



**Meeting Agenda
Continuum of Care (CoC) Board
Wednesday, January 10, 2024
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 December 13, 2023.
6. Authorize Staff to execute a Memorandum of Understanding (MOU) with the County of Ventura for the development and implementation of the Regionally Coordinated Homelessness Action Plan.
7. Receive an update from the Workgroup Engaging People with Lived Expertise
8. Receive a report on the Updated Ventura County Plan to Prevent and End Homelessness



**Meeting Minutes
Continuum of Care (CoC) Board
Wednesday, December 13, 2023
2:00pm – 3:30pm
Ventura County Office of Education
5100 Adolfo Road, Camarillo**

- 1. Call to Order:** Manuel Minjares, Vice Board Chair, called the meeting to order at 2:04pm.
Board Members: Jack Edelstein, Paul Drevenstedt, Manuel Minjares, Kevin Clerici, Ingrid Hardy, Dr. Sevet Johnson, Mara Malch, Dawn Dyer
Absent: Pauline Preciado, Stefany Gonzalez, Juliana Gallardo, Emilio Ramirez, Michael Nigh
Staff: Jennifer Harkey, Alicia Morales-McKinney, Christy Madden, Felipe Flores, Morgan Saveliff
- 2. Board Comments:** Manuel Minjares shared that the Ventura County Office of Education has received funding for affordable teacher housing and encouraged collaboration to connect Dr. Morales from VCOE with affordable housing vouchers.
- 3. CoC Staff Comments:** Jenn Harkey shared that the Ventura County Homelessness Plan has been finalized and posted on the VC CoC website, venturacoc.org. The plan will be going to the Board of Supervisors on Tuesday, December 19th and will be presented by LeSar Development Consultants. A strategic plan for next steps will be brought back to the CoC Board in January. Felipe Flores shared that the CoC has received an award letter for this year's round of ESG (Harbor House \$60,000 for RRH, U.S. Vets \$47,000 for Street Outreach, and Mercy House \$47,000 for RRH) and is anticipated to start late January or early February.
- 4. Public Comments:** Comment submitted by Elizabeth R. Stone, read aloud by Jenn Harkey (attached)

Continuum of Care Governance Board Business

- 5. Approval of Board Minutes from November 8, 2023.**
Manuel Minjares moved for approval; Kevin Clerici was second; Ingrid Hardy, Mara Malch, Paul Drevenstedt, and Dawn Dyer abstained; the balance of the Board was in favor.
- 6. Approval to submit the Longitudinal Systems Analysis (LSA) Report as required by the U.S. Department of Housing and Urban Development (HUD) for the Continuum of Care program.**
Jenn Harkey requested Board approval to submit the LSA report to HUD. Jenn shared that the CoC must submit this report annually to HUD with data from our HMIS system. This year's LSA report is due to HUD by January 17th, 2024. The LSA is a 5 year report used for strategic planning purposes and includes various data points such as demographic characteristics, income & benefits information, length of time homeless and patterns of system use, information specific to special populations, and housing outcomes for those who exit the homeless services system. The final report will be brought back to the Board in either January or February for review.

Jack Edelstein moved for approval; Dr. Sevet Johnson was second; all in favor.

7. Review State Homeless Housing Assistance and Prevention (HHAP) Program Round 5 System Performance Metrics and Letters of Intent to Apply for HHAP 5 funding and Approve Top Funding Priorities for HHAP 5 Application.

Alicia Morales-McKinney reviewed 2022 HHAP System Performance Metrics (SPMS) with the Board. Alicia shared that these SPMs were also reviewed with the Housing and Services Committee and the Data Committee to review the metrics and to begin making data-driven decisions on HHAP 5 funding to best fill gaps and needs in the community. Alicia shared the following key takeaways:

