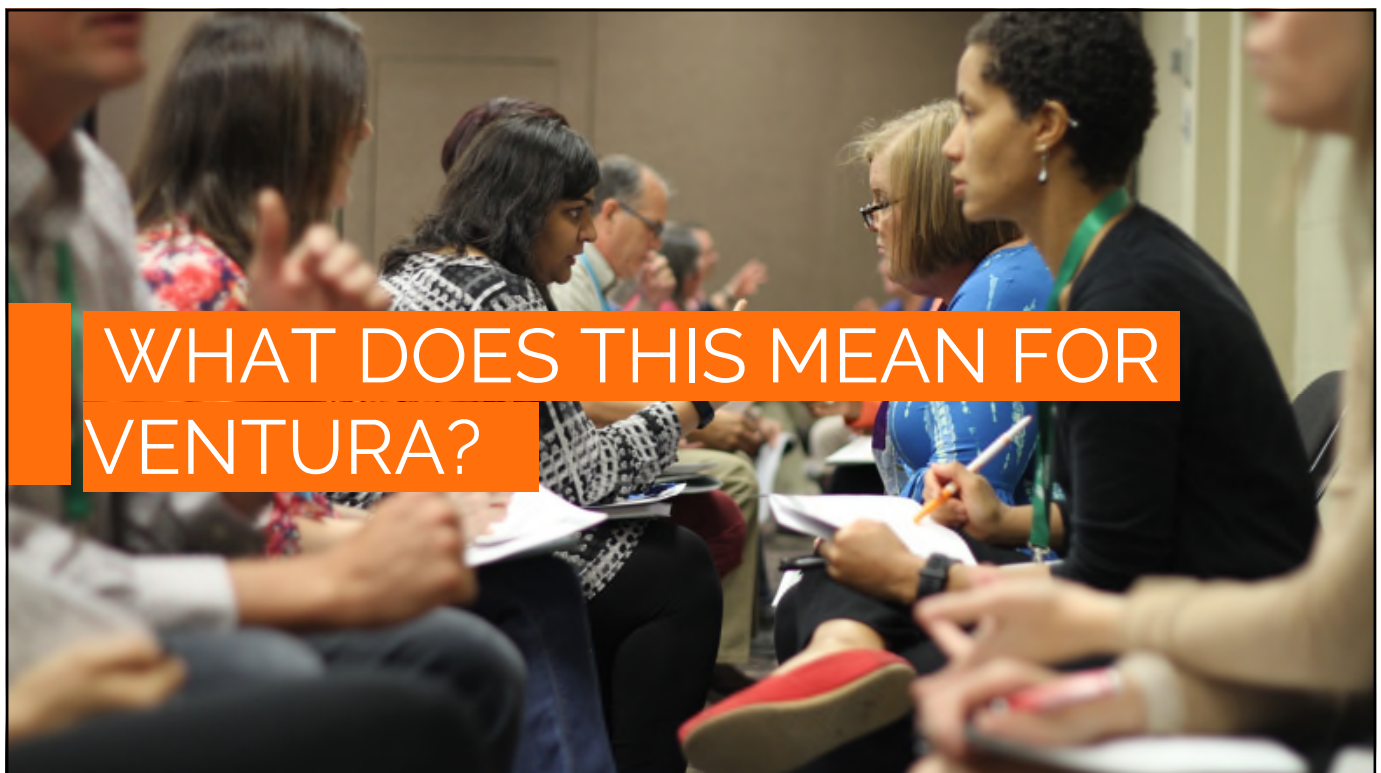


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Shared tools and resources



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Virtual coaching (1-1 & group calls), with in-person events



Virtual 1-1 systems and data coaching, and peer learning calls :

- Setting goals
- Making changes to your system and tracking progress toward that goal
- Peer-to-peer cohorts to share ideas & brainstorm problems
- Personalized data infrastructure support



Learning Session:

- 2-3 day in person event
- Cross-team learning
- Celebrating milestones
- Regrouping to set the next goal
- Releasing new thinking / content



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Path to Zero: Core Elements of Effective Homeless Response Systems

1 Leadership Engagement

System-level leaders understand the current state and sponsor meaningful changes to local systems

2 Shared Aim and Strategy

Clear northstar aims and milestones around ending homelessness aligning resources and action around an evolving strategic framework

3 Quality Data

Developing and sustaining systems that produce actionable data to guide effort to improve and change systems

4 Improvement and Implementation Capability

Developing improvement and implementation science capability at all levels of the system appropriate to each stakeholder group

5 Driving Change & Improvement

Putting the strategy into action with an operational structure that activates testing cycles and implements change

6 Clearing the Path & Problem-Solving

Dynamic collaborative problem-solving across stakeholder groups, including results-focused case conferencing.

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You will need to commit to...

Identifying & staffing an improvement team

This work can't be done alone! You should be able to identify a team of folks who can commit to improvement work and coaching together, and leadership must commit to clearing staff capacity & time to enable the work to get done.

Who in your system is best positioned to be a part of your improvement team?

Attend Regular Coaching

Capacity & ability to meet 1-1 with a Built for Zero coach at least once a month.

Minimum 8 hours a month from improvement team lead.

What does this look like for your community and improvement team?

Report data monthly

Reporting 8 data points, 1x a month.

Approximately 15 hours a month from a data lead.

What would it take for your team to be able to report more regularly?

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Time Commitment

Improvement team leads:

- 4 hours a month on the phone with us between 1-1 calls and group calls.
- 10 more hours a month gathering folks in your communities for case conferencing or other improvement work. This (should) already be built into your job description!

Data Team Leads:

- 2 hours a month on the phone with us between 1-1 calls & group calls
- 5-10 hours a month on system improvement & data projects.

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Some FAQs...

- **No fee to join Built for Zero.** We ask that teams budget \$10,000 to attend yearly Learning Sessions.
- **Timeline:** 1-1 Coaching can begin as soon as January. We'll need a signed copy of the Service Agreement before beginning coaching.

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A stylized illustration of a city skyline with a sun rising over clouds. The sun is a bright orange circle with rays, partially obscured by a cloud. The clouds are in shades of pink, orange, and blue. The city buildings are in shades of blue and grey. The word "Questions?" is written in a large, bold, purple font in the center of the image.

Questions?

COMMUNITY
SOLUTIONS

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