- **System Metric 1a:** 22% Desirable increase in people accessing services – goal met by increasing available resources and services countywide.
- **System Metric 1b:** Undesirable increase in unsheltered homelessness-goal is to decrease by 20%, outflow potentially impacted due to lack of available and affordable permanent housing.
- **System Metric 2:** 21% undesirable increase in First Time Homelessness- goal is to decrease by 12%, inflow potentially impacted by high cost of living, housing/rent cost burdens, wage growth impacts, SSI/SSDI limits, limited flexible Homeless Prevention/Diversion Funding countywide.
- **System Metric 3:** 10% Desirable increase in permanently housing households- goal is to increase by 20%, outflow potentially impacted by lack of available and affordable permanent housing.
- **System Metric 4:** 22% undesirable increase in length of time homeless when enrolled in Street outreach, emergency shelter, safe haven and transitional housing- goal is to decrease by 22% - > outflow potentially impacted by longer shelter stays with the system stagnant due to lack of available and affordable permanent housing.
- **System Metric 5:** 1.53% undesirable increase in returns to homelessness- goal is to decrease by half, revolving inflow potentially impacted by insufficient amount of dedicated housing retention services/supportive services/wrap around services for individuals and households placed in permanent housing.
- **System Metric 6:** 61% undesirable decrease in successful placements from street outreach to emergency shelter, permanent housing, safe haven or transitional housing-goal is to increase by 51%, outflow potentially impacted by static movement of shelter clients due to lack of available and affordable permanent housing and HMIS Data entry/quality challenges.

Alicia lastly shared that 38 LOIs were received for HHAP 5 for a total funding request of \$19,881,307.41 with \$5,827,900.00 being youth specific. Alicia requested approval for VC CoC Staff to include the top 5 priorities (development of permanent housing, rapid rehousing, homeless prevention and diversion, operating subsidies for permanent housing, and street outreach) in the HHAP 5 application in addition to Administration, HMIS 1%, Interim Housing (Existing shelters and Youth only), Services Coordination (Youth only), Operating Subsidies (Youth only) and Improvements to Existing Interim Housing (Youth only).

Jack Edelstein inquired how this funding could be used to improve availability of permanent housing. Alicia shared that several delivery of permanent housing LOIs were received. These projects applied for gaps in funding and are estimated to open by the end of 2024. Manuel Minjares inquired how the goal to increase successful placements from street outreach by 51% was decided . Alicia explained the 51% goal was based off the previous 3 year data analysis with the State. Board members inquired further regarding data quality challenges for Metric 6. CoC staff explained that outreach staff have reported challenges being able to input data while in the field and explained that we could look into mobile technology to increase accessibility in the field and improve data quality. Dawn Dyer also suggested data quality training for direct staff and Manuel Minjares suggested inputting a flag into the HMIS system so that if a program exceeds capacity, it will flag to program staff that exits are missing from the system. Kevin Clerici agreed

that a flag in the system would be helpful and offered to have his team assist with testing mobile technology if needed.

Ingrid Hardy moved for approval; Manuel Minjares was second; all in favor.

8. Discuss and Approve the Priority Encampment(s) and City Partnerships for the State’s Encampment Resolution Funding Program Application.

Felipe Flores shared that Cal ICH has announced the 3rd round of funding for ERF and requested the Boards approval to partner with the City of Ojai, City of San Buenaventura, and the City of Camarillo for the application. Felipe shared that we have not yet received finalized proposals from the cities, however, all cities are currently working on the proposals in collaboration with the CoC.

Dawn Dyer asked for clarification on whether the recommendation is for the CoC to apply for funding or to support the cities in their own application. Jenn Harkey clarified that the State has requested that the CoC partner with cities on this application. Jenn shared that similar to the Thousand Oaks and Oxnard projects, the CoC would collaborate on the application to ensure there is a clear pathway to housing and submit the application in partnership with the city. If awarded, the city would take ownership of the grant to work with the developer and operator while the CoC would provide support with policies, planning, and budgeting. Dawn Dyer highlighted the importance of having a clear pathway to housing in order for the application and project to be successful. Jenn Harkey shared that the CoC will only submit an application if there is a clear pathway to housing. Jenn shared that all three cities are working on development plans to create a pathway to housing. Jack Edelstein inquired if tiny homes would be considered housing. Jenn clarified that if tiny homes are habitable, they can be considered permanent housing.

Manuel Minjares moved for approval; Jack Edelstein was second; Kevin Clerici abstained; the balance of the Board was in favor.

9. Approval of State Homeless Housing Assistance and Prevention Program Round 2 Youth set aside recommendation for funding re-allocation.

Alicia Morales-McKinney shared that the CoC conducted monitoring between November 5th 2023 to December 4th 2023 for HHAP Rounds 1 CoC and County and Round 2. Alicia shared that one agency had difficulty finding eligible participants to drawdown funds timely and has agreed to reallocate \$83,043.77 of their funds. Alicia clarified that this funding would have to go to a contracted youth provider during Round 2. Alicia requested the Board’s authorization for staff to reallocate the funds and approval to engage with HHAP Round 2 youth providers for re-allocation and if unsuccessful, engage with previous HHAP youth grantees for re-allocation and refer to the Data Performance and Evaluation Committee for funding recommendations.

The Board inquired if similar challenges with spending down are expected for the agency that accepts the re-allocated funds. Jenn shared that one of the concerns regarding not being able to spend down funds was related to eligibility constraints with subpopulations, which would not be concern with another youth provider that serves the larger system.

Kevin Clerici moved for approval; Dr. Sevet Johnson was second; all in favor.

Additional items not on the agenda: Jenn Harkey reminded the Board that the Homeless Point in Time Count will be held on January 24th and encouraged the Board to share the information with their networks to help recruit volunteers.

Next meeting set for January 10th, 2024
Meeting adjourned at 3:10pm

I am asking Jenn to read my public comments today because I am attending the Suicide Prevention Council meeting during the same time, where an individual who has a very different perspective from me, yet we have come to see things pretty similarly, is presenting.

I felt an urgency to get this message to the board and plant a seed of thinking about what I am about to share. Last week I went through a very disheartening experience that can serve as a helpful lesson in understanding what can go wrong.

There really are only about five or six paths into homelessness - patterns we hear repeated over and over. And perhaps just two basic paths out: 1) It has only been a short time, it was unexpected, prior to this the person had good ties to others, and had found a solid spot in the mainstream of society; and 2) Despite outward appearances and often quite clearly, the person has had long-standing life experiences most might label as traumatic and learned to respond to those difficult experiences in ways where the main objective was avoiding further emotional pain, but often ultimately was not safe nor was helpful in gaining a foothold to move forward.

In the first instance, people are open to utilizing services - seeking them out and being patient, complying in ways to overcome most barriers. In the second, the person becomes labeled 'service' or 'treatment resistant' and systems tend to blame them, rather than reflect

on how we can shift our ways to meet their needs, to truly meet people 'where they are at.'

I am most comfortable with folks in the second category - for many reasons, but largely due to sharing a feeling of needing to live outside externally dictated social norms. Recollections stored in my body are provoked in certain situations that are too painful to abide, and so I choose to not experience those settings and interactions.

The episode that I would like to share with you took place as I was supporting an individual who grew up in moderate material wealth in Ventura County. The person's experience within the family system was intermittent caring mixed with various types of neglect and abuse. Ultimately, each parent chose to focus on their own (later separate) needs, leaving this person with a profound sense of abandonment. Consuming substances was rampant in the family of origin, so as modeled, the person has always turned to that to mitigate their pain.

For the second time, the person contacted me to ask for assistance in coming inside. About a year ago, we sat in my car while for a few hours I made calls where this person's request for services was rejected repeatedly. Their feeling of not being wanted permeated everything and grew as time passed. So when last week we together went to ask for a connection and entry into a treatment program and were unable to move anything forward, again I sensed the unbearable feeling of rejection and abandonment.

I relayed how crucial this connection was at this point (the person's organs have begun to fail and is admittedly now using in an effort to kill themselves), turning to the person to confirm I had conveyed this correctly which they affirmed. The person agrees they do not want to be doing things outside where people touch them or they have to touch others; that when under the influence they make decisions that are harmful. All of these are good insights. And yet - we left with empty hands: The person stating "Elizabeth, I can't stay in the car with you." Twice more and they bailed as soon as I parked.

They know they might be arrested again - and so I believe they are now in an unsafe setting, avoiding law enforcement and any outreach.

In addition to this failure weighing heavily on me (I have previously had to leave this person in a relatively safe place to sleep outside overnight since there was nowhere to go - even though they were willing) - I want to highlight the role of feelings in determining how people (consciously or not) choose to act.

I suggest that to really get a sense of what is driving people's behavioral choices, especially regarding being open to services or not, we need to look beyond what maybe some of you around the table might consider.

Overall - life is working out well for you, correct? You have found a way of being - and perhaps it stretches your comfort to do so - that

facilitates you taking part in social rites that afford you employment, housing, and a seat at this formal body.

I would posit that your abilities to perhaps defer, to perhaps weigh more or less rationally the pros and cons, the costs versus benefits of certain actions is not readily available to people whose lives have filled their emotional bucket with pain and disappointment, fear and loathing, and who no longer have the bandwidth to carry any additional experience that harks back to their original injuries.

When I encourage learning from people with direct lived experience/expertise, I am requesting that providers set aside a certain mindset and get in tune with what is happening emotionally, the pain that is being stirred up, the constant assessment of what is tolerable, who can be trusted, the **affects** driving seemingly unfathomable choices.

Being in the trenches is being in a highly reactive world of uncertainty. It requires nimble and flexible responses grounded in what is now called trauma-informed care. And yes - it also needs the resources and systems in place to meet people when they surface and are in the window of readiness.

I am sharing this vignette to illustrate a very recent, concrete experience of how we lose people when we cannot hold the space for overwhelming feelings that are driving urgent needs and why it is crucial to have options when an opportunity is - however tentatively - presented.

January 10, 2024

VC CoC Governance Board

SUBJECT: Authorize Staff to execute a Memorandum of Understanding (MOU) with the County of Ventura for the development and implementation of the Regionally Coordinated Homelessness Action Plan.

BACKGROUND: On September 29, 2023, the California Interagency Council on Homelessness in partnership with the California Department of Housing and Community Development (HCD) released a Notice of Funding Availability for Homeless, Housing Assistance and Prevention (HHAP) Round 5.

A Memorandum of Understanding (MOU) must be submitted with the application and must be signed by each participating applicant committing to participate in and comply with the Regionally Coordinated Homelessness Action Plan. The finalized Action Plan must be reflected in the MOU. Regions are encouraged to update the MOU to reflect any subsequent updates or revisions in their Action Plans.

Per HSC sections 50233 (d) and (e), VC CoC staff have held a series of meetings to collaborate and engage in a public stakeholder process while developing the Regionally Coordinated Homelessness Action Plan. This inclusive process ensures that all key stakeholders have the opportunity to contribute their valuable insights and experiences to the plan, before it is completed. In addition, VC CoC staff will incorporate best practices and recommendations provided through the LeSar study, to ensure continuity of homelessness action plans.

DISCUSSION: A MOU must be executed between the Ventura County Continuum of Care (VC CoC) and the County of Ventura for HHAP Round 5. The MOU is required to be executed before March 27, 2024. The draft MOU with County of Ventura is attached to this report and details out key action items of the VC CoC and County of Ventura.

The first step is memorializing this partnership through this initial MOU which may be updated through addendums to include additional processes and resources to support the Regionally Coordinated Homelessness Action Plan.

RECOMMENDATION: Authorize staff to execute a Memorandum of Understanding with the County of Ventura for the Regionally Coordinated Homelessness Action Plan.

Memorandum of Understanding

Ventura County Regionally Coordinated Homelessness Action Plan

January 10, 2024

This Memorandum of Understanding (“MOU”) is by and among the following parties: Ventura County Continuum of Care (CoC); and the County of Ventura (County), a political subdivision of the State of California and is effective as to any of the above on the date that party executes this MOU.

WHEREAS, Homelessness is an issue that transcends the borders of each city in the county; and,

WHEREAS, Reducing and eliminating the problems associated with homelessness in Ventura County will take the efforts of CoC and the County working cooperatively; and,

WHEREAS, It is the purpose and intent of this MOU to commit the efforts of CoC and the County to the common good of all to help address homelessness in this region.

NOW, THEREFORE, the parties to this MOU, for good and valuable consideration, the receipt and sufficiency of which is hereby acknowledged and agreed, do hereby agree as follows:

CoC and the County will uphold, participate in, and comply with the following:

1. Commitment to the roles and responsibilities of each eligible applicant within the region as they pertain to outreach and site coordination, siting and use of available public land, the development of interim and permanent housing options, and coordinating, connecting, and delivering services to individuals experiencing homelessness or at risk of experiencing homelessness, within the region.
2. Commitment to Key Actions each eligible applicant will take to improve the system performance measures. Key actions include building the capacity of the homelessness response system to utilize resources that quickly and compassionately assess a household's

needs and provides tailored resources to individuals and families in crisis, increasing investments into, or otherwise scaling up, specific interventions or program types such as the delivery of permanent housing and operational subsidies for permanent housing, rapid re-housing, implement best practices that will target prevention and diversion resources countywide to those most at risk and incorporate inclusive strategies through peer support and consumer involvement and efforts to reduce the number of persons experiencing homelessness, reduce the number of persons who become homeless for the first time and increase successful placements from street outreach.

3. Commitment to Key Actions each eligible applicant will take to ensure racial and gender equity in service delivery, housing placements, housing retention, and any other means. Key actions include De-aggregating administrative data for use in decision making processes to identify overrepresented and underserved populations, ensuring those with lived experience have a role in program design, strategy development, and oversight, and the development of workgroups and trainings related to advancing equity to affirm equitable access to housing and services for racial and ethnic groups overrepresented among residents experiencing homelessness.
4. Commitment to actions each eligible applicant will take to reduce homelessness among individuals exiting institutional settings, including but not limited to jails, prisons, hospitals, and any other institutions such as foster care, behavioral health facilities, etc. as applicable in the region. Actions include partnering with Ventura County Behavioral Health, Ventura County Probation Agency, Ventura County Public Defender's Office, and the County of Ventura Human Services Agency to engage people across the system with supportive services that are at risk of entering the homeless response system and/or in shelter and permanent housing.
5. Commitment to roles of each eligible applicant in the utilization of local, state, and federal funding programs to end homelessness by providing a comprehensive summary of available funding, how the funding program will be utilized in the region, the amount prioritized for permanent housing solutions, and an explanation of how each

participating applicant is utilizing local, state, and federal funding programs to end homelessness.

6. Commitment to the roles and responsibilities of each eligible applicant to connect individuals to wrap-around services from all eligible federal, state, and local benefit programs. Wrap-around services include but are not limited to housing and homelessness services and supports that are integrated with the broader social services systems and supports such as social security benefits, Veteran’s Healthcare benefits, and Medi-Cal benefits through Managed Care Plans.

1. Miscellaneous Provisions.

6.1 **Notice.** All notices required by this MOU will be deemed given when in writing and delivered personally or deposited in the United States mail, postage prepaid, return receipt requested, addressed to the other party at the address set forth below or at such other address as the party may designate in writing:

To Ventura County Continuum of Care

To County of Ventura

The address to which any notice, demand, or other writing may be given or made or sent to any Party as above provided may be changed by written notice given by that Party as above provided.

6.2 **Governing Law.** This MOU has been made in State of California and shall be construed under California Law. Any legal action regarding the MOU shall be in the venue of Superior Court in the County of Ventura, California.

6.3 Assignment. The parties may not assign this MOU or the rights and obligations hereunder without the specific written consent of the others.

6.4 Entire Agreement. This document represents the MOU between the parties with respect to the subject matter hereof. All prior negotiations and written and/or oral agreements between the parties with respect to the subject matter of this MOU are merged into this MOU.

6.5 Amendments. This MOU may be modified in writing only, signed by the Parties in interest at the time of the modification.

6.6 Counterparts. This MOU may be executed in one or more counterparts, each of which shall be deemed to be an original, but all of which together shall constitute one and the same instrument.

6.7 Survival. The obligations of this MOU, which by their nature would continue beyond the termination of the MOU shall survive termination of this MOU.

6.8 Severability. If any provision of this MOU is found by a court of competent jurisdiction to be void, invalid or unenforceable, the same will either be reformed to comply with applicable law or stricken if not so conformable, so as not to affect the validity or enforceability of this MOU.

6.9 Waiver. No delay or failure to require performance of any provision of this MOU shall constitute a waiver of that provision as to that or any other instance. Any waiver granted by a party must be in writing and shall apply to the specific instance expressly stated.

6.10 Authority to Execute. Each party hereto expressly warrants and represents that he/she/they has/have the authority to execute this Agreement on behalf of his/her/their

corporation, partnership, business entity, or governmental entity and warrants and represents that he/she/they has/have the authority to bind his/her/their entity to the performance of its obligations hereunder.

IN WITNESS WHEREOF, the Parties have caused this MOU to be executed by their respective governing officials duly authorized by their respective legislative bodies.

DRAFT

January 10, 2024

VC CoC Governance Board

SUBJECT: Receive an update from the Workgroup Engaging People with Lived Expertise

BACKGROUND: The Ventura County Continuum of Care (VC CoC) authorized HUD CoC Planning Grant Funds to contract with the National Health Foundation to engage people with lived experience. The intent of this program is to “hold space” for those who are willing to share their lived expertise, by providing unconditional support and actively seeking input from different perspectives to make a positive impact on our homelessness system.

DISCUSSION: The National Health Foundation has partnered with peer support services, A Friend In Deed, which is managed and led by Elizabeth R. Stone. This program is called “Making Space for People with Live Expertise”. Elizabeth has been actively engaging with those who are unsheltered, by providing peer support and meeting regularly with the newly formed workgroup. An update will be shared with the VC CoC Board on the progress that has been made during 2023 and plans for 2024.

January 10, 2024

VC CoC Governance Board

SUBJECT: Receive a report on the Updated Ventura County Plan to Prevent and End Homelessness

BACKGROUND: In January 2023, the Ventura County Board of Supervisors authorized County Executive Office staff to enter into a contract with LeSar Development Consultants, in coordination with the cities of San Buenaventura, Oxnard and Thousand Oaks (contributing \$25,000 each) at a total cost not to exceed \$175,000. The engagement included a qualitative and quantitative analysis of the homeless services system and the development of actionable recommendations that align with the current [2019 Ventura County Plan to Prevent and End Homelessness](#).

Following a series of in-person group and individual interviews, online community and provider surveys and an analysis of local data, LeSar analyzed information and identified a variety of strengths and weaknesses in our current homelessness system. The qualitative analysis included in-person and remote interviews with policymakers, focus groups with partner agencies including both housing and service providers and, as prioritized by the Board and our partner cities, persons with lived experience. Included with LeSar's quantitative analysis, was a review of our Point in Time Count trends, Homeless Management Information System data, and an assessment of current housing resources including a review of housing development currently in the pipeline.

DISCUSSION: Based on LeSar's analysis, the recommendations contained in the attached report are designed to enhance and improve aspects of the system that are working well, and either eliminate or ameliorate what is impeding positive outcomes by recommending next steps in accordance with their findings. Among the system strengths, they identified a strong commitment from service providers, adoption of innovative and effective approaches including Housing First and Trauma-informed care, prioritizing the most vulnerable through the Ventura County Continuum of Care's Coordinated Entry System, and efficient utilization of temporary funding to scale interim and permanent housing options. The key weaknesses identified were an imbalance between entries and exits from the homeless service system, lack of housing resources affordable to extremely low-income households, fragmented response to unsheltered homelessness, substandard data collection and utilization, and insufficient inclusion of persons with lived experience in formulating recommendations and strategies. Both the strengths and weaknesses are discussed in greater detail in the attached plan. Based on the quantitative and qualitative analysis, LeSar identified five action areas:

- Action Area 1: Housing Prioritization & Funding
- Action Area 2: Regional Coordination & Leadership
- Action Area 3: Outreach & Service Delivery
- Action Area 4: Data-Driven Decision Making
- Action Area 5: Representation & Inclusivity

Each of the action areas includes next steps that, when implemented, will help achieve the goals within. Some recommendations address multiple action areas, as there's significant overlap and interconnectivity within the homeless services system. The following recommendations were identified in the study as having the most potential for improvement, and thus should be prioritized to move toward making homelessness rare, brief, and non-recurring in Ventura County:

1. Utilize a ratio framework to prioritize investments in permanent housing and homelessness prevention to bring the system into balance. Due to a lack of housing resources, people who have been prioritized and qualified for permanent supportive housing and rapid rehousing resources have been languishing in interim housing/emergency shelters for several years.
2. Establish a permanent funding source for housing, services support, and homelessness prevention.
3. Create and hire a Homelessness Solutions Director.
4. Create and hire a Housing Solutions Director.
5. Establish a "Command Center" for coordinated multi-disciplinary team (MDT) outreach.
6. Expand and standardize engagement approaches and delivery of supportive service methodologies using person-centered models.
7. Establish a comprehensive real-time and interactive database to facilitate improved connection to services, prioritization, and tracking outcomes. Increasing the capacity of the Homeless Management Information System to provide data to inform policy, allocate resources to fill gaps, and ensure program effectiveness.
8. Prioritize persons with lived experience in planning and decision-making.

These recommendations, and the resources likely necessary for their implementation, were not estimated as a part of this study. County Executive Office staff will return to the Board of Supervisors with a series of recommendations and alternatives for consideration. An assessment of cost, potential resources to pay for implementation and timing options for strategically phasing their rollout will be included.